

**NOTICE OF BOARD OF REGENTS MEETING**

*Board business not completed on this day will be taken up on another day and time announced at the conclusion of the meeting.*

**Date:** Thursday, February 28, 2019

**Time:** 9:30 a.m.

**Place:** University of Hawai'i Maui College  
Ka'a'ike Building, Room 105B/C/D  
310 West Kaahumanu Ave.  
Kahului, HI 96732

**AGENDA**

- I. Call Meeting to Order**
- II. Approval of the Minutes of the January 31, 2019 Meeting**
- III. Public Comment Period:** All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Written testimony may be submitted via US mail, email at [bor@hawaii.edu](mailto:bor@hawaii.edu), or facsimile at 956-5156. Individuals submitting written testimony are not automatically signed up for oral testimony. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Oral testimony is limited to three (3) minutes. All written testimony submitted are public documents. Therefore, any testimony that is submitted verbally or in writing, electronically or in person, for use in the public meeting process is public information.
- IV. Report of the President**
- V. Report of the University of Hawai'i Foundation**
- VI. Committee Reports**
  - A. Report from the Committee on Academic and Student Affairs
  - B. Report from the Committee on Budget and Finance
  - C. Report from the Committee on Intercollegiate Athletics
  - D. Report from the Committee on Personnel Affairs and Board Governance
  - E. Report from the Committee on Research and Innovation
  - F. Affiliate Reports
- VII. Items for Discussion and/or Approval**
  - A. For Action Consent Agenda
    1. Program Approvals:
      - a. Establishment of a Provisional Bachelor of Arts Degree in Creative Media at the University of Hawai'i – West O'ahu
      - b. Establishment of a Provisional Bachelor of Science Degree in Natural Science at the University of Hawai'i – West O'ahu

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For disability accommodations, contact the Board Office at 956-8213 or [bor@hawaii.edu](mailto:bor@hawaii.edu).  
Advance notice requested five (5) days in advance of the meeting.

2. Amendments to the Bylaws of the Board of Regents Article II.D.2.b., Committee on Budget and Finance, and Article II.D.2.c., Committee on Planning and Facilities

**VIII. Executive Session (closed to the public)**

- A. Personnel: *(To consider the hire, evaluation, dismissal, or discipline of an officer or employee, where consideration of matters affecting privacy will be involved, pursuant to Section 92-5(a)(2), Hawai'i Revised Statutes)*

1. Discussion of Personnel Actions (A-1 For Approval)

**IX. Items for Discussion and/or Approval (cont.)**

B. For Action

1. Approval of Phase 1 of the University of Hawai'i at Mānoa Reorganization Proposal and Associated Implementation Actions:
  - a. Reorganization proposal including updated functional statements and organization charts
  - b. Amendments to RP 2.202, Duties of the President
  - c. Amendments to RP 2.201, Officers of the University of Hawai'i
  - d. Amendments to Class Specification for President
  - e. Establishment of Class Specification for Provost with Assignment to the SM-5 Salary Schedule
2. Approval of Request for Reassignment of Dr. Michael Bruno as Provost, University of Hawai'i at Mānoa, Conditional Upon Approval of Reorganization
3. Appointment with Tenure for Dr. Bonnie D. Irwin, Chancellor-Elect, University of Hawai'i at Hilo
4. Approval of Faculty Emeritus Status Recommendation for C. Fred Blake, David Chappell, Kevin Hamilton, Robert Bley-Vroman
5. Approval of Personnel Actions (A-1 for approval)
6. Approval of Revisions to Regent Policy (RP) 1.206, Seal and Logo (to be renamed, University Seal, Logo, Name, and Trademarks) and Repeal of RP 1.209, Use of University's Name by National or Other Organizations

C. For Information and/or Discussion

1. Legislative Update
2. Enterprise Risk Management Update

**X. Announcements**

- A. Next Meeting: March 28, 2019, at Kapi'olani Community College

**XI. Adjournment**

**ATTACHMENTS**

Attachment A1 – Personnel actions posted for action

Attachment A2 – Personnel actions posted for information only

Attachment A-1: Personnel Actions for BOR approval

Executive/Managerial

Campus	Last Name	First Name & Middle Initial	Proposed Title	Unit	Nature of Action	Monthly Salary	Effective Date
UH Mānoa	Bruno	Michael	Provost	Office of the Provost	Reassignment	\$29,168	Concurrent with Approval of UHM Reorganization - Phase I
UH Mānoa	Blake	C. Fred	Professor Emeritus	College of Social Sciences	Emeritus	N/A	Upon Board approval
UH Mānoa	Chappell	David	Professor Emeritus	College of Arts and Humanities	Emeritus	N/A	Upon Board approval
UH Mānoa	Hamilton	Kevin	Professor Emeritus	School of Ocean and Earth Science and Technology	Emeritus	N/A	Upon Board approval
UH Mānoa	Bley-Vroman	Robert	Professor Emeritus	College of Languages, Linguistics and Literature	Emeritus	N/A	Upon Board approval
UH Hilo	Irwin	Bonnie	Chancellor	Office of the Chancellor	Appointment with Tenure	N/A	July 1, 2019

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BOARD OF REGENTS

Recommendation: That the Board approve the personnel action as recommended.

David Lassner  
President

Attachment A-2: Pursuant to §89C-4, Hawai'i Revised Statutes, the following proposed compensation actions for excluded Executive/Managerial are disclosed for purposes of public comment.

## Executive/Managerial

Campus	Last Name	First Name & Middle Initial	Proposed Title	Unit	Nature of Action	Monthly Salary	Effective Date
System	Iboshi	Pearl	Director of Institutional Research, Analysis and Planning	Office of Institutional Research, Analysis and Planning	Salary Adjustment	\$14,242	March 1, 2019
UH Mānoa	Lonborg	David	Associate Director of Research Institute	Institute for Astronomy	Reassignment	\$15,834	March 1, 2019
Windward Community College	Ka'opua	Heipua	Interim Vice Chancellor	Student Affairs	Appointment	\$9,584	March 1, 2019 - February 29, 2020

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BOARD OF REGENTS

***DISCLAIMER – THE FOLLOWING ARE DRAFT MINUTES AND ARE  
SUBJECT TO CHANGE UPON APPROVAL BY THE BOARD OF  
REGENTS***

**MINUTES**

**BOARD OF REGENTS MEETING**

**JANUARY 31, 2019**

**I. CALL TO ORDER**

Chair Lee Putnam called the meeting to order at 9:05 a.m. on Thursday, January 31, 2019, at University of Hawai'i – West O'ahu, Campus Center, Room C208, 91-1001 Farrington Highway, Kapolei, Hawai'i 96707.

Quorum (12): Chair Lee Putnam; Vice Chair Jeffrey Portnoy; Vice Chair Wayne Higaki; Regent Kelli Acopan; Regent Eugene Bal; Regent Ben Kudo; Regent Michael McEnerney; Regent Alapaki Nahale-a, Regent Michelle Tagorda; Regent Ernest Wilson Jr.; and Regent Stanford Yuen.

Excused (3): Regent Simeon Acoba; Regent Jan Sullivan; Regent Robert Westerman.

Others in attendance: President/UH-Mānoa (UHM) Chancellor David Lassner; Vice President for Administration Jan Gouveia; Vice President for Community Colleges John Morton; Vice President for Legal Affairs/University General Counsel Carrie Okinaga; Vice President for Academic Planning and Policy Donald Straney; Vice President for Research and Innovation Vassilis Syrmos; Vice President for Budget and Finance/Chief Financial Officer Kalbert Young; UHM Vice Chancellor for Research/Interim Vice Chancellor for Academic Affairs Michael Bruno; Interim UH-Hilo (UHH) Chancellor Marcia Sakai; UH-West O'ahu (UHWO) Chancellor Maenette Benham; UH Maui College (UHMC) Chancellor Lui Hokoana; Honolulu Community College (HonCC) Chancellor Erika Lacro; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

**II. APPROVAL OF THE MINUTES OF THE OCTOBER 18, 2018, AND  
NOVEMBER 15, 2018, MEETINGS**

Regent Wilson moved to approve the minutes of October 18, 2018, meeting and the November 15, 2018, meeting, seconded by Vice Chair Higaki, and the motion carried unanimously.

**III. PUBLIC COMMENT PERIOD**

Board Secretary Oishi announced that the Board office received written testimony from Michael Taylor in support of Bonnie Irwin's appointment as the UHH Chancellor, and from Regent Sullivan in support of the tuition proposal.

Chair Putnam noted that public comment is usually limited to agenda items and that Maunakea-related issues were not on the agenda, but made an exception to allow several individuals to provide oral comments as follows:

- Noelani Goodyear-Ka'ōpua, 'Ilima Long, and Candace Fujikane presented a written statement requesting UH administration, the board, and TMT International Observatory LLC and its members, to immediately cease pursuing construction of TMT on Mauna a Wākea and reject the current draft of the proposed Chapter 20-26, Hawai'i Administrative Rules, relating to public and commercial activities on Mauna Kea lands.
- Late written testimony was received by Kristeen Hanselman on behalf of the University of Hawai'i Professional Assembly in support of the tuition freeze and offering comments.

#### **IV. APPROVAL OF RESOLUTIONS**

The board recognized and honored outgoing Regent Brandon Marc Higa and Regent Douglas Shinsato with the reading and presentation of board resolutions.

Regent Higa expressed that it was a privilege to serve on the board and thanked the regents for their service and for encouraging him to do well in school.

Regent Shinsato expressed that it was an honor to serve on the board and shared his belief in the power and value of higher education, and encouraged the regents to continue to work hard and do great things for university and state.

Vice Chair Higaki moved for approval of the resolutions, seconded by Regent Acopan, and the resolutions passed upon unanimous vote.

#### **V. REPORT OF THE PRESIDENT**

President Lassner provided a report highlighting the following:

He thanked outgoing Regents Higa and Shinsato for their contributions during their tenure with the board and looked forward to their continuing contributions to the UH community.

He expressed his appreciation to Chancellor Benham and the UHWO team for hosting the meeting on short notice. He noted that the Administration and Health Sciences building, the newest building in the UH System, is operational, and there was a recent groundbreaking of the new Creative Media building.

##### Hawai'i Graduation Initiative (HGI)

- In January, the Accrediting Commission for Community and Junior Colleges (ACCJC) reaffirmed accreditation for the full seven-year term for Hawai'i Community College (HawCC), Honolulu Community College, Kaua'i Community College (KauCC), and Windward Community College (WinCC).

Accreditation was reaffirmed for the full seven-year term for Leeward Community College (LeeCC) with a follow-up report to address one compliance recommendation relating to establishing a regular review cycle for evaluating the college's policies.

Accreditation was reaffirmed for 18 months for Kapi'olani Community College (KapCC) with a follow-up report and visit required to address two compliance recommendations. The first recommendation was related to regular review and evaluation of the governance structures and policies, and the second recommendation was to better analyze and use the results of the assessment of student learning outcomes in the planning and resource allocation on campus.

Under federal regulations, compliance recommendations must be addressed within two years. The non-compliance for LeeCC was determined to be relatively easy to remedy within the two-year period. For KapCC, the effort to develop a more robust assessment system for student learning outcomes is more substantial and the ACCJC wants to ensure compliance within the two-year time frame. There will be a follow-up visit and additional steps taken before accreditation is extended to the full seven-year term.

All of the colleges received several commendations and some additional recommendations for improvement. The ACCJC also found full compliance with all of the standards relating to board governance and the community college system governance and leadership. President Lassner thanked the regents and the task group for their efforts. Chair Putnam added that this outcome represents the very high quality of the community colleges and the work of all faculty, staff, and administrators involved.

Regent Randy Moore arrived at 9:32 a.m.

- The Bachelor of Applied Science in Applied Business and Information Technology (ABIT) online degree program at UHMC was extended to KapCC as the first expansion partner. Students can get an Associate in Science degree in IT from KapCC, and move into the ABIT online degree program from UHMC.
- The new online Associate in Arts (AA) degree designed specifically for returning adults with an accelerated 5-week course format will start in fall 2019. Online courses are offered by all the community colleges, and the degree will be awarded by LeeCC. A graduate of the President's Emerging Leaders Program is coordinating the online degree program and will be responding to inquiries. Over 500 inquiries were received the day the program was announced.

Online four-year baccalaureate completion programs are being developed at UHM and UHH. The UHM Bachelor of Social Work online program is coming soon, and UHM is working on the social sciences degree programs. UHH offers a number of online courses and is developing structured online degree offerings for distance learners. UHWO has the highest percentage of online course offerings.

President Lassner acknowledged the support of the Legislature for the online AA degree program initiative and commended VP Morton, VP Straney, Tammi Oyadomari-Chun, and Hae Okimoto for their efforts in assembling this program that will enable UH to better serve the people of Hawai'i.

#### Hawai'i Innovation Initiative (HII)

- Research awards were granted and discoveries occurred despite the partial-government shutdown. The Center for Microbiome Analysis through Island Knowledge and Investigation (C-MĀIKI) cohort at UHM received a \$10.4 million grant and the Hawai'i Natural Energy Institute (HNEI) received a \$1.3 million grant to advance wave energy. The UH Panoramic Survey Telescope and Rapid Response System (Pan-STARRS) released the second edition of over 1.6 petabytes data, the largest volume of astronomical information ever released. Administration is not aware of any employees affected by furloughs and no projects were reported to have been put in a stop-work situation.

UH managed the direct financial impacts of the partial-government shutdown, with unfunded agencies accounting for just under 30% of UH's total extramural support. Some federal agencies were open and continued to provide reimbursements, while others were closed but provided reimbursements through automated online systems. Several agencies were closed altogether. Principal investigators held back on discretionary purchases and expenditures. UH and RCUH reserves were more than adequate to face this challenge, and administration is working to catch up on reimbursements before the next possible shutdown. Previous government shutdowns, while shorter, were potentially more dangerous since they impacted all agencies.

The impact on the grants and contracts pipeline for this year is of concern. Impacted agencies made no new awards, issued no new solicitations, and did not convene any review panels during the shutdown. Another government shutdown, particularly an extended one, will have an impact on the overall direct and indirect funding for the remainder of the fiscal year.

#### 21<sup>st</sup> Century Facilities (21CF)

- Six Biki stops were installed on December 1 at locations at the UHM campus and three stops were installed at KapCC.
- A new strategic partnerships office is being created that will focus on strategic partnerships and real property monetization. The office will consist of one new position appropriated by the Legislature last year, one existing position, and one vacant position. The office will report to VP Young, while VP Gouveia will continue to be responsible for campus long-range development planning. VP Young resigned from the Honolulu Authority for Rapid Transportation Board to avoid any potential or perceived conflicts of interest.



- The Atherton YMCA project is positioned as an innovation hub that will provide housing for students. UH has partnered with the UHF on this project. UHF issued a request for proposals (RFP) for partners, and there are six pre-qualified developers under consideration, all with the financial capacity to develop and operate the project at their expense. Responses are due March 7 and interviews will follow. UHF utilized private funds to pay for the consultant managing the RFP process.
- Discussions are taking place with a developer regarding the potential opportunity to develop a major utility-scale photovoltaic project on UHWO mauka lands. This project has the potential to generate revenue and help UH achieve its net-zero energy goal by 2035.
- The state of Hawai'i has informally notified UH that it is not proceeding with developing a veterans' care facility project at the Lē'ahi properties site. Formal notification is expected soon.
- Saint Francis School has announced that they are ceasing high school operations. Direct conversations are being held with the school regarding potential opportunities for the property, which is adjacent to the UHM campus. Administration is looking into financing options that do not require a legislative appropriation.

#### High Performance Mission-Driven System (HPMS)

- President Lassner noted that the Second Decade Project (2010-2020), sought to identify the state's higher education needs by geographic region. The most notable outcomes of the project were the development of UHWO and Pāalamanui campuses. VP Straney is leading the planning effort for the Third Decade Project, which will examine the social, economic, and educational needs of the state through 2030. This information will help guide the development of the next set of strategic directions.

President Lassner ended his report by sharing that Ka'iu Kimura, Executive Director of the 'Imiloa Astronomy Center, was the keynote speaker at the American Astronomical Society Conference in Seattle last month. He shared a [video](#) on the initial pilot project of the A Hua He Inoa educational program led by 'Imiloa, with collaboration from Ka Haka 'Ula o Ke'elikelani, College of Hawaiian Language at UHH, cultural leaders, astronomers, and a UHH student cohort.

## **VI. COMMITTEE AND AFFILIATE REPORTS**

### **A. Report from the Committee on Independent Audit**

Committee Chair McEnerney summarized the committee report. He noted that UH was the first major state agency to submit its Audited Financial Reports for the Year Ended June 30, 2018, to the state. These reports are not comparable with prior years due to implementation of a new Government Accounting Standards Board Statement No. 75, relating to accounting and financial reporting

for other post-employment benefits (OPEB) other than pensions which resulted in changes to the way the university reports its net OPEB liability. He clarified that the Annual Report to the Legislature on Material Weaknesses and Fraud relates to material weakness in internal controls. He noted that Internal Audit's Review of Maunakea activities is the first comprehensive report on the management of Maunakea and the interrelationship of the Maunakea Management Board and support services. There was a material weakness finding in the UH Financial and Compliance Reports as of June 30, 2018 (Finding No. 2018-001), regarding financial aid compliance at UHWO and the timely remittance of funds awarded to students who ceased to be active participants. This matter is being addressed and the committee will be following up on progress.

**B. Report from the Committee on Intercollegiate Athletics**

Committee Chair Jeffrey Portnoy summarized the committee report.

**C. Report from the Committee on Planning and Facilities**

Committee Chair Stanford Yuen summarized the committee report. Regent Kudo suggested that administration, Committee Chair Yuen, and board leadership consider reinstating the Real Estate Task Group to develop a plan which includes real estate development of facilities and infrastructure that is part of the Integrated Academic and Facilities Plan (IAFP) and puts into context how various development projects support the IAFP goals and objectives.

**D. Report from the Committee on Research and Innovation**

Committee Vice Chair Regent Eugene Bal summarized the committee report.

**E. Affiliate Reports**

Maunakea Management Board (MKMB): Chair Putnam noted that there are two regents who serve as ex-officio non-voting members on the MKMB. Board Vice Chair Higaki has been serving as one of the members and Regent Nahale-a has been appointed to the second position. Regent Nahale-a was previously appointed as a voting member of the MKMB, but has resigned from that position.

Vice Chair Higaki reported that the MKMB held a two-day retreat on December 14 and 15, 2018, primarily to provide an orientation to five newly-appointed MKMB members. He noted that Regent Moore participated in the retreat. The orientation included an afternoon session on the summit hosted by the Canada-France-Hawai'i Telescope, where board members observed nighttime activities relative to commercial tours.

UH Student Caucus (UHSC): Regent Acopan reported that the UHSC met in December and on January 12, 2019. President Lassner spoke about his vision for the future of the university, the tuition proposal, and the UHM reorganization. Several campuses shared that they were preparing to hold town hall meetings regarding the management of Maunakea and the Thirty Meter Telescope project with the intention of providing an opportunity for education.

UH System Government Relations provided a legislative briefing. The UHSC will be discussing priority bills at its February 2, 2019, meeting at UHM in preparation for State Capitol visits on February 8, 2019.

UHSC is following a Title IX bill that is being submitted to the Legislature. Title IX was raised at the January 2019 meeting, with students reporting incidents of harassment that they felt were not being taken seriously. Students asked for guidance with these types of situations, and were referred to the UH Whistleblower Hotline and the Office of Gender Equity if they felt there was inadequate resolution from their own campuses. Students were also encouraged to complete the recently issued UH Student Campus Climate Survey.

Regent Acopan thanked Regent Emeritus Higa for attending the January 2019 UHSC meeting and assisting in her transition to her role as the Student Regent.

Regent Kudo recognized outgoing Regent Higa for the great job he has done engaging students in matters that affect them and the university, and requested that Regent Acopan maintain the same level of performance and intensity with the students.

## **VII. ITEMS FOR DISCUSSION AND/OR APPROVAL**

### **A. For Action Consent Agenda**

#### **1. Amendments to the Bylaws of the Board of Regents Article II.D.2.c. Committee on Planning and Facilities**

Vice Chair Higaki moved to approve the consent agenda, seconded by Regent Yuen, and the motion carried unanimously.

The board went into recess at 10:19 a.m. The meeting reconvened at 10:33 a.m. Quorum was maintained.

### **B. For Action**

#### **1. Approval of University of Hawai'i Tuition Schedule, Academic Year (AY) 2019-2020 through AY 2022-2023**

VP Straney provided an overview of the background, considerations, and approach for both the current and the proposed tuition schedules, which included historical and policy background; affordability, aid, and access information; state support; peer and competitor comparisons; student share of cost of attendance; and impact of tuition on enrollment. A breakdown of the projected impact of the proposed tuition schedule reduction by academic unit was also provided.

Chair Putnam noted that previous tuition schedule proposals were received after a round of public hearings were held throughout the state. The AY 2019-2020 through AY 2022-2023 tuition schedule did not follow that process because a tuition decrease is being proposed.

At the request of Chair Putnam, Regent Acopan read a written statement from Regent Sullivan in support of the proposed tuition decrease.

Regent Kudo raised a question regarding whether the undergraduate tuition and fee comparison charts were adjusted for cost of living. VP Straney responded that the charts showed actual rates by year, and were not adjusted for cost of living. VP Straney noted that if the proposed tuition schedule is approved, administration is required under board policy to return in the second year of the new schedule (AY 2021-2022) to evaluate impact of the schedule and discuss the next schedule. The expectation under the proposed tuition schedule is that enrollment will increase and the net revenue will not decrease.

Concerns were expressed regarding the increased competition for students in the next 5 years. A suggestion was made that tuition not be kept flat for four years, and should be implemented in smaller increments with administration performing annual reviews to determine if adjustments are needed.

Vice Chair Portnoy indicated that he did not object to increasing nonresident or graduate tuition, but had concerns regarding keeping tuition flat for four years because of the impact it could have on the ability to fund health care and mental health services, attract quality faculty, maintain adequate facilities and resources, and provide a quality education to students. He noted that undergraduate tuition at UH is currently lower than universities in areas with a much lower cost of living.

Regent McEnerney noted his reservations that UH would be able to increase enrollment as a result of the proposed tuition decrease. He requested price elasticity information on graduate and professional programs and expressed concerns that economic conditions do not support a tuition reduction. VP Straney responded that during the last recession, UH experienced its largest growth in enrollment in UH history.

Regent Acopan indicated that she was on the UHSC when the tuition increase proposal was discussed in 2016 and the UHSC did not submit testimony because there was no agreement on whether or not the proposal was collectively supported. One of the issues raised was whether student services would be impacted. Mental health services have been a longstanding issue throughout the UH System. When the Legislature proposed legislation to restrict tuition in 2017, the UHSC opposed the bill and noted that there was no mechanism in place to make up for potential shortfalls in program funding and student services.

Regent Moore commented that marketing the university is important and reducing tuition, even by a nominal amount, sends a positive message, especially to current and next year's students who would have their tuition frozen if they graduate in four years. It is likely that peer institutions will raise tuition in the next several years, which makes UH more attractive over time. A regular review is important because four years is a long time to freeze one-third of the university's total revenue. He noted that Hawai'i is unique among universities because the Legislature funds salary increases and benefits for general fund employees, thereby allowing tuition funds to cover costs that are more subject to the university's control. He added that there is a need for increased need-

based financial aid, which is largely a philanthropic effort that requires the support of the entire university community. People will be motivated to be philanthropic if they see the university is being responsible with the money entrusted to it.

Concerns were expressed regarding the impact that freezing tuition would have on deferred maintenance and renew, improve, and modernize projects. It was noted that the previously approved tuition increase was used for deferred maintenance, and it was a step in the right direction.

Regent Bal noted that it is impossible to predict the state of the economy for the next five years, so he was not sure that a potential downturn in the economy should be cause for concern. He suggested that the university's budgetary constraints during the recession in 2008-2009 were likely a result of the loss of general fund support from the state rather than tuition activity.

Regents Bal, Tagorda, and Nahale-a expressed sentiments that the symbolic value of decreasing tuition is meaningful to the resident students, especially those from lower-income households. There are diverse communities across the state in terms of socioeconomic status and accessibility, and the university has a responsibility to provide the opportunity for higher education opportunities to all qualified individuals. This tuition proposal sends a message to families of first-time college students, working adults returning to school, and the general population that the university supports the upward mobility of our communities. The campuses are enhancing online programs and enrollment management, and being responsive to student needs. This tuition proposal is another mechanism to reduce the burden on families and communities who are struggling, and putting the responsibility on administration to be more effective and efficient with managing the institution.

Regent Nahale-a questioned why UHH has a different percentage to close the gap with peers, and indicated he would like to see the UHH gap closed similarly to other campuses. Chancellor Sakai explained that at the time the current tuition schedule was being discussed, UHH was looking primarily at rolling back the proposed 1% increase and did not contemplate further reductions.

Chair Putnam indicated that over the past several years, the university has implemented financial controls that provide the board with a good indication of how the university is doing financially. Cost-control and efficiency measures have also been implemented. People are struggling and these proposed reductions are not insignificant to many students and their families. She noted that the university has achieved a reasonable level of being able to provide a high quality education within the resources we currently have.

President Lassner thanked the regents for their comments and indicated that he had a much better sense of their views based on this specific proposal compared to the discussion on tuition at the November board meeting. He was uncomfortable with proceeding if the result was going to be a highly divisive vote. Regarding adjusting the tuition schedule, he indicated that the tuition-setting process is not agile enough to adjust yearly. Students are making decisions starting now for fall 2019, so tuition

cannot be changed well into in the spring with hopes that it will impact the following fall. The university has typically approved tuition schedules ranging from three to five years, and any proposed tuition increase would need to be ready approximately two years in advance in order to hold the required public meetings to have the tuition schedule in place at least one year in advance of when it will take effect.

President Lassner shared a number of comments about what he heard. He noted that from the discussion there did not seem to be much concern about lowering non-resident rates to increase competitiveness. The decrease in resident tuition was intended to address affordability concerns. The current tuition schedule runs through 2019-2020, so the administration would like to get the 2020-2021 tuition rate in place this spring so that applicants in the fall will know the tuition rate that will be in place when they attend. When the proposal under discussion today was developed, the administration and the chancellors felt it could be managed in a revenue-neutral or positive manner. The nationwide decrease in the college-age student population is not a significant trend for Hawai'i, as our population is fairly stable. The administration believes that growth in resident enrollment can come by working with the Department of Education on increasing the college-going rate of local high school graduates, and by reaching out more effectively to new populations, such as returning adults. He also noted the importance of need-based aid to address affordability concerns and that the highest operating budget priority for the university this year is the expansion of the Hawai'i Promise Program to the four-year campuses. The cost of tuition should not be a barrier to the ability to enroll in a UH campus.

In response to the concerns raised by regents, Chair Putnam deferred action on the proposed tuition schedule and requested administration take into consideration the questions and comments made and report back to the board. There were no objections.

**C. For Information and Discussion**  
**1. Legislative Update**

VP Young provided an update on measures and priority issues that UH is following at the Legislature, reflecting the status of legislation as of January 31, 2019. The university is tracking over 500 bills, which is higher than previous sessions and may be attributed to the zero-based budget process that the House is implementing this year.

VP Young provided a comparison chart of the board-approved operating budget request for an additional \$26.7 million in fiscal year (FY) 2020 and \$27.2 million in FY 2021 in general funds, and the Governor's budget submittal for \$22.9 in FY 2020 and \$22.8 million in FY 2021. The bulk of the request is \$19.7 million in each fiscal year for the Hawai'i Promise Program. He also provided a comparison chart of the board-approved Capital Improvement Project (CIP) budget request for \$295 million in FY 2020 and \$319.5 million in FY 2021, and the Governor's budget submittal for \$150 million in each fiscal year that allowed for the university to decide project prioritization.

He explained the House zero-based budget process: recurring costs will be in a base budget, and program IDs may be removed from the base budget and inserted into

individual appropriation bills by the subject matter committee chairs. UH program IDs were removed from House Bill No. 2, Relating to the State Budget, and administration will work with the education committees on the university's budget.

VP Young provided an overview of select bills of interest and legislative deadlines. In response to regent request, the next legislative update will include the university's positions on various legislation.

## **2. Aloha Stadium Informational Update**

UHM Athletic Director David Matlin introduced Ross Yamasaki, Chair of the Stadium Authority, and Scott Chan, Stadium Manager who provided an update regarding Aloha Stadium. Mr. Yamasaki indicated the in recent months the Stadium Authority has proven the need and value of a large entertainment multi-purpose facility to meet the needs of a variety of groups. The immediate task is to assess health and safety needs. A report was submitted this morning that identified some concerns. Mr. Yamasaki noted that immediate projects will be addressed in the coming year if the Stadium Authority receives its requested budget appropriation.

In 2017, the Stadium Authority adopted a resolution in support of a new stadium with redevelopment on the current property. The State Comptroller approved hiring an architectural consulting firm to complete a master plan and environmental impact statement (EIS), and has requested that the firm assess other locations to ensure that the existing site is the best location. The Stadium Authority expects to receive the consulting firm's report in March and will move forward with the master plan and EIS in the next 16 to 18 months.

A question was raised regarding the role of the university with regard to the decision the Stadium Authority will be making. Mr. Yamasaki responded that the university is represented at the meetings and will have a voice in the process moving forward.

Regent Portnoy noted there have been several discussions over the years regarding the relationship between the university and the Stadium Authority, and the deterioration of the stadium, and noted that UH is the single most important tenant of the stadium. He expressed concern over the condition of the stadium and its impact on revenues resulting from a lack of attendance due to issues such as security, amenities, parking, and traffic. The fate of the university's Division I football program is dependent on the status of the stadium. Regent Portnoy questioned whether the university should continue dialogue regarding a stadium separate and apart from what the state may build, and whether there are assurances that the university's interests will be protected. Mr. Chan explained that they are trying to be good landlords and have worked closely with the athletic department to create opportunities and a pleasant experience, but resources are required.

A question was raised regarding whether there was a contingency plan for an alternative facility if a new stadium is built at the current stadium site. Mr. Chan explained that it was premature to address that issue at this time, but discussions to address those concerns are taking place.

President Lassner indicated that he meets regularly with AD Matlin and VP Young regarding the stadium. The first choice is to support the development of a new stadium by the Stadium Authority and/or the Hawai'i Community Development Authority at the current location. There needs to be a better financial relationship with the Stadium Authority than currently exists. The university is sympathetic to the challenges the Stadium Authority has maintaining a substandard facility and appreciates the concessions that have been made to the university. That said, because UH is the primary user of the facility, the university has been looking at other options should there not be any solution this legislative session.

Concerns were expressed regarding risk management and the safety of athletes and attendees. Mr. Chan responded that safety would never be compromised, and they would not let people use the stadium if it were not safe. He indicated that experts assess the issues and there are concerns that are being addressed. He added that the support of the Legislature and the university is needed, and hopes that the Stadium Authority will get the funding necessary to address the upcoming issues.

Mr. Yamasaki indicated that the concerns of the university regarding stadium safety are the same as any other tenant. The Stadium Authority received the structural engineer's health and safety report today, and the stadium is currently safe. The stadium is working toward achieving preventative maintenance instead of chasing deferred maintenance. He requested the regents support the redevelopment.

#### **VIII. EXECUTIVE SESSION (closed to the public)**

Upon motion by Vice Chair Higaki, seconded by Regent Bal, the board unanimously approved convening in executive session to consider the hire, evaluation, dismissal, or discipline of an officer or employee, where consideration of matters affecting privacy will be involved, pursuant to Section 92-5(a)(2), Hawai'i Revised Statutes (HRS); and to consult with the board's attorneys on questions and issues pertaining to the board's powers, duties, privileges, immunities, and liabilities, pursuant to Section 92-5(a)(4), HRS.

The meeting recessed at 12:51 p.m. and reconvened at 2:22 p.m.

#### **IX. ITEMS FOR DISCUSSION AND/OR APPROVAL**

##### **A. Items for Approval (continued)**

Chair Putnam noted that the board went into executive session to discuss personnel and legal matters as indicated on the agenda.

##### **1. Personnel Actions (A-1 for approval)**

Regent McEnerney moved to approve the personnel actions on Attachment A-1, seconded by Regent Wilson, and the motion carried unanimously.



**2. Settlement of a Civil Action Against the University of Hawai'i entitled *Josephine Calvo, et al. v. University of Hawai'i, et al.*; Civil No. 15-1-1869-09 (JCH)**

Regent Moore moved to approve the settlement, seconded by Regent Wilson, and the motion carried unanimously.

**X. ANNOUNCEMENTS**

Chair Putnam announced the next board meeting is scheduled for February 28, 2019, at University of Hawai'i Maui College.

**XI. ADJOURNMENT**

There being no further business, Board Chair Putnam declared the meeting was adjourned at 2:23 p.m.

Respectfully Submitted,

Kendra Oishi  
Executive Administrator and Secretary  
of the Board of Regents

Item IV.  
Report of the  
President

**NO MATERIALS**

**ORAL REPORT**



UNIVERSITY of HAWAII®  
**MAUI COLLEGE**

# Maui College UPDATE

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Presentation to University of Hawai'i Board of Regents  
February 28, 2019

By: Chancellor Lui Hokoana and Maui College Academic Senate Chair Nani Azman

# About Maui College

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- Maui College is a community college offering;
- 21 Associate degrees
- 3 Baccalaureate degrees
  - Applied Business and Information Technology
  - Sustainable Science Management
  - Engineer Technology
- Accredited by the Western Senior College and University Commission (WSCUC)
- Offer additional Bachelors, Masters, and PhD degrees from other UH campuses via the University Center
- Maui College serves a Tri-isle county – Outreach sites on Molokai, Lanai, at Hana and Lahaina
- Fall 2018 – 3,092 Students
  - Fall 2013 – 4,076



**STUDENT SUCCESS**

Goal: To build pathways and assure learning

**QUALITY OF LEARNING**

Goal: To encourage and maintain high-quality learning across the institution

**HAWAI'I PAPA O KE AO**

Goal: To empower Native Hawaiians, the Indigenous People of Hawai'i, by creating a model Indigenous-Serving institution of higher education that perpetuates cultural traditions, language, history, and values to promote student success, leadership development, and well-being of 'ohana (family) and community

**COMMUNITY NEEDS AND WORKFORCE DEVELOPMENT**

Goal: To prepare students to meet current and emerging community and workforce needs and opportunities

**SUSTAINABILITY**

Goal: To create a culture of sustainability at UHMC in its communities and environments by embedding sustainability practices and processes throughout the College



## Workforce Development

- Partnership with Hale Makua
  - Pathway from Nurses Aid to Licensed Practical Nurse (LPN)
- Hale Makua
  - Paid students tuition, fees, and books
  - Employed them while training
  - Promised them a job when they completed the training
  - Provided a practicum site & paid for the practicum supervisor
  - Graduated 10 LPN in January



**MAUI**  
**FOOD**  
**INNOVATION**  
**CENTER**

- Mission of the Maui Food Innovation Center (MFIC) is to support local food producers and entrepreneurs through education and training, business incubation services, and access to food manufacturing facilities and technologies
- Winner of multiple SBA Nation Growth Accelerator Awards and received \$210K Federal EDA grant
- Received a \$7 million appropriation from Legislature to build the MFIC Facility, which will open this September
- Graduated 86 Students via Concept to Consumer and Business X-Celleration certificate programs
- 122 Employees hired by start up businesses
- \$6,981,079 Business Revenue Generated by the incubated businesses

# Student Success Hawai'i Papa o Ke Ao

## Hua

Why?  
College  
Here  
Degree

## Ha'alele

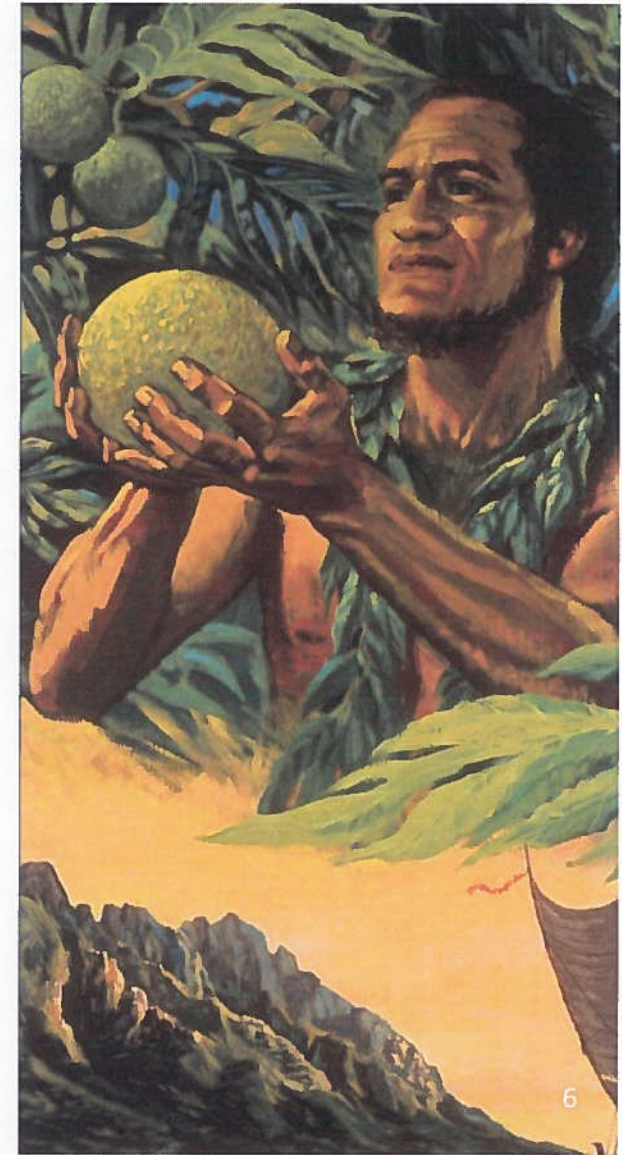
What tools?  
Who to talk to.

## Huaka'i

What and who  
do you leave  
behind.  
Change!!!

## Ho'i

How can  
you support  
your community?  
Make a  
difference...





Early Alert Messaging



Welcome Event



FYE Courses



Peer Support



Mandatory Counseling



**First Year Experience (FYE)** includes efforts from **across the campus**



## Career Exploration

Strong's Inventory, Counselling

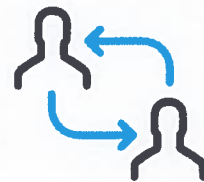
## FYE Courses

supported  
students through  
**embedded  
learning**



## Academic Skills

Time Management



## Connection

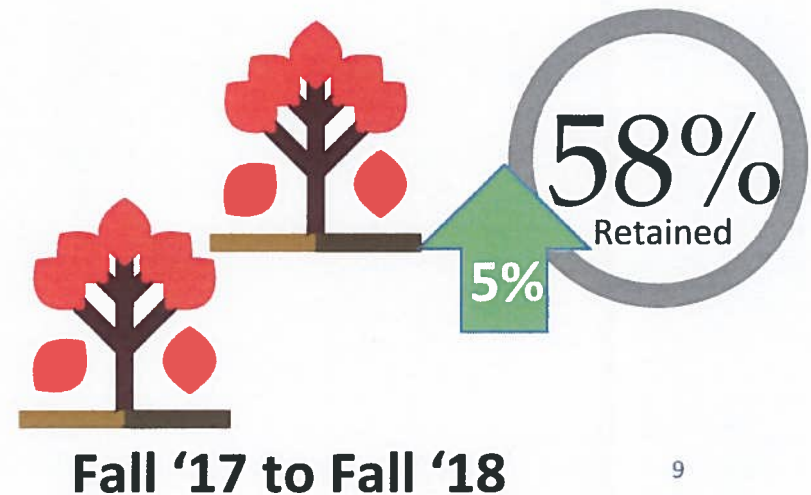
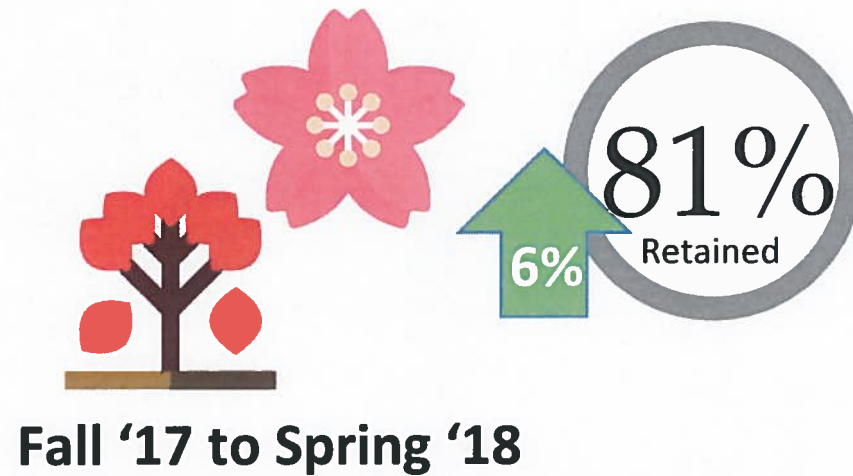
Mentors & Navigators



## Campus Resources

Food Vouchers, Library Support

FYE  
activities  
may have led to  
improved  
retention





## Quality of Learning

- Held Laulima Training for Faculty
- Distance Learning (DL) Professional Development for Faculty
- Development of DL best practices for UHMC Instructors
- Conducted DL-specific peer observations
- Explore hybrid classroom beyond Skybridge
- Provided master teacher mentors to all new faculty



**KALAHOU**  
THE NEW DAY

Net Zero  
***Zero Waste***



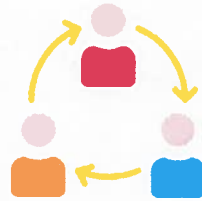
- Completed light fixture retrofit and other energy saving initiatives
- Permits have been received – panels are currently being installed
- Working on agreement with Maui Electric to connect to their grid
- Project to be completed by the end of the year
- Discussion with Johnson Controls International (JCI) to develop new Heating, Ventilation, and Air Conditioning (HVAC) training
- Students conducted college waste inventory
- Students petitioning to end use of single use plastic containers on campus



# Sustainability

- Managing our resources efficiently
- Due to enrollment decline we have right sized our budget by \$1.2 million
- Asking our program chairs to review the cost of their programs to determine whether or not the subsidy they are receiving is necessary. Work in progress
- Data – cost of faculty member versus amount of tuition collected for courses taught by that faculty member
  - Addresses our recommendation by WSCUC

# Budget analyses can improve efficiency through scheduling



Build **consistency** in order to  
compare programs

Verify faculty are  
teaching **full classes**



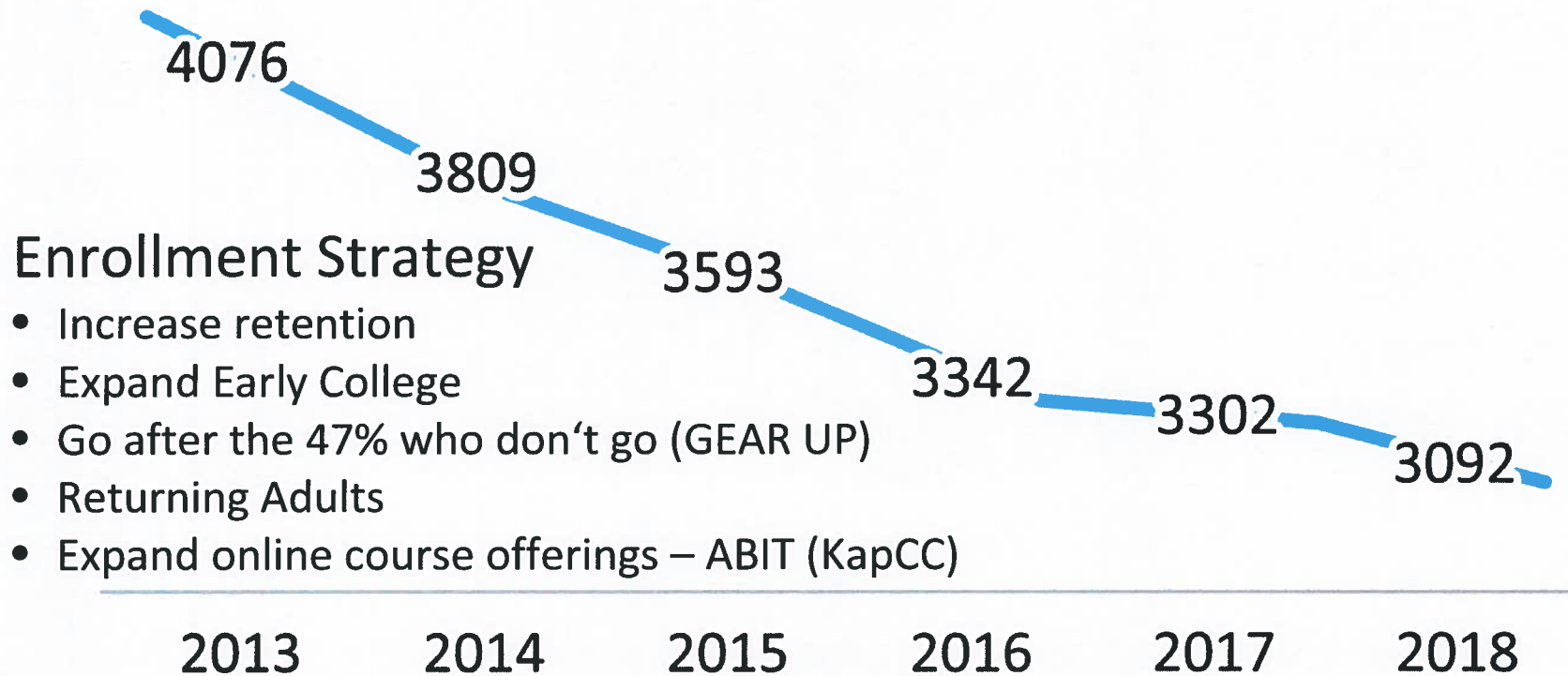
Provide **scheduling**  
**guidance** to maximize  
opportunities

Identify where **resources** can  
be **shared** between  
programs



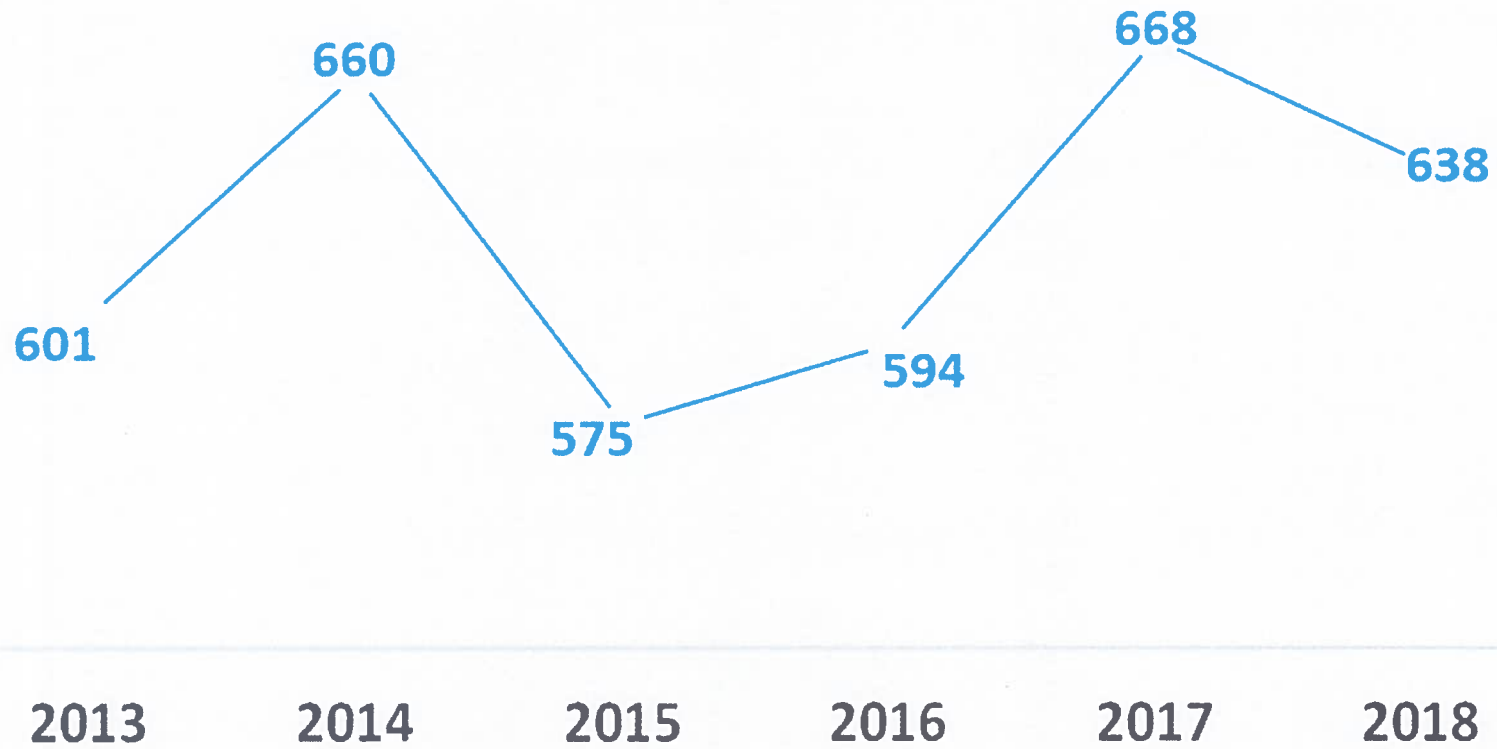
Provide basis for program  
**growth/reduction**

## Fall Enrollment (2013 - 2018)





## Awarded Certificates & Degrees (2013 - 2018)



Mahalo

**Maui College  
Faculty Senate  
By: Nani Azman**

# Getting to know the UHMC Academic Senate

# Direct democracy senate

- Not a representative senate, so any member may attend meetings
- Connect to Outreach Centers
- Quorum is one fifth of membership
- Usually 60-80 people attend each month

# More inclusive membership

- Faculty
  - Teaching (including lecturers)
  - Non-teaching
- Administrative Professional Technical Personnel
- Lau'ulu

# Recommending and advising body

- “The Senate promotes communication and mutual understanding among the faculty, staff, students, administration, and academic system committees” (*UHMC Charter*).

# Recent issues in senate

- Repeat Policy
- Academic Renewal Policy
- Academic Integrity
- Implementation of accelerated 5-week classes



DTS 19421



UNIVERSITY of HAWAI'I  
FOUNDATION

RECEIVED

'19 FEB 22 P1:19

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

MEMORANDUM

TO: Lee Putnam  
Chairperson, Board of Regents

VIA: David Lassner, President  
For University of Hawai'i System

FROM: Tim Dolan, CEO  
University of Hawai'i Foundation

SUBJECT: UH Foundation Report

DATE: February 20, 2019

Per the UH Foundation's Agreement for Services contract with the University, attached please find information submitted by the Foundation for the February 28, 2019 Board of Regents' meeting:

- Development Operations Report – Fiscal Year 2019 (As of 12/31/2018)
- University of Hawai'i Foundation's Financial Overview (as of December 31, 2018)

Thank you for your assistance and please let us know if anything further is needed or required.

Attachments

# **University of Hawai'i Foundation**

*As of December 31, 2018*

## Development Operations Fiscal Year 2019 (as of 12/31/18)

<b>Fiscal Year 2019 Goal:</b>	<b>\$75.0 million</b>
<b>Fundraising Result (07/01/2018 - 12/31/2018):</b>	<b>\$35.3 million</b>
<b>Cash Made Available (07/01/2018 - 12/31/2018):</b>	<b>\$27.1 million</b>

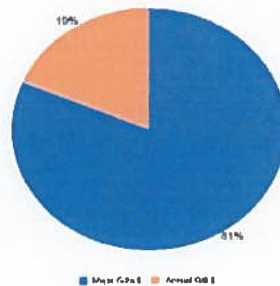
### Fundraising Result Summary

Account Type	Gift & Pledges	Deferred Gifts	Total Amount
Endowment	\$4,002,785	\$2,832,273	\$6,835,058
Expendable	\$18,855,612	\$144,604	\$19,000,216
Revocable Deferred Gifts	\$0	\$8,830,000	\$8,830,000
Gifts-In-Kind	\$642,688	\$0	\$642,688
<b>Total</b>	<b>\$23,501,065</b>	<b>\$11,806,877</b>	<b>\$35,307,962</b>

### Comparison to Previous Fiscal Year

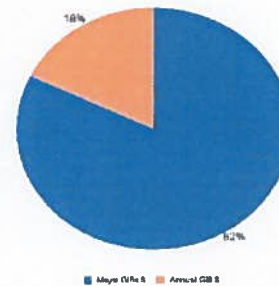
	Number of Major Gifts \$25k+	Major Gifts Total	Number of Annual Gift <\$25k	Annual Gift Total	Gift Total
Current Fiscal Year	145	\$28,746,055	15,113	\$6,561,907	\$35,307,962
Previous Fiscal Year	169	\$30,044,586	16,119	\$6,555,322	\$36,599,908
<b>Comparison Favorable/(Unfavorable)</b>	<b>(24)</b>	<b>(\$1,298,531)</b>	<b>(1,006)</b>	<b>\$6,585</b>	<b>(\$1,291,946)</b>

**Current Fiscal Year**



145 major gifts accounted for 81% of the total funds raised

**Previous Fiscal Year**

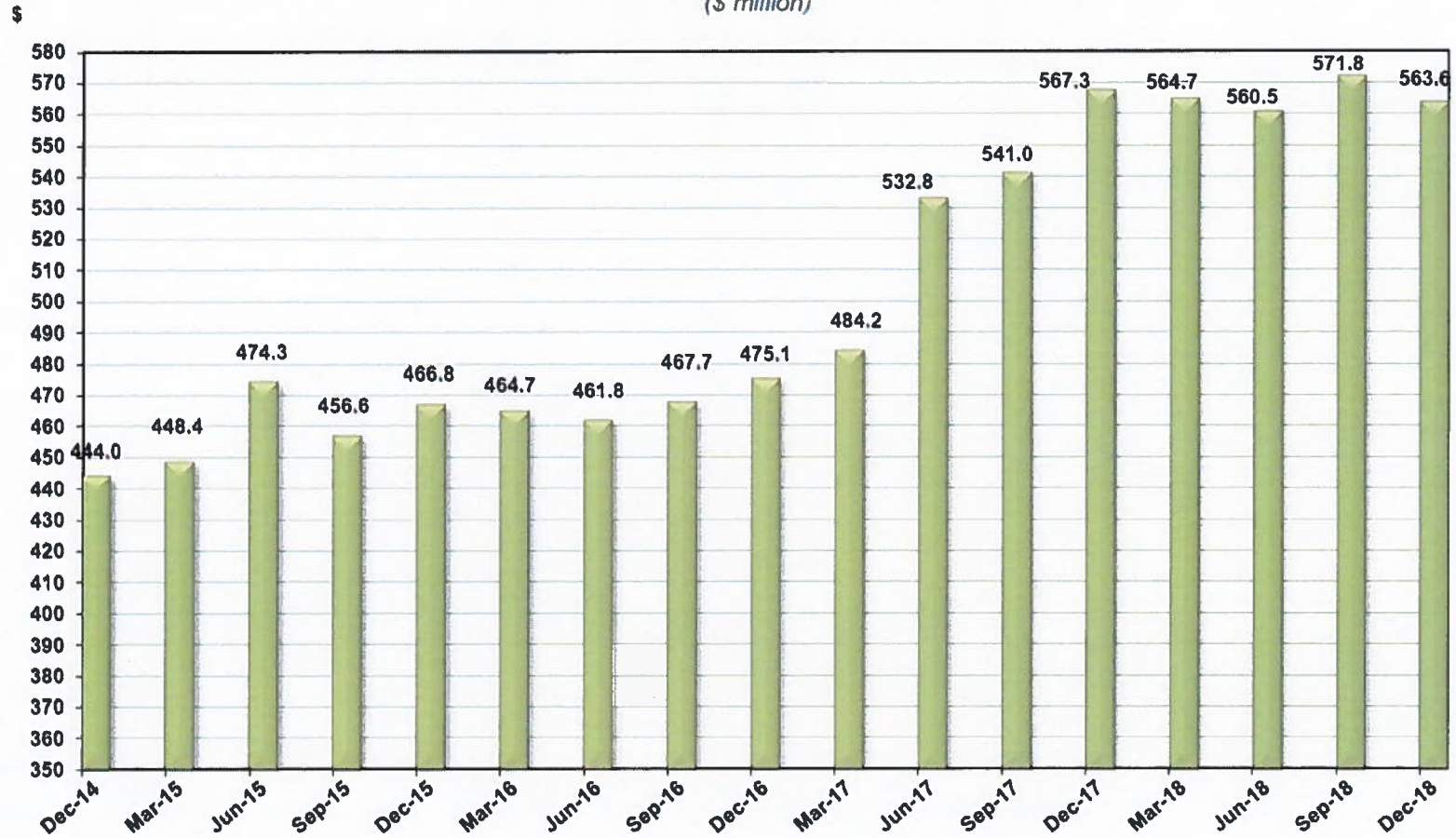


169 major gifts accounted for 82% of the total funds raised

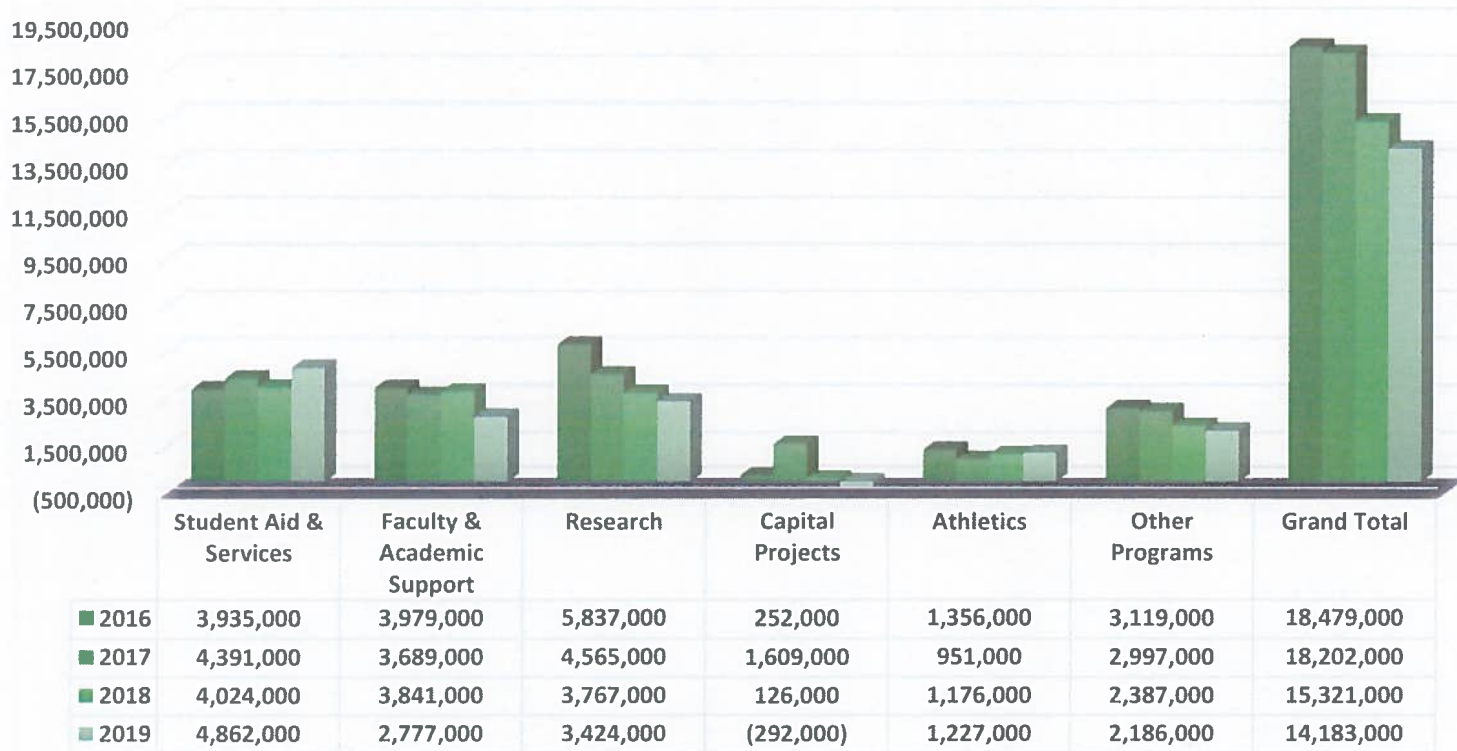
**University of Hawai'i Foundation**  
**Financial Overview**  
*As of December 31, 2018*

## University of Hawai'i Foundation Fund Balance, By Quarter

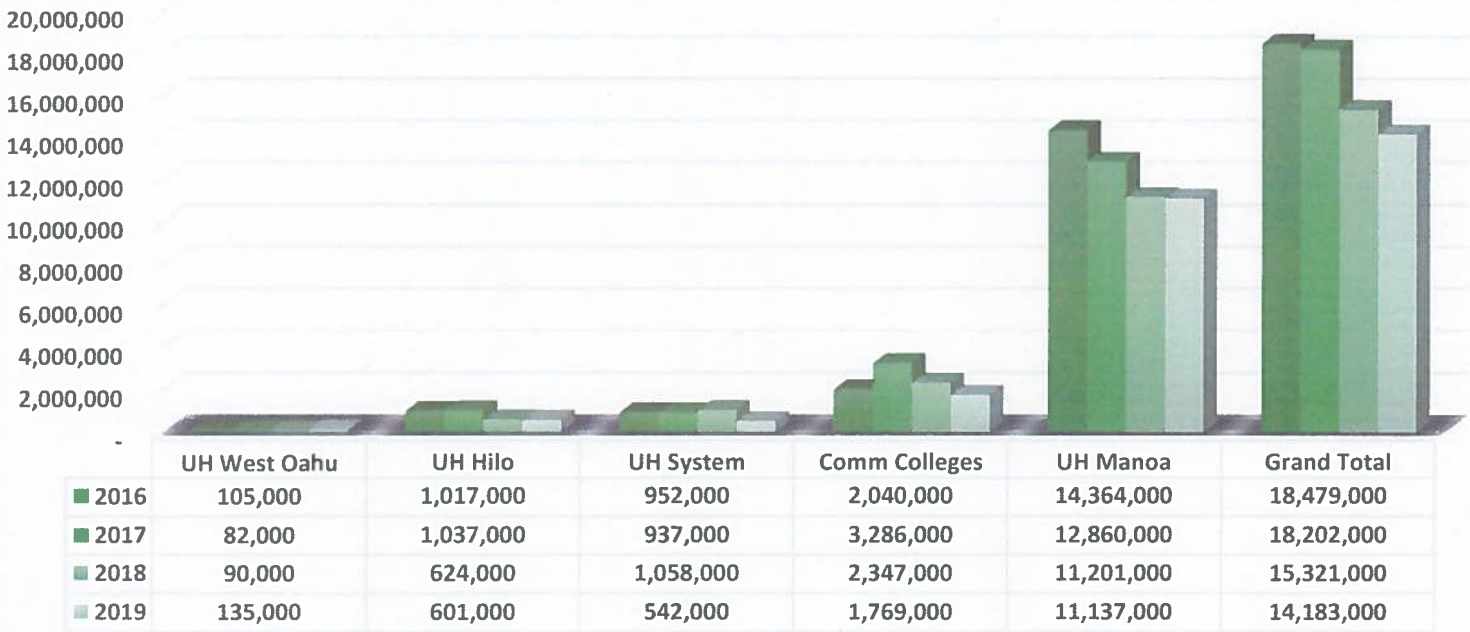
(\$ million)



**University of Hawai'i Foundation**  
**Total UHF Funds Expended by UH Programs**  
**Six months ended December 31, 2019, 2018, 2017 and 2016**



**University of Hawai'i Foundation  
Total UHF Funds Expended by Campus  
Six months ended December 31, 2019, 2018, 2017 and 2016**



**UNIVERSITY OF HAWAII FOUNDATION**  
**Statement of Operations- Unaudited**  
For the Six Month Period Ending December 31, 2018, 2017, 2016 and 2015

	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
	<b>6 month ending</b>	<b>6 month ending</b>	<b>6 month ending</b>	<b>6 month ending</b>
	<b>December 31, 2015</b>	<b>December 31, 2016</b>	<b>December 31, 2017</b>	<b>December 31, 2018</b>
<b>REVENUES:</b>				
Unrestricted gifts	\$ 109,480	\$ 105,797	\$ 81,238	\$ 88,629
Income from expendable accounts	1,249,814	1,256,943	1,240,549	1,643,251
Income from endowment accounts	1,880,560	1,712,629	1,911,962	2,023,004
Service fee on gifts and non-gifts	1,229,654	1,064,216	1,198,643	1,278,889
Alumni Relations revenue	64,435	12,668	14,646	15,785
UH contract for services	1,500,000	1,500,000	1,500,000	1,500,000
Other	259,884	270,212	147,650	179,562
Operating reserves and carryover <sup>(1)</sup>	-	-	705,167	673,000
<b>Total Revenues</b>	<b>\$ 6,293,827</b>	<b>\$ 5,922,465</b>	<b>\$ 6,799,855</b>	<b>\$ 7,402,120</b>
<b>EXPENSES</b>				
Development				
Personnel	\$ 2,833,111	\$ 3,471,862	\$ 3,140,963	\$ 3,110,445
Program	563,520	500,135	788,446	616,759
Campaign	57,265	41,621	69,693	26,844
Alumni Relations				
Personnel	279,226	204,215	238,354	258,909
Program	41,681	38,726	34,246	44,373
Service & Support				
Personnel	1,416,490	1,513,404	1,616,541	1,710,734
Program	622,651	773,403	458,588	651,656
UH Support Fund	75,000	75,000	75,000	75,000
<b>Total Expenses</b>	<b>\$ 5,888,945</b>	<b>\$ 6,618,367</b>	<b>\$ 6,421,829</b>	<b>\$ 6,494,720</b>
<b>Total Net Revenues Over(Under) Expenses</b>	<b>\$ 404,882</b>	<b>\$ (695,902)</b>	<b>\$ 378,026</b>	<b>\$ 907,400</b>

(1) Results reflect application of operating benefit carryforward from prior fiscal year



**Minutes:** Approved.

**Public Comment:** Several individuals submitted written testimony or testified orally in support of the proposed degree programs at UH West Oahu (UHWO) in Creative Media and Natural Science. One individual provided comments relating to dual enrollment.

### **Agenda Items**

#### **A.1. Establishment of a Provisional Bachelor of Arts Degree in Creative Media at UHWO**

Chancellor Benham provided an overview of UHWO's degrees and concentrations and the proposal to establish a provisional Bachelor of Arts degree in creative media, which was identified as one of UHWO's signature programs. Creative media currently exists as two different concentrations housed in two separate majors. The establishment of a degree program dovetails with the recent groundbreaking of the Creative Media building, which is anticipated to open in fall 2020. The program is anticipated to address state and regional workforce needs.

**Action:** The committee unanimously recommended Board approval.

#### **A.2. Establishment of a Provisional Bachelor of Science Degree in Natural Science at UHWO**

Chancellor Benham provided an overview of the proposal to establish a provisional Bachelor of Science degree in natural science. This program is intended to develop alignment across three concentration areas, fulfills the Integrated Academic and Facilities Plan's charge for at least one STEM-related BA degree at UHWO, and fulfills a regional workforce need. The new Administration/Health Sciences Building will be used to support this program. It is anticipated that this program will create opportunities for new students, and neighbor island students will have the opportunity to take online courses.

**Action:** The committee unanimously recommended Board approval.

#### **B.1. Academic Program Actions Report for Academic Year 2017-2018**

VP Straney led a discussion on the academic program actions report, and summarized program actions and the small programs for the last two academic years. The discussion included the types of program proposals and a proposed reporting format. The board currently reviews all program proposals and was asked to consider whether some could be delegated, or to consider other ways to streamline the program approval process. Discussion occurred on balancing programs with campus capacity and resources, and ensuring that student voice is considered in program development.

The following agenda items were deferred due to time constraints:

- **B.2. Hawaii P-20 Partnerships for Education Presentation on Early College and Pathways to the University of Hawaii**
- **B.3. Overview of Zero-Cost Textbooks Initiative**
- **B.4. University of Hawaii Online Degree Program Progress Report**

**Minutes:** Approved.

**Public Comment:** One individual submitted written testimony and testified orally providing comments related to the recent tuition proposal.

**Agenda Items**

**A.1. Review and Recommend Board Approval of Amendments to the Bylaws of the Board of Regents Article II.D.2.b., Committee on Budget and Finance, and Article II.D.c., Committee on Planning and Facilities**

The committee considered a proposal to amend the bylaws to move the capital improvement budget oversight responsibility from the Budget and Finance Committee to the Planning and Facilities Committee, which reflects current practice, and to clarify the Budget and Finance Committee's functions to emphasize the Board's responsibility to *exercise fiduciary oversight* of endowment funds and other financial assets of the University, in response to a previous discussion by the committee on this subject.

**Action:** The committee unanimously recommended Board approval.

**B.1. Fiscal Year (FY) 2019 First and Second Quarter UBS Legacy Endowment Fund Investment Performance Report**

VP Young reminded the committee that there was a migration in investment strategy between the first and second quarters of FY19, and introduced Mr. Kyle Yoneshige and Ms. Lori Hamano from UBS to provide the report on investment performance. The endowment value decreased 8.43% in the second quarter, slightly worse than the 7.6% decrease in the benchmark. UBS noted that there is a lot of volatility in the market, but as of the date of the committee meeting, the portfolio was back up and losses since December 31 had been recouped. The committee engaged in discussion regarding benchmarks that would best help regents evaluate investment performance.

**B.2. FY 2019 Second Quarter Financial Report**

VP Young noted that the second quarter financial report closely mirrored the first quarter report. Overall revenues were \$6.6 million, or 0.7%, higher than projections, and expenditures were \$30.5 million, or 5.5%, lower than projections. While there was growth in general fund revenues, most of it was attributed to collective bargaining increases. Campuses continued to exercise diligence in expenditures, which contributed to better than expected performance. VP Young noted that they were able to accommodate a previous regent request to breakdown community college financials by campus, which is reflected in the appendix to the report.

The committee considered whether to move from quarterly to semi-annual reports. Most members of the committee preferred quarterly reports.

**Minutes:** None.

**Testimony:** None.

**Agenda Items:**

**A. Coaches Corner: Michelle Nagamine, University of Hawai'i (UH) at Mānoa Women's Soccer Coach**

A talk story session was held with UH Women's Soccer Coach Michelle "Bud" Nagamine. Coach Nagamine discussed the academic improvements the team had made since she took over the program in 2010, improving from a 2.81 cumulative GPA to a 3.56 cumulative GPA in Fall 2018. She shared that after the 2015 season, she established a leadership committee comprised of student-athletes. Coach Nagamine expressed the value of a non-revenue generating sport, including helping to ensure that student-athletes are contributors to their communities when they leave the university.

**B. For Information and Discussion**

**1. Update on Health and Wellness for UH Mānoa and UH Hilo**

Dr. Jon Sladky, the new UHM Team Physician, was introduced. The committee received an update from UHM on health and wellness including concussion management, the National Collegiate Athletic Association (NCAA) best practices on mental health, and recent developments. The committee also received an update from UHH on health and wellness, including concussions and mental health.

**2. Update on Time Management Plan for Student-Athletes**

The committee received an update on the time management plan implemented in response to Big West conference legislation that went into effect August 2017. The plan provides adequate time off for student-athletes, and properly notifies them of any changes to the calendar so they can plan accordingly. Annual reviews of the plan are performed and adjustments made to institutional policy as needed.

**3. NCAA Rule Changes**

The committee received an update from UHM on NCAA legislation related to men's basketball, independent members of the Board of Governors, supplemental meals and academic changes, and active legislation to be voted on in April 2019. The committee also received an update from UHH on NCAA rules changes for 2019-2020, including adequate time off for students, provision of medical services, and better-defined rules relating to academic misconduct.

**4. Status Update on Student Athletic Fee**

AD Matlin updated the committee on the student athletic fee. Meetings are being held with stakeholders including the Associated Students of the University of Hawai'i and the Graduate Student Organization, and a collaborative survey is being developed regarding the student athletic fee. The athletics department expects to come back to the committee with a proposal by June.

**5. Association of Governing Boards Statement and Articles on Governing Boards' Responsibilities for Intercollegiate Athletics and Regents Policy 7.208, Intercollegiate Athletics**

The committee reviewed possible revisions to RP 7.208, including language or sections in the current policy that should be in executive policy instead. The committee discussed the athletic budget and possible mechanisms for charitable contributions to the athletics department. The committee also reviewed and discussed several AGB publications. At a future meeting, the committee will be discussing the AGB questions for boards to consider and whether the board should have a statement of commitment and accountability.

**Minutes:** Approved.

**Testimony:** None.

**Agenda Items:**

**A. For Information & Discussion**

**1. Recommendations for Improving the Effectiveness of Governing Boards**

The committee discussed seven recommendations from the Association of Governing Boards of Universities and Colleges (AGB) for improving the effectiveness of governing boards and how the board has performed in comparison. The committee encouraged board leadership to review the discussion that occurred on this item.

**2. Validation of Administration's Recommendations for Regents Policies Chapters 1-3**

Board Secretary Oishi provided an overview of the administration's recommendations from the review of regent policies chapters 1 to 3 that included the status of any pending recommendations that will be considered by the board in the upcoming months. The committee requested that the board be allowed adequate time to review proposed policy changes and that proposals are accompanied by a thoughtful analysis.

**3. Status of Board of Regents Policy Reviews (Chapters 4 to 8)**

VP Straney indicated that Chapter 4 is undergoing a thorough review and proposed revisions are being reviewed by officers and others. The intent of these revisions is to reflect comprehensive planning under the concepts of the Integrated Academic and Facilities Plan. VP Morton provided an overview of Regents Policies chapters 5 through 8, including preliminary indications of changes that may be proposed. Suggestions were made that the lead committee for each policy be identified and that the assigned committees review the policies where no change is being recommended to see if there is agreement that the policy should remain as is.

**4. Recommendations on Bylaws, Policies, and/or Procedures Related to:**

**a. Conduct of a Regent that Does Not Conform to Policies**

Committee Chair Bal led discussions regarding regent conduct that does not conform to policies that included the process, determination of whether an infraction occurred, disciplinary process, appeals process, and basis of authority. The committee also discussed the whistleblower hotline and fraud allegations being handled by the Independent Audit Committee.

**b. Nominations of Officers and Conduct of Elections**

Committee Chair Bal led discussions regarding nominations of officers and conduct of elections that included whether there should be a nominating committee, the possibility of board staff involvement in the conduct of elections, and the nomination and elections process.

**c. Board Self-Assessment and Regents Policy (RP) 2.204, Policy on Board Self-Evaluation**

Committee Chair Bal led discussions on RP 2.204, which included whether the president has a role in board self-assessment and getting input from external constituencies such as faculty, student government, and the public.

**Minutes:** None.

**Testimony:** None.

**Agenda Items:**

**A. For Information & Discussion**

**1. Fiscal Year 2019 2<sup>nd</sup> Quarter Extramural Awards Update**

The committee discussed changing to semi-annual reports, but decided to stay with quarterly reports that highlight specific matters. More detailed reports will be provided semi-annually, and administration will provide information to the committee outside of presentations. No questions were asked regarding the materials.

**2. University of Hawai'i at Hilo Research and Innovation Long-Range Plan Update**

UHH Interim Vice Chancellor for Academic Affairs Ken Hon provided an overview of the high-impact research being done in collaboration with county, state, and federal agencies that has an economic impact on communities and advances UHH's teaching mission. He also provided a history of research grant awards from 2014 to 2018 by academic unit, and provided examples of research and community partnerships.

**3. UHealthy Hawai'i Initiative: Strategic Growth Area**

UH System Director of Health Science Policy, Dr. Aimee Grace, provided background information on the UHealthy Hawai'i Initiative to improve health and health care in Hawai'i and the Pacific by leveraging the UH System's health sciences programs and forging meaningful collaborative partnerships. She identified four key priority areas: (1) ensure a robust statewide health workforce; (2) discover and innovate to improve and extend lives; (3) promote healthier families and communities; and (4) advance health in all policies.

The committee discussed the importance of funding this initiative.

**4. Strategic Research and Training Revolving Fund (RTRF) Investments**

VP Syrmos provided an overview of RTRF investments in innovation hubs and other significant investments made by the System Office of the Vice President for Research and Innovation, UHM Office of the Vice Chancellor for Research, and UH West O'ahu for the last fiscal year. Portfolio investments were scaled back last year as RTRF went down due to decreased extramural funding.

The committee requested additional information on how units are utilizing RTRF investments, and whether there was any prioritization on how funds are spent. The committee also requested that board staff work with VC Bruno on putting together information on best practices for how other Tier I research universities are utilizing RTRF.

# Item VI.F.

## Affiliate Reports

**NO MATERIALS**

**ORAL REPORTS**





UNIVERSITY  
of HAWAI'I®  
WEST O'AHU

Office of the Chancellor

RECEIVED

January 28, 2019

**MEMORANDUM**

'19 FEB -7 P12 :09

TO: Lee Putnam  
Chair, Board of Regents

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

VIA: David Lassner  
President

VIA: Donald O. Straney  
Vice President for Academic Planning and Policy

FROM: Maenette Benham  
Chancellor

SUBJECT: Request Approval of a New Provisional Degree, Bachelor of Arts in Creative Media

**SPECIFIC ACTION REQUESTED:**

It is requested that the Board of Regents approve a new provisional degree, the Bachelor of Arts in Creative Media (BACM), at the University of Hawai'i–West O'ahu.

**RECOMMENDED EFFECTIVE DATE:**

Fall 2019

**ADDITIONAL COST:**

There are initial costs associated with this request. In brief, increased projected enrollment will require additional personnel, and the opening of the new Creative Media building at UH West

91-1001 Farrington Highway  
Kapolei, Hawaii 96707  
Telephone: (808) 689-2770  
Fax: (808) 689-2771

An Equal Opportunity/Affirmative Action Institution

O'ahu requires additional janitorial services, security, and the cost of utilities and maintenance. New appropriations will be sought from the legislature to meet these needs as the building nears completion and enrollment increases, as described in our proposal.

PURPOSE:

The proposed Bachelor of Arts in Creative Media is designed to be an innovative transdisciplinary degree program that connects the domains of art and design, narrative, information science, and new media technologies. It entails extended study and applied practice in the field to strengthen students' integrative abilities which are necessary for a broad range of careers in government and non-government organizations, educational institutions, technology firms, and private firms. This degree will increase the employability of our students by signaling to employers the program graduates' particular expertise honed from completion of a Creative Media major. The proposed program provides the autonomy and flexibility necessary for the curriculum to be responsive to the needs of a constantly evolving industry. In effect, the degree is geared to prepare its graduates for careers in the local creative sector, which continues to be identified by DBEDT (December, 2018) as a targeted industry in the state.

BACKGROUND:

Board of Regents Policy 5.201: Instructional Programs states that "The board shall approve the establishment of all new instructional programs granting academic credit leading to a degree or credential, upon recommendation by the president."

In December, 2003, the University of Hawai'i (UH) Board of Regents (BOR) approved the Academy for Creative Media System (ACM), a new system-wide endeavor to advance the "study and production of cinematic (film) and digital media." Across the UH System, campuses would offer certificates, associate's, bachelor's, and, eventually, master's and doctoral degrees in creative media. In 2013, with new financial and FTE support for four new positions and programmatic funding by the State Legislature, UH West O'ahu joined the ACM system-wide partnership.

The mission of UHWO as highlighted in the BOR Integrated Academic and Facilities Plan (IAFP) is to offer students a distinct learning experience focused on 21<sup>st</sup> century skills that prepares them to be innovative community leaders. In particular, the IAFP identifies signature programs that include "creative media, cybersecurity, facilities management, sustainable community food

systems and insurance” (p. 8). Creative Media at UH West O’ahu currently exists as two different concentrations housed in two separate majors. Creative Media students earn either a Bachelor of Arts (BA) degree in Humanities or a Bachelor of Applied Science (BAS) degree. The proposed Bachelor of Arts degree in Creative Media would be offered in the newly established Academy for Creative Media–West O’ahu. The degree will:

1. Make it easier for students to matriculate from Early College and all seven (7) UH Community College media programs into a single Bachelor of Arts degree (instead of concentrations in different programs). This clear pathway to a single degree assists our accurate accounting of student enrollment, effective advising of students, and efficient use of teaching resources.
2. Provide a curriculum, different from the current concentrations, that is more responsive to changing knowledge and specialized skills in technology and distribution platforms, and that transforms the industry and professional practices. Therefore, the flexibility of the BACM is that it increases the breadth and depth and number of courses from which students can choose.
3. Align with UHWO’s mission-driven transdisciplinary focus on media/digital technology that combines evolving new media knowledge with traditional disciplines that helps students explore how creative media connects to so many fields. This approach integrates a variety of media domains (design, narrative, technology) that strengthen student skills in their chosen area of expertise through a competency-based curriculum that features direct mentoring from faculty and industry experts. Hence, the CM major would be able to apply their skills in areas they are most interested, e.g., business, healthcare, non-profit, government service, film, marketing and so on.
4. Complement other degrees in the system by articulating with community college associate degrees and by providing a different focus from UH Mānoa’s Creative Media degree.

The proposed BACM meets the Integrated Academic and Facilities Plan (IAFP) for West O’ahu that calls for a focus on general degrees that are distinctive, and for degrees that will articulate well with our UH Community Colleges. In accordance with the IAFP, this degree is attentive to community college transfer students. In particular, it builds on the existing articulation agreements across all seven (7) UHCC campuses.

The BACM degree will provide foundational knowledge and equip students with the skills and

abilities to pursue a number of career pathways, including those in the state's targeted creative industry sector. A BACM degree will afford students a variety of job opportunities in occupations identified as having a "bright outlook." According to the latest industry sector projections, Creative Media occupations such as web developers, multimedia artists and animators, as well as film and video editors, will continue to increase both locally and nationally over the next decade. In these examples, the average salaries in Hawai'i are well above the \$33,342 considered to be the living wage in Hawai'i, according to the MIT Living Wage Calculator.

There has been a good amount of investment in Creative Media at UHWO. In 2013, the Hawai'i State Legislature, in an effort to support the expansion of the System-wide ACM programs, passed SB 3168 that positioned UH West O'ahu's Creative Media unit "as a cornerstone of the State's development of the Kapolei-West O'ahu region as a hub of Hawai'i's creative media industry." Similarly, HB 1309 recognized the "unique opportunities for digital media industry development in Hawai'i resulting from the groundbreaking of the long-awaited University of Hawai'i–West O'ahu campus in Kapolei . . ." In June 2013, the Governor of Hawai'i signed the State Budget Bill appropriating \$2.1 million dollars to the ACM UH System that included both funding for operational costs and ten (10) positions. UH West O'ahu's Creative Media program was allocated four (4) of those positions and approximately \$500,000, which included funding for the payroll of those four (4) positions and operating costs.

In addition, the 2016 Hawai'i State Legislature approved \$37 million for the design and construction of a Creative Media building at UH West O'ahu. In 2015, the Roy and Hilda Takeyama Family Foundation made a \$1 million commitment to support and advance the mission and priorities of ACM West O'ahu. In spring 2018, the design/build contract for the new 33,000 square foot facility was awarded with a completion date of late-summer 2020. The University broke ground for the new building on January 11, 2019.

The proposed BA in Creative Media will be a signature program at West O'ahu. Its creation is crucial to fulfilling the promise of a tight link between the campus, its regional service area, and workforce demand. This will be accomplished through an applied program that embraces 21<sup>st</sup> century innovation and provides the technical and creative skills needed to serve the West O'ahu region.

**ACTION RECOMMENDED:**

Lee Putnam, Chair, Board of Regents

January 28, 2019

Page 5 of 5

It is recommended that the Board of Regents approve a new provisional degree, the Bachelor of Arts in Creative Media, at the University of Hawai'i – West O'ahu.

Attachments:

New Program Proposal for the Bachelor of Arts in Creative Media  
Appendices

c: Kendra Oishi, Executive Administrator and Secretary to the Board of Regents

19349



UNIVERSITY  
of HAWAII  
WEST O'AHU

Office of the Chancellor

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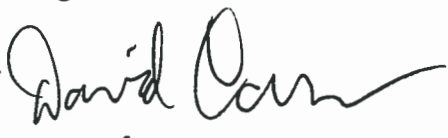
January 28, 2019

'19 FEB -7 P12 :09

MEMORANDUM

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

TO: Lee Putnam  
Chair, Board of Regents

VIA: David Lassner   
President

VIA:   
Donald O. Straney  
Vice President for Academic Planning and Policy

FROM: Maenette Bernham   
Chancellor

SUBJECT: Request Approval of a New Provisional Degree, Bachelor of Science in Natural Sciences

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve a new provisional degree, the Bachelor of Science in Natural Sciences (BSNS), at the University of Hawai'i—West O'ahu.

RECOMMENDED EFFECTIVE DATE:

Fall 2019

ADDITIONAL COST:

The opening of a new Administration/Health Sciences Building and the 2018 legislative appropriation of 6.2 FTE positions in support of a Native Hawaiian Health Academy will enable

the University of Hawai'i—West O'ahu to establish this degree program with limited additional funding. Anticipated tuition revenue generated through the enrollment of new majors will fund the initial required program expenses, including lecturer hires and the procurement of laboratory materials and additional library resources. Future program growth will be sustained through a combination of tuition revenue, the internal reallocation of existing funds, and the regular budget development and request processes.

**PURPOSE:**

The proposed Bachelor of Science in Natural Sciences degree fulfills the charge of the UH System's Integrated Academic and Facilities Plan (IAFP) calling for the establishment of at least one STEM baccalaureate degree at the University of Hawai'i—West O'ahu, thus meeting a vital area of need in the campus' immediate region. With concentrations in Applied Mathematics, Life Sciences, and Health Sciences, the BSNS degree is designed to have a distinctively applied and technical focus that differentiates it from existing programs in place at the other four-year campuses. In accordance with the UH System IAFP, the BSNS is intended to align with current UH Community College technical programs through 2+2 and 3+1 articulation agreements while also serving as a destination point for emerging Early College career pathways focused on the health sciences.

**BACKGROUND:**

Board of Regents Policy 5.201: Instructional Programs states that "The board shall approve the establishment of all new instructional programs granting academic credit leading to a degree or credential, upon recommendation by the president."

**Significance/Contribution of this degree:**

The proposed Bachelor of Science in Natural Sciences degree will focus on meeting the educational needs of Leeward O'ahu for careers in mathematical, life, and health sciences. The degree's core requirements offer students the rigor expected of a Bachelor of Science degree—with yearlong sequences in Calculus, Chemistry, Biology, and Physics—coupled with courses in Native Hawaiian healing and computer science, making the degree truly distinct. The proposed program is also consistent with the institution's Strategic Action Plan, 2018-2028, which explicitly articulates UH West O'ahu's commitment to supporting the greater community and fueling state economic growth by developing "innovative and transformative thinkers with the

ability to generate and apply knowledge to address the pressing issues of our times” (page 7). The proposed degree also aligns with UH West O’ahu’s designated applied and technical focus as defined by the UH System IAFP while honoring the Hawai’i State Legislature’s directive to establish a Native Hawaiian Health Academy within the UH System.

**Demand projections:**

The BSNS degree, with its inaugural concentrations of Applied Mathematics, Life Sciences, and Health Sciences, will provide foundational knowledge and equip students with the skills and abilities to pursue a number of career pathways, including those in industrial science and engineering, actuarial science, health services, and natural resource management. UH West O’ahu’s proposed BSNS is perfectly situated to meet the serve the needs of the UH Community Colleges’ 1,215 declared ASNS majors (as of Fall 2018)—the largest number of whom reside in the ‘Ewa Beach and Kapolei zip codes—by providing an affordable four-year STEM degree right in their backyard.

A BSNS degree with an Applied Mathematics concentration will afford students a variety of job opportunities in occupations identified as having a “bright outlook.” According to the latest Hawai’i Industry Sectors projections, STEM occupations such as actuaries, operations research analysts, and statisticians will continue to increase both locally and nationally over the next decade. In these examples, the average salaries in Hawai’i are well above the \$33,342 considered to be the living wage in Hawai’i, according to the MIT Living Wage Calculator. Similarly, BSNS students choosing to concentrate in Life Sciences or Health Sciences will be poised to pursue careers in laboratory research, natural resource management, health and wellness, or health administration.

**Accreditation impact (if any):**

The creation of this program should have a positive impact on UH West O’ahu’s standing with its accrediting body, the WASC Senior College and University Commission. This action would bring the campus closer to fulfilling the academic vision that has long been expressed in past and current campus academic development plans as well as its Strategic Action Plan, 2018-2028. Indeed, it is exceedingly rare for a public university of UH West O’ahu’s student body size not to offer a recognized STEM degree.

**Examples (2-3) of similar models from peer institutions:**

UH West O’ahu’s eight (8) designated peer institutions typically offer a wide range of BS degrees with narrower focus areas. For example, California State University – Monterey Bay



offers separate BS degrees in: Biology; Environmental Science, Technology, & Policy; Marine Science; and Mathematics. Similarly, Eastern Oregon University offers separate BS degrees in: Biology; Chemistry-Biochemistry; and Mathematics.

UH Hilo is the only one of our currently identified peer institutions that has a similar degree, although it is offered only as a Bachelor of Arts degree. There are, however, a number of institutions across the country that offer a broad BS in a Natural Sciences degree similar to what UH West O'ahu is proposing. This comparison-group includes:

- California State University, Bakersfield
- California State University, Los Angeles
- Colorado State University
- Indiana University of Pennsylvania
- Temple University
- University of Alaska, Anchorage
- University of Puget Sound

**Similar programs at other UH campuses:**

The BA in Natural Science at UH Hilo is primarily intended for the preparation of science teachers. The College of Natural Sciences at UH Mānoa currently offers twenty (20) undergraduate degrees, each focused on a particular physical or biological science, while the proposed degree in Natural Sciences at West O'ahu is distinct in terms of its broad interdisciplinary focus.

**Statement from campus administration of new program's strategic value within the UH System and campus mission, and the Integrated Academic and Facilities Plan:**

This meets the UH System IAFP call for UH West O'ahu to focus on general degrees that are distinctive, and for degrees that will articulate well with our UH Community Colleges. In accordance with the IAFP, this degree is attentive to community college transfer students. In particular, it is designed to articulate with our UHCC Associate in Science in Natural Science (ASNS) programs, which focus on transfer to a four-year campus as their first and foremost goal.

**Cost and resource allocation/reallocation implications:**

Following the allocation of additional faculty positions from the Hawai'i State Legislature in 2018 in support of a Native Hawaiian Health Academy, the proposed BSNS degree will be supported by fifteen (15) permanent, full-time faculty lines, including three (3) tenured and eight (8) tenure-track faculty members as well as four (4) active searches with anticipated start dates of August 2019. There is also an APT position that serves as a full-time laboratory coordinator. With four (4) faculty positions in mathematics, six (6) in life sciences, and five (5) in health sciences, the campus has the personnel capacity to offer initial concentrations in Applied Mathematics, Life Sciences, and Health Sciences from the inception of the degree. Addressing these STEM needs also strengthens West O'ahu's capacity to meet the region's needs in related areas of health science and science education.

**Impact of new program/program change request on campus budget allocations and mission priority**

The costs to offer the proposed program are already covered by existing resources. In terms of faculty and personnel, UH West O'ahu possesses the capacity to deliver the program immediately.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve a new provisional degree, the Bachelor of Science in Natural Sciences, at the University of Hawai'i—West O'ahu.

**Attachments:**

New Program Proposal for the Bachelor of Science in Natural Sciences  
Appendices

c: Kendra Oishi, Executive Administrator and Secretary to the Board of Regents



February 8, 2019

**MEMORANDUM**

TO: Lee Putnam  
Chair, Board of Regents

Randy Moore  
Chair, Committee on Budget and Finance

FROM: Kendra Oishi *KOishi*  
Executive Administrator and  
Secretary of the Board of Regents

CC: Stanford Yuen  
Chair, Committee on Planning and Facilities

SUBJECT: Amendments to the Bylaws of the Board of Regents of the University of  
Hawaii: Article II.D.2.b. (Committee on Budget and Finance) and Article  
II.D.2.c. (Committee on Planning and Facilities)

**SPECIFIC ACTION REQUESTED:**

It is requested that the Board of Regents ("Board") approve the proposed changes to the Bylaws as follows:

- (1) Move the responsibility of working in concert with Administration on the capital improvement budget from the Committee on Budget and Finance (B&F) to the Committee on Planning and Facilities (P&F); and
- (2) Clarify B&F's functions to emphasize the Board's responsibility to *exercise fiduciary oversight of* endowment funds and other financial assets of the University.

The proposed amendments may be found on pages 6 and 7 of the Bylaws.

**RECOMMENDED EFFECTIVE DATE:**

Effective upon adoption by the Board of Regents.

BACKGROUND:

In practice, B&F reviews and approves operating budget requests and spending plans, while P&F reviews and approves capital improvement project (CIP) budget requests and plans. However, the Bylaws currently reflect that both functions reside under the purview of B&F. The proposed change would reflect the current practice of P&F being responsible for CIP oversight.

During the August 2, 2018, B&F meeting, the committee discussed options to demonstrate the Board's fiduciary responsibilities over the Legacy Endowment Portfolio. Several options were discussed including the creation of a specific committee or sub-committee, or leaving the investments under the purview of B&F but elevating the amount of oversight. The general sentiment of the committee was to leave investments under the purview of B&F and to increase oversight. The proposed changes to the bylaws are intended to reflect this intent.

ACTION RECOMMENDED:

Recommend approval to amend the Bylaws to revise the charge for the B&F and P&F committees by moving CIP oversight responsibility from the purview of B&F to P&F, and to clarify that the B&F scope of responsibilities include exercising fiduciary oversight of endowment funds and other financial assets of the University.

Attachments:

Bylaws of the Board of Regents of the University of Hawai'i (Ramseyer)

**BYLAWS OF THE BOARD OF REGENTS OF THE UNIVERSITY OF HAWAII**  
(as of ~~January 31~~XXX, 2019)

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Article VI. Voting

Article VII. Legal Counsel

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**BYLAWS OF THE BOARD OF REGENTS  
UNIVERSITY OF HAWAI'I**

**ARTICLE I. Definitions**

As used in these Bylaws:

"Board" or "BOR" means the Board of Regents of the University;

"HRS" means the Hawai'i Revised Statutes, as may be amended from time to time;

"Meetings" shall not include rule-making hearings, declaratory rulings or contested cases under Chapter 91, HRS;

"Chairperson" means the chairperson of the board;

"President" means the President of the University;

"Secretary" means the Executive Administrator and Secretary of the Board; and

"University" means the University of Hawai'i system and its various campuses.

**ARTICLE II. Membership and Organization**

- A. **Membership.** The membership of the Board shall be as required by Chapter 304A-104, HRS. The members of the Board shall serve without pay, but shall be entitled to reimbursement for necessary expenses while attending meetings and while in the discharge of duties and responsibilities.

Notwithstanding the term of office, the term of a Board member shall expire upon the failure of the member, without valid excuse, to attend three consecutive meetings duly noticed to all members of the Board. The Chairperson or acting Chairperson of the Board shall determine if the absence of the member is excusable. The expiration of the member's term shall be effective immediately after the third consecutive unattended meeting and unexcused absence.

- B. **Officers, Organization.** As required by Section 304A-104, HRS, the Officers of the Board shall consist of a Chairperson, up to two Vice-Chairpersons, and a Secretary (who shall be appointed by the Board and shall not be a member of the Board). The Chairperson and up to two Vice-Chairpersons shall be elected at its first meeting after June 30 of the next year or thereafter until their successors are elected and have qualified and whose election shall be immediately certified by the Board to the Lieutenant Governor. The President shall act as the chief executive officer of the Board.

1. Term. The term of the office of Chairperson and up to two Vice-Chairpersons shall be for one year. A Chairperson may serve more than one term, but not more than two consecutive terms.
2. Vote. Votes for the Chairperson and up to two Vice-Chairpersons of the Board shall be by ballot if more than one person is nominated for an office.
3. Succession. In the event of a vacancy in the office of the Chairperson, the First Vice-Chairperson shall succeed as Chairperson for the unexpired term. If at that time there is a vacancy in the office of the First Vice-Chairperson, the Second Vice-Chairperson shall succeed as Chairperson for the unexpired term. If at that time there is also a vacancy of the office of the Second Vice-Chairperson, the Secretary shall succeed as Chairperson for the sole purpose of conducting an election as soon as possible for a new Chairperson to serve for the unexpired term.

C. Duties of Officers.

1. Chairperson. The Chairperson, in addition to presiding at all regular and special Board meetings, shall:
  - a. Appoint the chairperson and members of the standing committees and any other committees.
  - b. Acknowledge communications, petitions, requests, and proposals on behalf of the Board and, except in emergencies, refer same to the President or Secretary or an appropriate Committee of the Board for action or recommendation so as not to detract from the Board's governance and fiduciary responsibilities.
  - c. Maintain liaison with the President to see that there is an effective working relationship between the University administration and the Board.
  - d. Approve all press releases and public statements made by the Board.
  - e. Approve agenda items for any regular or special meeting of the Board.
  - f. Coordinate the efforts of the Board's standing committees to strengthen the roles and functions of same.
2. Vice-Chairperson(s). The First Vice-Chairperson will assume the duties and responsibilities of the Chairperson in the absence of the Chairperson and will undertake such other duties as may be assigned by the Chairperson. If there is a second Vice-Chairperson, he/she will assume the duties and responsibilities of the First Vice-Chairperson in the absence of the First-Vice Chairperson and will undertake such other duties as may be assigned by the Chairperson or First Vice-Chairperson.



3. Secretary. The Secretary shall serve under the direction of the Board through the Chairperson and shall provide the necessary administrative support services to the Board. The Secretary shall:
  - a. Prepare and distribute the agenda for each of the regular and special Board and standing and other committee meetings.
  - b. Schedule regular and special Board meeting dates in consultation with the Chairperson.
  - c. Record and prepare minutes and reports for each of the regular and special Board and standing and other committee meetings.
  - d. Be responsible for securing information from the University administration.
  - e. Acknowledge and answer routine correspondence directed to the Chairperson and/or Board.
  - f. Serve as liaison between the University administrative staff and the Board.
  - g. Review policy proposals submitted by the University administration.
  - h. Maintain a calendar of the Board's unfinished business.
  - i. Conduct research and analysis of policies relating to the governance of the University by the Board.
  - j. Review rules and regulations affecting the University in accordance with the Hawai'i Administrative Procedures Act.
  - k. Maintain, collect, and preserve the official records of the Board.
  - l. Collate and index policies which are adopted by the Board.
  - m. Serve as "Records Officer" under the State archives program.
  - n. Serve as "Certifying Officer" of official University documents.
  - o. Perform additional duties as assigned by the Chairperson and the various standing and other committee chairpersons.

D. Standing Committees of the Board.

1. Establishment of Standing Committees. To facilitate consideration of policy matters that must be approved by the Board, seven standing committees are established. Authority to act on all matters is reserved for the Board, and the functions of each standing committee shall be to consider and make recommendations to the Board.

2. Standing Committees. The following are the standing committees of the Board and their functions:

a. Committee on Academic and Student Affairs

- (1) Review the academic mission and strategic direction of the system and its major units.
- (2) Periodically review to what extent programs support the mission and strategic direction of the University.
- (3) Monitor the quality and effectiveness of educational programs.
- (4) Develop and maintain policies governing academic and student affairs.
- (5) Review actions proposed by the President which fall under current board policies and procedures, including requests for exceptions.

b. Committee on Budget and Finance

- (1) Work in concert with the University administration relating to the operating ~~and capital improvement~~ budgets.
- (2) Examine the budgetary process, budget proposals, expenditure plans, and development plans.
- (3) Discuss the implementation of the budgetary decisions with the University administration, especially amendments thereto or when circumstances require deviations from expenditure plans.
- (4) Review matters related to business affairs, and exercise fiduciary oversight of endowment funds, and other financial assets of the University.
- (5) Exercise general oversight and policy direction over the University's financial systems and programs.

c. Committee on Planning and Facilities

- (1) Review, study, and make recommendations to the Board relative to the long-range plans for the development of the University, considering academic needs, priorities, and fiscal capabilities of the State.
- (2) Review, study, and make recommendations to the Board relative to the physical facilities master plans for each campus in the University system and to periodically review approved campus master plans in

order to recommend revisions, if necessary, to meet the needs of the University.

(3) Review proposals relative to naming of University improvements and facilities and make its recommendations to the Board.

(4) Review policies and make recommendations to the Board on matters pertaining to the use of University facilities and ensure an environment that is complementary to the educational mission of this institution.

~~(4)~~(5) Work in concert with the University administration relating to the capital improvement budget.

~~(5)~~(6) Provide general oversight of the University's land-related strategic initiatives and partnerships program.

d. Committee on Personnel Affairs and Board Governance

(1) Review and consider policies and practices relating to university personnel.

(2) Ensure board statutes, bylaws, policies, and rules are being reviewed and updated on a routine and regular basis.

(3) Ensure board education and board member development is provided for board members.

(4) Provide recommendations to the board regarding best practices for board effectiveness.

e. Committee on Independent Audit

(1) Advise the Board regarding the Board's responsibilities to oversee:

(a) the quality and integrity of the University's compliance with legal, regulatory and policy requirements, financial reporting and financial statements, and internal controls related to risks;

(b) the function, disclosures, and performance of the University's compliance, internal control, and risk management systems regarding ethics and compliance, risk, finance, and accounting, and the adequacy of such systems; and

(c) the independent certified public accountant's qualification, independence and performance, as well as performance of the internal audit function.

- (2) Review the annual internal audit plan and the extent to which it addresses high risk areas.
- (3) Review the annual report of the internal audit department and discuss significant issues of internal controls with the Internal Auditor and management.
- (4) Discuss the planned scope of the annual independent audit with the independent certified public accountants and review the results of the audit with the independent certified public accountants and management.
- (5) Receive and review the annual certified financial reports with the independent certified public accountants and management.
- (6) Recommend to the Board the certified public accountants to serve as the independent auditor, and their fees.
- (7) Revise the scope of the annual audit, and approve any services other than audit and audit related services provided by the certified public accountants.
- (8) Provide recommendations to the Board regarding approval of the internal audit mission statement, the committee's charter, and other governance documents related to both internal and external compliance and auditing activities at the University.

f. Committee on Intercollegiate Athletics

- (1) Serve as a liaison between the Board and the respective campuses and their athletic departments.
- (2) Advise the Board regarding its responsibility to oversee:
  - (a) the health, safety and academic progress of student-athletes;
  - (b) fiscal integrity and budgetary concerns;
  - (c) compliance with NCAA and conference requirements; and
  - (d) any event or situation that may draw unusual public interest to the athletics program, a particular team, student athlete, or department employee.
- (3) Review annual reports on the academic standing and progress of student athletes, including, but not limited to, the Academic Progress Rate report.

- (4) Recommend policies governing all aspects of Intercollegiate Athletics at the University.

g. Committee on Research and Innovation

- (1) Evaluate and approve long range plans that establish the strategic goals and objectives for research, innovation, and technology transfer at the University.
- (2) Review and make recommendations regarding investments, policies, and practices relating to University research, innovation and technology transfer programs.
- (3) Review and make recommendations on proposals to establish or to terminate Organized Research Units (ORU) and research centers.
- (4) Work in concert with Administration to establish performance goals and metrics to evaluate progress against the strategic goals and objectives.

3. Appointment of Committee Members. The chairperson and voting members of each standing committee shall be appointed by the Chairperson and shall serve for one year or until the appointment of their successors. The Chairperson shall be an ex-officio, voting member of all standing committees. All board members who are not voting members of a committee or committees shall be ex-officio, nonvoting members of such committees. The President, as chief executive officer of the University, shall assign a member of the University administrative staff to each standing committee who shall be the administrative liaison with the chairperson of the committee.

The Committee on Academic and Student Affairs shall include Regents from the four major islands.

4. Meetings. Each standing committee shall schedule meetings as appropriate. The Committee on Academic and Student Affairs meetings shall be held on each of the islands with community college campuses, to the extent practicable.
5. Referrals to Committees. Each standing committee shall consider all matters referred to it by the Chairperson and shall make appropriate recommendations within a reasonable time to the Board.
6. Progress Reports. Each standing committee shall make progress reports to the Board periodically or when requested by the Chairperson.
7. Task Groups. Task groups may be established by the Chairperson upon authorization by the Board, and with such powers and duties as determined

by the Board. The tenure of a specific task group shall expire at the completion of its assigned task.

E. New Board Member Orientation

New Board members shall be scheduled to receive an orientation within one month of the beginning of their term. The orientation shall include, among other things, an overview of the University system, BOR responsibilities, accreditation standards for Board governance, and BOR policies and practices. New Board members shall also be provided with a Reference Guide covering these and other topics.

**ARTICLE III. Advisory Committee and Consultants**

- A. Creation. The Board may create an advisory committee, as necessary, which shall serve as advisory to the Board. The committee membership shall be appointed by the Chairperson, subject to approval by the Board. The tenure of the advisory committee shall expire at the completion of the assigned task.
- B. Consultant Services. The Board may engage the services of consultants as it deems necessary.

**ARTICLE IV. Meetings**

- A. Number and Place of Meetings. The Board shall meet not less than ten times annually (July 1, thru June 30) and may from time to time meet in each of the counties of Honolulu, Hawai'i, Maui, and Kaua'i. The Board shall at each meeting set the time and place for its next regular meeting.
- B. Special Meetings. Special meetings may be called by:
  - 1. The Chairperson;
  - 2. The Secretary, upon request by a majority of the members of the Board; or
  - 3. Any Board member, with the consent of the Chairperson.
- C. Call for Committee Meetings. Standing committee meetings shall be called by the Secretary in consultation with the committee chairperson. In the event of a joint meeting, the Chairperson shall designate the presiding committee chairperson.
- D. Public Notice of Meetings. All meetings of and public appearances before the Board and its standing committees shall comply with chapter 92, HRS, and shall be as set forth in the Rules of Practice and Procedure of the Board of Regents (Hawai'i Administrative Rules, Title 20, Subtitle 1, Chapter 1).

**ARTICLE V. Quorum**

A majority of all voting members to which the Board or its standing committees are entitled shall constitute a quorum.

#### **ARTICLE VI. Voting**

Voting by the Board and its standing committees shall be as set forth in the Rules of Practice and Procedures of the Board of Regents (Hawai'i Administrative Rules, Title 20, Subtitle 1, Chapter 1).

#### **ARTICLE VII. Legal Counsel**

- A. The University General Counsel. The University General Counsel shall be designated as legal counsel for the Board. The University General Counsel or the University General Counsel's representative(s), in the capacity of legal counsel for the Board, shall be present at all regular and special meetings and certain standing committee meetings of the Board.
- B. Requests for Written Legal Opinions. Requests for any written legal opinion of the University General Counsel shall be made by the Chairperson or designee with the full knowledge of the Board. Whenever a legal opinion is rendered by the University General Counsel, such opinion shall be in writing and along with a copy of the written request for such opinion, distributed immediately to all Board members.
- C. Conflicts. By policy and organizational structure, the University General Counsel serves the Board as well as the University administration. Understandably, there may be occasions when it becomes necessary to avoid a perception of conflict, or actual conflict, or to obtain specialized legal expertise. At such times, the Board may exercise its discretion in securing the services of independent legal counsel through the Secretary.

#### **ARTICLE VIII. Robert's Rules of Order**

Meetings shall be conducted in accordance with the current edition of Robert's Rules of Order insofar as they are applicable and not inconsistent with these bylaws, or applicable statutes or rules.

#### **ARTICLE IX. Amendments**

These bylaws may be amended only by two-thirds (2/3) vote of all the members to which the Board is entitled. Any proposed amendment to the bylaws shall be submitted in writing for consideration and vote by the members at a Board meeting.

#### **ARTICLE X. Conflicts of Interest**

- A. Standard of Conduct. Members of the Board shall comply with the provisions of these bylaws and are subject to the standards of conduct and financial interest

disclosure requirements of Chapter 84, HRS (State Ethics Code) and must act in accordance with Chapter 84, HRS.

- B. **Fiduciary Responsibility.** Members of the Board serve a public interest role and thus have a clear obligation to conduct all affairs of the University in a manner consistent with this concept. Members of the Board are expected to place the welfare of the University above personal interests, the interests of family members, or others who may be personally involved in affairs affecting the University. All decisions of the Board shall be made solely on the basis of a desire to promote the best interests of the University and the public good.
- C. **Disclosures.** In the event the Board must consider any matter for the University which also directly involves:
  - 1. a regent or a member of the regent's family (which shall be a spouse, parents, siblings and their spouses, children and their spouses, and any household member);
  - 2. a public or private organization with which a regent is affiliated, as defined below; or
  - 3. a regent's personal financial interest as defined under chapter 84, HRS;

Any affected regent, at the first knowledge of the matter, shall fully disclose, as noted below, the precise nature of the interest or involvement.

For purposes of this article, an affiliation exists if a regent or a member of the regent's family is an owner (which shall be defined as: (1) an ownership interest valued at more than \$5,000; or (2) 10% or more ownership of the business), officer, director, trustee, partner, employee (which shall also include legal counsel, consultant, contractor, advisor, or representative) or agent of such organization.

All disclosures required under this article must be directed in writing to the Secretary who, together with the University General Counsel, shall be responsible for the administration of this bylaw.

Matters covered under this article shall be reported initially to the Chairperson for appropriate action. Should the Chairperson be the regent with a potential conflict, the matter shall be reported to the Vice Chairperson. Should both the Chairperson and the Vice Chairperson have a potential conflict, the matter shall be reported to the chairperson of a Board standing committee in the order as listed in Article II, Section D of the bylaws of the Board.

Information disclosed to the Secretary shall be held in confidence to the extent authorized by law.



This disclosure requirement shall not apply to any regent who declares a conflict of interest and recuses himself/herself from consideration of the matter before the Board.

- D. **Determination of Conflicts.** Questions concerning possible conflicts of interest shall be directed to the Secretary. Board shall resolve the questions by majority vote at a Board meeting in compliance with Chapter 92, HRS. Where any matter covered by Chapter 84, HRS, is involved, the potential conflict shall be referred to the State Ethics Commission for disposition. Questions of potential conflict not covered by Chapter 84, HRS, may be referred to the University General Counsel for a legal opinion, except that questions of conflict under Section 78-4, HRS, shall be referred to the University General Counsel for a legal opinion.

**Restraint on Participation.** A member of the Board who has declared a conflict of interest and recused himself/herself or who has been found to have a conflict of interest in any matter before the Board shall refrain from participating in the consideration of the proposed matter. The regent may not vote on such matters before the Board and may not be present during the Board's deliberation and at the time of vote.

- E. **Sanctions and Remedies.** Any Board action favorable to a regent obtained in violation of this bylaw is voidable on behalf of the Board; provided that in any proceeding to void a Board action pursuant to this bylaw, the interests of third parties who may be damaged thereby shall be taken into account. Any proceeding to void a Board action shall be initiated within sixty (60) days after the determination of a violation under this bylaw. The Board may pursue all legal and equitable remedies and/or sanctions through the University's legal counsel. Any Board action imposing a remedy or sanction under this section must be initiated within one year after the action of the Board that is affected by a violation.

Item VIII.A.1.

Executive Session

Personnel Matters

**ITEMS TO BE  
DISCUSSED IN  
EXECUTIVE  
SESSION**

Attachment A-1: Personnel Actions for BOR approval

Executive/Managerial

Campus	Last Name	First Name & Middle Initial	Proposed Title	Unit	Nature of Action	Monthly Salary	Effective Date
UH Mānoa	Bruno	Michael	Provost	Office of the Provost	Reassignment	\$29,168	Concurrent with Approval of UHM Reorganization - Phase I
UH Mānoa	Blake	C. Fred	Professor Emeritus	College of Social Sciences	Emeritus	N/A	Upon Board approval
UH Mānoa	Chappell	David	Professor Emeritus	College of Arts and Humanities	Emeritus	N/A	Upon Board approval
UH Mānoa	Hamilton	Kevin	Professor Emeritus	School of Ocean and Earth Science and Technology	Emeritus	N/A	Upon Board approval
UH Mānoa	Bley-Vroman	Robert	Professor Emeritus	College of Languages, Linguistics and Literature	Emeritus	N/A	Upon Board approval
UH Hilo	Irwin	Bonnie	Chancellor	Office of the Chancellor	Appointment with Tenure	N/A	July 1, 2019

RECEIVED

19 FEB 22 AM 11:32

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

19 FEB 22 AM 11:35

UNIVERSITY OF HAWAII  
BOARD OF REGENTS

Recommendation: That the Board approve the personnel action as recommended.  
David Lassner  
President



19422

RECEIVED

February 22, 2019

'19 FEB 22 P3:22

MEMORANDUM

TO: Lee Putnam  
Chair, Board of Regents

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

FROM: David Lassner *David Lassner*  
President

SUBJECT: Request for Approval of Phase 1 of the Mānoa Reorganization Proposal and Associated Implementation Actions

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve Phase 1 of the Mānoa reorganization proposal, which recombines the positions of UH president and UH Mānoa chancellor, and establishes a new UH Mānoa provost position that will serve as chief academic officer of UH Mānoa and full deputy to the campus CEO as well as an officer of the UH System. In addition to the reorganization proposal itself, it is requested that associated implementation action items also be approved. This request for approval includes:

- (1) Reorganization proposal including updated functional statements and organization charts
- (2) Amendment to Regents Policy 2.202, Duties of the President
- (3) Amendment to Regents Policy 2.201, Officers of the University of Hawai'i
- (4) Amendment to Class Specification for President
- (5) Establishment of Class Specification for UH Manoa Provost with assignment to the SM-5 salary schedule

Under separate cover, the Administration is concurrently submitting an action memo that recommends approval to fill the new UH Mānoa Provost position by reassignment of an existing Executive/Managerial employee, pursuant to Regents Policy 9.212 III.D.5., Executive/Managerial Personnel Policies.

RECOMMENDED EFFECTIVE DATE:

March 1, 2019

COST:

Based on the salary of the last non-interim Chancellor of UH Mānoa, a conservative estimate of the cost of Phase 1 indicates a savings of approximately \$500,000 through the elimination of that position. The overall reorganization including Phase 2 is designed to be at least cost neutral so that no additional funds will be required.

**PURPOSE:**

The purpose of this request is to implement Phase 1 of the reorganization that was approved in concept by the Board of Regents on November 22, 2018 (Enclosure 1).

**BACKGROUND INFORMATION:**

Pursuant to Board of Regents' Policy 3.202, Reorganizations, the Board of Regents is the approving authority for this reorganization proposal, and pursuant to Board of Regents' Policy 9.212, Executive/Managerial Personnel Policies, the Board of Regents is the approving authority for amending the class specification for the President position and establishing the new class specification for the Provost position.

**Narrative Summary of the Proposal and Its History**

Beginning in September 2016, the President was appointed to serve additionally as interim Chancellor of UH Mānoa (the 2nd interim chancellor since 2014) and the UH Mānoa Vice Chancellor for Research was appointed to serve additionally as interim Vice Chancellor for Academic Affairs. Following some initial discussions about administrative restructuring of the campus administration, a highly focused Design Team was convened to recommend an improved structure for UH Mānoa. (The membership of the Design Team is included in Enclosure 1.) The Design Team focused on how to improve effectiveness and clarity of responsibility in achieving UH Mānoa's strategic goals and statewide needs while maximizing the likelihood of success of the next Chancellor. These objectives are laid out in more detail in the enclosures. The ideas and recommendations of the Design Team were informed and improved through multiple discussions with campus governance groups, open campus forums, online feedback, and "mini-retreats" with students, faculty, and staff about specific functional areas.

Through that work, the Design Team came to believe that establishing a strong Provost position, which exists at most if not all major research universities, would be an improvement in the campus organization and would enhance UH Mānoa's ability to achieve the objectives outlined for the reorganization. A strong UH Mānoa Provost would obviously assume many of the operational responsibilities currently assigned to the Chancellor.

*The Design Team then considered the context of the UH System and Hawai'i political environment, noted that several campus operations had already merged with System operations, and asked itself whether UH Mānoa could ever attract and assure the success of the kind of autonomous chancellor that we see, for example, at the University of California campuses. When reviewing the history of the UH Mānoa Chancellor position, first established in 1972, the Design Team found that the average tenure of a separate UH Mānoa Chancellor (interim, acting or regular) has been just over 2 years with only one Chancellor serving for 5 years – all appointment periods much lower than the national averages for campus CEOs. The Design Team came to the shared conclusion, with varying levels of reluctance and regret, that UH Mānoa would be better served by re-combining the positions of President and Chancellor*

The establishment of a UH Mānoa Provost position and the recombination of the President and UH Mānoa Chancellor positions were widely discussed on campus and with governance groups throughout much of 2018. In fact, the recombination found unanimous favor within the UH Mānoa Faculty Senate Committee on Administration and Budget in February 2018, although the larger Faculty Senate at the time decided only that such a model would be viewed with interest within the context of a full proposed reorganization.

During the course of 2018, the Design Team further fleshed out a proposed campus organizational structure that included this senior leadership model with a Provost and a recombined President and Chancellor position. Four open campus forum updates were conducted for students, faculty, staff and administrators, between April 2017 and November 2018. In late October and early November 2018, the interim Chancellor met to discuss the proposal with the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, the Associated Students of the University of Hawai'i Executive Committee, the Graduate Student Organization Executive Committee, APT employees who represent Unit 8 leadership, and the Kūali'i Council. In addition, the interim Chancellor also met with faculty and staff direct reports to the interim Chancellor.

Informed and amended through this extensive process, the framework of a new organizational structure that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position was recommended to and approved in concept by the UH Board of Regents on November 22, 2018. This included a commitment by the Administration to engage in all formal consultation that is required and to adhere to all applicable policies and procedures. While not common, in this case conceptual approval was requested from the Board prior to the formal process in order to ensure that the detailed work of a formal reorganizational proposal would not be undertaken if the Board of Regents was not supportive of the substantial high-level change recommended by the Design Team, which ran counter to some prior Board directions.

Given the scope and complexity of the reorganization, the Mānoa Faculty Senate requested that they be provided the formal reorganization proposal in phases and this was agreed. In attempting to honor this request as understood, a Phase 1 reorganization proposal was prepared for consultation. In a straightforward manner, Phase 1 combines the roles of UH System President and UH Mānoa Chancellor and creates a new UH Mānoa Provost position to serve as the chief academic officer and full deputy to the CEO of UH Mānoa with full responsibility and authority, including budgetary, for education, research and student success. Critically, the Provost is also proposed as an Officer of the UH System to provide an independent and dedicated voice for Mānoa in the UH System cabinet and in all system-wide planning and decision-making.

Phase 1 has no significant impact on any represented employees or positions and directly impacts only a relatively small number of executive/managerial personnel whose reporting lines are changed, notably to consolidate the number of different reporting lines for various Mānoa Deans from three different senior executives (two different vice chancellors and the chancellor) to one, the Provost. Most importantly, Phase 1 lays a strong foundation at the senior executive level, ending 2.5 years of interim leadership at the Chancellor and Vice Chancellor levels, and creates the framework for the Vice Provost positions and offices (and others) that were developed by the Design Team and have been outlined in the widely shared conceptual design. These will be implemented through Phase 2, with any modifications that arise through further consultation.

## **Formal Consultation on the Proposed Phase 1 Reorganization**

In early January 2019, the Phase 1 proposal was sent to the following bodies for consultation and information:

- Mānoa Faculty Senate (January 7, 2019)
- Associated Students of the University of Hawai'i (January 8, 2019)
- Graduate Student Organization (January 8, 2019)
- Kūali'i Council (January 8, 2018)
- UH Mānoa Vice Chancellors and UH System Vice Presidents (January 7, 2019)
- UH Mānoa Deans and Directors (January 8, 2019)
- Faculty/staff direct reports to Mānoa Chancellor (January 8, 2019)
- Mānoa Cabinet (vice chancellors and vice president for administration) - (January 7, 2019)
- Hawai'i Government Employees Association (January 7, 2019)
- United Public Workers (January 7, 2019)
- University of Hawai'i Professional Assembly (January 7, 2019)

The proposal was also discussed with the Student Caucus and had previously been discussed with the Council of Chancellors. Comments were received regarding the leadership and authority dedicated to UH Mānoa endeavors relative to the System, clarity in responsibility and accountability, autonomy of UH Mānoa, and roles associated with processes within the bargaining agreements. Many questions were received related to actions forthcoming in Phase 2, which is not being proposed or considered at this time, and those were noted for future followup. As relevant to Phase I formal responses were provided to expressed concerns.

Based on multiple conversations with UH Mānoa Faculty Senate representatives, extensive changes were made to the proposed functional statements for the offices of the President and Provost, to delineate more clearly the distinction between the proposed President and Provost roles. These changes are also reflected in the position-related documents recommended for approval (Enclosures 7 and 8) and for information (Enclosures 9 and 10). The full Phase 1 reorganization proposal, as amended, is included as Enclosure 2.

Unfortunately it was only during formal consultation that the Mānoa Faculty Senate Committee on Administration and Budget clarified that while it had wanted to see the formal reorganization proposal in phases, it had planned to review all phases before providing a recommendation on any proposed action. The Committee on Administration and Budget presented a resolution to the Mānoa faculty Senate that opposes the reorganization as proposed for this and other reasons. The Mānoa Administration provided responses to statements made in the resolution, but the Mānoa Faculty Senate as a whole concurred with the resolution opposing Phase 1 of the reorganization at this time. The resolution and the response from the Mānoa Administration are presented as Enclosures 3 and 4.

So it is with some regret that this Phase 1 proposal is recommended to the Board of Regents for approval without the support of the Mānoa Faculty Senate. We note that the consultation was undertaken in good faith by all parties, that meaningful input was accepted and acted upon, and that some of the most significant concerns raised by the Mānoa Faculty Senate will be addressed through continuing consultation during the development of the Phase 2 reorganization proposal. The Administration will continue to work in good faith with the Mānoa Faculty Senate

and others, and if any changes need to be made to these proposed functional statements of the Office of the President and/or Office of the Provost then we will request BOR approval of those changes in accord with applicable policies and procedures.

#### **Related BOR policies and Classes**

With the approval of the reorganization, two (2) BOR policies must be amended:

- (1) Regents Policy 2.202, Duties of the President. The amendment articulates the role of President as the executive officer of the Board (current) and the CEO of the UH system (current) and CEO of UH Mānoa (new). (Enclosure 5)
- (2) Regents Policy 2.201, Officers of the University of Hawai'i. The amendment has been updated to include the role of Provost of UH Mānoa. (Enclosure 6)

In addition, pursuant to Regents Policy 9.212, Executive and Managerial Personnel Policies, the BOR retains the authority to establish, classify and abolish positions reporting to the Board and to the President. As such, Board approval is requested for two (2) position classes:

- (1) Amended class - President. The amendment aligns with Regents Policy 2.202, Duties of the President, and the proposed functional statement for the office of the president included in the reorganization proposal. (Enclosure 7)
- (2) Establishment of new class - Provost. This new class aligns with the intent of the reorganization proposal and the proposed functional statement for the Office of the Provost included in the reorganization proposal. (Enclosure 8)

Following approval of these classes by the Board, position descriptions will be amended/established by the Administration in a consistent manner. See enclosures 9 and 10, presented for information.

#### **Next Steps**

Following BOR approval of Phase 1, mini-Design Teams will be convened for the areas of student success; educational excellence; research, scholarship and graduate studies; enrollment management; equity, climate and conflict resolution; and the business office. This design work along with continued consultation will be used to craft the formal Phase 2 reorganization proposal, which will undergo formal consultation in accord with applicable policies and procedures. The BOR will be apprised of the status of Phase 2 work on a regular basis.

#### **ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve Phase 1 of the Mānoa reorganization, proposal, which recombines the positions of UH President and UH Mānoa Chancellor and establishes a new Provost position as an Officer of the UH System. In addition to the reorganization proposal itself, it is requested that associated implementation items also be approved. This request for approval includes:

- (1) Reorganization proposal including updated functional statements and organization charts
- (2) Amendment to Regents Policy 2.202, Duties of the President



- (3) Amendment to Regents Policy 2.201, Officers of the University of Hawai'i
- (4) Amendment to Class Specification for President
- (5) Establishment of Class Specification for UH Manoa Provost with assignment to SM-5 salary schedule

Enclosures

1. BOR action memo request for Approval in Concept of the UH Mānoa Reorganization Plan including Reconsolidation of the Positions of Chancellor, UHM, and President, UH (BOR approved November 22, 2018)
2. Reorganization proposal
3. Mānoa Faculty Senate Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure (passed February 20, 2019)
4. Response to Resolution from Mānoa Administration (dated February 13, 2019)
5. Amended Regents Policy 2.202, Duties of President
6. Amended Regents Policy 2.201, UH Officers
7. Amended class specification - President
8. New class specification - Provost
9. Proposed position description – President (information only)
10. Proposed position description – Provost (information only)



UNIVERSITY  
of HAWAII®  
SYSTEM

November 9, 2018

**MEMORANDUM**

TO: Lee Putnam  
Chairperson, Board of Regents

FROM: David Lassner  
President

SUBJECT: Request for Approval in Concept of the University of Hawai'i at Mānoa Reorganization Plan Including Reconsolidation of the Positions of Chancellor, University of Hawai'i at Mānoa and President, University of Hawai'i

A. SPECIFIC ACTION REQUESTED

The administration requests that the Board of Regents (“Board”) approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai'i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the attachment.

B. RECOMMENDED EFFECTIVE DATE

Upon approval.

C. ADDITIONAL COST

There are no additional costs associated with this request. The reorganization is being designed to be cost-neutral. In addition, it will not create or require additional senior level executive (EM) positions.

#### D. PURPOSE

As has been reported to the Board of Regents previously, the UH Mānoa Interim Chancellor has been working over the past year to develop a proposal to reorganize the offices of the Mānoa Chancellor's and Vice Chancellors. The proposal has evolved significantly and as the current proposal directly impacts the Office of the President as well as a number of offices that report directly to the President, this reorganization is being brought to the Board of Regent. This is consistent with the resolution passed by the Board of Regents in March 2018, in which the Regents directed the President to bring to the Board the UH Mānoa reorganization plan by the end of 2018 and in which the Board further indicated that it would view with interest the possible re-consolidation of the positions of UH Mānoa Chancellor and UH President within the context of the reorganization plan.

#### E. BACKGROUND INFORMATION

Work has been underway for over a year to develop a reorganization of the offices of the Mānoa Chancellor's and Vice Chancellors, and the proposal presented to the Board in the Attachment represents the work of a focused Design Team in consultaion with the broader campus. The proposal has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas, and consultation on some or all of the proposal with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agrees with every element presented today. But the Design Team has thoughtfully considered the input received in developing the proposal.

The primary elements of the proposal on which Board approval is sought include:

- 1) This proposal would establish a new provost position for UH Mānoa, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise the vice provosts (described below) as well as all academic deans and directors (who currently report to 3 different positions). The provost would have full budget authority for all academic units. Importantly,

the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

- 2) This proposal would establish four vice-provost positions reporting to the provost. These would be:
  - a. The Vice Provost for Educational Excellence will proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success. This vice provost will also oversee a program focused on faculty excellence and success to recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service.
  - b. The Vice Provost for Research, Scholarship and Graduate Studies will be responsible to enhance the prominence of UH Mānoa as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world. This vice provost will also oversee a program focused on graduate student success to ensure that graduate students have the distinctive support and advocacy needed to succeed.
  - c. The Vice Provost for Student Success will advance the holistic success of all students across their academic journey and through personal growth and development. This office will also provide advocacy and support for all students. The vice provost will oversee programs that ensure the academic success of all students from entry through timely graduation as well as a student growth and development program that ensures the holistic development of all students via exceptional co-curricular and wellness services. That will include a student equity, excellence and diversity program that promotes access, inclusion and success for all students.
  - d. The Vice Provost for Enrollment Management will be responsible to attract, enroll and help retain a diverse and thriving community of undergraduate and graduate learners from Hawai'i and the world. This office will integrate thoroughly to advance retention through a Strategic Enrollment Management Team that involves the other vice provost offices as well.

- 3) During the development of these first aspects of the proposal, the Design Team came to what is likely the most controversial aspect of this proposal: the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. We came to this conclusion somewhat reluctantly, but firmly and clearly. This recommendation is based on several factors. First, when we reviewed the history of the UH Mānoa Chancellor position we realized that it has never been stable other than when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972 we observed that at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This has presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time.

The Design Team believes that the evidence suggests that while in principle these are two different positions, in practice it is extremely difficult for a UH Mānoa Chancellor to succeed within the heterogenous UH System and Hawai'i's complex political environment. We therefore set out to create a structure that could maximize the chances of success of the senior leaders and the campus. This includes the provost position as described above, the formal recognition of two "hybrid" vice president as described below with clarity around administrative roles outlined here and through prior reorganizations directed by the Board beginning in 2015. The Design Team has attempted to address the factors that we believe drove the separation in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will serve as CEO of the system's flagship research university in partnership with an empowered provost.

- 4) The Chief Business Officer of UH Mānoa will report to the president and serve as the senior business and finance officer for the Manoa campus. While the provost will be responsible for all academic budgetary decisions involving the vice provosts, schools, colleges, and campus-level institutes, the Chief Business Officer will execute those decisions and support all campus-level finance and business processes and their external connections to the UH System and State, ensuring financial sustainability and accountability for the campus.

- 5) A new office of equity, climate and conflict resolution with support UH Mānoa and the System as we continue our work to create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs. This office will bring together expertise and staff from at least 6 currently separate and independent units to provide education, advocacy, support and training programs to advance campus climates including for all protected classes along with confidential advisors and respondent advocates. A separate group will focus on compliance with a single intake mechanism and case management program that utilizes a team of professional fact-finders. A new ombuds office has long been requested, and will help increase the use of informal conflict resolution.
  
- 6) Two current UH vice presidents will be formally designated as “hybrid” vice presidents and formally made part of the Mānoa campus leadership. Both the Vice President for Administration and the Vice President for IT / Chief Information Officer have substantial responsibilities relating to the Mānoa campus that are in addition to their work for the system and the other nine campuses. This structure will ensure that they are part of and accountable to the Mānoa campus for their distinctive work there.

It should also be noted that this proposal is also fully consistent with and advances the Board’s directive in August 2015 when it deliberated on the “WICHE Report” that the President move forward to reconfigure and consolidate administrative offices serving UH Mānoa and the UH System.

Should this request be approved, the President would develop the detailed reorganization proposal and documentation and conduct detailed formal consultation as required by policy and practice. Typically this would represent several inches of paper with details. The Board would not be asked to review these details documenting every individually impacted position and reporting line. But the President would return to the Board should the formal consultation result in substantive change to any of the high-level concepts presented here.

#### F. ACTION RECOMMENDED

The administration recommends that the Board of Regents (“Board”) approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai‘i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization

in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the Attachment.

Attachment

cc: Executive Administrator and Secretary of the Board of Regents

# **Proposed Conceptual Redesign of UH Mānoa Campus Organization (Chancellor and Vice Chancellor Offices Only)**

## **Design Team**

Michael Bruno, VC for Research and Interim VCAA

Kathy Cutshaw, VC for Administration, Finance and Operations

Chip Fletcher, Associate Dean of SOEST

Jan Gouveia, VP for Administration

Lori Ideta, Interim VC for Students

David Lassner, Interim Mānoa Chancellor & UH President

Laura Lyons, Interim Dean of LLL

Christine Sorensen Irvine, (Former) Chair of SEC

(With lots of help!)



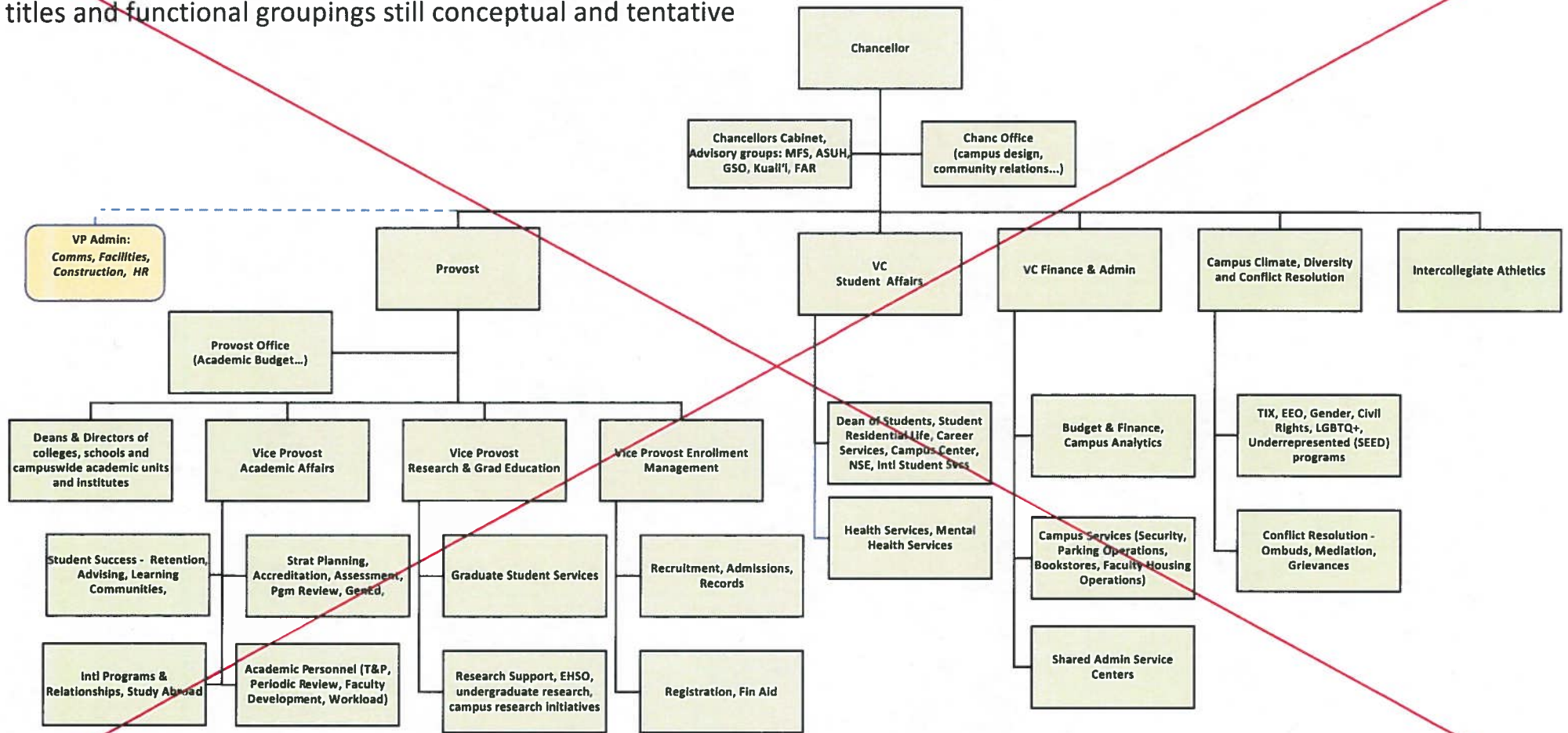
## **Key Objectives – What are we trying to achieve?**

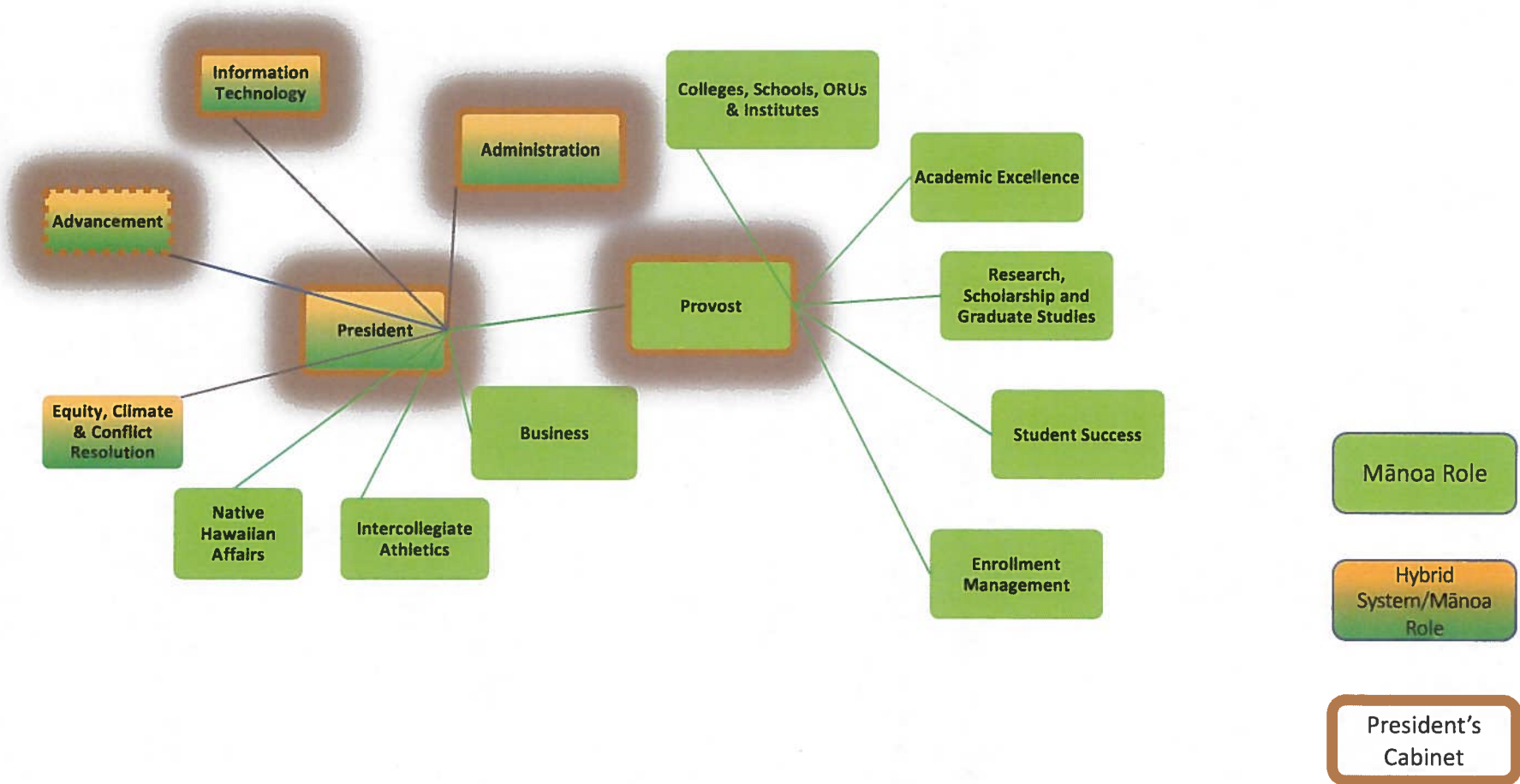
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth & development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

## Redesign Considerations

- Rather than focusing at this time on existing organizational units and subunits, focus on outcomes we are trying to achieve and how to align the people and processes that support those outcomes. Use a non-hierarchical portrayal. Conceptual design does not capture nor is it intended to include every current organizational subunit.
- Do not organize around current people and their current roles.
- Organizational structure should reflect our priorities and create the conditions that will stimulate and support student, faculty, school and college success - with improved accountability for outcomes.
- Be realistic that reporting lines are important, but there is no perfect organizational structure. In addition to the formal lines, we need to ensure that everyone is committed to and capable of effectively working across boundaries and siloes.
- Create unit titles that reflect desired outcomes.
- Integrate graduate and undergraduate processes wherever possible.
- Provide Provost with singular focus on the success of our students and faculty in education and research.
- Hawaiian Place of Learning is a priority for the entire campus and remains directly staffed at the CEO level.
- No elimination of faculty/staff positions; no increase in senior EM leadership positions.

Strawman 2 for Discussion Purposes  
 titles and functional groupings still conceptual and tentative





## **PROVOST**

**Chief Academic Officer: full responsibility and authority for research, education & student success**

**Singular focus on the success of our students and faculty in education and research**

### **OFFICE OF GLOBAL ENGAGEMENT**

**Advance programs and initiatives that increase the global connectedness and stature of UHM**

- **ALL campus-level schools, colleges, ORUs, institutes, Library & UH Press**
- **Vice Provosts**
- **Budget decision-making authority for all reporting units**
- **Meaningful integration of research and education**
- **Campus Strategic Planning**

**Independent and dedicated voice of Mānoa in UH System cabinet; formally designated in BOR Policy as an “Officer” of UH alongside vice presidents and other university chancellors**

- Develop broad campus-wide strategies (“foreign policy”) for global engagement (countries, institutions, NGOs) that position Mānoa as a premier Asia-Pacific research university
- Infuse global thinking and engagement throughout entire institution
- Support for all international agreements, partnerships and activities - service to all schools and colleges
  - Coordinate input as needed on specialized agreements
- Protocol support for the campus
- Fulbright program, international scholarship opportunities
- As needed, logistic support and advice for UH faculty sabbaticals abroad and visiting scholars from abroad
- Coordinate physical presences abroad as needed
- Support but don’t lead international student recruitment

## **VICE PROVOST FOR EDUCATIONAL EXCELLENCE**

**Proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success**

- Strategies, policies and practices for innovative program portfolio management (degrees & certificates)
- Curricular design and approvals
- General Education
- High DFW (unsuccessful course) initiative
- Campus strategy for distance and online learning
- Innovative learning opportunities including Honors College, Interdisciplinary Studies, senior capstone requirement
- Undergraduate & Graduate Institutional Learning Objectives
- Campus Accreditation
- Assessment
- Undergraduate & Graduate Program Review
- Transfer degree pathways and articulation
- Study Away programs - one intake and support mechanism for UHM students to study internationally or nationally, and to host/support visiting students from elsewhere

## **FACULTY EXCELLENCE & SUCCESS**

**Recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service**

- Faculty hiring
- Onboarding of new and international faculty (teaching, research, community, networking) including what it means to thrive in Hawai'i
- Faculty life (housing, childcare, maternity/paternity, networking) and FAQs
- Department Chair Development & Support
- Partner/Spousal hires
- Tenure & Promotion
- Periodic Review
- Review of workload policy and practice
- Faculty grievances related to Collective Bargaining Agreement (UHPA)
- Professional development for faculty, including mentoring
- Support for active pedagogies and engaged learning

## **VICE PROVOST FOR RESEARCH, SCHOLARSHIP AND GRADUATE STUDIES**

**Enhance the prominence of UHM as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world.**

- Increase campus research productivity and scholarship (pre-award support, proposal development, assistance meeting broader impact requirements)
- Facilitate more interdisciplinary cross-campus team scholarship
- Undergraduate research initiatives (connected to Honors & undergrad education)
- Authority for campus RTRF - startup and seed support, matching funds, faculty & student travel program
- Limited Submission Opportunities
- Campus innovation & entrepreneurship: iLab, etc.
- Research communication and community outreach
- Laboratory & research safety - mutually supportive through strong links with facilities management and deans/directors

### **GRADUATE STUDENT SUCCESS**

**Ensure that graduate students have the distinctive support and advocacy needed to succeed.**

- Grad student point-of-contact and advocate
- Committee approvals
- Progress to degree
- Dissertation and thesis support & processes
- Graduate faculty designations
- TA training
- Awards & activities

# **VICE PROVOST FOR STUDENT SUCCESS**

**Advance the holistic success of all students across their academic journey and through personal growth and development;  
Provide advocacy and support for all students.**

## **STUDENT ACADEMIC SUCCESS**

**Ensure the academic success of all students from entry through timely graduation including through high impact practices**

- Onboarding - New student orientation to campus resources including what it means to thrive in Hawai'i in partnership with entire campus including recruiters & admissions (handoff), Hānai Program
- Advising - Reengineer current processes, execute whatever portion of advising is centralized, e.g. undeclared majors. Provide consistent advising policies/procedures/handbook for whatever is decentralized
- Athletic academic advising & support
- Reengineer/Rationalize/Communicate campus and unit learning assistance services (e.g. tutoring) as part of Student Success Center initiative
- Student retention initiatives including input on scholarships
- Course scheduling to meet student needs
- Student success systems (STAR, early warning)
- Peer mentoring: Grad/Undergrad
- Graduation
- Alumni Outcomes / Post-graduation Success (with other alumni relations & services)
- First & Second Year Pgms / E.g. Learning Communities
- Service Learning
- ROTC

## **STUDENT GROWTH & DEVELOPMENT**

**Ensure the holistic development of all students via exceptional co-curricular and wellness services**

- Career services (general), coordinating with colleges for specifics
- Counseling & mental health services
- Health services
- Student union & recreational facilities
- Co-curricular activities, intramurals, student organizations
- Student conduct
- Student residential life [student housing facilities move to facilities]
- Care of international students - including visa processing (in collaboration with faculty/staff visa processing)

## **STUDENT EQUITY, EXCELLENCE & DIVERSITY**

**Ensuring access, inclusion and success for all students**

- Disability services
- Multicultural student services
- TRIO / SSS
- Veteran and military student services
- High School outreach & bridge programs for under-represented students including support for decentralized bridge programs



## **VICE PROVOST FOR ENROLLMENT MANAGEMENT** **(Undergraduate and Graduate)**

**Attract, enroll and help retain a diverse and thriving community of learners from Hawai'i and the world**

(Integrates thoroughly with Retention through Strategic Enrollment Management Team)

- Marketing & recruitment (including international)
- Recruitment materials - including web sites
- Engagement with schools and colleges, alumni (to assist with recruiting)
- Admissions
- Campus strategy for all financial aid & scholarships for recruitment and retention
- Student records
- Transfer student recruitment (with transfer advisors)
- Graduate student enrollment management functions – coordinated with colleges and/or departments
- Analytics for recruitment, yield and retention
- Early college

## Approximate\* History of the Separate Mānoa Chancellor Position Since Created in 1972

Separate (Approximate Chancellor History)			Combined			Separate		
Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor
1972	Cleveland	Gorter	1984	Simone	Simone	2001	Dobelle	Neubauer
1973	Cleveland	Gorter	1985	Simone	Simone	2002	Dobelle	Neubauer
1974	Matsuda	Gorter	1986	Simone	Simone	2003	Dobelle	Englert
1975	Matsuda	Yamamura	1987	Simone	Simone	2004	McClain	Englert
1976	Matsuda	Yamamura	1988	Simone	Simone	2005	McClain	Englert
1977	Matsuda	Yamamura	1989	Simone	Simone	2006	McClain	Konan
1978	Matsuda	Yamamura	1990	Simone	Simone	2007	McClain	Konan
1979	Matsuda	McKaughan	1991	Simone	Simone	2008	McClain	Hinshaw
1980	Matsuda	Long	1992	Simone	Simone	2009	Greenwood	Hinshaw
1981	Matsuda	Long	1993	Mortimer	Mortimer	2010	Greenwood	Hinshaw
1982	Matsuda	Anderson	1994	Mortimer	Mortimer	2011	Greenwood	Hinshaw
1983	Matsuda	Kosaki	1995	Mortimer	Mortimer	2012	Greenwood	Hinshaw
			1996	Mortimer	Mortimer	2013	Greenwood	Apple
			1997	Mortimer	Mortimer	2014	Lassner	Apple
			1998	Mortimer	Mortimer	2015	Lassner	Bley-Vroman
			1999	Mortimer	Mortimer	2016	Lassner	Bley-Vroman
			2000	Mortimer	Mortimer	2017	Lassner	Lassner

### \* Notes

- 1) Includes interim and acting periods of service
- 2) Partial years of service in position not depicted, so terms may be off by up to one year

### Summary:

Matsuda – 10 yrs as Pres  
w/ 6 Chancellors  
Simone – 9 years as Pres  
& Chancellor  
Mortimer – 8 years as Pres  
& Chancellor  
2001-2018 – 4 Presidents  
w/ 7 Chancellors

## Recombination of Mānoa Chancellor and System President Positions

Regardless of theoretic considerations and external recommendations about optimal roles and structures:

- **Our history and evidence (per chart) are clear: Mānoa has never had stable leadership with a separate Mānoa chancellor at any time since the initial creation of the Mānoa chancellor position in 1972**
  - Consistent instability under 5 presidents and 13 chancellors is more than can be simply attributed to picking the wrong people (president and/or chancellor)
  - The only stable periods of campus leadership since 1972 were under Simone and Mortimer in the combined role
- **In Hawai'i, any major issue at UH becomes an issue for the UH President; Due to its complexity, there are more such issues at Mānoa**
  - Recombining avoids having the president “meddle” (real or perceived) in Mānoa affairs
  - Recombining provides Mānoa the strongest possible voice with Regents and the community
- **There are alternative ways to address the challenges that drove the separation of the Mānoa chancellor position in 2001**
  - Establish a Mānoa provost position as an officer of the UH System with full authority for and 100% focus on Mānoa education, research and student success
  - Fully separate Mānoa academic leadership from System academic leadership
  - Fully separate the Mānoa business and budget functions from the system CFO
  - Clearly outline hybrid roles of certain vice presidents
  - Articulate that overall leadership of the Mānoa campus is an integral role of the UH President; it is one fulltime job, not an add-on duty

# University of Hawai'i President Reinstated as Mānoa CEO

## Re-integrates roles of System CEO and Mānoa Campus CEO

Reporting units with Mānoa campus responsibilities include:

- Provost
- Chief Business Officer
- Equity, Climate and Conflict Resolution (Hybrid with System)
- VP for Administration (Hybrid with System)
- VP for Information Technology & CIO (Hybrid with System)
- Intercollegiate Athletics (as-is)
- Native Hawaiian Place of Learning (as-is)
- Campus advisory and constituent groups:
  - Mānoa Faculty Senate, ASUH, GSO, Kualii Council, *Staff Council (pending)*

## **CHIEF BUSINESS OFFICER**

- Overall Campus Budget - All sources of funds, all UOH-100
- Allocate all academic resources per Provost's directives
- Monitor expenditures
- Ensure appropriate reserves in compliance with UH policies
- Execute campus-level position control; allocate academic positions per Provost's directives
- Interface with UH CFO, State and Legislature regarding all Mānoa management matters
- External financial reporting
- Audit Responses
- Campus Business Office (end-user shared services)
- Organizational reports and reorganizations
- Comprehensive Campus Analytics

## **EQUITY, CLIMATE AND CONFLICT RESOLUTION (Hybrid)**

**Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs.**

- Education, advocacy, support and training programs to advance campus climate including for all protected classes
  - Confidential Advisors / Respondent Advocates
- Independent Ombuds & Informal Conflict Resolution
- Firewalled compliance program
  - Single intake mechanism and assessment/triage (e.g., interim measures)
  - Single case management program
  - Professional fact-finders/investigators

### **Outcomes**

- Don't make reporting parties figure out where to go for what kind of concern/complaint (race, gender, workplace violence, Title IX, EEO...)
- Fully separate advocacy from compliance
- Resolve conflicts informally whenever possible
- Professionalize all types of investigations, fact-finding & decision-making across all forms of discrimination/harassment and misbehavior
- Create a "Social Compact" for campus life: How do we "live aloha"?

# Hybrid Mānoa/System Vice Presidents

## VP ADMINISTRATION

- Human Resources
  - Staff excellence through development and support
  - Non-academic personnel hiring and processing
  - Faculty/staff visa processing
  - Benefits and records
  - Collective bargaining grievances (other than faculty)
- Communication
- Procurement
- Facilities, Construction, Planning
- Auxiliaries: Bookstore, Parking, Transportation, Food & Beverage services, University (Faculty) Housing, Student Housing Facilities (student residential life is part of Student Growth and Development)
- Campus Security & Emergency Management
- Sustainability

## VP FOR INFORMATION TECHNOLOGY/ CHIEF INFORMATION OFFICER (CIO)

- Academic technologies
- Cyberinfrastructure and research technology support
- Help Desk, software licensing
- Information Security
- Management information systems
- Campus, statewide and global network design and operations

## **CABINETS**

UH System Officers - President, Mānoa Provost,  
4yr Chancellors, Vice Presidents (weekly)

UH System Council of Chancellors – President, Mānoa Provost, All  
Chancellors, Vice Presidents, RCUH, Equity/Climate/Conflict  
Resolution (quarterly)

Mānoa Cabinet – President, Provost, Vice Provosts, Chief Business  
Officer, Hybrid Vice Presidents (weekly)

Provost's Council - Vice Provosts, Asst/Assoc Vice Provosts, Chief  
Business Officer, Hybrid Vice Presidents, Advancement, Campus-  
level School/College/Institute Deans & Directors, Native Hawaiian  
Affairs, Equity/Climate/Conflict Resolution (bi-weekly)

Mānoa Leadership Team - President, Provost's Council,  
Advancement, Athletics, Native Hawaiian Affairs,  
Equity/Climate/Conflict Resolution, ASUH, GSO, MFS, Kualī'i,  
*Staff Council* (quarterly)

### **Campus Advisory Groups**

Research Advisory Council

Campus Facilities Advisory Council

Mānoa Faculty Senate, ASUH, GSO, Kualī'i, *Staff Council*

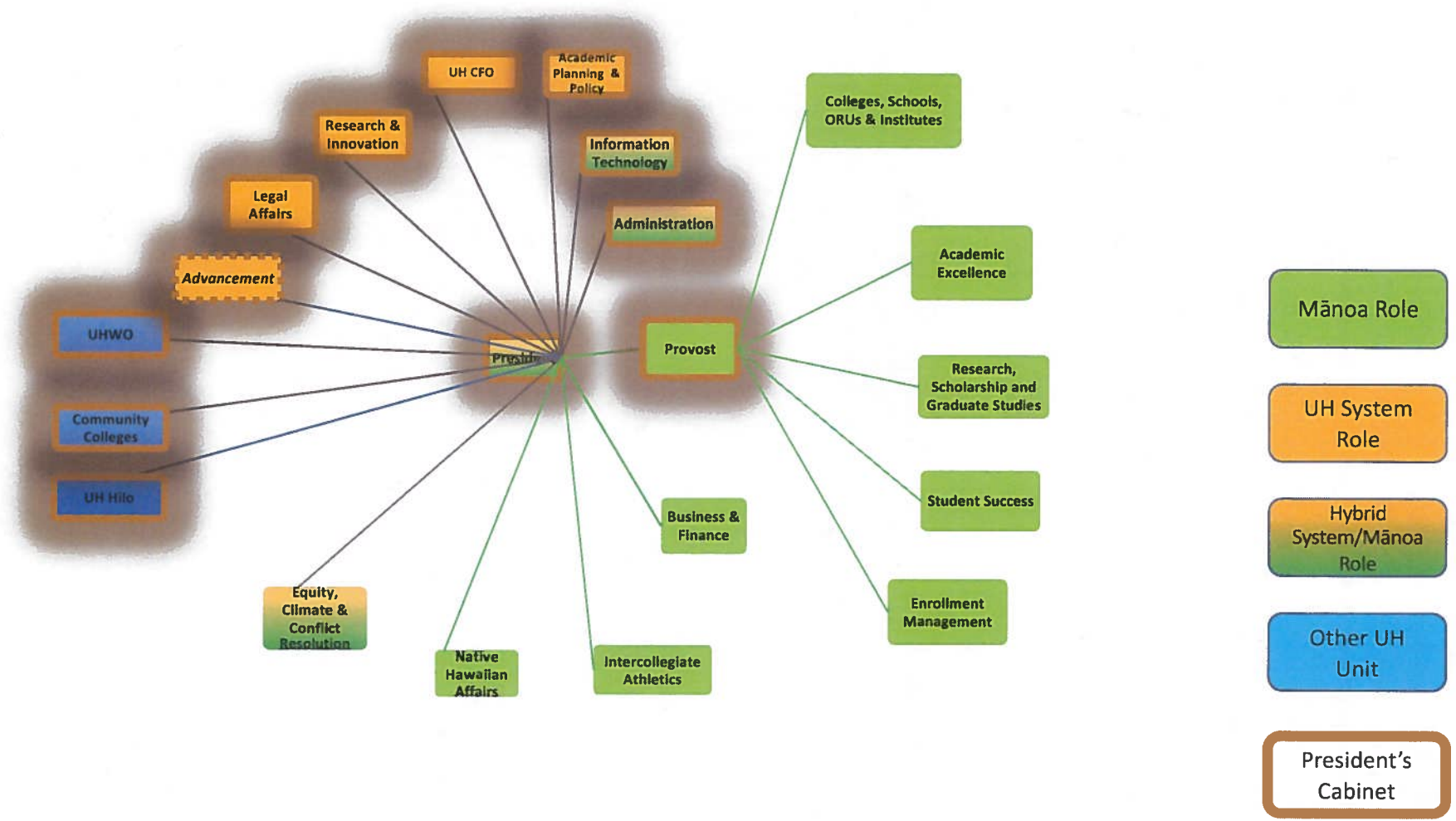
## **CAMPUSWIDE STRATEGIC INTEGRATIVE WORKING TEAMS / PROJECTS**

- Strategic Enrollment Management Team
- Campus Climate
- “Hawaiian Place of Learning”
- Development of an international strategy:  
“foreign policy” for global engagement
- Meaningful integration of research and education  
(including undergraduate)
- Re-engineering of advising
- Creating an Honors College
- Library & UH Press
- Digital and online learning
- Community engagement
- Post-Doc Program



## Key Objectives – How Are They Being Addressed

- **Strong and strategic enrollment management: recruitment and retention**
  - ✓ New Vice Provost for Enrollment Management; Institutionalization of Strategic Enrollment Management Team
- **Meaningful integration of research and education, including undergraduate, involving all colleges, schools, ORUs and institutes**
  - ✓ New Provost position with full responsibility for education and research across all academic units; New Vice Provost for Research, Scholarship and Graduate Studies with responsibility for student engagement in scholarship, including undergraduate, across all units; New integrative team
- **Improved student success outcomes through integrated support for both academic success and student growth & development**
  - ✓ Restructuring of many services spread across multiple VCs and AVCs with clear leadership for each
- **Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university**
  - ✓ New Office of Global Engagement reporting to Provost charged to develop campus-wide strategies and "foreign policy" for education, research and recruitment
- **Strengthen and clarify advocacy and compliance programs that support protected classes**
  - ✓ New comprehensive office for equity, climate and conflict resolution
- **Provide stable leadership and strong voice for Mānoa**
  - ✓ Re-combine the positions of UH System President and UH Mānoa Chancellor; New Provost position



## **Next Steps**

Continuing Consultation and Refinement – Through Early November

Conceptual Proposal to Regents – November 2018

Preparation of Formal Proposal with Details, Consultation and Refinement –  
Spring 2019

Implementation - July 2019 and beyond

**“We agree that some reorganization is needed. Now if we can come to agreement on what that looks like!”**

Christine Sorensen, Chair  
UH Mānoa Faculty Senate Executive Committee  
Testimony to UH Board of Regents,  
November 16, 2017

## FAQs 1/2

**Q:** Which positions will be filled with current people and which recruited?

**A:** That is TBD. This high-level proposal focuses on a preferred structure independent of the current people

**Q:** What is the role of the Mānoa Vice Provost for Research relative to the System Vice President for Research & Innovation?

**A:** The Mānoa Vice Provost for Research is focused on increasing and enhancing research success by Mānoa faculty and students. The System Vice President has responsibility for a set of extramural support and research compliance functions for all 10 UH campuses as well as commercialization, economic development initiatives, statewide priorities and federal relations.

**Q:** How will Mānoa have its own advocate in UH System deliberations and decisions?

**A:** The Provost will be a member of the President's Systemwide Cabinet and an Officer of the UH System, where s/he will serve as a fully independent voice of Mānoa in all systemwide planning and decision-making.

**Q:** How exactly will this result in meaningful integration of research & education?

**A:** The organization chart doesn't itself change any individual practices and policies. But this approach unifies the reporting lines from three to one for our campuswide schools, colleges and ORUs. The new Provost and the Vice Provost for Research, Scholarship and Graduate Studies will facilitate campus-wide efforts, including with a new integrative team, to ensure that all students, including undergraduates, are provided opportunities for experiential learning and engagement including with Mānoa's great research faculty. The new structure will also make it more straightforward to align matters such as T&P practices and engagement of ORU and "R" faculty in teaching and mentoring including with undergraduates.

## FAQs 2/2

**Q:** What is the “Advancement” box shown on the Mānoa/System chart and how will Advancement work for and at Mānoa?

**A:** The long-serving CEO and President of the UH Foundation (UHF) has announced her retirement. In consultation with UHF and UH leadership, we are recruiting a new UHF CEO who will carry a UH title as well: VP of Advancement. This is standard practice in higher education today across the country and will help us improve our effectiveness in philanthropy and alumni relations through closer integration between UH and UHF. As today, the advancement organization (UHF) will serve Mānoa and the entire UH System but with the UHF leader as part of the UH senior leadership.

**Q:** Isn't the Provost position a new layer of bureaucracy?

**A:** No, it represents unification of the units responsible for education, research and student success. One leader will have full responsibility and authority, including budget, for all of education, research and student success across all Mānoa units. This is common at many R1 research institutions and represents the consolidation of responsibilities and authority currently assigned to multiple vice chancellor positions.

**Q:** Didn't WICHE recommend keeping the positions of UH President and UHM Chancellor separate?

**A:** Yes, and in principle this makes sense. The Design Team recommends recombining these positions not based on the theoretic roles of the two positions but in consideration of the very practical challenges faced since the separation and the clear historic evidence that a separate Mānoa chancellor has never been able to succeed over an extended period.

# University of Hawai'i at Manoa Reorganization Proposal – Phase I

The proposal includes:

1. Executive Summary
2. Narrative
3. Attachment A: BOR Action memo request for Approval in Concept of the UH Mānoa Reorganization Plan including Reconsolidation of the Positions of Chancellor, UHM, and President, UH
4. Attachment B: Current organization charts and function statements
5. Attachment C: Proposed organization charts and function statements
6. Attachment D: Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

# Executive Summary



**Office of the President, University of Hawai'i System and  
Office of the Chancellor, University of Hawai'i at Mānoa  
Reorganization Proposal – Phase I**

**Executive Summary**

**I. Purpose:**

Explain the purpose of this reorganization and the anticipated overall impact.

In November 2018 the University of Hawai'i (UH) Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa (UHM) that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position as an Officer of the University of Hawai'i. A more complete description of the approved action is attached, with more details of the changes at UH Mānoa and the UH System. The Board's approval in concept also committed to all formal consultation that is required and appropriate and compliance with applicable policies and procedures.

Due to the scope and complexity of the changes, the university intends to move forward with implementing the reorganization in two phases. This specific proposal pertains only to Phase I of the reorganization, which impacts primarily the existing offices of the President and Chancellor and the new Office of the Provost.

As background, it should be noted that discussions and advances have been underway since 2015 on how to best structure the senior leadership of the UH System and UH Mānoa to maximize efficiency, effectiveness and clarity of roles, responsibilities and accountability. Prior recommendations had been to maintain the separation of the positions of UH President and UH Mānoa Chancellor, and multiple reorganizations since then have streamlined and consolidated administrative functions associated with research compliance, communications, construction, facilities management and human resources.

At the same time, work has been underway since 2017 to develop a reorganization of the offices of the Mānoa Chancellors and Vice Chancellors. The proposal developed by a highly focused Design Team has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas. Consultation also took place with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agreed with every element of the proposal. But the Design Team has thoughtfully considered the input received in developing the proposal.

This proposal would establish a new provost position for UH Mānoa, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise a cadre of vice provosts as well as all academic deans and research directors (who currently report to 3 different

positions). The provost would have full budget authority for all academic units. Importantly, the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

During the development of these fundamental aspects of the proposal for UH Mānoa, the Design Team came to the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. The conclusion that this would be best for Mānoa was reached somewhat reluctantly, but firmly and clearly. When the Design Team reviewed the history of the UH Mānoa Chancellor position it became clear that the position has been most stable when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972 at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This has presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time. The Design Team came to believe that while in principle these are two different positions, in practice it is extremely difficult – if not impossible -- for a UH Mānoa Chancellor to succeed over the long term as a true campus CEO similar to others within the heterogenous UH System and within Hawai'i's extremely complex political environment.

The team then set out to create a structure that could maximize the chances of success of the senior leaders and the campus, and the full details are described in the Attachment. The Design Team also addressed the factors that it believes drove the separation of the two positions in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will not only serve as CEO of the system but will simultaneously serve as CEO of the system's flagship research university – the latter role in partnership with an empowered provost.

The full reorganization has the following among the key objectives for Mānoa:

- Ensure strong and strategic enrollment management: recruitment and retention
- Meaningfully integrate research and education, including undergraduate, involving all colleges, schools, ORUs, and institutes
- Improve student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

Phase I lays the foundation for the full reorganization by consolidating (without restructuring) the offices of the President and Chancellor and establishing the new Office of the Provost at UH Mānoa. Work in Phase II will create the remaining organizational structures and assign positions and personnel within those structures. But the goal of

Phase I is that personnel can continue to function as at present (with the exception of the President and Provost).

## II. **Major Elements of the Proposal:**

Explain or list the key changes being proposed in this reorganization relative to purpose and results.

This reorganization continues the efforts to create greater efficiencies and to align responsibility and authority between UH System and UH Mānoa administrative offices. These efforts have been underway over the past several years, as evidenced by the approved reorganizations of research compliance, construction and facilities management, communications, and human resources offices. This reorganization will be put forward in two phases.

Phase I is designed as a basic step to lay the foundation at the senior executive level for the complete organizational restructuring recommended by the Design Team in a manner that is least impactful to the scores of faculty and staff who are part of the affected offices. With the exception of a handful of realignments of executive reporting lines (i.e., executives who will report to a different senior executive) there will be no impact on current employees.

Phase II will involve the far more complex work of restructuring existing offices to focus on campus imperatives and assigning existing personnel and positions within the new structure. That work will take place over the months to come.

- Phase I:
  - Re-combine the positions of UH System President and UH Mānoa Chancellor into a single position that serves as CEO of both the UH System and UH Mānoa;
  - Create a new Mānoa Provost position as the senior dedicated executive position at Mānoa with full responsibility for education, research and student success across all academic units that will also serve as a UH “Officer” alongside the UH vice presidents and university chancellors; and
  - Position the current Native Hawaiian Affairs specialist position as the foundation of a distinctive new Office of Native Hawaiian Affairs for UH Mānoa;
  - Consolidate reporting of all current UH Mānoa vice chancellor positions, and academic deans and research directors under the new UH Mānoa Provost position.

Phase I is intended to address the following objectives:

- Provide stable leadership for Mānoa
  - Create an independent and dedicated voice for UH Mānoa within the UH System
  - Lay the foundation for Phase II
- Phase II:

- Create the leadership structure for UH Mānoa;
  - Create a new Vice Provost for Educational Excellence;
  - Create a new Vice Provost for Research, Scholarship, and Graduate Studies;
  - Create a new Vice Provost for Student Success;
  - Create a new Vice Provost for Enrollment Management and institutionalize the strategic enrollment management team efforts;
  - Create a new Office of Global Engagement reporting to the Provost that develops campus-wide strategies and “foreign policy” for education, research and recruitment;
  - This will involve restructuring many necessary functions and services currently spread across multiple VCs and AVC offices;
- Create a new comprehensive office for equity, climate, and conflict resolution that develops a safe, welcoming and equitable climate for students, faculty and staff, including with an ombuds function, and that holds a hybrid UH System/UH Mānoa role;
- Redefine the Vice President for Administration position as a hybrid System/Campus Vice President position; and
- Redefine the Vice President for Information Technology/Chief Information Officer as a hybrid System/Campus Vice President position.

Phase II is intended to address the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes; and
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa’s role as a premiere Asia-Pacific focused global “R1” research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

### III. **Resource Impact:**

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect “None” for each category as appropriate.

#### A. **Budget**

1. What is the estimated cost of the reorg?

The overall reorganization is designed to be at least cost neutral. In addition, it will not create or require additional senior level executive (EM) positions.

2. Are additional funds needed? If so, how will the cost of the reorg be funded?

No additional funds will be needed.

3. Will the reorg result in cost savings or be cost neutral?

In Phase I there will be nominal cost savings associated with the recombination of the positions of President and Chancellor.

## B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any?

In Phase I of the reorganization, the functions of the UH System President/CEO for UH Mānoa and the UH Mānoa Provost are defined and clearly outline the leadership for the flagship campus. Other than the changes to the President and UH Mānoa Provost positions, the majority of current faculty, staff, and EM position responsibilities will remain the same. The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role as CEO for UH Mānoa (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of the Vice Chancellor for Administration, Finance and Operations), and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students).

In Phase II of the reorganization, new Vice Provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. The impact of these changes will be addressed when this Phase II is presented for review.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization?

No additional faculty/support personnel are required as current position counts will be utilized.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation?

No reduction in faculty/staff is anticipated as current faculty, staff and EM personnel will be organized into proposed units.

4. Identify faculty/staff positions impacted by the anticipated changes.

Refer to Attachment D.

## C. Space

1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted?

No additional space is required, and any space changes will follow campus protocols

**IV. Consultation:**

Explain or list the individuals and groups consulted and the key comments/feedback received.

The reorg proposal has been informed and improved by multiple open campus forums, online feedback, “mini-retreats” with students, faculty, and staff about individual areas, and consultation on some or all of the proposal with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers, and the Mānoa Cabinet (vice chancellors).

**V. Implementation:**

Explain when and how this reorganization will be implemented. Identify anticipated effective date.

This reorganization is being implemented in two phases to allow for the senior leadership structure to be established, while discussions and consultation (informal and formal) continue for the more complex changes that follow. Phase II will require far more communication, consultation and coordination since it directly impacts a vast number of functions, programs and services currently housed under multiple senior administrators.

Phase I defines and clarifies the roles and responsibilities of the President and Provost positions. In addition, Phase I advances the integration of research, education and student success by consolidating the reporting lines of the Vice Chancellor for Research and Vice Chancellor for Students with all academic deans and directors to the Mānoa Provost.

It is anticipated that Phase I of this reorganization will be implemented by March 1, 2019. Communication and consultation regarding Phase II of the reorganization will begin imminently and is expected to continue through Spring 2019. For both Phase I and II, positions will be reviewed and, as appropriate, position descriptions will be updated in accordance with university policies and procedures.

# Narrative

**Office of the President, University of Hawai'i System and  
Office of the Chancellor, University of Hawai'i at Mānoa  
Reorganization Proposal – Phase I**

**Narrative**

**Instructions:** Complete each section below and clearly indicate “None” or “N/A” where appropriate.

**I. INTRODUCTION:**

- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.

Response:

On November 22, 2018, the University of Hawai'i (UH) Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa (UHM) that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position as an Officer of the University of Hawai'i. A more complete description of the approved action is attached (Attachment A – Memo dated November 9, 2018 from President Lassner to BOR Chair Lee Putnum), with more details of the changes at UH Mānoa and the UH System. The Board's approval in concept also committed to all formal consultation that is required and appropriate and compliance with applicable policies and procedures.

Currently, the President is responsible to serve as the chief executive officer for the overall UH system which includes 10 campuses and central system services. The Chancellor is the UHM CEO, providing the highest senior leadership in the strategic planning and administration of the campus. Since 2015, there have been discussions and advances on how to best structure the senior leadership of UH System and UH Mānoa to maximize efficiency, effectiveness, and clarity of roles, responsibilities and accountability. Since September 2016, the President has served as both President and Chancellor and since, a search was commenced to fill the Chancellor position and multiple reorganizations have been approved to consolidate administrative functions associated with research compliance, communications, construction, facilities management and human resources.

After much work, review and feedback to develop a reorganization of the offices of the Mānoa Chancellor and vice chancellors, and with a Mānoa design team and broader campus feedback, this proposal has been approved in concept by the Board of Regents and is presented for consultation. The proposed organization to include the reconsolidation of President and Chancellor arose organically from the design team as part of the planning for the success of the campus. The proposal will better structure the senior leadership for UH System and UHM and establish a new provost position for UHM, as is common at other U.S. research universities. The UHM provost would be formally identified as the an officer of UH and be a fully independent and dedicated voice of UHM in the president's cabinet alongside the vice presidents and other university chancellors. This reorganization also continues the efforts to create greater efficiencies and to align responsibility and authority between UH System and UH Mānoa administrative offices. These efforts have been underway over the past several years, as evidenced by the approved reorganizations of research compliance, construction and facilities management, communications, and human resources offices.



Due to the scope and complexity of the changes, the university intends to move forward with implementing the reorganization in two phases to allow for the senior leadership structure to be established, while discussions and consultation (informal and formal) continue for the more complex changes that follow.

Phase I. This specific proposal pertains only to Phase I of the reorganization of UHM administration and impacts primarily the existing offices of the President and UHM Chancellor and the new Office of the Provost. It clarifies the roles and responsibilities of the President and Provost positions at a high level. Phase I begins to advance the integration of research, education and student success by consolidating the reporting lines of the Vice Chancellor for Research and Vice Chancellor for Students with all academic deans and directors to the Mānoa Provost.

The current and proposed charts and current and proposed function statements are included to reflect these new structures and the change in supervisor for positions within the Office of President and the UHM Office of the Chancellor, and for existing vice chancellors for research, students and administration, finance and operations. In addition, the proposed chart and function statement are included for the new Office of the Provost. The update of remaining charts and function statements to include the creation of the remaining organizational structures and assign positions within those structures, will be made in Phase II. (Attachments B – Current organization charts and function statements and Attachment C – Proposed organization charts and function statements)

Phase I is designed as a basic step to lay the foundation at the senior executive level for the complete organizational restructuring recommended by the Design Team in a manner that is least impactful to the scores of faculty and staff who are part of the affected offices. With the exception of a handful of realignments of executive reporting lines (i.e., executives who will report to a different senior executive) there will be no impact on current employees. Included positions will not be affected in this Phase I as there is no change to current supervisor.

The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role in overseeing UH Mānoa (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of Vice Chancellor for Administration, Finance and Operations), and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students). Positions will be reviewed and, as appropriate, redescribed following university policies and procedures.

Phase II. This phase will require far more communication, consultation and coordination since it directly impacts a vast number of functions, programs and services currently housed under multiple senior administrators. New vice provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. There will be restructuring existing offices to focus on campus imperatives and assigning existing personnel and positions within the new structure, with work to take place over the months to come. The impact of these changes will be addressed when this Phase II is presented for review.

It is anticipated that Phase I of this reorganization will be presented at the February 2019 BOR meeting and implemented by March 1, 2019. Communication and

consultation regarding Phase II of the reorganization will begin imminently and is expected to continue through spring 2019. For both Phase I and II, positions will be reviewed and, as appropriate, position descriptions will be updated in accordance with university policies and procedures.

- B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.

Response:

With the recombination of the Pres/Chancellor roles and creation of the Provost position for UH Mānoa, this organization structure is intended to increase the chances of success of the senior leaders and the campus within the heterogeneous UH System and Hawai'i's complex political environment.

Phase I is intended to address the following objectives:

- Provide stable leadership for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Lay the foundation for Phase II

Phase 2 of the reorganization will require continued discussions and details. In general, Phase II is intended to address the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes; and
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

## **II. RATIONALE FOR THE REORGANIZATION:**

- A. Provide background and relevant historical information.

Response: As mentioned in Section I, on November 22, 2018, the Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position as an Officer of the University of Hawai'i. Discussions and advances have been underway since 2015 on how to best structure the senior leadership of the UH System and UH Mānoa to maximize efficiency, effectiveness and clarity of roles, responsibilities and accountability. Prior recommendations had been to maintain the separation of the positions of UH President and UH Mānoa Chancellor, and multiple reorganizations since then have streamlined and consolidated administrative functions associated with research compliance, communications, construction, facilities management and human resources.

Additional historical information is below:

- Prior to 1972 the President of UH also served as CEO of UHM. The separate UHM Chancellor position was established in 1972. From 1972-1984 at least six individuals served in the UHM Chancellor position (including interim and acting).
- Beginning in 1984 the President resumed the role as CEO of UHM and on November 15, 1985, the Board of Regents approved the reorganization of the University of Hawai'i which made the President directly responsible for the operation of the UHM. This structure continued until September 22, 2000, when the Board of Regents approved in concept the establishment of a separate Office of the Chancellor and associated Chancellor position for UHM. From 1984 through 2011, when a new President was appointed, two individuals served simultaneously as President and Chancellor.
- The Board of Regents approved the President serving as Interim Chancellor in 2016. From 2011 through that appointment, seven individuals served as UHM Chancellor (including interim and acting).
- While the President served as Interim Chancellor he convened a highly focused design team to examine the best organization structure for UHM at this point in time and for future, and to ensure success for the next non-interim chancellor. The design team focused and discussed Mānoa's needed functions, programs and options relative to Mānoa's strategic goals and statewide needs, and has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas. During this process the design team organically came to the conclusions that the campus needed a provost and that the campus would be better served if the President were formally re-instated as CEO of UHM.

Consultation took place with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agreed with every element of the proposal. However, the design team has thoughtfully considered the input received in developing the proposal.

The design team's members are:

- Michael Bruno, UHM Vice Chancellor for Research and Interim Vice Chancellor for Academic Affairs
- Kathy Cutshaw, UHM Vice Chancellor for Administration, Finance and Operations
- Chip Fletcher, UHM Associate Dean of School of Ocean and Earth Science and Technology
- Jan Gouveia, UH System Vice President for Administration
- Lori Ideta, UHM Interim Vice Chancellor for Students
- David Lassner, Interim Mānoa Chancellor & UH President
- Laura Lyons, UHM Interim Dean, College of Languages, Linguistics and Literature
- Christine Sorensen Irvine, (Former) UHM Chair of Mānoa Faculty Senate Executive Committee

- Specifically, several campus forum updates open to all students, faculty, staff and administrators have taken place to provide updates on reorganization concepts. All sessions were live-streamed and the 2018 sessions were also recorded. In addition, all were provided opportunity to comment on the forum and its content in person or via an online feedback link.
  - [April 4, 2017 – campus update](#)
  - [December 1, 2017 – campus update](#)
  - [April 23, 2018 – campus update](#)
  - [November 2, 2018 – campus update](#)

On February 21, 2018, a resolution supporting the recombination of the System President and Mānoa Chancellor positions was approved by the Mānoa Faculty Senate with 32 votes in support of approval, 7 against approval, and 3 abstentions.

Other recent meetings included:

- Mānoa Faculty Senate Committee on Administration and Budget (October 31, 2018)
- Associated Students of the University of Hawai'i at Mānoa (October 31, 2018)
- Graduate Student Organization (November 5, 2018)
- APT employees who represent Unit 8 leadership
- Kualii Council

- B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorg is consistent with the University's strategic, program, and financial plans.

Response: Given the previous responses, the proposed reorganization has been developed by the highly focused design team, and informed and improved by multiple open campus forums and groups. In this proposal, a new provost position for UH Mānoa would be developed, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise a cadre of vice provosts as well as all academic deans and directors (who currently report to 3 different positions). The provost would have full budget authority for all academic units. Importantly, the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

During the development of these fundamental aspects of the proposal for UH Mānoa, the Design Team came to the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. The conclusion that this would be best for Mānoa was reached somewhat reluctantly, but firmly and clearly. When the Design Team reviewed the history of the UH Mānoa Chancellor position it became clear that the position has been most stable when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972, at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This structure has

presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time. The Design Team came to believe that while in principle these are two different positions, in practice it is extremely difficult – if not impossible - - for a UH Mānoa Chancellor to succeed over the long term as a true campus CEO similar to others within the heterogenous UH System and within Hawai‘i’s extremely complex political environment.

The team then set out to create a structure that could maximize the chances of success of the senior leaders and the campus, and the full details are described in the most recent campus update forum presentation (Attachment A). The Design Team also addressed the factors that it believes drove the separation of the two positions in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will not only serve as CEO of the system but will simultaneously serve as CEO of the system’s flagship research university – the latter role in partnership with an empowered provost.

The full reorganization has the following among the key objectives for Mānoa:

- Ensure strong and strategic enrollment management: recruitment and retention
- Meaningfully integrate research and education, including undergraduate, involving all colleges, schools, ORUs, and institutes
- Improve student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa’s role as a premiere Asia-Pacific focused global “R1” research university
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

#### Phase I

Phase I lays the foundation for the full reorganization by consolidating (without restructuring) the offices of the President and Chancellor, and establishing the new Office of the Provost at UHM. Phase I is intended to address the following objectives:

- Provide stable leadership for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Lay the foundation for Phase II

Specifically, phase I will:

- Re-combine the positions of UH System President and UH Mānoa Chancellor into a single position that serves as CEO of both the UH System and UH Mānoa;
- Create a new Mānoa Provost position as the senior dedicated executive position at Mānoa with full responsibility for education, research and student success across all academic units that will also serve as a UH “Officer” alongside the UH vice presidents and university chancellors; and
- Position the current Native Hawaiian Affairs specialist position as the foundation of a distinctive new Office of Native Hawaiian Affairs for UH Mānoa;
- Consolidate reporting of the current UH Mānoa vice chancellor for research, vice chancellor for students, and academic deans and research directors under the new UH Mānoa Provost position.
- Advise that the current Office of Ombudsperson will be repurposed in phase 2.

## Phase II

Phase 2 of the reorganization will require continued discussions and details. In general, Phase II is intended to address the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes; and
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

Specifically Phase II will:

- Create the leadership structure for UH Mānoa;
  - Create a new Vice Provost for Educational Excellence;
  - Create a new Vice Provost for Research, Scholarship, and Graduate Studies;
  - Create a new Vice Provost for Student Success;
  - Create a new Vice Provost for Enrollment Management and institutionalize the strategic enrollment management team efforts;
  - Create a new Office of Global Engagement reporting to the Provost that develops campus-wide strategies and "foreign policy" for education, research and recruitment;
  - This will involve restructuring many necessary functions and services currently spread across multiple VCs and AVC offices;
- Create a new comprehensive office for equity, climate, and conflict resolution that develops a safe, welcoming and equitable climate for students, faculty and staff, including with an ombuds function, and that holds a hybrid UH System/UH Mānoa role;
- Redefine the Vice President for Administration position as a hybrid System/Campus Vice President position; and
- Redefine the Vice President for Information Technology/Chief Information Officer as a hybrid System/Campus Vice President position.

The conditions and/or factors prompting the proposed reorganization have been presented in the executive summary and above responses. The reorganization is consistent with the University's strategic, program and financial plans and will continue to support the strategic endeavors in the [2011-15 Strategic Plan](#), Achieving our Destiny, and support current efforts on the 2015-21 UH Mānoa Strategic Plan in creating a leadership that better align functions that support the synergy, partnerships and efficiencies between academic affairs, enrollment management areas, research and students which leads to achievement of our strategic goals. In addition, with the previous reorganization of support areas (communications, construction, facilities, human resources) under the UH System Vice President for Administration, the management and coordination of administrative support areas including space, facilities and overall design of the physical campus will continue to support our strategic plan.

In researching current organization structures for other institutions, two models resonated with our proposed structure:

- [Indiana University](#) is a large state system with six (6) campuses. The President oversees key system functions (e.g., finance, research, government relations, clinical affairs, engagement, academic affairs, information technology, intercollegiate athletics, capital planning and facilities, legal affairs, international affairs, diversity, equity and multicultural affairs, and human resources) as well as oversight, through a provost, over the flagship Bloomington campus. This provost also serves as a cabinet member alongside all vice presidents. The other campuses each have dedicated Chancellors.
- The [University of Washington](#) also has an organization structure where the President oversees both system and the flagship Seattle campus, a dedicated Provost and Executive Vice President that oversees the Seattle campus colleges and vice provosts on daily basis as well as provide system leadership, and dedicated Chancellors for the Bothell and Tacoma campuses.

C. Explain other alternatives explored.

Response: Other alternatives included:

- Conduct another search for a Mānoa Chancellor  
This option was pursued in 2016/2017 and the search was not successful. Given the current demand for CEOs of institutions and the chances for a new Mānoa Chancellor to succeed within the current environment, this structure would not maximize the chances of success of the campus.

1. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.

Response: In this Phase I, the proposed changes will primarily affect the working relationships and partnerships between the President and Chancellor's Offices. Currently, the flow of review and approval follows established protocols, seeking review and approval at campus level first, then system level next. With the proposal, the review and approval of actions will be done up front so that approvals may be obtained faster in the long-term and we achieve consistent actions.

2. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

Response: In Phase I of the reorganization, the functions of the UH System President and the UH Mānoa Provost are defined and clearly outline the leadership for the flagship campus. Other than the changes to the President and UH Mānoa Provost positions, the majority of current faculty, staff, and EM position responsibilities will remain the same. The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role in overseeing UH Manoa (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of the Vice Chancellor for Administration, Finance and Operations),

and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students).

The direct offices that will be impacted are the current President and Chancellor Offices and teams to include CampusHelp, Title IX, advocacy and civil rights specialists, government and community relations, Native Hawaiian affairs specialist, and the remaining chancellor's office staff. The UHM Chancellor's Office staff along with the designated HR specialist attended/listened to campus forum updates and the President/Chancellor met with this group on December 18, 2018 to discuss the proposed reorganization.

The primary issue to be addressed is the operations and document approval process with the creation of the Office of the Provost. At this time, all documents requiring "Chancellor" approval within policy or pursuant to the respective collective bargaining agreements will continue to be signed by David Lassner, UH System President, until such time that further discussions and consultation on transfer of appropriate approving authority to Provost may be addressed and implemented. President is working with appropriate leaders and offices to identify documents and areas which will need to be clarified and may require consultation with appropriate groups.

In addition, the staff of both President and Chancellor offices have been and will continue to work together to recombine offices, functions, files and protocols. The physical location of those individuals in Hawai'i Hall will be unchanged at this point in time. Should there be a business need for a change in physical location, consultation with the proper internal and, if appropriate, external groups will be made.

In Phase II of the reorganization, new Vice Provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. The impact of these changes will be addressed when this Phase II is presented for review.

3. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.

Response:

Phase I. With Phase I of the reorganization, the following objectives and benefits will be accomplished:

- Provide stable leadership and strong voice for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Formally recognize and establish the Office of Native Hawaiian Affairs
- Lay the foundation for Phase II

The reorganization will minimize confusion over the strategic oversight of the CEO UH Mānoa and the day to day operation by the Provost. This will ensure strong, dedicated voice of Provost for UH Mānoa, also serving as an officer of the UH and managing the day to day operations. In addition, with the visibility of the President



as also the CEO UH Mānoa, the accountability and major decision making is clear in that the recombined President/CEO is responsible for UHM.

Phase II. The specific efficiencies and service improvements for the offices under the provost will be outlined in detail with phase 2 of the reorganization to include achievement of the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes;
- Strong and strategic enrollment management: recruitment and retention;
- Improved student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes.

### **III. IMPACT ON RESOURCES AND THE UNIVERSITY**

Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.

#### **A. Impact on budget resources:**

1. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

Response: The overall reorganization is designed to be at least cost neutral and no additional funds will be needed. In addition, it will not create or require additional senior level executive (EM) positions. With Phase I, existing positions will be utilized and there is no anticipated increase in salary costs at this time until the leadership of UH Mānoa is completed. There will be nominal cost savings associated with the recombination of the positions of President and Chancellor. The Mānoa chancellor (#89261) will be redescribed and repurposed at some point in time. The last incumbent salary was \$439K and the salary savings has been utilized to support necessary campus functions. The future of that position will be identified in Phase II of the reorganization.

2. Are additional funds needed? If so, how will the cost of the reorg be funded?

Response: The overall reorganization is designed to be at least cost neutral and no additional funds will be needed. Any costs in office repurposing, salary adjustments or other operational needs will be within current campus allocations.

#### **B. Impact on operational resources:**

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

Response:

Phase I. In general in Phase I of the reorganization, the functions of the UH System President and the UH Mānoa Provost are defined and clearly outline the leadership for the flagship campus. Other than the changes to the President and UH Mānoa Provost positions, the majority of current faculty, staff, and EM position responsibilities will remain the same. The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role in overseeing UHM (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of the Vice Chancellor for Administration, Finance and Operations), and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students).

Specifically at this time, the staff roles will remain unchanged. The secretaries and executive assistants within the offices of the president and the chancellor already collaborate closely on calendars, documents, approvals, etc.

In Phase II of the reorganization, new Vice Provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. The impact of these changes will be addressed when this Phase II is presented for review.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

Response: No additional faculty or staff positions are required at this point in time. All vacant positions will remain in the Mānoa pool.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

Response: No reduction in faculty or staff. EM incumbents are at will and governed by BOR RP 9.212 and EP 9.212.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Response: See Attachment D, Allocated and Authorized BJ/BT Positions Impacted by the Reorganization (with additional information).

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

Response: See above 4. The current teams in the respective President's Office and Chancellor's office will now report to the combined UH President responsible for serving as CEO of UH and UHM. In addition, there are direct reporting relationships as described in 4 above will change. For this Phase 1, the impact on President's Office and MCO staff will be minimal as the reporting continues as we have done during this

interim period where President has been serving as Interim Chancellor. The impact on the reporting relationship with the Vice Chancellor for Academic Affairs, Vice Chancellor for Research, and Vice Chancellor Students will be coordinated to better streamline operations, embrace synergy and partnerships, and focus on dedicated voice for Mānoa. The Vice Chancellor for Administration, Finance and Operations will continue to support the position of President in terms of UHM specific campus support.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? Explain outcome.

Response: The current allocations to President's Office and Chancellor's office, including Hawai'i Hall space, will be utilized for Phase 1. No additional space outside of current allocation is anticipated at this time.

# ATTACHMENT A

BOR Action Memo Request for  
Approval In Concept  
of the  
UH Mānoa Reorganization Plan  
including Reconsolidation of the  
Positions of Chancellor, UHM,  
and President, UH



November 9, 2018

**MEMORANDUM**

TO: Lee Putnam  
Chairperson, Board of Regents

FROM: David Lassner  
President

A handwritten signature in black ink that reads 'David Lassner'.

SUBJECT: Request for Approval in Concept of the University of Hawai'i at Mānoa Reorganization Plan Including Reconsolidation of the Positions of Chancellor, University of Hawai'i at Mānoa and President, University of Hawai'i

A. SPECIFIC ACTION REQUESTED

The administration requests that the Board of Regents (“Board”) approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai'i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the attachment.

B. RECOMMENDED EFFECTIVE DATE

Upon approval.

C. ADDITIONAL COST

There are no additional costs associated with this request. The reorganization is being designed to be cost-neutral. In addition, it will not create or require additional senior level executive (EM) positions.

#### D. PURPOSE

As has been reported to the Board of Regents previously, the UH Mānoa Interim Chancellor has been working over the past year to develop a proposal to reorganize the offices of the Mānoa Chancellor's and Vice Chancellors. The proposal has evolved significantly and as the current proposal directly impacts the Office of the President as well as a number of offices that report directly to the President, this reorganization is being brought to the Board of Regent. This is consistent with the resolution passed by the Board of Regents in March 2018, in which the Regents directed the President to bring to the Board the UH Mānoa reorganization plan by the end of 2018 and in which the Board further indicated that it would view with interest the possible re-consolidation of the positions of UH Mānoa Chancellor and UH President within the context of the reorganization plan.

#### E. BACKGROUND INFORMATION

Work has been underway for over a year to develop a reorganization of the offices of the Mānoa Chancellor's and Vice Chancellors, and the proposal presented to the Board in the Attachment represents the work of a focused Design Team in consultaion with the broader campus. The proposal has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas, and consultation on some or all of the proposal with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agrees with every element presented today. But the Design Team has thoughtfully considered the input received in developing the proposal.

The primary elements of the proposal on which Board approval is sought include:

- 1) This proposal would establish a new provost position for UH Mānoa, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise the vice provosts (described below) as well as all academic deans and directors (who currently report to 3 different positions). The provost would have full budget authority for all academic units. Importantly,

the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

- 2) This proposal would establish four vice-provost positions reporting to the provost. These would be:
  - a. The Vice Provost for Educational Excellence will proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success. This vice provost will also oversee a program focused on faculty excellence and success to recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service.
  - b. The Vice Provost for Research, Scholarship and Graduate Studies will be responsible to enhance the prominence of UH Mānoa as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world. This vice provost will also oversee a program focused on graduate student success to ensure that graduate students have the distinctive support and advocacy needed to succeed.
  - c. The Vice Provost for Student Success will advance the holistic success of all students across their academic journey and through personal growth and development. This office will also provide advocacy and support for all students. The vice provost will oversee programs that ensure the academic success of all students from entry through timely graduation as well as a student growth and development program that ensures the holistic development of all students via exceptional co-curricular and wellness services. That will include a student equity, excellence and diversity program that promotes access, inclusion and success for all students.
  - d. The Vice Provost for Enrollment Management will be responsible to attract, enroll and help retain a diverse and thriving community of undergraduate and graduate learners from Hawai'i and the world. This office will integrate thoroughly to advance retention through a Strategic Enrollment Management Team that involves the other vice provost offices as well.

- 3) During the development of these first aspects of the proposal, the Design Team came to what is likely the most controversial aspect of this proposal: the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. We came to this conclusion somewhat reluctantly, but firmly and clearly. This recommendation is based on several factors. First, when we reviewed the history of the UH Mānoa Chancellor position we realized that it has never been stable other than when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972 we observed that at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This has presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time.

The Design Team believes that the evidence suggests that while in principle these are two different positions, in practice it is extremely difficult for a UH Mānoa Chancellor to succeed within the heterogenous UH System and Hawai'i's complex political environment. We therefore set out to create a structure that could maximize the chances of success of the senior leaders and the campus. This includes the provost position as described above, the formal recognition of two "hybrid" vice president as described below with clarity around administrative roles outlined here and through prior reorganizations directed by the Board beginning in 2015. The Design Team has attempted to address the factors that we believe drove the separation in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will serve as CEO of the system's flagship research university in partnership with an empowered provost.

- 4) The Chief Business Officer of UH Mānoa will report to the president and serve as the senior business and finance officer for the Manoa campus. While the provost will be responsible for all academic budgetary decisions involving the vice provosts, schools, colleges, and campus-level institutes, the Chief Business Officer will execute those decisions and support all campus-level finance and business processes and their external connections to the UH System and State, ensuring financial sustainability and accountability for the campus.



- 5) A new office of equity, climate and conflict resolution with support UH Mānoa and the System as we continue our work to create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs. This office will bring together expertise and staff from at least 6 currently separate and independent units to provide education, advocacy, support and training programs to advance campus climates including for all protected classes along with confidential advisors and respondent advocates. A separate group will focus on compliance with a single intake mechanism and case management program that utilizes a team of professional fact-finders. A new ombuds office has long been requested, and will help increase the use of informal conflict resolution.
- 6) Two current UH vice presidents will be formally designated as “hybrid” vice presidents and formally made part of the Mānoa campus leadership. Both the Vice President for Administration and the Vice President for IT / Chief Information Officer have substantial responsibilities relating to the Mānoa campus that are in addition to their work for the system and the other nine campuses. This structure will ensure that they are part of and accountable to the Mānoa campus for their distinctive work there.

It should also be noted that this proposal is also fully consistent with and advances the Board’s directive in August 2015 when it deliberated on the “WICHE Report” that the President move forward to reconfigure and consolidate administrative offices serving UH Mānoa and the UH System.

Should this request be approved, the President would develop the detailed reorganization proposal and documentation and conduct detailed formal consultation as required by policy and practice. Typically this would represent several inches of paper with details. The Board would not be asked to review these details documenting every individually impacted position and reporting line. But the President would return to the Board should the formal consultation result in substantive change to any of the high-level concepts presented here.

#### F. ACTION RECOMMENDED

The administration recommends that the Board of Regents (“Board”) approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai‘i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization

in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the Attachment.

Attachment

cc: Executive Administrator and Secretary of the Board of Regents

# **Proposed Conceptual Redesign of UH Mānoa Campus Organization (Chancellor and Vice Chancellor Offices Only)**

## **Design Team**

Michael Bruno, VC for Research and Interim VCAA

Kathy Cutshaw, VC for Administration, Finance and Operations

Chip Fletcher, Associate Dean of SOEST

Jan Gouveia, VP for Administration

Lori Ideta, Interim VC for Students

David Lassner, Interim Mānoa Chancellor & UH President

Laura Lyons, Interim Dean of LLL

Christine Sorensen Irvine, (Former) Chair of SEC

(With lots of help!)

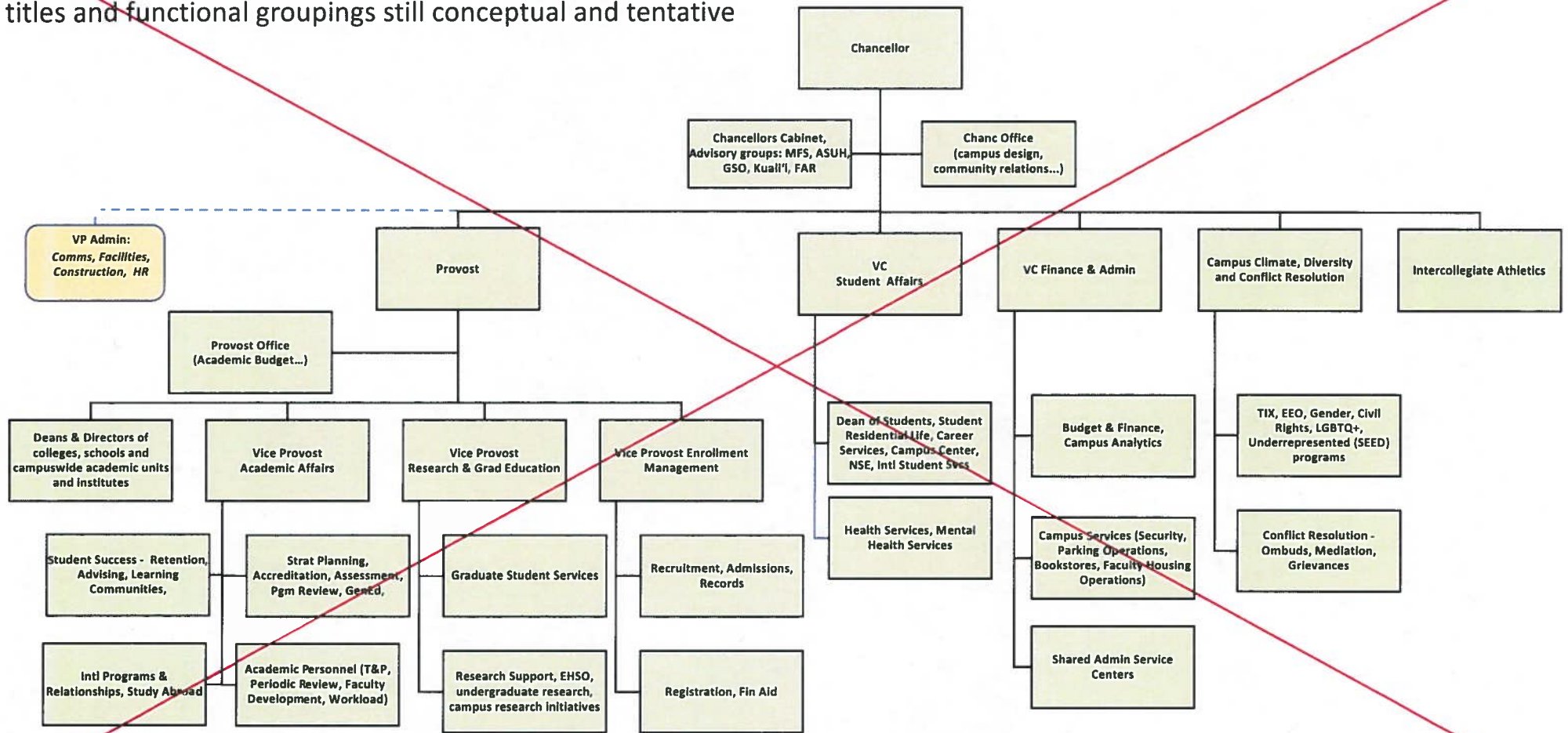
## **Key Objectives – What are we trying to achieve?**

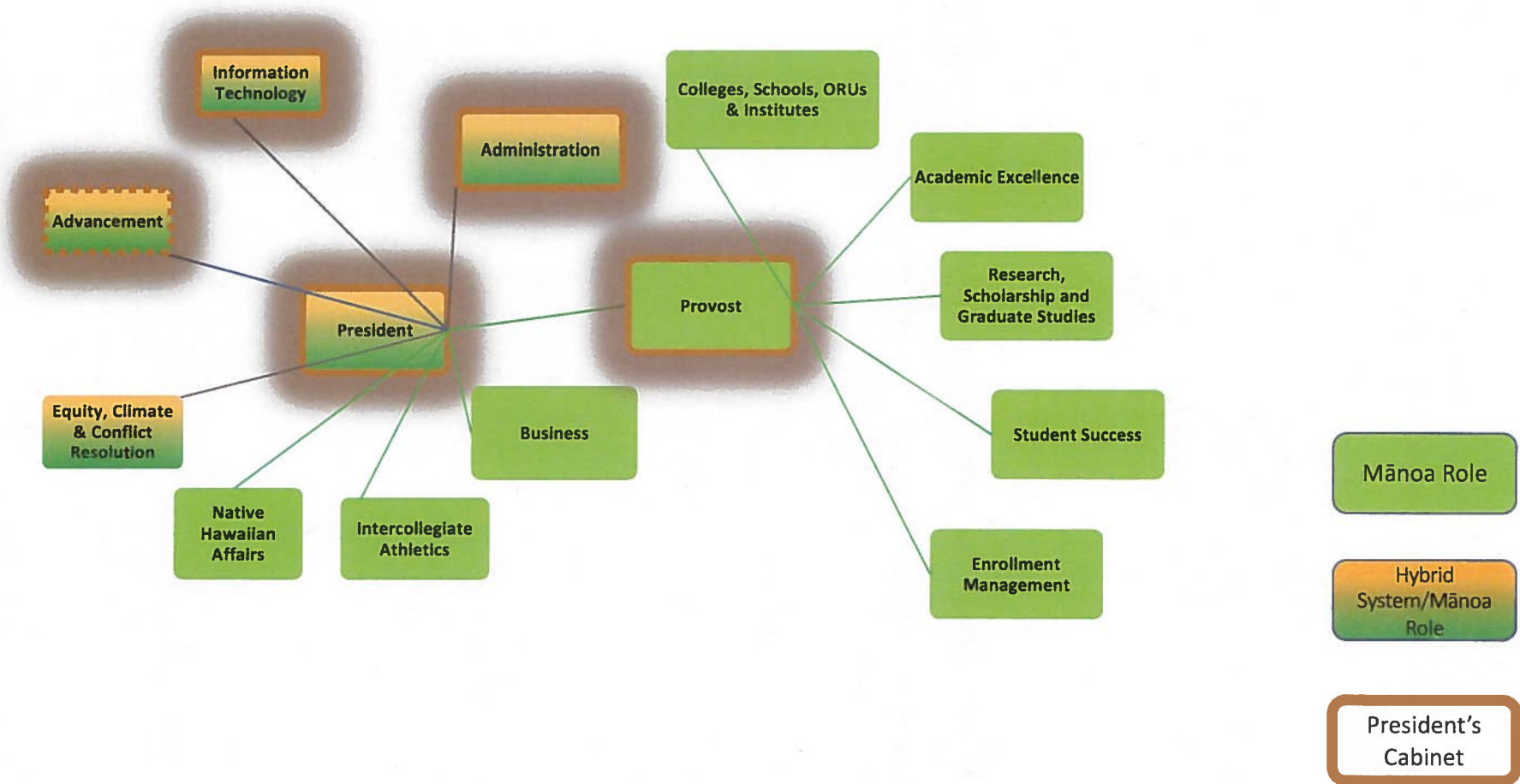
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth & development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

## Redesign Considerations

- Rather than focusing at this time on existing organizational units and subunits, focus on outcomes we are trying to achieve and how to align the people and processes that support those outcomes. Use a non-hierarchical portrayal. Conceptual design does not capture nor is it intended to include every current organizational subunit.
- Do not organize around current people and their current roles.
- Organizational structure should reflect our priorities and create the conditions that will stimulate and support student, faculty, school and college success - with improved accountability for outcomes.
- Be realistic that reporting lines are important, but there is no perfect organizational structure. In addition to the formal lines, we need to ensure that everyone is committed to and capable of effectively working across boundaries and siloes.
- Create unit titles that reflect desired outcomes.
- Integrate graduate and undergraduate processes wherever possible.
- Provide Provost with singular focus on the success of our students and faculty in education and research.
- Hawaiian Place of Learning is a priority for the entire campus and remains directly staffed at the CEO level.
- No elimination of faculty/staff positions; no increase in senior EM leadership positions.

Strawman 2 for Discussion Purposes  
 titles and functional groupings still conceptual and tentative





## **PROVOST**

**Chief Academic Officer: full responsibility and authority for research, education & student success**

**Singular focus on the success of our students and faculty in education and research**

### **OFFICE OF GLOBAL ENGAGEMENT**

**Advance programs and initiatives that increase the global connectedness and stature of UHM**

- **ALL campus-level schools, colleges, ORUs, institutes, Library & UH Press**
- **Vice Provosts**
- **Budget decision-making authority for all reporting units**
- **Meaningful integration of research and education**
- **Campus Strategic Planning**

**Independent and dedicated voice of Mānoa in UH System cabinet; formally designated in BOR Policy as an “Officer” of UH alongside vice presidents and other university chancellors**

- Develop broad campus-wide strategies (“foreign policy”) for global engagement (countries, institutions, NGOs) that position Mānoa as a premier Asia-Pacific research university
- Infuse global thinking and engagement throughout entire institution
- Support for all international agreements, partnerships and activities - service to all schools and colleges
  - Coordinate input as needed on specialized agreements
- Protocol support for the campus
- Fulbright program, international scholarship opportunities
- As needed, logistic support and advice for UH faculty sabbaticals abroad and visiting scholars from abroad
- Coordinate physical presences abroad as needed
- Support but don’t lead international student recruitment



## **VICE PROVOST FOR EDUCATIONAL EXCELLENCE**

**Proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success**

- Strategies, policies and practices for innovative program portfolio management (degrees & certificates)
- Curricular design and approvals
- General Education
- High DFW (unsuccessful course) initiative
- Campus strategy for distance and online learning
- Innovative learning opportunities including Honors College, Interdisciplinary Studies, senior capstone requirement
- Undergraduate & Graduate Institutional Learning Objectives
- Campus Accreditation
- Assessment
- Undergraduate & Graduate Program Review
- Transfer degree pathways and articulation
- Study Away programs - one intake and support mechanism for UHM students to study internationally or nationally, and to host/support visiting students from elsewhere

## **FACULTY EXCELLENCE & SUCCESS**

**Recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service**

- Faculty hiring
- Onboarding of new and international faculty (teaching, research, community, networking) including what it means to thrive in Hawai'i
- Faculty life (housing, childcare, maternity/paternity, networking) and FAQs
- Department Chair Development & Support
- Partner/Spousal hires
- Tenure & Promotion
- Periodic Review
- Review of workload policy and practice
- Faculty grievances related to Collective Bargaining Agreement (UHPA)
- Professional development for faculty, including mentoring
- Support for active pedagogies and engaged learning

## **VICE PROVOST FOR RESEARCH, SCHOLARSHIP AND GRADUATE STUDIES**

**Enhance the prominence of UHM as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world.**

- Increase campus research productivity and scholarship (pre-award support, proposal development, assistance meeting broader impact requirements)
- Facilitate more interdisciplinary cross-campus team scholarship
- Undergraduate research initiatives (connected to Honors & undergrad education)
- Authority for campus RTRF - startup and seed support, matching funds, faculty & student travel program
- Limited Submission Opportunities
- Campus innovation & entrepreneurship: iLab, etc.
- Research communication and community outreach
- Laboratory & research safety - mutually supportive through strong links with facilities management and deans/directors

### **GRADUATE STUDENT SUCCESS**

**Ensure that graduate students have the distinctive support and advocacy needed to succeed.**

- Grad student point-of-contact and advocate
- Committee approvals
- Progress to degree
- Dissertation and thesis support & processes
- Graduate faculty designations
- TA training
- Awards & activities

# **VICE PROVOST FOR STUDENT SUCCESS**

**Advance the holistic success of all students across their academic journey and through personal growth and development;  
Provide advocacy and support for all students.**

## **STUDENT ACADEMIC SUCCESS**

**Ensure the academic success of all students from entry through timely graduation including through high impact practices**

- Onboarding - New student orientation to campus resources including what it means to thrive in Hawai'i in partnership with entire campus including recruiters & admissions (handoff), Hānai Program
- Advising - Reengineer current processes, execute whatever portion of advising is centralized, e.g. undeclared majors. Provide consistent advising policies/procedures/handbook for whatever is decentralized
- Athletic academic advising & support
- Reengineer/Rationalize/Communicate campus and unit learning assistance services (e.g. tutoring) as part of Student Success Center initiative
- Student retention initiatives including input on scholarships
- Course scheduling to meet student needs
- Student success systems (STAR, early warning)
- Peer mentoring: Grad/Undergrad
- Graduation
- Alumni Outcomes / Post-graduation Success (with other alumni relations & services)
- First & Second Year Pgms / E.g. Learning Communities
- Service Learning
- ROTC

## **STUDENT GROWTH & DEVELOPMENT**

**Ensure the holistic development of all students via exceptional co-curricular and wellness services**

- Career services (general), coordinating with colleges for specifics
- Counseling & mental health services
- Health services
- Student union & recreational facilities
- Co-curricular activities, intramurals, student organizations
- Student conduct
- Student residential life [student housing facilities move to facilities]
- Care of international students - including visa processing (in collaboration with faculty/staff visa processing)

## **STUDENT EQUITY, EXCELLENCE & DIVERSITY**

**Ensuring access, inclusion and success for all students**

- Disability services
- Multicultural student services
- TRIO / SSS
- Veteran and military student services
- High School outreach & bridge programs for under-represented students including support for decentralized bridge programs

## **VICE PROVOST FOR ENROLLMENT MANAGEMENT** **(Undergraduate and Graduate)**

**Attract, enroll and help retain a diverse and thriving community of learners from Hawai'i and the world**

(Integrates thoroughly with Retention through Strategic Enrollment Management Team)

- Marketing & recruitment (including international)
- Recruitment materials - including web sites
- Engagement with schools and colleges, alumni (to assist with recruiting)
- Admissions
- Campus strategy for all financial aid & scholarships for recruitment and retention
- Student records
- Transfer student recruitment (with transfer advisors)
- Graduate student enrollment management functions – coordinated with colleges and/or departments
- Analytics for recruitment, yield and retention
- Early college

## Approximate\* History of the Separate Mānoa Chancellor Position Since Created in 1972

Separate (Approximate Chancellor History)			Combined			Separate		
Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor
1972	Cleveland	Gorter	1984	Simone	Simone	2001	Dobelle	Neubauer
1973	Cleveland	Gorter	1985	Simone	Simone	2002	Dobelle	Neubauer
1974	Matsuda	Gorter	1986	Simone	Simone	2003	Dobelle	Englert
1975	Matsuda	Yamamura	1987	Simone	Simone	2004	McClain	Englert
1976	Matsuda	Yamamura	1988	Simone	Simone	2005	McClain	Englert
1977	Matsuda	Yamamura	1989	Simone	Simone	2006	McClain	Konan
1978	Matsuda	Yamamura	1990	Simone	Simone	2007	McClain	Konan
1979	Matsuda	McKaughan	1991	Simone	Simone	2008	McClain	Hinshaw
1980	Matsuda	Long	1992	Simone	Simone	2009	Greenwood	Hinshaw
1981	Matsuda	Long	1993	Mortimer	Mortimer	2010	Greenwood	Hinshaw
1982	Matsuda	Anderson	1994	Mortimer	Mortimer	2011	Greenwood	Hinshaw
1983	Matsuda	Kosaki	1995	Mortimer	Mortimer	2012	Greenwood	Hinshaw
			1996	Mortimer	Mortimer	2013	Greenwood	Apple
			1997	Mortimer	Mortimer	2014	Lassner	Apple
			1998	Mortimer	Mortimer	2015	Lassner	Bley-Vroman
			1999	Mortimer	Mortimer	2016	Lassner	Bley-Vroman
			2000	Mortimer	Mortimer	2017	Lassner	Lassner

### \* Notes

- 1) Includes interim and acting periods of service
- 2) Partial years of service in position not depicted, so terms may be off by up to one year

### Summary:

Matsuda – 10 yrs as Pres  
w/ 6 Chancellors  
Simone – 9 years as Pres  
& Chancellor  
Mortimer – 8 years as Pres  
& Chancellor  
2001-2018 – 4 Presidents  
w/ 7 Chancellors

## Recombination of Mānoa Chancellor and System President Positions

Regardless of theoretic considerations and external recommendations about optimal roles and structures:

- **Our history and evidence (per chart) are clear: Mānoa has never had stable leadership with a separate Mānoa chancellor at any time since the initial creation of the Mānoa chancellor position in 1972**
  - Consistent instability under 5 presidents and 13 chancellors is more than can be simply attributed to picking the wrong people (president and/or chancellor)
  - The only stable periods of campus leadership since 1972 were under Simone and Mortimer in the combined role
- **In Hawai'i, any major issue at UH becomes an issue for the UH President; Due to its complexity, there are more such issues at Mānoa**
  - Recombining avoids having the president “meddle” (real or perceived) in Mānoa affairs
  - Recombining provides Mānoa the strongest possible voice with Regents and the community
- **There are alternative ways to address the challenges that drove the separation of the Mānoa chancellor position in 2001**
  - Establish a Mānoa provost position as an officer of the UH System with full authority for and 100% focus on Mānoa education, research and student success
  - Fully separate Mānoa academic leadership from System academic leadership
  - Fully separate the Mānoa business and budget functions from the system CFO
  - Clearly outline hybrid roles of certain vice presidents
  - Articulate that overall leadership of the Mānoa campus is an integral role of the UH President; it is one fulltime job, not an add-on duty

# University of Hawai'i President Reinstated as Mānoa CEO

## Re-integrates roles of System CEO and Mānoa Campus CEO

Reporting units with Mānoa campus responsibilities include:

- Provost
- Chief Business Officer
- Equity, Climate and Conflict Resolution (Hybrid with System)
- VP for Administration (Hybrid with System)
- VP for Information Technology & CIO (Hybrid with System)
- Intercollegiate Athletics (as-is)
- Native Hawaiian Place of Learning (as-is)
- Campus advisory and constituent groups:
  - Mānoa Faculty Senate, ASUH, GSO, Kualii Council, *Staff Council (pending)*

## **CHIEF BUSINESS OFFICER**

- Overall Campus Budget - All sources of funds, all UOH-100
- Allocate all academic resources per Provost's directives
- Monitor expenditures
- Ensure appropriate reserves in compliance with UH policies
- Execute campus-level position control; allocate academic positions per Provost's directives
- Interface with UH CFO, State and Legislature regarding all Mānoa management matters
- External financial reporting
- Audit Responses
- Campus Business Office (end-user shared services)
- Organizational reports and reorganizations
- Comprehensive Campus Analytics



## **EQUITY, CLIMATE AND CONFLICT RESOLUTION (Hybrid)**

**Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs.**

- Education, advocacy, support and training programs to advance campus climate including for all protected classes
  - Confidential Advisors / Respondent Advocates
- Independent Ombuds & Informal Conflict Resolution
- Firewalled compliance program
  - Single intake mechanism and assessment/triage (e.g., interim measures)
  - Single case management program
  - Professional fact-finders/investigators

### **Outcomes**

- Don't make reporting parties figure out where to go for what kind of concern/complaint (race, gender, workplace violence, Title IX, EEO...)
- Fully separate advocacy from compliance
- Resolve conflicts informally whenever possible
- Professionalize all types of investigations, fact-finding & decision-making across all forms of discrimination/harassment and misbehavior
- Create a "Social Compact" for campus life: How do we "live aloha"?

# Hybrid Mānoa/System Vice Presidents

## VP ADMINISTRATION

- Human Resources
  - Staff excellence through development and support
  - Non-academic personnel hiring and processing
  - Faculty/staff visa processing
  - Benefits and records
  - Collective bargaining grievances (other than faculty)
- Communication
- Procurement
- Facilities, Construction, Planning
- Auxiliaries: Bookstore, Parking, Transportation, Food & Beverage services, University (Faculty) Housing, Student Housing Facilities (student residential life is part of Student Growth and Development)
- Campus Security & Emergency Management
- Sustainability

## VP FOR INFORMATION TECHNOLOGY/ CHIEF INFORMATION OFFICER (CIO)

- Academic technologies
- Cyberinfrastructure and research technology support
- Help Desk, software licensing
- Information Security
- Management information systems
- Campus, statewide and global network design and operations

## **CABINETS**

UH System Officers - President, Mānoa Provost,  
4yr Chancellors, Vice Presidents (weekly)

UH System Council of Chancellors – President, Mānoa Provost, All  
Chancellors, Vice Presidents, RCUH, Equity/Climate/Conflict  
Resolution (quarterly)

Mānoa Cabinet – President, Provost, Vice Provosts, Chief Business  
Officer, Hybrid Vice Presidents (weekly)

Provost's Council - Vice Provosts, Asst/Assoc Vice Provosts, Chief  
Business Officer, Hybrid Vice Presidents, Advancement, Campus-  
level School/College/Institute Deans & Directors, Native Hawaiian  
Affairs, Equity/Climate/Conflict Resolution (bi-weekly)

Mānoa Leadership Team - President, Provost's Council,  
Advancement, Athletics, Native Hawaiian Affairs,  
Equity/Climate/Conflict Resolution, ASUH, GSO, MFS, Kualii,  
*Staff Council* (quarterly)

### **Campus Advisory Groups**

Research Advisory Council

Campus Facilities Advisory Council

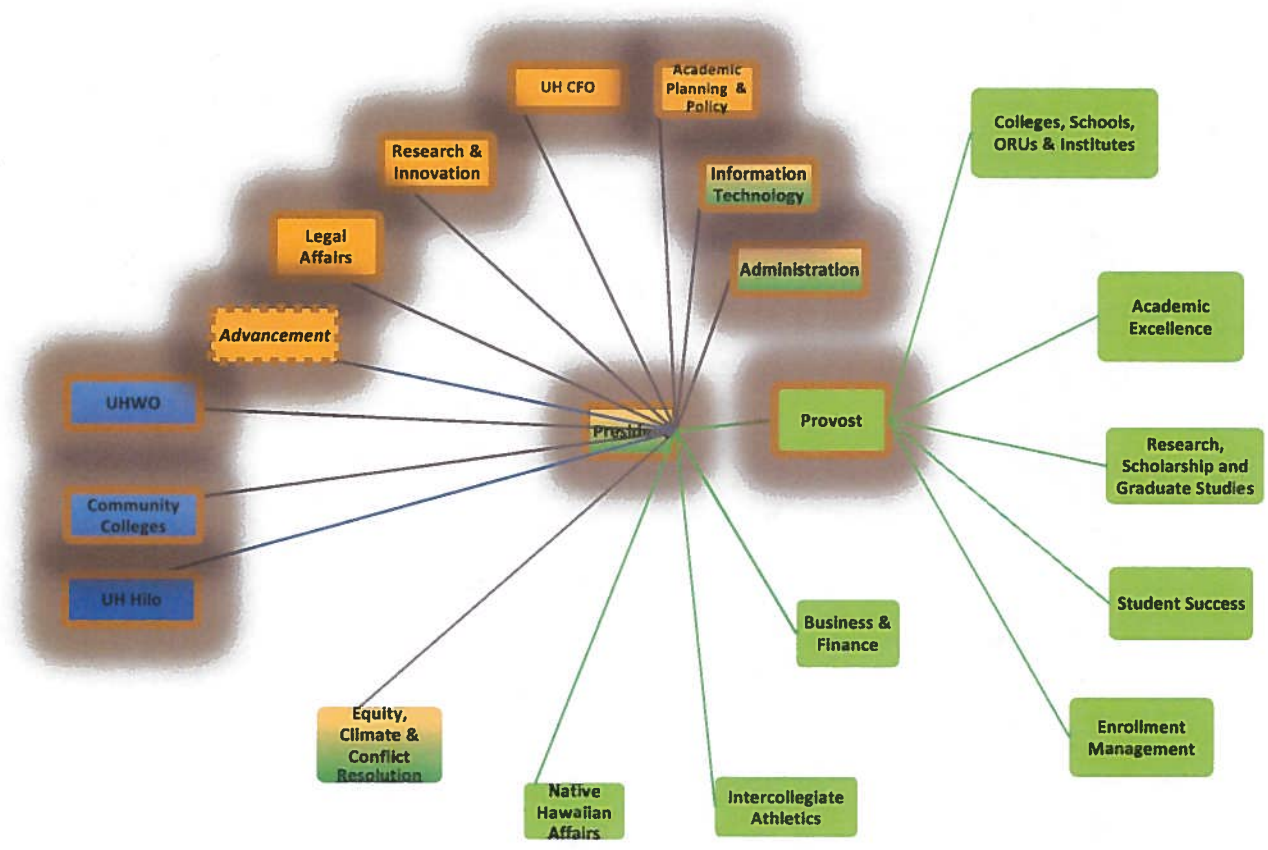
Mānoa Faculty Senate, ASUH, GSO, Kualii, *Staff Council*

## **CAMPUSWIDE STRATEGIC INTEGRATIVE WORKING TEAMS / PROJECTS**

- Strategic Enrollment Management Team
- Campus Climate
- “Hawaiian Place of Learning”
- Development of an international strategy:  
“foreign policy” for global engagement
- Meaningful integration of research and education  
(including undergraduate)
- Re-engineering of advising
- Creating an Honors College
- Library & UH Press
- Digital and online learning
- Community engagement
- Post-Doc Program

## Key Objectives – How Are They Being Addressed

- **Strong and strategic enrollment management: recruitment and retention**
  - ✓ New Vice Provost for Enrollment Management; Institutionalization of Strategic Enrollment Management Team
- **Meaningful integration of research and education, including undergraduate, involving all colleges, schools, ORUs and institutes**
  - ✓ New Provost position with full responsibility for education and research across all academic units; New Vice Provost for Research, Scholarship and Graduate Studies with responsibility for student engagement in scholarship, including undergraduate, across all units; New integrative team
- **Improved student success outcomes through integrated support for both academic success and student growth & development**
  - ✓ Restructuring of many services spread across multiple VCs and AVCs with clear leadership for each
- **Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university**
  - ✓ New Office of Global Engagement reporting to Provost charged to develop campus-wide strategies and "foreign policy" for education, research and recruitment
- **Strengthen and clarify advocacy and compliance programs that support protected classes**
  - ✓ New comprehensive office for equity, climate and conflict resolution
- **Provide stable leadership and strong voice for Mānoa**
  - ✓ Re-combine the positions of UH System President and UH Mānoa Chancellor; New Provost position



- Mānoa Role
- UH System Role
- Hybrid System/Mānoa Role
- Other UH Unit
- President's Cabinet

## **Next Steps**

Continuing Consultation and Refinement – Through Early November

Conceptual Proposal to Regents – November 2018

Preparation of Formal Proposal with Details, Consultation and Refinement –  
Spring 2019

Implementation - July 2019 and beyond

**“We agree that some reorganization is needed. Now if we can come to agreement on what that looks like!”**

Christine Sorensen, Chair  
UH Mānoa Faculty Senate Executive Committee  
Testimony to UH Board of Regents,  
November 16, 2017

## FAQs 1/2

**Q:** Which positions will be filled with current people and which recruited?

**A:** That is TBD. This high-level proposal focuses on a preferred structure independent of the current people

**Q:** What is the role of the Mānoa Vice Provost for Research relative to the System Vice President for Research & Innovation?

**A:** The Mānoa Vice Provost for Research is focused on increasing and enhancing research success by Mānoa faculty and students. The System Vice President has responsibility for a set of extramural support and research compliance functions for all 10 UH campuses as well as commercialization, economic development initiatives, statewide priorities and federal relations.

**Q:** How will Mānoa have its own advocate in UH System deliberations and decisions?

**A:** The Provost will be a member of the President's Systemwide Cabinet and an Officer of the UH System, where s/he will serve as a fully independent voice of Mānoa in all systemwide planning and decision-making.

**Q:** How exactly will this result in meaningful integration of research & education?

**A:** The organization chart doesn't itself change any individual practices and policies. But this approach unifies the reporting lines from three to one for our campuswide schools, colleges and ORUs. The new Provost and the Vice Provost for Research, Scholarship and Graduate Studies will facilitate campus-wide efforts, including with a new integrative team, to ensure that all students, including undergraduates, are provided opportunities for experiential learning and engagement including with Mānoa's great research faculty. The new structure will also make it more straightforward to align matters such as T&P practices and engagement of ORU and "R" faculty in teaching and mentoring including with undergraduates.



## FAQs 2/2

**Q:** What is the “Advancement” box shown on the Mānoa/System chart and how will Advancement work for and at Mānoa?

**A:** The long-serving CEO and President of the UH Foundation (UHF) has announced her retirement. In consultation with UHF and UH leadership, we are recruiting a new UHF CEO who will carry a UH title as well: VP of Advancement. This is standard practice in higher education today across the country and will help us improve our effectiveness in philanthropy and alumni relations through closer integration between UH and UHF. As today, the advancement organization (UHF) will serve Mānoa and the entire UH System but with the UHF leader as part of the UH senior leadership.

**Q:** Isn't the Provost position a new layer of bureaucracy?

**A:** No, it represents unification of the units responsible for education, research and student success. One leader will have full responsibility and authority, including budget, for all of education, research and student success across all Mānoa units. This is common at many R1 research institutions and represents the consolidation of responsibilities and authority currently assigned to multiple vice chancellor positions.

**Q:** Didn't WICHE recommend keeping the positions of UH President and UHM Chancellor separate?

**A:** Yes, and in principle this makes sense. The Design Team recommends recombining these positions not based on the theoretic roles of the two positions but in consideration of the very practical challenges faced since the separation and the clear historic evidence that a separate Mānoa chancellor has never been able to succeed over an extended period.

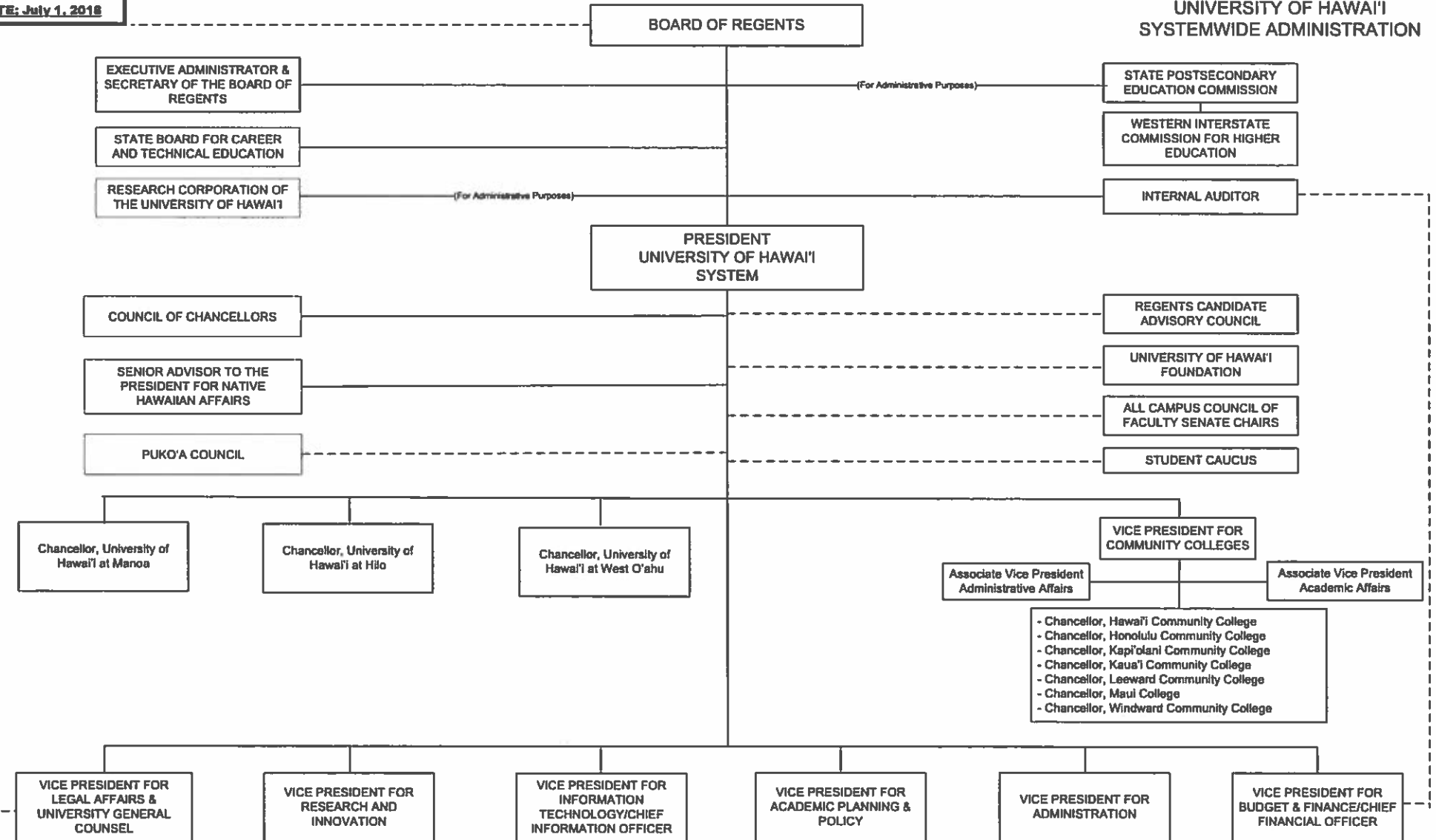
# ATTACHMENT B

## Current Organization Charts & Function Statements

**CHART UPDATED**  
**DATE: July 1, 2018**

**CURRENT**

**STATE OF HAWAII**  
**UNIVERSITY OF HAWAII**  
**SYSTEMWIDE ADMINISTRATION**

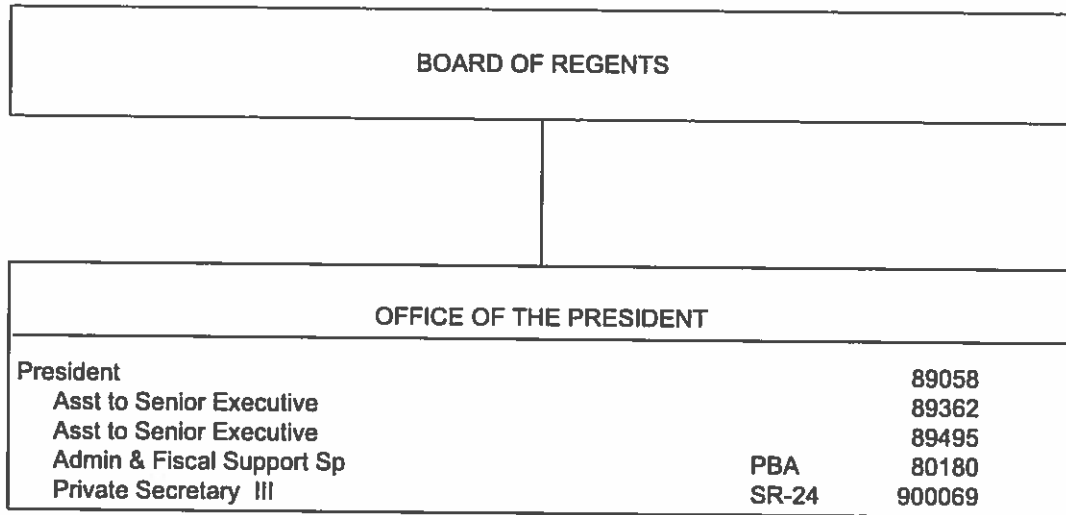


**CHART UPDATED**  
**DATE: July 1, 2018**

**CURRENT**

STATE OF HAWAI'I  
 UNIVERSITY OF HAWAI'I  
 SYSTEMWIDE ADMINISTRATION  
 OFFICE OF THE PRESIDENT

POSITION ORGANIZATION CHART



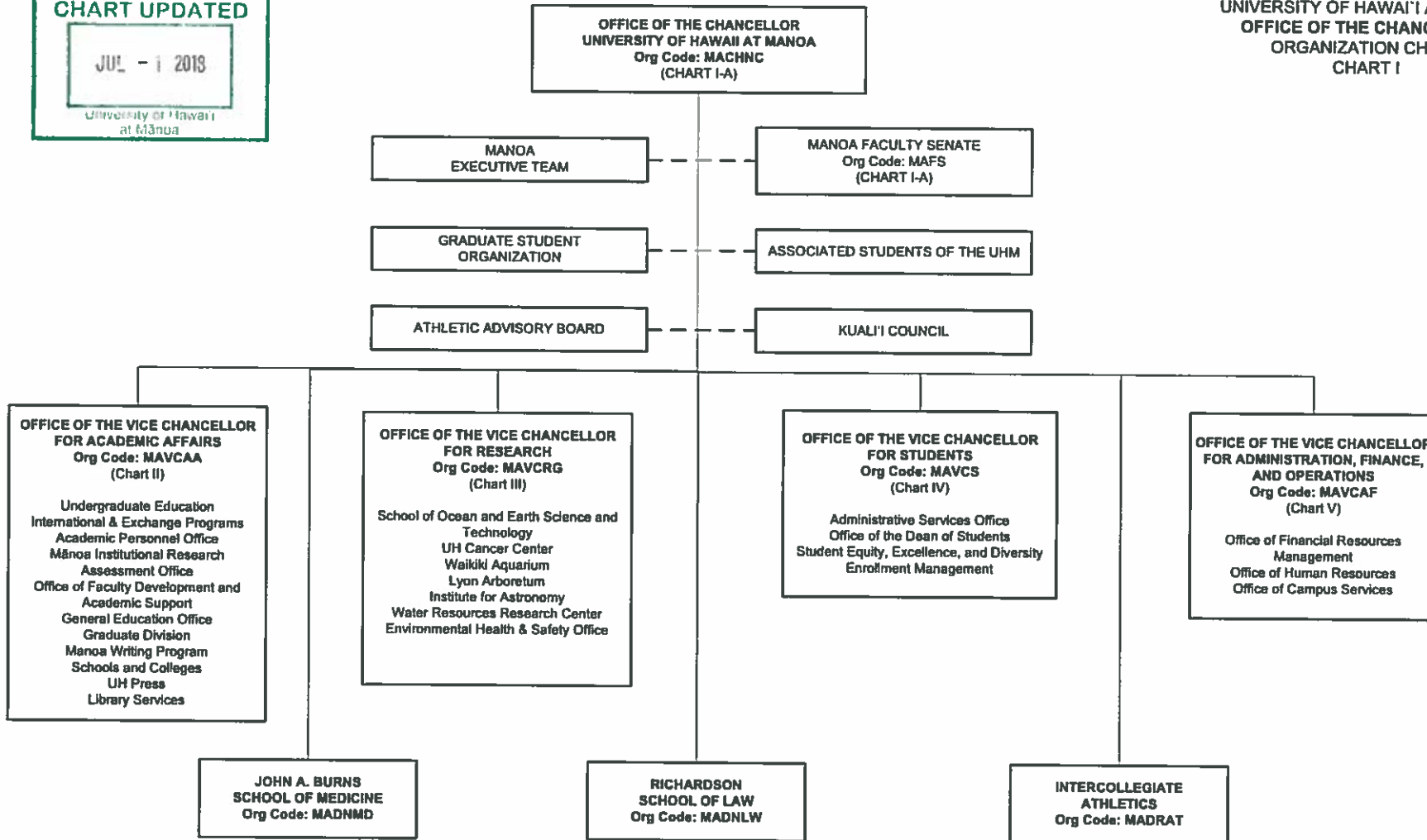
Positions established, pending reorganization: 79854, Program Manager; 79855, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp; 79858, Student Services Sp; 79859, IT Specialist; 89421, Asst to Senior Executive  
 Appropriated but not established, 7 Special Fund (B) positions: 93946F-93947F, 93949F-93953F

Perm  
 General Fund 12.00  
 Special Fund (B) 7.00

CURRENT

STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MĀNOA  
 OFFICE OF THE CHANCELLOR  
 ORGANIZATION CHART  
 CHART I

**CHART UPDATED**  
 JUL - 1 2018  
 University of Hawaii  
 at Mānoa



----- Dotted lines denote advisory relationships

CURRENT

MANOA FACULTY SENATE Org Code: MAFS	
Chair, Manoa Faculty Senate††	
Administrative Officer, PBB, #79192	1.00
Office Assistant III, SR-08	1.00

OFFICE OF THE CHANCELLOR UNIVERSITY OF HAWAII AT MANOA Org Code: MACHNC	
Chancellor, #89261	1.00
Private Secretary II, SR-22, #100053	1.00
Assistant to Senior Executive, #89558	1.00
Secretary II, SR-14, #15584	1.00
Administrative Officer, PBB, #78138	1.00
Admin & Fiscal Support Spec, PBA, #77952	1.00
Assistant to Senior Executive, #89459	1.00
University Academic Affairs Program Officer, #89560	1.00
Administrative Officer, PBC, #81280	1.00
Administrative Officer, PBB, #77915	1.00
Admin & Fiscal Support Spec, PBA, #77682	1.00
Title IX Coordinator, #89555	1.00
Institutional/Policy Analyst, PBB, #77122, #77262	2.00
Public Information Specialist, PBC, #78873	1.00
Administrative Assistant, #89365	1.00
<i>Faculty Athletic Representative (0.50)†</i>	

OFFICE OF THE OMBUDSPERSON Org Code: MAOMBD	
Specialist	
Specialist Type Faculty: #70149, #88099	2.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE CHANCELLOR  
ORGANIZATION CHART  
CHART I-A

DEPARTMENT TOTAL: PERM TEMP  
General Funds: 20.00 --

CHART TOTAL: PERM TEMP  
General Funds: 20.00 --


1/ Specialist in Ofc of the Ombudsperson is pending approval.  
2/ Ofc Asst III in Manoa Faculty Senate is abolished and to be re-established.

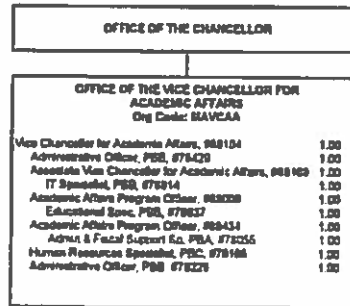
†Position annually selected by the Manoa Chancellor  
††Position annually elected by the Manoa Faculty Senate

..... Dotted lines denote advisory relationships

# CURRENT

PROPOSED

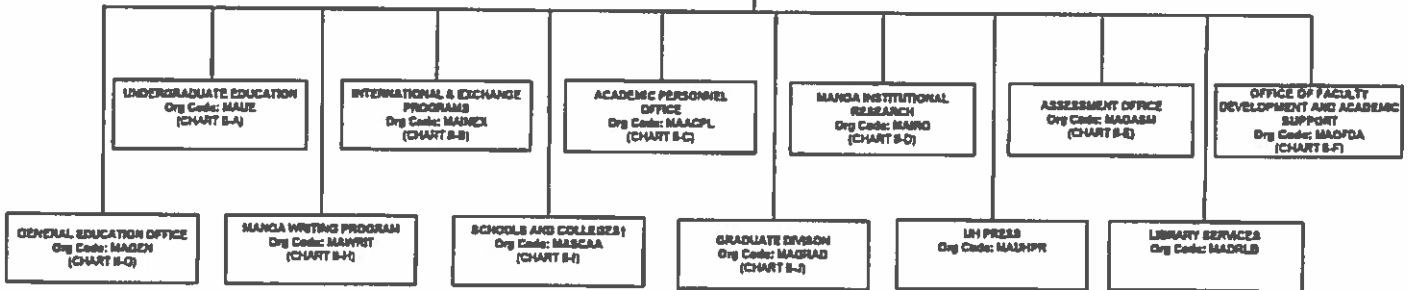
APPROVED:   
 David Lanoue  
 Interim Chancellor



STATE OF HAWAII  
 UNIVERSITY OF HAWAII AT MĀNOA  
 OFFICE OF THE VICE CHANCELLOR  
 FOR ACADEMIC AFFAIRS

Position Organization Chart  
 Chart II

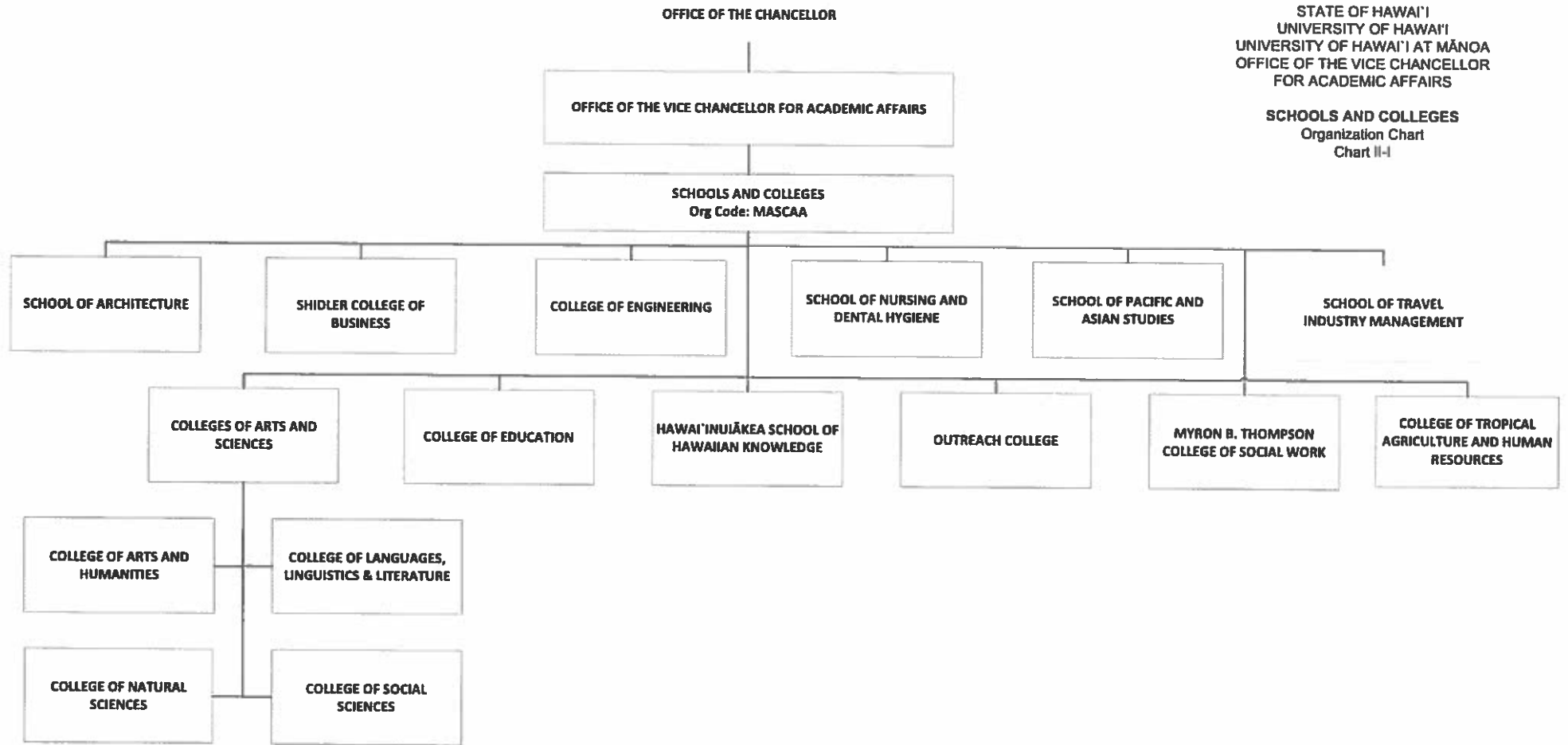
DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	10.00	2.00



† Excludes John A. Burns School of Medicine, Wilcox S. Richardson School of Law, and the School of Ocean and Earth Science and Technology

CHART TOTAL:	PERM	TEMP
General Funds:	10.00	--

CURRENT

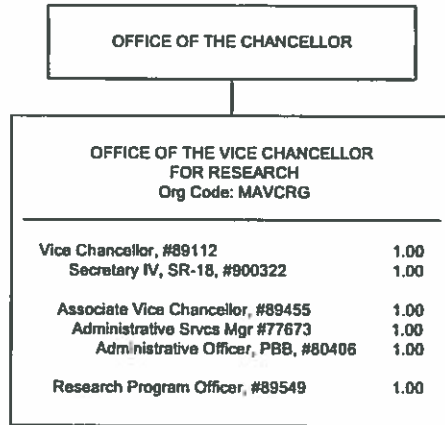


STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS

SCHOOLS AND COLLEGES  
Organization Chart  
Chart II-I



CURRENT



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
POSITION ORGANIZATION CHART  
CHART III

DEPARTMENT TOTAL:      PERM TEMP  
General Funds:            6.00    --

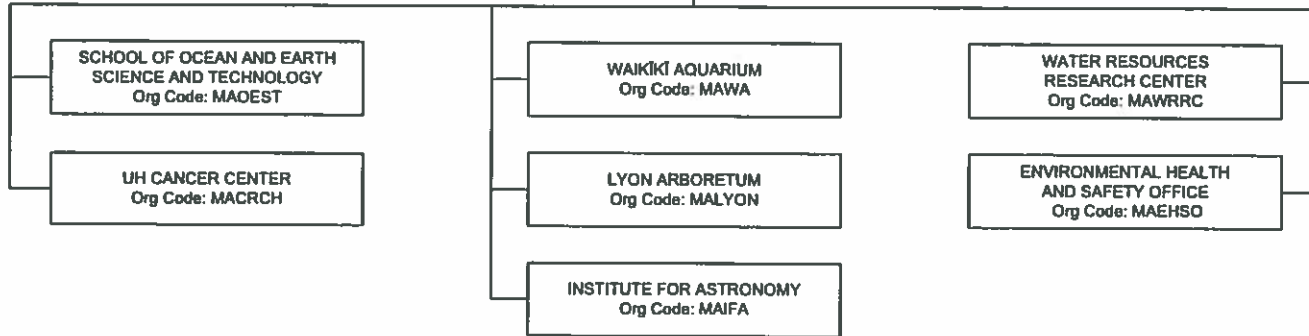


CHART TOTAL:      PERM TEMP  
General Funds:      6.00    --

Footnotes:

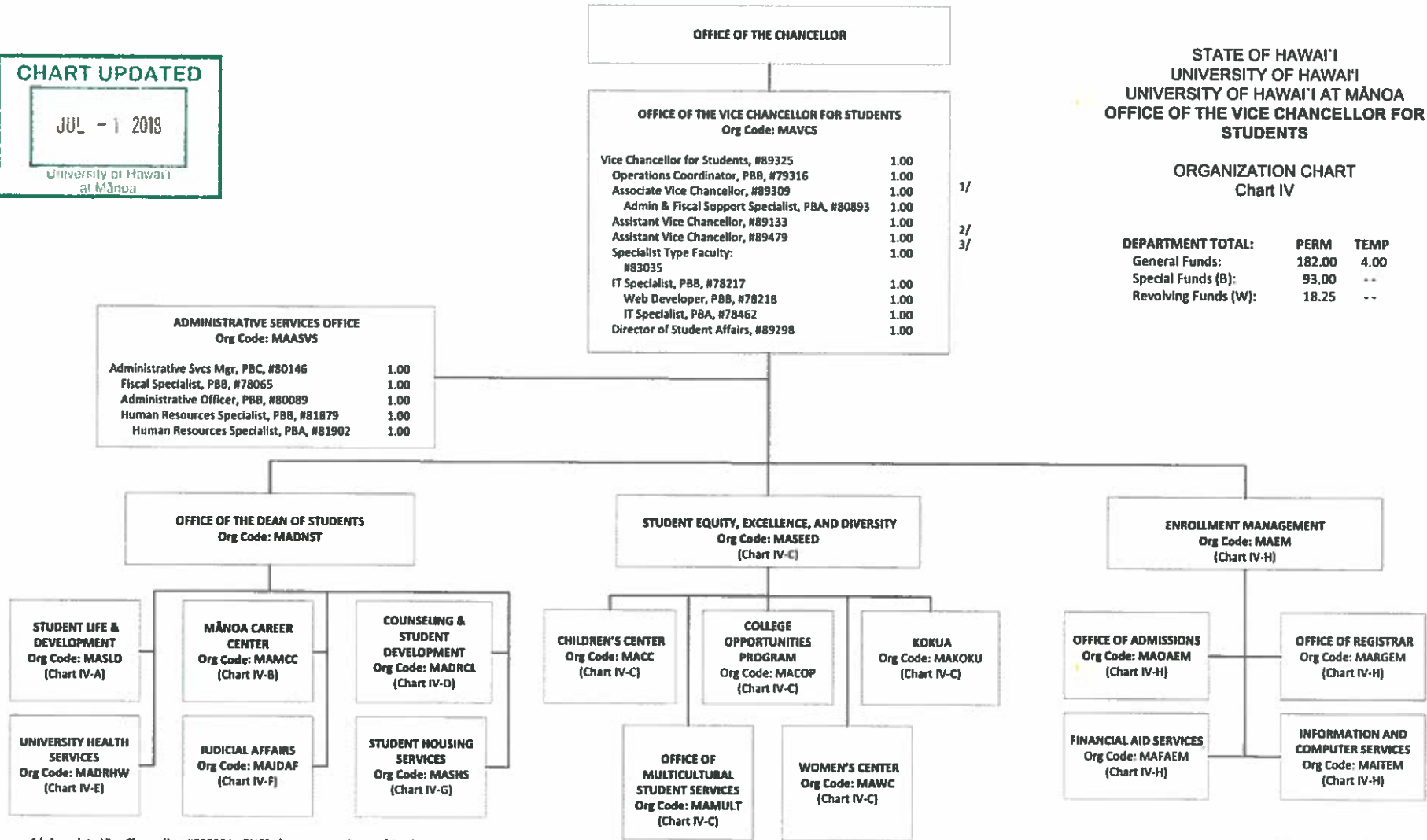
+ Academic matters within the School of Ocean and Earth Science and Technology will be administered in coordination with the Vice Chancellor for Academic Affairs

CURRENT

**CHART UPDATED**  
 JUL - 1 2018  
 University of Hawaii  
 at Mānoa

STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MĀNOA  
 OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

ORGANIZATION CHART  
 Chart IV



OFFICE OF THE VICE CHANCELLOR FOR STUDENTS Org Code: MAVCS	
Vice Chancellor for Students, #89325	1.00
Operations Coordinator, PBB, #79316	1.00
Associate Vice Chancellor, #89309	1.00
Admin & Fiscal Support Specialist, PBA, #80893	1.00
Assistant Vice Chancellor, #89133	1.00
Assistant Vice Chancellor, #89479	1.00
Specialist Type Faculty:	1.00
#83035	
IT Specialist, PBB, #78217	1.00
Web Developer, PBB, #78218	1.00
IT Specialist, PBA, #78462	1.00
Director of Student Affairs, #89298	1.00

1/  
2/  
3/

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	182.00	4.00
Special Funds (B):	93.00	--
Revolving Funds (W):	18.25	--

1/ Associate Vice Chancellor, #89309 in OVCS also serves as Dean of Students  
 2/ Assistant Vice Chancellor, #89133 in OVCS also serves as Enrollment Management and Director  
 3/ Assistant Vice Chancellor, #89479 in OVCS also serves as Director of SEED

CHART TOTAL:	PERM	TEMP
General Funds:	16.00	--

CURRENT

OVPA, OHR Reorg: effective October 30, 2018

Attachment E

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE AND OPERATIONS  
Organization Chart  
Chart V

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	14.00	--

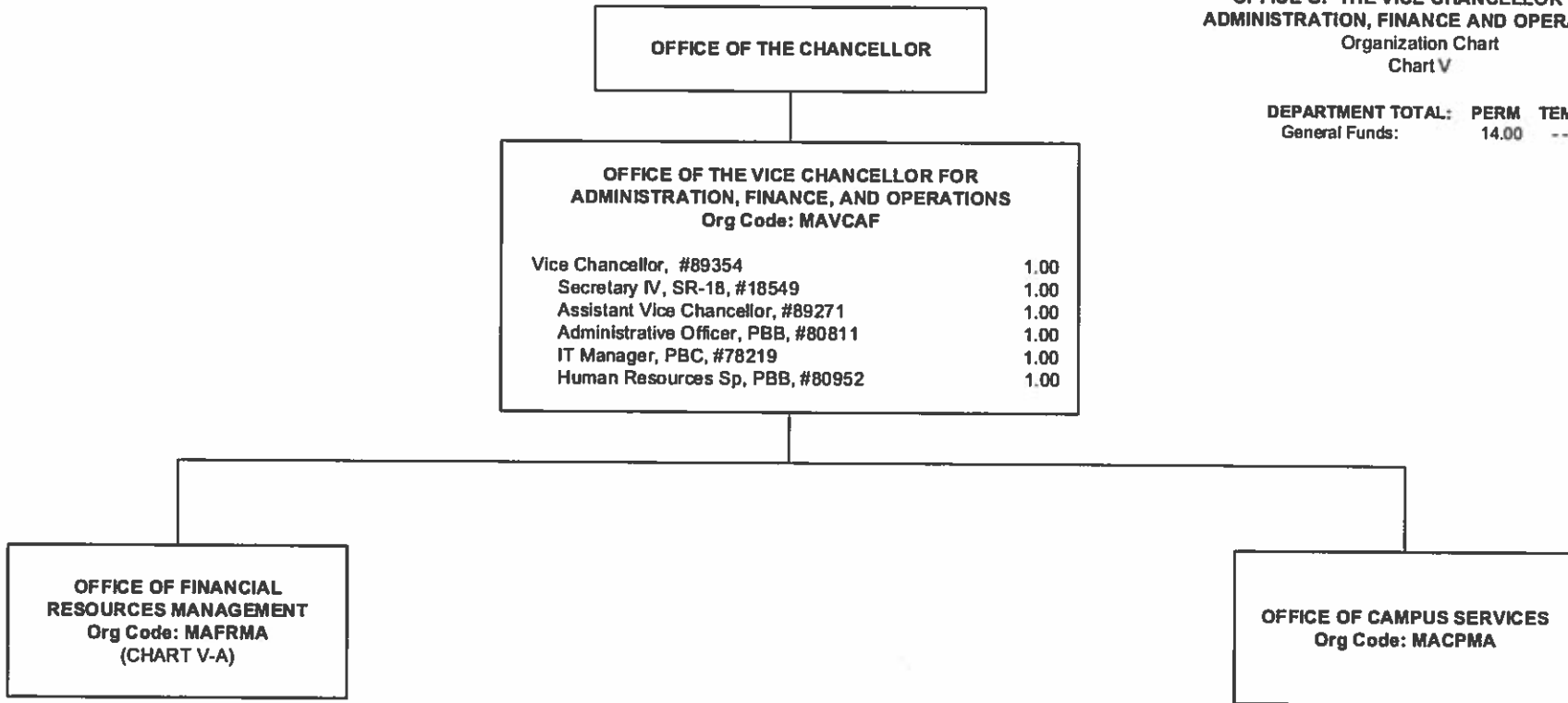
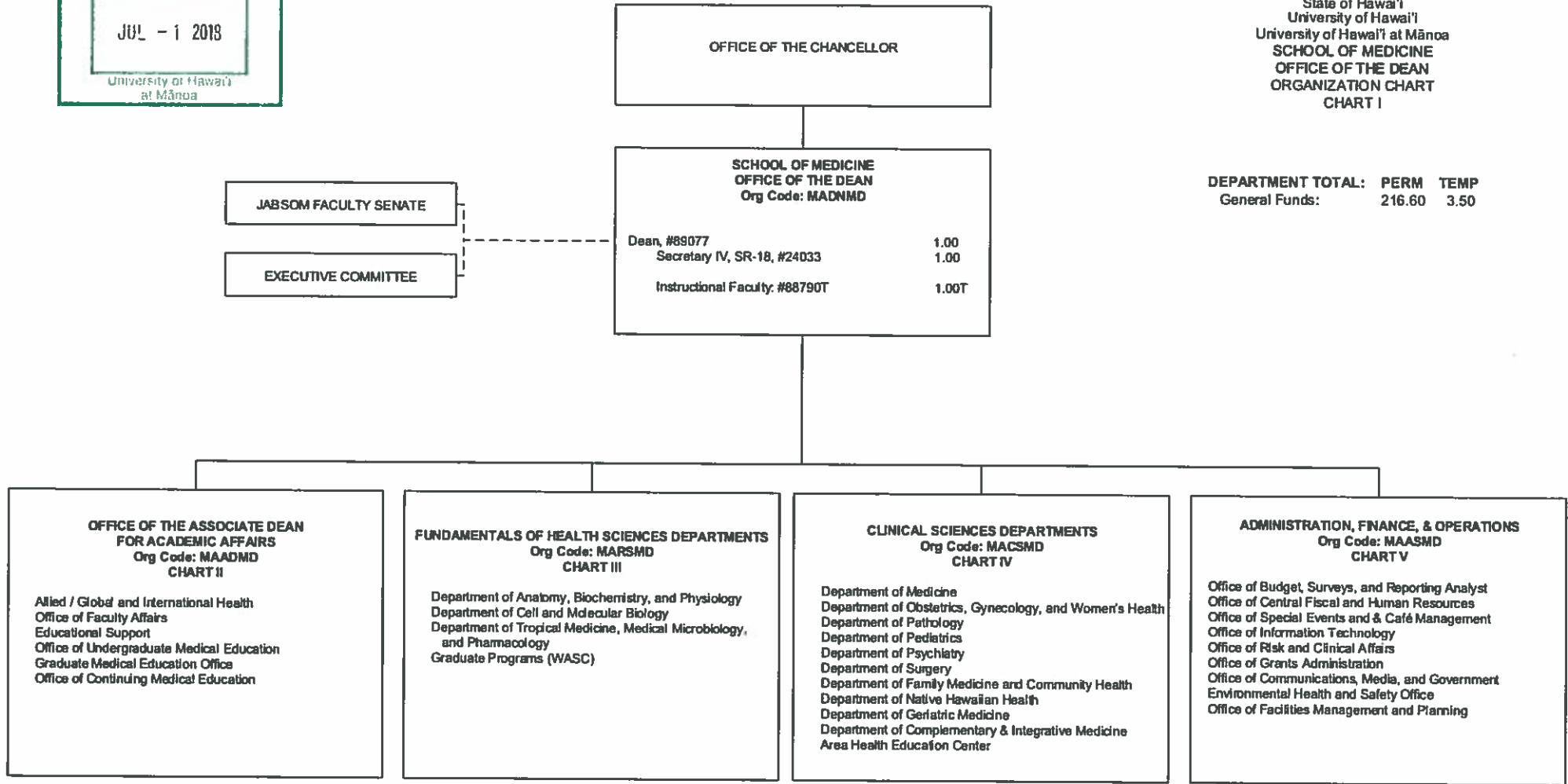


CHART TOTAL:	PERM	TEMP
General Funds:	6.00	--

CURRENT

**CHART UPDATED**  
 JUL - 1 2018  
 University of Hawai'i  
 at Mānoa

State of Hawai'i  
 University of Hawai'i  
 University of Hawai'i at Mānoa  
 SCHOOL OF MEDICINE  
 OFFICE OF THE DEAN  
 ORGANIZATION CHART  
 CHART I



DEPARTMENT TOTAL: PERM TEMP  
 General Funds: 216.60 3.50

CHART TOTAL: PERM TEMP  
 General Funds: 2.00 1.00

CURRENT

**CHART UPDATED**  
 JUL - 1 2018  
 University of Hawai'i  
 at Mānoa

OFFICE OF THE CHANCELLOR

SCHOOL OF LAW  
 OFFICE OF THE DEAN  
 Org code: MADNLW  
 Dean, #89113 1.00  
 Admin & Fiscal Support Spec, PBA, #79106 1.00  
 IT Spec, Senior, PBB, #79980 1.00

STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MĀNOA  
 SCHOOL OF LAW  
 Organization Chart  
 Chart I

ADMINISTRATIVE SERVICES  
 Org Code: MAASLW  
 Admin Svcs Manager, PBB, #81718 1.00  
 Admin Officer, PBB: #78034, #78260 2.00

DEPARTMENT TOTAL: PERM TEMP  
 General Funds: 64.25 --

LAW SCHOOL LIBRARY  
 Org Code: MALBLW  
 Director (appointed from Librarian positions)  
 Librarian Type Faculty #82296, #83610, #84318, #85624, #85625, #70226 6.00  
 Academic Support Spec, PBB, #78099 1.00  
 Academic Support Spec, PBA: #78994, #79005, #79965 3.00  
 Admin & Fiscal Support Spec, PBA, #78796 1.00

OFFICE OF THE ASSOCIATE DEAN OF  
 STUDENT SERVICES  
 Org Code: MASSLW  
 Associate Dean, #89146 1.00  
 Registrar, PBB, #81764 1.00  
 Student Svcs Spec, PBA, #79215 1.00  
 Student Svcs Spec, PBA, #78488 1.00  
 Specialist Type: #82603, #83053, #83905 3.00

OFFICE OF THE ASSOCIATE DEAN FOR  
 ACADEMIC AFFAIRS  
 Org Code: MALAW  
 Associate Dean, #89121 1.00  
 Instructional Faculty: #70241 (0.50), #70242 (0.25), #70192, #82226, #82334, #82481, #82811, #83027, #83244, #83338, #83362, #83619, #83879, #83934, #84430, #84459, #84832, #84863, #84905, #85009, #85072, #85626, #85629, #85630, #85634, #85639, #85641, #85647, #88183 (0.50), #88500 28.25  
 Admin & Fiscal Support Spec, PBA: #77935, #78022, #78023, #80252 4.00  
 Specialist Type Faculty: #83519, #84105, #84215, #85645, #88014, #88560, #88600 7.00

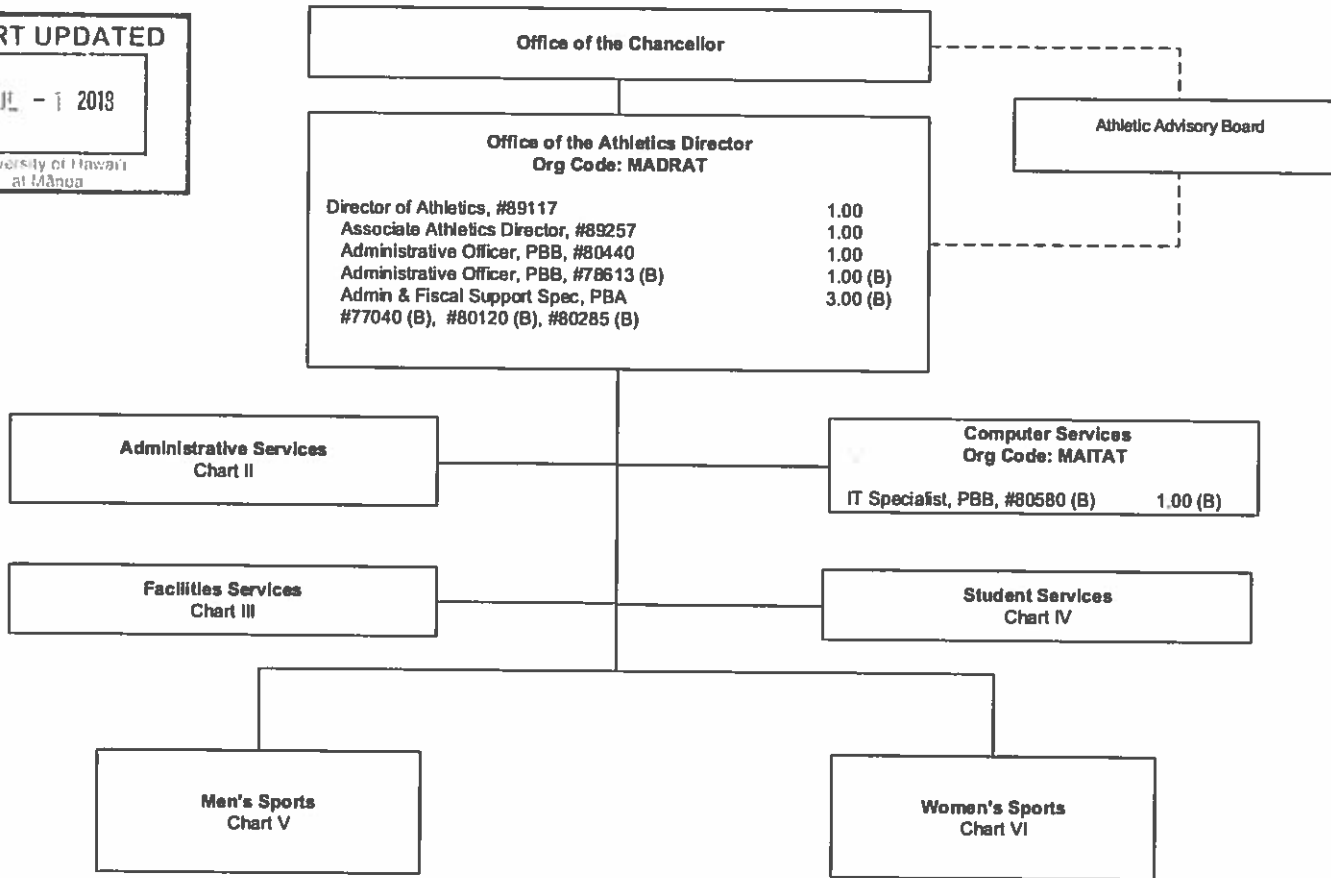
CHART TOTAL: PERM TEMP  
 General Funds: 64.25 --

CURRENT

**CHART UPDATED**  
 JUL - 1 2018  
 University of Hawaii  
 at Mānoa

STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MĀNOA  
 INTERCOLLEGIATE ATHLETICS  
 Organization Chart  
 Chart I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	31.00	--
Special Funds (B):	77.00	--



Abolished: #18013 (B)

CHART TOTAL:	PERM	TEMP
General Funds:	3.00	--
Special Funds (B):	6.00	--

## CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE PRESIDENT

### FUNCTIONAL STATEMENT

#### INTRODUCTION

The Office of the President, University of Hawai'i, is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents' policies.

#### MAJOR FUNCTIONS

*President, University of Hawai'i.* As President of the University of Hawai'i, this position serves as chief executive officer with responsibility for:

- Directing the development of plans and programs and recommending policies designed to advance the instructional, research, and service goals of the University of Hawai'i campuses.
- Maintaining effective working relationships between the University and the Governor, legislators, other government officials, and the general public; and among students, faculty, and administrators of the various campuses.
- Recommending plans and policies for the statewide career and technical education programs in public institutions and for postsecondary education programs, and overseeing the implementation of approved plans and policies to ensure continuing excellence in the performance of related activities.
- Administering and coordinating University wide functions through appropriate senior executives and managers.

## CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR

### FUNCTIONAL STATEMENT

#### **OFFICE OF THE CHANCELLOR – Org Code: MACHNC**

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai'i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole research institution; champions higher education for the people of Hawai'i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai'i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai'i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai'i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai'i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai'i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

#### **MAJOR FUNCTIONS OF THE OFFICE OF THE CHANCELLOR:**

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai'i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai'i and the University of Hawai'i at Mānoa. The Chancellor's Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa's faculty, staff, students, and constituencies.

The Chancellor's Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai'i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai'i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in



## CURRENT

ensuring the continuing excellence of the University of Hawai'i at Mānoa programs.

- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai'i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai'i at Mānoa's faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University's research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai'i at Mānoa's programs.
- Prepares and presents both oral and written testimony on University of Hawai'i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai'i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai'i at Mānoa's representative.

### **Advisory Groups to the Chancellor:**

**Manoa Executive Team:** This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

**Mānoa Faculty Senate – Org Code: MAFS:** This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

**Graduate Student Organization (GSO):** This group represents the academic interests of over 5,000 graduate students attending the University of Hawai'i at Manoa, providing input on all issues affecting University of Hawai'i graduate students and the University of Hawai'i at Manoa campus. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

## CURRENT

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai'i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali'i Council: This group is composed of faculty and staff of Native Hawai'ian serving programs, and Native Hawai'ian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai'ians.

The units that report directly to the Office of the Chancellor include:

- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

## CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR

### FUNCTIONAL STATEMENT

#### **ADVISORY GROUP TO THE CHANCELLOR:**

**Mānoa Faculty Senate – Org Code: MAFS:** This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai'i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai'i at Mānoa and other units of the University System.

#### **OFFICE OF THE OMBUDSPERSON – Org Code: MAOMBD**

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides 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.

## CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

### FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code:  
MAVCAA**

The OVCAA has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Academic Affairs (VCAA) serves as the chief academic officer of the campus and the principal policy advisor to the Chancellor on academic matters. The following schools and colleges report to the Vice Chancellor: School of Architecture, College of Arts and Humanities, Shidler College of Business, College of Education, College of Engineering, Hawai'inuikea School of Hawaiian Knowledge, College of Languages, Linguistics & Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, School of Pacific and Asian Studies, College of Social Sciences, Myron B. Thompson School of Social Work, School of Travel Industry Management, and College of Tropical Agriculture and Human Resources. In addition, the following academic support units report to the Vice Chancellor: Undergraduate Education, International & Exchange Programs, the Academic Personnel Office, Manoa Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Graduate Division, Library Services, and the UH Press.

The VCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Chancellor, and to take actions to improve the academic programs and climate of the campus.

The VCAA works with the Vice Chancellor for Research to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for Administration, Finance, and Operations to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs and in the formulation of enrollment management plans and goals.

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, and the allocation, reallocation, and management of academic programs and units. The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs.

The OVCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.
- Coordinates the academic personnel functions for the campus for faculty and executive employees; serves as Chancellor's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination of existing programs and implementing campus-wide assessment program.

## CURRENT

- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.
- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

## CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH

### FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH (OVCR) – Org Code:  
MAVCRG**

**Overview of Office**

In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Research (VCR) serves as the chief policy advisor to the Chancellor in these areas and the chief operating officer for University of Hawai'i at Mānoa research programs.

**Authority**

The OVCR has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawai'i at Mānoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.

**Interactions with other UHM Vice Chancellors**

The VCR works with the Vice Chancellor for Academic Affairs to ensure that the research programs of the academic units are provided with the best possible support; with the VC for Administration, Finance and Operations to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawai'i at Mānoa.

**Major Functions of the Office**

In support of and under the direction of the Chancellor, the Office directs the University of Hawai'i at Mānoa's research programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages innovation, technology transfer, and economic development activities at the University of Hawai'i at Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

The responsibilities of this Office also include the following:

- Initiates and develops long-range planning for research at the University of Hawai'i at Mānoa.
- Facilitates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawai'i at Mānoa representatives to various external and internal boards and committees associated with University research programs.

## CURRENT

- Serves as the Chancellor's representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawai'i at Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawai'i at Mānoa's research programs and capabilities.
- Serves as the University of Hawai'i at Mānoa source of expertise on the subject of research programs and activities.
- Manages strategic initiatives, research program development, research information systems, and business operations of the Office of the VCR.
- Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
- Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
- Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the office of the VCR, the management of internal resource allocations within the office of the VCR and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
- Administers and coordinates a campus-wide undergraduate research opportunities program for undergraduate students in all disciplines.
- Interacts with the UH System Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance, to foster research and training, technology transfer, and commercialization activities at the University of Hawai'i at Mānoa.
- Serves as the Chancellor's representative and advisor on interactions with the Research Corporation of the University of Hawai'i.
- Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
- Supports the Chancellor in other matters as directed.

The following units report to the Vice Chancellor:

- School of Ocean and Earth Science and Technology – Org Code: MAOEST
- UH Cancer Center – Org Code: MACRCH
- Waikīkī Aquarium – Org Code: MAWA
- Lyon Arboretum – Org Code: MALYON
- Institute for Astronomy – Org Code: MAIFA
- Water Resources Research Center – Org Code: MAWRRC
- Environmental Health and Safety Office – Org Code: MAEHSO

## CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

### FUNCTIONAL STATEMENT

#### OFFICE OF THE VICE CHANCELLOR FOR STUDENTS – Org Code: MAVCS

##### INTRODUCTION:

**Overview of the Office** – The Office of the Vice Chancellor for Students provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Chancellor for Students (VCS) including student services administration, enrollment management, and student life programs of the University of Hawai'i at Mānoa.

**Authority** – The VCS has the authority to oversee and develop programs to serve students, develop and promulgate student policies, and to take actions to improve student services and climate of the campus.

**Interaction with other UHM Vice Chancellors** – The VCS works with the Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor of Undergraduate Education on provision of academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VCS works with the Vice Chancellor for Administration, Finance, and Operations to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VCS works with the Campus Advocate office to build on feedback and continuously improve student services.

##### MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:

The Office of the Vice Chancellor for Students has the following responsibilities:

- Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
- Creates an environment of seamless student services.
- Provides leadership and support to student services' faculty and staff.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Implements ways of attracting and training a staff of high quality.
- Oversees fundraising and grant writing functions for student services.
- Conducts research, assessment, and performance measurement functions for student services.
- Identifies and acts upon student priorities to improve student life.
- Serves as an advocate and promoter for students within the management structure of the University of Hawai'i at Mānoa, the University of Hawai'i System, and the outside community.
- Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
- Ensures the provision of high quality, comprehensive student support services.
- Develops mechanisms and support for improvements in student life.
- Plans for a vibrant and lively campus life.
- Conducts evaluations of student services and programming.
- Serves as the chief decision-maker for program, budget, and personnel for all units of the University of Hawai'i at Mānoa's student services and efficiently manages all funds collected or utilized for student services.
- Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
- Provides information technology support for all units within student services.
- Provides information and assistance to students through the Kiosk.
- Redesigns processes in support of electronic delivery of services.



- Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
- Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

**ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS**

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students. It has the following responsibilities:

- Formulates annual operating budgets and develops allocations to the operating units.
- Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
- Serves as the purchasing office for student services, by reviewing and preparing procurement and payment documents for compliance to policies and procedures, as well as accuracy.
- Maintains accounting records.
- Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
- Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.
- Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
- Manages the Queen Lili'uokalani Center for Student Services.

## CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE, AND OPERATIONS**

### FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND  
OPERATIONS (OVCAFO) – Org Code: MAVCAF**

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. The following units report to the Vice Chancellor:

- Office of Financial Resources Management – Org Code: MAFRMA
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, and auxiliary services. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.

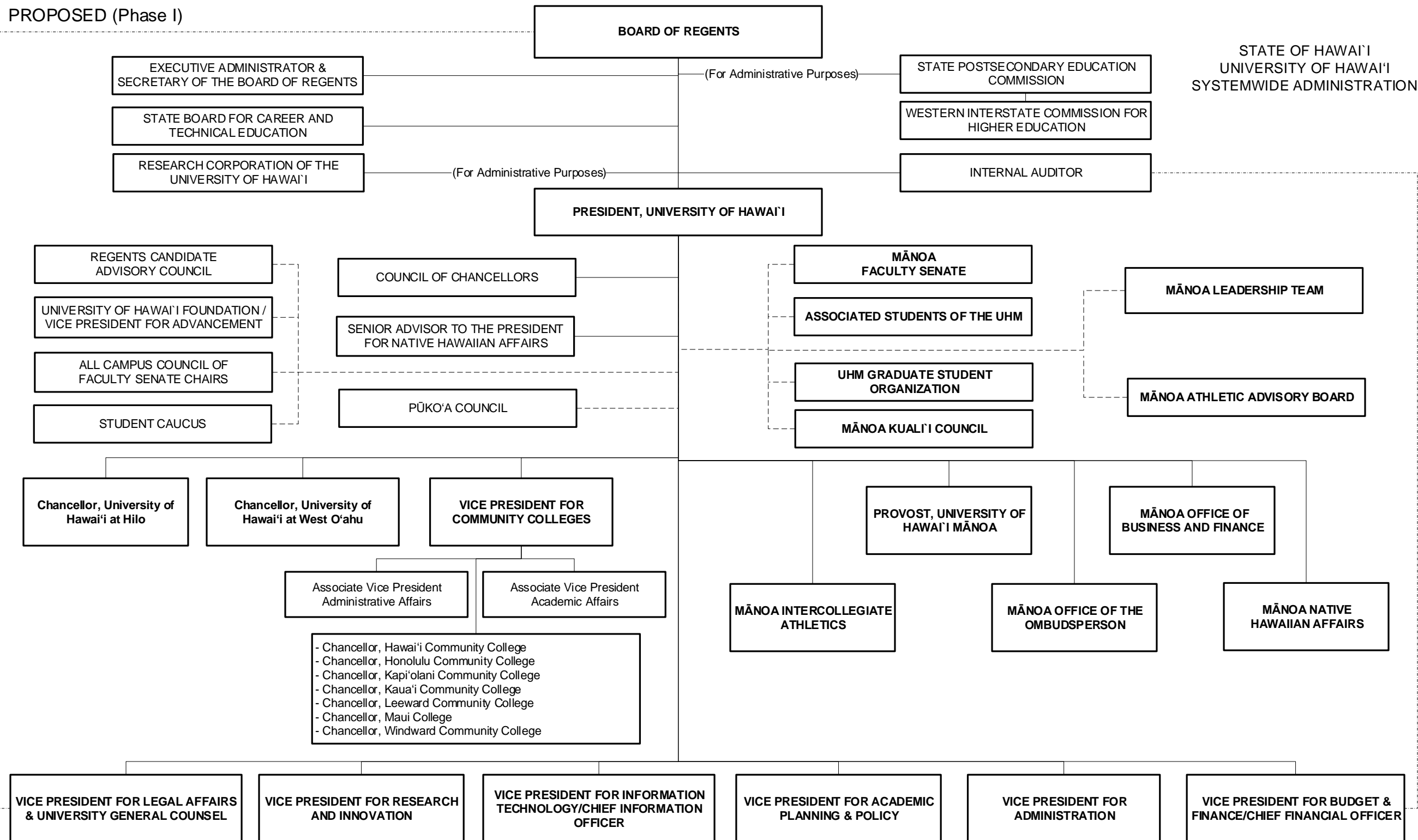
# ATTACHMENT C

## Proposed Organization Charts & Function Statements

(Amended 02-22-19 to include  
updated function statements for  
Office of the President and  
Office of the Provost)

PROPOSED (Phase I)

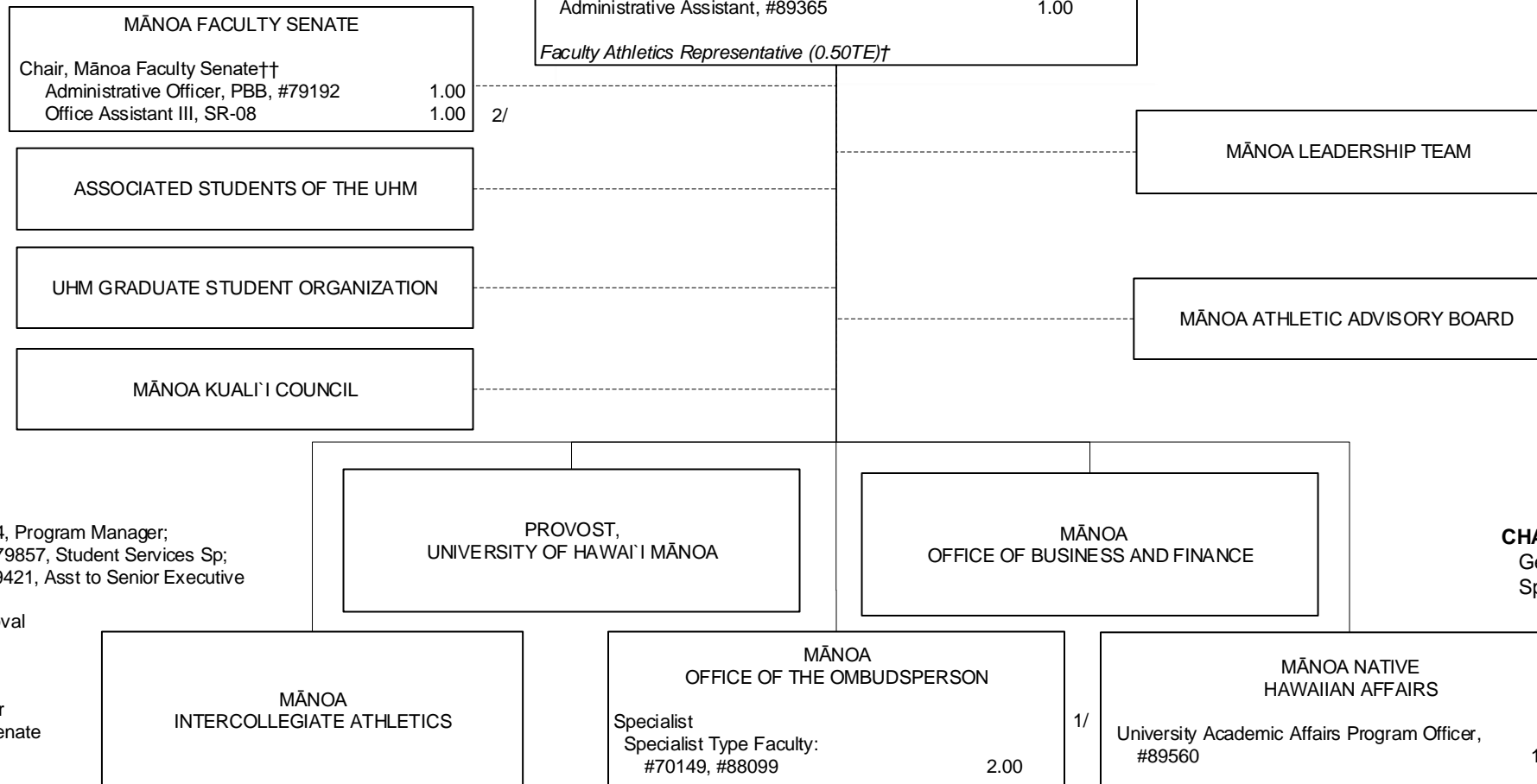
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION



PROPOSED (Phase I)

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
**OFFICE OF THE PRESIDENT**  
POSITION ORGANIZATION CHART

PRESIDENT, UNIVERSITY OF HAWAI'I	
President, #89058	1.00
Asst to Senior Executive, #89362, #89495	2.00
Admin & Fiscal Support Sp, PBA, #80180	1.00
Private Secretary III, SR-24 #900069	1.00
Chancellor, #89261	1.00
Private Secretary II, SR-22, #100053	1.00
Assistant to Senior Executive, #89558	1.00
Secretary II, SR-14, #15584	1.00
Administrative Officer, PBB, #78138	1.00
Admin & Fiscal Support Spec, PBA, #77952	1.00
Assistant to Senior Executive, #89459	1.00
Administrative Officer, PBC, #81280	1.00
Administrative Officer, PBB, #77915	1.00
Admin & Fiscal Support Spec, PBA #77862	1.00
Title IX Coordinator, #89555	1.00
Institutional/Policy Analyst, PBB, #77122, #77262	2.00
Admin & Fiscal Support Spec, PBA #80930	1.00
Public Information Specialist, PBC, #78873	1.00
Administrative Assistant, #89365	1.00
<i>Faculty Athletics Representative (0.50TE)†</i>	



<b>CHART TOTAL:</b>	<b>PERM</b>
General Fund:	33.00
Special Fund (B):	7.00

Positions established, pending reorganization: 79854, Program Manager; 79885, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp; 79858, Student Services Sp; 79859, IT Specialist; 89421, Asst to Senior Executive

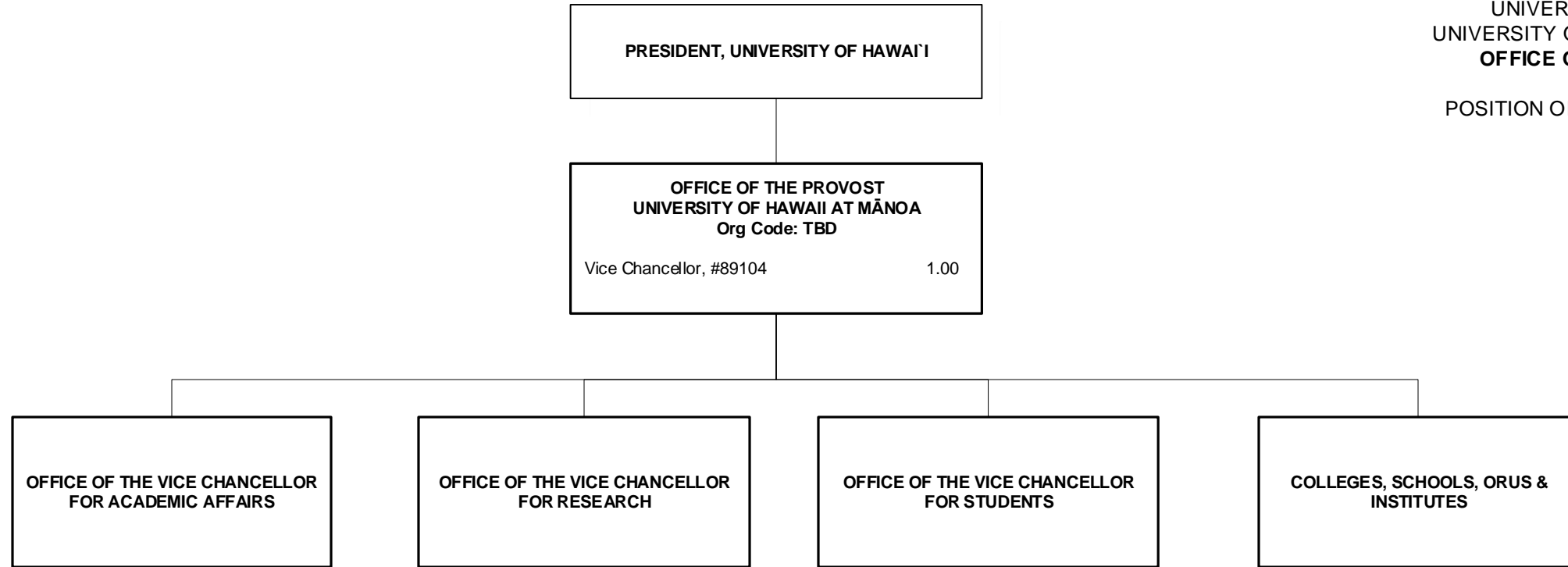
1/ Specialist in Ofc of Ombudsperson pending approval  
2/ Ofc Asst III in Mānoa Faculty Senate is abolished and to be re-established.  
†Position annually selected by the Manoa Chancellor  
††Position annually elected by the Manoa Faculty Senate

Positions to be redescribed, as appropriate

PROPOSED (Phase I)

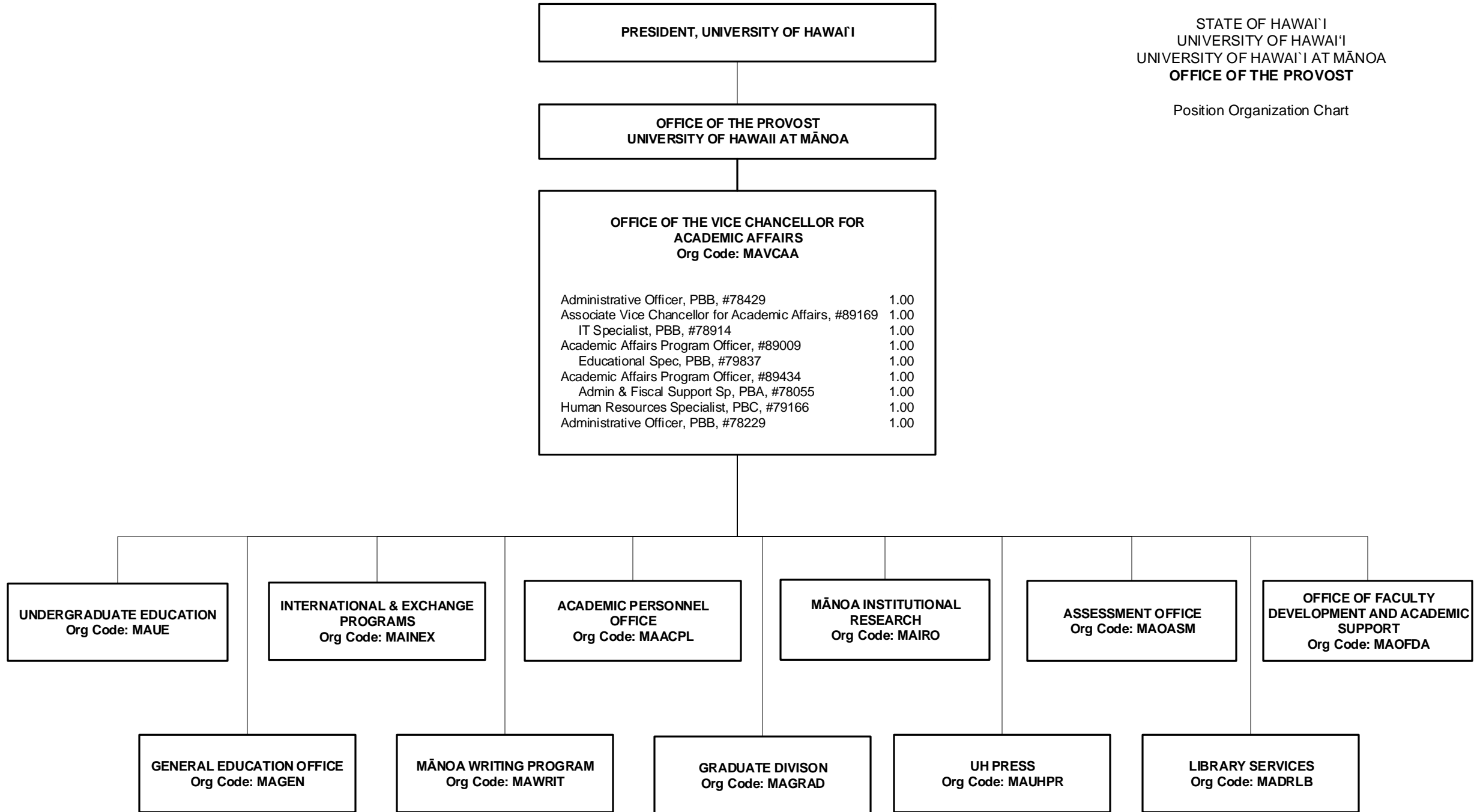
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
**OFFICE OF THE PROVOST**

POSITION ORGANIZATION CHART



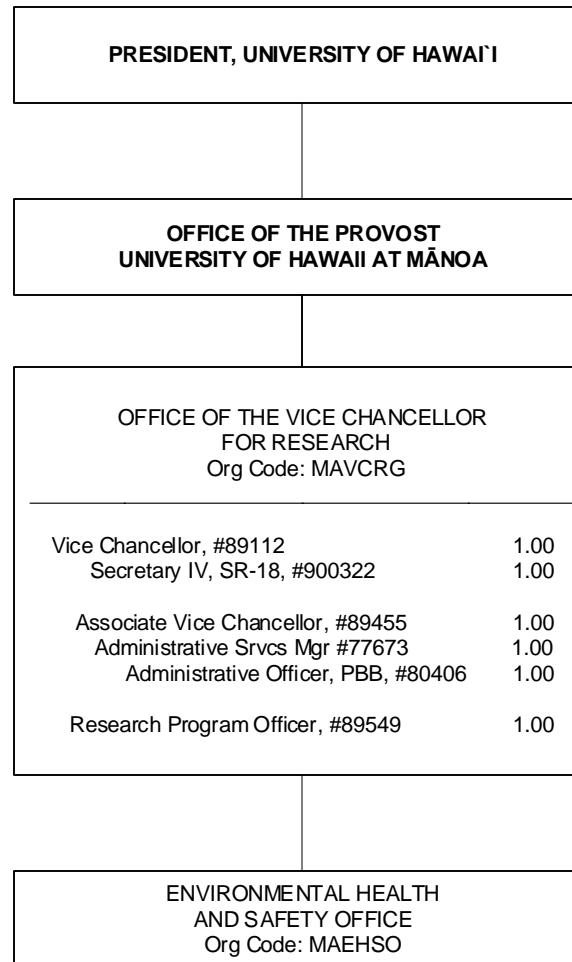
Positions to be redescribed, as appropriate

**CHART TOTAL**  
General Fund: **PERM**  
1.00



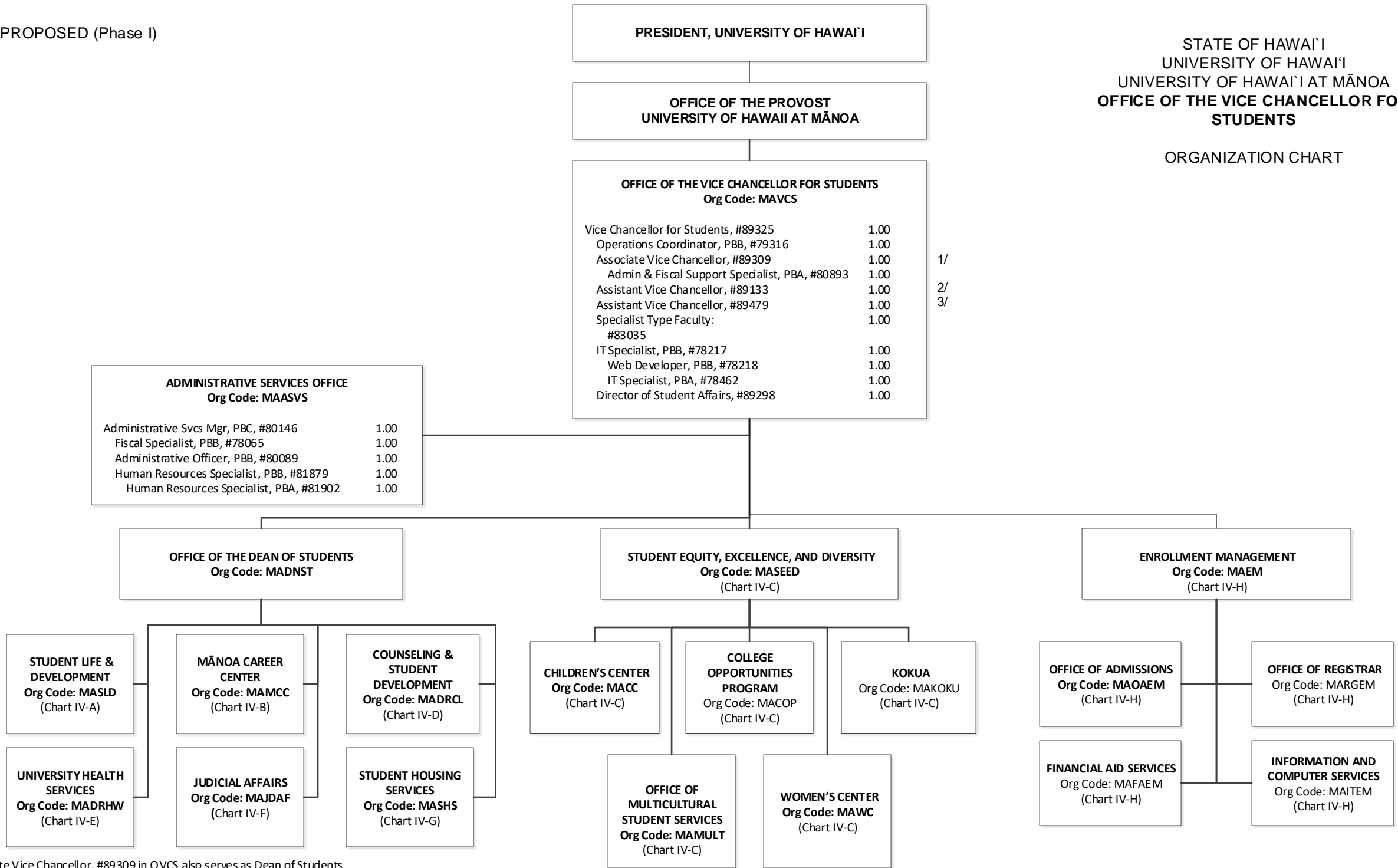
STATE OF HAWAI'I  
 UNIVERSITY OF HAWAI'I  
 UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR  
 FOR RESEARCH**

ORGANIZATION CHART





ORGANIZATION CHART



**OFFICE OF THE VICE CHANCELLOR FOR STUDENTS**  
 Org Code: MAVCS

Vice Chancellor for Students, #89325	1.00	
Operations Coordinator, PBB, #79316	1.00	
Associate Vice Chancellor, #89309	1.00	1/
Admin & Fiscal Support Specialist, PBA, #80893	1.00	
Assistant Vice Chancellor, #89133	1.00	2/
Assistant Vice Chancellor, #89479	1.00	3/
Specialist Type Faculty: #83035	1.00	
IT Specialist, PBB, #78217	1.00	
Web Developer, PBB, #78218	1.00	
IT Specialist, PBA, #78462	1.00	
Director of Student Affairs, #89298	1.00	

**ADMINISTRATIVE SERVICES OFFICE**  
 Org Code: MAASVS

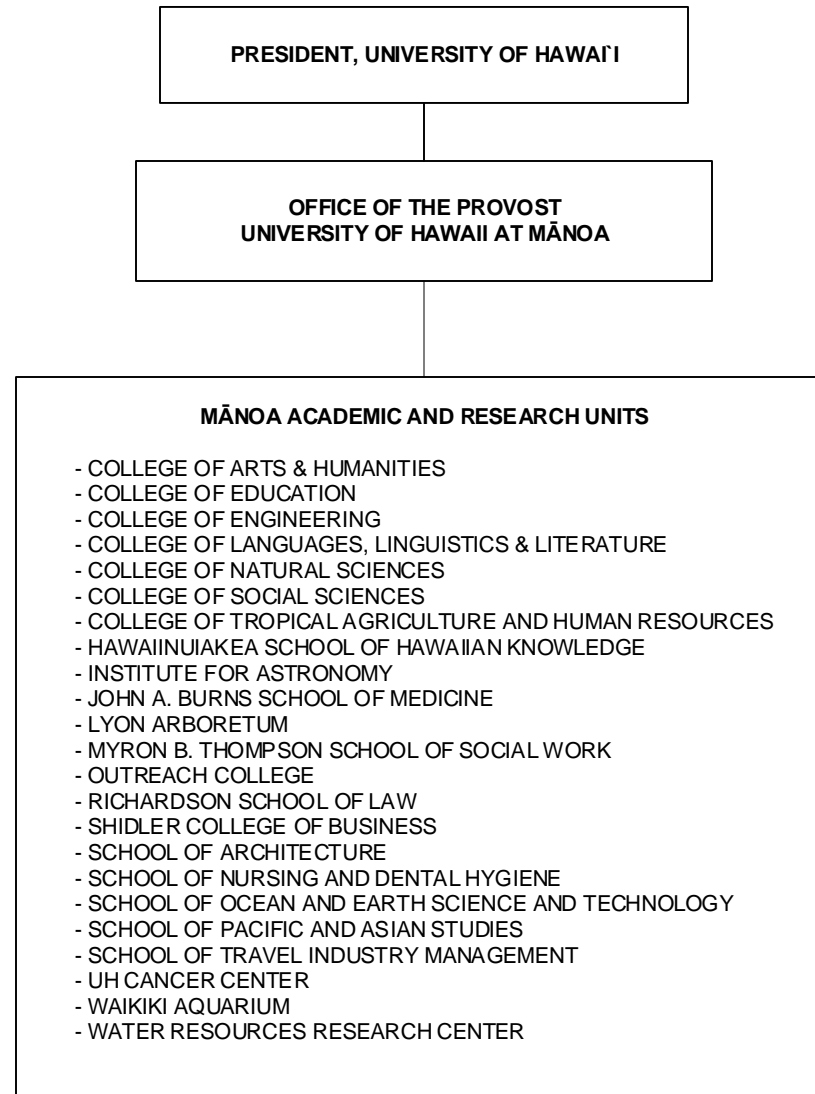
Administrative Svcs Mgr, PBC, #80146	1.00
Fiscal Specialist, PBB, #78065	1.00
Administrative Officer, PBB, #80089	1.00
Human Resources Specialist, PBB, #81879	1.00
Human Resources Specialist, PBA, #81902	1.00

1/ Associate Vice Chancellor, #89309 in OVCS also serves as Dean of Students  
 2/ Assistant Vice Chancellor, #89133 in OVCS also serves as Enrollment Management and Director  
 3/ Assistant Vice Chancellor, #89479 in OVCS also serves as Director of SEED

**CHART TOTAL**  
 General Fund: 16.00

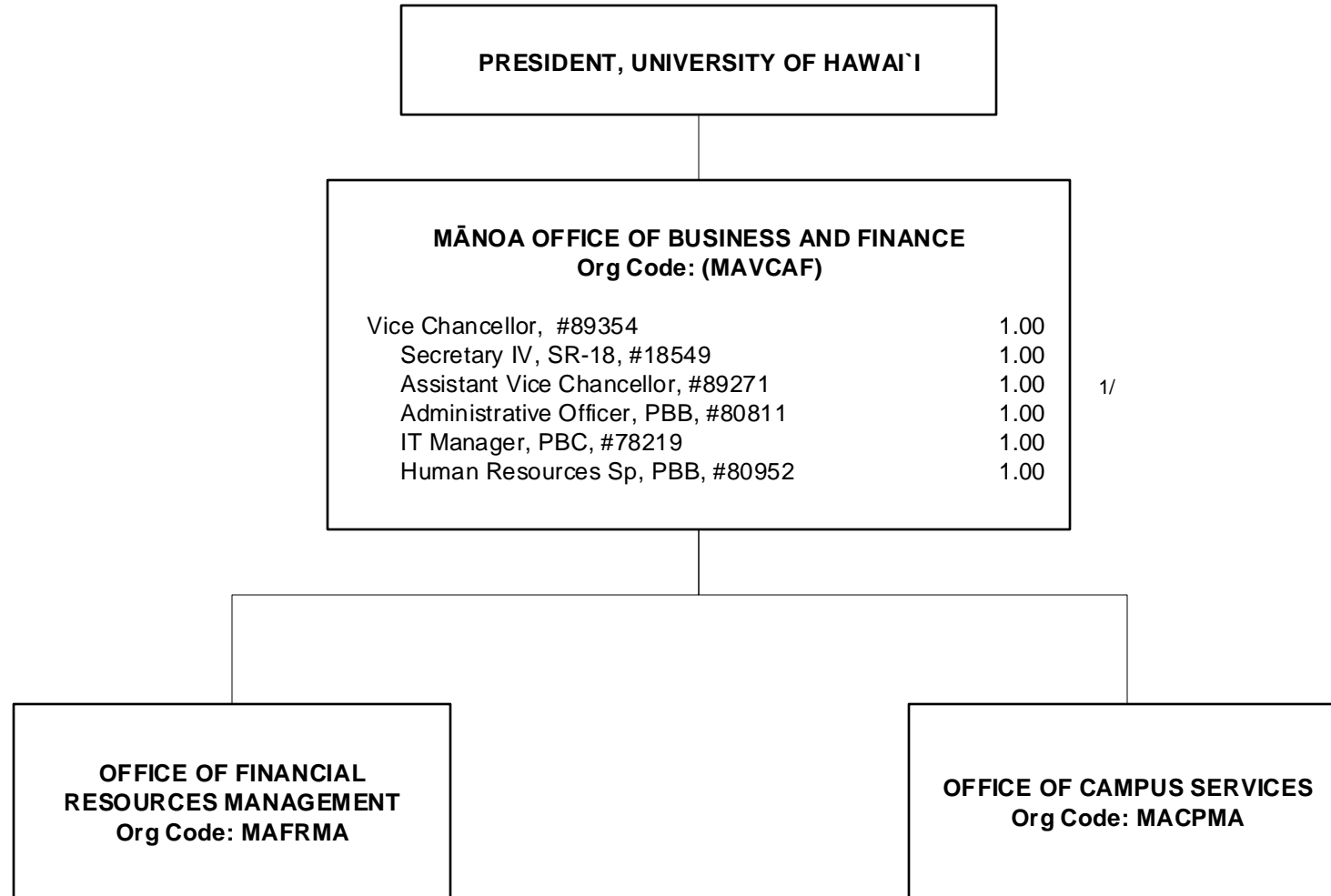
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
COLLEGES, SCHOOLS, ORUS &  
INSTITUTES

ORGANIZATION CHART



**OFFICE OF BUSINESS AND FINANCE**

Organization Chart

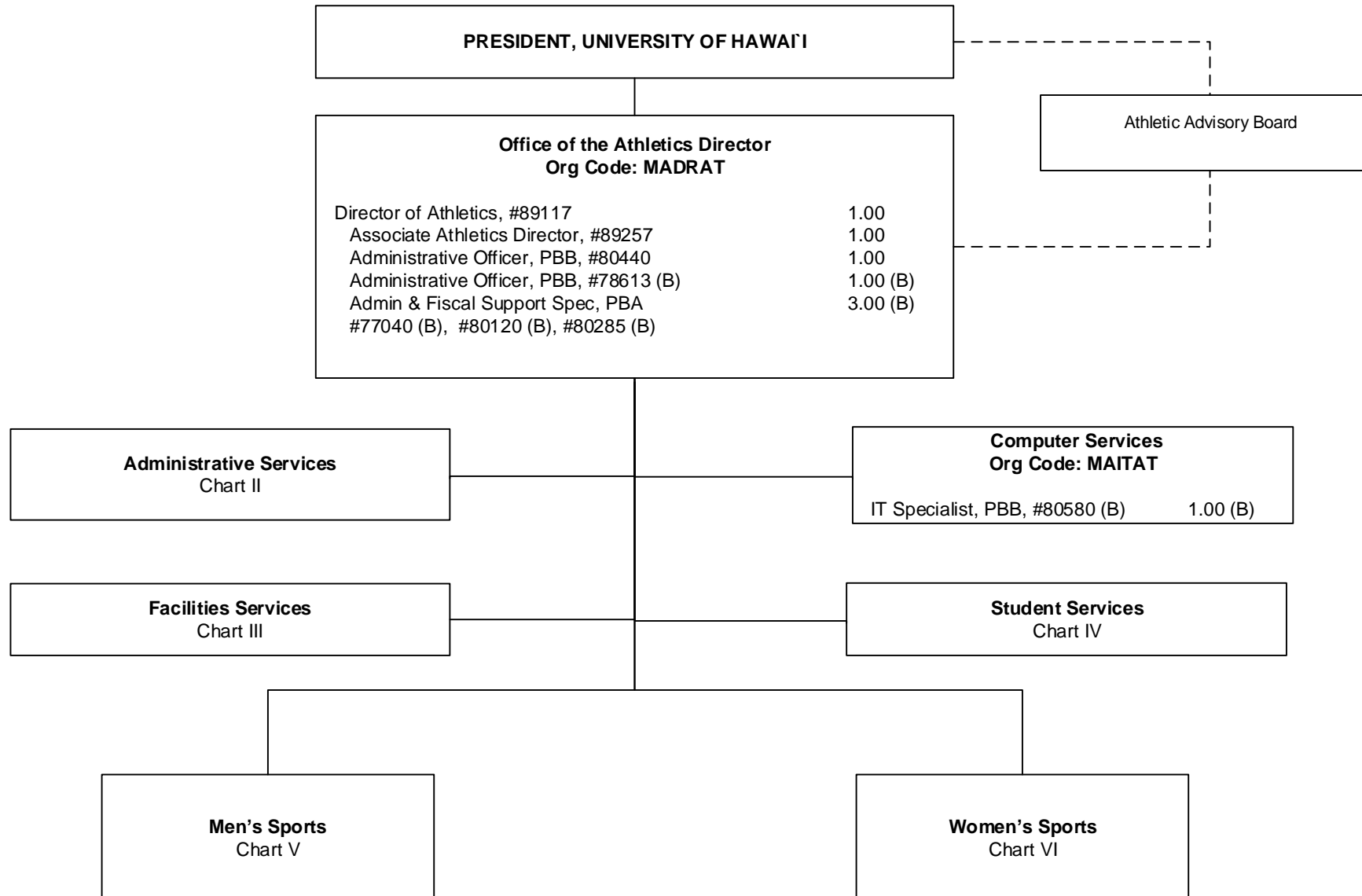


1/ Assistant Vice Chancellor, #89271 to be redescribed

Positions to be redescribed, as appropriate

**INTERCOLLEGIATE ATHLETICS**

Organization Chart



Abolished: #18013 (B)

Positions to be redescribed, as appropriate

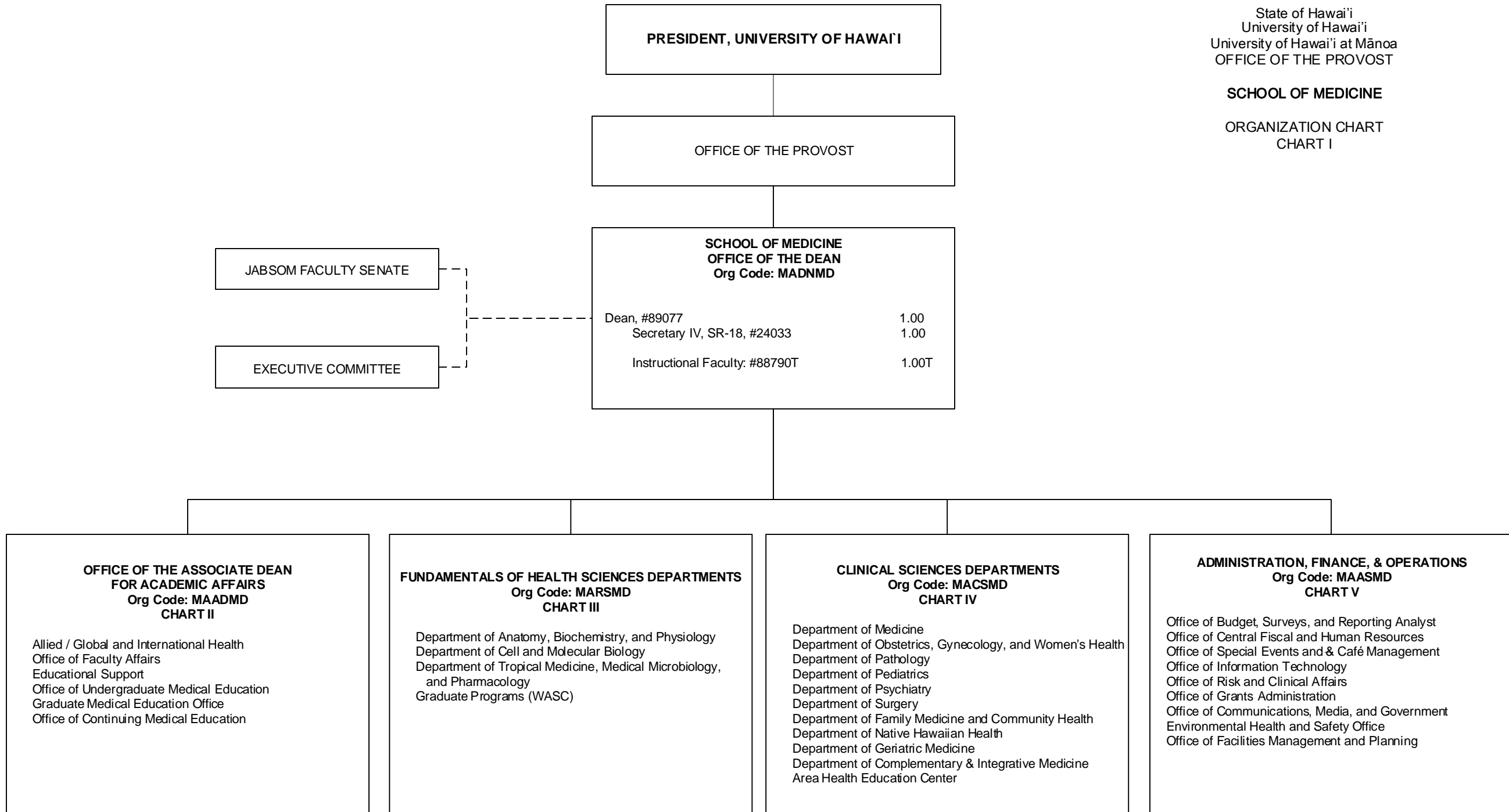
CHART TOTAL:	PERM	TEMP
General Funds:	3.00	--
Special Funds (B):	6.00	--

PROPOSED (Phase I)

State of Hawai'i  
University of Hawai'i  
at Mānoa  
OFFICE OF THE PROVOST

**SCHOOL OF MEDICINE**

ORGANIZATION CHART  
CHART I



Positions to be redescribed, as appropriate

<b>CHART TOTAL:</b>	<b>PERM</b>	<b>TEMP</b>
General Funds:	2.00	1.00

PROPOSED (Phase I)

PRESIDENT, UNIVERSITY OF HAWAII

OFFICE OF THE PROVOST

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE PROVOST

SCHOOL OF LAW  
OFFICE OF THE DEAN  
Org code: MADNLW

Dean, #89113	1.00
Admin & Fiscal Support Spec, PBA, #79106	1.00
IT Spec, Senior, PBB, #79980	1.00

**SCHOOL OF LAW**  
Organization Chart  
Chart I

ADMINISTRATIVE SERVICES  
Org Code: MAASLW

Admin Svcs Manager, PBB, #81718	1.00
Admin Officer, PBB: #78034, #78260	2.00

LAW SCHOOL LIBRARY  
Org Code: MALBLW

Director (appointed from Librarian positions)	
Librarian Type Faculty #82296, #83610, #84318, #85624, #85625 #70226	6.00
Academic Support Spec, PBB, #78099	1.00
Academic Support Spec, PBA: #78994, #79005, #79965	3.00
Admin & Fiscal Support Spec, PBA, #78796	1.00

OFFICE OF THE ASSOCIATE DEAN OF  
STUDENT SERVICES  
Org Code: MASSLW

Associate Dean, #89146	1.00
Registrar, PBB, #81764	1.00
Student Svcs Spec, PBA, #79215	1.00
Student Svcs Spec, PBA, #78488	1.00
Specialist Type: #82603, #83053, #83905	3.00

OFFICE OF THE ASSOCIATE DEAN FOR  
ACADEMIC AFFAIRS  
Org Code: MALAW

Associate Dean, #89121	1.00
Instructional Faculty: #70241 (0.50), #70242 (0.25), #70192, #82226, #82334, #82481, #82811, #83027, #83244, #83338, #83362, #83619, #83879, #83934, #84430, #84459, #84832, #84863, #84905, #85009, #85072, #85626, #85629, #85630, #85634, #85639, #85641, #85647, #88183 (0.50), #88500	28.25
Admin & Fiscal Support Spec, PBA: #77935, #78022, #78023, #80252	4.00
Specialist Type Faculty: #83519, #84105, #84215, #85645, #88014, #88560, #88600	7.00

**CHART TOTAL:**      **PERM**    **TEMP**  
General Funds:      64.25    --

State of Hawai'i  
University of Hawai'i

**UNIVERSITY OF HAWAI'I  
OFFICE OF THE PRESIDENT  
FUNCTIONAL STATEMENT**

INTRODUCTION

The president of the University of Hawai'i is the chief executive officer (CEO) of the Board of Regents, the University of Hawai'i (UH) System and University of Hawai'i at Mānoa (UH Mānoa).

The Office of the President supports the fulfillment of all these duties and is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents policies.

MAJOR FUNCTIONS

- A. In supporting the duties of the chief executive officer of the board, the Office of the President shall:
1. Support the board in fulfilling its fiduciary responsibilities.
  2. Ensure that board policies are implemented and adhered to throughout the organization.
  3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
  4. Report regularly on processes and progress toward attaining strategic goals.
  5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.
- B. In supporting the duties of the chief executive officer of the UH System, the Office of the President shall:
1. Direct the development and recommend to the board for approval of strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
  2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System and the need for effective, efficient and accountable use of all resources.
  3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
  4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation.
  5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for

State of Hawai'i  
University of Hawai'i

financial support of students, enhancements to university research and programs, and assistance in development and modernization of facilities.

6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
  7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council.
- C. In supporting the duties of the chief executive officer of UH Mānoa, the Office of the President shall:
1. In collaboration with the provost, senior officials and the broad campus community, develop high level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
  2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources, which results in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.
  3. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.
  4. Define appropriateness and clarity of roles and responsibilities among the academic and non-academic units that support Mānoa and report to the president.
  5. Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.
  6. Serve as the public voice, advocate, liaison and interpreter for the campus to broad external constituencies.
  7. Oversee the work of campus administrators that report directly to the president. Foster true collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities.
  8. Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.
  9. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
- D. The Office of the President assumes responsibility for other duties and responsibilities that may be prescribed by the Board of Regents.

Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits such further delegation.



State of Hawai'i  
University of Hawai'i

UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE PROVOST**  
**FUNCTIONAL STATEMENT**

INTRODUCTION

The provost serves as chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as full deputy to the president in her/his role as CEO of UH Mānoa, acting in that capacity in the absence of the president, and as an officer of the University of Hawai'i (UH) System. The provost participates as a purely independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH.

The Office of the Provost supports the provost in all aspects of the provost's duties, with a singular focus on the success of UH Mānoa students, faculty and staff across education, research, scholarship, service and outreach.

MAJOR FUNCTIONS

- A. In supporting the duties of the provost as chief academic officer, the Office of the Provost shall:
1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach.
  2. Collaborate with the president and the campus in collaborative and collegial budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources.
  3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units.
  4. Lead, supervise and manage all academic deans and directors who lead UH Mānoa campus-level colleges, schools and organized research units.
  5. Lead, supervise and manage all directly reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, enrollment management, faculty success, service, extension and outreach.
  6. Provide executive leadership for campus accreditation.
  7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach.
  8. Attract, support and retain faculty of the highest caliber to foster and encourage superior instruction and research and the meaningful integration thereof at UH Mānoa.
  9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.
- B. In supporting the duties of the provost as full deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost in service as acting CEO of UH Mānoa in the absence of the

State of Hawai'i  
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- president.
2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.
  3. Advise the president of impending issues and potential crises that may arise and provide recommendations in areas that may require presidential action or response.
  4. Lead collaborative strategic planning efforts for the campus.
  5. Lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Manoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
  6. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, legislature, federal and state agencies, and community groups.
  7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
- C. In supporting the duties of the provost as an officer of the UH System, the Office of the Provost shall:
1. Support the provost's participation as an independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and other university chancellors.
  2. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units.
  3. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.
  4. Ensure that vice presidents understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
- D. The Office of the Provost assumes responsibility for other duties and responsibilities that may be prescribed by the president.

PROPOSED

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS**

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code:  
MAVCAA**

The OVCAA has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Academic Affairs (VCAA) serves as ~~the chief academic officer of the campus and~~ the principal policy advisor to the Chancellor on academic matters. ~~The following schools and colleges report to the Vice Chancellor: School of Architecture, College of Arts and Humanities, Shidler College of Business, College of Education, College of Engineering, Hawai'i inuikea School of Hawaiian Knowledge, College of Languages, Linguistics & Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, School of Pacific and Asian Studies, College of Social Sciences, Myron B. Thompson School of Social Work, School of Travel Industry Management, and College of Tropical Agriculture and Human Resources.~~ ~~In addition, the~~The following academic support units report to the Vice Chancellor: Undergraduate Education, International & Exchange Programs, the Academic Personnel Office, Manoa Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Graduate Division, Library Services, and the UH Press.

The VCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Provost Chancellor, and to take actions to improve the academic programs and climate of the campus.

The VCAA works with the Vice Chancellor for Research to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for ~~Administration, Finance, and Operations~~Business and Finance to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs and in the formulation of enrollment management plans and goals.

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, and the allocation, reallocation,

and management of academic programs and units. The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs.

The OVCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.
- Coordinates the academic personnel functions for the campus for faculty and executive employees; serves as ~~Chancellor's~~ Provost's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination of existing programs and implementing campus-wide assessment program.
- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.
- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

PROPOSED

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH (OVCR) – Org Code:  
MAVCRG**

Overview of Office

In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Research (VCR) serves as the chief policy advisor to the ~~Chancellor~~ Provost in these areas and the chief operating officer for University of Hawai'i at Mānoa research programs.

Authority

The OVCR has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawai'i at Mānoa. ~~Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.~~

Interactions with other UHM Vice Chancellors

The VCR works with the Vice Chancellor for Academic Affairs to ensure that the research programs of the academic units are provided with the best possible support; with the VC for ~~Administration, Finance and Operations~~ Business and Finance to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawai'i at Mānoa.

Major Functions of the Office

In support of and under the direction of the ~~Chancellor~~ Provost, the Office directs the University of Hawai'i at Mānoa's research programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of

priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages innovation, technology transfer, and economic development activities at the University of Hawai'i at Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

The responsibilities of this Office also include the following:

- Initiates and develops long-range planning for research at the University of Hawai'i at Mānoa.
- Facilitates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawai'i at Mānoa representatives to various external and internal boards and committees associated with University research programs.
- Serves as the ~~Chancellor's-Provost's~~ representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawai'i at Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawai'i at Mānoa's research programs and capabilities.
- Serves as the University of Hawai'i at Mānoa source of expertise on the subject of research programs and activities.
- Manages strategic initiatives, research program development, research information systems, and business operations of the Office of the VCR.
- Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
- Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
- Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the office of the VCR, the management of internal resource allocations within the office of the VCR and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
- Administers and coordinates a campus-wide undergraduate research opportunities program for undergraduate students in all disciplines.
- Interacts with the UH System Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance, to foster research and training, technology transfer, and commercialization activities at the University of Hawai'i at Mānoa.
- Serves as the ~~Chancellor's-Provost's~~ representative and advisor on interactions with the Research Corporation of the University of Hawai'i.

- Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
- Supports the ~~Chancellor~~Provost in other matters as directed.

The following units reports to the Vice Chancellor:

- ~~School of Ocean and Earth Science and Technology—Org Code: MAOEST~~
- ~~UH Cancer Center—Org Code: MACRCH~~
- ~~Waikīkī Aquarium—Org Code: MAWA~~
- ~~Lyon Arboretum—Org Code: MALYON~~
- ~~Institute for Astronomy—Org Code: MAIFA~~
- ~~Water Resources Research Center—Org Code: MAWRRC~~
- ~~Environmental Health and Safety Office – Org Code: MAEHSO~~
-

PROPOSED

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR FOR STUDENTS**

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR STUDENTS – Org Code: MAVCS**

INTRODUCTION:

Overview of the Office – The Office of the Vice Chancellor for Students provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Chancellor for Students (VCS) including student services administration, enrollment management, and student life programs of the University of Hawai'i at Mānoa.

Authority – The VCS has the authority to oversee and develop programs to serve students, develop and promulgate student policies, and to take actions to improve student services and climate of the campus.

Interaction with other UHM Vice Chancellors – The VCS works with the Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor of Undergraduate Education on provision of academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VCS works with the Vice Chancellor for ~~Administration, Finance, and Operations~~ **Business and Finance** to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VCS works with the Campus Advocate office to build on feedback and continuously improve student services.

MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:

The Office of the Vice Chancellor for Students has the following responsibilities:

- Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
- Creates an environment of seamless student services.
- Provides leadership and support to student services' faculty and staff.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Implements ways of attracting and training a staff of high quality.
- Oversees fundraising and grant writing functions for student services.
- Conducts research, assessment, and performance measurement functions for student services.
- Identifies and acts upon student priorities to improve student life.



- Serves as an advocate and promoter for students within the management structure of the University of Hawai‘i at Mānoa, the University of Hawai‘i System, and the outside community.
- Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
- Ensures the provision of high quality, comprehensive student support services.
- Develops mechanisms and support for improvements in student life.
- Plans for a vibrant and lively campus life.
- Conducts evaluations of student services and programming.
- Serves as the chief decision-maker for program, budget, and personnel for all units of the University of Hawai‘i at Mānoa’s student services and efficiently manages all funds collected or utilized for student services.
- Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
- Provides information technology support for all units within student services.
- Provides information and assistance to students through the Kiosk.
- Redesigns processes in support of electronic delivery of services.
- Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
- Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

### **ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS**

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students. It has the following responsibilities:

- Formulates annual operating budgets and develops allocations to the operating units.
- Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
- Serves as the purchasing office for student services, by reviewing and preparing procurement and payment documents for compliance to policies and procedures, as well as accuracy.
- Maintains accounting records.
- Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
- Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.

- Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
- Manages the Queen Lili‘uokalani Center for Student Services.

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PROPOSED

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
~~OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE, AND OPERATIONS~~ MĀNOA OFFICE OF BUSINESS  
AND FINANCE

FUNCTIONAL STATEMENT

~~OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND  
OPERATIONS~~MANOA OFFICE OF BUSINESS AND FINANCE (OVCAFO) – Org  
Code: MAVCAF

The ~~OVCAFO~~ Mānoa Office of Business and Finance provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. The following units report to the Vice Chancellor who serves as the chief business officer:

- Office of Financial Resources Management – Org Code: MAFRMA
- Office of Campus Services – Org Code: MACPMA

Through the above units, the ~~OVCAFO~~ Mānoa Office of Business and Finance provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The ~~OVCAFO~~ Mānoa Office of Business and Finance has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, and auxiliary services. The establishment of campus policies are endorsed by VCs, approved by the ~~Chancellor~~ President, and disseminated and published ~~by the OVCAFO~~ on the official Mānoa policies, procedures and guidelines website.

The ~~OVCAFO~~ position consults with the provost, other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and ~~Senior Management~~ Manoa Leadership Team on administrative and financial matters as appropriate.

# ATTACHMENT D

Allocated and Authorized  
BJ/BT Positions Impacted  
by the Reorganization

**University of Hawai'i at Mānoa**  
**Allocated and Authorized BJ/BT Positions Impacted by the Reorganization**

Program Title: \_\_\_\_\_

Item No.	Chart No.(s)	Affected Position No.(s)	Posn Class	Position Title	Incumbent	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)				Basis for Change/ Impact on Position
						From: Office	Supervisor	To: Office	Supervisor	
1	UH-PRES	89058	E/M	President	LASSNER, D.	(F) UH System President's Office		UH System President's Office		
2	UH-PRES	89362	E/M	Assistant Senior Executive	Vacant	(V) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change
3	UH-PRES	89495	E/M	Assistant Senior Executive	MONACO, K.	(F) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change
4	UH-PRES	80180	APT	Administrative & Fiscal Support Specialist	DOMINGO, C.	(F) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change
5	UH-PRES	900069	C/S	Private Secretary III (to Pres)	LUKE, A.	(F) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change
6	MCO	89261	E/M	Chancellor	Vacant	(V) Mānoa Chancellor's Office (MACHNC)	UH President, #89058	UH System President's Office	UH President, #89058	Reorganization
7	MCO	100053	C/S	Private Secretary II (to UHM Chancellor)	Vacant (TA by Wong, L..)	(V) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor
8	MCO	89558	E/M	Assistant Senior Executive	ISHII, D.	(F) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor
9	MCO	15584	C/S	Secretary II	WONG, L.(TA to Priv Secr II, #100053)	(V) Mānoa Chancellor's Office (MACHNC)	UHM Asst to Senior Exec, #89558	UH System President's Office	UHM Asst to Senior Exec, #89558	Reorganization
10	MCO	78138	APT	Administrative Officer	Vacant	(V) Mānoa Chancellor's Office (MACHNC)	UHM Asst to Senior Exec, #89558	UH System President's Office	UHM Asst to Senior Exec, #89558	Reorganization
11	MCO	77952	APT	Administrative & Fiscal Support Specialist	SHITANISHI, S.	(F) Mānoa Chancellor's Office (MACHNC)	UHM Asst to Senior Exec, #89558	UH System President's Office	UHM Asst to Senior Exec, #89558	Reorganization
12	MCO	89459	E/M	Assistant Senior Executive	KONO, T. (interim OVCAA appt & temp count use)	(F) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor
13	MCO	89560	E/M	University Academic Affairs Program Officer (Native Hawaiian Affairs)	LIPE, K.	(F) Mānoa Chancellor's Office (MACHNC) - Native Hawaiian Affairs	UHM Chancellor, #89261	UH System President's Office - Mānoa Native Hawaiian Affairs	UH President, #89058	Reorganization & change in supervisor
14	MCO	81280	APT	Administrative Officer	SAKUMA, A.	(F) Mānoa Chancellor's Office (MACHNC) - campusHELP	UHM Chancellor, #89261	UH System President's Office - campusHELP	UH President, #89058	Reorganization & change in supervisor
15	MCO	77915	APT	Administrative Officer	STRONG, K.	(F) Mānoa Chancellor's Office (MACHNC) - campusHELP	UHM Administrative Ofc, #81280	UH System President's Office - campusHELP	UHM Administrative Ofc, #81280	Reorganization
16	MCO	77682	APT	Administrative & Fiscal Support Specialist	LEE, S.	(F) Mānoa Chancellor's Office (MACHNC) - campusHELP	UHM Administrative Ofc, #81280	UH System President's Office - campusHELP	UHM Administrative Ofc, #81280	Reorganization
17	MCO	89555	E/M	Title IX Coordinator	UWONO KOIKE, D.	(F) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Chancellor, #89261	UH System President's Office - Title IX	UH President, #89058	Reorganization & change in supervisor
18	MCO	80930	APT	Administrative & Fiscal Support Specialist	KANEHIRO, J.	(F) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Title IX Coordinator, #89555	UH System President's Office - Title IX	UHM Title IX Coordinator, #89555	Reorganization
19	MCO	77122	APT	Institutional/Policy Analyst	Vacant (in recruitment)	(V) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Title IX Coordinator, #89555	UH System President's Office - Title IX	UHM Title IX Coordinator, #89555	Reorganization
20	MCO	77262	APT	Institutional/Policy Analyst	MATAYOSHI, J.	(F) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Title IX Coordinator, #89555	UH System President's Office - Title IX	UHM Title IX Coordinator, #89555	Reorganization
21	MCO	78873	APT	Public Information Specialist	KAAI, E.	(F) Mānoa Chancellor's Office (MACHNC) - Government & Community Affairs	UHM Chancellor, #89261	UH System President's Office - Government & Community Affairs	UH President, #89058	Reorganization & change in supervisor
22	MCO	89365	APT	Administrative Assistant	Vacant	(F) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor
23	MCO	70149	FACULTY	Assistant Specialist	FRIEDMAN, J.	(F) Office of the Ombudsperson (MAOMBD)	UHM Chancellor, #89261	UH System President's Office - Office of Ombudsperson	UH President, #89058	Reorganization & change in supervisor

**University of Hawai'i at Mānoa**  
**Allocated and Authorized BJ/BT Positions Impacted by the Reorganization**

Program Title: \_\_\_\_\_

Item No.	Chart No.(s)	Affected Position No.(s)	Posn Class	Position Title	Incumbent	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)			Basis for Change/ Impact on Position	
						From: Office	To: Office	Supervisor		
24	MCO	88099	FACULTY	Specialist	NUNOKAWA, J.	(F) Office of the Ombudsperson (MAOMBD)	UHM Chancellor, #89261	UH System President's Office - Office of Ombudsperson	UH President, #89058	Reorganization & change in supervisor
25	MCO	79192	APT	Administrative Officer	KINDER, J.	(F) Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Reorganization; office is now administratively attached to President
26	MCO	N/A	C/S	Office Assistant III	Vacant	(V) Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Reorganization; office is now administratively attached to President
27	OVCAA	89104	E/M	Vice Chancellor for Academic Affairs	Vacant (Bruno, M. serving as interim VCAA)	(V) Ofc of VC for Acad Affairs (MAVCAA)	UHM Chancellor, #89261	Office of the Provost, UHM (NEW)	UH President, #89058	New office, change in supervisor
28	OVCR	89112	E/M	Vice Chancellor for Research	BRUNO, M.	(F) Ofc of VC for Research (MAVCRG)	UHM Chancellor, #89261	Ofc of VC for Research (MAVCRG)	UHM Provost, #89104	Change in supervisor
29	OVCS	89325	E/M	Vice Chancellor for Students	IDETA, L.	(F) Ofc of VC for Students (MAVCS)	UHM Chancellor, #89261	Ofc of VC for Students (MAVCS)	UHM Provost, #89104	Change in supervisor
30	OVCAFO	89354	E/M	Vice Chancellor for Administration, Finance and Operations	CUTSHAW, K.	(F) Ofc of VC for Admin, Fin, Oper (MAVCAF)	UHM Chancellor, #89261	Mānoa Ofc of Business and Fin (MAVCAF)	UH President, #89058	Change in supervisor
31	JABSOM	89077	E/M	Dean (UHM), JABSOM	HEDGES, J.	(F) JABSOM (MADNMD)	UHM Chancellor, #89261	JABSOM (MADNMD)	UHM Provost, #89104	Change in supervisor
32	LAW	89113	E/M	Dean (UHM), LAW	SOIFER, A.	(F) School of Law (MADNLW)	UHM Chancellor, #89261	School of Law (MADNLW)	UHM Provost, #89104	Change in supervisor
33	ATHLETICS	89117	E/M	Director of Athletics	MATLIN, D.	(F) Ofc of the Athletics Director (MADRAT)	UHM Chancellor, #89261	Ofc of the Athletics Director (MADRAT)	UH President, #89058	Change in supervisor
34	SOEST	89288	E/M	Dean (UHM), SOEST	TAYLOR, B.	(F) SOEST (MAOEST)	UHM VC for Research, #89112	SOEST (MAOEST)	UHM Provost, #89104	Change in supervisor
35	UHCC	89226	E/M	Director of Research Institute	HOLCOMBE, R.	(F) UH Cancer Center (MACRCH)	UHM VC for Research, #89112	UH Cancer Center (MACRCH)	UHM Provost, #89104	Change in supervisor
36	AQUARIUM	89376	E/M	Director of State Aquarium	ROSSITER, A.	(F) Waikiki Aquarium (MAWRRC)	UHM VC for Research, #89112	Waikiki Aquarium (MAWRRC)	UHM Provost, #89104	Change in supervisor
37	LYON	89065	E/M	Director of Lyon Arboretum	ZAHAWI, R.	(F) Lyon Arboretum (MALYON)	UHM VC for Research, #89112	Lyon Arboretum (MALYON)	UHM Provost, #89104	Change in supervisor
38	IFA	89036	E/M	Director of Research Institute	MCLAREN, R.	(F) Institute for Astronomy (MAIFA)	UHM VC for Research, #89112	Institute for Astronomy (MAIFA)	UHM Provost, #89104	Change in supervisor
39	EHSO	77255	E/M	Director of Allied Health and Safety	KENNEDY, E.	(F) EHSO (MAEHSO)	UHM VC for Research, #89112	EHSO (MAEHSO)	UHM VC for Research, #89112	No Change
40	WRRC	N/A	E/M	Director of WRRC	(LERNER, D. serving as Interim Director)	(V) WRRC (MAWRRC)	UHM VC for Research, #89112	WRRC (MAWRRC)	UHM Provost, #89104	Change in supervisor

HR Review \_\_\_\_\_  
OFA Review \_\_\_\_\_



UNIVERSITY  
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MĀNOA

MĀNOA FACULTY SENATE

*Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) for a vote of the full Senate on February 20, 2019, a resolution opposing phase I of the reorganization of Mānoa management structure.*

### **Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure**

**WHEREAS**, the Mānoa Senate has been asked to evaluate and provide a recommendation on the Phase I Reorganization of Mānoa's Management structure dealing with the combining of the President of the System and Mānoa Chancellor's positions and the creation of a Mānoa Provost position, and;

**WHEREAS**, the entire reorganization proposal was not available for review, including Phase II that will focus on realigning and renaming current Vice Chancellor positions that serve Mānoa's Instructional, Research, and Community Service missions, and;

**WHEREAS**, the Phase I document is ambiguously written, unevenly edited, and poorly assembled in regards to the focus of the reorganization and the duties of positions described, and;

**WHEREAS**, the prime justification for this reorganization is that separate positions with the Chancellor of Mānoa reporting to President of the UH System has not operated effectively and that previous joint President/Chancellor positions were perceived as more effective, and;

**WHEREAS**, the reasons for the ineffectiveness of the separate Chancellor and President management structure is not provided in the Phase I document and no explanation or evidence is provided as to how a President/ Mānoa CEO and Provost structure will not lead to similar management issues, and;

**WHEREAS**, the Phase I document does not state how the success or failure of the proposed reorganization will be empirically measured and assessed, and;

**WHEREAS**, the Phase I document does not detail how the proposed reorganization aligns with Mānoa's nor the System's Strategic Plan, nor the proposed Draft Mānoa Strategic Plan, and;



**WHEREAS**, the Provost's proposed Functional Statement states that the Provost has "Full budget authority for all academic units", however, the new structure does not preclude the possibility that units may circumvent the Provost and seek a more favorable hearing from the President/Mānoa CEO, and;

**WHEREAS**, the Phase I document states that the Provost has full budget authority for all academic units at Mānoa but the Mānoa Office of Business and Finance reports directly to the President and therefore the Provost does not have full control over fiscal matters at Mānoa, and;

**WHEREAS**, the Phase I document does not address the recommendation made in the 2015 Longanecker and Michelau report to the UH BOR that the President and Chancellor positions remain separate and that the roles and responsibilities of system and campus staff be understood, and that all actors must be disciplined with transparency in decision making, and have clear communication, and;

**WHEREAS**, on February 21, 2018, the Mānoa Faculty Senate voted that they view with interest the idea of recombining the System President and Mānoa Chancellor Positions (32 votes in support of approval; 7 against approval; and 3 abstentions) and that the faculty's position remains unchanged, and;

**WHEREAS**, the Mānoa Faculty Senate requested for the Reorganization Proposal to be delivered in parts as they are completed with the Faculty's understanding that a judgment regarding the proposed reorganization would not be provided until all materials had been received, and;

**WHEREAS**, the Board of Regents is moving the proposed reorganization forward precipitously and expediently in spite of the fact that the administration has not provided sufficient time for faculty review and consideration;

**THEREFORE, BE IT RESOLVED**, that the Mānoa Faculty Senate is Opposed to the Phase I Reorganization of the management structure of UH Mānoa, that focuses on the recombination of the President/Chancellor positions and the creation of a Provost;

**BE IT FURTHER RESOLVED**, that the Mānoa Faculty Senate reserves the right to endorse or oppose the reorganization in its entirety after all phases of the proposal have been received, evaluated, and considered.





Supporting Documents:

*University of Hawaii at Manoa Reorganization Proposal - Phase I* [[DOC](#)]

*Addendum: Proposed Office of the President and Office of the Provost Functional Statements* [[DOC](#)]

*Committee on Administration and Budget (CAB) Reorganization Proposal Consultation and Review Checklist* [[DOC](#)]



UNIVERSITY  
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MĀNOA

Office of the Chancellor

February 13, 2019

**MEMORANDUM**

TO: Robert Paull, Chair  
Mānoa Faculty Senate Committee on Administration and Budget

FROM: David Lassner, Interim Chancellor *David Lassner*  
Michael Bruno, Vice Chancellor for Research &  
Interim Vice Chancellor for Academic Affairs  
Kathy Cutshaw, Vice Chancellor for Administration, Finance & Operations  
Lori Ideta, Interim Vice Chancellor for Students

SUBJECT: Information and Perspectives on the “Resolution Opposing Phase I of the Reorganization of Manoa Management Structure”

Thank you for providing us with a copy of the subject resolution and this opportunity to share our reactions and responses. While this is not a Whereas-by-Whereas response, we believe it is responsive to the most significant concerns raised in rough order. But let us first apologize that the proposal was judged to be poorly prepared. We will strive to do better in all future submittals.

Concepts and aspects of this reorganization have been discussed widely for well over a year with the Mānoa Faculty Senate (Senate), with the Senate Executive Committee (SEC), with the Committee on Administration and Budget (CAB), with other campus governance groups, and with the campus-at-large. We regret that when we were asked to provide the reorganization proposal in phases, we were not advised that it was not the intent of CAB to respond in phases but rather to wait until all aspects of the reorganization proposal were received before responding to any proposed changes. This would have resulted in a very different first proposal since a significant portion of what was submitted in this proposal, particularly relating to offices reporting to the Provost, will quickly be superseded in future phase(s). It was our understanding that providing the conceptual overview of the entire reorganization would enable CAB and the Senate to share its views on this first, which lays the foundation for future phases of the reorganization.

Having said that, we note that this proposal as presented stands fully on its own and we believe can be fairly evaluated on its own. In a straightforward manner it essentially: (1) re-combines the roles of the UH President and UH Mānoa Chancellor; and (2) creates a new strong Provost position that will serve as an Officer of the UH system and have

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direct responsibility and authority, including budgetary, over all campus-wide schools, colleges and ORUs as well as all centralized campus support units in the areas of academic affairs, research and student affairs. Future reorganization phase(s) will refine the structures and offices under these two positions, and we have invited the Senate to nominate participants in working groups dedicated to this refinement.

There are multiple justifications for this reorganization and the proposal to re-combine the roles of President and Chancellor, not just the historic evidence that the separation has been unsuccessful. First, it is important to note, as we advised CAB in our followup response to the face-to-face discussion of this proposal, that the Design Team working on the Mānoa reorganization developed the concept for the strong Provost model first. Through that work, the Design Team came to believe that establishing a Provost position, which exists at most if not all R1 research universities, would be an improvement in the campus organization and would enhance our ability to achieve a number of objectives outlined in the conceptual description of the reorganization that has been widely shared.

A strong UH Mānoa Provost position would obviously assume many of the responsibilities currently assigned to the Chancellor. The Design Team then asked itself whether, in the context of the UH System and Hawai'i political environment, with several key functions already moved from Mānoa to System, and particularly with the creation of a Provost, Mānoa could ever attract and assure the success of the kind of autonomous chancellor that we see, for example, at the UC campuses. The Design Team then came to the shared conclusion, with varying levels of reluctance and regret, that UH Mānoa would be better served by re-combining the positions.

At CAB's request following a face-to-face discussion, we provided an analysis of the alternatives including: continuation of the current structure with Vice Chancellors, Chancellor and President; a modification adding a Provost to the Chancellor and President model; and the model proposed with just a Provost and President. The materials included a discussion of the political realities that the Design Team and others believe account for the inherent weaknesses of a model that separates the Mānoa Chancellorship and the Presidency. We note that this proposed model found unanimous support within CAB last year, although the entire Senate last year decided instead that such a model would be viewed with "interest."

Materials shared with the entire campus and included in the original proposal and subsequent follow-up documents and communication noted that this model avoids previous management issues such as the possibility of having a System President "meddle" in the affairs of Mānoa and assures that Mānoa will have the strongest possible voice with the Legislature and Regents since the highest official in the institution, the President, will be charged to represent Mānoa. The materials provided also note the other changes proposed for 2019 to address the perceived management issues and challenges that drove the separation of the Mānoa chancellor position in 2001, including the establishment of the Provost position, ensuring full separation of Mānoa and System offices for both finance and academic Affairs, and formal identification of hybrid Vice Presidents with operational responsibilities for Mānoa.

In terms of the request for empirical measurement and assessment of the proposal, we believe that the fact that Mānoa had 6 chancellors between 1972 and 1984, and has had 7 chancellors between 2001 and 2016, is evidence of the instability of the current model. In a broader higher education environment in which ACE reports the average tenure of a campus CEO has dropped from 8.5 years a decade ago to 6.5 years in 2016, Mānoa has had only one standalone Chancellor serve even 5 years in its history and the average length of service has been just over 2 years. The only Mānoa CEOs in campus history who served more than 5 years were UH Presidents who had combined Mānoa and system responsibilities. Continuity is just one metric, but leadership stability is an important contributor to institutional success both internally and externally. This is also manifest in the clearly improved relations with the community, media, government and legislature.

We also believe that further evidence worth considering might be the accomplishments in the most recent 2 or so years in which Mānoa has operated under a model (with interims serving in combined capacities) very similar to what is proposed. In this period the campus has turned around 6 years of enrollment declines, turned around declines in extramural funding (although slowed this year by the partial shutdown of the federal government), continued its improvements in graduation rates, and successfully hired remarkable new faculty members to join an already amazing group of UH Mānoa faculty.

The Design Team laid out a set of objectives for the entire reorganization based largely but not exclusively on Mānoa strategic plans, since the Design Team was also looking at operational issues for the campus, e.g., the plethora of independent advocacy and compliance programs that support protected classes and the opportunities to improve our case management and investigation program. However, other of the objectives for the full reorganization fully align with campus strategies including: strong and strategic enrollment management through improved recruitment and retention; meaningful integration of research and education; Improved student success outcomes through integrated support for both academic success and student growth & development; Enhanced and strengthened role as a premiere Asia-Pacific focused global R1 research university; and stable leadership and strong voice for Mānoa. This first phase of the reorganization directly addresses several of the objectives and, importantly, lays the foundation for even more progress on all of them in future phases.

As we learned more about the specific concerns of faculty leaders regarding budget authority and potential circumvention of authority, we realized that we needed to clarify this area further to effectively address these matters. We have therefore added significantly more detail to the functional statements of the offices of the president and provost to ensure that it is crystal clear to all what full budget authority for the provost means and how it works in practice. In that context it is important to clarify that the Chief Business Officer, as is the case with the current VCAFO, is not in the position of a budget “czar” who makes budget decisions but rather is charged to execute budget directions and instructions provided by the Chancellor and Provost. This may not have been the case in some previous administrations, in which circumvention was not only practiced but may have been effective.

The Chief Business Officer will be focused on overall management of the UH Mānoa finances and business operations including matters such as monitoring and ensuring campus-wide reserve levels, providing mandatory campus-level reports to the UH System and State, responding to legislative requests, providing audit responses, managing the complexities of the Mānoa bond system requirements, and providing effective business services. None of these are core to the duties of the Provost position, which is designed to have a singular focus on the success and development of our students and faculty across education and research.

We believe that the roles and delineation of responsibilities of the President and Provost have been laid out in the proposal as developed by the Design Team and presented widely to governance groups, the Senate and campus-at-large. We also believe the recommendations for clarification of other administrative roles and lines of authority called for in the WICHE Report has been addressed through actions such as the inclusion of the VP for Administration as part of the Mānoa leadership team. This clarification is further cemented through the introduction of the concept of hybrid Vice Presidents and the proposed recombination of the roles of Chancellor and President, which will give the person serving as CEO of Mānoa line authority over all Vice Presidents. In short, this will be a model that more resembles the University of Washington and Indiana University than the University of Colorado or California.

Thank you for this opportunity to provide additional information and perspective regarding the considerations raised in the subject resolution.



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Regents Policy Chapter 2, Administration  
Regents Policy RP 2.202, Duties of the President  
Effective Date: Sept. 19, 2008

Prior Dates Amended: Jan. 13, 1966; Sept. 19, 1974; Oct. 20, 1978, Sept. 17, 1993;  
May 16, 1997; Oct. 18, 2002; Oct. 31, 2014 (recodified)  
Review Date: August 2017

**I. Purpose:**

To set forth policy on the general duties of the president and authority delegated to the president.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

- A. The president shall be the chief executive officer of the university and shall exercise power under the board for governance, protection, and advancement of the university on both its educational and its business aspects, in its colleges and subdivisions, and in each of its affairs and interests. All the university faculties shall be under the direction of the president, who shall be an ex-officio member of such faculties.
- B. The president shall be responsible for and perform the following duties:
1. Direct the development of strategic, long-range development and other plans and programs, and recommend policies designed to advance the instructional, research and service goals of the university, its campuses and its colleges.
  2. Maintain effective working relationships between the university and the governor, state government and legislature, federal government, United States congress, other government officials, the general public, and among the students, faculty and administration of the various campuses.
  3. Recommend plans and policies for the statewide vocational education programs in public institutions and for post-secondary education programs; and oversee the implementation of the plans and policies adopted to ensure a continuing high caliber of performance in academic, administrative and related activities.

4. Delegate the day-to-day statewide staff work and coordination of university and university-related functions to the vice presidents, chancellors, and other officers as he/she deems necessary.
  5. Delegate the administration and operation of each campus to the respective chancellors.
  6. Maintaining on-going communications with the board to include providing advance notice, to the extent practical, of potentially controversial decisions or actions that are within authority delegated to the president.
  7. The board delegates to the president authority to prepare and submit to the legislature, on behalf of the board, reports and other requests for information regarding university operations and administration as may be requested by the legislature or as may be prescribed by law. In conjunction with submission of reports and information to the legislature, copies shall be provided to the board.
- C. The board may also prescribe other duties and responsibilities as necessary.
- D. The president's duty to abide by and apply the policies, rules and regulations adopted by the board is expressed in the following statement:
- "The board, recognizing that the university is a large and complex organization; that many policies, rules and regulations have been adopted or promulgated over the years; that the administration and governance of the university involves many individuals and committees acting in official, administrative or advisory capacities; that questions arise from time to time concerning the interpretation or application of a given policy, rule or regulation; and that the board's policy is to exercise control over the university through its executive officer, the president of the university, includes the understanding that the president has the principal responsibility to apply the policies, rules and regulations adopted by the Board of Regents.
- Questions that may arise within the university community concerning the proper application of a policy, rule or regulation are to be resolved by the president of the university, or his/her designee(s), if such resolution is required within the university community, and that all persons performing university functions in official, administrative and advisory capacities, individually or as members of committees, shall be guided by the opinion or ruling of the president or his/her designee(s) with respect to such questions, with the understanding that the interpretation of board policies rests exclusively with the board."
- E. Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president.

#### **IV. Delegation of Authority:**

The board delegates to the president certain authority regarding responses to the Legislature. See RP 2.202 (B)(7). Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president. See RP 2.202(E).

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date





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Review Date: August ~~2017~~ 2022

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To set forth policy on the general duties of the president and authority delegated to the president.

**II. Definitions:**

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**III. Policy:**

A. The president ~~shall be~~ the chief executive officer of the ~~board, the~~ University of Hawai'i System, and the University of Hawai'i, Mānoa and shall exercise power under the board for governance, protection, and advancement of the university on both its educational and its business aspects, in its colleges and subdivisions, and in each of its affairs and interests. All the university faculties shall be under the direction of the president, who shall be an ex-officio member of such faculties.

B. As chief executive officer of the board, The the president shall be responsible for and perform the following duties:

1. Support the board in fulfilling its fiduciary responsibilities.
2. Ensure that board policies are implemented and adhered to throughout the organization.
3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
4. Report regularly on processes and progress toward attaining strategic goals.
5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.

C. As chief executive officer of the University of Hawai'i System, the president shall:

1. Direct the development of and recommend to the board for approval of strategic, long-range development and other integrated academic, facilities, and financial plans and programs, and recommend policies designed to promote student success and advance the instructional, research, and service goals of the university overall, as well as its component units, its campuses and its colleges; and oversee the implementation of such plans and policies.
2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the University of Hawai'i System and the need for effective, efficient, and accountable use of all resources.
3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
- ~~2.4.~~ Maintain effective working relationships between the university and the governor, governing officials at the county, state government and legislature, and federal government, United States congress, other government officials, the general public, and among the students, faculty and administration of the various campuses levels; collective bargaining leaders; and university-affiliated organizations such as the Research Corporation of the University of Hawai'i and the University of Hawai'i Foundation.
5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the University of Hawai'i Foundation to ensure a robust advancement program that provides resources for financial support of students, **enhancements to University research and programs, and assistances** in development and modernization of facilities.
6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
- ~~3.7.~~ Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, University of Hawai'i Student Caucus, and Pūko'a Council Recommend plans and policies for the statewide vocational education programs in public institutions and for post-secondary education programs; and oversee the implementation of the plans and policies adopted to ensure a continuing high caliber of performance in academic, administrative and related activities.

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D. As chief executive officer of University of Hawai'i, Mānoa, the president shall:

1. In collaboration with the provost, senior officials, and the broad campus community, develop high-level strategies and directions for: University of Hawai'i, Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient, and accountable use of all resources, which results in the top-level allocation of University of Hawai'i, Mānoa resources through the University of Hawai'i, Mānoa leadership team.
3. Delegate full budgetary authority to and fully support the provost in overseeing, managing, and budgeting for all academic units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.
4. Define appropriateness and clarity of roles and responsibilities among the academic and non-academic units that support University of Hawai'i, Mānoa and report to the president.
5. Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.
6. Serve as the public voice, interpreter, liaison, and advocate for the campus to broad external constituencies.
7. Oversee the work of campus administrators that report directly to the president. Foster true collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives, and priorities.
8. Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.
9. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with student, faculty, and staff advisory groups including the Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kualii Council, and Staff Senate.

~~4. Delegate the day-to-day statewide staff work and coordination of university and university-related functions to the vice presidents, chancellors, and other officers as he/she deems necessary.~~

~~5. Delegate the administration and operation of each campus to the respective chancellors.~~

~~6. Maintaining on-going communications with the board to include providing advance notice, to the extent practical, of potentially controversial decisions or actions that are within authority delegated to the president.~~

~~E. E.~~ The board delegates to the president authority to prepare and submit to the legislature, on behalf of the board, reports and other requests for information regarding university operations and administration as may be requested by the legislature or as may be prescribed by law. In conjunction with submission of reports and information to the legislature, copies shall be provided to the board.

~~7.~~

~~G. F.~~ The board may also prescribe other duties and responsibilities as necessary.

~~D. The president's duty to abide by and apply the policies, rules and regulations adopted by the board is expressed in the following statement:~~

~~"The board, recognizing that the university is a large and complex organization; that many policies, rules and regulations have been adopted or promulgated over the years; that the administration and governance of the university involves many individuals and committees acting in official, administrative or advisory capacities; that questions arise from time to time concerning the interpretation or application of a given policy, rule or regulation; and that the board's policy is to exercise control over the university through its executive officer, the president of the university, includes the understanding that the president has the principal responsibility to apply the policies, rules and regulations adopted by the Board of Regents.~~

~~Questions that may arise within the university community concerning the proper application of a policy, rule or regulation are to be resolved by the president of the university, or his/her designee(s), if such resolution is required within the university community, and that all persons performing university functions in official, administrative and advisory capacities, individually or as members of committees, shall be guided by the opinion or ruling of the president or his/her designee(s) with respect to such questions, with the understanding that the interpretation of board policies rests exclusively with the board."~~

~~E. G.~~ Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president.

#### **IV. Delegation of Authority:**

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**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date



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Regents Policy Chapter 2, Administration

Regents Policy RP 2.202, Duties of the President

Effective Date: Feb. XX, 2019

Prior Dates Amended: Jan. 13, 1966; Sept. 19, 1974; Oct. 20, 1978, Sept. 17, 1993;  
May 16, 1997; Oct. 18, 2002; Sept. 19, 2008; Oct. 31, 2014 (recodified)

Review Date: August 2022

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2. Ensure that board policies are implemented and adhered to throughout the organization.
3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
4. Report regularly on processes and progress toward attaining strategic goals.
5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.

C. As chief executive officer of the University of Hawai'i System, the president shall:

1. Direct the development of and recommend to the board for approval strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research, and service goals of the university overall, as well as its component units; and oversee the implementation of such plans and policies.

- 
2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the University of Hawai'i System and the need for effective, efficient, and accountable use of all resources.
  3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
  4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university-affiliated organizations such as the Research Corporation of the University of Hawai'i and the University of Hawai'i Foundation.
  5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the University of Hawai'i Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to University research and programs, and assistance in development and modernization of facilities.
  6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
  7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, University of Hawai'i Student Caucus, and Pūko'a Council.
- D. As chief executive officer of University of Hawai'i, Mānoa, the president shall:
1. In collaboration with the provost, senior officials, and the broad campus community, develop high-level strategies and directions for: University of Hawai'i, Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
  2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient, and accountable use of all resources, which results in the top-level allocation of University of Hawai'i, Mānoa resources through the University of Hawai'i, Mānoa leadership team.

3. Delegate full budgetary authority to and fully support the provost in overseeing, managing, and budgeting for all academic units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.
  4. Define appropriateness and clarity of roles and responsibilities among the academic and non-academic units that support University of Hawai'i, Mānoa and report to the president.
  5. Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.
  6. Serve as the public voice, interpreter, liaison, and advocate for the campus to broad external constituencies.
  7. Oversee the work of campus administrators that report directly to the president. Foster true collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives, and priorities.
  8. Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.
  9. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with student, faculty, and staff advisory groups including the Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kualii Council, and Staff Senate.
- E. The board delegates to the president authority to prepare and submit to the legislature, on behalf of the board, reports and other requests for information regarding university operations and administration as may be requested by the legislature or as may be prescribed by law. In conjunction with submission of reports and information to the legislature, copies shall be provided to the board.
- F. The board may also prescribe other duties and responsibilities as necessary.
- G. Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president.

#### IV. **Delegation of Authority:**

The board delegates to the president certain authority regarding responses to the Legislature. See RP 2.202 (E). Authority delegated to the president may at the



president's discretion be further delegated unless the board specifically limits the delegation of authority to the president. See RP 2.202(G).

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

\_\_\_\_\_  
Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

\_\_\_\_\_  
Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: Sept. 20, 2018

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;  
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,  
2008; Nov. 20, 2014; Aug. 2017

Review Date: August 2020

**I. Purpose:**

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. Chancellor, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president





Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: ~~Sept. 20, 2018~~ Feb. XX, 2019

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;  
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,  
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018

Review Date: August ~~2020~~ 2022

**I. Purpose:**

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. ~~Chancellor~~ Provost, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

**IV. Delegation of Authority:**

There is no policy specific delegation of authority.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: Feb. XX, 2019

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;  
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,  
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018

Review Date: August 2022

**I. Purpose:**

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. Provost, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

**IV. Delegation of Authority:**

There is no policy specific delegation of authority.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date

## PRESIDENT

The president is the chief executive officer (CEO) of the board, the University of Hawai'i (UH) System and the University of Hawai'i at Mānoa (UH Mānoa) with responsibility for the provision of academic and administrative executive leadership of the state's sole public institution of higher education and its flagship, research campus. The president must be well versed in the major issues of higher education on the local, national and international levels, and lead efforts to build and sustain a premier institution with excellence in teaching, research, student, service and extension initiatives and programs in Hawai'i and the Asian and Pacific region. The president must embrace the multicultural climate of the State of Hawai'i and the diversity of its students, faculty and staff. The president leads through university officers and senior administrators.

As chief executive officer of the board, the president supports the board in fulfilling its fiduciary responsibilities; ensures that board policies are implemented and adhered to throughout the organization; and keeps the board informed on all matters related to attainment of the university's mission and progress towards strategic goals.

As CEO of the UH System, the president directs the development of and recommends to the board for approval strategic, integrated academic, facilities and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university. The president leads collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System and the need for effective, efficient and accountable use of all resources; defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units; and maintains effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations. The president builds support for the university with community and business individuals and organizations; articulates priorities and collaborates with the UH Foundation to ensure a robust advancement program that provides financial resources and partnerships; leads a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivates communication with student, faculty, and staff advisory groups.

As CEO of UH Mānoa, the president collaborates with the provost, senior officials and the broad campus community, to develop high level strategies and directions for UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable. With the provost as a full partner, the president leads collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs to include top-level allocation of UH Mānoa resources through the UH Mānoa leadership team. In addition, the president delegates full budgetary authority to and fully supports the provost in overseeing and the budgeting for all academic units; and defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units. The president oversees the work of campus administrators to include the intercollegiate athletics program; leads a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; and cultivates communication with student, faculty, and staff advisory groups.



Work is performed with wide latitude in leadership, direction and decision-making with broad policy direction from the board. The president exercises broad discretionary authority in the management of the university and must successfully work with a variety of constituencies including university officers and administrators; student, faculty and staff advisory groups; legislature and elected officials; state and federal department/agency heads; business and community stakeholders; general public; and national and international governments, educational institutions, and businesses. Work is reviewed for overall program accomplishments.

In accordance with the Board of Regents' action taken on [date], this class specification is amended, effective [date].

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Chair, Board of Regents

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Date

## PROVOST

The provost is the chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), the full deputy to the president in her/his role as CEO of UH Mānoa, acting in that capacity in the absence of the president, and an officer of the UH System. The provost participates as a purely independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH. As a comprehensive research university, the UH Mānoa is the flagship campus of the single system of public higher education for the State of Hawai'i; is classified by Carnegie as a R1 doctoral university ("very high" research activity); and is a land-, sea-, space-, and sun-grant institution providing instructional, research and service programs throughout the state and, as appropriate, internationally.

As the chief academic officer, the provost ensures excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach; collaborates with the president and the campus in collaborative and collegial budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources; and responsibly executes full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. The provost also leads and manages academic deans and directors who lead UH Mānoa campus-level colleges, schools and organized research units and leads campus-level executives (e.g., vice provosts) engaged in advancing the excellence and achievement of campus mission objectives. The provost provides leadership for campus accreditation, and represents UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.

As full deputy to the president in her/his role as CEO of UH Mānoa, the provost serves as acting CEO of UH Mānoa in the absence of the president; works with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures; advises the president of impending issues and potential crises; leads collaborative campus strategic planning efforts for the campus; and leads a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence. In addition, the provost cultivates communication with student, faculty, and staff advisory groups, and maintains effective relationships with the community, legislature, other UH campuses, and internal and external organizations.

As an officer of the UH System, the provost is the independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and other university chancellors. The provost collaborates as a full partner with the president and fellow officers in the collegial budget development processes, and provides recommendations on system policies and practices that advance the role and success of UH Mānoa.

Work is performed with wide latitude in leadership, direction and decision-making with broad policy direction from the president. Work is reviewed for overall campus accomplishments.

In accordance with the Board of Regents' action taken on [date], this class specification is established, effective [date].

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Chair, Board of Regents

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Date

## **President Position No. 89058**

### **I. INTRODUCTION:**

The University of Hawai'i is the single system of public higher education for the state of Hawai'i. It is governed by a fifteen-member Board of Regents. Members are nominated by the Regents Advisory Council, appointed by the Governor, and confirmed by the Senate.

The president is the chief executive officer (CEO) of the board, the University of Hawai'i (UH) System and University of Hawai'i at Mānoa (UH Mānoa). The Office of the President supports the fulfillment of all these duties and is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents policies.

The University of Hawai'i enrolls nearly 60,000 students in its ten-campus system, which includes the UH Mānoa, the flagship campus and a land-, sea-, space- and sun-grant research institution; the UH at Hilo and the UH-West O'ahu, both baccalaureate degree awarding institutions; and seven community colleges on the islands of Hawai'i, Maui, O'ahu and Kaua'i. The UH provides instructional, research and service programs within the state and, as appropriate, internationally.

### **II. DUTIES AND RESPONSIBILITIES:**

- A. As chief executive officer of the board, the president shall:
  - 1. Support the board in fulfilling its fiduciary responsibilities.
  - 2. Ensure that board policies are implemented and adhered to throughout the organization.
  - 3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
  - 4. Report regularly on processes and progress toward attaining strategic goals.
  - 5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.
  
- B. As the chief executive officer of the university, the president shall:
  - 1. Direct the development of and recommend to the Board for approval strategic, integrated academic, facilities and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
  - 2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System and the need for effective, efficient and accountable use of all resources.
  - 3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
  - 4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation among others.

5. Build support for the university with the general public, including alumni business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assistance in the development and modernization of facilities.
  6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the board.
  7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council.
- C. As the chief executive officer of UH Mānoa, the president shall:
1. In collaboration with the provost, senior officials and the broad campus community, develop high level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
  2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources, which results in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.
  3. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.
  4. Define appropriateness and clarity of roles and responsibilities among the academic and non-academic units that support UH Mānoa and report to the president.
  5. Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.
  6. Serve as the public voice, advocate, liaison and interpreter for the campus to broad external constituencies.
  7. Oversee the work of campus administrators that report directly to the president. Foster true collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities.
  8. Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.
  9. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
- D. The Office of the President assumes responsibility for other duties and responsibilities that may be prescribed by the Board of Regents.

Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits such further delegation.

**III. List position numbers, official position titles, and names of immediate direct reports.**

As reflected in the most current official organizational chart.

**IV. Authority and Decision-making Exercised**

Work is performed with wide latitude in leadership, direction and decision making.

**V. Direction and Review of Work Received**

Broad policy direction from Board of Regents. Work is reviewed by Board of Regents for overall program accomplishment including effective leadership, direction and decision-making.

**VI. Contacts and Relationships**

Position deals directly with board, legislature, elected officials, university administrators, Office of the Governor, state and federal department/agenda heads, business and community stakeholders, faculty, staff, alumni, and other related parties.

**VII. MINIMUM QUALIFICATION REQUIREMENTS:**

- 1) Education (general, special or professional): doctorate or terminal degree, or equivalent combination of education and experience.
- 2) Experience:
  - a) Track record of successfully managing large, complex and diverse organizations in settings that value individual achievement, innovation and accountability.
  - b) Worked effectively with or within the University of Hawai'i, related entities, or similar institutions.
  - c) Worked effectively with governing boards, legislative bodies, and diverse stakeholders and constituent groups.
  - d) Increased institutional resources, including state and government funding, and private gifts.
- 3) Licenses, certifications, or registration: None

**VIII. DESIRABLE QUALIFICATIONS:**

Special knowledge, abilities and skills:

- a) Higher Education
  - i) Passion to serve Hawai'i and recognition of higher education's critical role in passing on a prosperous and vibrant society to our children and grandchildren.
  - ii) Ability to lead change as higher education evolves in the coming decade.
  - iii) Experience in building collaborative, productive and innovative teams that will advance the University's mission.
- b) Culture

- i) Understands the unique importance of the university to the future of Hawai'i, given the state's size, geographic isolation, unique ecology, and singular blend of diverse cultures.
  - ii) Appreciates the contributions of Native Hawaiians, historically and today, and holds a commitment to Native Hawaiian student success.
- c) University of Hawai'i System
- i) Persuasive leader and communicator in articulating the role of the University in Hawai'i, its strategic goals, accomplishments, and its resource needs.
  - ii) Understands the complexities of managing and unifying an institution that stretches across eight islands and has strong links to the mainland and the Asia Pacific region.
  - iii) Appreciates that intercollegiate athletics has great potential to unify and strengthen community support for the university, as well as to pose moral and financial hazards.
  - iv) Commitment to simultaneously pursue greater student access to high quality programs and advance the university as a major research center.
  - v) Experience in fundraising that builds support for the university among donors from all sectors, and especially in generating extramural support for research.
  - vi) Business acumen in advancing the university's mission, programs, and activities
- d) External Constituencies
- i) Knows how to work with the state legislature, elected officials, unions, and community leaders; is politically savvy and understands how to get things done.
- e) Leadership Ethics and Skills
- i) A strong sense of ethics and integrity, and is comfortable in an environment where sunshine laws are observed and public accountability is highly valued.
  - ii) A collaborative team leader who is willing to make and implement timely decisions, can work with diverse groups, and can complement the leadership team while appreciating the power and the potential of a "system" of higher education.
  - iii) Effective in creating and sustaining a partnership with the governing board.

## **Provost Position No. 89104**

### **I. INTRODUCTION:**

The University of Hawai'i at Mānoa (UH Mānoa) is the flagship campus of the single system of public higher education for the state of Hawai'i.

The provost is the chief academic officer of UH Mānoa, the full deputy to the President in her/his role as CEO of UH Mānoa, acting in that capacity in the absence of the President, and an Officer of the UH System. The provost participates as a purely independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH.

The Office of the Provost supports the provost in all aspects of the provost's duties, with a singular focus on the success of UH Mānoa students and faculty and staff across education, research, scholarship, service and outreach.

A comprehensive research university, UH Mānoa is classified by Carnegie as a R1 Doctoral University ("very high research activity") and has notably broad and deep strengths in research, teaching, and community outreach. As a land-, sea-, space-, and sun-grant institution, UH Mānoa provides instructional, research, and service programs throughout the state and, as appropriate, internationally. Many of the university's fields of study relate directly to the distinctive geographical and cultural setting of Hawai'i, an island community with diverse ecosystems and exceptional cultural diversity. UH Mānoa plays an important role internationally and nationally, especially in providing Asian, Pacific, and Hawaiian perspectives on the higher education experience.

### **II. DUTIES AND RESPONSIBILITIES:**

- A. As chief academic officer, the provost and office shall:
1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach.
  2. Collaborate with the president and the campus in collaborative and collegial budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources.
  3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources among across both centralized support units and all campus-level colleges, schools and organized research units.
  4. Lead, supervise and manage all academic deans and directors who lead UH Mānoa campus-level colleges, schools and organized research units.
  5. Lead, supervise and manage all directly reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, faculty success, service, extension and outreach.
  6. Provide executive leadership for campus accreditation.
  7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach. Assume responsibility for all academic programs, faculty tenure and

- promotion, and administrative leadership of colleges and schools.
8. Attract, support and retain faculty of the highest caliber to foster and encourage superior instruction and research and the meaningful integration thereof at UH Mānoa.
  9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.
- B. As full deputy to the president in her/his role as CEO of UH Mānoa, the provost and office shall:
1. Support the service as acting CEO of UH Mānoa in the absence of the president.
  2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.
  3. Advise the president of impending issues and potential crises that may arise and provide recommendations in areas that may require presidential action or response.
  4. Lead collaborative strategic planning efforts for the campus.
  5. Lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Manoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
  6. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
  7. Develop and maintain effective relations with the community, Legislature, other University of Hawai'i campuses, and internal and external organizations.
- C. As an officer of the UH System, the provost and office shall:
1. Support participation as an independent and dedicated voice of Mānoa in the UH System cabinet alongside vice presidents and other university chancellors.
  2. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units. Support the senior research administrator who has full authority over Research Training and Revolving Funds (RTRF).
  3. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.
  4. Ensure that UH vice presidents understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.

**III. List position numbers, official position titles, and names of immediate direct reports.**

As reflected in the most current official organizational chart.

**IV. Authority and Decision-making Exercised**

Work is performed with wide latitude in leadership, direction, and decision making.



**V. Direction and Review of Work Received**

Broad policy direction from president. Work is reviewed by president by overall program accomplishment including effective leadership, direction, and decision-making for the UH Mānoa campus and its community.

**VI. Contacts and Relationships**

Position may deal directly with board, legislature, elected officials, Office of the Governor, other state and federal departments and will work directly with university administrators, funding agencies, union leadership, business and community stakeholders, faculty, staff, alumni, and other related parties.

**VII. MINIMUM QUALIFICATION REQUIREMENTS:**

- 1) Education (general, special or professional): doctorate or terminal degree.
- 2) Tenurable at the rank of full professor.
- 3) Experience:
  - a) A minimum of 6 years of substantial leadership as an administrator in an academic research intensive institution of higher education.
  - b) Demonstrated record of successfully managing large, complex, and diverse academic and research intensive college, institutes, centers, and other mission critical units.
  - c) Demonstrated record of strong research, scholarship, publication, and professional activity and achievement.
  - d) Demonstrated record of securing financial resources and partnerships, including state and government funding, and private gifts.
  - e) Worked effectively in institutions with multi-cultural and diverse groups.
  - f) Worked effectively with governing boards, state and federal officials, campus leadership, legislative bodies, and diverse stakeholders and constituent groups.
  - g) Excellent verbal and written communication skills.
- 4) Licenses, certifications, or registration: None

**VIII. DESIRABLE QUALIFICATIONS:**

- 1) Passion to serve Hawai'i and lead change in a research university as higher education evolves.
- 2) Experience in building collaborative, productive, and innovative teams that advance the institution's mission.
- 3) Understands the unique importance of the University to the future of Hawai'i, given the State's size, geographic isolation to the mainland and within the Asia-Pacific region, unique ecology, and blend of diverse cultures, and appreciates contributions of Native Hawaiians.
- 4) Experience as leader and communicator in articulating the role of an institution of higher education, its strategic goals, accomplishments, and its resource needs to a wide range of constituents and stakeholders.

- 5) Strong commitment to simultaneously pursue greater student access to high quality programs and advance the UH Mānoa as a significant research intensive campus.
- 6) Experience in fundraising that builds support for the university among donors from all sectors, and especially in generating extramural support for research.
- 7) Possess strong business acumen, ethics, and integrity.
- 8) Effective in developing and sustaining effective working relationships with internal and external organizations.
- 9) Familiarity with or experience in a unionized environment in higher education.



UNIVERSITY  
of HAWAI'I  
SYSTEM

UNIVERSITY OF HAWAII  
BOARD OF REGENTS

19 FEB 22 P1:22 RECEIVED

February 21, 2019

**MEMORANDUM**

**TO:** Lee Putnam  
Chair, Board of Regents

'19 FEB 22 P1:20

**FROM:** David Lassner  
President

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

**SUBJECT: REQUEST FOR REASSIGNMENT OF DR. MICHAEL BRUNO AS PROVOST,  
UNIVERSITY OF HAWAI'I AT MĀNOA, CONDITIONAL UPON APPROVAL OF  
REORGANIZATION**

**SPECIFIC ACTION REQUESTED:**

It is requested that the Board of Regents approve the reassignment of Dr. Michael Bruno as Provost, University of Hawai'i at Mānoa (UH Mānoa), at an annual salary of \$350,016 (\$29,168 monthly), subject to executive/managerial adjustments, as appropriate, conditional upon the approval of the proposed UH Mānoa reorganization- Phase I.

**RECOMMENDED EFFECTIVE DATE:**

Reassignment shall be conditional upon and concurrent with the approval of the proposed UH Mānoa reorganization-Phase I.

**ADDITIONAL COST:**

No additional cost, as there will be salary savings associated with the abolishment of the UH Mānoa Chancellor position through the reorganization upon which this reassignment is conditional.

**PURPOSE:**

With the approval of the proposed reorganization, the reassignment of Dr. Bruno as Provost will provide immediate critical leadership for UH Mānoa including through the remaining critical Phase 2 reorganization efforts.

**BACKGROUND INFORMATION:**

Pursuant to Board of Regents' Policy, RP 9.212, Executive and Managerial Personnel Policies, and the associated executive policy and procedure, the appointment or reassignment to executive/managerial positions must be approved by the Approving Authority that is at least one level above the Appointing Authority in the organization. As the Provost is a direct report to the President, the Board of Regents is the Approving Authority.

In Phase 1 of the UH Mānoa reorganization, the Provost position is created (along with the recombination of the President and Chancellor roles). In accordance with the reorganization, the Provost serves as Chief Academic Officer of UH Mānoa, as full deputy to the President in her/his role as CEO of UH Mānoa acting in that capacity in the absence of the President, and as an Officer of the UH System participating as a purely independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities and resource allocation decisions for the University of Hawai'i.

Dr. Bruno was recruited externally to serve as the Vice Chancellor for Research in January 2016 and has a faculty fallback as full professor in the School of Ocean and Earth Science and Technology (SOEST). In September 2016, he assumed the additional role with no additional compensation as Interim Vice Chancellor for Academic Affairs when the former Vice Chancellor returned to faculty. He has admirably served the campus and its stakeholders and constituents to move the campus forward, working collaboratively with campus leadership as well as with system vice presidents and 4-year university chancellors, with whom he has served as a peer. He has moved campus initiatives forward in alignment with strategic plans and goals during a difficult period involving contraction of resources. He has led the efforts with the update of the campus strategic plan, the upcoming WASC accreditation, and launched new programs to support the research enterprise and strategic initiatives. He is a member of the Mānoa Design Team, working thoughtfully to develop a structure that best supports our Mānoa community. He has established effective working relationships with the academic deans and research directors, shared governance groups, and community leaders including at the Legislature.

As such, after much consideration and discussion with key stakeholders and constituents, I am recommending the approval of the reassignment of Dr. Bruno to serve as Provost of UH Mānoa. With his demonstrated outstanding performance in serving in two senior leadership roles at UH Mānoa, and his knowledge, understanding and appreciation of the campus programs and community, this reassignment is critical to the success of the campus moving forward and with the further development of the campus structure including the areas of student success, educational excellence, research, scholarship, graduate studies and enrollment management.

Prior to joining the UH Mānoa, Dr. Bruno was the Feiler Chair Professor and Dean, Schaefer School of Engineering and Science at the Stevens Institute of Technology. He received a BS in Civil Engineering from the New Jersey Institute of Technology, a MS in Civil Engineering from the University of California at Berkeley and a ScD in Civil-Ocean Engineering from the Massachusetts Institute of Technology (MIT) - Woods Hole Oceanographic Institution. He served as Assistant Professor, New Jersey Institute of Technology, 1986-1989; Director, Center for Maritime Systems and Davidson Laboratory, 1989-2007; and Professor in the Department of Civil, Environmental and Ocean Engineering at Stevens Institute of Technology, 1989-2015. He served on numerous panels and committees including member of Naval Research Advisory Panel, member and chair of the Marine Board of the National Research Council, member of the Ocean Research Advisory Panel, Secretary General of the Pan American Foundation of Coastal and Ocean Engineers, Editor-in-Chief of the Journal of Marine Environmental Engineering and a Registered Professional Engineer in the State of New Jersey. Among numerous awards, he is a Fellow of the American Society of Civil Engineers, and was a Fulbright Scholar and an Office of Naval Research Young Investigator.

Dr. Bruno's research and teaching background includes ocean observing systems, maritime

security, and coastal ocean dynamics. He has 50 refereed publications, another 44 technical reports, has graduated numerous MS and PhD students, and has received more than \$70 million as Principal Investigator (PI) or co-PI from numerous Federal and State agencies. Dr. Bruno has built multi-national, public-private partnerships to undertake large research projects.

The position of Provost is proposed to be assigned to the UH System and UH Mānoa salary schedule and band SM-5. The minimum of this band is \$270,000, the median is \$322,500, and the maximum is \$375,000. The proposed annual salary is \$350,016. The CUPA-HR 2017-18 (public) data for this position reflect a 20<sup>th</sup> percentile of \$328,041, a median of \$350,000 and 80<sup>th</sup> percentile of \$378,350.

In consideration of all the foregoing factors, I believe Dr. Bruno's leadership as the provost for the UH Mānoa campus will provide the necessary direction as the campus continues with the reorganization and must adapt operations to the new structure, and further strengthen the strong infrastructure and the academic and non-academic programs to align with accreditation expectations and University goals and objectives. The provost will also cultivate and maintain an effective level of partnerships and relationships with internal and external constituents to advance UH Mānoa.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve the reassignment of Dr. Michael Bruno as Provost, University of Hawai'i at Mānoa (UH Mānoa), at an annual salary of \$350,016 (\$29,168 monthly), subject to executive/managerial adjustments, as appropriate, conditional upon and concurrent with the approval of the proposed UH Mānoa reorganization- Phase 1.

Attachment:

1. Curriculum Vitae

## **Michael S. Bruno, ScD, PE, F. ASCE**

University of Hawai'i at Mānoa  
Honolulu HI 96822  
Mbruno2@hawaii.edu

### **Professional Experience**

#### **University of Hawai'i at Mānoa**

##### **Vice Chancellor for Research**

*January, 2016 to present*

*Responsible for the planning, initiation, and coordination of research programs of the University of Hawai'i at Mānoa. Chief policy advisor to the Chancellor in areas related to research. Responsible for the the formulation of research goals and objectives, and the allocation of internal resources to support faculty and student research and creative work. All Deans and Directors of major research units report to the Vice Chancellor for Research.*

##### **Interim Vice Chancellor for Academic Affairs**

*September, 2016 to present*

*Serves as the deputy Chancellor and assumes the responsibilities of the Chancellor in the Chancellor's absence or when designated. Ensures that the instructional, research, and service responsibilities of faculty members, and the duties and responsibilities of staff are performed at the highest level to optimize the educational experience of students. Serves as the chief academic affairs policy advisor to the Chancellor. Develops and recommends budget allocations for academic programs. Maintains close and effective working relations with the Board of Regents, University executives, faculty, staff, and students. Serves as academic liaison to the community; businesses; city and county, state, and federal officials; and educational organizations, commissions and boards. Provides leadership in the development, implementation, and assessment of undergraduate and graduate academic programs. All Deans and Directors of academic units report to the Vice Chancellor for Academic Affairs.*

#### **University College London**

*January, 2004 to present*

##### **Visiting Professor, Department of Mechanical Engineering**

#### **Stevens Institute of Technology**

*August 1989 to December, 2015*

##### **Dean, School of Engineering and Science (2007 to December, 2015)**

*Responsible for strategic planning, operations, budget, faculty hiring and mentoring, external relations, science and engineering curricula improvement, assessment and accreditation.*

##### **Director, DHS National Center of Excellence in Maritime Security (2008 to 2015)**

*Consortium of six U.S. universities. Responsible for scientific research direction, educational programs, coordination with DHS and other federal agencies, maritime and offshore industries; budgeting.*

##### **Director, Center for Maritime Systems and the Davidson Laboratory (1989 to 2007)**

##### **Professor, Department of Civil, Environmental and Ocean Engineering (1989 to 2015)**

##### **Director, New Jersey Coastal Protection Technical Assistance Service (1992 to 2007)**

#### **New Jersey Institute of Technology**

*August 1986 to July 1989*

*Assistant Professor*

#### **Massachusetts Institute of Technology**

*June 1982 to July 1986*

*Research Assistant*

#### **State of New Jersey**

*August 1981 to June 1982*

**Department of Environmental Protection**

*Principal Engineer*

## **E d u c a t i o n**

- Massachusetts Institute of Technology/  
Woods Hole Oceanographic Institution Joint Program** 1986  
Cambridge, Massachusetts  
*Doctor of Science - Oceanographic Engineering*
- University of California at Berkeley** 1981  
Berkeley, California  
*Master of Science - Civil Engineering*
- New Jersey Institute of Technology** 1980  
Newark, New Jersey  
*Bachelor of Science - Civil Engineering*

## **P r o f e s s i o n a l   A c t i v i t i e s / A c c o m p l i s h m e n t s**

- Member, **Naval Research Advisory Committee** (2009-2018)
- Member, Advisory Council, **Lloyd's Register Foundation** (2015-present)
- Member and Chair, **Marine Board of the National Academies** (2005-2012)
- Member, **Ocean Research Advisory Panel** (2010-2014)
- Secretary General, **Pan American Federation of Coastal and Ocean Engineers** (1990-2008)
- Editor-in-Chief, **Journal of Marine Environmental Engineering**, Gordon & Breach (1993-2015)
- Member, Board of Directors, **Mid-Atlantic Regional Association Coastal Ocean Observing System** (2008-2015)
- Member, **Transportation Research Board** Committee on Marine Environment (2006-2010)
- Member, **American Meteorological Society** Committee on Coastal Environment (2007-2012)
- Member, **Defense Science Board** Summer Study on Homeland Security (2003-2004)
- Member, Board of Trustees, **New Jersey Marine Sciences Consortium** (2006-2012)
- Member, **National Research Council** Committee on Oil Spill Countermeasures (1995-1997)

## **R e g i s t r a t i o n s**

- Registered Professional Engineer in the State of New Jersey
- SCUBA Instructor (PADI and NAUI)

## **A w a r d s**

*Fulbright Scholar, 1996 (appointment at Aristotle University, Thessaloniki, Greece)*  
*Office of Naval Research, Young Investigator Award, 1991*  
*Denny Medal, 2007, The Institute of Marine Engineering, Science & Technology, London.*  
*Fellow, ASCE, 2006*  
*President's Leadership Award, 2006, Stevens Institute of Technology*  
*Outstanding Service Award, American Society of Civil Engineers, 1988*  
*Fellow, Explorers Club, 2002*  
*Member, Cosmos Club, 2003*

## **P a t e n t s**

M. Bruno, A. Sutin, 5 others, "Passive Acoustic Underwater Intruder Detection System", April, 2012.

## **P u b l i c a t i o n s**

### **Books and Book Chapters**

1. Blumberg, A. and M. Bruno. 2018. *The Urban Ocean*. Cambridge University Press. 217 pp.
2. Bruno, M.S. 2015. *Foresight Review of Resilience Engineering, Designing for the Expected and Unexpected*. Lloyd's Register Foundation. Report Series: No 2015.2. London. 54 pp.
3. Lindstrom, E., R. Spinrad, Z. Willis, D. Martin, D. Hernandez, C. Wilson, H. Seim, M. Bruno, D. Legler, B. Hauptman. 2013. *U.S. Integrated Ocean Observing System (IOOS) 2012*. 96 pp.
4. Wilkens, R., T. Gemelas, and M. Bruno (co-editors). 2011. "Maritime Domain Awareness and Resilience Applications for Homeland Security". *J. Marine Technology Society*, Vol. 45, No 3.
5. Bruno, M.S. and R.I. Hires, 2006. "Oceanography", chapter in *Encyclopedia of Environmental Science and Engineering, Fifth Edition*, 790-801, Taylor and Francis.
6. Bruno, M.S. 2005. "Physical Models", chapter in *Encyclopedia of Coastal Science*. M. L. Schwartz ed., 769-771. Springer.
7. Bruno, M.S. 2001. "Physical Modeling", chapter in *Encyclopedia of Coastal Science*, M. Schwartz, ed., Kluwer.
8. Englehardt, R. and Bruno, M.S. (co-editors). 1998. *Oil Spill Countermeasures*. International Union of Pure and Applied Chemistry, Research Triangle Park, North Carolina.
9. Bruno, M.S., 1992. "Oceanography", chapter in *Encyclopedia of Environmental Sciences and Engineering, Third Edition*, 801-812, Gordon and Breach.

### **Refereed Publications**

1. Bruno, M.S. 2015. "Resilience Engineering: A Report on the Needs of the Stakeholder Communities and the Prospects for Responsive Educational Programs", *Proceedings 2015 International Conference on Interactive Collaborative Learning, IEEE*.
2. Rogowski, P., R. Stolkin, and M. Bruno. 2012. "Optimization of the Spatial Distribution of Oceanographic Sensors in a Highly Variable Estuarine Environment", *J. Marine Environmental Engrg.* Vol. 9, No 3, 211-224.



3. Bruno, M.S., A. Sutin, K. W. Chung, A. Sedunov, N. Sedunov, H. Salloum, H. Graber, and P. Mallas. 2011. "Satellite Imaging and Passive Acoustics in Layered Approach for Small Boat Detection and Classification", *J. Marine Technology Society*, Vol. 45, No 3, 77-87.
4. Chung, K.W., A. Sutin, A. Sedunov, and M. Bruno. 2011. "DEMON Acoustic Ship Signature Measurements in an Urban Harbor," *Advances in Acoustics and Vibration*, vol. 2011, 13 pp.
5. Chung, K.W., A. Sutin, A. Sedunov, and M. Bruno. 2011. "Cross-correlation method for measuring ship acoustic signatures", *Proceedings, 160th Meeting Acoustical Society of America*, 11, 1-12.
6. Messaros, R. and M.S. Bruno. 2010. "A Laboratory Investigation of Bedform Geometry under Regular and Irregular Surface Gravity Waves", *Journal of Coastal Research*, 27, 94-103.
7. Sutin, A., B. Bunin, A. Sedunov, N. Sedunov, M. Tsionsky, M. Bruno. 2010. "Stevens Passive Acoustic System for Underwater Surveillance", *Proceedings, Waterside Security Conference, IEEE*.
8. Bruno, M.S., K.W. Chung, H. Graber, A. Sutin, P. Mallas, H. Salloum, A. Sedunov, N. Sedunov. 2010. "Concurrent Use of Satellite Imaging and Passive Acoustics for Maritime Domain Awareness", *Proceedings, Waterside Security Conference, IEEE*, 8 pp.
9. Bruno, M.S. 2010. "Bringing Resiliency to Maritime Transportation", *Journal Sea Technology*, Volume 51, Issue 11, 1-7, *Compass*.
10. Blumberg, A.F., N. Georgas, T. O. Herrington, and M. S. Bruno. 2010. "How Good is Good? Establishing Performance Goals for Marine Forecast Systems", *Proceedings Ninth Conference on Coastal Atmospheric and Oceanic Prediction and Processes and 17th Conference on Air Sea Interaction, American Meteorological Society*, September, 2010.
11. Georgas N., A.F. Blumberg, M.S. Bruno, and D.S. Runnels. 2009. "Marine forecasting for the New York urban waters and harbor approaches: the design and automation of NYHOPS", *Journal 3rd International Conference on Experiments/Process/System Modelling/Simulation & Optimization*. Volume 1, 345-352.
12. Bunin, B., A. Sutin, M. Bruno. 2007. "Maritime Security Laboratory for Maritime Security Research", *Optics and Photonics in Global Homeland Security, Proceedings SPIE, The International Society for Optical Engineering*, Vol 6540, 1-8.
13. Herrington, T.O., A.F. Blumberg and M. S. Bruno. 2007. "The urban ocean observatory – Urban ocean observations and forecasting in the New York Harbor", *Proceedings Seventh Conference on Coastal Atmospheric and Oceanic Prediction and Processes, Seventh Symposium on the Urban Environment, American Meteorological Society*, September, 2007.
14. Stolkin, R., A Sutin, S Radhakrishnan, M Bruno, B Fullerton, A Ekimov, M Raftery. 2006. "Feature based passive acoustic detection of a diver", *Proceedings Defense and Security Symposium, SPIE-The International Society for Optical Engineering*.
15. Stolkin, R., A Sutin, S Radhakrishnan, M Bruno, B Fullerton, A Ekimov, M Raftery. 2006. "Feature based passive acoustic detection of underwater threats", *Proceedings Defense and Security Symposium, SPIE-The International Society for Optical Engineering*, Vol 6204, 1-10.
16. Bruno, M.S., A.F. Blumberg and T.O. Herrington. 2006. "The Urban Ocean Observatory - Coastal Ocean Observations and Forecasting in the New York Bight", *Journal of Marine Science and Environment*, No C4, *IMarEST*, 1-9.
17. Roarty, H and M.S. Bruno. 2006. "Laboratory Measurements of Bed Load Sediment Transport Dynamics", *Journal of Waterway, Port, Coastal, & Ocean Engineering, ASCE*, Vol 132, No 3, 199-211.

18. Fan, S., A. F. Blumberg, M. S. Bruno, D. Kruger, and B. Fullerton. 2006. "The Skill of an Urban Ocean Forecast System", *Estuarine and Coastal Modeling*, ASCE, 720-731.
19. Blumberg, A.F., S. Fan, T. Herrington, M. Bruno, A. M. Cope, Q. Ahsan, and H. Li. 2005. "A Coastal Wave Forecasting System for New Jersey and Long Island Waters", *Proceedings Sixth Conference on Coastal Atmospheric and Oceanic Prediction and Processes*, 85th American Meteorological Society Annual Meeting, January, 2005, 1-7.
20. Bruno, M.S., B. J. Fullerton, R. Datla, and P. Rogowski. (2004). "Field and Laboratory Investigation of High-Speed Ferry Wake Impacts in New York Harbor", *High Speed Performance Vehicles*, 277- 286. Springer.
21. Bruno, M.S. and A.F. Blumberg. 2004. "An Ocean Observatory for the Maritime Community – Real-time Assessments and Forecasts of the New York Harbor Marine Environment", *Sea Technology*, August. Compass Publications.
22. Rankin, K.L., M.S. Bruno, and T.O. Herrington. 2004. "Nearshore Currents and Sediment Transport Measured at Notched Groins", *J. Coastal Res.*, No 33, 237-254.
23. Rankin, K.L., T.O. Herrington, M.S. Bruno, P. B. Burke, and A.M. Pence. 2004. "Cross-shore Distribution of Alongshore Currents and Sediment Fluxes in the Vicinity of Notched Groins", *J. Coastal Res.*, No 33, 255-268.
24. Kaluarachchi, I., M. Bruno, Q. Ahsan, A. Blumberg, and H. Li. 2003. "Estimating the Volume and Salt Fluxes Through the Arthur Kill and the Kill Van Kull". *World Water & Environmental Resources Congress 2003*: pp. 1-10. ASCE.
25. Bruno, M.S., K.L. Rankin, T.O. Herrington, and N. Kraus. 2002. "Re-engineering Existing Coastal Structures: Guidelines and Impacts", *Coastlines, Structures and Breakwaters*, Institute of Civil Engineers, London.
26. Nordstrom, K.F., N.L. Jackson, M.S. Bruno, and H.A. deButts. 2001. "Municipal Initiatives for Managing Dunes in Coastal Residential Areas", *Geomorphology*.
27. Bruno, M.S., O. G. Nwogu, K.L. Rankin, and T. O. Herrington, 2001. "Real-Time Coastal Monitoring and Forecasting System : Preliminary Results", *International Conference on Coastal Engineering*, Vol 1, 283-291, ASCE.
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29. Jackson, N.L., K.F. Nordstrom, M.S. Bruno, and V.L. Spaulding, 2000. "Classification of Spatial and Temporal Changes to a Developed Barrier Island", in *Geomorphology, Human Activity and Global Environmental Change*, 269-283, O. Slaymaker Ed, John Wiley & Sons.
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31. Roarty, H. J. and M.S. Bruno, 1999. "Measurement of Suspended Sediment Concentration in the Laboratory through Photographic Techniques", *Coastal Sediments*, Volume 1, 163-178, ASCE.
32. Cadmus, K. A. and M.S. Bruno, 1999. "Influence of Tidal Water Surface Fluctuations on Beach Profile Evolution", *Coastal Sediments*, Volume 1, 437-446, ASCE.
33. Herrington, T.O., Rankin, K.L., and M.S. Bruno, 1999. "Design and Implementation of a Real-Time Coastal Monitoring Network", *Proceedings, 1999 National Conference on Beach Preservation Technology*, St. Petersburg, Florida, 95-111.

34. Bruno, M.S., M. Yavary, and T.O. Herrington, 1998. "The Influence of a Stabilized Inlet on Adjacent Shorelines: Manasquan, New Jersey", *Shore & Beach*, Vol. 66, No. 2, 19-25.
35. Herrington, T.O., M. S. Bruno, M. Yavary, and K. L. Rankin, 1998. "Nearshore Coastal Processes Adjacent to a Tidal Inlet", *International Conference on Coastal Engineering*, Volume 3, 3331-3344, ASCE.
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37. Herrington, T.O., and M.S. Bruno, 1998. "Observations of Structure Induced Scour Adjacent to Submerged Narrow - Crested Breakwaters", *Coastlines, Structures and Breakwaters*, Institution of Civil Engineers, 106-118.
38. Herrington, T.O., and M.S. Bruno, 1998. "Determination of the Relative Magnitudes of Nearshore Physical Forcing Terms for use in Hydrodynamic Models which Utilize Inverse Methods", *Estuarine and Coastal Modeling*, ASCE.
39. Bruno, M.S., Herrington, T.O., Rankin, K.L. and K.E. Ketteridge, 1997. "Artificial Reefs and Other Emerging Technologies: Prospects for Success", *Proceedings, Coastal Zone 97*, Boston.
40. Bruno, M.S. and R.L. Van Dyck, 1997. "Experimental Study of Containment Boom Behavior in Waves", *J. Marine Technology*, Vol. 34, 24-30, SNAME.
41. Herrington, T.O and M.S. Bruno. 1997. "Empirical Techniques for A Priori Parameter Estimation". *Estuarine and Coastal Modeling*, ASCE.
42. Bruno, M.S., T.O. Herrington, and K.L. Rankin, 1996. "The Use of Artificial Reefs in Erosion Control: Results of the New Jersey Pilot Reef Project", *Proceedings, Ninth Conference on Beach Preservation Technology*, St. Petersburg, Fla. January 25, 1996, 239-254.
43. Waters, J.K. and M.S. Bruno, 1995. "Internal Wave Generation by Ice Floes Moving in Stratified Water: Results from a Laboratory Study", *J. Geophysical Research*, 100, 13635-13639.
44. Ahsan, A.K.M., Bruno, M.S., Oey, L.Y., and R.I. Hires, 1994. "Wind-Driven Dispersion in New Jersey Coastal Waters", *Journal of Hydraulics*, Vol. 120, 1264-1273, ASCE.
45. Bruno, M.S., 1993. "Laboratory Testing of an Artificial Reef Erosion Control Device", *Proceedings, Coastal Zone*, Vol. 2, 2147-2158, ASCE.
46. Cho, W.C. and M.S. Bruno, 1992. "Breaking Wave Generation in the Laboratory", *J. Korean Society of Coastal and Ocean Engineers*, Vol. 4, 178-186.
47. Bruno, M.S., 1992. "Quantifying Sea Ice Drag through Laboratory Experiments", *Proceedings, Eleventh Intl. Conf. on Offshore Mechanics and Arctic Engineering*, 5-10, ASME.
48. Ahsan, A.K.M. and M.S. Bruno, 1992. "A Three-Dimensional Eulerian-Lagrangian Transport Model", *Estuarine and Coastal Modeling*, 1-12, ASCE.
49. Bruno, M.S., 1991. "The Effect of Internal Waves on Sea Ice Drift", *Proceedings, Tenth Intl. Conf. on Offshore Mechanics and Arctic Engineering*, 137-141, ASME.
50. Bruno, M.S., 1991. "A Note on the Determination of Sea Ice Concentration", *J. Offshore Mech. and Arctic Engineering*, 113, 88-90, ASME.
51. Bruno, M.S., M. Muntisov, and H.B. Fischer, 1990. "The Effect of Buoyancy on Transverse Mixing in Streams", *Journal of Hydraulics*, 116, 1484-1494, ASCE.

52. Bruno, M.S., 1990. "Field Measurements of Ice Drag Coefficients", *Proceedings, Ninth Intl. Conference on Offshore Mechanics and Arctic Engineering.*, ASME, 155-159.
53. Ahsan, A.K.M. and M.S. Bruno, 1989. "Three-Dimensional Modeling of Pollutant Transport in Coastal Waters", *Estuarine and Coastal Modeling*, 462-471, ASCE.
54. Bruno, M.S., 1989. "An Eulerian-Lagrangian Model for the Prediction of Ice Hazards in Shallow Waters", *Proceedings, Eighth Intl. Conference on Offshore Mechanics and Arctic Engineering*, The Hague, The Netherlands, Vol. 4, 229-234, ASME.
55. Bruno, M.S., O.S. Madsen, 1989. "Coupled Circulation and Ice Floe Movement Model for Partially Ice-Covered Continental Shelves", *J. Geophysical Research*, 94, 2065-2078.
56. Madsen, O.S., and M.S. Bruno, 1987. "A Methodology for the Determination of Drag Coefficients for Ice Floes", *J. Offshore Mech. and Arctic Engineering*, 109, 381-387, ASME.
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#### **Other Major Publications**

1. Pullen, J. and M. Bruno. 2014. "The Center for Secure and Resilient Maritime Commerce: A DHS National Center of Excellence in Maritime Security", *Cases on Research and Knowledge Discovery: Homeland Security Centers of Excellence*, 2 (10.4018/978-1-4666-5946-9).
2. Glenn, S., D. et al. 2013. "Process-driven improvements to hurricane intensity and storm surge forecasts in the mid-Atlantic bight: Lessons learned from hurricanes irene and sandy". *OCEANS-Bergen*. 2013. MTS/IEEE, 1-9, IEEE.
3. Bruno, M.S. et. al. 2012. *Marine Corps Capabilities for Countering Precision Weapon Threats*. Naval Research Advisory Committee Report. 52 pp.
4. Bruno, M.S. 2011. *Center for Secure and Resilient Maritime Commerce, Year 3 Report*. Department of Homeland Security, Office of University Programs, Science and Technology Directorate. 221 pp.
5. Bruno, M.S. 2010. *Center for Secure and Resilient Maritime Commerce, Year 2 Report*. Department of Homeland Security, Office of University Programs, Science and Technology Directorate. 173 pp.
6. Sommerer, J. et. al. 2010. *Status and Future of the Naval R&D Establishment*. Naval Research Advisory Committee Report. 139 pp.
7. Bruno, M.S. 2009. *Center for Secure and Resilient Maritime Commerce, Year 1 Report*. Department of Homeland Security, Office of University Programs, Science and Technology Directorate. 128 pp.
8. Bruno, M.S. 2008. "A Center for Secure and Resilient Maritime Commerce on the Hudson", *Journal Marine Technology and SNAME News*, Volume 45, Issue 3. SNAME.
9. Pecchioli, J.A., M. Bruno, R. Chant, A. Pence, A. Blumberg, D. Fugate, B. Fullerton, S. Glenn, C. Haldeman, E. Hunter. 2006. *The New Jersey Toxics Reduction Workplan for New York—New Jersey Harbor: Study I—E—Hydrodynamic Studies in the Newark Bay Complex*; New Jersey Environmental Department. Trenton, NJ.

10. Rankin, K.L. and M.S. Bruno. 2005. Wave Transformation and Nearshore Currents in the Vicinity of a Wide-Crested Submerged Reef. Proceedings, National Conference on Beach Preservation Technology, Destin, Florida.
11. Pence, A.M. M.S. Bruno, A.F. Blumberg, N. Dimou, K.L. Rankin. 2005. "Hydrodynamics governing contaminant transport in the Newark Bay complex". Proceedings of the Third International Conference on Remediation of Contaminated Sediments. Battelle Press.
12. Greig, A., M.S. Bruno and J.L. Waters. 2004. "Comparison of Naval Architecture Programs at U.K. and U.S. Institutions. Proceedings, ASEE Conference, June 21, 2004.
13. Bruno, M.S., Fullerton, B. and R. Datla. 2004. "Results of the New York Harbor High-Speed Ferry Wake Project." Proceedings, National Harbor Operations Committee Conference, Ft. Lauderdale, February 24, 2004.
14. Bruno, M.S., Herrington, T.O., and K.L. Rankin. 2001. Coastal Engineering Analysis of the Atlantic Ocean Shoreline of the Village of Ocean Beach, County of Suffolk, New York, prepared for the Village of Ocean Beach, N.Y.
15. Bruno, M.S. 2003. "The New York Harbor Observation System." Proceedings, National Harbor Operations Committee Conference, New York, April 7, 2003.
16. Herrington, T.O., K.L. Rankin, M.S. Bruno. 2002. "Frequency of sediment suspension events in Newark Bay", Proceedings of the International Conference, Protection and Restoration of the Environment VI, Skiathos, Greece, 371-378.
17. Bruno, M.S., B. Fullerton, and R. Datla. 2002. "Ferry Wake Wash in New York Harbor." Report prepared for New Jersey Department of Transportation. Report SIT-DL-02-9-2812, October, 2002.
18. Herrington, T.O., K.L. Rankin, and M.S. Bruno. 2002. "The New Jersey Coastal Monitoring Network." New Jersey Sea Grant Extension Program Bulletin, No. 15.
19. Bruno, M.S., K.L. Rankin, F. McDonough, and R. Chant. 2001. "Monitoring of Hydrodynamics, Sediment Transport, and Water Quality in the Port of New York/ New Jersey." Proceedings, Marine Transportation System Research and Technology Coordination Conference, Washington, D.C., November 14-16, 2001.
20. Allee, King, Rosen & Fleming Inc., Moffatt & Nichol, Engineers, and M.S. Bruno. 2000. Town of Southampton Atlantic Ocean Shoreline, Draft Generic Environmental Impact Statement, prepared for Town of Southampton, New York.
21. Bruno, M.S., Herrington, T.O. and K.L. Rankin. 1999. Coastal Engineering Analysis of the Shoreline of the Village of Ocean Beach, Fire Island, New York, prepared for the Village of Ocean Beach, N.Y.
22. Bruno, M.S. and K.L. Rankin, 1999. "Application of Simple Shoreline Evolution Concepts : Analysis of A Dynamic Coastline". *Proceedings, Coastal Ocean Processes Symposium, Woods Hole Oceanographic Institution.*
23. Herrington, T.O., M.S. Bruno, and R.I. Hires. 1998. Newport Marine Terminal, Hydrodynamic and Sedimentation Analysis of Long Wharf, prepared for Louis Berger & Associates, Inc.
24. Bruno, M.S., Rankin, K.L., and T.O. Herrington, 1998. "Natural and Anthropogenic Factors Influencing Shoreline Change", *Proceedings, Marine Technology Society, Baltimore.*

25. Bruno, M.S., 1998. "Technological Improvements and Beachfill Design : Coastal Engineering in the Information Age", *Proceedings, American Littoral Society Meeting*, Sandy Hook, New Jersey.
26. Herrington, T.O., M.S. Bruno, and K.E. Ketteridge, 1997. "Monitoring Study of the Beachsaver Reef at Cape May Point, New Jersey", Report SIT-DL-96-9-2751, submitted to the Borough of Cape May Point, N.J., Stevens Institute of Technology.
27. Bruno, M.S. 1996. "Ocean Engineering Research Activities in the Country of Greece", report prepared for the Office of Naval Research, Europe, London.
28. Bruno, M.S. 1996. "Field Investigation and Sediment Transport Analysis of the Manasquan, New Jersey Shoreline", Report SIT-DL-96-9-2740, submitted to U.S. Army Corps of Engineers, Stevens Institute of Technology.
29. Bruno, M.S., T.O. Herrington, K.L. Rankin, and K.E. Ketteridge, 1996. "Monitoring Study of the Beachsaver Reef at Avalon, New Jersey, Report SIT-DL-96-9-2739, submitted to the Borough of Avalon, N.J., Stevens Institute of Technology.
30. Bruno, M.S. 1996. "Laboratory Study of the Dispersion Characteristics of Orimulsion", Report SIT-DL-95-9-2734, submitted to Roy F. Weston, Inc., Stevens Institute of Technology.
31. Bruno, M.S. 1995. "Future Prospects for Erosion Control Technology", Marine and Estuarine Shallow Water Science and Management Conference, abstract published April 3, 1995, USEPA.
32. Bruno, M.S. and R.B. Abel, 1995. "Engineering New Jersey's Shoreline", *Proceedings, International Symposium on Coastal Ocean Space Utilization*, Yokohama, Japan, National Science Foundation.
33. Van Dyck, R.L., and M.S. Bruno, 1995. "Effect of Waves on Containment Boom Response, *Proceedings, International Oil Spill Conference*, San Diego.
34. Bruno, M.S. and R. Datla, 1995. "Scale Model Test of the Demi-Tek Rotating Reef Erosion Control Device", Report SIT-DL-95-9-2720, submitted to Demi-Tek, Inc., Stevens Institute of Technology.
35. Bruno, M.S. 1994. "Results of Shoreline Monitoring Program, Manasquan, New Jersey", Report SIT-DL-95-9-2717, submitted to the Borough of Manasquan, New Jersey, Stevens Institute of Technology.
36. Bruno, M.S., 1994. "Physical Model Study of MOTO Wave Energy Extraction System", Report SIT-DL-94-9-2710, submitted to Greenworld Group, New York, N.Y., Stevens Institute of Technology.
37. Bruno, M.S. and T.O. Herrington, 1994, "Monitoring Study of the Beachsaver Reef at Avalon, New Jersey", Report SIT-DL-94-9-2709, submitted to the Borough of Avalon, New Jersey, Stevens Institute of Technology.
38. Waters, J.K., Bruno, M.S., Herrington, T.O., and K.L. Rankin, 1993. "A Laboratory Investigation of Sea Ice Dynamics in a Stratified Waterbody", Report SIT-DL-93-9-2695, submitted to Office of Naval Research, Stevens Institute of Technology.
39. Bruno, M.S., 1992. "Laboratory Study of an Artificial Reef Beach Erosion Control Device", *Trans. Pan American Federation of Coastal and Ocean Engineers*.
40. Bruno, M.S., 1992. "Three-Dimensional Modeling of Pollutant Transport in Surface Waters", Report SIT-DL-92-9-2680, submitted to U.S. Geological Survey, Stevens Institute of Technology.

41. Bruno, M.S., T.G. McKee, and W.M. Clark, 1992. "Laboratory Study of an Artificial Reef Beach Erosion Mitigation Device", Report SIT-DL-92-9-2676, Stevens Institute of Technology.
42. Bruno, M.S., 1992. "Beach Erosion and Retaining Wall Deterioration at Spring Lake and Belmar, New Jersey, Report SIT-DL-91-11-2667, Stevens Institute of Technology.
43. Martin, J.P., J.R. Weggel, M.S. Bruno, and S. Halsey, 1991. "The Use of High Fly Ash Concrete for Marine Structures", *Trans. American Coal Ash Association*, Washington,DC, 54, 1-15.
44. Bruno, M.S., 1991. "Beach Erosion - Shoreline Evolution Modeling: A Case Study", Proceedings, Pan American Federation of Engineering Societies, Washington, D.C., 213-221, ASCE.
45. Bruno, M.S., 1991. "Modeling-State of the Art", in Proceedings, Southern New Jersey Coastal Modeling Workshop, U.S. Army Corps of Engineers.
46. Bruno, M.S., McKee, T.G. and R.I. Hires, 1991. "Combined Hydraulic - Water Quality Model for the Arthur Kill Waterway, Report submitted to New York City Dept. of Sanitation.
47. Bruno, M.S., S. Leatherman and H. Bokuniewicz, 1991. "Sand Transport at the East Hampton Groins". Marine Sciences Research Center, SUNY Stony Brook.
48. Bruno, M.S. and T.O. Herrington, 1990. "Concrete Artificial Reefs and the Potential for Coal Fly Ash Utilization". Report SIT-DL-90-9-2652, Stevens Institute of Technology.
49. Bruno, M.S., 1989. "An Eulerian-Lagrangian Model for the Prediction of Ice Hazards in Shallow Coastal Waters". Report SIT-DL-89-9-2640 submitted to National Science Foundation, Stevens Institute of Technology.
50. Bruno, M.S., 1988. "The Feasibility of Sand-Bypassing for the Alleviation of Beach Erosion at Manasquan and Shark River, New Jersey", report prepared for the New Jersey Department of Environmental Protection, Division of Coastal Resources, New Jersey Institute of Technology.
51. Bruno, M.S., 1986. "A Coupled Hydrodynamic and Ice Floe Movement Model", Report MIT/WHOI 86-23, Woods Hole Oceanographic Institution.
52. Bruno, M.S. and M. Muntisov, 1981. "Buoyancy-Driven Transverse Mixing in Streams", Report UCG/HEL 82/01, Univ. of California at Berkeley.

## **Funding**

More than \$70 million as either Principal Investigator or Co-Principal Investigator.

### *Partial List:*

#### DHS

The National Center of Excellence in Maritime Security – \$22 million (2008–2019)

#### DARPA

(with A. Blumberg). "Rapid Bottom Topography Mapping and Navigation in Remote and Poorly-Sampled Ocean Environments". \$3.05 million (2006-2009)

#### Office of Naval Research

National Center: The Innovative Design and Control of Small Ships - \$15 million (2002-2015)

The New York Harbor Observation System - \$ 3.5 million (2003-2007)

Maritime Security - \$14 million (2003-2007)

Ice-Water Resistance Force for Ice Floes - \$141,000 (1994-1997)

Influence of Internal Waves on Sea Ice Motion - \$106,000 (1992-1995)

Research Instrumentation Grant - \$74,000 (1993-1994)

Young Investigator Award (Internal Wave Generation by Ice) - \$223,000 (1991-1994)

National Science Foundation

Pan American Advanced Studies Institute (PASI): Toward a Sustained Operational River-to-Shelf Observation & Prediction System for the Amazon - \$100,000 (2012)

Arctic Ocean Ice Movement Modeling in Support of Early Warning System - \$54,000 (1989)

U.S. Department of Education

Improvement of Post-Secondary Science Education - \$480,000 (2002-2003)

Ocean-Based Science and Mathematics Education - \$500,000 (2001-2002)

U.S. Department of Transportation

Waterfront Portion of the Center for Maritime Systems - \$1 million, 2002

U.S. Army Corps of Engineers

Impact on Shoreline of the Modification of Coastal Structures - \$60,000 (1998-2000)

Manasquan Inlet Study - \$19,000 (1996-1997)

Water Quality Modeling for the Passaic River Flood Tunnel Project - \$171,000 (1994-1996)

National Oceanic and Atmospheric Administration

Sea Grant Coastal Specialist - \$150,000 (1999-2005)

Influence of Human Factors on Shoreline Changes - \$55,000 (1995-1998)

Reduction of Pollution in Marinas - \$85,000 (1994-1996)

The Impact on Water Quality of Combined Sewer Overflows - \$70,000 (1994-1995)

U.S. Coast Guard

Oil Spill Boom Behavior in Waves - \$85,000 (1993-1995)

U.S. Geological Survey

Three-Dimensional Model of Pollutant Transport - \$66,000 (1990-1993)

State of New Jersey

Coastal Protection Technical Assistance Service - \$11,500,000 (1993-2015)

New Jersey Toxics Reduction Workplan - \$580,000 (1999-2002)

Coastal Monitoring Network - \$175,000 (1997-1998)

Artificial Reef Program - \$280,000 (1994-1998)

City of New York

Circulation and Water Quality Study of Fresh Kills Landfill - \$160,000 (1990-1993)

**Presentations**

Numerous presentations at national and international meetings, **more than 200 invited.**

**Thesis Supervisor**

PhD – Mr. Richard Sheryl, New Technology for Uncontaminated and Pressure-Controlled Deep-Sea Sampler. May, 2009.

PhD – Mr. Peter Rogowski, A Technique for Optimizing the Placement of Oceanographic Sensors with Example Case Studies for the New York Harbor Region. May, 2009.

PhD – Mr. Srikanth Syamsundar, Conceptual Design of a Dynamically Reconfigurable Controller for a Multi-Role Surface Ship. May, 2006.

PhD – Mr. Soma Maroju, Performance Analysis of High Speed Vessels using Artificial Neural Networks. December, 2005.



PhD – Mr. Roy C. Messaros, A Laboratory Investigation of Bedform Geometry under Regular and Irregular Surface Gravity Waves. May, 2003.

PhD – Ms. Kathryn Ketteridge, Laboratory Study of Suspended Sediment Transport under Waves. September, 2001.

PhD – Mr. Xiao Li, A Hydrodynamic and Sediment Transport Model for Nearshore Coastal Regions. August, 2001.

PhD – Mr. Hugh Roarty, A Photographic Technique for the Measurement of Bedload Sediment Transport. April, 2001.

PhD. - Mr. Thomas Herrington, Analysis of Dominant Forcings in the Vicinity of a Tidal Inlet and Submerged Artificial Reef. June, 1996.

PhD. - Mr. Raju Datla, Interaction Between Submerged Turbulence and Surface Waves. June, 1996.

PhD. - Ms. Jennifer Waters, The Generation of Internal Waves by Sea Ice. May, 1995.

PhD. - Mr. A.K.M. Quamrul Ahsan, Three-Dimensional Modeling of Coastal Pollution Transport. January, 1993.

PhD. - Mr. Won Cho, Experimental Investigation of Surface Wave Instabilities. May, 1992.

MS – Ms Imali Kaluarachchi, Estimating the Volume and Salt Fluxes through the Arthur Kill and the Kill Van Kull. 2003.

MS - Mr. Steven Boenig, The Use of GENESIS in modeling complex shoreline dynamics. 2002.

MS – Mr. Jungu Kang, Sound Propagation in the East Sea. 1998.

MS - Mr. Sigmund Rutkowski, The Generation of Hurricane Waveforms in a Wave Tank Using Spectral Analysis. 1998.

MS - Mr. Kenneth Cadmus, The Influence of the Tide on Beach Profile Evolution. 1998.

MS - Mr. Hugh Roarty, A Photographic Technique for the Measurement of Suspended Sediment Transport. 1998.

MS – Ms. Susan Ming, Use of SBEACH Software in the Analysis of Southern California Beaches. 1997.

MS - Mr. Walter McKenna, The Effect of Man-Made Structures on Shoreline Changes at Atlantic City, New Jersey. 1997.

MS - Mr. Sherif Hassan, The Effect of a Shore-Parallel Reef on Mixing Rates in the Nearshore Region. 1996.

MS - Mr. Jun Yang, Laboratory Study of Wave Forces on a Submerged Stone Breakwater. 1996.

MS - Ms. Katherine Ketteridge, Laboratory Study of the Influence of Sand Permeability on Cross-Shore Transport. 1996.

MS - Mr. Jesse Falsone, Following Sea Behavior of America's Cup Class Sailboat. 1994.

MS - Ms. Jennifer Waters, Laboratory Investigation of Sea Ice Dynamics. 1993.

MS - Mr. Thomas Herrington, Hydrodynamic Analysis of Artificial Reefs. 1992.

MS - Mr. Christopher Obropta, Sediment Transport Along Northern New Jersey. 1988.

DS 19420

David Lassner  
President



UNIVERSITY  
of HAWAII  
SYSTEM

UNIVERSITY OF HAWAII  
BOARD OF REGENTS

19 FEB 22 11:11

RECEIVED

February 21, 2019

**MEMORANDUM**

19 FEB 22 11:06

**TO:** Lee Putnam  
Chair, Board of Regents

**FROM:** David Lassner  
President

**SUBJECT:** APPOINTMENT WITH TENURE FOR DR. BONNIE D. IRWIN,  
CHANCELLOR-ELECT, UNIVERSITY OF HAWAII AT HILO

**SPECIFIC ACTION REQUESTED:**

It is requested that the Board of Regents approve tenure upon appointment for Dr. Bonnie D. Irwin, the incoming Chancellor for the University of Hawaii at Hilo, as Professor (15H09) in the Department of Languages, Colleges of Arts and Sciences, University of Hawaii at Hilo.

**RECOMMENDED EFFECTIVE DATE:**

Effective July 1, 2019, concurrent with her E/M appointment

**ADDITIONAL COST:**

There is no additional cost to grant tenure upon appointment.

**PURPOSE:**

The purpose of this request is to provide tenure upon appointment to a faculty position for Dr. Bonnie D. Irwin as Chancellor, which was a term essential to her recruitment. This request is in accordance with Executive Policy EP9.215, Tenure Upon Initial Appointment.

**BACKGROUND INFORMATION:**

As provided for in Board of Regents' Policy RP9.201, *Personnel Status*, and Executive Policy EP9.215, *Tenure Upon Initial Appointment*, non-delegated executive/managerial personnel who have previously held tenure at a comparable institution may be granted tenure upon appointment with the approval of the Board of Regents.

Dr. Bonnie D. Irwin has over 28 years of experience as both a faculty member and administrator at the department, college, and executive levels. She was tenured as Associate Professor in the Department of English with Eastern Illinois University in 1998, and later promoted to the

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rank of Professor in Fall 2002. She has served in various administrative appointments, currently as Provost and Vice President for Academic Affairs at California State University, Monterey Bay, and as Dean of the College of Arts and Humanities and Dean of Honors College with Eastern Illinois University.

Dr. Irwin has numerous publications and has made various national/regional conference presentations to administrators and groups, and served on various advisory councils, strategic planning committees, steering committees and other task groups, and overseeing multiple colleges and programs. Such work requires continued discussion and engagement with faculty related matters.

In conjunction with the tenure upon appointment review, the Languages faculty at UH Hilo had an opportunity to review Dr. Irwin's letter of interest, curriculum vitae and credentials. The Department Chair for Languages, Division Chair for Humanities, Interim Dean for College of Arts and Humanities, Vice Chancellor for Academic Affairs, and Interim Chancellor also support and recommend the granting of tenure upon appointment. In addition, on behalf of the search committee, the Co-Chairs of the Search Advisory Committee, UHH Vice Chancellor Farrah-Marie Gomes and UH System Vice President Vassilis Syrmos, recommend tenure upon appointment.

Given Dr. Irwin's experience and credentials, the initial fallback salary is \$124,008, which will be adjusted, based on future negotiated collective bargaining increases.

Based on the foregoing recommendations, I recommend the approval of tenure upon appointment. Attached for your review are Dr. Irwin's curriculum vitae; a recommendation from the Co-Chairs of the Search Advisory Committee; a recommendation from Faculty Chair and UHH Administration; and confirmation of her tenure status from Eastern Illinois University.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve tenure upon appointment for Dr. Bonnie D. Irwin, the incoming Chancellor for the University of Hawai'i at Hilo, as Professor (15H09) in the Department of Languages, Colleges of Arts and Sciences, University of Hawai'i at Hilo.

**Attachments:**

1. Recommendation from Search Advisory Committee
2. Recommendation from Chair, Dean and VCAA
3. Recommendation from Chancellor
4. Confirmation of tenure and professor status from Eastern Illinois University
5. Curriculum vitae of Dr. Irwin

January 22, 2019

**MEMORANDUM**

**TO:** David Lassner  
President

**FROM:** Farrah-Marie Gomes *Farrah-Marie Gomes*  
Vice Chancellor for Student Affairs, UH Hilo  
Co-Chair, UH Hilo Search Advisory Committee

Vassilis Syrmos *Vassilis Syrmos*  
Vice President for Research and Innovation, UH System  
Co-Chair, UH Hilo Search Advisory Committee

**SUBJECT:** RECOMMENDATION FOR TENURE UPON APPOINTMENT FOR  
DR. BONNIE D. IRWIN, CANDIDATE FOR CHANCELLOR, UH HILO

On behalf of the search advisory committee for the UH Hilo Chancellor position, we recommend that Dr. Bonnie D. Irwin be granted tenure upon initial appointment pursuant to executive policy E9.215, Tenure Upon Initial Appointment.

Dr. Irwin was one of four finalists for this position. The search committee reviewed Dr. Irwin's application materials including her letter of interest, curriculum vita, and biographical information, and participated in the interviews and campus visit. Based on the information obtained, Dr. Irwin is qualified to serve in this critical chancellor position as well as a tenured faculty position in the University of Hawai'i at Hilo.

It is critical to fill this key leadership position which was vacated in August 2017, and has been filled on an interim basis. Dr. Irwin was awarded tenure from Eastern Illinois University in 1998 in the Department of English; she held the rank of Professor since 2002. Dr. Irwin has her A.B., M.A., and Ph.D. from University of California, Berkeley, in comparative literature with specializations in Spanish and English, Latin American and American literatures and medieval Spanish, Arabic and Portuguese literatures.

Dr. Irwin is accomplished in teaching, publication and service and will contribute to the success of the University of Hawai'i at Hilo's College of Arts and Sciences program. In addition, her administrative experience will provide the necessary leadership to advance UH Hilo as a strong university within the UH, our Hawai'i island and state, and beyond. We recommend Dr. Irwin be granted tenure upon her initial appointment in a fallback, 9 month, Professor position, in the UH Hilo, upon concurrence of the chair, dean, vice chancellor and chancellor.

**Record of Recommendation**

**Tenure upon Initial Appointment  
In the Department of Languages for**

**Dr. Bonnie Irwin**

**Departmental Review**

Per Executive Policy E9.215, "Tenure upon Initial Appointment," the department personnel committee or an ad hoc group of departmental faculty has met with Dr. Bonnie Irwin.

Recommendation to  GRANT /  NOT GRANT tenure

*Faith Mishuna*  
Department Chair, Languages

**Division Review**

Recommendation to  GRANT /  NOT GRANT tenure

*Ruth J. Jelic*  
Division Chair, Humanities

**College Review**

Recommendation to  GRANT /  NOT GRANT tenure

*Michael Bittel*  
Interim Dean, College of Arts and Sciences

**Division of Academic Affairs Review**

Recommendation to  GRANT /  NOT GRANT tenure

*Ken H*  
Ken Hon  
Interim Vice Chancellor  
for Academic Affairs  
Interim Vice Chancellor for Academic Affairs



UNIVERSITY  
of HAWAII\*  
**HILU**

February 15, 2019

TO: David Lassner  
President, University of Hawai'i

FROM: Marcia Sakai *Marcia Sakai*  
Interim Chancellor, University of Hawai'i at Hilo

SUBJECT: TENURE UPON APPOINTMENT FOR BONNIE D. IRWIN,  
CHANCELLOR, UNIVERSITY OF HAWAII AT HILO

The University of Hawai'i at Hilo recommends granting tenure upon appointment for Dr. Bonnie D. Irwin, the incoming Chancellor, University of Hawai'i at Hilo, in the Department of Languages, College of Arts and Sciences, at the University of Hawai'i at Hilo.

The faculty of the Department of Languages at the University of Hawai'i at Hilo have reviewed Dr. Irwin's letter of interest, curriculum vitae, and references. The faculty members in the Department have indicated that they are supportive of granting tenure upon appointment to Dr. Irwin. They believe that Dr. Irwin will add positively to our Department of Languages.

Review of Dr. Irwin's credentials was also conducted by the Chair of the Division of Humanities, the Interim Dean of the College of Arts and Sciences, and the Interim Vice Chancellor of Academic Affairs. All levels of review are in support of the recommendation to grant tenure upon appointment for Dr. Irwin.

The University of Hawai'i at Hilo believes Dr. Irwin will be a strong asset to our Languages program, other programs in the College of Arts and Sciences, and the overall campus academic program development should she return to the faculty at the University of Hawai'i at Hilo. Dr. Irwin will certainly be a welcome addition to the College of Arts and Sciences.

The University of Hawai'i at Hilo recommends that Dr. Bonnie D. Irwin, incoming Chancellor, University of Hawai'i at Hilo, be granted tenure upon appointment within the Department of Languages, College of Arts and Sciences, at the University of Hawai'i at Hilo, at the rank of Professor (15H09).



Provost and Vice President For Academic Affairs  
600 Lincoln Avenue  
Charleston, IL 61920-3099  
Phone: 217-581-2121  
FAX: 217-581-6053

April 29, 1998

Dr. Bonnie Irwin  
Department of English  
Eastern Illinois University  
Charleston, IL 61920

Dear Dr. Irwin:

At its meeting on April 27, 1998, the Board of Trustees of Eastern Illinois University reviewed and acted upon tenure recommendations.

By action of the board, you have been awarded tenure in the Department of English beginning with the 1998-99 academic year.

I congratulate you on achieving this important milestone in your professional career.

Sincerely,

Terry Weidner  
Provost and Vice President  
for Academic Affairs

cc: President David Jorns  
Dean James Johnson  
Dr. Dana Ringuette





Provost and Vice President For Academic Affairs  
600 Lincoln Avenue  
Charleston, IL 61920-3099  
Phone: 217-581-2121  
FAX: 217-581-6053

April 29, 1997

Dr. Bonnie Irwin  
Department of English  
Eastern Illinois University  
Charleston, IL 61920

Dear Dr. Irwin:

You have applied for promotion to the rank of Associate Professor on a regular basis.

After a careful review of the supporting material you submitted and the evaluations and recommendations concerning your application, I am pleased to inform you that, on the recommendation of President David Jorns, I am promoting you to the rank of Associate Professor effective Fall Semester 1997. Thank you for your continuing contributions to Eastern Illinois University.

Sincerely,

A handwritten signature in blue ink, appearing to read "Terry M. Weidner".

Terry M. Weidner  
Interim Provost and Vice President  
for Academic Affairs

cc: President David Jorns  
Dean James Johnson  
Dr. James Quivey

Provost and Vice President For Academic Affairs

600 Lincoln Avenue  
Charleston, Illinois 61920-3099

Office: 217-581-2121  
Fax: 217-581-6053

---



April 30, 2002

Dr. Bonnie Irwin  
Department of English  
Eastern Illinois University  
Charleston, IL 61920

Dear Dr. Irwin

*Bonnie*

After a careful review of the supporting material you submitted and the evaluations and recommendations concerning your application, I am pleased to inform you that, with the concurrence of Interim President Hencken, you are hereby promoted to the rank of Professor effective Fall Semester 2002. Thank you for your continuing contributions to Eastern Illinois University.

A very special word of congratulations is due on your promotion to Professor, the highest faculty rank. I hope you will consider this promotion to include a special responsibility to your faculty colleagues and to the academy--to serve as a continuing model of excellence in teaching, research, and service activities.

Sincerely,

A handwritten signature in blue ink, appearing to read "Blair", with a long horizontal flourish extending to the right.

Blair M. Lord  
Provost and Vice President  
for Academic Affairs

cc: Interim President Louis Hencken  
Dean James Johnson  
Dr. Dana Ringuette  
Personnel file

## **Bonnie D. Irwin, Ph.D.**

*California State University Monterey Bay  
Seaside, CA 93955*

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### **Summary of Qualifications**

- Extensive experience in envisioning and implementing large-scale initiatives involving multiple campus constituencies, and building diverse teams to discover and implement common goals.
- Administrative leadership in academic affairs, involving budgeting and philanthropy; faculty and staff hiring, evaluation, recognition and development; community partnerships; substantial collaboration with student affairs and other administrative units.
- Administrative leadership in arts and humanities, involving budgeting, philanthropy, faculty development, mentoring and evaluation, staff mentoring and supervision, outreach efforts, student retention, envisioning and implementing change in a collective bargaining environment.
- Administrative leadership experience in honors education and undergraduate research, involving all services from recruitment through enrollment and graduation to alumni relations and philanthropy, including collaborations with all academic and student affairs units.
- Experience in and strong commitment to mentoring faculty and staff and providing high impact experiences for students.

### **Education**

#### **University of California, Berkeley**

**Ph.D.**, Comparative Literature. Specialization in medieval Spanish, Arabic, and Portuguese literatures

**M.A.**, Comparative Literature. Specialization in Latin American and American literatures

**A.B.**, Comparative Literature. Specialization in Spanish and English

### **Administrative Experience**

#### **California State University, Monterey Bay**

Provost and Vice President for Academic Affairs, 2014–present

- Successfully administer the division of Academic Affairs (Hispanic Serving Institution; \$41M AA budget; 440+ faculty; 7500+ students; 6 academic colleges; several other administrative units, including IT, Library, Sponsored Programs)
- Provide leadership for campus Graduation Initiative 2025 student success initiative.
- Provide leadership for curriculum revision and improving of faculty tenure-density.
- Created collaborative working relationship with Student Affairs Division.
- Provide leadership for strategic planning and inclusive excellence, through partnering with Administration and Finance and the Office of Inclusive Excellence, resulting in new draft mission, values, and goals for the campus and a draft diversity plan.
- Redesigned a campus-wide faculty research symposium.
- Shepherded two successful institutional applications for Governor's Awards for Innovation.
- Participate in the stewardship of major donors and community partners.
- Successfully nominated faculty for system-wide and national awards.

#### **Eastern Illinois University**

Dean, College of Arts & Humanities, 2010–2014.

- Successfully administered the College of Arts & Humanities at Eastern Illinois University (\$12M budget; 186 faculty; 9 academic departments; several interdisciplinary programs; 1600 students; Performing Arts Center; Arts Center)
- Provided leadership for a Making Excellence Inclusive initiative to identify and remove barriers for students from underrepresented groups.
- Provided leadership for Integrative Learning initiatives on campus by conducting research; constructing model curricular programs; conducting informational sessions for faculty councils.

- Provided support for the development of a Humanities Center at Eastern Illinois University, which hosts a speaker series, is designing interdisciplinary curriculum, and has organized faculty development sessions on the use of digital resources in the humanities.
- Created conversation structures for faculty in the college to address issue of interest, leading to development and strengthening of programs in interdisciplinarity and inclusive excellence.
- Successfully nominated EIU's first ever winners of a CASE Professor of the Year Award for the state of Illinois (2011, 2013).

#### Dean, Honors College, 2004–2010

- Organized and presided over the 2010 Annual Conference of the National Collegiate Honors Council (Attendance 1600+)
- Successfully administered the Honors College at Eastern Illinois University, providing access and opportunities while maintaining high standards.
- Designed and launched, as part of a team in conjunction with New Student Programs and a faculty committee, EIU Reads! a first-year common reading program that engages 1200+ new students (95% participation) and 80 faculty and staff in a common academic endeavor.
- Implemented and refined the Presidential Scholars Program, an integrated scholarship and personal development program for the most talented and ambitious honors students at EIU. The first five classes have completed the program with the highest study abroad and graduate school admittance rate of any cohort on campus.
- Revitalized the Honors Council of the Illinois Region by taking on the role of secretary-treasurer, creating a membership database, and designing a communication flow among members.
- Designed and launched the first annual Showcase EIU (Exploration and Inquiry of Undergraduates) event with a committee of faculty. The event involved 200 students and nearly 100 faculty mentors.
- Revamped the Undergraduate Research, Scholarship, and Creative Activity program, resulting in an increased budget, more research grants, and the highest number of student participants in the National Conferences on Undergraduate Research of any Illinois public institution in 2009 and 2010.
- Applied successfully for membership in the National Student Exchange and implemented program on campus.
- Acquired institutional partnership for Eastern Illinois University with The Washington Center, creating internship opportunities for EIU students in Washington, DC.
- Provided support for the development of two new departmental honors programs in Business and Sociology.
- Led institutional conversations on integrating the academic and personal development of undergraduate students and provided resources and guidelines for designing initiatives.

English Undergraduate Studies and Honors Coordinator, 2000–2003

Acting Chair, English Department, Summer 2002

Acting Chair, English Department, Summer 2001

#### **Administrative Development**

CSU Executive Leadership Program, 2017–2018

Higher Education Resource Service (HERS) Bryn Mawr Summer Institute, Summer 2009

CASE Development for Deans Workshop, February 2009

National Collegiate Honors Council Assessment and Evaluation Institute, July 2008

#### **Post-PhD Training**

**Master Online Teacher Certificate, 2003.** Illinois Online Network, University of Illinois. Courses taken: *Online Learning: An Overview, Web Design, Instructional Design, Student Assessment, Technology Tools, Practicum*

**American Federation of Teachers, Educational Research and Dissemination Summer Institute, July 2003; Winter Institute, January 2004.**

Courses taken: *Delivering Effective Professional Development, Foundations of Effective Teaching* (Certificate issued February 2004)

## Teaching Experience

**Eastern Illinois University, 1994–2014**

Professor of English, 2002–present

Associate Professor of English, 1997–2002

Courses: *Study Abroad Capstone, Honors Senior Seminar: Leadership; Honors First Year Seminar, Composition, Literature and Human Values, Backgrounds of Western Literature, Mythology, Myth & Culture, Honors Myth & Culture, Literary Masterworks, Folklore, Legends in their Popular Contexts, Middle Eastern Literature, Oral Tradition in Literature, University Foundations, Senior Seminar: Orientalism; Senior Seminar: Folklore, Culture, and Society*

**Iowa State University, 1991–1994**

Adjunct Assistant Professor of English

Temporary replacement instructor in Spanish

Courses: *Freshman Composition, Intermediate Composition; American Literature and Culture, Folklore, Women and Folklore; Intermediate Spanish Language, Intermediate Spanish Literature; Summer Enrichment Program*

**Raritan Valley Community College, Somerville, NJ, 1990–1991**

Adjunct Instructor of English

**University of California at Berkeley, 1984–1989**

Graduate Student Instructor in Comparative Literature

Graduate Student Instructor in Undergraduate Interdisciplinary Studies

## Languages

Spanish (reading, listening, writing, some speaking)

Portuguese (reading, listening, some speaking)

Arabic, Farsi, Latin, French (some reading)

## Honors and Fellowships

### Extramural

National Collegiate Honors Council Fellow (since 2010)

NEH Summer Seminar for College Teachers, "Rome in the Age of Augustus," 1997

NEH Summer Stipend, 1995

NEH Summer Seminar for College Teachers, "The Oral Tradition in Literature," 1992

### Intramural

EIU Achievement and Contribution Awards, Service Category, 2003, 1999

EIU Achievement and Contribution Awards, Balanced Category, 2001, 1997

EIU Summer Research Grants, 2003, 2000, 1999, 1998, 1997

EIU Faculty Development Mini-Grants 2004, 2003, 2002

EIU Technology-Enhanced and Delivered Education Grants, Fall 2002, Fall 2001, Spring 2001

EIU Professor Laureate, 1998

EIU Distinguished Honors Faculty Award, 1998

Freshman English Excellence in Teaching Award, Iowa State University, 1993

Outstanding Graduate Student Instructor Award, UC Berkeley, 1989

## Publications

### Articles and Book Chapters

"Moving from Professor to Dean." *Resource Handbook for Academic Deans*. 3rd Ed. Ed. Laura Behling. Sponsored by the American Conference of Academic Deans (ACAD). San Francisco: Jossey-Bass, 2014. 39–44.

"Working with Other Deans." *Resource Handbook for Academic Deans*. 3rd Ed. Ed. Laura Behling. Sponsored by the American Conference of Academic Deans (ACAD). San Francisco: Jossey-Bass, 2014. 233–236.

- "We Are the Stories We Tell." *Honors In Practice*. 8 (2012): 17-19.
- "Intentionally Adrift: What the *Pathways Project* Can Teach Us About Teaching and Learning." *Oral Tradition*. 26:2 (October 2011): 581-584.
- "Hitting the Wall," *Journal of the National Collegiate Honors Council*, 11:2 (Fall/Winter 2010): 43-45.
- "Riding a Unicycle Across a Bridge While Juggling." *Journal of the National Collegiate Honors Council*, 7:2 (Fall/Winter 2006): 29-31.
- "A Student Like Me." *Journal of the National Collegiate Honors Council*. 6:2 (Fall/Winter 2005): 53-54.
- "Frame Tales and Oral Tradition" *Oral Tradition* 18 (2003) 125-126.
- "Narrative in the *Decameron* and the *1001 Nights*." *Approaches to Teaching Boccaccio's Decameron*. Ed. James H. McGregor. *MLA Approaches to Teaching World Literature*. NY: Modern Language Association, 2000.
- "The Courage to Change." *Universities* 21 6:1 (Fall 2000): 1, 3.
- "Framed (for) Murder: The Corpse Killed Five Times (AT 1537) in the *1001 Nights*." In *Telling Tales: Medieval Narratives and the Folk Tradition*. NY: St. Martin's, 1998.
- "Frame Tale, East and West." *MLA Options for Teaching Oral Traditions*. Ed. John Miles Foley. NY: MLA, 1998.
- "What's in a Frame?: The Medieval Textualization of Traditional Storytelling." *Oral Tradition*. 10 (1995): 27-53.

#### Encyclopedia Entries

- "Region: Middle East." *The Encyclopedia of Women's Folklore*. Westport, CT: Greenwood, 2009.
- "Veiling," *The Encyclopedia of Women's Folklore*. Westport, CT: Greenwood, 2009.
- "Assassins," *The Encyclopedia of Medieval Folklore*. Santa Barbara: ABC-Clio, 2000.
- "Frame Tale," *The Encyclopedia of Medieval Folklore*. Santa Barbara: ABC-Clio, 2000.
- "Harun ar-Rashid," *The Encyclopedia of Medieval Folklore*. Santa Barbara: ABC-Clio, 2000.
- "The Seven Sages," *The Encyclopedia of Medieval Folklore*. Santa Barbara: ABC-Clio, 2000.
- "The Thousand Nights and a Night." *The Encyclopedia of Medieval Folklore*. Santa Barbara: ABC-Clio, 2000.
- "Sunnite," *Medieval Trade, Travel, and Exploration: An Encyclopedia*. Ed. John B. Friedman and Kristen Mosler Figg. NY: Garland, 2000.
- "Shi'ite" *Medieval Trade, Travel, and Exploration: An Encyclopedia*. Ed. John B. Friedman and Kristen Mosler Figg. NY: Garland, 2000.
- "Frame Tale," *Folklore and Literature Encyclopedia*. Ed. Bruce Rosenberg and Mary Ellen Brown. Santa Barbara: ABC-Clio, 1998.
- "1001 Nights." *Folklore and Literature Encyclopedia*. Ed. Bruce Rosenberg and Mary Ellen Brown. Santa Barbara: ABC-Clio, 1998.

#### Reviews

- Review of *Fairy Tales Transformed?: Twenty-first Century Adaptations and the Politics of Wonder*. *Western Folklore* (Spring 2015) 74:2.
- Review of *Eastern Dreams: How the Arabian Nights Came to the World*. *Marvels and Tales* 26:1 (2012): 117-119.
- Review of *The Arabian Nights Reader*. *Marvels and Tales* 22:2 (2008): 337-339.
- Review of *From Olympus to Camelot: The World of European Mythology*. *Journal of American Folklore*. *Journal of American Folklore*. 119:474 (Fall 2006): 497-98.
- Review of *Mythology for Storytellers: Themes and Tales from Around the World*. *Journal of American Folklore*. *Journal of American Folklore*. 119:474 (Fall 2006): 491-92.
- Review of *Romanceiro tradicional das ilhas dos Açores, Corvo e Flores*. *Journal of American Folklore*. *Journal of American Folklore*. 119:474 (Fall 2006): 502-04.
- Review of *Middle Eastern Literatures (7:2 Special Issue: Ideological Variations and Narrative Horizons: New Perspectives on the Arabian Nights)*. *Marvels and Tales*. 19:2 (Fall 2005): 325-327.
- Review of *Places Where Men Pray Together: Cities in Islamic Lands, Seventh Through the Tenth Centuries*. *Journal of American Folklore*. 118:470 (Fall 2005): 493-94.
- Review of *Theme in Oral Epic and in Beowulf and Beowulf and the Demise of the Germanic Legend in England*. *ethnologies*. 21 (1999): 251-254.

Review of *Wisdom of the Mythtellers*. *Journal of American Folklore* 110 (1997): 345-347.  
Review of *The Dialogic Emergence of Culture*. *Cross-Cultural Poetics (Xcp)* 1 (1997): 108-111.

### National/Regional Conference Presentations (Selection)

- "Provosts Perspective on Internationalization." Panel Participant. Association of International Education Administrators Annual Conference. Washington, DC. 19 February 2018.
- "Getting Started: First-Year Experience as a Gateway to Success in General Education." (with Pareena Lawrence, Kristin Douglas, and Kris Roney) AAC&U General Education and Assessment Conference. Phoenix, AZ. 23 February 2017.
- "Diversifying Silicon Valley One Cohort at a Time." (With Sathya Narayanan and Shannon Bliss) AASCU Academic Affairs Winter Meeting. San Diego, CA. 4 February, 2017.
- "Innovation in Higher Education: What It Is and What It Is Not." (With Sathya Narayanan) AAC&U Annual Meeting. San Francisco, CA. 27 January 2017.
- "CSin3: Three-Year Bachelor's Degree Program in Computer Science." (With Willard Lewallen) Community College League of California Annual Convention. Riverside, CA. 17 November 2016.
- "CS-in-3: Three-Year Bachelor's Program in Computer Science." (With Sonia Arteaga, Willard Lewallen, Erica Padilla-Chavez) 47<sup>th</sup> Annual Association of Community College Trustees Leadership Congress. New Orleans, LA. 7 October 2016.
- "Open Access Colleges as a Path to Upward Mobility in High Tech: A collaborative effort between a community college, a state university, and industry." (With Sathya Narayanan, Willard, Lewallen, Vanita Nemali) Richard Tapia Celebration of Diversity in Computing Conference. Austin, TX. September 2016.
- "Q.E.D.: Incorporating Quality, Equity, and Diversity in Student Success Initiatives." (with Patricia Poulter, Bud Fischer, Kris Roney) ACAD Annual Meeting Pre-Conference Workshop. Washington, DC. January 2016.
- "Carrots Instead of Sticks: One State's Novel Approach to Spark Innovation in Public Higher Education to Produce Strong Student Outcomes." (With Christian Osmena, Ellen Junn, Ellyn Artis, and Graham Oberem) AASCU Academic Affairs Summer Conference. Portland, OR. 24 July 2015.
- "'Live Divided No More': Myths and Realities of Faculty Privilege." (with Christiane Eydt Beebe and T. Linda Scholz) AAC&U Network for Academic Renewal Conference: Diversity, Learning and Student Success: Policy, Practice, Privilege. Chicago, IL. March 2014.
- "We Fail Our Students by Not Teaching Them to Fail." (with Bud Fischer) AAC&U Annual Meeting: *The Quality of U.S. Degrees*. Atlanta, GA. 25 January 2013.
- "Disruptive Leadership: Honoring Our Identities While Challenging Our Traditions." (with Patricia Poulter). American Conference of Academic Deans Conference: *The Academic Leader in the 21<sup>st</sup> Century*. Atlanta, GA. 24 January 2013.
- "Healing Ourselves: How We Learned to Stop Whining and Embrace the Crisis." (With Patricia Poulter). American Conference of Academic Deans and Phi Beta Kappa Joint Conference on *Are the Humanities Now a Luxury?* Charleston, SC. November 2011.
- "Transforming Your Campus Into a Center of Engagement, Enlightenment, and Inspiration." (With Patricia Poulter and Dwight Vaught) AAC&U Working Conference on *Arts & Humanities: Toward a Flourishing State?* Providence, RI. November 2011.
- "Creative Tensions, Challenging Environments" the Arts & Humanities As Drivers of Interdisciplinary Change." (With Patricia Poulter and Jinhee Lee). AAC&U Working Conference on *Arts & Humanities: Toward a Flourishing State?* Providence, RI. November 2011.
- "The New Faces of Competition (Uses of Facebook, YouTube, iTunesU)" (panelist). National Collegiate Honors Council Conference. San Antonio, TX. October 2008.
- "Honors in 2025" (Panelist). National Collegiate Honors Council Conference. Denver, CO. November 2007.

- "Justifying Your Existence: The Role of Honors at Your Institution" Developing in Honors Opening Session. (Panelist). National Collegiate Honors Council Conference. Denver, CO. November 2007.
- "Foodways and Storytelling in the *1001 Nights* and the *Decameron*." American Folklore Society Annual Meeting. Quebec, Canada. 20 October 2007.
- "Taking Liberties: Parent Relations as an Integral part of Honors Recruitment and Retention." (Co-presented with M. Messer). National Collegiate Honors Council Conference. Philadelphia, PA. 17 November 2006.
- "Developing in Honors: The Many Roles of the Honors Administrator" National Collegiate Honors Council Conference. Philadelphia, PA. 16 November 2006.
- "Air Traffic Control: Recruiting and Retention in the Age of the Helicopter Parent. (Co-presented with M. Messer). National Collegiate Honors Council Conference. St. Louis, MO. 28 October 2005.
- "Developing in Honors: First-Year Seminars" National Collegiate Honors Council Conference. St. Louis, MO. 27 October 2005.
- "Culture and Community in the Writings of Arab American Women." Modern Language Association Annual Meeting. Philadelphia, PA. 30 December 2004.
- "Scheherazade Writes: the Commodification of a Fictional Storyteller." Modern Language Association Annual Meeting. Philadelphia, PA. 29 December 2004.
- "Storytelling, Performance, and Authenticity in the *Thousand and One Nights*." Midwest Modern Language Association. St. Louis, MO. 6 November 2004.
- "Who's Really in the Bottle?: Arab Djinn and American Genies." American Folklore Society Annual Meeting. Salt Lake City, UT. 15 October 2004.
- "From China to Baghdad: Portraits of Interfaith Conflict and Tolerance in the *1001 Nights*." Modern Language Association Annual Meeting. San Diego, CA. 27 December 2003.
- "Practicing Theory: Can Leadership Be Taught?" National Collegiate Honors Council Conference. Chicago, IL. 7 November 2003.
- "Integrating Creativity and Critical Thinking in Honors." National Collegiate Honors Council Conference. Chicago, IL. 6 November 2003.
- "Their Culture, Our Domain: Arabia in Las Vegas." American Folklore Society Annual Meeting. Albuquerque, NM. 11 October 2003.
- "Arabic Folk Traditions." American Academy of Religion Annual Meeting. Denver, 18 November 2001.
- Brownbag Roundtable: "Service Learning: Bringing Public and Academic Folklorists into Partnership." Accepted for presentation at the American Folklore Society annual meeting. Anchorage, AK, October 2001.
- "The *Arabian Nights* in Animated Film." Accepted for presentation at the American Folklore Society annual meeting. Anchorage, AK, October 2001.
- "Conferences as Festivals: Celebration, Commemoration, Edification." Modern Language Association Meeting. Washington, DC, 30 December 2000.
- "Approaches to Teaching Boccaccio's *Decameron*." Discussant, Modern Language Association Meeting. Washington, DC, 29 December 2000.
- "Eastern Tradition Meets Western Pop Culture: ABC'S *Arabian Nights*." American Folklore Society Annual Meeting. Columbus, OH, 26 October 2000.
- "Gendering the Frame Tale: Shahrazad as Matrioshka." Modern Language Association Meeting. San Francisco, 29 December 1998.
- "The Frame Tale East and West." Modern Language Association Meeting. San Francisco, 29 December 1998.
- "Intersections of Myth and Sport." American Folklore Society Annual Meeting. Portland, Oregon, 30 October 1998.
- "The Folklore of Medieval Folklore." Participant in Roundtable discussion. International Congress on Medieval Studies, 7 May 1998.
- "The Legend in the Tale: Representations of Harun ar-Rashid in the *1001 Nights*." International Congress on Medieval Studies. Kalamazoo, 7 May 1998.
- "Memory and Immanent Structures in Medieval Narrative." American Folklore Society Annual Meeting. Austin, 30 October 1997.



- "Teaching Folklore and Literature Hybrids: Hurston's *Mules and Men*. Midwest Modern Language Association Annual Convention. Minneapolis, 8 November 1996.
- "Performance Keys in the Medieval Frame Tale." American Folklore Society Annual Meeting. Pittsburgh, 18 October 1996.
- "The *1001 Nights* and Medieval Ideas of Writing." Medieval Academy of America Annual Meeting. Kansas City, 12 April 1996.
- "Arabs and All That Jazz: Diana Abu-Jaber and Arab-American Fiction." Modern Language Association Convention. Chicago, 30 December 1995.

### **Interviews**

- Interviewed on academic conferences for article entitled, "Starry Events Lose Shine" for *Times* [of London] *Higher Education Supplement*. 19 March 2004.
- Interviewed on frame tales for National Public Radio program, Studio 360.  
<http://www.wnyc.org/studio360/show102602.html>.
- Interviewed on "Studying the Ritual of the MLA Conference" for "Verbatim," *Chronicle of Higher Education*, 19 January 2001.

### **Other Conference Activities**

- "Integrated Student Success." Roundtable leader. Dean's Institute, American Conference of Academic Deans. Washington, DC. 24 January 2018.
- "Inclusive Excellence." Roundtable leader. Dean's Institute, American Conference of Academic Deans. San Francisco, CA. 25 January 2017.
- Deans' Institute Planning Committee, American Conference of Academic Deans, 2012.
- Panel Organizer, The Role of Honors on Campus: Perspectives from Senior Administrators, National Collegiate Honors College Conference, 2010, 2011, 2012, 2013
- Conference Planning Committee, National Collegiate Honors Council, 2005-2012 (chair, 2010)
- Staff, 2008 Wakonse Collaborative Conference for High School and College Teachers.
- Organizer, American /Folklore Society Sessions at MLA. MLA 2000 Meeting
- Program Planner, Illinois Philological Association 1997-1999
- Planning Committee, Illinois Medieval Association, 1998 Meeting
- Secretary, Folklore and Literature Session, MLA 1996 Meeting.
- Chair, Spanish I Section, M/MLA 1995 meeting

### **Department Colloquia (Selection)**

- "Using the Interview: A Composition Committee Workshop" Eastern Illinois University English Department. 19 November 2002
- "English and the State of the Liberal Arts" Eastern Illinois University English Department Colloquium (Panel Discussion with Michael Loudon, John Martone). 18 November 1998
- "Why Should I use Small Groups Anyway?": Principles and Pedagogy of Using Peer Response Groups in English Classes" Eastern Illinois University English Department Colloquium (Panel Discussion with Thom Schnarre, Linda Coleman, and Bob Funk). 18 November 1996

### **Invited Workshops/Presentations**

- CSU New Deans Workshops: "New to the CSU." Los Angeles, CA. 4 August 2016.
- ACAD Pre-Conference Workshop on "Leadership for Interdisciplinary STEM Teaching and Learning" at AAC&U Next Generation STEM Learning Conference. (With Linda Halpern, Susan Elrod, et al.) Kansas City, MO. November 2012.
- Workshop on Integrative Learning. St. Ambrose University. January 2012.
- Presenter, Master Class in the Humanities. 2002 Wakonse Conference on College Teaching.
- "Frame Tales and Oral Tradition." Guest Lecture, NEH Summer Seminar for College Teachers. University of Missouri. 5 July 1994.

### **Local Presentations (Selection)**

- "The Invention of Writing: How It Changed the Way We Think and Create." Osher Lifetime Learning Institute Distinguished Lecture Series. Monterey, CA. 29 August 2018.

- "Who's Really in the Bottle?: Genies East and West." Osher Lifetime Learning Institute Distinguished Lecture Series. Monterey, CA. 2 May 2018.
- "Veiling in the Muslim World: Oppression or Empowerment Osher Lifetime Learning Institute Distinguished Lecture Series. Monterey, CA. 28 September 2016, and Carmel Public Library Community Night presentation. Carmel, CA. 17 January 2018.
- "War and Homecoming: How the Illiad and Odyssey Resonate Today." Osher Lifetime Learning Institute Distinguished Lecture Series. Monterey, CA. 13 September 2018.
- "Did the Ancient Greeks Really Believe their Myths?" Osher Lifetime Learning Institute Distinguished Lecture Series. Salinas, CA. 8 March 2016.
- "The 1001 Nights: Born in Baghdad, Adopted by the World." Osher Lifetime Learning Institute Distinguished Lecture Series. Seaside, CA. 14 September 2015.
- "Women in Veil," Moderated Panel for *Muslim Journeys: A reading and discussion series in America's libraries*. EIU Booth Library, 15 April 2014.
- "The Pen and the Press: Early Technologies in the Evolution of Literature." EIU Technology & Science Symposium, 2013.
- "Scheherazade," Torqued By History: Appropriating a Woman's Images. EIU Women's History and Awareness Month Faculty Panel, 2013 (pecha kucha format)
- Did the Greeks Believe Their Myths? EIU Symposium on Ancient Greece, 2012.
- Myths About Egyptian Myth, EIU Symposium on Ancient Egypt, 2011.
- Teaching Proficient Students, EIU Faculty Development Series, 2009.
- Using Facebook as a Social Network to Enhance the Classroom, EIU Faculty Development Series, 2008
- Undergraduate Research Panel, EIU Faculty Development Series, 2007, 2008
- Scholarship of Teaching and Learning Workshop. EIU Faculty Development Series, 2006, 2007, 2008
- Service Learning Workshop, EIU Faculty Development Series, 2006
- "Who's Really in the Bottle?: Genies East and West." EIU Booth Library Speaker Series. 30 March 2005
- "Scheherazade." Presentation as part of EIU Booth Library celebration of Elizabeth I. Panel entitled, "Women of Power, Women of Culture, Elizabeth's Medieval Heritage." 11 March 2004.
- "I Can Speak English!" (Presentation on the role of technology in English Studies), EIU School of Technology Centennial Lecture Series, November 2002.
- Moderator, New Faculty Panel. EIU New Faculty Orientation, August 2002.
- Faculty Commencement Speaker, Eastern Illinois University, December 1999 and May 2000.
- Panelist, 38<sup>th</sup> Annual Eastern Regional History Fair, Eastern Illinois University, 25 March 2000.
- Convocation Speaker, Eastern Illinois University, 20 August 1998.
- "We Are the Stories We Tell." Guest Speaker at American Business Women's Association Business Associate Night, Mattoon, IL, 14 May 1998
- "Family Folklore." Workshop given as part of Celebration of the Humanities Month, sponsored by College of Arts and Humanities. Eastern Illinois University, 22 October 1997.
- "The Literature and Culture of the Middle East." Iowa State University Summer Enrichment Program Friday Reading. 2 July 1993.

### **Works in Progress**

Book Chapter:

"Teaching the *Arabian Nights* through film"

Monographs:

*Scheherazade on My Mind: The Arabian Nights in American Culture.*

### **Editorial and Consulting Work**

Editorial Board, *Oral Tradition*, 2013-present.

Honors Program Site Visit, Columbia College, SC, October 2012.

Referee, *Journal of American Folklore*, Fall 2000.

Referee, *Mosaic, a journal for the interdisciplinary study of literature*, 1998, 2000, 2001, 2005, 2013.

Reviewer, *Text on World Mythology*, Prentice-Hall, 1997

Editorial Board, *Oral Tradition: An Encyclopedia*, Center for Studies in Oral Tradition, University of Missouri, Columbia, 1992-96.

Reviewer, *A Writer's Reference*, 2nd edition, Bedford-St. Martin's Press, 1994.

### **Academic Service**

#### National:

American Conference of Academic Deans (ACAD), Board of Directors, 2012-present. Treasurer, 2015-present.

American Association of State Colleges and Universities (AASCU), Regional Engagement and Research Council, 2015-2017.

Association of American Colleges and Universities. Reviewer. Diversity, Learning, and Student Success Conference, 2014.

National Collegiate Honors Council (NCHC) Immediate Past President, 2012; President, 2011; President-Elect, 2010; Vice President, 2009; Secretary, 2007-2008.

NCHC Conference Planning Committee, 2006-present (chair, 2010).

NCHC Board of Directors, 2006-2012.

NCHC: Membership and Marketing Committee, 2006-present; Professional Development Committee, 2005-present.

Council on Undergraduate Research (CUR). Reviewer. Posters on the Hill. 2011.

American Folklore Society Liaison to the Modern Language Association, 2004-2007.

Reviewer of grant applications for Arabic Studies, NEH, 1993, 2000.

American Folklore Society @ the Modern Language Association, 1997-2001.

Executive Committee, MLA Folklore and Literature Discussion Group, 1994-98.

Panelist, Study Grants for College and University Teachers, National Endowment for the Humanities, 1993-94.

#### Regional and State:

California State University (CSU) Academic Affairs Council, 2014-present. Steering Committee, 2016-present.

California State University (CSU) Student Mental Health Advisory Committee, 2015-present

CSU Summer Arts Advisory Council, 2014-2016

CSU Leadership Development Committee, 2015-2017

Honors Council of the Illinois Region, Executive Secretary-Treasurer, 2004-2009

Honors Council of the Illinois Region, President, 2006-2007

Illinois Online Network. Quality Online Course Initiative, 2004-2005

American Federation of Teachers Education Research and Dissemination Trainer, 2004

Illinois Folklife Society, Treasurer and Board Member, 1999-present

Illinois Philological Association, President 2000-01; Vice President, 1999-2000; Executive Secretary, 1996-1999; Founding member, 1996-present

#### Community

Carmel Public Library Foundation Board, 2016-present.

Bright Futures community educational partnership, Steering Partner, 2014-present.

#### University (Selected):

CSUMB Strategic Planning Committee co-Chair, 2017-present.

CSUMB, Associate Vice President for University Personnel Search Committee chair, 2015.

EIU North Central Association Accreditation Self-Study leadership team, 2012-2014.

EIU Steering Committee for Program Analysis, 2012-2013.

EIU College of Arts & Humanities Making Excellence Inclusive Task Force, founder and convener, 2012-2014.

EIU Faculty Development Advisory Committee, 2011-2014.

EIU American Association of Colleges and Universities, Institutional Representative, 2009-2014

AAC&U, Liberal Education and America's Promise Campus Action Committee, 2010-2014

EIU National Student Exchange coordinator, 2006-2010

EIU The Washington Center liaison, 2008-2010

EIU Research and Creative Activity Advisory Board, *ex officio*, 2007-2010

EIU Council on UG Research, Scholarship and Creative Activity, chair, 2004-2010  
EIU Tarble Arts Center Advisory Board, 2000-2014.  
Mentor, TRiO Program, EIU, 2006-2014.  
Assoc. Dean Search Committee, LCBAS, EIU, Chair, 2008  
McNair Grant Writing Team, 2006-2007, 2011  
Phi Beta Kappa Task Force, 2006-2014

Standing Committees chaired or co-chaired at CSUMB: Academic Leadership Team, President's Committee on Equity and Inclusion, Readiness Committee, Otter Promise [student persistence and completion] Committee.

Standing Committee membership at EIU: Council of Deans (Academic Leadership Team), Academic Technology Advisory Committee, Eastern Reads!, Master Planning Committee.

Other Committees (pre-2010):

Enrollment Management Advisory Ctte, 2004-2010  
International Programs Advisory Ctte, 2004-2010  
Omicron Delta Kappa, EIU Circle Faculty Secretary, 2002-2006.  
EIU Service-Learning Task Force, chair, 2004-2006.  
Faculty Development Steering Committee 2002-2004, (chair) 2002-2003.  
Writing Competency Exam Trainer (1997-2004); Scorer (1995-97).  
University Professionals of Illinois chapter secretary (2000-03); chapter treasurer (1998-2000).  
University Personnel, 2002-2003  
Committee on Student Reinstatement, 2001-2003  
Convocation, 2001-2002  
University Foundations Advisory Committee, 2000-2002  
VPAA Search Committee (chair), 2000-2001.  
Faculty Senate, 1997-2000 (chair, 1999-2000)  
Presidential Investiture Planning Committee, 1999 (chair, Symposium Committee)  
Presidential Search Committee, 1998-99  
Senior Seminar, 1997-2001  
Women's Advocacy Council, 1994-1999

English Department Committees, 1994-2002:

Executive, Undergraduate Studies, Assessment, Recruitment, Placement,  
Sigma Tau Delta Advisor, Personnel, Special Personnel. Budget, Credentials [Search], Library

**Professional Memberships**

Assn. of American Colleges & Universities	American Conference of Academic Deans
National Collegiate Honors Council	College Board
Council on Undergraduate Research	Modern Language Association
American Folklore Society	

19412



UNIVERSITY of HAWAII MĀNOA

UNIVERSITY OF HAWAII BOARD OF REGENTS

Office of the Chancellor

RECEIVED

19 FEB 21 12:35 February 19, 2019

MEMORANDUM

TO: Lee Putnam Chair, Board of Regents

VIA: David Lassner President

FROM: David Lassner Chancellor

SUBJECT: REQUEST FOR FACULTY EMERITUS STATUS

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the faculty emeritus status for the following individuals and recognize their individual dedicated and honorable service rendered to the University of Hawaii at Manoa:

- C. Fred Blake, College of Social Sciences
• David Chappell, College of Arts and Humanities
• Kevin Hamilton, School of Ocean and Earth Science and Technology
• Robert Bley-Vroman, College of Languages, Linguistics and Literature

RECOMMENDED EFFECTIVE DATE:

Upon Board of Regents Approval

ADDITIONAL COST:

There is no cost associated with this request.

PURPOSE:

The purpose of this request is to honor respected faculty who have served the university, as well as recognize and retain expertise of and affiliation with the individual and their respective contributions, accomplishments, and continuing impact of their research and work.

BACKGROUND INFORMATION:

As provided for in Board of Regents Policy RP5.219, Emeritus/Emerita Title, and Executive Policy EP9.209, Awarding of Emeritus/Emerita Title, the title may be awarded to honor well qualified and respected retired UH faculty members, and to recognize and retain the expertise of retired faculty as valued University resources. The eligibility requirement for faculty members

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is retirement from the University with the rank of full professor or its equivalent, and five or more years of service at that rank.

The following four individuals require BOR approval as they do not meet the eligibility requirement and are, therefore, exceptions to policy. I asked our academic deans to collectively review requests for policy exceptions and these four requests were forwarded and recommended to me for conferral of this honorary emeritus title. The Vice Chancellor for Academic Affairs also concurred with these recommendations.

### **David Chappell**

Dr. Chappell, Professor in the Department of History, College of Arts and Humanities, retired effective August 2018 after 26 years of University service of which 4 years were at the rank of professor. This request was unanimously supported by his department and the Dean.

Dr. Chappell joined the University in 1992 and was promoted to full professor in summer 2014. His untimely retirement was due to personal health reasons, however, he continues to serve our student and scholarly community via modern technology; maintains an active agenda of scholarship, publication and public presentations; serves on graduate student committees; and mentors students and faculty in the college. His research and publications continue to benefit the UH Mānoa and his colleagues in the college, at UH Mānoa and beyond.

Dr. Chappell has published three books and sixteen peer-reviewed articles in journals specializing in the Pacific Islands, Africa, maritime history, comparative history, political science, U.S. history and world history. He assisted in creating and sustaining one of the world's premier research programs in Pacific history, which is the only PhD program in Pacific history in the country. Dr. Chappell is described as an effective teacher of undergraduate and graduate level courses as well as a respected mentor. He has presented at numerous conferences and events, served on editorial boards, and has chaired twenty history graduate student committees and served on over 50 other student and departmental committees. He continues to serve the scholarly community in the Pacific, in Hawai'i and the U.S. and his accomplishments continue to enhance our UH Mānoa reputation and mission.

### **C. Fred Blake**

Dr. Blake, Professor with the Department of Anthropology, College of Social Sciences, passed away in April 2017 after 43 years of service. He was promoted to professor in August 2012, and therefore passed away with 4 years and 7 months of service at the rank of professor. The request to posthumously confer the title of emeritus professor is supported by his Department of Anthropology and the Dean.

Dr. Blake's dedication as a professor remained even through the severity of his health condition where he continued to teach and prepare for final exams in the last month of his final semester. He was an internationally recognized cultural anthropologist in the fields of political economy, ideology, ritual and religion, with a special focus on the creation of historical structures of domination with reference to China. His publications include two landmark monographs and Dr. Blake participated in multiple national and international academic conferences and workshops. Most recently the posthumous Chinese edition of his book *Burning Money: the Material Spirit of the Chinese Lifeworld* is to be published by a top Chinese press and will be included in the Anthropology of Western Research on China.

While Dr. Blake has passed, awarding him emeritus status will not only recognize his many decades of service and dedication, but will provide UH Mānoa with ongoing recognition and acclaim associated with his publications, works and relationships with the local and international Chinese community.

**Kevin Hamilton**

Kevin Hamilton, Professor of Atmospheric Sciences, School of Ocean and Earth Science and Technology, resigned (rather than retired) from the University in July 2014 when he was ineligible for official retirement from the State of Hawai'i Employee Retirement System due to not reaching the age requirement. He was promoted to professor in October 2000 and served for 13 years at that rank. He also served from May 2010 through June 2014 as UHM's Director of the International Pacific Research Center, which secured \$24 million in research grants and funding under his leadership. Since 2014, he has continued to collaborate as an active colleague with the center. He has additional funding through his theoretical and computational expertise, and continues to be active in research endeavors working with local, national and international colleagues.

Dr. Hamilton's research includes climate dynamics of the atmosphere and oceanic sciences with over 100 publications and 3 co-authored books. Since 2014, he has been awarded \$6 million in extramural research grants as principal investigator from federal agencies including NSF, NOAA and US Department of Energy. As such, his continued work has benefited UH Mānoa and the request is being submitted as he is now eligible for state retirement. This request is supported by the majority of the department and supported by the Dean.

**Robert Bley-Vroman**

Robert Bley-Vroman, Professor in the Department of Second Language Studies, College of Languages, Linguistics and Literature, retired effective December 2017 after 30 years of University service. He joined the University in 1987 and was promoted to full professor in August 2006. He served on the faculty at that rank for 4 years and 9 months at which point he was appointed Interim Dean. He served as interim and then Dean from January 2010 until his appointment as Interim Chancellor in September 2014. He returned to faculty ranks in September 2016.

As a faculty member and administrator, Dr. Bley-Vroman raised the research profile of the college and was a driving force to secure funding by the National Security Education Program to establish the Chinese Language Flagship and Hawai'i Language Roadmap, and partnered with Department of Education to establish Seal of Biliteracy in the public schools. His research in applied linguistics, syntax, corpus linguistics and second language acquisition theory has appeared in major journals related to his area of specialization. This recognition of his accomplishments and his continued service to his college will continue to serve UH Mānoa and its faculty, and foster his continuing relationships with national and international colleagues. The request was supported by his department and the Dean.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve the faculty emeritus status for the following individuals and recognize their individual dedicated and honorable service rendered to the University of Hawai'i at Mānoa:

- C. Fred Blake, College of Social Sciences
- David Chappell, College of Arts and Humanities
- Kevin Hamilton, School of Ocean and Earth Science and Technology
- Robert Bley-Vroman, College of Languages, Linguistics and Literature

Attachments



UNIVERSITY  
HAWAII  
MANOA

Department of Anthropology

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June 21, 2018


MEMORANDUM


TO: Jan Sullivan  
Chair, Board of Regents

VIA: David Lassner  
President

VIA: David Lassner  
Interim Chancellor

VIA: Michael Bruno  
Interim Vice Chancellor for Academic Affairs and  
Vice Chancellor or Research 

VIA: Denise Konan   
Dean, College of Social Sciences

FROM:  Christian Peterson  
Chair, Department of Anthropology

SUBJECT: Exception to UH Executive Policy (EP) 9.209, Section III B.1.a for Professor C. Fred Blake (deceased), Department of Anthropology

SPECIFIC ACTION REQUESTED:

We respectfully request that the Board of Regents approve an exception for Professor C. Fred Blake (deceased) to UH Executive Policy (EP) 9.209, Section III B.1.a, stating that granting of the emeritus title is reserved for "faculty members retired from the University with the rank of full professor or its equivalent who have five or more years of service at that rank," so as to posthumously confer upon him the title of emeritus professor.

Due to a serious medical condition that lead to his untimely death less than one month prior to his intended retirement, Professor Blake served only four full years at the rank of full professor. Professor Blake would have continued to teach, conduct research, and provide service to his department, the College of Social Sciences, the University, and his profession until his retirement in May of that year.



**RECOMMENDED EFFECTIVE DATE:**

The effective date would be upon approval of this request.

**ADDITIONAL COST:**

There are no additional costs associated with this request.

**PURPOSE:**

The purpose of this request is to seek a posthumous exemption for Professor C. Fred Blake from the five years of service at the rank of professor to be granted the title of emeritus and to honor and recognize his 43 years of outstanding contributions and service to the Department of Anthropology, College of Social Sciences, and the University.

**BACKGROUND:**

Pursuant to UH Executive Policy (EP) 9.209, Section IV, which stipulates that the "Board of Regents retains authority to grant emeritus/emerita status upon recommendation of the President," an exemption to the five years at rank eligibility requirement for awarding of emeritus status specified in Section III B.I. is sought from the BOR.

Professor Blake had been a valuable member of the Department of Anthropology since his appointment as a visiting assistant professor in 1974. The following year he was hired as a tenure-track assistant professor, and awarded tenure with promotion to associate professor in 1981. While holding the rank of associate professor Dr. Blake served two three-year terms as departmental Graduate Chair (1986-1992), as well as an additional one-year term as Acting Graduate Chair (1996-1997). He was promoted to the rank of full professor in 2012, and was near completion of his fifth year of service at that rank when he fell ill and died, following a short period of hospitalization, on April 20, 2017, less than one month prior to his planned retirement.

Professor Blake was an internationally recognized cultural anthropologist in the fields of political economy, ideology, ritual, and religion, with a special focus on the creation of historical structures of domination with reference to China. His longstanding research on ethnicity and official Chinese minorities, as well as Chinese funerary rituals and folk traditions of sacrifice and offering, had produced many significant scholarly publications, including two landmark monographs (*Ethnic Groups and Social Change in A Chinese Market Town*, 1981, and *Burning Money: The Material Spirit of the Chinese Lifeworld*, 2011, both published by the University of Hawai'i Press). He was an active participant in national and international academic conferences and workshops, culminating with recent invitations to the Fifth World Forum on China Studies in Shanghai (2013), China, and the State Art Museum in Dresden, Germany (2015). Between 1999 and 2010 he held various visiting professor appointments at academic institutions in China, including the Chinese University of Hong Kong, Jishou University, and Central University for Nationalities. Professor Blake was an active and longstanding member of the University's Center for Chinese Studies who presented regularly in the Center's "China Studies Colloquium Series," and who was regularly called upon to assist local citizen's groups with interests in China.

Prior to falling ill, Professor Blake had filed all paperwork necessary to retire in May, 2017. Had he survived his illness and retired as planned after five full years at the rank of full professor, he would have been deserving of the title of emeritus professor in recognition of his many contributions to the department, the College of Social Sciences, the University, and his profession. His death was tragic and unforeseen. We thus respectfully request and recommend an exemption for Professor C. Fred Blake from the requirement of five years of service at the rank of full professor, so as to posthumously grant him the title of emeritus professor.

**ACTION RECOMMENDED:**

We respectfully recommend that the Board of Regents approve an exception for Professor C. Fred Blake (deceased) to UH Executive Policy (EP) 9.209, Section III B.1.a, stating that granting of the emeritus title is reserved for "faculty members retired from the University with the rank of full professor or its equivalent who have five or more years of service at that rank," so as to posthumously confer upon him the title of emeritus professor.

Attachments

1. Copy of PNF showing promotion to Professor
2. Copy of death PNF
3. Copy of ERS Notice of Retirement
4. BOR Confirmation of Emeritus/Emerita Title Awards Spreadsheet

c: Executive Administrator and Secretary of the Board Oishi

VITA

C. Fred Blake (Charles Fredric Blake) 柏桦

Department of Anthropology

University of Hawaii

Honolulu, Hawaii 96822

Phone (808) 956-8415

Fax (808) 956-4893

E-mail: fblake@hawaii.edu

Education

1964 B.A. University of Hawaii, Honolulu, Hawaii  
1966 M.A. Washington University, St. Louis, Missouri  
1975 Ph.D. University of Illinois, Urbana-Champaign, Illinois

Employment

1974-1975 Visiting Assistant Professor, University of Hawaii  
1975-1980 Assistant Professor, University of Hawaii  
1981-2011 Associate Professor, University of Hawaii  
2012-current Professor, University of Hawaii  
    1986-1992 Graduate Chair, University of Hawaii  
    1996-1997 Acting Graduate Chair, UH  
    1999 Chinese University of Hong Kong, Visiting Professor  
    2007 Jishou University, Hunan, China, Visiting Professor  
    Central University for Nationalities, Visiting Professor,  
    Beijing, China (August-December)  
    2010 Central University for Nationalities, Visiting Professor,  
    Beijing, China (May-June).

Academic Publications (Monographs)

1981 *Ethnic Groups and Social Change in a Chinese Market Town*. Honolulu: University Press of Hawaii.  
2011 *Burning Money: The Material Spirit of the Chinese Lifeworld*. Honolulu: University Press of Hawai'i.

Academic Publications (articles in refereed journals)

1978 "Death and Abuse in Marriage Laments: The Curse of Chinese Brides," *Journal of Asian Folklore Studies*, 37(1): 13-33.  
1979 "Love Songs and the Great Leap: The Role of a Youth Culture in the Revolutionary Phase of China's Economic Development," *American Ethnologist*, 6(1): 41-54.  
1979 "The Feelings of Chinese Daughters toward Their Mothers as Revealed in Marriage Laments," *Folklore*, 89(2): 91-97.

- 1993 "The Chinese of Valhalla: Identity and Adaptation in a Midwestern American Cemetery," *Markers: Journal for the Association of Gravestone Studies*, 10: 52-89.
- 1994 "Footbinding in Neo-Confucian China and the Appropriation of Female Labor," *Signs: Journal of Women in Culture and Society*, 19(2): 676-712.
- 2011 "Lamponing the Paper Money Custom in Contemporary China," *Journal of Asian Studies*, 70 (2): 449-469.

Academic Publications (chapters or articles in books)

- 1981 "Graffiti and Racial Insults: The Archaeology of Ethnic Relations," In *Modern Material Culture: The Archaeology of Us.*, eds. Richard Gould and M. Schiffer, 87-100. New York: Academic Press.
- 1984 "Leaders, Factions and Ethnicity in Sai Kung," In *Leadership on the China Coast*, ed. Goran Aijmer, 53-90. Scandinavian Institute for Asian Studies. London: Curzon Press.
- 1997 [Reprint] "Foot-binding in Neo-Confucian China and the Appropriation of Female Labor," In *History and Theory: Feminist Research, Debates, Contestations*, eds. Barbara Laslett, Ruth-Ellen B. Joeres, Mary Jo Maynes, Evelyn Brooks Higginsbotham, & Jeanne Barker-Nunn, 187-223. Chicago and London: University of Chicago Press.
- 2000 [Reprint] "Foot-binding in Neo-Confucian China and the Appropriation of Female Labor," In *Feminism and the Body: Oxford Readings in Feminism*. ed. Londa Schiebinger, 429-464. Oxford: Oxford University Press.
- 2008 "Foot-binding." *Oxford Encyclopedia of the History of Women*. ed. Bonnie G. Smith, Volume 2: 327-329. Oxford University Press.
- 2008 "Lucy Parsons." *Oxford Encyclopedia of the History of Women*. ed. Bonnie G. Smith, Volume 3: 417. Oxford University Press.
- 2015 "Papa! What's Money? An Enduring Question Finds Answers in Burning It for the Spirits of the Dead in China", in: *Cultural Encounters. Ethnographic Updates from Asia and the Pacific Islands*, eds. Mary Conran, Forrest Young, Guido Pigliasco, Suzanne Finney, 285-293. Honolulu: University of Hawai'i Press.
- 2015 "Geld verbrennen: Der chinesische Brauch und seine moderne Gestalt Brandopfer in China und der Kult des globalisierten Konsums" ["Burning Money: The Chinese Tradition and Its Modern Gestalt: Burnt Offerings in China And The Cult of Globalized Consumption"], ed. Wolfgang Scheppe, Volume 2: 138-157. Staatlichen Kunstsammlungen Dresden [State Art Collection, Dresden, Germany].

- 2016 “Burning Money: The Chinese Tradition and Its Modern Gestalt: Burnt Offerings in China And The Cult of Globalized Consumption.” [English version published in a companion volume by the Dresden State Art Museum.]

Academic Publications (instructional guides)

- 1976 *Islands in the China Sea*. Hanover, New Hampshire: Wheellock Educational Resources.

Academic Publications in the Chinese Language (\* original in Chinese)

- 1999 新儒教時期的纏足与婦女勞動 [Neo-Confucian Period Foot-binding and Women’s Labor]. In 漢學研究 [*Chinese Studies*] 3: 263-300, Beijing: 中國和平出版社.
- 2005\* 先靈公司与中國八仙 [The Schering Corporation and the Eight Chinese Immortals], 裝飾 [*Journal of Art*] No. 150: 68-69 (co-authored with Ranfan)
- 2005\* 紙錢的符號研究 [The Semiotics of Paper Money Offerings] 廣西的民族學院報 [*Journal of Guangxi University for Nationalities*], 27(5): 43-49
- 2006\* 紙錢的符號研究 [Reprinted] 文化研究 [*Cultural Studies*] 中國人民大學書報資料中心 [Chinese People’s University Information Center for Social Sciences] No. 4: 9-16.
- 2007\* 人類學与時裝尚的研究 [Anthropology and the Study of Fashion], 廣西的民族學院報 [*Journal of Guangxi University for Nationalities*], 29(1):31-42.
- 2007\* Proceedings: 二、论坛所涉及的所有问题都具有人类学的学术价值 Second Address, Summarizing the Academic Value of All the Topics Discussed in the Forum. 开放、边缘、民间: 第四届人类学高级论坛之观察员评论 [Openness, Marginality, and Rural: Comments on the Fourth Summit Anthropology Forum] by 朱炳祥 [Bing-Xiang Zhu] 柏桦 [C. Fred Blake] 蓝达居 [Da-Ju Lan]. In 廣西的民族學院報 [*Journal of Guangxi University for Nationalities*], 29(1):11-15.
- 2008\* 森林人 [introduction and translation with 冉凡 of *The Forest People* by Colin Turnbull]. 民族出版社 [Ethnic Publishing House].

- 2008\* Proceedings: 人类学的中国话语—第六届人类学高级论坛圆桌会议纪实 [On the Discourse of China in Anthropology--A Recording of the Sixth Summit Forum on Anthropology, Chengdu, Sichuan Province, October 26-30.
- 2008\* 美国文化人类学的当代理论趋势 [Contemporary Theory in American Anthropology]. 中南民族大学学报 [Journal of South-Central University for Nationalities], Vol.28, No. 4: 5-18.
- 2008\* 略谈美国文化人类学的当代理论趋势》(冉凡 翻译) [“Brief Discussion on Contemporary Theoretical Trends in American Cultural Anthropology”]. *Jishou University Journal*. {This is basically the same article first published in the *Journal of South-Central University for Nationalities* and in the Beijing Center for Documents and Resources in the Chinese Academy of Social Sciences. As of August 2016, this article is being back-translated into English in Beijing.}
- 2008\* 美国文化人类学的当代理论趋势略述 [Brief Review of Contemporary Theory in American Anthropology]. In 国外社会科学 [Social Sciences Abroad] 中国社会科学院文献信息中心 [Center for Documents and Resources in the Chinese Academy of Social Sciences], Beijing, pp. 47-52.
- 2009\* 乌鸦印第安人 [introduction and translation with 冉凡 of *The Crow Indians* by Robert Lowie]. 民族出版社 [Ethnic Publishing House].
- 2009\* Reprint: 美国文化人类学的当代理论趋势略述 [Brief Review of Contemporary Theory in American Anthropology]. Reprinted in Zhang, Shuhua and Yang, Yanbin (eds.) 当代国外学术论丛 [Series of Contemporary Social Science Research Abroad] 中国社会科学文献出版社 [Chinese Social Sciences Academic Press], Beijing, pp. 769-777.
- 2013 美国的中国民族研究 [“American Anthropological Studies on Ethnicity in China”, The World Forum on China Studies, Shanghai, China March 22-25.]

Academic Publications (Public Interest Anthropology)

- 1979 "Empress for a Day: Continuity and Change in Chinese Wedding Rites," In *Traditions for Living*, eds. M. L. Chung, D. J. Luke, and M. L. Lau, 38-40. Honolulu, Hawaii: Association Chinese University Women.
- 1980 "Racial Victimage in Hawaii: The Role of the Comic in Reducing Violence," In *Proceedings 1980 Humanities Conference*, Hawaii Committee for the Humanities, 148-153. Honolulu: Hawaii Committee for the Humanities.
- 1996 "Interethnic Humor in Hawai'i." In *The Comic in the Culture*. Honolulu: University of Hawai'i at Manoa Summer Session 1996 Humanities Guide.

- 2000 "There Ought to be a Monument for Alla Lee." In *Chinese American Forum*. 15(3): 23-25.

Academic Publications (book reviews and commentaries)

- 1975 "Ritual, Religion and Art" (Review of *Gods, Ghosts, and Ancestors: Folk Religion in a Taiwanese Village* by David Jordan). *Journal of American Folklore*, 88(350): 430-432.
- 1977 "From Farms to Restaurants" (Review of *Emigration and the Chinese Lineage* by James L. Watson). *Asian Student*, 25(14): 11.
- 1977 *Business and Sentiment in a Chinese Market* by John A. Young. *Journal of Asian Studies*, 36(3): 560.
- 1977 "Sex, Incest, and Death: Initiation Rites Reconsidered" (Comment on). *Current Anthropology*, 18(2): 198-199.
- 1981 *The Woodcarvers of Hong Kong: Craft Production in the World Capitalist Periphery* by Eugene Cooper. *American Ethnologist*, 8(4): 825-6.
- 1983 *The Anthropology of Taiwanese Society*, ed. Emily Ahern and Hill Gates, *Journal of Oriental Studies*, 21(1): 80-82.
- 1988 *The Structure of Chinese Rural Society: Lineage and Village in the Eastern New Territories, Hong Kong* by David Faure, *The Journal of Asian Studies*, 47(1): 117-118.
- 1994 *Urban Anthropology in China* ed. by Gregory Guldin and Aidan Southall *China Review International*, 1(1): 130-4.
- 1994 *The Three Inch Golden Lotus* by Feng Jicai, *China Review International*, 1(2): 108-11.
- 1994 *Knowing Practice: The Clinical Encounter of Chinese Medicine* by Judith Farquahar, *American Anthropologist*, 97(2): 404-5.
- 1996 *Training the Body for China: Sports in the Moral Order of the People's Republic* by Susan Brownell, *China Review International*, 3(2): 367-9.
- 1997 *Imagining Women: Fujian Folk Tales* by Karen Gernant, *China Review International*, 4(1): 136-8.
- 2003 *A Society without Fathers or Husbands: The Na of China* by Cai Hua, *China Review International*, 10 (1): 103-106.

- 2007 *Southern Fujian: Reproduction of Traditions in Post-Mao China. China Review International*, 14 (2): 558-561.
- 2011 *For Gods, Ghosts and Ancestors: the Chinese Tradition of Paper Offerings* by Janet Lee Scott. *China Review International*, 16 (2): 259-263.

Academic Publications (film reviews)

- 1990 "Chen and China's Symphony: The Central Philharmonic in America" by Jerry Schultz, *American Anthropologist*, 92(4): 1102-3.
- 1990 "Chinaman's Choice" by Lori Tsang, *American Anthropologist*, 92(4): 1103-4.

Academic Unpublished Papers

- n.d. "The Life and Times of Alla Lee: The First Chinese Citizen of St. Louis, Missouri: 1857-1880." Unpublished manuscript.
- n.d. "The Paper Potlatch", this is retitled and a reworking of "The Paper Money Custom: Potlatch for the Spirits," presented to the China Studies Colloquium series, University of Hawaii, September 21, 2011.
- n.d. "Papa! What's Money? (This is the original manuscript of the paper published under the augmented title and which contains only half of the whole story. The original paper is 28 pages.)
- n.d. "Testament of The Damned". Based on Chapter 8 of *Agrigan: A Peace Corps Odyssey*. (This paper is 48 pages.)
- n.d. *Agrigan: A Peace Corps Odyssey* is an unfinished book-length manuscript.

Papers Presented at Academic Conferences

- 1969 "The Language of Madness among Carolinians of the Northern Marianas," Central States Anthropological Society Meetings, Milwaukee.
- 1973 "Ethnolinguistic Affiliation and Political Participation in the Development of a Chinese Market Town," International Conference of the Canton Delta Society, University of Hong Kong.
- 1973 "Kinship in the Political Economy of a Chinese Market," Symposium on New Perspectives on Chinese Kinship, Hong Kong and Taiwan, American Anthropological Association Meetings, New Orleans.



- 1977 "The Power of Verse in the Chinese Revolution: An Essay on the Revolutionary Use of Hakka Mountain Songs," Symposium on Marxism-Leninism and the Politicization of Asian Folk Cultures. Association for Asian Studies annual meeting, New York.
- 1986 "Constituting America as a Nation: Tensions between Ideology and Commonsense in the Politics of Race," Conference on National Policy and Minority Cultures at the East-West Center, Honolulu, Hawaii.
- 1991 "Evidence from Valhalla: Reconstructing a Chinese Community from its Grave Stones." Midwest-America Chinese Science and Technology Conference, St. Louis, Missouri, 7 June, 1991.
- 1992 "The Chinese of Valhalla: Identity and Adaptation in a Midwestern American Cemetery," American Culture Association Annual Meeting, Louisville, Kentucky, March 18, 1992.
- 1993 "Occasional Gravemarkers and Sociocultural Identities in Hawaii's Cemeteries," American Culture Association Annual Meeting, New Orleans, Louisiana, April 7-10.
- 1994 "Mothers and Daughters in Foot-binding and the Social Construction of Gender in Late Imperial China," Association of Asian Studies Meeting, Boston, March 24-27.
- 1996 "Reading Chinese Gravestones in Honolulu and in the Diaspora: Some Preliminary Remarks," Association for Asian American Studies Meeting. Ala Moana Hotel, Honolulu, Hawaii. March 24-26.
- 1997 "Foot-binding in Confucian China, Pharaonic Circumcision in Islamic Sudan, and Tight-lacing in Christian Europe: A Comparison of Cultural Motives," Pacific International Conference on Popular Culture. Honolulu, January 9--11.
- 2006 人类学与时装时尚的研究 [Anthropology and the Study of Fashion] Fifth Annual Chinese High Level Forum on Anthropology. Fenghuang, Hunan Province. October 13 --17.
- 2007 The Second Advanced Forum on Ecological Anthropology in China. Ford Foundation sponsored Conference held at Jishou, Hunan Province, China. September 22 – 28.
- 2007 美国文化人类学的当代理论趋势 [Contemporary Theoretical Trends in American Cultural Anthropology] Plenary Address. Sixth Annual Chinese High Level Forum on Anthropology. Chengtu, Sichuan Province, October 26-30.

2013 "American Anthropological Studies on Ethnicity in China", *The World Forum on China Studies, Shanghai, China March 22-25*. {The Chinese version of this paper was published by the *Minzu Daxue*, but I do not have the exact citation for it.}

#### Chair and Discussant on Panels at Academic Conferences

- 1975 "Overseas Chinese Identities," Symposium on Overseas Chinese (Co-Chair, host, and general discussant) Asian Studies Pacific Area Conference annual meeting, Honolulu.
- 1991 "Cultural Construction of Medical Knowledge: Ideologies East and West," Seventeenth Pacific Science Congress, Honolulu, Hawaii, 27 May, 1991.
- 1991 "Changes in Social Values," Historical Changes in Hong Kong and South China, The Center for Chinese Studies and the Hawaii Committee for the Humanities, Honolulu, Hawaii, November 16, 1991.
- 1996 two panels on Chinese American ethnohistory and historical archaeology. Association for Asian American Studies. Ala Moana Hotel, Honolulu, Hawaii. March 24-26.
- 1998 "Anthropological Issues in Contemporary Asia." School of Hawaiian, Asian, and Pacific Studies 10th Annual Graduate Student Conference. Honolulu, Hawaii, April 1-3.
- 1998 "After Death: Chinese American Funerary Ritual and Burials." Association of Asian American Studies Conference. Princess Kaiulani Hotel, Honolulu, Hawaii, June 24-27, 1998
- 2002 "Marginal Identities and Cultural Invisibility: Children, the Homeless, and Servants in the Shifting Socioscape," East-West Center International Graduate Student Conference, Imin Conference Center, February 21-23.

#### Public Service Talks & Blog Since 1990

Blog on Northern Marianas--Agrigan Island archive of pictures:  
<http://agriganisland.blogspot.com/>

- 1994 "The Revival of Chinese Mortuary Traditions in China." Talk given to the US-China People's Friendship Association.
- 1995 "Memorial Culture of Chinese Cemeteries in Honolulu." *Legacy: The Chinese in Hawai'i*. Sponsored by the Center for Chinese Studies, U.H. in collaboration with the US-China People's Friendship Association and supported by the Hawai'i

- Committee for the Humanities. Honolulu, October 14 and Hilo, Hawaii, November 4.
- 1997 On "the Smithsonian art exhibition, 'Journey Through Chinese Hell,'" Art Auditorium, University of Hawai'i, January 19.
- 1999 Hong Kong Anthropology Association talk on foot-binding also Hong Kong Radio talk on paper money traditions
- 2001 "Popular Religion in China Today" Association of Chinese University. Women, Kee Hing Restaurant, September 1.
- 2001 "The Confucian Ethical Tradition and Western Ethical Traditions, Christian and Secular, in Comparative Perspective," Tuesday Men's Group, Ethical Culture Society of St. Louis, August 3.
- 2002 "On Concepts of Religion and Ethics in Chinese Culture," Tuesday Men's Group, Ethical Culture Society of St. Louis, August
- 2006 "Do Culturally-based Moral Codes Guide National Policies?" 9:45 Forum, Ethical Culture Society of St. Louis, June 18.
- 2008 "Another Personal View of China," 9:45 Forum Ethical Culture Society of St. Louis, June 15.
- 2008 "Religion and Economy in China," Tuesday Men's Group, Ethical Culture Society of St. Louis, July 9.
- 2008 "China and the U.S.: Politics and the Environment: A Conversation and Potluck Lunch with Fred Blake," Ethical Culture Society of St. Louis, July 20.
- 2011 "The Chinese Family in China and Hawaii," The Tam Family Reunion, October 16.

#### Departmental Colloquia at University of Hawaii

- 2011 "The Chinese Paper Money Custom: Potlatch for the Spirits." China Studies Colloquium Series, September 21.
- 2015 "The *Minzu* Factor in The Making of Modern China--Nine Theses." The China Studies Program, October 30.
- 2016 "Agrigan: A Peace Corps Odyssey." Department of Anthropology Colloquium, February 18.

#### Professional Organizations

Society for Economic Anthropology  
Association for Gravestone Studies

Professional Service (referee for articles submitted to)

*American Anthropologist*  
*American Ethnologist*  
*Human Organization*  
*Social Science and Medicine*  
*Journal of Historical Sociology*  
*Journal of Asian Studies*

Professional Service (referee for research proposals submitted to)

National Science Foundation  
Wenner-Gren Foundation for Anthropological Research  
National Endowment for Humanities  
Committee on Scholarly Communication with the People's Republic of China

Professional Service (paid consultant)

Gerson Lehrman Group Healthcare Council  
Topic: Comparative Developments in Stem Cell Research [October 2005]

Courses Taught at the University of Hawaii [\* current & regularly or periodically taught]

Lower division

Anthropology 150	Human Adaptation
*Anthropology 152	Anthropology and Humanity
Anthropology 200	Cultural Anthropology

Upper division

Anthropology 300	Study of Contemporary Problems
Anthropology 305	History of Anthropology (now 490)
Anthropology 308	American Culture
Anthropology 355	Southeast Asian Culture
Anthropology 356	East Asian Culture
Anthropology 370	Ethnographic Field Techniques
*Anthropology 416	Economic Anthropology
Anthropology 422	Anthropology of Religion
*Anthropology 488	Chinese Culture, Ethnography
Anthropology 489	Chinese Culture, Current Topics
*Anthropology 490	History of Anthropology (formerly 305)

Graduate courses

- \*Anthropology 601 Ethnology (Core Course)
- \*Anthropology 611 Contemporary Theory in Cultural Anthropology
- \*Anthropology 620 Theory in Social and Cultural Anthropology [Phenomenology]
- \*Anthropology 750 Research Seminar

### Unremunerated University Service

University of Hawaii Professional Assembly Representative 1978-2007

### Current & Future Research and Writing Projects

#### Academic Papers Currently Being Written

“Modes of Alienation in Marxian Critiques”

“The Paper Potlatch”

“Papa! What’s Money?”

“The Neo-Fascism of Michele Foucault”

#### Academic Book Projects

##### *Social Economy*

argues in much greater depth the propositions outlined in the conclusion of my current book on *Burning Money*. The book on *Social Economy* does not focus on China, but is a more general anthropology based on ideas of Karl Marx, Georg Simmel, Marcel Mauss, Thorstein Veblen and others.

##### *Footbinding in China: The World Women Made or Matriarchy of the Muted*

looks at this defunct custom from both a historical materialist point of view and a phenomenological point of view. Since the custom can no longer be studied ethnographically and since the knowledge about this custom is contained entirely in ‘the male voice,’ the challenge of how to disclose the reality of the practice to its practitioners is formidable.

##### *The Chicago Haymarket’s Legacy And Its Monument*

I have been working on the data collection for years but have not begun to write the MS.

##### *Agrigan: A Peace Corps Odyssey*

is based on an enormous archive of notes and ethnographic photographs recorded from 1966 to 1968 as a USPCV on the northern-most inhabited (at that time) of the Marianas Islands.

Graduate Students

My "production" of doctoral degreed scholars has not been prolific, but it has resulted in all finding employment in academic institution plus in one case, a high government position.

STATE OF HAWAII  
EMPLOYEES' RETIREMENT SYSTEM  
City Financial Tower, 201 Merchant Street, Suite 1400  
Honolulu, Hawaii 96813-2980  
Ph: (808) 586-1735

17 MAY -1 P1:49  
HUMAN RESOURCES

April 28, 2017

University of Hawaii  
System Office of Human Resources  
2440 Campus Rd  
Admin Svcs Bldg II  
Honolulu HI 96822

Attached is a list of employees who have filed an application for service retirement.

The Employees' Retirement System (ERS) requires that each employer provide our office with the date of termination for each employee immediately following their close of business (COB). This is to ensure that ERS complies with HRS 88-73, 88-281 and 88-331 which states that a member shall become eligible to receive a retirement allowance after the member has terminated service. Receiving the date of termination will also allow ERS to ensure that pension will be paid timely to all retirees.

In absence of a Personnel Action Form, you may complete the attached listing by putting the termination date in the space provided on the attached form next to the employees' name.

Effective January 1, 2004 (Act 134), the unused sick leave balances and lump sum vacation payment must be reported to the ERS within ninety (90) days of the employee's retirement date. This information is needed to pay the retiree with their full entitlement. If the department or agency fails to comply with this request, the ERS will assess \$10 for each month after the 90 day period.

Should you need assistance, please contact our Benefits Section at (808) 586-1735

05-01-17:01:58PM;

# 2/ 2

University of Hawaii  
Office of Human Resources

<u>NAME</u>	<u>SSN</u>	<u>EFFECTIVE RETIRE DATE</u>	<u>CLOSE OF BUSINESS DATE</u>
BLAKE, CHARLES F		06/01/2017	

Faxed on 05/01/2017

TO: Social Sciences-ER  
Patti Au  
x62340





UNIVERSITY  
of HAWAII  
MĀNOA


October 16, 2018

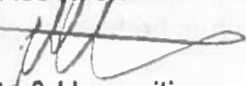
**MEMORANDUM**

TO: Lee Putnam  
Chair, Board of Regents

VIA: David Lassner  
President

VIA: David Lassner  
Interim Chancellor

VIA: Michael Bruno  
Interim Vice Chancellor for Academic Affairs and  
Vice Chancellor for Research 

FROM: Peter Arnade   
Dean, College of Arts & Humanities

SUBJECT: EMERITUS TITLE FOR PROFESSOR DAVID CHAPPELL

**SPECIFIC ACTION REQUESTED:**

Awarding of Emeritus Title for Professor David Chappell, Department of History

**RECOMMENDED EFFECTIVE DATE:**

Upon approval

**ADDITIONAL COST:**

No additional cost

**PURPOSE:**

To recognize the long and significant body of work in the History Department by Professor David Chappell, since his appointment in 1992. Professor Chappell retired on August 1, 2018. The History Department has voted unanimously to award the title.

BACKGROUND:

Professor Chappell has been an important part of the History Department, the university and the community at large during his twenty-six years of service. He has published three books and sixteen peer-reviewed articles in journals specializing in the Pacific Islands, Africa, maritime history, comparative history, political science, U.S. history and world history. Professor Chappell has also given over 50 oral presentations at conferences, public talks and adult education gatherings. He has also been on the editorial board of *The Contemporary Pacific* and a book review editor for the *Journal of World History*. Professor Chappell has also been a judge or panel chair at the annual Phi Alpha Theta history honorary society. He has chaired twenty history graduate student committees.

At a vote on March 7, 2018, the faculty of the Department of History unanimously supports the Dean's office in nominating Professor Chappell for Emeritus status.

Executive Policy E9.209 establishes the honoring of "well qualified and respected retired UH faculty members." It is true that Professor Chappell does not meet the minimum requirement of five years at full professor, as he is just one year short. I would like to note, however, that Dr. Chappell retired more suddenly than he had anticipated because of a serious health issue.

Dr. Chappell joined the History faculty in 1992, was granted tenure in 1998, and was promoted to full professor in summer 2014. The timing of his second promotion was linked to publication date of his second single-authored monograph. Although he had numerous other publications throughout his career, History typically requires a second monograph for promotion to full and this can be a long research process with delays due to press timelines.

While working on his second monograph, Dr. Chappell undertook significant contributions on behalf of his field and students. As one of a handful of scholars trained in Pacific History worldwide, Dr. Chappell was under significant pressure to serve the scholarly community in the Pacific, here in Hawai'i, and in the US. For example, he was well known as a highly active and effective teacher and mentor. He was nominated three times for the UHM Teaching award. In his contributions to graduate studies, during his career at UH, Dr. Chappell chaired 20 History graduate student committees (MA & PhD), served on 32 other History graduate student committees and another 27 in other departments or programs (including College of Social Sciences and Natural Sciences). This is a significant contribution to the Department and the University and the young scholars we have trained.

After retirement, Dr. Chappell remains on several graduate committees of current students and is active in research and publishing. The granting of emeritus status will make it far easier for him to continue to serve the students and the scholarly community, as well as to continue to make progress on important research on the history of the Pacific, via library and email privileges.

In recognition of his lifetime career contributions to UH Manoa and the community, it seems a fair reflection of his contributions to effectively shorten by one year his minimum time at rank in order to award him emeritus status.

**ACTION RECOMMENDED:**

Awarding of Emeritus Title for Professor David Chappell, Department of History

**Attachments:**

1. Dean's request to Vice Chancellor
2. History endorsement
3. David Chappell Vitae
4. Current Address
5. Payroll Notification Forms
6. Request for BOR Confirmation of Emeritus/Emerita Title Awards Spreadsheet

c: Executive Administrator and Secretary of the Board Oishi




UNIVERSITY  
of HAWAII  
MĀNOA

April 22, 2018

MEMORANDUM

TO: Michael Bruno  
Interim Vice Chancellor for Academic Affairs and  
Vice Chancellor for Research

FROM: Peter Arnade   
Dean, College of Arts and Humanities

SUBJECT: Emeritus Status for Professor David Chappell

I concur with the recommendation from the Department of History to grant emeritus status to David Chappell. Professor Chappell served the College and the Department with distinction since his appointment in 1992. He has brought distinction to UHM in teaching, service and scholarship.

I wholeheartedly support the nomination of David Chappell as Professor Emeritus given his distinguished career and his service to our university and its wider community.



UNIVERSITY  
of HAWAII  
MĀNOA

Aug. 21, 2018

To: Dean Peter Arnade, Arts & Humanities  
From: Shana Brown, Chair, History *Shana Brown*  
Re: Emeritus status for Prof. David A. Chappell

---

Our esteemed colleague Professor David Chappell has retired effective Aug. 1, 2018.

Professor Chappell helped to create and sustain one of the world's premier research programs in Pacific History (and the only PhD program in Pacific History in the country). He has an active and ongoing agenda of scholarship, publication, and public presentations, which will require continued access to the relevant resources of the UH Manoa library. He continues to serve on UHM graduate student committees and mentors students and faculty both in this department and in other units. Finally, he provides outreach and assistance to important community programs.

In recognition of the value of Prof. Chappell's past and ongoing scholarship, guidance to graduate students, and community service, the History faculty have voted unanimously and wholeheartedly to request that you nominate him to the Board of Regents for emeritus status.

Many thanks for your consideration of our request.

cc: David Chappell

March 6, 2018

TO: Peter Arnade  
Dean, UHM College of Arts and Humanities

THRU: Shana Brown  
Department of History

FROM: David A. Chappell  
Professor, Department of History

RE: Request for Professor Emeritus Status

Aloha,

I am retiring this summer from the UHM History Department, where I have studied and worked since Fall 1987, when I began my Ph.D. program. I was hired for a full-time tenure track position in Pacific history in Fall 1992, after being a Teaching Assistant, temporary sabbatical replacement hire (Fall 1991) and also teaching at Kapiolani Community College (Spring 1992). My official UH employment service adds up to 26 years. I have very much enjoyed doing Pacific history, as a teacher, researcher and writer, while also regularly teaching a survey of African history (my MA field at Stanford and Syracuse) and World history (introductory level surveys, a graduate seminar on comparative frontiers, and a maritime history course I created). I would like to request Emeritus status, based on my attached c.v. and some highlights from my career that I will outline below.

I have always loved the field of history, thanks to encouragement from my father when I was young. And I have tried since 1967 to travel as much as possible in order to help me to visualize and bring to life what I have studied and taught. That approach has given me stories to tell and pictures to help UH students see what the rest of the world looks like. As I progressed through my educational levels, I was attracted to developing "new" academic fields, such as Africa, the Pacific Islands and the World, diasporas, transnationalism and decolonization struggles. I also taught secondary school social studies and/or English in the Ivory Coast (US Peace Corps), Malaysia (Kuala Lumpur International School), Cooperstown NY, Los Altos CA, and Makawao, Maui, altogether for about eight years, while writing a couple of unpublished novels (I may revisit those after retirement). I have now taught at every level of the educational system except elementary school.

Over the years, I have published three books, *Double Ghosts: Oceanian Voyagers on Euroamerican Ships* (1997), *The Kanak Awakening: The Rise of Nationalism in New Caledonia* (2013), and the French translation of that study (working closely with two French-speaking translators and the University of New Caledonia) in 2017. I have also published 16 peer-reviewed articles in journals specializing in the Pacific Islands, Africa, maritime history, comparative history, political science, US history, and world history, over 40 other publications of article, book chapter or encyclopedia entry length, and 27 book reviews; mostly in English but also in French (and one German translation). I have given over 50 oral presentations at conferences (where I have regularly chaired or been discussant on panels), as invited lectures or in public talks or adult education gatherings in the community.

In particular, through my work on the history of the French-speaking countries in the Pacific, I have used my language training from high school, college and the Peace Corps to encourage the building of bridges across the artificial colonial linguistic divides between scholars who study the Pacific. I have given lectures or taught classes at the Universities of New Caledonia and French Polynesia, worked with graduate students from New Caledonia who came to UHM to pursue degrees, participated in Pacific History Association conferences that brought together international scholars, and promoted joint publications of conference proceedings, journal publications, or collaboration among educators from various backgrounds. I wrote annual news reports in *The Contemporary Pacific* about New Caledonia and French Polynesia from 1995-2014 as well as articles, interviewed many French or indigenous leaders in those territories in my research, especially in New Caledonia, and continue to communicate with French-speaking scholars. My book on nationalism in New Caledonia took over 20 years to write, and it is now on sale in French translation in that country, which gives me a great sense of fulfillment. I will travel there again in May to formally launch that book at the university.

As for professional service, I have been on the Editorial Boards of the UH Press Pacific Islands Monograph Series and *The Contemporary Pacific* Journal, been Book Review Editor for the *Journal of World History* (and created the annual World History Association Book Award), been on the Executive Committee of the Pacific History Association (and Co-Editor of its newsletter), helped the American Historical Association-Pacific Coast Branch with local arrangements for Honolulu conference, evaluated theses and dissertations for two Australian universities and the University of New Caledonia, served on the Steering Committee for the former UHM Graduate Certificate Program in Maritime History and Archaeology, been a judge or panel chair at the annual Phi Alpha Theta history honorary society (and a guest speaker), been a judge or consultant for Hawai'i History Day, and evaluated

many manuscripts for articles or books from two dozen publishers. At UH, I have also chaired twenty history graduate student committees (both MA and Ph.D.), served on 32 other history graduate student committees and another 27 in other departments or programs (notably in Maritime History and Archaeology), and I have served on ten History Department committees, either ongoing or in searches for faculty hires. I have been nominated three times now for a UHM Teaching Award, and I have won a prize for my Pacific Historical Review article (2000).

I have enjoyed teaching for nearly forty years, in various capacities, because I always learn from interactions with my students, and I particularly like to see my graduate student advisees succeed in producing new knowledge. I have taught courses at every level at UHM, from large introductory world history lecturing through smaller 200 and 300 level undergraduate surveys and 400 level specialized topics to more intimate graduate seminars. History is a conversation, so I ask all my students to be discussants for readings to make sure everyone gets participation credit, and once I learn their names I invite them to share their opinions and knowledge in other ways, without being intimidating, to stimulate discussion. One student actually thanked me for that, because like many, he was shy to volunteer. Studies show that once a student has spoken, they are more likely to do so again.

I feel like one of the luckiest people in the world to have been able to earn my living teaching, researching and writing history at the college level, something I had fantasized about in study hall way back when I was in high school. Now I would like to go out the exit door as an emeritus professor, because it may help me to continue researching and publishing (I have several ideas in mind for that).

I thank you very much for the incredible opportunity to work at UHM for so long and for considering my application for emeritus status.

Mahalo nui loa,

David A. Chappell

Professor of Pacific, African and World History, UHM



**DAVID A. CHAPPELL**

*Curriculum Vitae*

Department of History  
University of Hawai'i at Mānoa  
2530 Dole St., Sakamaki A- 203  
Honolulu, HI 96822-2383 USA  
Email: dchappel@hawaii.edu  
Tel: 808-956-6771

**EDUCATION:**

- 1968 B.A. Syracuse University: African & European History
- 1971 M.A. Stanford University: African History
- 1991 Ph.D. University of Hawaii: Asia-Pacific/World History (Dissertation: "Beyond the Beach: Periplean Frontiers of Pacific Islanders aboard Euroamerican Ships, 1768-1887.")

**COLLEGE TEACHING EXPERIENCE:**

- 2014-present, Professor of History, University of Hawai'i at Mānoa.
- 1998-2014, Associate Professor of History with tenure, University of Hawai'i at Mānoa.
- 1992-98 University of Hawaii at Mānoa: Assistant Professor, Pacific, World and African History
- 1995/97 University of Hawaii: Summer Sessions in American Samoa: Pacific History.
- 1992 (Spring) Kapiolani Community College, Honolulu: Lecturer, World Civilizations.
- 1991 (Fall) Univ.of Hawaii, Mānoa: Assist. Professor, Pacific History (sabbatical replacement).
- 1989 University of Hawaii, Summer Session: World Civilizations, Majuro, Marshall Islands.
- 1988-91 Lecturer, Chaminade University, Hawaii Loa College, and UH Outreach College.
- 1987-88 Univ.of Hawaii: Teaching Assistant, World Civilizations. [+8 yrs. high school teaching]

**BOOK PUBLICATIONS:**

*Le Réveil Kanak: la montée du nationalisme en Nouvelle-Calédonie*, Editions Madrépores/UNC (Noumea, New Caledonia), French translation of *The Kanak Awakening*, 2017.

*The Kanak Awakening: The Rise of Nationalism in New Caledonia*. Honolulu: UH Press, 2013.

*Double Ghosts: Oceanian Voyagers on Euroamerican Ships*. Armonk: M.E. Sharpe Inc., 1997.

**PUBLICATIONS: Journal Articles (peer reviewed)**

- 2018 "Voices of Liberation: Indigenous Political Writings in Papua New Guinea, Solomon Islands and Vanuatu during the Decolonization Era," *Pacific Studies* (BYU-H), 41: 3, 27 pp.
- 2016 "Water Nations: Colonial Bordering, Exploitation and Indigenous Nation-Building in Kiribati and Tuvalu," *Pacific-Asia Inquiry* (U. Guam), Vol. 7, No. 1 (Fall), 8-25.
- 2015 "Decolonization and Nation-Building in New Caledonia: Reflections on the 2014 Elections," *Political Science* (Victoria University, New Zealand), 67: 11, 56-72.
- 2013 "Recent Challenges to Nation-Building in Kanaky New Caledonia," *State, Society and Governance in Melanesia* (ANU, Canberra) Discussion Paper No. 1.

- 2010 "A 'Headless' Native Talks Back: Nidoish Naisseline and the Kanak Awakening," *The Contemporary Pacific*, 22: 1, 37-70.
- 2005 "'Africanization' in the Pacific: Blaming Others for Disorder in the Periphery?" *Comparative Studies in Society and History*, 47:2, 286-317.
- 2004 "The Kanak Awakening of 1969-76: Radicalizing Anti-Colonialism in New Caledonia," *Journal de la Société des Océanistes*, 117: 2, 187-202.
- 2000 "The Forgotten Mau: Anti-Navy Protest in American Samoa, 1920-35," *Pacific Historical Review*, 69: 2 (May), 217-60. [Winner, AHA-PCB Koontz Award, 2001]
- 1999 "The Noumea Accord: Decolonization without Independence in New Caledonia?" *Pacific Affairs*, 72: 3 (Fall), 373-91.
- 1999 "Transnationalism in Central Oceanian Politics: A Dialectic between Diasporas and Nationhood?" *Journal of the Polynesian Society*, 108: 3 (September), 277-303.
- 1995 "Active agents vs. passive victims: decolonized historiography or problematic paradigm?" *Contemporary Pacific*, 7:2, 303-26; reprinted in *Voyaging through Contemporary Pacific*.
- 1994 "Secret Sharers: Indigenous Beachcombers in the Pacific Islands," *Pacific Studies*, 17: 2 (June), 1-22.
- 1994 "Kru and Kanaka: Participation by African and Pacific Island Seamen in Euroamerican Maritime Frontiers," *International Journal of Maritime History*, 6: 2, 83-114.
- 1992 "Shipboard relations between Pacific Island women and Euroamerican men, 1767-1887," *Journal of Pacific History*, 27: 2, 131-49. [Included as supplementary material in 2004 Houghton-Mifflin edition of Herman Melville's novel *Typee*, ed. Gregory Sandborn.]
- 1990 "The Crisis of Bipolar Ethnicity on the Great Frontier: Nativist 'Democracy' in Fiji, Malaysia and New Caledonia," *The Journal of World History*, 4: 2 (Fall), 171-98.
- 1989 "The Nation as Frontier: Ethnicity and Clientelism in Ivorian History," *The International Journal of African Historical Studies*, 22: 4, 671-96.

**PUBLICATIONS, Various:**

- 2016 "Settler Colonialism in New Caledonia," in *Routledge Handbook of the History of Settler Colonialism*. Eds. Edward Cavanagh and Lorenzo Veracini. NY: Routledge, 409-24.

**Chappell: Vita**

3

2011 "Hawai'i: Quelques Aspects Problématiques de sa relation fédérale avec les USA," in Jean-Yves Faberon, Vivienne Fayard, and Jean-Marc Regnault (eds.), *Destins des collectivités politiques d'Océanie*. Aix-Marseille: Presses Universitaires, 2 vols, 337-43.

1995-2014 "New Caledonia: Issues and Events," *The Contemporary Pacific*, political reviews.

2010 "Historical Perspectives on Independence," *Revue Juridique Polynésienne* (Tahiti), Special Issue, Etats et Constitutions du Pacifique Sud (E.Guiselin and M.Joyau), 71-90.

"Federalism, Association & Independence: Discourses on Future Status in New Caledonia," *Revue Juridique Polynésienne* (Tahiti), Special Issue, Governance and Self-reliance in Pacific Island Societies, Comparative Studies (A.Angelo, Y-L. Sage), 207-17.

2007 "Le Réveil Kanak: Les Intellectuels Anti-Colonialistes Re-Inventent la Nation," in Frédéric Angleviel (ed.), *Approches Croisées de l'Histoire Calédonienne*, Indes Savantes, 28 pp.

"Development or Underdevelopment: Isle-lands or Cultures?" *Singapore Journal of Tropical Geography*, invited commentary on John Connell's "Islands, Idylls and the Detours of Development," 28: 2 (July), 139-41.

2006 "Introduction," and revisions consultant, new edition of *Sundiata: An Epic of Old Mali*, Pearson/Longman African Writer Series.

2005 "Reflections on Nuclear Testing in the South Pacific," Guest Editor of a Dialogue among Jean-Marc Regnault, Stewart Firth, Nic Maclellan, John Doom and Bruno Barrillot, and Gaby Tetiarahi in *The Contemporary Pacific*, 17:2 (Fall), 336-86. My Introduction: "In Quest of Dialogue on a 'Hot' Subject, 336-38. [I also translated three essays from French.]

"French Polynesia: Issues and Events," *The Contemporary Pacific*, 17:1 (Spring), 193-202.

2004 "Ahab's Boat: Non-European Seamen in Western Ships of Exploration and Commerce," in *Sea Changes: Historicizing the Ocean*, ed. Bernhard Klein and Gesa Mackenthun, New York: Routledge, 75-89. [German edition 2003: "Ahab Boot. Nicht-europäische Seemannen auf westlichen Entdeckungs- und Handelsschiffen," in *Das Meer als Kulturelle Kontaktzone. Räume, Reisende, Repräsentationen*, ed. Bernhard Klein und Gesa Mackenthun, Constance: University Press, 175-99.]

"Violences Coloniales à Hawai'i," in Frédéric Angleviel (ed.), *Violences Océaniques*, Paris: L'Harmattan, 63-75.

"The Black and the Red: the Radicalization of Anti-Colonialism in New Caledonia in the 1970s," *The Journal of Pacific Studies* (Fiji), August, 27: 1, 49-62.

"Oceanian Diaspora," in *The Encyclopedia of Diasporas*, ed. Ian Skoggard, Human

Relations Area Files, 224-32.

- 2003 "Une destinée manifeste? Les États-Unis et leurs territoires insulaires du Pacifique," in Jean-Marc Regnault (ed.), *François Mitterrand et les Territoires Français du Pacifique, 1981-1988*, Paris: Indes Savantes, 535-44.
- 2003 "Oceania: Maritime Communities," 11-page entry in *Encyclopedia of Maritime History*, ed. John B. Hattendorf, Oxford University Press.
- 2001 "Resurrecting the *Foularde Rouges*: How Old is History?" in Brij Lal and Peter Hempenstall (eds.), *Pacific Lives, Pacific Places: Bursting Boundaries in Pacific History*, Canberra: Journal of Pacific History, Australian National University, 2001, 88-97.
- "Beachcombers in Oceania: Mediators between Ship and Shore," in Roger Kelly and Gary Franklin (eds.), *Along the Shores of Time: Submerged Historic and Indigenous Resources In the Pacific Region*, US National Park Service, Sausalito, CA, 43-48.
- 2000 *Encyclopaedia of the Pacific Islands*, eds. Brij Lal and Kate Fortune, July, UH Press. [Diaspora, Transculturites, Ennobled Tourists, Beachcombers, Kanaka Seamen, Pago Pago]
- 1999 "Enkidu's Lament: Second Thoughts about Ancient Cities," *World History Bulletin* XV: 2, (Fall), 20-24.
- "The Postcontact Period," in *The Pacific Islands: Environment and Society*, ed. Moshe Rapaport, Bess Press, Honolulu, Chapter 11, 134-43. [Revised New Edition, 2012]
- "Hawai'i" and "Samoa" entries in *Oxford Companion to United States History*.
- 1998 "Finally, Wallisians Get New Caledonian Identity," *Islands Business*, September, 22-23.
- 1997 "Peripheralizing the Center," in *Studies in the Economic History of the Pacific Rim*, eds. Sally Miller, A.J.H. Latham, and Dennis Flynn, NY: Routledge, 63-71.
- 1996 "Confessions of a History Addict," *Journal of Pacific Studies* (Fiji), Vol. 20, 213-23.
- 1995 "Servitude in Indigenous Pacific Island Societies," and "Blackbirding in the Pacific Islands," in *Encyclopedia of Slavery*, eds. Paul Finkelman and Joseph Miller, Macmillan.
- 1993 "Ethnogenesis and Frontiers," and "Frontier Ethnogenesis: The Case of New Caledonia," *Journal of World History*, 4:2, 267-75, 307-24. Guest Editor of essays from Symposium on Comparative Frontier Studies, University of Oklahoma, Convened by David Miller.

#### PUBLICATIONS: Book Reviews

- 2018 Tracey Banivanua Mar, *Decolonisation and the Pacific : Indigenous Globalisation and the Ends of Empire*. *Journal of World History*, forthcoming.
- 2013 Benoît Trépiéd, *Une Mairie dans la France Coloniale : Koné, Nouvelle-Calédonie*. *Journal of Pacific History* (ANU).
- 2013 Adrian Muckle, *Specters of Violence in a Colonial Context: New Caledonia, 1917*. *Journal of Colonialism and Colonial History* (University of Manitoba).
- 2012 Jean-Marc Regnault and Viviane Fayard (eds.), *New Caledonia, Twenty Years On : 1988-2008* (Société Française d'Histoire d'Outre-Mer), and Jean-Marc Regnault, *La France à l'Opposé d'Elle-Même: Essais d'Histoire Politique de l'Océanie* (Editions de Tahiti), in *The Contemporary Pacific*.
- 2008 Jean Le Borgne, *Nouvelle-Calédonie 1945-1968: La Confiance Trahie*, and Kim Mulholland, *Rock of Contention : Free French and Americans at War in New Caledonia, 1940-1945*, in *The Contemporary Pacific*, 20: 2, 487-90.
- 2007 Doug Munro and Brij Lal (eds.), *Texts and Contexts : Reflections in Pacific Islands Historiography*, in *Oceania* (Univ. of Sydney), 77: 2, July, 248-255.
- 2006 Frédéric Angleviel, *Historiographie de la Nouvelle-Calédonie*, in *Contemporary Pacific*, 18 : 2, 456-58
- 2001 Alban Bensa and Isabelle Leblic (ed.), *En Pays Kanak: Ethnologie, Linguistique, Archéologie, Histoire de la Nouvelle-Calédonie*, in *Contemporary Pacific*, 13:2, 592-94.
- 2000 Brij Lal, *Another Way: The Politics of Constitutional Reform in Post-Coup Fiji*, and Tomasi Vakatora, *From the Mangrove Swamps*, in *Journal of Pacific History*, 35: 2.
- Nic Maclellan and Jean Chesneaux, *After Moruroa: France in the South Pacific*, and Pieter De Vries and Han Seur, *Moruroa and Us: Polynesians' Experiences during Thirty Years of Nuclear Testing in the French Pacific*, in *Contemporary Pacific*, 11:1 (Spring), 284-87.
- 1999 I.C. Campbell, "Gone Native in Polynesia": *Captivity Narratives and Experiences from the South Pacific*, in *International Journal of History*, XXI: 4 (December), 1003-5.
- Jean Heffer, *Les Etats-Unis et le Pacifique: Histoire d'une Frontière*, in *The Journal of American History*, December, 15.
- 1998 Ratu Sir Kamisese Mara: *The Pacific Way: A Memoir*, and Brij Lal: *A Vision for Change: A.D. Patel and the Politics of Fiji*, in *Journal of Pacific History*, 33: 2, 249-51.

- 1998 Donald Denoon, Stewart Firth, Jocelyn Linnekin, Malama Meleisea, Karen Nero (eds): *The Cambridge History of the Pacific Islanders*, in *The Historian*.
- David Branagan (ed.): *Science in a Sea of Commerce*, and Jane Samson: *Imperial Benevolence: Making British Authority in the Pacific Islands*, in *Pacific Circle Newsletter*.
- 1997 Alban Bensa: *Chroniques Kanak: L'Ethnologie en Marche*, in *The Contemporary Pacific* 9: 2 (Fall), 535-38.
- 1996 Stephanie Lawson: *Tradition vs. Democracy in the South Pacific: Fiji, Tonga and Western Samoa*, in *The Historian*.
- 1995 Robert Rogers: *Destiny's Landfall: A History of Guam*, in *American Neptune* (Peabody Museum), 56: 3 (Summer), 283-84.
- K.Howe, R.Kiste and B.Lal (eds.): *Tides of History: The Pacific Islands in the Twentieth Century*, in *The Contemporary Pacific*, 7-2, 389-92.
- Richard White: *The Middle Ground*, and Thomas Barfield: *The Perilous Frontier*, in *Journal of World History*, 6:2, 276-79.
- 1994 B.Lal, D.Munro, E.Beechert (eds.): *Plantation Workers*, in *Journal of Pacific Studies* (Fiji), Vol. 18, 184-88.
- 1993 Richard Bohlander (ed.): *World Explorers and Discoverers*, in *The History Teacher*.
- Glynn Barratt: *Russia and the South Pacific 1696-1840*, Vol. 4, *The Tuamotu Islands and Tahiti*, in *The American Neptune* (Peabody Museum).
- 1992 Michael Howard, *Mining, Politics and Development in the South Pacific* in *The Contemporary Pacific*, IV-2 (Fall), 447-50.
- Edward Beechert, *Honolulu: Crossroads of the Pacific*, John Dunmore, *Who's Who in Pacific Navigation*, and Deryck Scarr, *The History of the Pacific Islands*, in *Hawaiian Journal of History*, Vol. 26, pp. 265-7, 279-81.
- 1992 Philip Curtin, *The Rise and Fall of the Plantation Complex*, in *The Journal of World History*, III-1 (Spring), 140-42.
- 1989 Michael Spencer, Alan Ward, John Connell (eds.), *New Caledonia: Essays in Nationalism and Dependency*, and Alan Clark, *The Politics of Electoral Duality: Experience and Elections in New Caledonia*, in *The Contemporary Pacific*, I-1, 193-95.

**PRESENTATIONS OF PAPERS OR TALKS OR PARTICIPATION IN PANELS:**

- 2017 “(Un)Common Destinies: A New Caledonia Round Table,” CPIS at UHM, February 14, participation alongside Isabelle Leblic, Tate LeFevre and Pierre-Yves Le Meur.
- 2016 “Water Nations: Colonial Bordering, Exploitation and Indigenous Nation-Building in the ‘British’ Central Pacific,” at the Pacific History Association conference on Guam, also panel chair for two sessions on “Nationalism(s) in Oceania,” six presenters, May 20<sup>th</sup>.
- 2015 “Oceania: a Sea of Island Memories and Maritime Identities,” Round Table on “The Sea as a Realm of Memory,” International Congress of Historical Sciences, Jinan, China, August 27<sup>th</sup>.
- “Projet: devoir de mémoire politique du chef Nidoish Naisseline.” Memorial Committee Meeting in Noumea, New Caledonia, October 31<sup>st</sup>.
- “Reflections on the Historiography of New Caledonia: Were the Peace Accords a Turning Point?” Oceania Ensemble Colloquium, Center for Pacific Islands Studies, East-West Center, Honolulu, November 12<sup>th</sup>.
- “The French Pacific,” panel, Bombs in Paradise: A Legal, Social and Political discussion of Militarization in the Pacific, William Richardson School of Law, UHM, April 17<sup>th</sup>.
- “West Papua: Historical Background,” guest lecture, Pacific Islands Studies, PACS 302 Contemporary Issues in Oceania (Terence Wesley-Smith), Feb. 24<sup>th</sup>.
- 2014 “Le Réveil Kanak: indépendantisme syncrétique et multiethnique,” Jean-Marie Tjibaou Cultural Center, Noumea, New Caledonia, March 27<sup>th</sup>.
- 2013 “Migration in the Pacific Islands,” UHM History Workshop, Honolulu, September 6<sup>th</sup>.
- 2012 “Oceania: A Web of Sailing Communities,” Community and the Sea in the Age of Sail Conference, University of Aalborg, Denmark, May 25<sup>th</sup>.
- “Flags, Human Heads, and Movies: Challenges of Seeking a Common Destiny in Kanaky New Caledonia,” Pacific Connections Seminar Series, UHM Center for Pacific Islands Studies and East-West Center, also telecast to University of French Polynesia, March 21<sup>st</sup>.
- 2011 Two telephone interviews regarding the controversy surrounding the film *L'Ordre et la Morale* on the 1988 battle on Ouvéa in New Caledonia, with Radio Australia News on 6/14/11 and Radio New Zealand International on 10/28/11.
- “Hawai`i: Quelques Aspects Problématiques de sa relation fédérale avec les USA,” Destins

- des collectivités politiques d'Océanie Colloque, Noumea, March 9<sup>th</sup>, invited and funded.
- 2010 "Transnations in Oceania: Colonial States and Indigenous Identities," UHM History Workshop, Honolulu, September 3<sup>rd</sup>.  
"Envisioning the Pacific: Dynamic Rim and Empty Void, or Sea of Islands and Littoral Frontier?" American Historical Association Conference, World History Roundtable: Comparative Oceans, San Diego, January. [also chair of another Pacific panel]
- 2009 "Federalism, Association & Independence: Discourses on Sovereignty in New Caledonia," Seminar on New Approaches to Governance and Economic Self-Reliance in Pacific Island Societies, East-West Center, Honolulu, January 21, invited.
- 2008 "A 'Headless' Native Talks Back: Nidoish Naisseline and the Kanak Awakening." "Pacific Passages" Conference, Huntington Library, Los Angeles, April 5, invited, funded.
- 2004 "Le Réveil Kanak: Les Intellectuels Anti-Colonialistes Re-Inventent la Nation," Pacific History Association Conference, Noumea, New Caledonia, December 7.
- 2003 "Une Destinée Manifeste? Les Etats-Unis et ses territoires insulaires du Pacifique," Colloquium on Mitterrand era in Oceania, University of French Polynesia, Papeete, Tahiti, November 28. [invited, funded by France.]  
"The 'Africanization' Accusation in Recent Pacific Discourse: Who's to Blame for 'Disorder' in the Periphery?" UH Center for Pacific Islands Studies, November 6.
- 2003 "Historicizing Radical Anti-Colonialisms in Kanaky New Caledonia," History Forum, UH History Department, October 30.
- 2002 "The Black and the Red: Radicalizing Anti-Colonialism in 1970s New Caledonia," Pacific History Association Conference, Apia, Samoa, December 10.  
"Non-Western Seamen in Euroamerican Maritime Exploration and Commerce," North American Society of Oceanic History and UH Maritime Archaeology and History Program Conference, Hawaii Maritime Center, Honolulu, May 16.  
"Commentaire sur 'La Présence Japonaise en Nouvelle-Calédonie,'" public presentation at the French University of New Caledonia, as part of Philippe Palombo's dissertation defense on the Japanese in NC, March 9; followed by a local television interview.
- 2001 "Restoring and Implementing Autonomy in Kanaky New Caledonia," Nov. 18 seminar, East-West Center, Honolulu, sponsored by the UH Center for Pacific Islands Studies.



- "Violences Coloniales à Hawai'i," public lecture, University of New Caledonia, March.
- 2000 "The Pacific Community: Report on the 30<sup>th</sup> Meeting of the Committee of Representatives of Governments and Administrations in Noumea," December 5<sup>th</sup>, East-West Center, Hon.
- "Ahab's Boat: Non-European Seamen in Western Ships of Exploration and Commerce," *Sea Changes* maritime history and literature conference, Greifswald, Germany, July 22.
- 2000 "Resurrecting the *Fouleurs Rouges*: How Old is History?" Pacific History Association conference, Canberra, Australian National University, June 26.
- 1999 Panel Chair, "Decolonizing Pacific Studies," Pacific Studies 2000: Honoring the Past, Creating the Future Conference, UH Center for Pacific Islands Studies, Nov. 14.
- "Transnational Politics in Central Pacific Diasporas," 90-minute UH TV program, Pace 485 course on Globalization and Human Rights, November 2, cable channel 55, Honolulu.
- "Polynesians in Kanaky: Politics in the Wallisian Diaspora to New Caledonia," Out of Oceania Conference, Honolulu, October 21.
- Chair, Panel on "Health Policies in the Pacific," American Historical Association-Pacific Coast Branch, Maui, August 8.
- "Public Memory and Anti-Colonial Protest: Comparing the *Mau* Movements in Western & American Samoa, 1920-35," World History Association Conference, Victoria BC, June 25.
- "Africans as Seafarers," International Festival Celebrating Africa, Leeward Community College, Honolulu, April 7.
- "Beachcombers in the Pacific Islands," Maritime History and Archaeology Symposium, Hawaii Maritime Center, Honolulu, March 20.
- 1998 "Writing a Collective Biography of Kanaka Seamen," Brown Bag Biography Seminar, University of Hawai'i at Manoa, October 15.
- "The Noumea Accord," East-West Center-UH Center for Pacific Islands Studies, Sept. 17.
- "Self-Determination & Sovereignty in Oceania," Center for Pacific Islands Studies, July 8.
- "Transnationalism in Oceania: Challenges to National Histories Posed by West Polynesian Diasporas," Pacific History Association conference in Honiara, Solomon Islands, June 23.
- 1997 "Nation-Building in Melanesia," Elderhostel, Hawaiian Monarch Hotel, Honolulu, March 4.

1996 Chair and panel organizer, Pacific History Association Conference, Hilo, "Diasporas and Nationhood," July 9-13.

"Diasporas and Nationhood in Oceania: Contemporary Pacific Outmigration in Global Context," Edmund A. Walsh School of Foreign Service, Georgetown University, Washington, D.C., February 9, invited.

1995 Chair and Discussant, American Historical Association, Pacific Coast Branch Conference, Maui, August 4-7, 2 panels: "Identity in Colonial Societies" and "African Ethnicity."

1995 Discussant, BYU-Hawaii conference on "Ethnicity and Multiethnicity", Cultures and Identities panel, May 11.

"Shipboard Relations between Pacific Islander Women and Euroamerican Seamen," 7th Symposium on Maritime Archaeology and History of Hawai'i and Pacific, February 18.

"Politics on the Cusp: The Wallisian Diaspora in New Caledonia," Phi Alpha Theta Conference, University of Hawai'i History Department, March 4.

1994 "The Sako Affair: Consensus or Colonialism in New Caledonia?" Occasional Seminar for U.H. Center for Pacific Islands Studies, August 30. (Broadcast Pacific News, Sept. 1-2.)

"Active agency vs. passive victimization," Pacific History Association Conference, Tarawa, Kiribati [former Gilbert Islands], July 7.

"Challenges of Nation-building in multi-ethnic Pacific Island states," French Pacific University, Noumea, New Caledonia, July 26. [invited lecture given in French]

"Peripheralizing the Center," Pacific Rim Conference, University of the Pacific (Stockton, CA), May 1.

"Reflections of a High School History Addict," Seabury Hall Scholars Banquet, Makawao, HI, April 27, invited, funded.

1993-94 "The History of Hawai'i," Japan-American Institute of Management Science, Honolulu.

1993 "Pacific Migration Patterns," Pacific Island Weaving Conference, Waianae, Oahu, Dec. 9.

"Kru and Kanaka: Participation by African and Pacific Island Seamen in Euroamerican Maritime Frontiers," World History Association Conference, Honolulu, June 27.

"Peripleian Frontiers: Kanaka Voyaging on Euroamerican Ships," 12th Symposium on

Comparative Frontier Studies, University of Oklahoma, March 20.

1992 "Prelude to Outmigration: Kanaka Voyagers on European Ships," Pacific Historical Association Conference, University of Canterbury, Christchurch, New Zealand, Dec. 2.

"African History: Issues of Perception," Phi Alpha Theta/Black Student Union lecture, UH Art Auditorium, October 23.

1992 "Pacific Nationalism in an Interdependent World," Kapiolani Community College International Festival, March 18.

"Kanaky: Ethnogenesis on the New Caledonian Frontier," 11th Symposium on Comparative Frontier Studies, University of Oklahoma, March.

"Pacific Exploration: James Cook," Columbus Quincentennial Symposium, McKinley High School, Honolulu, Feb.29

"Captain Cook and Kealakekua Bay," Lanai Continuing Education Center, Fall semester.

"The Pacific Explorations of Captain Cook," Honolulu History Club, October 15.

1991 "Pacific Islanders on Euroamerican Ships," American Historical Association, Pacific Coast Branch, Hawaii, August 15.

"The Liminal Deck," Symposium on Maritime History and Archaeology, Hawaii Maritime Center, Honolulu, March 25.

"Plantations and Migrant Labor in the Pacific Islands," Teachers Workshop, UH Pacific Islands Studies Center, March 24.

**FELLOWSHIPS AND HONORS:**

1964-68 New York State Regents Scholarship.

1967 Phi Alpha Theta History Honorary Society.

1967 Community Ambassador for North Syracuse, NY, to Ghana, Experiment in International Living. [Presented 30 slide lectures to community organizations in my senior year of college.]

1970-71 Stanford University Fellowship.

1988-91 East-West Center Fellowship, Honolulu.

1988 and 1989 Phi Alpha Theta Prizes for best graduate student conference paper.

1988 and 1989 Janet Bell Pacific Research Prizes for best graduate student paper.

1988 Donald D. Johnson Prize for best graduate student paper, UHM History Department.

1998 World Civilizations Faculty Teaching Award; twice nominated for UHM Teaching Award.

2001 Louis K. Koontz Memorial Award, from the American Historical Association, Pacific Coast Branch, for the best article published in *Pacific Historical Review* ("Forgotten Mau").

University Research Council Travel Grants 1992, 1994, 1998, 2002, 2004, 2010, 2012, 2015.

**PROFESSIONAL MEMBERSHIPS AND ACTIVITIES:**

Member, American Historical Association; presenter and panel chair at the AHA 2010 (Oceans Connect theme), San Diego.

Local Arrangements Chair for the 96<sup>th</sup> Annual Meeting in Honolulu of the American Historical Association-Pacific Coast Branch, 2003.

Executive Committee, Pacific History Association; & Co-Editor of *PHA Newsletter* 1997-2000.

Book Review Editor, *Journal of World History*, 1997-2002, and Chair (and founder) of World History Association Book Award Committee, 1998-2003.

Editorial Board Member, *The Contemporary Pacific*, University of Hawai'i Press, 1992-2008.

Editorial Board Member, Pacific Islands Monograph Series, UH Press, 1992-2008.

Affiliate Faculty and Member of Curriculum Committee, UHM Center for Pacific Islands Studies

Manuscript reader for *American Historical Review*, *Australian Journal of Politics and History*, *ISLA: A Journal of Micronesian Studies*, *The Contemporary Pacific*, *Journal of Pacific History*, *Pacific Historical Review*, *Journal of the Polynesian Society*, *Journal of World History*, *Journal of Environmental History*, *Annales d'Histoire Calédonienne*, *Pacific Asia Inquiry* (U. Guam), *Global Change, Peace and Security*, Univ. of Hawai'i Press, Cambridge University Press, Harvard University Press, Australian National University Press, Aid to Scholarly Publications (Canada), Houghton-Mifflin (textbook), Pearson/Longmans (Intro. to 2006 Revised edition of *Sundiata: An Epic of Old Mali*), Palgrave-Macmillan (also advised about revisions for a Third Edition of Kevin Shillington, *History of Africa*).

Dissertation/thesis evaluator overseas: University of New Caledonia; The Australian National University; and Queensland University of Technology.

Member of Steering Committee (and faculty) for former UHM Graduate Certificate Program in Maritime Archaeology and History 1995-2002; and Instructor in World Maritime History (489).

Former Member of the UH Articulation Committee, evaluated new extra-UHM history courses.

Awards Judge/Reader, Phi Alpha Theta annual conferences, and guest speaker February 1995.

Judge/Consultant, Hawai'i State History Days; theme paper writer for Migration in Pacific 1999.

**UHM History Department:**

Graduate Student Advising: total of twenty MA or Ph.D. candidates in History; member of 32 other History graduate student committees and 27 other UHM graduate committees since 1992.

Member of Personnel Committee, Graduate Admissions Committee, Teaching Assistant Selection Committee, Space Committee, Director of World Civilizations Program (1995-96).

Search Committees: Philippines 1999-2000; European Intellectual 2001-2002; Chair of Hawaiian Search Committee 2006-2007; World History 2012-2013; Korea 2016-2017.



UNIVERSITY  
of HAWAII  
MĀNOA

## Department of Atmospheric Sciences

School of Ocean and Earth Science and Technology  
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DT 8350



June 7, 2018

### MEMORANDUM

TO: Jan Naoe Sullivan  
Chair, Board of Regents

VIA: David Lassner  
President

VIA: David Lassner  
Interim Chancellor

VIA: ~~for~~ Michael Bruno *T. Juliana Wallant*  
Interim Vice Chancellor for Academic Affairs and  
Vice Chancellor for Research

VIA: Brian Taylor *Brian Taylor*  
Dean, SOEST

FROM: Steven Businger *Pro - U for S.B.*  
Chair, Department of Atmospheric Sciences

SUBJECT: REQUEST FOR APPROVAL OF AWARDING EMERITUS TITLE  
FOR KEVIN HAMILTON

### SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the awarding of Emeritus title with exception for Dr. Kevin Hamilton, former Chair and Professor (I5), Department of Atmospheric Sciences and Director, International Pacific Research Center (IPRC).

### RECOMMENDED EFFECTIVE DATE:

Upon Board of Regents approval

### ADDITIONAL COST:

None

Jan Naoe Sullivan

June 7, 2018

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PURPOSE:

To request for Emeritus title to be given to Dr. Kevin Hamilton as recognition for his over 13 years of dedication and leadership as Department Chair and Professor in the Department of Atmospheric Sciences, SOEST.

BACKGROUND:

Pursuant to Executive Policy E9.209, the emeritus title is an honor bestowed to well-qualified and eligible faculty by the Board of Regents (BOR) upon recommendation of the Chancellor and President.

Professor Kevin Hamilton joined the Department of Atmospheric Sciences (ATMO), formerly Meteorology, on October 1, 2000 with I5 rank and was approved for tenure on August 1, 2002. Professor Hamilton's research in Climate Dynamics of the atmosphere and oceanic sciences was highly regarded with over 100 publications and three co-authored books. He was awarded a total of \$6,000,000 in extramural research grants as a Principal Investigator from many US federal agencies such as NSF, NOAA and US Department of Energy. In addition, he was elected as a Fellow in the American Meteorological Society in 2001.

Professor Hamilton also served as Interim and then permanent Director of International Pacific Research Center at University of Hāwai'i at Mānoa from May 2010 to June 2014. IPRC under his leadership received a total of approximately \$24,000,000.00 in research grants and funding from the Japan Agency for Marine Earth Science and Technology, and NOAA.

During his over 13 years with the ATMO Department, Professor Hamilton provided major academic, and research contributions, and strong leadership. The majority of the ATMO Department voted in favor of Professor Hamilton receiving emeritus title in a faculty meeting on April 13, 2018.

Personnel Notification Forms are attached which confirms that Dr. Kevin Hamilton was in rank I5 position for over ten years, and his resignation date. In addition, Dr. Hamilton's CV, current mailing address, and BOR Confirmation of Emeritus Title Awards spreadsheet are attached with this Emeritus title request.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the awarding of Emeritus title to Dr. Kevin Hamilton, former Chair and Professor, ATMO Department, and Director, IPRC.

Attachments

## **Curriculum Vitae for Kevin Hamilton**

( *Google Scholar* profile at [scholar.google.com/citations?user=HlQw1nUAAAAI&hl=en](https://scholar.google.com/citations?user=HlQw1nUAAAAI&hl=en) )

### **Education**

1981: Ph.D. (Geophysical Fluid Dynamics) Princeton University

1977: M.Sc. (Physics) McMaster University (Hamilton, Ontario, Canada)

1976: B.Sc. (Physics) Queen's University (Kingston, Ontario, Canada)

### **Employment**

April 2010-July 2014: Director, International Pacific Research Center, University of Hawai'i

April 2008-March 2010: Interim Director, International Pacific Research Center, University of Hawai'i

July 2004-June 2007: Chair, Department of Meteorology, University of Hawai'i

October 2000-July 2014: Professor, Department of Meteorology and International Pacific Research Center, University of Hawai'i

1988-2000: Research Meteorologist, NOAA Geophysical Fluid Dynamics Laboratory

1987-1988: Visiting Scientist, Atmospheric and Oceanic Sciences Program, Princeton University

1985-1987: Assistant Professor, Department of Meteorology, McGill University

1982-1985: Research Fellow, Department of Oceanography, University of British Columbia

1981-1982: Postdoctoral Fellow, National Center for Atmospheric Research

### ***Concurrent Position***

1988-2000: Visiting Lecturer with Rank of Associate Professor (1988-1997) and Full Professor (1997-2000), Program in Atmospheric and Oceanic Sciences, Princeton University



## Awards and Honors

1992: Canadian Meteorological and Oceanographic Society [\*President's Prize\*](#) for "outstanding contributions to the atmospheric and oceanic sciences"

1994: American Meteorological Society [\*Meisinger Award\*](#) for "wide-ranging and prolific research on the dynamics and climate of the atmosphere and ocean"

1997: NOAA Environmental Research Laboratories *Outstanding Scientific Paper Award*

2000: American Geophysical Union [\*Jule Charney Lecturer\*](#) ([view presentation](#))

2001: Elected [\*Fellow of the American Meteorological Society\*](#)

## Editorships and Editorial Board Memberships

1997-2000: Associate Editor for *Reviews of Geophysics* (American Geophysical Union)

2001-2003: Editorial Advisory Board for Kluwer (now Springer) Publishing *Atmospheric and Oceanic Sciences Library* monograph series

2001-2008: Editor for *Atmospheric Chemistry and Physics* (European Geophysical Union)

2004-2012: Co-Chief Editor for Springer Publishing *Atmospheric and Oceanic Sciences Library* monograph series

2008-2015: Editorial Advisory Board for the *Journal of Advances in Modeling Earth Systems (JAMES)* (American Geophysical Union)

2010-2014: Associate Editor for *Atmosphere-Ocean* (Canadian Meteorological and Oceanographic Society)

2013-present: [Editorial Advisory Board for \*Progress in Earth and Planetary Science\*](#) (Japan Geoscience Union)

2013-present: [Editor for \*Progress in Earth and Planetary Science\*](#) (Japan Geoscience Union)

## **Scientific Committee Chairmanships**

1993-2007: Co-Chair of Committee on Gravity Wave Processes and Parameterization of the SPARC (Stratospheric Processes and their Role in Climate) Initiative of the World Climate Research Program

1999-2002: Co-Chair of SCOSTEP EPIC ("Equatorial Processes Including Coupling") Program Working Group 1 (Dynamics)

1999-2007: President of the [International Commission on the Middle Atmosphere](#)

2008-2009: Chair of External Advisory Panel for the NCAR Institute for Integrative and Multidisciplinary Earth Studies (TIIMES)

## **Selected Scientific Committee Memberships**

1984-1987: Canadian Atmospheric Environment Service Advisory Committee on Stratospheric Pollution

1986-1994: American Meteorological Society Scientific and Technical Activities Committee for the Middle Atmosphere

1987-1995: International Commission on the Middle Atmosphere (formerly the International Commission on the Meteorology of the Upper Atmosphere)

1994-2005: Committee on Middle Atmosphere Climatology of the SPARC (Stratospheric Processes and their Role in Climate) Initiative of the World Climate Research Program

1995-2005: [Scientific Steering Group for SPARC](#) (Stratospheric Processes and their Role in Climate) Initiative of the World Climate Research Program

1997-2007: Advisory Committee for the SPARC Data Center, Stony Brook University

1998-2001: Science Advisory Panel for the Canadian Climate Research Network

1999-2007: International Association for Meteorology and Atmospheric Science (IAMAS) Executive Committee

2000-2002: American Geophysical Union Selection Committee for the Walter Sullivan and David Perlman Awards (for excellence in earth science journalism)

2005-2009: External Advisory Panel for the NCAR Institute for Integrative and Multidisciplinary Earth Studies (TIIMES)

2007-2011: Executive Bureau of the Scientific Committee on Solar-Terrestrial Physics (SCOSTEP)

2008-2009: External Advisory Panel for the NCAR Earth-Sun Systems Laboratory (ESSL)

2013-present: Executive Committee for the WCRP/SPARC [International Quasibiennial Oscillation Initiative](#) (QBOi)

### **Selected Other Scientific Community Service (1996-present)**

Director of NATO Advanced Research Workshop on "Gravity Wave Processes and Their Parameterization in Global Climate Models", Santa Fe, New Mexico, April 1996

Member of American Geophysical Union Search Committee for *Journal of Geophysical Research* Editors in 1999-2000

Co-Director of the [School on Physics of the Equatorial Atmosphere, International Centre for Theoretical Physics](#) (Trieste, Italy) September-October 2001

Co-Convener of the SCOSTEP "Equatorial Processes Including Coupling" Symposium (Kyoto, Japan) March 2002

Member of Scientific [Program Committee for AGU Western Pacific Geophysics Meeting](#) (Wellington, New Zealand) July 2002

Lead Convener of "Middle Atmosphere Science" Symposium at the 2003 IUGG Assembly (Sapporo, Japan) July 2003

Convener of [AGU Chapman Conference on "Gravity Wave Processes and Parameterization"](#) (Kona, Hawaii) January 2004

Member of [Scientific Program Committee for AGU Western Pacific Geophysics Meeting \(Honolulu\) August 2004](#)

Convener for Union Session "Earth Science on the Earth Simulator" at the AGU Western Pacific Geophysics Meeting (Honolulu) August 2004

Local Organizer for the Intergovernmental Panel on Climate Change (IPCC) "Workshop on Analysis of Climate Model Simulations for the Fourth Assessment Report" (Honolulu) March 2005

Member of Scientific Program Committee for the Tenth IAGA General Assembly (Toulouse, France) July 2005

Lead Convener for the “Middle Atmosphere Science” Symposium at the Tenth IAGA General Assembly (Toulouse, France) July 2005

Lead Convener for the “Middle Atmosphere Science” Symposium at the 2007 IUGG General Assembly (Perugia, Italy) July 2007

Member of Scientific Organizing Committee for the “Third International Workshop on High-Resolution Atmospheric Modeling and Clouds” (Honolulu) December 2008

Local Organizer for the Intergovernmental Panel on Climate Change (IPCC) “Workshop on New Science Directions and Activities Relevant to the IPCC AR5” (Honolulu) March 2009

Co-convener for the “Second OFES International Workshop” (Honolulu) December 2009

Convener for AGU Chapman Conference on “Atmospheric Gravity Waves and Their Effects on General Circulation and Climate” (Honolulu) February 2011

Local Organizer for the “APEC Climate Center 2011 Annual Symposium” (Honolulu) October 2011

Co-Convener for the “Fourth OFES International Workshop” (Honolulu) December 2011

Local Organizer for the “WCRP Workshop on CMIP5 Climate Model Analysis” (Honolulu) March 2012

Local Organizing Committee for the “Second University of Hawaii and University of Tokyo Joint Symposium on Ocean, Coastal, and Atmospheric Sciences” (Honolulu) June 2012

Co-Convener for the “NSF US-Japan Bilateral Workshop on the Tropical Tropopause Layer: State of Current Science and Future Observational Needs” (Honolulu) October 2012

Co-Convener for the “Fifth OFES International Workshop” (Nago City, Japan) January 2013

Member of Scientific Organizing Committee for the “QBO Modeling and Reanalyses Workshop”, (Victoria, Canada) March 2015.

Co-Convener for the WCRP/SPARC workshop on “Atmospheric Gravity Waves: Sources and Effects on Weather and Climate” (State College, Pennsylvania) May 2016.

Member of Scientific Program Committee for the WCRP/SPARC workshop on “The QBO and Its Global Influence: Past, Present and Future” (Oxford, UK) September 2016.

Member of Scientific Organizing Committee for the Joint SPARC Dynamics & Observations Workshop. (Kyoto, Japan) October 2017.

## Contributions to Community Outreach and Pre-college Education

- Local and national media interactions, including: (i) an interview about Hamilton's research on volcanic effects on climate appeared in the [April 30, 2001 Honolulu Advertiser](#); (ii) a radio interview on climate modeling using the JAMSTEC Earth Simulator appeared as an [AAAS Science Update](#) short feature broadcast nationally on September 21, 2004; (iii) interview and news story on high resolution modeling in *Science* ("Sharpening Up Models for a Better View of the Atmosphere" by R. Kerr, [Science](#), **313**, 1040, August 25, 2006); (iv) an article on Hamilton's research on global warming effects in Hawaii appeared on [August 13, 2006 in the Honolulu Star-Bulletin](#); (v) an article on Hamilton's research on global warming research was featured by [USA Today on August 14, 2006](#); (vi) Hamilton interview in [UH Today](#) Fall 2006; (vii) Hamilton appeared on [Business Beyond the Reef](#) radio show produced by [Hawaii Public Radio](#) on October 17, 2006; (viii) Hamilton quoted in a front page article "Floods, Hotter Climate in Isles Likely by 2090" in the [February 25, 2007 Honolulu Advertiser](#); (ix) Hamilton appeared on [ThinkTech Hawaii](#) radio show produced by [Hawaii Public Radio](#) on August 15, 2007; (x) Hamilton's research on atmospheric tides reported in [Science Daily](#), December 14, 2008 (xi) Hamilton's research project featured in the U Hawaii alumni magazine [Malamalama](#), March 2009; (xii) Hamilton quoted in a [Honolulu Advertiser](#) article on weather modification October 19, 2009; (xiii) Hamilton appeared on [Energy Futures](#) radio show produced by [Hawaii Public Radio](#) on December 7, 2009; (xiv) Hamilton interview featured in the [Honolulu Advertiser](#) science and environment blog [Raising Islands December 15, 2009](#); (xv) an interview with Hamilton about global warming broadcast on the [KITV Evening News](#) February 25, 2010; (xvi) story on Hamilton's cloud climate feedback research reported in several media outlets including [The Discovery Channel Online](#) and in [New Scientist](#), November/December 2010; (xvii) Hamilton quoted in the [August 24, 2011 Honolulu Weekly](#) in a story on climate change considerations for wind power proposals in Hawaii; (xviii) interview with Hamilton about the APEC Climate Center symposium broadcast on [New Tang Dynasty TV Network](#) news October 18, 2011; (xix) quoted in [story on Hawaiian natural environment](#) in [Alaskan Airlines Magazine](#), August 2012; (xx) story about NASA *Curiosity* rover observations confirming Hamilton's prediction of diurnal pressure variations in the Martian atmosphere reported in online media including [Popular Science](#), [phys.org](#), [Space Daily](#), [Astrobiology Magazine](#), September 2012; (xxi) paper in [Nature](#) coauthored with Y. Kawatani received publicity e.g. in [phys.org](#) and [Science Daily](#) and [Environmental Research Web](#), while in Japan JAMSTEC issued a [press release \(English version\)](#) and held a press conference in Tokyo on May 22, 2013 resulting in stories in [several Japanese newspapers](#) including [Asahi Shimbun](#), [Tokyo Shimbun](#), [Chunichi Shimbun](#) and the Japanese website of the [Wall Street Journal](#); (xxii) Featured on [ThinkTech Hawaii](#) internet TV show on February 17, 2014 "[Bringing Climate Change Home](#)"; (xxiii) Featured on [ThinkTech Hawaii](#) internet TV show on April 28, 2014 "[Big Data at Manoa](#)"; (xxiv) quoted in stories about recent research in [Environmental Research Web](#) and [AAAS Science](#) September 8, 2016; (xxv) report on Hawaii climate modeling project appeared in [Raising Islands](#), November 2016; (xxvi) interview on rainfall study broadcast on [Hawaii Public Radio, February 13, 2017](#); (xxvii) research on tropical rainfall featured on the [AGU Geospace Blog](#), in [For Kauai](#), February 2017; (xxviii) Featured on [ThinkTech Hawaii](#) internet TV show on March 20, 2017 "[A Letter from the Sky: Weather](#)

Influenced by the Upper Atmosphere" (xxix) research featured on the *AGU Geospace Blog*, the *Hawaii Tribune-Herald* the *Honolulu Star-Advertiser* and *Science Daily*, May 2017; (xxx) quoted in several articles in the "Climate Change in Hawaii" series on the *KGMB/KHNL Hawaii News Now* web page August-September 2017; (xxxi) research featured in an article in the *The Guardian* newspaper (UK) November 14, 2017

- Panelist for discussion at University of Hawai'i Sustainability Office public film presentations (November 2006)
- Reviewer for over 800 questions used in the 2006-2007 local, regional and national *US Academic Decathlon* competition for high school students (<http://usad.org/>)
- Expert for the Hawaii Special Deputy Attorney General's Public Investigation of the 2006 Kaloko Dam Disaster (wrote part of *Appendix B* of the *Public Report* issued in 2007)
- Panelist for a discussion of global warming at the winter meeting of the International Association of Defense Counsel held in Waikoloa, Hawai'i (February 11, 2008)
- Presented the *Keynote Address* at the 2009 Earth Day observance at Windward Community College
- Invited Participant in the 2009 *Hawaii Climate Change Leadership Summit* (July 2009)
- Speaker at the "Mission to Planet Earth" panel at the Hawaii State Capitol for the State of Hawai'i 2009 *World Space Week* observance
- Speaker at the November 17, 2009 American Chemical Society *Community Forum in Chemistry* ([http://windward.hawaii.edu/Chemistry\\_Forum/2009\\_Fall](http://windward.hawaii.edu/Chemistry_Forum/2009_Fall))
- Panelist at the forum on *Climate Change and Food Security* at the Kamakakuokalani Center for Hawaiian Studies (November 2010)
- Panelist at stakeholder workshops on *Climate Change Impacts on Fresh Water Resources in Hawaii*, East-West Center, Honolulu (July 8 & 15, 2011)
- Panelist in the NOAA-sponsored workshop *Managing Papahānaumokuākea National Marine Monument in the Context of Climate Change*, Honolulu (June 12-14, 2012)
- Panelist in the NOAA-sponsored workshop on the *Status Review Report on 82 Coral Species Petitioned Under the Endangered Species Act*, Honolulu (June 18, 2012)
- Briefed the Hawaii State Commission on Water Resource Management about climate projections; *staff briefing* June 10, 2014; formal testimony at public *Commission meeting* November 19, 2014

- Invited Faculty Speaker for professional workshop "Rising Tides: Climate Change and the Economic and Business Impact on Hawaii", ([The Seminar Group for Legal and Professional Education](#)) November 6, 2015

- Judge for the annual trans-Pacific high school science fair [Pacific Symposium for Science and Sustainability](#), Honolulu (December 1, 2012; January 19, 2014, January 17, 2015; January 16, 2016; [January 14, 2017](#))

## Teaching Experience

### *University of British Columbia*

1983, 1984, 1985: [Oceanography 518](#) "Dynamical Meteorology"

1984: [Physics 421](#) "Introduction to Atmospheric Physics"

### *McGill University*

1985: [Meteorology 410](#) "Dynamical Meteorology I"

1986, 1987: [Meteorology 411](#) "Dynamical Meteorology II"

1986-87: [Meteorology 653](#) "Climatology" (1/3 of a six-credit two-semester course)

### *Princeton University*

1988, 1996, 2000: [Atmospheric and Oceanic Sciences 572](#) "Atmospheric and Oceanic Waves"

1988, 1989, 1990, 1991, 1992, 1993, 1994: [Geosciences 427](#) "Introduction to Terrestrial and Planetary Atmospheres" (1/2 of course)

1997: [Environmental Studies 202](#): "Environmental Science, Policy and Management: Quantitative Assessments and Interventions" (1/3 of course)

1998: [Geosciences 502/Civil Engineering 577](#) "Data Analysis and Modeling in the Environmental Sciences" (1/4 of course)

1998: [Atmospheric and Oceanic Sciences 537](#) "Atmospheric Chemistry" (1/2 of course)

*University of Hawaii*

Fall 2001: MET 704 "Climate, Climate Modeling and Climate Change"

Fall 2002: MET 402 "Applied Atmospheric Dynamics"

Fall 2003: MET 704 "Climate, Climate Modeling and Climate Change"

Spring 2004: MET 765 "Seminar in Meteorology" (1-credit)

Spring 2005: MET 620 "Physical Meteorology" (1/2 of course), & MET 402 "Applied Atmospheric Dynamics"

Fall 2005: MET 200 "Atmospheric Processes and Phenomena" (1/2 of course)

Spring 2006: MET 620 "Physical Meteorology" (1/2 of course), & MET 765 "Seminar in Meteorology" (1-credit)

Spring 2007: MET 302 "Physical Meteorology", & MET 704 "Climate, Climate Modeling and Climate Change"

Spring 2008: MET 302 "Physical Meteorology"

Fall 2008: MET 303 "Atmospheric Dynamics"

Fall 2009: MET 704 "Climate, Climate Modeling and Climate Change"

Spring 2010: FINANCE 659 "Mortgage/Weather Derivatives" (1/3 of course), & MET 302: "Physical Meteorology"

Fall 2010: MET 101 "Introduction to Meteorology" (1/2 of course), & MET 303: "Atmospheric Dynamics"

Summer Term 2011: FINANCE 659 "Mortgage/Weather Derivatives" (1/3 of course)

Spring 2012: MET620 "Physical Meteorology" (1/2 of course), & MET 402: "Applied Atmospheric Dynamics" (1/2 of course)

Summer Term 2012: FINANCE 659 "Mortgage/Weather Derivatives" (1/3 of course)

Spring 2013: MET 765 "Seminar in Meteorology" (1-credit)

Fall 2013: MET 101 "Introduction to Meteorology" (1/2 of course)



### **M.S. Thesis Supervised**

Ahira Sanchez-Lugo. *An Index to Measure the Influence of Climate on Residential Natural Gas Demand*, Department of Meteorology, University of Hawaii, 71 pp. (2007).

### **Ph.D Theses Supervised**

Chung-Chun Ma. *Models of Planetary Wave Propagation in the Middle Atmosphere*. Atmospheric and Oceanic Sciences Program, Princeton University, 118 pp. (1990)

Elisa Manzini. *A Numerical Study of the Middle Atmosphere Response to Tropical and Subtropical Heat Sources*. Atmospheric and Oceanic Sciences Program, Princeton University, 173 pp. (1992)

Li Yuan. *Statistical Equilibrium Dynamics in a Forced-Dissipative  $f$ -Plane Shallow Water Model*, Atmospheric and Oceanic Sciences Program, Princeton University, 141 pp. (1993)

### **UH Postdoctoral Researchers Supervised**

Weijun Zhu. 2001-2003 (now at Nanjing University of Information Science and Technology)

Markus Stowasser. 2003-2007 (now head of natural catastrophe research & development for Allianz Insurance)

Axel Lauer. 2007-2012 (now researcher at DLR Institute of Atmospheric Physics in Germany)

Minoru Kadota. 2008-2010 (now lecturer at Temple University Tokyo Campus)

## **Extramural Grants Awarded as PI (after 2001)**

K. Hamilton. "Quasi-biennial Oscillation Modulation of Eddies in the Tropical Stratosphere". *NASA Atmospheric Chemistry Modeling and Analysis Program*. \$108,287 for 3 years (May 2002-May 2005).

K. Hamilton. Application of High Resolution Global Models to Problems in the Dynamics of the Troposphere and Stratosphere". *NSF Large-Scale Dynamical Meteorology Program*. \$322,809 for 4 years (September 2002-August 2006; no cost extensions to May 2008).

K. Hamilton, PI (H. Annamalai, co-I). "South Asian Summer Monsoon Climatology and Variability in the Control and 20th Century IPCC AR4 Simulations". *NOAA CLIVAR Climate Model Evaluation Program (CMEP)*. \$23,342 for 9 months (December 2004-August 2005).

K. Hamilton. "Global Warming Effects on Extreme Weather Events in Hawaii Studied Using Results from Ultrafine Resolution Models". *NOAA PRIDE Program*. \$26,000 for 2 years (April 2006-March 2008).

K. Hamilton. "Effects of the Stratospheric Quasi-biennial Oscillation on Seasonal Predictability of Tropospheric Circulation in the Northern Hemisphere Extratropics". *NOAA CLIVAR Program*. \$166,355 for 3 years (June 2006-May 2009).

K. Hamilton. "Precipitation Climatology Projections for Mid and Late 21st Century for the Main Hawaiian Islands". *US Geological Survey Pacific Islands Ecosystem Center*. \$134,855 for 3.5 years (June 2008-December 2011).

K. Hamilton "Next Generation Aerosol-Cloud Microphysics for Advanced High-Resolution Climate Predictions". Subaward from the University of Wisconsin on a project funded by the US Department of Energy. \$292,426 for 2 years (August 2009-August 2011).

K. Hamilton. "Climate Adaptation Partnership for the Pacific (CAPP)". Subaward from the East-West Center on a project funded by NOAA RISA program. \$706,623 for 5 years (September 2010-August 2015).

K. Hamilton. "High Resolution Dynamical Projections of Climate Changes for Hawaii and Other Pacific Islands". *US Fish and Wildlife Service*. \$130,026 for 3 years (September 2010-September 2013).

K. Hamilton. "Support for CMIP5 Workshop". *Australian Commonwealth Scientific and Industrial Research Organization*. \$10,000 for 7 months (December 2011-June 2012)

K. Hamilton PI (D. Straney, J. Peterson, co-Is). "Pacific Islands Climate Science Center". US Department of Interior, \$3,580,235 for 5 years (March 2012-February 2017)

K. Hamilton. "Second University of Hawaii and University of Tokyo Joint Symposium on Ocean, Coastal and Atmospheric Sciences". NOAA Sea Grant Program, \$9,250 for 1 year (June 2012- May 2013)

*Grants for which Hamilton served as PI by virtue of his position as IPRC Director*

K. Hamilton, PI. (S.P. Xie and P. Hacker, co-Is) "Data-Intensive Research and Model Development at the IPRC". NASA Earth Sciences Mission Directorate. \$5,525,000 for 5 years (March 2007-February 2012)

K. Hamilton. "JAMSTEC Year 12". Japan Agency for Marine-Earth Science and Technology. \$2,316,000 for 1 year (April 2008-March 2009).

K. Hamilton "JAMSTEC Year 13". Japan Agency for Marine-Earth Science and Technology. \$2,246,000 for 1 year (April 2009-March 2010).

K. Hamilton. "JAMSTEC Year 14". Japan Agency for Marine-Earth Science and Technology. \$2,151,000 for 1 year (April 2010-March 2011).

K. Hamilton. "JAMSTEC Year 15". Japan Agency for Marine-Earth Science and Technology. \$2,097,000 for 1 year (April 2011-March 2012).

K. Hamilton. "JAMSTEC Year 16". Japan Agency for Marine-Earth Science and Technology. \$2,051,000 for 1 year (April 2012-March 2013).

K. Hamilton. "JAMSTEC Year 17". Japan Agency for Marine-Earth Science and Technology. \$1,720,400 for 1 year (April 2013-March 2014).

K. Hamilton. "JAMSTEC Year 18". Japan Agency for Marine-Earth Science and Technology. 63,000,000 Japanese yen for 1 year (April 2014-March 2015).

K. Hamilton PI (P. Hacker and J. Potemra co-Is). "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$1,005,000 for 1 year (October 2007-September 2008).

K. Hamilton PI (P. Hacker and J. Potemra co-Is). "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$1,218,000 for 1 year (October 2008-September 2009).

K. Hamilton PI (P. Hacker and J. Potemra co-Is) "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$1,742,160 for 1 year (October 2009-September 2010).

K. Hamilton PI (P. Hacker and J. Potemra co-Is) "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$1,489,789 for 1 year (July 2010-June 2011).

K. Hamilton PI (J. Potemra co-I) "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$250,000 for 3 months (July 2011-September 2011).

K. Hamilton PI (J. Potemra co-I) "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$210,000 for 1 year (July 2012-June 2013).

K. Hamilton PI (J. Potemra co-I) "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$270,000 for 1 year (September 2013-August 2014).

K. Hamilton PI (J. Potemra co-I) "Enhancement of Data and Research Activities at the IPRC". NOAA National Environmental Satellite, Data, and Information Service. \$182,000 for 1 year (October 2014-September 2015).

## Publications

### *Multi-author Books and Reports Edited*

K. Hamilton (editor). *Gravity Wave Processes - Their Parameterization in Global Climate Models*. Springer-Verlag, 414 pp. (1997).

L. Gray and K. Hamilton (editors). *Physics of the Equatorial Atmosphere*. Rutherford-Appleton Laboratory. Didcot, UK, 224 pp. (2003).

K. Hamilton and W. Ohfuchi (editors). *High Resolution Numerical Modeling of the Atmosphere and Ocean*. Springer Publishing, 293 pp. (2008).

### *Refereed Journal Articles*

[1] K. Hamilton. A Variational Principle for the Acoustic Attenuation of Metals in the Collision Regime. *Physica*, **A97**, 181-188. (1979).

[2] K. Hamilton. Observations of the Solar Diurnal and Semidiurnal Surface Pressure Oscillations in Canada. *Atmosphere-Ocean*, **18**, 89-97. (1980).

[3] K. Hamilton. The Geographical Distribution of the Solar Semidiurnal Surface Pressure Oscillation. *Journal of Geophysical Research*, **85**, 1945-1949. (1980).

[4] K. Hamilton. Latent Heat Release as a Possible Forcing Mechanism for Atmospheric Tides. *Monthly Weather Review*, **109**, 3-17. (1981).

[5] K. Hamilton. The Vertical Structure of the Quasi-biennial Oscillation: Observations and Theory. *Atmosphere-Ocean*, **19**, 236-250. (1981).

[6] K. Hamilton. A Note on the Observed Diurnal and Semidiurnal Rainfall Variations. *Journal of Geophysical Research*, **86**, 12122-12126. (1981).

[7] K. Hamilton. The Effects of Solar Tides on the General Circulation of the Martian Atmosphere. *Journal of the Atmospheric Sciences*, **39**, 481-485. (1982).

[8] K. Hamilton. A Note on the Interaction Between a Thermally Forced Standing Internal Gravity Wave and the Mean Flow: Implications for the Theory of the Quasi-biennial Oscillation. *Journal of the Atmospheric Sciences*, **39**, 1881-1886. (1982).

[9] K. Hamilton. Rocketsonde Observations of the Mesospheric Semiannual Oscillation at Kwajalein. *Atmosphere-Ocean*, **20**, 281-286. (1982).

- [10] K. Hamilton. Some Features of the Climatology of the Northern Hemisphere Stratosphere Revealed by NMC Upper Atmosphere Analyses. *Journal of the Atmospheric Sciences*, **39**, 2737-2749. (1982).
- [11] K. Hamilton. Aspects of Wave Behaviour in the Mid and Upper Troposphere of the Southern Hemisphere. *Atmosphere-Ocean*, **21**, 40-54. (1983).
- [12] K. Hamilton. Diagnostic Study of the Momentum Balance of the Northern Hemisphere Winter Stratosphere. *Monthly Weather Review*, **111**, 1434-1441. (1983).
- [13] K. Hamilton. Quasi-biennial and Other Long Period Variations in the Solar Semidiurnal Barometric Oscillation: Observations, Theory and a Possible Application to the Problem of Monitoring Changes in Global Ozone. *Journal of the Atmospheric Sciences*, **40**, 2432-2443. (1983).
- [14] K. Hamilton. Calculation of the Effect of Stratospheric Mean Wind Variations on the Solar Semidiurnal Barometric Oscillation. *Atmosphere-Ocean*, **22**, 48-66. (1984).
- [15] K. Hamilton. Evidence for a Normal Mode Kelvin Wave in the Atmosphere. *Journal of the Meteorological Society of Japan*, **62**, 308-311. (1984).
- [16] K. Hamilton. Mean Wind Evolution Through the Quasi-biennial Cycle of the Tropical Lower Stratosphere. *Journal of the Atmospheric Sciences*, **41**, 2113-2125. (1984).
- [17] K. Hamilton. A Study of the Occurrence of Dynamically Unstable Conditions in the Middle Atmosphere. *Canadian Journal of Physics*, **62**, 963-967. (1984).
- [18] K. Hamilton. Detection of the Lunar Diurnal Atmospheric Tide. *Monthly Weather Review*, **112**, 1620-1625. (1984).
- [19] K. Hamilton and R. Garcia. Long Period Variations in the Solar Semidiurnal Atmospheric Tide. *Journal of Geophysical Research*, **89**, 11705-11710. (1984).
- [20] W.J. Emery and K. Hamilton. Atmospheric Forcing of Interannual Variability in the Northeast Pacific Ocean, Connections with El Niño. *Journal of Geophysical Research*, **90**, 857-868. (1985).
- [21] K. Hamilton. A Possible Relationship Between Tropical Ocean Temperatures and the Observed Amplitude of the Atmospheric (1,1) Rossby Normal Mode. *Journal of Geophysical Research*, **90**, 8071-8074. (1985).
- [22] K. Hamilton. A Study of the Variability of the Return Migration Route of Fraser River Sockeye Salmon. *Canadian Journal of Zoology*, **63**, 1930-1943. (1985).
- [23] K. Hamilton. The Initial Westerly Acceleration Phase of the Stratospheric Quasi-biennial Oscillation as Revealed in FGGE Analyses. *Atmosphere-Ocean*, **23**, 188-192. (1985).

- [24] K. Hamilton. Dynamics of the Stratospheric Semiannual Oscillation. *Journal of the Meteorological Society of Japan*, **64**, 227-244. (1986).
- [25] K. Hamilton and R. Garcia. Theory and Observations of the Short Period Normal Mode Oscillations of the Atmosphere. *Journal of Geophysical Research*, **91**, 11867-11875. (1986).
- [26] K. Hamilton. Early Canadian Weather Observers and "The Year Without a Summer". *Bulletin of the American Meteorological Society*, **67**, 524-532. (1986).
- [27] K. Hamilton and R. Garcia. El Niño/Southern Oscillation Events and Their Associated Midlatitude Teleconnections 1532-1828. *Bulletin of the American Meteorological Society*, **67**, 1354-1361. (1986).
- [28] F. Zwiers and K. Hamilton. The Simulation of Atmospheric Tides in the Canadian Climate Centre General Circulation Model. *Journal of Geophysical Research*, **91**, 11877-11898. (1986).
- [29] P. Cummins, L. Mysak and K. Hamilton. Generation of Annual Rossby Waves in the North Pacific by the Wind Stress Curl. *Journal of Physical Oceanography*, **16**, 1165-1178. (1986).
- [30] K. Hamilton. General Circulation Model Simulation of the Structure and Energetics of Atmospheric Normal Modes. *Tellus*, **39A**, 435-459. (1987).
- [31] K. Hamilton. Interannual Environmental Variability and North American Fisheries. *Bulletin of the American Meteorological Society*, **68**, 1541-1548. (1987).
- [32] K. Hamilton. A Detailed Examination of the Extratropical Response to Tropical El Niño/ Southern Oscillation Events. *Journal of Climatology*, **8**, 67-86. (1988).
- [33] K. Hamilton and A. Allingham. A Note on Equatorial Atlantic Sea Surface Temperature Variations 1890-1979. *Atmosphere-Ocean*, **26**, 668-678. (1988).
- [34] K. Hamilton and J. Mahlman. General Circulation Model Simulation of the Semiannual Oscillation in the Tropical Middle Atmosphere. *Journal of the Atmospheric Sciences*, **45**, 3212-3235. (1988).
- [35] K. Hamilton. Interhemispheric Asymmetry and Annual Synchronization of the Ozone Quasi-biennial Oscillation. *Journal of the Atmospheric Sciences*, **46**, 1019-1025. (1989).
- [36] K. Hamilton. A Look at the Recently Proposed Solar-QBO-Weather Relationship. *Journal of Climate*, **3**, 497-503. (1990).

- [37] K. Hamilton. Climatological Statistics of Stratospheric Inertia-gravity Waves Deduced from Historical Rocketsonde Wind and Temperature Data. *Journal of Geophysical Research*, **96**, 20831-20839. (1991).
- [38] K. Hamilton and L. Yuan. Experiments on Tropical Stratospheric Mean Wind Variations in a Spectral General Circulation Model. *Journal of the Atmospheric Sciences*, **49**, 2464-2483. (1992).
- [39] E. Manzini and K. Hamilton. Middle Atmospheric Travelling Waves Forced by Latent and Convective Heating. *Journal of the Atmospheric Sciences*, **50**, 2180-2200. (1993).
- [40] K. Hamilton. An Examination of Observed Southern Oscillation Effects in the Northern Hemisphere Stratosphere. *Journal of the Atmospheric Sciences*, **50**, 3468-3473. (1993).
- [41] K. Hamilton. A General Circulation Model Simulation of El Niño Effects in the Extratropical Northern Hemisphere Stratosphere. *Geophysical Research Letters*, **20**, 1803-1806. (1993).
- [42] L. Yuan and K. Hamilton. Equilibrium Dynamics in a Forced-Dissipative  $f$ -Plane Shallow Water Model. *Journal of Fluid Mechanics*, **280**, 369-394. (1994).
- [43] K. Hamilton, R.J. Wilson, J. Mahlman and L. Umscheid. Climatology of the SKYHI Troposphere-Stratosphere-Mesosphere General Circulation Model. *Journal of the Atmospheric Sciences*, **52**, 5-43. (1995).
- [44] K. Hamilton. Interannual Variability in the Northern Hemisphere Winter Middle Atmosphere in Control and Perturbed Experiments with the SKYHI General Circulation Model. *Journal of the Atmospheric Sciences*, **52**, 44-66. (1995).
- [45] K. Hamilton. Comprehensive Modeling of Middle Atmospheric Climate: Some Recent Results. *Climate Dynamics*, **11**, 223-241. (1995).
- [46] K. Hamilton. Comment on "Global QBO in Circulation and Ozone. Part I: Reexamination of Observational Evidence". *Journal of the Atmospheric Sciences*, **52**, 1834-1838. (1995).
- [47] K. Hamilton and R.A. Vincent. High-Resolution Radiosonde Data Offer New Prospects for Research. *Eos*, **74**, 497-507. (1995).
- [48] R.J. Wilson and K. Hamilton. Comprehensive Model Simulation of Tides in the Martian Atmosphere. *Journal of the Atmospheric Sciences*, **53**, 1290-1326. (1996).
- [49] K. Hamilton. Comprehensive Meteorological Modeling of the Middle Atmosphere: A Tutorial Review. *Journal of Atmospheric and Terrestrial Physics*, **58**, 1591-1628. (1996).



- [50] P.W. Jones, K. Hamilton and R.J. Wilson. A Very High-Resolution General Circulation Model Simulation of the Global Circulation in Austral Winter. *Journal of the Atmospheric Sciences*, **54**, 1107-1116. (1997).
- [51] J.M. Forbes, M.E. Hagan, X. Zhang and K. Hamilton. Upper Atmosphere Tidal Oscillations Due to Latent Heat Release in the Tropical Troposphere. *Annales Geophysicae*, **15**, 1165-1175. (1997).
- [52] K. Hamilton. Observation of an Ultra-Slow Large-Scale Wave Near the Tropical Tropopause. *Journal of Geophysical Research*, **102**, 13457-13464. (1997).
- [53] K. Hamilton and R.S. Hemler. Appearance of a Super-Typhoon in a Global Climate Model Simulation. *Bulletin of the American Meteorological Society*, **78**, 2874-2876. (1997).
- [54] K. Hamilton. An Imposed Quasi-biennial Oscillation in a Comprehensive General Circulation Model: Response of the Tropical and Extratropical Circulation. *Journal of the Atmospheric Sciences*, **55**, 2393-2418. (1998).
- [55] K. Hamilton. Observations of Tropical Stratospheric Winds Before World War II. *Bulletin of the American Meteorological Society*, **79**, 1367-1371. (1998).
- [56] K. Hamilton. Dynamics of the Tropical Middle Atmosphere: A Tutorial Review. *Atmosphere-Ocean*, **36**, 319-354. (1998).
- [57] K. Hamilton. Dynamical Coupling of the Middle and Lower Atmosphere: Historical Background to Current Research. *Journal of Atmospheric and Solar-Terrestrial Physics*, **61**, 73-84. (1999).
- [58] K. Hamilton, R.J. Wilson and R.S. Hemler. Middle Atmosphere Simulated with High Vertical and Horizontal Resolution Versions of a GCM: Improvement in the Cold Pole Bias and Generation of a QBO-Like Oscillation in the Tropics. *Journal of the Atmospheric Sciences*, **56**, 3829-3846. (1999).
- [59] J. Koshyk, K. Hamilton and J.D. Mahlman. Simulation of the Mesoscale Spectral Regime in the GFDL SKYHI General Circulation Model. *Geophysical Research Letters*, **26**, 843-846. (1999).
- [60] J.N. Koshyk, B.A. Boville, K. Hamilton, E. Manzini and K. Shibata. The Kinetic Energy Spectrum of Horizontal Motions in Middle Atmosphere Models. *Journal of Geophysical Research*, **104**, 27177-27190. (1999).
- [61] L. Bruhwiler and K. Hamilton. A Numerical Simulation of the Ozone QBO in a Comprehensive General Circulation Model. *Journal of Geophysical Research*, **104**, 30525-30558. (1999).

- [62] K. Hamilton and S. Fan. Effects of the Stratospheric QBO on Long-Lived Greenhouse Gasses in the Troposphere. *Journal of Geophysical Research*, **105**, 20581-20587. (2000).
- [63] K. Hamilton and R.A. Vincent. Field Experiment to Examine Gravity Waves in the Middle Atmosphere. *Eos*, **81**, 517. (2000).
- [64] S. Pawson, K. Kodera, K. Hamilton, T. Shepherd, S. Beagley, B. Boville, J. Farrara, T. Fairlie, A. Kitoh, W. Lahoz, U. Langematz, E. Manzini, D. Rind, A. Scaife, K. Shibata, P. Simon, R. Swinbank, L. Takacs, R. Wilson, J. Al-Saadi, M. Amodei, M. Chiba, L. Coy, J. de Grandpre, R. Eckman, M. Fiorino, W. Grose, H. Koeide, J. Koshyk, D. Li, J. Lerner, N. McFarlane, C. Mechoso, A. Molod, A. O'Neil, R. Pierce, W. Randel, R. Rood, and F. Wu. The GCM-Reality Intercomparison for SPARC: Scientific Issues and Initial Results. *Bulletin of the American Meteorological Society*, **81**, 781-796. (2000).
- [65] K. Hamilton, R.J. Wilson and R. Hemler. Spontaneous Stratospheric QBO-Like Oscillations Simulated by the GFDL SKYHI General Circulation Model. *Journal of the Atmospheric Sciences*, **58**, 3271-3292. (2001).
- [66] J. Koshyk and K. Hamilton. The Horizontal Kinetic Energy Spectrum and Spectral Budget Simulated by a High-Resolution Troposphere-Stratosphere-Mesosphere GCM. *Journal of the Atmospheric Sciences*, **58**, 329-348. (2001).
- [67] M. Baldwin, L. Gray, T. Dunkerton, K. Hamilton, P. Haynes, W. Randel, J. Holton, M. Alexander, I. Hirota, T. Horinouchi, D. Jones, J. Kinnersley, C. Marquardt, K. Sato and M. Takahashi. The Quasi-biennial Oscillation. *Reviews of Geophysics*, **39**, 179-229. (2001).
- [68] K. Hamilton and W. Hsieh. Representation of the QBO in the Tropical Stratosphere Wind by Nonlinear Principal Component Analysis. *Journal of Geophysical Research*, **107**, D15, ACL3-1-10. (2002).
- [69] M. Bittner, D. Offermann, H.-H. Graf, M. Donner and K. Hamilton. An 18-year Time Series of OH Rotational Temperatures and Middle Atmosphere Decadal Variations. *Journal of Atmospheric and Solar-Terrestrial Physics*, **64**, 1147-1166. (2002).
- [70] G. Stenchikov, A. Robock, V. Ramaswamy, M. Schwarzkopf, K. Hamilton and S. Ramachandran. Arctic Oscillation Response to the 1991 Mount Pinatubo Eruption: Effects of Volcanic Aerosols and Ozone Depletion. *Journal of Geophysical Research*, **107**, D24, 4803-4818. (2002).
- [71] K. Hamilton. On the Quasi-decadal Modulation of Stratospheric QBO Period. *Journal of Climate*, **15**, 2562-2565. (2002).
- [72] W. Hsieh and K. Hamilton. Nonlinear Singular Spectrum Analysis of the Tropical Stratospheric Wind. *Quarterly Journal of the Royal Meteorological Society*, **129**, 2367-2382. (2003).

- [73] D. Offermann, M. Donner, P. Knieling, K. Hamilton, A. Menzel, B. Naujokat and P. Winkler. Indicators of Long-Term Changes in Middle Atmosphere Transports. *Advances in Space Research*, **32**, 1675-1684. (2003).
- [74] T. Horinouchi, S. Pawson, K. Shibata, U. Langematz, E. Manzini, M. Giorgetta, F. Sassi, R. Wilson, K. Hamilton, J. de Grandre, and A. Scaife. Tropical Cumulus Convection and Upward Propagating Waves in Middle Atmosphere GCMs. *Journal of the Atmospheric Sciences*, **60**, 2765-2782. (2003).
- [75] K. Hamilton, A. Hertzog, F. Vial and G. Stenchikov. Longitudinal Variation of the Stratospheric Quasi-biennial Oscillation. *Journal of the Atmospheric Sciences*, **61**, 383-402. (2004).
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UNIVERSITY  
of HAWAII  
MĀNOA

Colleges of Arts and Sciences  
College of Languages, Linguistics & Literature  
Office of the Dean

July 5, 2018

**MEMORANDUM**

TO: Jan Naoe Sullivan  
Chair, Board of Regents

VIA: David Lassner  
President

VIA: David Lassner  
Interim Chancellor

VIA: Michael Bruno  
Interim Vice Chancellor for Academic Affairs  
and Vice Chancellor for Research *Michael Bruno*

FROM: Laura E. Lyons *Laura E. Lyons*  
Interim Dean, College of Languages, Linguistics & Literature

SUBJECT: TITLE OF PROFESSOR EMERITUS FOR ROBERT BLEY-VROMAN

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents recommends as an exception to the stated BOR Policy, RP 5.219 criteria to grant the title of Professor Emeritus of Second Language Studies to Professor Robert Bley-Vroman.

RECOMMENDED EFFECTIVE DATE:

Upon Board of Regents approval.

ADDITIONAL COST:

None.

PURPOSE:

To grant the title of Professor Emeritus of Second Language Studies to Professor Robert Bley-Vroman.

2545 McCarthy Mall, Bilger Hall 101  
Honolulu, Hawai'i 96822  
Telephone: (808) 956-8516  
Fax: (808) 956-9879  
An Equal Opportunity/Affirmative Action Institution

BACKGROUND:

Pursuant to Board of Regents Policy RP 5.219, Awarding of Emeritus Title, approved in January 2018, "The emeritus/emerita title is an honor bestowed upon retiring or retired faculty members in recognition of dedicated and honorable academic service rendered to the university, and to vice presidents and chancellors who have made exceptional contributions to the university and who are recognized as distinguished leaders in their field. The emeritus/emerita title is conferred to those persons retiring from the university with the rank of full professor or it's equivalent, or service to the university in the position of vice president or chancellor for five or more years in that rank or position." "The president is delegated the authority to award the emeritus/emerita title to individuals who meet the stated criteria, and may recommend to the board for consideration individuals deserving of honor who do not meet the stated criteria."

Professor Robert Bley-Vroman has served the University of Hawai'i at Mānoa for 30 years (1987-2017), and was promoted to I-5 Full Professor in August 2006. From January 2010 he was appointed as Interim Dean, and in December 2010 appointed as permanent Dean for the College of Languages, Linguistics & Literature. From September 2014, he was then appointed as Interim Chancellor of UHM, and returned as Full Professor in September 2016, retiring on December 31, 2017. Upon return as full professor up to his retirement, Dr. Robert Bley-Vroman has under 5 years (4 years, 9 months) in the full professor rank. The department chair's call for comments on Professor Robert Bley-Vroman's nomination for emeritus status elicited only positive responses from the faculty in the department, supporting the granting of his Emeritus status. The department chair, without reservation, strongly recommends Emeritus status.

Dr. Bley-Vroman has a remarkable record of service as an administrator at UHM. From 1999-2003, he served as Department Chair in Second Language Studies. He was appointed the permanent Dean of the College of Languages, Linguistics & Literature in 2010, a position he held until Fall 2014. While Dean, he raised the research profile of LLL by increasing starting salaries, which had been among the lowest in the university, and offering competitive start-up packages. He was a driving force behind EALL's successful bid for funding from the National Security Education Program to establish a Chinese Language Flagship. In addition to this prestigious program, he worked with faculty and members of the community to found the Hawai'i Language Roadmap, again with initial funding through NSEP. The Roadmap project works with state agencies like the Office of Language Access to improve the state's capacity to serve its many multilingual residents. In addition, this important program partnered with the Department of Education to establish a Seal of Biliteracy in the public schools. In Fall 2014, Dr. Bley-Vroman was appointed as the Interim Chancellor of UHM, a position he ably held through the Summer of 2016.

Jan Naoe Sullivan  
July 5, 2018  
Page 3

The Chair of Second Language Studies and its faculty fully endorse the designation of Professor Emeritus for Dr. Robert Bley-Vroman. Although he does not meet the 5 year criteria in the full professor rank, his accomplishments as a faculty member and as an administrator more than warrants an exception to the emeritus title designation.

ACTION RECOMMENDED:

It is recommended that the Board of Regents recommends as an exception to the stated BOR Policy, RP 5.219 criteria to grant the title of Professor Emeritus of Second Language Studies to Professor Robert Bley-Vroman.

Attachments:

Letter of Support from Department Chair, Graham Crookes  
Current Curriculum Vitae  
Current Mailing Address of Robert Bley-Vroman  
Request for BOR Confirmation of Emeritus/Emerita Title Spreadsheet  
Personnel Notification Forms

c: Executive Administrator and Secretary of the Board Oishi



UNIVERSITY  
of HAWAI'I  
MĀNOA

Department of Second Language Studies

4/25/18

MEMORANDUM

To: Laura Lyons, Dean, College of Languages, Linguistics & Literature  
From: Graham Crookes, Chair, Dept. of Second Language Studies  
Re: Application concerning emeritus status request, Dr. Robert Bley-Vroman

We request emeritus status for Dr. Robert Bley-Vroman, recently retired from this Department.

Basic details (process and dates) are in the first section below. Full details of Dr. Bley-Vroman's academic career follow thereafter.

*Basic details*

Dr. Robert Bley-Vroman was employed from Jan 1 1987 to Dec 31 2017; 30 years of service.

He obtained Rank 5 (Full Professor) status on Aug 1 2006.

I have consulted with the SLS faculty about recommending Dr. Bley-Vroman for emeritus status. I made his CV available to all regular professors, and they were invited to send comments to the department chair (by email). No negative comments were received; all comments received were favorable.

His current mailing address is 2131A Atherton Road, Honolulu HI 96822.

*Summary of career achievements*

Following receipt of his PhD in Linguistics from the University of Washington in 1972, Dr. Bley-Vroman at first worked as a Fulbright lecturer in Romania. Subsequently he moved into conventional US academia at the University of Texas at Austin, where he remained as assistant professor in their Department of Linguistics for almost a decade, separated by important stints as Director of the prestigious English Language Institute [ELI] at the University of Michigan. (This is a significant position to hold, even briefly, as this administrative unit was the first established ELI in the US and the home of important academic work and a journal that initiated the academic field of applied linguistics in the US.)

After involvement with a major Federal grant in machine translation, Dr. Bley-Vroman came to the University of Hawai'i at Mānoa Department of English as a Second Language (ESL; as it then was) in 1987. Not long afterwards he became PI and Director of the National Foreign Language Resource Center [NFLRC], one of the first in the country, an entity that was and continues to be very influential on second and foreign language teaching in the US, as reflecting

national policy in this area. The NFLRC was also a major conduit for funds to the College of Languages, Linguistics & Literature.

Academically, Dr. Bley-Vroman's research has been in applied linguistics, syntax, corpus linguistics, and second language acquisition theory. His theoretical work attempts to integrate current trends in linguistic theory with accounts of child/adult differences in language acquisition and to use the techniques of corpus linguistics to investigate the relationship of the statistical structure of language to second language acquisition. His research has appeared in major journals in our field, such as *Language Learning*, *TESOL Quarterly*, *Linguistic Analysis*, *Linguistic Inquiry*, *Second Language Research*, and in edited collections. His most influential paper is "What is the logical problem of foreign language learning" which has 1851 citations (in Google Scholar).

The final phase of his career took him to a succession of increasingly important administrative duties, the dominant theme in the latter part of his professional narrative. He served as Graduate Chair, then Department Chair for the Department of Second Language Studies (name changed from Dept. of ESL), 1997-2003. He also served in increasingly responsible positions in the Manoa Faculty Senate eventually becoming Chair of the Mānoa Faculty Senate (2005-06). During this period he was also Special Advisor to the Chancellor, solving problems in collaboration especially with UH Hilo. In 2010 he was appointed Dean to our College (LLL) and in 2014 he was elevated to the Chancellorship, in which role he served (as Interim) for two years.

I believe that most reviewers of this application will recognize the significance of Dr. Bley-Vroman's work for our University. Given his impressive cv, my brief summary above, the strong support of the SLS faculty in favor of this recommendation, on behalf of the Dept. I recommend him for emeritus status.



Graham Crookes  
Professor, Chair

Attachments:

- (1) Copy of signed (final, retirement) PNF
- (2) Copy of PNF verifying service at rank 5 for five or more years
- (3) Form: Request for BOR Confirmation of Emeritus/Emerita Title Awards



**Curriculum Vitæ**

**Robert Bley-Vroman**  
Department of Second Language Studies  
Moore Hall 570  
University of Hawai'i  
Honolulu HI 96822

Phone: 808-956-5885 Fax: 956-2802  
mailto:vroman@hawaii.edu  
<http://www.sls.hawaii.edu/bley-vroman/>

**Education**

1967 B.A. Pomona College. Cum laude with distinction in German  
1968 M.A. (Germanics) University of Washington  
1970 M.A. (Linguistics) University of Washington  
1972 Ph.D. (Linguistics) University of Washington

**Professional Experience**

2014–2016. Interim Chancellor, University of Hawai'i at Mānoa.

2010–2014. Dean, College of Languages, Linguistics, and Literature, University of Hawai'i at Mānoa.

1999–2003. Chair, Department of Second Language Studies, University of Hawai'i at Mānoa.

1987–present. Department of Second Language Studies, University of Hawai'i at Mānoa. Associate Professor 1987–2006; Professor 2006–present.

1990–1994. Director, Second Language Teaching and Curriculum Center and National Foreign Language Resource Center, University of Hawai'i at Mānoa.

1986 (summer and fall) Research Linguist. Linguistics Research Center, University of Texas at Austin. Machine translation and programming for natural language processing.

1977–1986 Assistant Professor of Linguistics, University of Texas at Austin

1980–81,82–83. Director of Courses, English Language Institute and  
Assistant Professor of Linguistics  
The University of Michigan, Ann Arbor

1984 (summer) Assistant Professor. Maine Summer Humanities Program  
(National Endowment for the Humanities), Bowdoin College, Brunswick, Maine

1975–1976 Project Manager, SEARCH Group Inc. (SGI) Interstate consortium  
on criminal justice systems, Sacramento, California.

1972–1974. Senior Fubright Lecturer, Lector in Linguistics and English,  
Universitatea Babeş-Bolyai. Cluj, Romania

**Languages**

German (superior), Romanian (advanced), French, Latin  
Can teach the Old Germanic Languages (ON, OHG, MHG, Gothic, OS, OE)

**Computing**

Perl, SNOBOL, Pascal, LISP, BASIC, emacs, Metafont; expertise in  
Appletalk/Localtalk networks

**Professional Service at University of Hawai'i**

1987-2005. Elected to Department of Second Language Studies Personnel and Policy Committee.

1997-1998. Graduate Chair, MA in ESL, PhD in SLA

1999-2003. Chair, Department of Second Language Studies

2003 (summer) Acting Graduate Chair, MA in ESL, PhD in SLA

2001-2004. University of Hawai'i at Mānoa Faculty Senate Committee on Administration and Budget

2002-2003; 2003-2004. Chair, Faculty Senate Committee on Administration and Budget

2004-2005. Co-Chair, Mānoa Budget Advisory Group

2004-2005. Special Advisor to the Chancellor on doctoral programs at University of Hawai'i at Hilo

2004-2005; 2005-2006. University of Hawaii at Mānoa Faculty Senate Executive Committee. Vice Chair 2004-2005.

2004-2005. All-Campus Council of Faculty Senate Chairs, University of Hawai'i System

2005-2006. Chair, University of Hawaii at Mānoa Faculty Senate and Faculty Congress

2005-2006. Chair, All-Campus Council of Faculty Senate Chairs

2006-2007. Chair, Search Advisory Committee for Mānoa Chancellor

## Publications

- Bley-Vroman, R. 2009. The evolving context of the Fundamental Difference Hypothesis. Lead article in special issue *Studies in Second Language Acquisition*. 31(2), 175-198.
- Kweon, S., & Bley-Vroman, R. 2011. Acquisition of the constraints on "wanna" contraction by advanced second language learners: Universal grammar and imperfect knowledge. *Second Language Research*, 27(2), 207-228.
- Bley-Vroman, R., & Ko, H. S. (Eds.). (2006). *Corpus Linguistics for Korean Language Teaching and Learning*. Honolulu: University of Hawai'i National Foreign Language Resource Center.
- Bley-Vroman, R. 2003. Corpus Linguistics and Second Language Acquisition: Rules and Frequency in the Acquisition of English Multiple wh-Questions. In P. Leistyna & C. Meyer (Eds.), *Corpus Analysis: Language Structure and Language Use* (pp. 255-272). Amsterdam: Rodopi Publishers.
- Bley-Vroman, R. & Miller, R. (Eds.) 2003. *New England Fiddler's Repertoire*. Alstead, N.H.: Fiddlecase Books.
- Bley-Vroman, R. 2002. Frequency in production, comprehension, and acquisition. *Studies in Second Language Acquisition*, 24, 209-213.
- Bley-Vroman, R., & Joo, H.-R. 2001. The Acquisition and Interpretation of English Locative Constructions by Native Speakers of Korean. *Studies in Second Language Acquisition*, 23(2).
- Bley-Vroman, R., & Yoshinaga, N. 2000. The acquisition of multiple wh-questions by high-proficiency non-native speakers of English. *Second Language Research*, 16(1), 3-26.
- Bley-Vroman, R. 1996. What we have to explain in second-language acquisition. (peer commentary) *Behavioral and Brain Sciences*, 19(4), 718.
- Brown, J. D. & R. Bley-Vroman, R. 1995. Predicting achievement in the ESL MA program at UHM. *University of Hawai'i Working Papers in ESL*, 14(1), 1-20.

- Bley-Vroman, R., & Chaudron, C. 1994. Elicited imitation as a measure of second-language competence. In E. Tarone, S. Gass, & A. Cohen (Eds.), *Research Methodology in Second-Language Acquisition* (pp. 245–262). Hillsdale, N.J.: Lawrence Erlbaum.
- Bley-Vroman, R., & Yoshinaga, N. 1992. Broad and narrow constraints on the English dative alternation: Some fundamental differences between native speakers and foreign language learners. *University of Hawai'i Working Papers in ESL*11(1), 157-199.
- Bley-Vroman, R., & Loschky, L. 1993. Grammar and task-based methodology. In G. Crookes & S. Gass (Eds.), *Tasks and Language Learning: Integrating Theory and Practice* (pp. 123–167). Philadelphia: Multilingual Matters, Ltd.
- Bley-Vroman, R., & Yoshinaga, N. 1992. Broad and narrow constraints on the English dative alternation: Some fundamental differences between native speakers and foreign language learners. *University of Hawai'i Working Papers in ESL*11(1), 157-199.
- Bley-Vroman, R. 1991. Processing, constraints on acquisition, and the parsing of ungrammatical sentences. In L Eubank (Ed.), *Point Counterpoint: Universal Grammar in the Second Language* (pp. 191–198). Amsterdam: John Benjamins.
- Bley-Vroman, R. 1990. The logical problem of foreign language learning. *Linguistic Analysis*, 20(1-2), 3–49.
- Bley-Vroman, R. & Chaudron, C. 1990. Second language processing of subordinate clauses and anaphora—first language and universal influences: A review of Flynn's research. 1990. *Language Learning*, 40(2), 245–285.
- Bley-Vroman, R & Loschky, L. 1990. Creating structure-based communication tasks for second language development. 1990. *University of Hawai'i Working Papers in ESL*, Vol. 9, No.1, pp. 161–212.
- Bley-Vroman, R. 1989. What is the logical problem of foreign language learning? In S. Gass & J. Schachter (Eds.), *Linguistic Perspectives on Second Language Acquisition* (pp. 41–68). New York: Cambridge University Press.
- Bley-Vroman, R. 1988. The fundamental character of foreign language learning. In W. Rutherford & M. Sharwood Smith (Eds.), *Grammar and Second Language Teaching* (pp. 19–30). New York: Newbury House.

- Bley-Vroman, R. 1988. A critique of Flynn's parameter-setting model of second language acquisition. *University of Hawai'i Working Papers in ESL*. Vol. 7, No. 1, , pp. 67–108. [with Craig Chaudron]
- Bley-Vroman, R., Felix S. & Ioup, G. 1988. The accessibility of Universal Grammar in adult second language acquisition. 1988. *Second Language Research* Vol.4, No. 1, pp. 1–32.
- Bley-Vroman, R. 1988. Opacity and interrupted rule schemata, *The Best of the CLS*. Chicago: Chicago Linguistic Society.
- Bley-Vroman, R. 1986. Hypothesis testing in second language acquisition theory. *Language Learning*. Vol. 36, No. 3, pp. 353–376.
- Bley-Vroman, R. 1984. Curriculum decisions cannot be objectified. *TESOL Quarterly*, Vol. 36, No. 3, pp. 343–351.
- Hamza Al Mozainy, H, Bley-Vroman, R. & McCarthy J. 1984. Stress shift and metrical structure. 1984. *Linguistic Inquiry*, Vol 15, No. 4. pp. 135–144.
- Bley-Vroman, R. 1983. The comparative fallacy in interlanguage studies: The case of systematicity. *Language Learning*, Vol. 33, No. 4, pp. 1–17.
- Bley-Vroman, R. 1981. Learnability and abstractness in phonology: comments on the paper by Dresner. In C.L. Baker and J. McCarthy (Eds.) *The Logical Problem of Language Acquisition*, (pp. 211–217). Cambridge: MIT Press.
- Bley-Vroman, R. 1978. Purpose, device and level in rhetorical theory. 1978. In C. Drobic (Ed.) *English for Specific Purposes: Science and Technology* (pp. 278–287). Corvallis, Oregon: Oregon State University.
- Bley-Vroman, R. 1977. Rumanian pronoun morphology from a generative point of view. In S. Alexandrescu (Ed.) *Modern Linguistics and the Rumanian Language* (pp. 17–37). Amsterdam.
- Bley-Vroman, R. 1975. On extending denotation to sentences. 1975. *Linguistic Analysis*. Vol I, No. 3, pp. 275–277.
- Bley-Vroman, R., Selinker, L. & Trimble L. 1974. Presupposition and technical rhetoric. 1974. *English Language Teaching Journal*, Vol. XXIX, No. 1, pp. 59–65.

**Selected Papers delivered / Invited lectures / Conference participation**

The evolving context of the Fundamental Difference Hypothesis. Plenary address. 9<sup>th</sup> Generative Approaches to Second Language Acquisition Conference (GASLA 2007). University of Iowa, Iowa City, May 18–20, 2007.

Variable performance, corpus linguistics, and language acquisition. Plenary address. Korea Association for Foreign Language Education, Seoul, Korea, December 17, 2005.

Input frequency, learnability, and parametric variation: The case of multiple wh-questions in learners of English. The Third North American Symposium on Corpus Linguistics and Language Teaching, Boston, Massachusetts, March 23–25, 2001

On the explanation of variability in L2 acquisition: Why the theory of SLA should not be predictive. Second Language Research Forum, University of Wisconsin, Madison, September 7–10, 2000.

Is a Foreign Language a Language? Plenary Address, Fifth International Conference on Applied Linguistics, Puebla, Mexico, May 19–20, 2000.

Korean and English locative constructions: their acquisition and their interpretation in a theory of construction-by-construction acquisition. Second Language Research Forum, University of Minnesota, St. Paul, September 23–26, 1999. [with Hye-Ri Joo]

Universal Grammar in second language acquisition: Can we have our cake and eat it too? UG Access In L2 Acquisition: Reassessing The Question, Second Language Research Forum. University of Hawaii, Honolulu, October 15–18, 1998. Available <http://www.lll.hawaii.edu/nflrc/networks/nw9>.

Syntactic structure and information structure in the acquisition of the English dative alternation by native speakers of Japanese. Generative Approaches to Second Language Acquisition, University of Pittsburgh, September 25, 1998. [with Kazuko Katsufuji-Shimabukuro].

Features and patterns in second language acquisition. Plenary address to the Second Language Research Forum, Michigan State University, October 17–19, 1997.

The knowledge of English multiple-wh questions in high-proficiency Japanese learners of English. European Second Language Association. Barcelona, May 22–24, 1997.

Conservative pattern accumulation in foreign language learning. European Second Language Association. Nijmegen, May 31, 1996.

Lexico-semantic alternations in second language acquisition, University of Hamburg, May 23, 1995.

Lectures in Generative Syntax and Government-Binding Theory. Invited lecture series, University of Odense, Denmark, April 5–7, 1995.

Universal grammar in second language acquisition. Invited lecture, Karl Franz University, Graz, Austria. March 12, 1995.

Universal grammar in second language acquisition. Invited lecture, University of Klagenfurt, Austria. March 11, 1995.

Projects on culture learning and cultural pragmatics at the National Foreign Language Resource Centers. American Council on the Teaching of Foreign Languages. Atlanta, Georgia. November 17–20, 1994. Principal presenter: Robert Bley-Vroman; additional presenters: Gabriele Kasper, Gail Robinson.

Lexico-semantic alternations in second language acquisition. Invited lecture, University of Nijmegen. November 7, 1994.

Grammar and task-based language instruction. Invited lecture, Free University of Amsterdam. November 3, 1994.

Broad and narrow constraints on alternations and foreign language learning. Invited lecture, Tilburg University, Tilburg, The Netherlands. November 2, 1994.

Updating the Fundamental Difference Hypothesis. European Second Language Association. Aix-en-Provence, September 7–11, 1994.

'Three questionable assumptions of the use of grammaticality judgements'. Research Methods in Second Language Acquisition, panel at the meeting of the American Association of Applied Linguistics, Seattle, February 28–March 2, 1992.



'Is elicited imitation an adequate measure of second language competence?'. Paper presented at the conference on Theory Construction and Second Language Acquisition Research, Michigan State University, October 2–5, 1991. [with Craig Chaudron]

'The acquisition of the broad and narrow constraints on the dative alternation'. Paper presented at the Second Language Research Forum, University of Southern California, April 1991.

'Difficulty orders, language processing, and the internal representation of grammar.' Invited keynote address, Language Acquisition Research Symposium, Utrecht, August, 1990.

'Sentence processing and the learner's representation of grammar: A response to White.' Second Language Research Forum. University of California at Los Angeles, February 1989.

'The language learning experience in teacher training.' Invited presentation to the Hawaii Association of Language Teachers, September 1988.

'Reaction time as a supplement to grammaticality judgements in second language acquisition research.' Language Acquisition Research Symposium. Utrecht, The Netherlands, August 25, 1988.

'Linguistics and Second Language Acquisition Research'. University of Washington. May 1988. As prominent alumnus, invited to present address at 25th anniversary celebration of Department of Linguistics.

'Universal Grammar and Second Language Acquisition Research'. Second Language Research Forum. University of Hawaii at Mānoa. March 1988. [organized and chaired colloquium on Universal Grammar, presented general overview paper. ]

'The accessibility of Universal Grammar in adult language acquisition: evidence from the acquisition of English *wh*-movement' (with G. Ioup and S. Felix). Second Language Research Forum. University of Southern California. February 1987.

'The representation of non-native phonology: comments on the paper by Broselow,' (invited participant) Linguistic Society of America, Annual Meeting, Seattle, Washington, December 28, 1985.

'The fundamental character of foreign language learning,' (invited paper)  
Texas State Convention of Teachers of English to Speakers of Other  
Languages, Austin, Texas, November 8, 1985.

'Non-native intuitions of grammaticality: Is Universal Grammar accessible in  
adult language acquisition?' National Science Foundation Conference on  
Universal Grammar and Second Language Acquisition, Massachusetts  
Institute of Technology, October 1985.

'Proficiency testing and ESL program evaluation,' (invited paper). TESOL  
Regional Meeting, Austin, Texas, April 1984.

'ESL theory and intensive course curriculum design: history and current  
developments,' (with Joan Morley). International TESOL Annual Meeting,  
Detroit, March 1983. [Videotape available from TESOL ]

## Narrative

ROBERT BLEY-VROMAN received BA from Pomona College, his MA in Germanics, and his MA and PhD in linguistics from the University of Washington. At the University of Hawai'i at Mānoa, he has served as Director of the Second Language Teaching and Curriculum Center and was the first Director of the National Foreign Language Resource Center. He was Chair of the Department of Second Language Studies from 1999–2003, Dean of the College of Languages, Linguistics, and Literature 2010–2014, and served as Chancellor of the University 2014–2016.

Before joining the faculty of the University of Hawai'i, he taught in Romania at Universitatea din Cluj (English and applied linguistics), the University of Texas at Austin (linguistics) and at the University of Michigan, where he was Director of Courses for the English Language Institute. He also served as project manager for a national project on criminal justice terminology (Federal Law Enforcement Assistance Administration).

His research is concentrated in applied linguistics, syntax, corpus linguistics, and second language acquisition theory. His theoretical work attempts to integrate current trends in linguistic theory with accounts of child/adult differences in language acquisition and to use the techniques of corpus linguistics to investigate the relationship of the statistical structure of language to second language acquisition. His research has appeared in the journals *Language Learning*, *TESOL Quarterly*, *Linguistic Analysis*, *Linguistic Inquiry*, *Second Language Research*, and in edited collections. His most influential papers are "The logical problem of foreign language learning" and "The comparative fallacy in interlanguage studies".

He is also interested in computational linguistics, natural language processing, corpus linguistics, and machine translation, and worked on the German-English machine translation project of Siemens AG (Project METAL), where he was responsible for the grammar used by the German parser and for aspects of the design of the programming environment.

He is also a contra dance caller and pianist for traditional music. With Randy Miller, he edited *New England Fiddler's Repertoire*, a best-selling book of traditional tunes. He is also a collector of old telephones, and ringer of tower bells at St. Andrew's cathedral, Honolulu.

Attachment A-1: Personnel Actions for BOR approval

Executive/Managerial

Campus	Last Name	First Name & Middle Initial	Proposed Title	Unit	Nature of Action	Monthly Salary	Effective Date
UH Mānoa	Bruno	Michael	Provost	Office of the Provost	Reassignment	\$29,168	Concurrent with Approval of UHM Reorganization - Phase I
UH Mānoa	Blake	C. Fred	Professor Emeritus	College of Social Sciences	Emeritus	N/A	Upon Board approval
UH Mānoa	Chappell	David	Professor Emeritus	College of Arts and Humanities	Emeritus	N/A	Upon Board approval
UH Mānoa	Hamilton	Kevin	Professor Emeritus	School of Ocean and Earth Science and Technology	Emeritus	N/A	Upon Board approval
UH Mānoa	Bley-Vroman	Robert	Professor Emeritus	College of Languages, Linguistics and Literature	Emeritus	N/A	Upon Board approval
UH Hilo	Irwin	Bonnie	Chancellor	Office of the Chancellor	Appointment with Tenure	N/A	July 1, 2019

RECEIVED

19 FEB 22 AM 11:32

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

19 FEB 22 AM 11:35

UNIVERSITY OF HAWAII  
BOARD OF REGENTS

Recommendation: That the Board approve the personnel action as recommended.

David Lassner  
President



19 FEB 21 P5:39  
February 21, 2019

RECEIVED

'19 FEB 21 P4:26

**MEMORANDUM**

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

TO: Lee Putnam  
Chairperson, Board of Regents

VIA: David Lassner  
President

FROM: Jan Gouveia  
Vice President for Administration

Carrie Okinaga  
Vice President for Legal Affairs and University General Counsel

SUBJECT: Revisions to Regents Policy ("RP") 1.206 and Repeal of RP 1.209

**SPECIFIC ACTION REQUESTED**

It is requested that the Board of Regents ("Board") approve substantive revisions to RP 1.206 (currently entitled "University Seal and Logo", to be renamed "University Seal, Logo, Name, and Trademarks"), and repeal RP 1.209 (entitled, "Use of University's Name by National or Other Organizations"), the content of which has been updated and incorporated into the proposed new version of RP 1.206.

**RECOMMENDED EFFECTIVE DATE**

Effective upon adoption by the Board of Regents.

**ADDITIONAL COST**

There are no additional costs associated with this request.

## **PURPOSE AND BACKGROUND**

The current version of RP 1.206 simply states that the president shall develop appropriate guidelines for the legally authorized use and licensing of the University's seal, trademarks, logos, and related symbols. RP 1.209 has not been amended since 1949, and states only that,

“[t]he board does not approve, in general, the use of the university's name by national or other organizations which request that the University of Hawai'i sponsor meetings, round tables, organizations, etc.”

RP 1.209 is notably silent as to the means or conditions of obtaining Board approval for use of the University's name. RP 1.209 is clearly dated, and has largely been ignored as obsolete given current licensing practices of the University, see, e.g., Executive Policy 8.205, <https://www.hawaii.edu/policy/index.php?action=viewPolicy&policySection=ep&policyChapter=8&policyNumber=205&menuView=closed>, entitled “Indicia and Licensing Policy”, which has the stated purpose of establishing “systemwide controls for university-owned indicia” and permitting “manufacturers and related commercial entities the use of such indicia on or in products.”

In its review of Board policies, Board leadership identified the need for updating RP 1.209, and enlisted the Office of General Counsel (OGC) to assist in updating this policy. Referencing other universities' policies and utilizing subject matter expertise internal to the university, OGC drafted a Board-level policy that governs appropriate use of the University's name and contemporary licensing activities, expressly authorizing the activities set forth in Executive Policy 8.205. Instead of amending RP 1.209, the newly-drafted policy language has been added to RP 1.206, currently entitled “University Seal and Logo”, and to be renamed “University Seal, Logo, Name, and Trademarks.”

As proposed, RP 1.206 as revised would permit the President to designate a licensing administrator to coordinate and oversee the daily operation of the University's licensing program, respond to inquiries and requests, and develop administrative policies and objectives pertaining to the use of University-owned indicia. The policy also prohibits employees and students from using University-owned indicia or their affiliation with the University in an unapproved manner that improperly suggests or implies University support or endorsement; where there is a potential for support or endorsement to be misconstrued, a disclaimer must be used, e.g., “This is personal opinion, not the opinion of the university”. Commercial use of University-owned indicia is permitted only by license or prior authorization; non-commercial use by University-affiliated organizations is expressly permitted.

We believe the language of the revised policy is in line with other universities' policies on the same subject. The proposed policy benefited from review by and input from key internal stakeholders, including the University's Collegiate Licensing office, the Office of the Vice President for Research and Innovation, and the Athletic Department at UH Mānoa; and consultation with unions has been completed as well.

**ACTION RECOMMENDED**

It is requested that the Board of Regents approve substantive revisions to RP 1.206, as shown in the attachments, retitle RP 1.206 as "University Seal, Logo, Name, and Trademarks", and repeal RP 1.209, the content of which has been updated and incorporated into the proposed new version of RP 1.206.

Attachments:

1. RP 1.206 (original and current version)
2. RP 1.206 (proposed – redlined version)
3. RP 1.206 (proposed – clean version)
4. RP 1.209 (proposed to be repealed)

c: Kendra Oishi, Executive Administrator and Secretary of the Board, University of Hawai'i



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Regents Policy Chapter 1, General Provisions  
Regents Policy RP 1.206, University Seal and Logo

Effective Date: Sept. 20, 2018

Prior Dates Seal Amended: Apr. 7, 1921; March 29, 1946; Oct. 31, 2014 (recodified);  
August 2017

Prior Dates Logo Amended: Feb. 19, 1970; Oct. 31, 2014 (recodified); August 2017

Review Date: August 2020

**I. Purpose:**

To set forth policy on the university's seal and logo, and establish their appropriate use.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. The university's seal and the university logo or trademark, as adopted by the board, are included at the end of this policy.

**IV. Delegation of Authority:**

The president shall develop appropriate guidelines for the legally authorized use and licensing of the university's seal, trademarks, logos, and related symbols.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol01\\_Ch0001-0042F/HRS0005/HRS\\_0005-0006.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0005/HRS_0005-0006.htm)

**VII. Exhibits and Appendices:**

A. University Seal (adopted April 7, 1921, and amended on March 29, 1946)





B. University Logo (amended February 19, 1970)



**Approved as to Form:**

/S/  
Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

09/20/2018  
Date



Regents Policy Chapter 1, General Provisions

Regents Policy RP 1.206, University Seal, ~~and~~ Logo, Name, and Trademarks

Effective Date: ~~Sept. 20, 2018~~ Feb. XX, 2019

Prior Dates Seal Amended: Apr. 7, 1921; March 29, 1946; Oct. 31, 2014 (recodified);  
August 2017

Prior Dates Logo Amended: Feb. 19, 1970; Oct. 31, 2014 (recodified); August 2017

Prior Dates Amended: Sept. 20, 2018

Review Date: August ~~2020~~ 2022

**I. Purpose:**

To set forth policy on appropriate use of the university's seals, ~~and~~ logo, name, campus names, and other university-owned indicia, to protect the reputation of the university as well as to enable the university to benefit from revenues generated through the use of the indicia identified with the University of Hawai'i and establish their appropriate use.

**II. Definitions:**

~~No policy specific or unique definitions apply.~~ University-owned indicia" shall include but not be limited to the university's name, campus names, seals (official and unofficial), logos, symbols, marks, and trademarks.

"University-affiliated organizations" shall include organizations affiliated with the University of Hawai'i where such an affiliation confers rights and benefits to the organization, such as university departments, colleges, offices, and programs, registered students, faculty or staff organizations, campus chartered organizations, the University of Hawai'i Foundation, 'Ahahui Koa Ānuehue, and the Research Corporation of the University of Hawai'i.

**III. Policy:**

~~The university's seal and the university logo or trademark, as adopted by the board, are included at the end of this policy. The university has a responsibility to ensure that the activities with which the university is associated maintain standards consistent with its educational purposes, and to ensure that the university-owned indicia are only used for purposes that promote the goals and purposes of the university.~~

The university requires all individuals, organizations, departments, and companies, both internal and external, to obtain prior approval from the university before using the university's indicia for any purpose.

A. Enumeration of University-owned indicia. The president shall designate a single licensing administrator (office) to maintain the inventory and enumeration of university-owned indicia for all university campuses and units. There shall be a designated digital institutional repository of all such indicia.

B. Use by External Parties. The university does not lend, endorse, sponsor, or partner with external parties through the external parties' use of the university-owned indicia, except in a manner that promotes and protects the university's image and reputation, and in accordance with guidelines developed by the president pursuant to this policy.

1. The president shall develop and maintain guidelines that establish systemwide controls for university-owned indicia, and to permit manufacturers and related commercial entities the use of such indicia on or in products to generate revenues for the university. The guidelines shall also provide for use of university-owned indicia, upon request and with approval, for non-commercial purposes that support and/or promote university programs, initiatives, and collaborations.

2. The president may designate a licensing administrator to coordinate and oversee the daily operation of the university's licensing program, to receive and respond to all external and internal inquiries and requests to use university-owned indicia across the system, and develop and implement administrative policies and objectives pertaining to the protection and proper use of the university-owned indicia. The president may also develop a strategy for the use of university-owned indicia to generate increasing levels of revenue for the university.

3. All revenue generated from the licensing of university-owned indicia shall be deposited in an appropriate account designated by the president and expended in a manner approved by the president.

4. Unauthorized use of the university-owned indicia or uses contrary to this policy are prohibited, and all reasonable and legal means by responsible system and campus officers and administrators, with the assistance of the Office of General Counsel, shall be used to enforce this policy.

C. Use by Employees and Students. The university and its members have a responsibility to ensure that the activities with which the university is associated maintain standards consistent with its educational purposes, and to ensure that university-owned indicia are only used for purposes that promote the goals and purposes of the university.

1. Employees and students may not use the university-owned indicia, or their affiliation with the university in any unapproved manner which improperly suggests or implies university support or endorsement. In circumstances where there is potential for university endorsement or support to be

construed from an individual's use or actions, a disclaimer is required, e.g., "This is personal opinion, not the opinion of the university."

2. All commercial use of university-owned indicia is permitted only by license or prior authorization from the president or designee, including the licensing administrator.
3. Non-commercial use of the university-owned indicia by university-affiliated organizations is permitted.
4. Nothing in this policy shall prohibit or limit each campus's ability to use the university name, campus name, seals, and the respective campus seal and logo, on official campus papers such as diplomas, transcripts, letterhead, and other official documents.

#### **IV. Delegation of Authority:**

The president shall develop appropriate guidelines for the legally authorized use and licensing of the university's name, seals, trademarks, logos, and related symbolsuniversity-owned indicia.

#### **V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

#### **VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol01\\_Ch0001-0042F/HRS0005/HRS\\_0005-0006.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0005/HRS_0005-0006.htm)
- [EP 8.111, EP 8.112, and RP 8.205](#)

#### **VII. Exhibits and Appendices:**

- A. University Seal (adopted April 7, 1921, and amended on March 29, 1946)



- B. University Logo (amended February 19, 1970)



**Approved as to Form:**

\_\_\_\_\_  
Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

\_\_\_\_\_  
Date



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Regents Policy Chapter 1, General Provisions  
Regents Policy RP 1.206, University Seal, Logo, Name, and Trademarks  
Effective Date: Feb. XX, 2019  
Prior Dates Seal Amended: Apr. 7, 1921; March 29, 1946; Oct. 31, 2014 (recodified);  
August 2017  
Prior Dates Logo Amended: Feb. 19, 1970; Oct. 31, 2014 (recodified); August 2017  
Prior Dates Amended: Sept. 20, 2018  
Review Date: August 2022

**I. Purpose:**

To set forth policy on appropriate use of the university's seals, logo, name, campus names, and other university-owned indicia, to protect the reputation of the university as well as to enable the university to benefit from revenues generated through the use of the indicia identified with the University of Hawai'i.

**II. Definitions:**

"University-owned indicia" shall include but not be limited to the university's name, campus names, seals (official and unofficial), logos, symbols, marks, and trademarks.

"University-affiliated organizations" shall include organizations affiliated with the University of Hawai'i where such an affiliation confers rights and benefits to the organization, such as university departments, colleges, offices, and programs, registered students, faculty or staff organizations, campus chartered organizations, the University of Hawai'i Foundation, 'Ahahui Koa Ānuenue, and the Research Corporation of the University of Hawai'i.

**III. Policy:**

The university has a responsibility to ensure that the activities with which the university is associated maintain standards consistent with its educational purposes, and to ensure that the university-owned indicia are only used for purposes that promote the goals and purposes of the university.

The university requires all individuals, organizations, departments, and companies, both internal and external, to obtain prior approval from the university before using the university's indicia for any purpose.

A. Enumeration of University-owned indicia. The president shall designate a single licensing administrator (office) to maintain the inventory and enumeration of university-owned indicia for all university campuses and units. There shall be a designated digital institutional repository of all such indicia.

- B. Use by External Parties. The university does not lend, endorse, sponsor, or partner with external parties through the external parties' use of the university-owned indicia, except in a manner that promotes and protects the university's image and reputation, and in accordance with guidelines developed by the president pursuant to this policy.
1. The president shall develop and maintain guidelines that establish systemwide controls for university-owned indicia, and to permit manufacturers and related commercial entities the use of such indicia on or in products to generate revenues for the university. The guidelines shall also provide for use of university-owned indicia, upon request and with approval, for non-commercial purposes that support and/or promote university programs, initiatives, and collaborations.
  2. The president may designate a licensing administrator to coordinate and oversee the daily operation of the university's licensing program, to receive and respond to all external and internal inquiries and requests to use university-owned indicia across the system, and develop and implement administrative policies and objectives pertaining to the protection and proper use of the university-owned indicia. The president may also develop a strategy for the use of university-owned indicia to generate increasing levels of revenue for the university.
  3. All revenue generated from the licensing of university-owned indicia shall be deposited in an appropriate account designated by the president and expended in a manner approved by the president.
  4. Unauthorized use of the university-owned indicia or uses contrary to this policy are prohibited, and all reasonable and legal means by responsible system and campus officers and administrators, with the assistance of the Office of General Counsel, shall be used to enforce this policy.
- C. Use by Employees and Students. The university and its members have a responsibility to ensure that the activities with which the university is associated maintain standards consistent with its educational purposes, and to ensure that university-owned indicia are only used for purposes that promote the goals and purposes of the university.
1. Employees and students may not use the university-owned indicia, or their affiliation with the university in any unapproved manner which improperly suggests or implies university support or endorsement. In circumstances where there is potential for university endorsement or support to be construed from an individual's use or actions, a disclaimer is required, e.g., "This is personal opinion, not the opinion of the university."

2. All commercial use of university-owned indicia is permitted only by license or prior authorization from the president or designee, including the licensing administrator.
3. Non-commercial use of the university-owned indicia by university-affiliated organizations is permitted.
4. Nothing in this policy shall prohibit or limit each campus's ability to use the university name, campus name, seals, and the respective campus seal and logo, on official campus papers such as diplomas, transcripts, letterhead, and other official documents.

**IV. Delegation of Authority:**

The president shall develop appropriate guidelines for the legally authorized use and licensing of the university's name, seals, trademarks, logos, and related university-owned indicia.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol01\\_Ch0001-0042F/HRS0005/HRS\\_0005-0006.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0005/HRS_0005-0006.htm)
- EP 8.111, EP 8.112, and RP 8.205

**VII. Exhibits and Appendices:**

- A. University Seal (adopted April 7, 1921, and amended on March 29, 1946)



- B. University Logo (amended February 19, 1970)





**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date



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Regents Policy Chapter 1, General Provisions  
Regents Policy RP 1.209, Use of University's Name by National or Other Organization  
Effective Date: ~~Jan. 21, 1949~~ Feb. XX, 2019  
Prior Dates Amended: Oct. 31, 2014 (recodified)  
Review Date: August 2017

**I. Purpose:**

~~To set forth policy on use of the university's name by national or other organizations.~~

**II. Definitions:**

~~No policy specific or unique definitions apply.~~

**III. Policy:**

~~A. The board does not approve, in general, the use of the university's name by national or any other organizations which request that the University of Hawai'i sponsor meetings, round tables, organizations, etc.~~

**IV. Delegation of Authority:**

~~There is no policy specific delegation of authority.~~

**V. Contact Information:**

~~Office of the Board of Regents, 956-8213, bor@hawaii.edu~~

**VI. References:**

- ~~• <http://www.hawaii.edu/offices/bor/>~~

**Approved as to Form:**

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Cynthia Quinn \_\_\_\_\_ Date  
Executive Administrator and  
Secretary of the Board of Regents



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# 2019 University of Hawai'i Legislative Measures of Interest

For Presentation

UH Board of Regents  
February 28, 2019



# 2019 Legislative Session

## SUBJECT AREAS

- 2019 Budget Bills
- 2019 UH Legislative Package and Similar Measures
- 2019 Bills of Interest
  - Board of Regents/Governance
  - UH Operations
- Board of Regents' Nominees
- Legislative Calendar



# 2019 Budget Bills

## HB 2 HD1

### RELATING TO THE STATE BUDGET

Appropriates funds for the operating budget of the Executive Branch for fiscal years 2019-2020 and 2020-2021.

**Update:** Senate WAM deferred decision making until 3/11/19

## SB 126

### RELATING TO THE STATE BUDGET

Appropriates funds for the operating budget of the Executive Branch for fiscal years 2019-2020 and 2020-2021.

**Update:** Senate WAM deferred decision making until 2/28/19

## HB 1259

### RELATING TO CAPITAL IMPROVEMENT PROJECTS

Appropriates capital improvement projects for fiscal biennium 2019–2021.

**Update:** House FIN passed as is on 2/6/19; on calendar for Third Reading



# 2019 Budget Bills

## HB 1521 HD1

### RELATING TO THE UNIVERSITY OF HAWAII BUDGET (base)

Appropriates funds for the fiscal biennium 2019-2021 operating budget of the University of Hawai'i under the purview of the House of Representatives Standing Committee on Lower and Higher Education.

**Update:** House FIN passed as is on 2/25/19

## HB 1522 HD1

### RELATING TO THE UNIVERSITY OF HAWAII BUDGET (add-ons)

Appropriates funds for the fiscal biennium 2019-2021 operating budget of the University of Hawai'i under the purview of the House of Representatives Standing Committee on Lower and Higher Education.

**Update:** House FIN passed as is on 2/25/19



# 2019 Budget Bills

## **SB 314**

### **RELATING TO THE UNIVERSITY OF HAWAII (UH add-ons)**

Appropriates funds for operating expenses of the University of Hawai'i.

**Update: Senate HRE passed as is on 2/5/19; referred to WAM**

## **SB 319**

### **RELATING TO CAPITAL IMPROVEMENTS FOR THE UNIVERSITY OF HAWAI'I**

Appropriates funds for capital improvement projects for the University of Hawai'i.

**Update: Senate HRE passed as is on 2/5/19; referred to WAM**



# 2019 UH Legislative Package and Similar Measures

## Hawai'i Promise Program

### **SB 316 SD1**

#### **RELATING TO THE UNIVERSITY OF HAWAII**

Appropriates funds to the University for additional funding for Hawai'i promise for four-year institutions.

**Position:** Support

**Update:** Senate WAM passed as a SD2 on 2/20/19

### **HB 813 HD1**

#### **RELATING TO THE UNIVERSITY OF HAWAII PROMISE PROGRAM PLUS**

Establishes the University of Hawai'i Promise Program Plus to provide scholarships for the unmet direct cost needs of qualified students enrolled in a bachelor's degree at the University of Hawai'i (UH) who are (1) graduates of a UH community college who received a Hawai'i community college promise program scholarship; and (2) enrolled at any UH campus. Appropriates funds to establish and implement the program.

**Position:** Support

**Update:** House FIN passed as is on 2/26/19





# 2019 UH Legislative Package and Similar Measures

## HB 1277 HD1

### RELATING TO THE UNIVERSITY OF HAWAII PROMISE PROGRAM

Provides scholarships for the unmet direct cost needs of qualified students at any four-year University of Hawai'i campus who meet certain eligibility criteria.

Position: Support

**Update:** House FIN passed as is on 2/21/19

The following Hawai'i Promise bills failed to meet the First Lateral deadline:

- HB 1056
- HB 1371
- SB 612
- SB 1282



# 2019 UH Legislative Package and Similar Measures

## Tuition and Fees Special Fund

### HB 415 HD1

#### RELATING TO THE UNIVERSITY OF HAWAII TUITION AND FEES SPECIAL FUND

Repeals the requirement that each UH campus prepare an operations plan for each fiscal year. Repeals the automatic lapse of moneys in the UH Tuition and Fees Special Fund.

**Position:** Support

**Update:** House FIN passed as is on 2/26/19

The following bills (similar to the one listed above) failed to meet the First Lateral Deadline:

- HB 1057 (Admin)
- SB 1283 (Admin)



# 2019 Select Bills of Interest

## Board of Regents

### **SB 919 SD1**

#### **RELATING TO THE UNIVERSITY OF HAWAII BOARD OF REGENTS**

Amends the composition of the Board of Regents of the University of Hawai'i, reduces the number of board members from fifteen members to seven members, and shortens term length from five years to three years.

**Position:** No position

**Update:** Senate WAM passed as a SD2 on 2/13/19

### **SB 928**

#### **PROPOSING AN AMENDMENT TO ARTICLE X, SECTION 6, OF THE HAWAII STATE CONSTITUTION, TO MODIFY THE APPOINTMENT PROCESS FOR THE BOARD OF REGENTS OF THE UNIVERSITY OF HAWAII**

Proposes an amendment to article X, section 6, of the Hawai'i State Constitution to modify the appointment process for the Board of Regents of the University of Hawai'i (UH). Repeals the Candidate Advisory Council for the Board of Regents of the UH.

**Position:** No position

**Update:** Senate JDC passed as is on 2/22/19



# 2019 Select Bills of Interest Operations

## Ceded Lands Pro Rata

### HB 402 HD1

#### RELATING TO INCREASING THE OFFICE OF HAWAIIAN AFFAIRS' PRO RATA SHARE OF PUBLIC LAND TRUST FUNDS

Establishes the OHA's pro rata share of the public land trust. Transfers funds to OHA for underpayment of the public land trust funds for 7/1/2012 to 6/30/2019. Requires the DLNR to provide an annual accounting of receipts from public land trust lands. Appropriates funds.

**Position:** [Oppose](#)

**Update:** [House FIN hearing on 2/28/19](#)



# 2019 Select Bills of Interest

## Operations

### Ceded Lands Pro Rata

#### SB 191 SD1

#### RELATING TO STRENGTHENING THE FOUNDATION FOR ENSURING A FAIR AND JUST PAYMENT AMOUNT FOR THE OFFICE OF HAWAIIAN AFFAIRS' PRO RATA SHARE OF THE PUBLIC LAND TRUST

(OHA Package) Requires the Department of Land and Natural Resources (DLNR) to use certain reporting and accountability procedures in implementing the public land trust reporting requirements of Act 178, Session Laws of Hawai'i 2006.

Requires the DLNR to consult with the Office of Hawaiian Affairs to ensure that the accounting and reporting is accurate and inclusive.

Position: [Oppose](#)

Update: [Senate WAM passed as is on 2/19/19](#)



# 2019 Select Bills of Interest

## Operations

### Ceded Lands Pro Rata

#### SB 1363 SD1

#### RELATING TO INCREASING THE OFFICE OF HAWAIIAN AFFAIRS' PRO RATA SHARE OF PUBLIC LAND TRUST FUNDS

Establishes \$ \_\_\_\_\_ as the Office of Hawaiian Affairs' (OHA) pro rata share of the public land trust. Transfers \$ \_\_\_\_\_ less certain funds to the OHA for underpayment of the public land trust funds for 7/1/2012 to 6/30/2019. Requires the Director of Finance to make up the difference between a specified minimum amount and an amount of public land trust receipts from an agency to the OHA by transferring the difference into the carry-forward trust holding account. Requires the Department of Land and Natural Resources to provide an annual accounting of receipts from lands described in section 5(f) of the Admission Act. Establishes a committee to recommend the annual amount of the income and proceeds from the public land trust that the OHA shall receive annually. Appropriates funds. (SD1)

**Position:** [Oppose](#)

**Update:** [Senate HWN/WTL passed as a SD1 on 2/7/19; referred to WAM/JDC](#)

The following Pro Rata related bills failed to meet the First Lateral Deadline:

- HB 173
- SB 1399



# 2019 Select Bills of Interest

## Operations

### Maunakea

#### HB 1067

##### RELATING TO MAUNA KEA

Prohibits any development on conservation lands of the Mauna Kea summit at 6,000 feet above sea level and higher.

**Update: Failed to meet Triple Referral Filing deadline**

#### SB 936

##### RELATING TO NATURAL RESOURCE MANAGEMENT

Establishes the Mauna Kea special fund and Mauna Kea natural area reserve special fund. Reallocates funds from the Mauna Kea lands management special fund to the Mauna Kea special fund and Mauna Kea natural area reserve special fund.

**Update: Failed to meet the First Lateral deadline**



# 2019 Select Bills of Interest Operations

## President/Chancellor

### **SB 347**

#### **RELATING TO THE PRESIDENT OF THE UNIVERSITY OF HAWAII**

Prohibits the President of the University of Hawai'i from serving concurrently as a campus chancellor.

**Update:** Failed to meet the First Lateral Deadline

## Chief Procurement Officer

### **HB 414 HD1**

#### **RELATING TO PROCUREMENT FOR THE UNIVERSITY OF HAWAII**

Extends for two additional years, the sunset date of Act 42, SLH 2018, which restores authority to the UH President to act as UH's Chief Procurement Officer for all procurement contracts under Chapter 103D, HRS.

**Position:** Support

**Update:** House FIN passed as is on 2/22/19





# 2019 Select Bills of Interest

## Operations

### Administration

#### **SB 44 SD1**

#### **RELATING TO HIGHER EDUCATION**

Specifies that the attorney general shall represent the University of Hawai'i (UH) in any litigation, render legal counsel to the University, and draft legal documents for the University. Repeals the authority of the board of regents of the UH to appoint or retain general counsel independent of the attorney general to provide legal services for the University. Repeals the general counsel of the UH. Appropriates funds.

**Position:** Oppose

**Update:** Failed to meet the First Lateral deadline



# 2019 Select Bills of Interest

## Operations

### Land Development

#### HB 721 HD1

#### RELATING TO UNIVERSITY OF HAWAII DEVELOPMENTS

Allows the University of Hawai'i (UH) to enter into public service ventures and establishes an Office of Strategic Partnerships and Development (OSPD) to specifically oversee and manage public service ventures to benefit the UH. Appropriates funds for OSPD staff.

**Position:** Support

**Update:** House FIN passed as is on 2/21/19

#### SB 377

#### RELATING TO UNIVERSITY OF HAWAII

Establishes a pilot project to generate revenue through the lease of University of Hawai'i (UH) land for public purposes. Requires that the parcels of land be located within a county-designated transit-oriented zone, a one-half mile radius of public transit stations, or a one-half mile radius of any rail transit extension beyond the rail transit route approved as of January 1, 2017. Authorizes moneys in the UH real property and facilities use revolving fund to be used for new construction and upgrade of University facilities. Requires the University to report to the legislature. Appropriates funds.

**Update:** Failed to meet the First Lateral deadline



# 2019 Select Bills of Interest

## Operations

### Land Development – Athletic Facility

#### HB 1497 HD2

#### RELATING TO THE HAWAII COMMUNITY DEVELOPMENT AUTHORITY

Establishes the Stadium Development District comprising all State land under the Stadium Authority's jurisdiction. Authorizes HCDA to facilitate the development of all State property within the District. Authorizes the issuance of revenue bonds and general obligation bonds. Appropriates funds.

**Position:** Support

**Update:** House FIN passed as a HD3 on 2/22/19



# 2019 Select Bills of Interest

## Operations

### Land Development – Athletic Facility

#### **HB 694**

#### **RELATING TO UNIVERSITY OF HAWAII**

Authorizes general obligation bonds for the design and construction of a new athletic facility for the University of Hawai'i at Mānoa. Requires a one-third private sector funding match. Appropriates funds.

**Update: Failed to meet the First Lateral Deadline**

#### **HB 695**

#### **RELATING TO DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES**

Authorizes the issuance of general obligation bonds for the design and construction of a new stadium. Requires a one-third private sector funding match. Appropriates funds.

**Update: Failed to meet the First Lateral Deadline**



# 2019 Select Bills of Interest

## Operations

### Zero-Based Budgeting

#### SB 499

#### RELATING TO THE UNIVERSITY OF HAWAII BUDGET

Requires the University of Hawai'i to use zero-based budgeting principles in formatting the budget for fiscal years from the 2020-2021 fiscal year to the 2026-2027 fiscal year.

**Update:** Failed to meet the First Lateral Deadline

### HTDC

#### HB 624 HD1

#### RELATING TO THE STRUCTURE OF GOVERNMENT

Transfers the rights, powers, functions, and duties of the Hawai'i Technology Development Corporation and Hawai'i Strategic Development Corporation to the University of Hawai'i. Appropriates funds.

**Position:** [Comments](#)

**Update:** House FIN passed as is on 2/21/19



# 2019 Select Bills of Interest Operations

## Online Privacy

### HB 6 HD2

#### RELATING TO THE UNIFORM EMPLOYEE AND STUDENT ONLINE PRIVACY PROTECTION ACT

Adopts uniform laws on protecting the online accounts of employees, unpaid interns, applicants, students, and prospective students from employers and educational institutions.

Position: Support

**Update:** House JUD deferred decision making until 2/27/19

### SB 296

#### RELATING TO THE UNIFORM EMPLOYEE AND STUDENT ONLINE PRIVACY PROTECTION ACT

Adopts uniform laws on protecting the online accounts of employees, unpaid interns, applicants, students, and prospective students from employers and educational institutions.

**Update:** Failed to meet the First Lateral Deadline



# 2019 Select Bills of Interest

## Operations

### Collective Bargaining for Graduate Students

#### HB 919 HD1

#### RELATING TO COLLECTIVE BARGAINING

Establishes a collective bargaining unit for graduate student assistants employed by the University of Hawai'i.

Position: [Oppose](#)

Update: [House LHE/LAB passed as a HD1; referred to FIN](#)

#### SB 1368 SD1

#### RELATING TO COLLECTIVE BARGAINING

Establishes a collective bargaining unit for graduate student assistants employed by the University of Hawai'i.

Position: [Oppose](#)

Update: [Senate WAM passed as is on 2/25/19](#)



# 2019 Select Bills of Interest

## Operations

### Immunization

#### SB 671 SD1

#### RELATING TO POST-SECONDARY EDUCATION STUDENT IMMUNIZATIONS

Exempts students in post-secondary education programs from immunization requirements if they attend classes exclusively online or through distance learning.

**Position:** Support

**Update:** Senate CPH passed as a SD2 on 2/26/19

#### HB 1157 HD1

#### RELATING TO POST-SECONDARY EDUCATION STUDENT IMMUNIZATIONS

Exempts students in post-secondary education programs from immunization requirements if they attend classes exclusively online or through distance learning.

**Position:** Support

**Update:** House FIN passed as is on 2/26/19





# 2019 Select Bills of Interest

## Operations

### Open Education Resources

#### **SB 932**

#### **RELATING TO THE UNIVERSITY OF HAWAII**

Establishes the University of Hawai'i (UH) open educational resources task force to conduct a comprehensive analysis and evaluation of all general education courses and high attendance courses taught at the UH system to identify open educational resources for those courses. Establishes and appropriates funds for an open educational resources pilot project grant program to incentivize faculty to adopt, develop, and implement open educational resources.

**Update: Failed to meet the First Lateral Deadline**

#### **HB 915**

#### **RELATING TO OPEN EDUCATIONAL RESOURCES**

Requires the University of Hawai'i to study the feasibility of adopting an open educational resources initiative. Requires the University to report to the Legislature its findings and recommendations, including the cost to implement the initiative and any projected cost savings.

**Update: Failed to meet the First Lateral Deadline**



# 2019 Select Bills of Interest

## Operations

### General Excise Tax

**SB 1474 SD1**

#### **RELATING TO TAXATION**

Increases the general excise tax by 0.5% to provide a dedicated funding source for the Department of Education and the University of Hawai'i.

**Position:** Supportive

**Update:** Senate WAM decision making on 2/28/19



# Board of Regents Nominees

**GM 570** - Board of Regents of the University of Hawai'i, Gubernatorial Nominee, ROBERT WESTERMAN, for a term to expire 06-30-2022

**GM 571** - Board of Regents of the University of Hawai'i, Gubernatorial Nominee, ALAPAKI NAHALE-A, for a term to expire 06-30-2023

**GM 572** - Board of Regents of the University of Hawai'i, Gubernatorial Nominee, KELLI ACOPAN, for a term to expire 06-30-2020



# Legislative Calendar

- March 1 - First Decking (*bills*)
- March 7 - First Crossover (*bills*)
- March 11 - Budget Decking
- March 13 - Budget Crossover
- March 22 - Second Lateral
- April 5 - Second Decking (*bills*)
- April 11 - Second Crossover
- April 25 - Final Decking (*non-fiscal*)
- April 26 - Final Decking (*fiscal*)
- May 2 - Adjournment *Sine Die*



# Conclusion





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# Enterprise Risk Management Update

Board of Regents  
February 28, 2019



## Enterprise Risk Management (ERM) – Risk Categories

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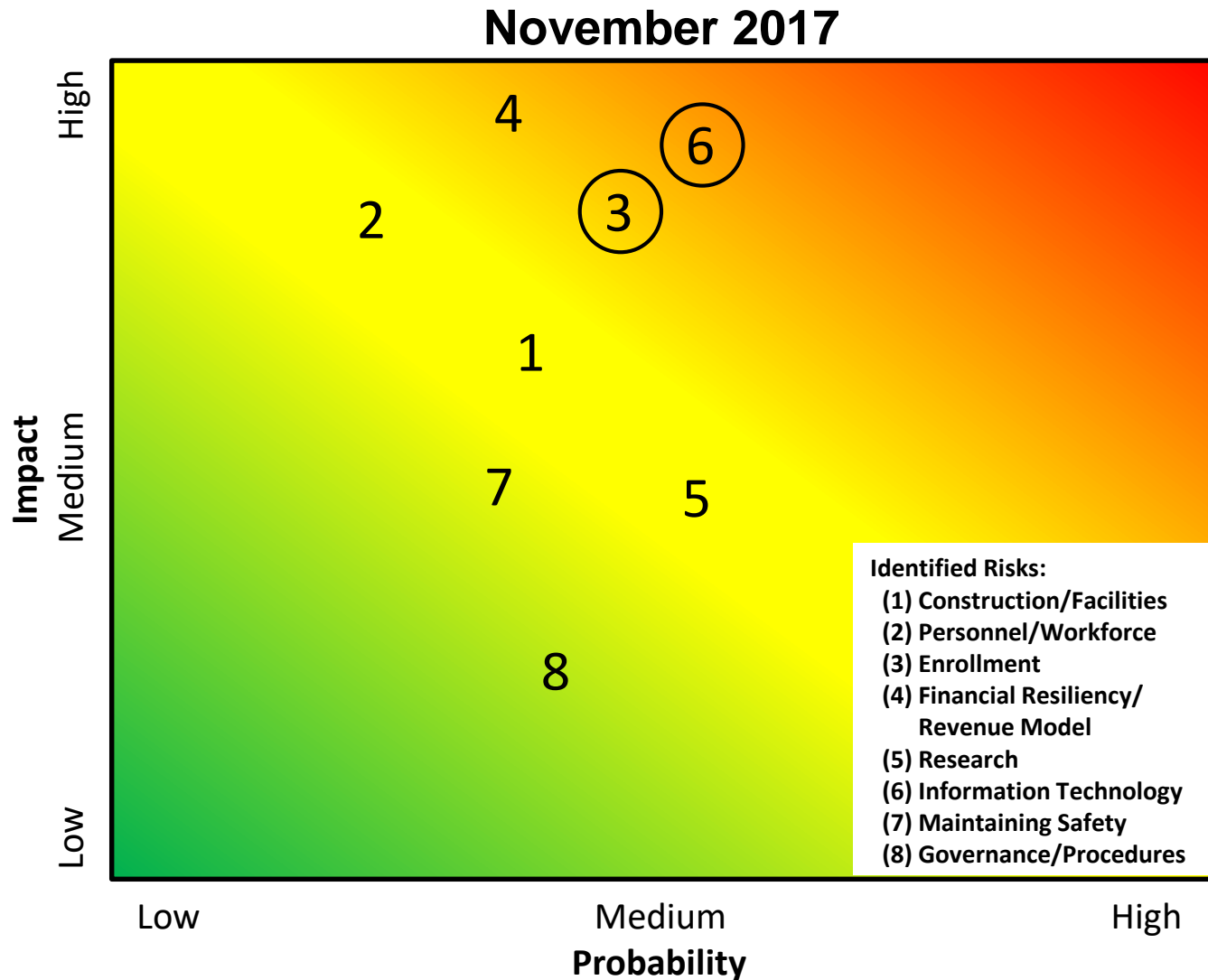
Risk Category	Description
Compliance	Risks related to laws, statutes, regulations, rules, standards, and administrative regulations that govern how the institution operates and those risks that arise from the institution's compliance obligations.
Financial	Risks that arise from the management and control of the finances of the institution, funding sources, financial planning, market forces; and risks resulting in a material misstatement of the institution's financial statements, and the potential loss of institutional assets.
Operational	Risks that arise from people, processes, systems, and controls; and typically include the perils covered by insurance.
Reputational	Risks involving challenges and choices that could potentially impact or bring into question the institution's character, quality or integrity; and perceived value, institutional status, and public perception and trust. Reputation risk can be incurred as a consequence of other risks.
Strategic	Risks that relate to high-level plans and goals that are aligned with and support the institution's core mission, those risks that arise from the institution's mission and strategic objectives, those arising from key initiatives relating to the strategic plan; and trends in the economy and society, i.e. competition, and economic factors that could affect consumer demand.

# Key Risks and Risk Categories

RISKS	COMPLIANCE	FINANCIAL	OPERATIONAL	REPUTATIONAL	STRATEGIC
<b>Construction/Facilities</b> Aging facilities and deferred maintenance backlog of over half a billion dollars increasingly poses potential risks to health and safety, public perception, reputation and the ability to recruit faculty and students.	X		X	X	X
<b>Personnel/Workforce</b> UH cannot succeed without a first-rate workforce across faculty, staff and leadership.	X	X	X	X	
<b>Enrollment: Student Recruitment &amp; Retention</b> Declining enrollment poses risks to tuition revenue as well as to the University's primary goal of increasing the educational capital of the state.		X		X	X
<b>Financial Resiliency/Revenue Model</b> The primary sources of fiscal revenue are volatile and can have significant down-side declines. Many of the University's revenue components are counter-cyclical to macro-economic trends and cycle durations for the University can be longer than the economic cycle.	X	X		X	X
<b>Research Revenue</b> Grant revenue funds a major business line of the University. Grants are competitive funding opportunities that are ever-increasingly more competitive and of diminishing supply.	X	X	X		
<b>Information Technology</b> A reliable technology network is critical to an information-based enterprise. The complex, decentralized environment of Higher Education and an academic culture of open access contribute to the risk of data breaches and other cyber concerns.	X		X	X	
<b>Maintaining Safety (Individual, Campus, Business Continuity)</b> Actual risks and reputational risks associated with new compliance requirements have proliferated extensively around management of campus safety in the face of potential emergencies caused by natural and man-made disasters, Title IX and VAWA requirements.	X	X	X		
<b>Procedures (Governance)</b> Administrative procedures and rules have been updated and amended on an ad hoc basis and now provide inconsistent guidance to members of the UH community.	X	X	X		

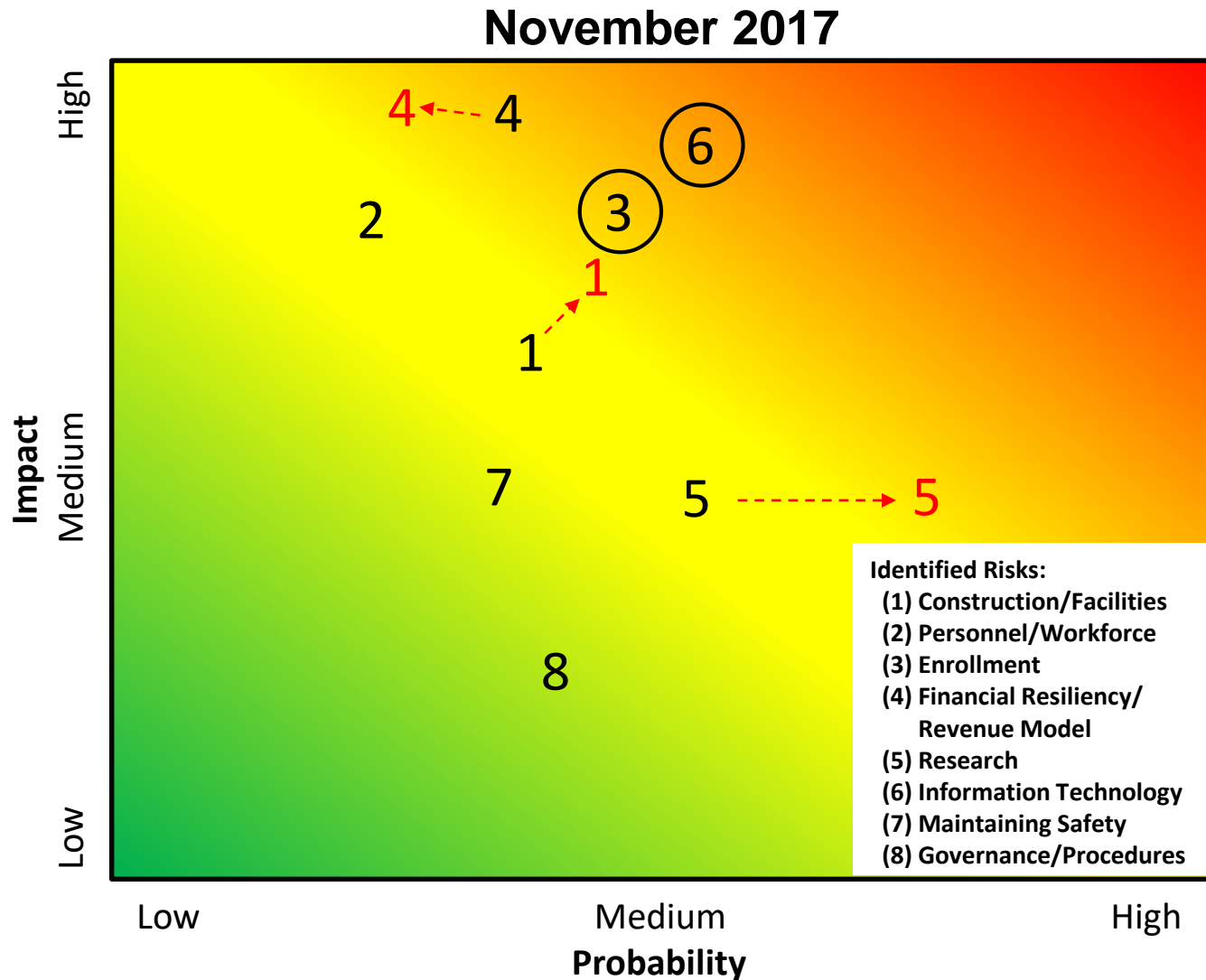


# Risk Heat Map Update



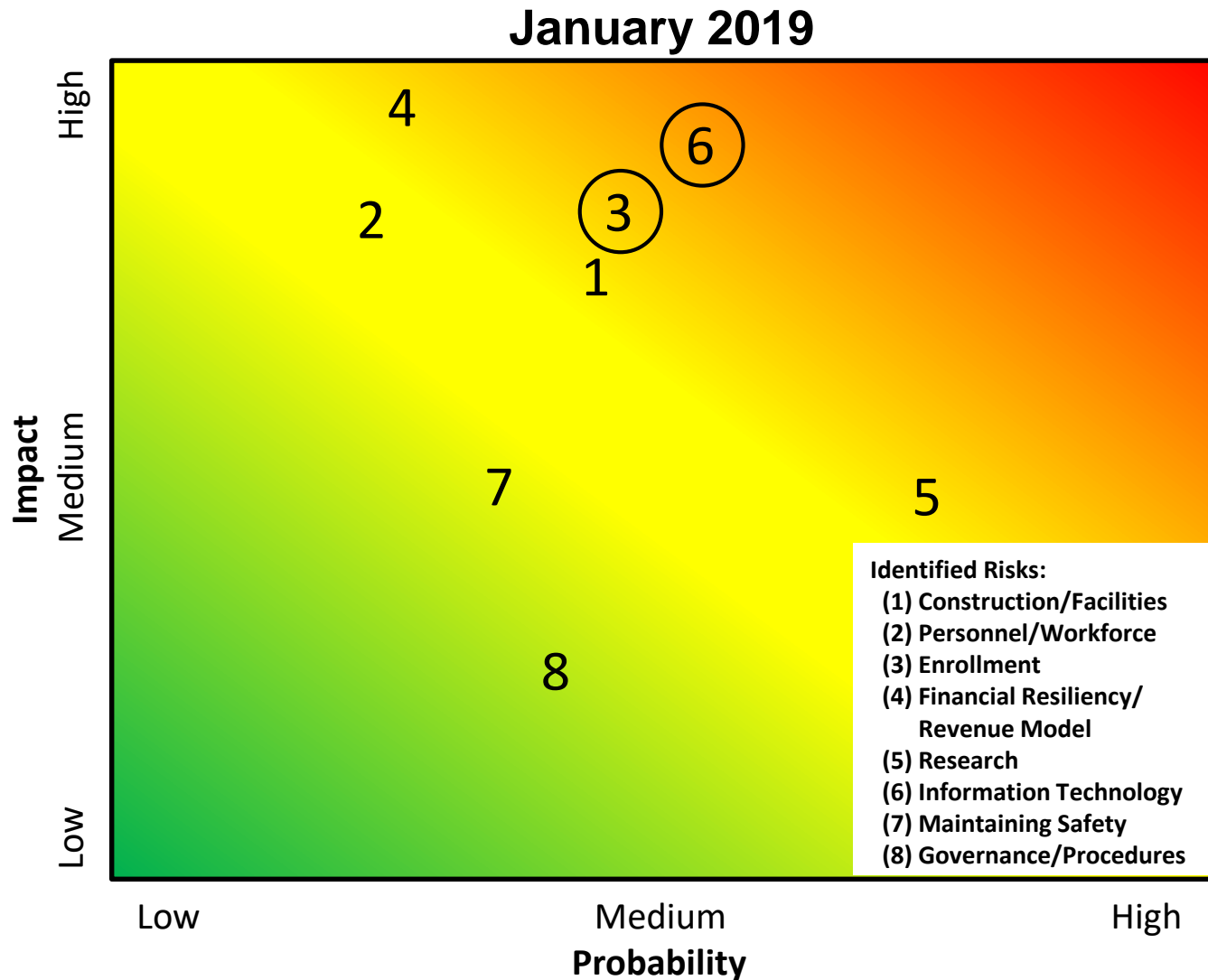
\*Circled risks are the top two areas of particular focus

# Risk Heat Map Update



\*Circled risks are the top two areas of particular focus

# Risk Heat Map Update



\*Circled risks are the top two areas of particular focus

## Conclusion

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### Summary of Updates & Next Steps

No new risk categories were added

Top risk categories of particular focus:

- Enrollment
- Information Technology

Provide regular updates to the Board on “Top 2” risk categories through the appropriate committee

Continue to advance a culture of risk management throughout the organization