

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, March 28, 2019

Time: 10:00 a.m.

Place: Kapi'olani Community College
Ka 'Ikena Room, 'Ōhelo Building
4303 Diamond Head Road
Honolulu, Hawai'i 96816

AGENDA

- I. Call Meeting to Order**
- II. Approval of Minutes of the February 28, 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, 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. Committee and Affiliate Reports**
 - A. Report from the Committee on Academic and Student Affairs
 - B. Report from the Committee on Intercollegiate Athletics
 - C. Report from the Committee on Personnel Affairs and Board Governance
 - D. Affiliate Reports
- VI. Agenda Items**
 - A. For Action Consent Agenda
 1. Approval to Change from Provisional to Established Status: Associate of Science in Business, Kaua'i Community College
 2. Approval to Change from Provisional to Established Status: Associate of Science in Natural Science at the following campuses:
 - a. Hawai'i Community College
 - b. Honolulu Community College
 - c. Kaua'i Community College
 - d. University of Hawai'i Maui College
 - e. Windward Community College

3. Approval of the Establishment of a Provisional Bachelor of Science in Construction Engineering, University of Hawai'i at Mānoa
 4. Approval of the Establishment of a Provisional Master of Asian International Affairs, University of Hawai'i at Mānoa
 5. Approval of the Establishment of the Following Provisional Programs:
 - a. Master of Science in Information Systems, University of Hawai'i at Mānoa
 - b. Master of Science in Marketing Management, University of Hawai'i at Mānoa
 - c. Master of Science in Finance, University of Hawai'i at Mānoa
 6. Approval of a Template Indemnification Provision for Subawards Between the University of Hawai'i and The Space Telescope Science Institute (STScI)
- B. Approval of Donor Recognition Naming of the Mamoru and Aiko Takitani Innovation Center at the Culinary Institute of the Pacific at Diamond Head
- C. Discussion of University of Hawai'i Administrative Costs: Comparison with Peers
- D. Approval of Phase 1 of the University of Hawai'i at Mānoa Reorganization Proposal and Associated Implementation Actions: (Deferred from February 2019)
1. Reorganization proposal including updated functional statements and organization charts
 2. Amendments to RP 2.202, Duties of the President
 3. Amendments to RP 2.201, Officers of the University of Hawai'i
 4. Amendments to Class Specification for President
 5. Establishment of Class Specification for Provost with Assignment to the SM-5 Salary Schedule
- E. Approval of Revisions to Regents Policy 2.203, Policy on Evaluation of the President (to be renamed, Policy on Evaluation on the President and Other Direct Reports to the Board)
- F. Legislative Update
- G. Resolution on Senate Bill (S.B.) No. 919, Relating to the University of Hawaii Board of Regents
- H. S.B. No. 928, Proposing 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

VII. 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)

VIII. Agenda Items (cont.)

A. Personnel Actions (A-1 for Approval)

IX. Announcements

A. Next Meeting: April 18, 2019, at Leeward Community College

X. 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	Matlin	David	Director of Athletics	Intercollegiate Athletics	Extension		April 27, 2019 - April 26, 2023
UH Mānoa	Lai	Morris	Affiliate Graduate Faculty Emeritus	College Of Education	Emeritus		Upon Approval

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
UH Mānoa	Sherwood	Alison	Interim Associate Dean	College of Natural Sciences	Appointment	\$14,584	April 22, 2019 - April 21, 2020
UH Mānoa	Sung	Nackil	Interim Assistant University Librarian	Library Services	Appointment	\$10,667	March 29, 2019 - March 28, 2020
Community College System	Moser	Thomas Michael	Interim Academic Affairs Program Officer	Office of the Vice President for Community Colleges	Appointment	\$10,168	April 1, 2019 - December 31, 2019
Kapi'olani Community College	Keopuhiwa	Thomas No'eau	Interim Vice Chancellor	Office for Student Affairs	Appointment	\$7,834	April 4, 2019 - April 3, 2020

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

MINUTES

BOARD OF REGENTS MEETING

FEBRUARY 28, 2019

I. CALL TO ORDER

Chair Lee Putnam called the meeting to order at 9:30 a.m. on Thursday, February 28, 2019, at University of Hawai'i Maui College, Ka'a'ike Building, Room 105B/C/D, 310 West Kaahumanu Avenue, Kahului, Hawai'i 96732.

Quorum (14): Chair Lee Putnam; Vice Chair Jeffrey Portnoy; Vice Chair Wayne Higaki; Regent Simeon Acoba; Regent Kelli Acopan; Regent Eugene Bal; Regent Ben Kudo; Regent Michael McEnerney; Regent Randy Moore; Regent Alapaki Nahale-a; Regent Michelle Tagorda; Regent Robert Westerman; Regent Ernest Wilson Jr.; and Regent Stanford Yuen.

Excused (1): Regent Jan Sullivan.

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 Information Technology/Chief Information Officer Garret Yoshimi; Vice President for Budget and Finance/Chief Financial Officer Kalbert Young; Vice President for Advancement/UHF Chief Executive Officer Tim Dolan; 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; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. APPROVAL OF THE MINUTES OF THE JANUARY 31, 2019, MEETING

Vice Chair Higaki moved to approve the minutes of the January 31, 2019, meeting, seconded by Regent Wilson, and the motion carried unanimously.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Board Office received written testimony relating to the proposed UHM reorganization from the following:

- David Duffy, offering comments relating to accreditation.
- Tom Apple, in support of the consolidation of the president and chancellor positions.

- David Ross, offering comments on following a deliberative and inclusive process.
- Brian Powell, on behalf of the UHM Faculty Senate (UHMFS), opposing Phase 1 of the reorganization of Mānoa management structure.
- Hannah Liebrich, on behalf of the UHM Graduate Student Organization (GSO), offering comments.
- Carissa Gusman, in opposition to the Phase 1 reorganization.
- Jannah Lyn Dela Cruz, on behalf of the Associated Students of the University of Hawai'i (ASUH), offering comments in the form a resolution.

Late written testimony in support of the proposed UHM reorganization was received from Laura Lyons, Peter Arnade, and Jonathan Osorio.

The following provided oral testimony:

- Kristeen Hanselman, Executive Director of the University of Hawai'i Professional Assembly (UHPA), provided comments relating to the proposed UHM reorganization. She indicated the reorganization must address revenue challenges, employment challenges, increased tension between the different levels of administration, problems between employees and administration, and growth.

She noted that last year UHPA had 300 complaints: 140 related to contract renewals, tenure, and promotion; 100 related to workplace violence, Title IX, and other administration/employee issues; and the remainder related to various grievances. This does not include consultations. She is anticipating 365 to 400 active complaints, grievances, and consultations, which she felt was indicative of systemic issues.

- Doris Ching, retired VP for Student Affairs and current Chief Academic Officer for the UH System Academy for Creative Media (ACM), provided testimony in support of the reorganization. She commended the emphasis on student success and projected stability of the proposed reorganization with college deans reporting to a provost.

IV. REPORT OF THE PRESIDENT

President Lassner provided a report highlighting the following:

Hawai'i Graduation Initiative (HGI)

- Tuition proposal update. A new tuition proposal is not being brought forward this month and the tuition rates for the 2019-2020 academic year (AY) will remain as published. Administration intends to present proposed changes that would begin in AY2020-2021 to the board in April 2019 to address affordability for residents and competitiveness for non-resident and graduate students. Affordability will be reviewed holistically through consideration of financial aid policies and providing support to those students who need it the most.

- Spring 2019 enrollment. February 8, 2019, was the census date, and UHM and KauCC enrollment have increased, but overall system enrollment is down. UHM and UHH have been working with EAB, a consulting firm providing enrollment-related services that are tailored to each campus. As of today, UHM applications for freshmen for next fall have increased 70% over last year, and out-of-state applications are up 160% over last year, with UHH experiencing similar numbers. UHWO is considering getting assistance from EAB.

Hawai'i Innovation Initiative (HII)

- Data science success. Rebekah Loving, a UHH computer science and mathematics senior, was selected as one of 41 finalists by the Fannie and John Hertz Foundation for this year's PhD fellowships in applied science, math, and engineering. Loving has received acceptance letters with offers of full funding to PhD programs at several prominent universities.

There has been systemwide emphasis in the areas of data science and visualization. Kamuela Yong, assistant professor of mathematics at UHWO, is the first Native Hawaiian in the country to receive a PhD in Applied Mathematics.

- The university is still experiencing an increase in research awards from last year despite the decline due to the partial government shutdown. Current research funding is over \$300 million for the year, a 20% increase over last year, with UHM comprising over \$220 million of the \$300 million, a 10% increase over last year. Research awards generate funds for the Research and Training Revolving Funds (RTRF), which enables the university to make strategic investments in research.

21st Century Facilities (21CF)

- UHMC will be the first UH campus and among the first college campuses in the nation to generate 100% of its energy from on-site photovoltaic systems coupled with battery storage.
- UH is utilizing new energy metering and data analysis from Blue Pillar through funding from Elemental Excelsior. Blue Pillar is utilizing UH as a demonstration project site. Details on the project will be covered in the next sustainability update.

High Performance Mission-Driven System (HPMS)

- UHH and UHWO faculty played a vital role in establishing Hawaiian Airlines' new 'ōlelo Hawai'i (Hawaiian language) certification program for employees. Leilani Basham, UHWO associate professor of Hawaiian-Pacific studies, and UHH associate professor of Hawaiian language and Hawaiian studies Larry Kimura, were enlisted along with other consultants to develop the program.

President Lassner ended his report by sharing that VP Morton announced his plans to retire on June 1, 2019, after almost 50 years of service.

Report of the Host Campus

Chancellor Hokoana welcomed everyone and provided an overview of UHMC and the UHMC strategic directions of student success, quality of learning, Hawai'i Papa O Ke Ao, community needs and workforce development, and sustainability. He highlighted examples of the progress being made in each strategic direction including the opening of the Maui Food Innovation Center (MFIC), improves success of freshmen, improved student retention, sustainability efforts such as net zero and student-led efforts to prohibit the use of single-use plastic containers on campus, managing resources efficiently, and enrollment management strategy.

Comments were made regarding the need to look at a more nuanced reporting of enrollment that describes part-time, full-time, number of credits, and non-credit programs. Chancellor Hokoana explained that non-credit enrollment is not taken into consideration. UHMC non-credit enrollment has increased approximately 60%, indicating a need for training, although the method of delivery might be different during an economic upturn. Chair Putnam noted that information on non-credit programs is included in the quarterly enrollment management reports.

A suggestion was made for UHMC to consider more workforce development opportunities such as the radiology technology program. There is a greater opportunity at the community colleges to prepare students for the workforce than at larger universities. Chancellor Hokoana explained that hotel and food service sectors need employees, and hopefully faculty can view that as an opportunity to work more closely with businesses to create internship and employment opportunities.

A question was raised regarding the key partners that are driving entrepreneurial activities. Chancellor Hokoana explained that the MFIC advisory board is the primary driver of entrepreneurial efforts. The original idea for the MFIC was to add value-added products to local crops, but given the current state of the agricultural industry, the focus was shifted to entrepreneurs first, and those entrepreneurs are helping add value to the crops the farmers are growing. Mahi Pono LLC is offering community farms, which will be good for the students.

A question was raised regarding student interest in increasing the number of four-year programs, particularly nursing. Chancellor Hokoana explained UHMC has been discussing starting a nursing program to meet the demand on Maui. Kaiser Hospital has been hiring program graduates, but requires a baccalaureate degree to remain at the hospital. Students seek other schools such as University of Phoenix to attain their degree.

A question was raised regarding opportunities for students with Kaho'olawe Island Reserve. Chancellor Hokoana explained that UHMC used do placements of student interns on Kaho'olawe and is renegotiating the partnership with the Kaho'olawe Island Reserve Commission.

UHMC Academic Senate Chair Nani Azman conducted a presentation on the UHMC Academic Senate (UHMCAAS) and recent issues including the repeat policy, academic

renewal policy, creating an academic integrity committee, and concerns over the implementation of accelerated 5-week classes. She explained that the academic renewal policy helps non-traditional and returning students who did not perform well academically when they first attended college. If those students can demonstrate academic responsibility, they are afforded the opportunity to eliminate up to four consecutive semesters' credits from their grade point average (GPA), and the recalculated GPA can be used to qualify for scholarships from UHMC only. The other community colleges are being asked to utilize the UHMC policy as a template for their own campuses, which would help students by providing continuity and alignment of policies among the community colleges. She noted that UHMC will be conducting a study to collect data and ensure the accelerated 5-week classes program is working for students.

Regent Acopan commended UHMC for its academic renewal policy efforts. She shared her personal experience of returning to college and not qualifying for scholarships due to GPA, and indicated that these efforts will help UH to better meet the needs of students.

Chair Putnam recognized Emeritus Regent Helen Nielsen who was in attendance.

V. REPORT OF THE UNIVERSITY OF HAWAI'I FOUNDATION

VP/UHF CEO Dolan shared his background at JABSOM, the University of California, Los Angeles, and University of Sydney, and how excited he was to return to Hawai'i. He articulated his goals for UHF to boost its efforts by creating greater alignment with the university, listening to donors in a more deliberate way, and comprehensively evaluating administrative services and accounting in order to be more efficient. He noted the possibility that financial support in the community may be going elsewhere, and UHF has a team of accomplished and energetic individuals striving to bring that support back to UH.

Comments were made about the importance of nurturing the student experience at UH and whether enough attention was being paid to students as potential future donors. VP/UHF CEO Dolan explained that at another institution he worked for an individual gave \$20 million to an institution they did not attend because of engagement efforts by the foundation to solve a problem that is germane to them.

Questions were raised regarding the relationship with UHF and the UH Alumni Association (UHAA), and whether UHAA has a fundraising role independent of UHF. VP/UHF CEO Dolan indicated that he has attended an alumni meeting and they are very dedicated to helping the university, but the relationship with UHF could be improved. He explained that the old model was an independent, member-based alumni association holding special events, which is expensive to operate and does not raise much money. It is more effective to meet individually with donors and find common ground between their interests and what the university can do.

Vice Chair Portnoy indicated that he had heard numerous complaints about the 5% gift fee and whether there was an option where donors could give directly to programs.

UH VP/UHF CEO Dolan explained that UHF needs to do a better job of articulating the gift fee. Other organizations have overhead costs of which 20% is taken from the donations, but do not charge a gift fee.

Comments were made that graduates may identify more with the UHAA than UHF and that UHF needs to identify the connections demonstrating what the university has done for the community. VP/UHF CEO Dolan explained that the university has set the pathway for professional success, and UHF needs to do a better job of articulating how UH has transformed lives in a way that makes donors feel a connection to UHF.

Chair Putnam asked if there were any comments or questions regarding the UHF report that was included in the materials.

Regent McEnerney took issue with revenues including the carryover balance, and how salary and benefit costs were reflected. He requested UHF's audit report. VP Dolan indicated that the report needs improvement, and the administrative services and accounting evaluation should help. He hopes to present a new template of the report at his next report to the board.

Chair Putnam requested future reports include a breakdown of revocable deferred gifts. She indicated that any regents who wished to meet with VP/UHF CEO Dolan coordinate with Board Secretary Oishi.

VI. COMMITTEE AND AFFILIATE REPORTS

A. Report from the Committee on Academic and Student Affairs

Committee Chair Tagorda summarized the committee report.

B. Report from the Committee on Budget and Finance

Committee Chair Moore summarized the committee report.

C. Report from the Committee on Intercollegiate Athletics

Committee Chair Portnoy summarized the committee report.

D. Report from the Committee on Personnel Affairs and Board Governance

Committee Chair Bal summarized the committee report.

E. Report from the Committee on Research and Innovation

Committee Vice Chair Bal summarized the committee report.

F. Affiliate Reports

UH Foundation: Chair Putnam noted that the UHF has relocated to its new offices on King Street.

UH Student Caucus (UHSC): Regent Acopan reported that the UHSC met on February 2, 2019. Campuses reported on the progress of planning town hall meetings relating to Maunakea and TMT. She and VP Straney fielded questions

regarding the tuition proposal, but there was no consensus among delegates. A presentation was provided on the living wage bills that were introduced this legislative session. The main focus of the meeting was to plan legislative visits on February 8, 2019.

The UHSC Chair informed Regent Acopan that concern was expressed as to whether the regents have students' best interests in mind and whether there is a strong relationship with the board.

The next UHSC meeting is March 9 at Palamanui campus and will include discussion on legislative visits and Maunakea.

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**
- 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**

Regent Yuen moved to approve the consent agenda, seconded by Regent Tagorda.

Vice Chair Portnoy indicated he was abstaining from voting on Item VII.A.1. program approvals because he regards these actions as beyond the scope of the board's purview and expertise.

The motion was put to a vote and carried unanimously, with the exception of Regent Portnoy abstaining from VII.A.1.

The board went into recess at 11:09 a.m. The meeting reconvened at 11:21 a.m. Quorum was maintained.

There were no objections to taking up agenda items IX.B.6. Approval of Revisions to Regents Policy (RP) 1.206, IX.C.1. Legislative Update, and IX.C.2. Enterprise Risk Management Update before executive session.

IX. ITEMS FOR DISCUSSION AND/OR APPROVAL (cont.)

B. For Action

- 6. Approval of Revisions to 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**

VP Okinaga explained the proposal to combine RP 1.209, which was established in 1949 and is out of date, with RP 1.206, which was recently revised, and is entitled,

“University Seal and Logo.” The proposed revisions delegate the authority to the president to develop appropriate guidelines for the authorized use and licensing of the university’s seal, trademarks, logos, and related symbols, and to designate a licensing administrator to coordinate and oversee the daily operation of the university’s licensing program. The proposed revisions to RP 1.206 expressly authorize the activities already being performed and as set forth in Executive Policy (EP) 8.205, Indicia and Licensing Policy. The policies of other universities were researched, and although they vary, these policies essentially provide guidance on authorized uses for internal and external users, respectively. Review and input was provided by the key internal stakeholders including the University’s Collegiate Licensing office, the Office of the Vice President for Administration, the Office of the VP for Research and Innovation, the Office of the Vice President for Community Colleges, and the UHM athletic department, and consultation with the unions was also completed.

Regent Kudo moved to approve the revisions to RP 1.206 and the repeal of RP 1.209, seconded by Vice Chair Higaki.

A question was raised regarding what happens with revenues from licensing activities. VP Okinaga explained that the EP does not specifically address what happens to revenues, but in general the president retains the authority to designate the appropriate fund depending on the source of the revenues.

A question was raised regarding the impact on overseas programs such as the Vietnam Executive MBA and the JABSOM International Medicine Program in Okinawa. VP Okinaga explained that usage of the university’s indicia by internal stakeholders will continue, and that this policy was not intended to stop any appropriate usage of the university’s name or indicia.

A question was raised regarding enforcement in instances of inappropriate usage. VP Okinaga responded that when the university becomes aware of inappropriate usage, cease and desist letters are usually sent, but it is not a common occurrence.

There having been a motion that was moved and seconded, the motion was put to a vote and carried unanimously.

C. For Information and/or Discussion

1. Legislative Update

VP Young provided an update on measures and priority issues that UH is following at the Legislature. The budget remains a key focus, and the new zero-based budget approach by the Legislature has caused some anxiety and confusion within the Legislature and state departments. However, the state Department of Budget and Finance is working with the Legislature on a cohesive process. Although the university and several other state departments are not funded in House Bill (H.B.) No. 2, the general appropriation bill, there are other appropriation bills being considered by subject matter committees. The same process is being used for capital improvement project (CIP) funding for the university.

A question was raised regarding whether H.B. No. 721, House Draft (HD) 1, Relating to University of Hawai'i Developments, was related to public-private partnerships (P3). VP Young explained that the land development bills were in the area of P3. These bills do not provide the university with any special authority or exemptions that it does not already have, but are intended to encourage and facilitate UH to pursue more P3s. There are P3 bills for the Department of Accounting and General Services (DAGS) that offer special authority to facilitate state P3s. Any state agency can do a P3 through DAGS.

Questions were raised regarding H.B. No. 624, H.D. 1, Relating to the Structure of Government, which proposes to transfer the Hawai'i Technology Development Corporation (HTDC) and Hawai'i Strategic Development Corporation to UH, and the bill's impact to UH should it pass the Legislature. VP Young explained that the current version of the bill leaves the appropriation amount blank, but approximately \$1 million in general funds has been appropriated to HTDC in the current fiscal year for operations. It is not assumed that the \$1 million would transfer to UH if this bill passes. The bill would also transfer all staff, and VP Young noted that it would be difficult to maintain the staff positions if they were not adequately funded.

President Lassner explained that HTDC selected the Mānoa Innovation Center (MIC) location because of its proximity to UH, and UH is an ex-officio member of the HTDC Board of Directors. As UH reenergizes its innovation and commercialization program, HTDC is compatible with those efforts. UH has assumed responsibility for MIC and other real estate opportunities including the Maui Research and Technology Center in Kihei and a project in Central O'ahu to develop a facility for first responders. HTDC has a set of authorities around land development that UH does not, which could be useful in developing UH's P3 program.

A question was raised regarding how the P3 authority for DAGS differs from UH. VP Young explained that the P3-related bills for DAGS include exemptions from civil service and the procurement code. UH has slightly more authority than other state departments because UH can utilize a different procurement process and there can be expediency if the president is the chief procurement officer. UH is able to work within the scope of the authority it is provided under statute.

VP Young indicated that at a hearing for H.B. No. 919, H.D.1, Relating to Collective Bargaining, graduate students made allegations and claims regarding rampant or excessive amounts of sexual assault, harassment, discrimination, and abuse of graduate students to justify the need for a union. Administration has consistently opposed measures related to unionization of graduate students, but it was made clear at the hearing that those types of activities will not be tolerated regardless of whether the graduate students are unionized. Administration met with individual legislators to explain the services and processes in place for reporting such activities. UH takes these types of allegations seriously and addresses these issues when they occur.

Robust discussion occurred in Senate Bill (S.B.) No. 919, Senate Draft (S.D.) 1, Relating the University of Hawai'i Board of Regents and S.B. No. 928, which proposes a constitutional amendment to repeal the Candidate Advisory Council. A question was

raised as to why administration did not oppose this bill. President Lassner responded that several years ago, administration took a position on a similar measure, but was admonished for taking a position on matters that relate only to the board. Since then, administration has remained silent. Additional concerns were raised regarding the intrusion on the university's autonomy, the reduction of the number of members and term length, and that the criteria for certain regent seats may be too stringent and may prevent qualified individuals from applying. Additional discussion occurred on whether the board should have a formal position and the impacts it could have. VP Young noted that he, President Lassner, and Board Secretary Oishi have approached groups about providing feedback on this bill. The board could not take a formal vote on this as it was not listed as a specific agenda item. However, Chair Putnam encouraged individual regents to submit testimony to the Legislature.

A question was raised regarding whether the Governor had any position on S.B. No. 928, since the Candidate Advisory Committee is his advisory group. VP Young indicated that the Governor's office is aware of these bills, but there has been no indication of where he stands.

2. Enterprise Risk Management Update

VP Gouveia provided an update on the latest enterprise risk management report that included risk categories (compliance, financial, operational, reputational, strategic), key risks, an updated risk heat map, and conclusions. She explained that a risk reassessment exercise is conducted annually to determine if anything has changed. The updated risk heat map reflects a slight increase in the probability and impact of risk for construction/facilities due to the insufficient amount of capital improvement project funding to address deferred maintenance and modernize facilities. The risk probability for financial resiliency/revenue model is slightly lower because the university's budget is in a more stable state. Because of the partial federal government shut-down and reliability of federal funding, the risk probability for research was higher. She added that no new risk categories were added, and information technology and enrollment remain the two highest risk categories. Administration will continue to update the board regularly on top two risk categories.

A question was raised regarding whether administration was aware of the UHPA testimony mentioning 300 complaints of harassment were received in one year, most of which did not show up on the whistleblower report. VP Gouveia explained that this was the first time hearing about this issue and she planned to meet with UHPA soon. She noted that the administration receives primarily non-contract related complaints through the Whistleblower Hotline; whereas, the complaints that UHPA received are primarily arising out of grievances made under the collective bargaining agreement. Chair Putnam noted that Ms. Hanselman had indicated a large number of the complaints dealt with contract renewal or tenure and promotion decisions.

Regent Moore suggested that it would be helpful for future reports to include what administration is doing in response to the identified risks. Chair Putnam explained that will be addressed in the subject matter committees.

VIII. EXECUTIVE SESSION (closed to the public)

Upon motion by Regent Moore, seconded by Regent Tagorda, 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.

The meeting recessed at 12:49 p.m. and reconvened at 2:02 p.m.

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

IX. ITEMS FOR DISCUSSION AND/OR APPROVAL (cont.)

B. For Action

3. Appointment with Tenure for Dr. Bonnie Irwin, Chancellor-Elect, University of Hawai'i at Hilo

President Lassner explained that this is a routine tenure upon appointment and standard practice for the university. Dr. Irwin previously held tenure at a comparable institution and this represents a fall-back position for her should she cease to be the UHH Chancellor. Board approval of this request is required because Dr. Irwin reports directly to the president and his delegated authority is limited to positions one level below.

Regent McEnerney moved to approve the appointment with tenure for Dr. Irwin, seconded by Vice Chair Higaki, and the motion carried unanimously.

4. Approval of Faculty Emeritus Status Recommendation for C. Fred Blake, David Chappell, Kevin Hamilton, Robert Bley-Vroman

President Lassner explained that the designation of emeritus status is normally delegated to the president for faculty who have served for at least 5 years as a full professor. These individuals did not retire with 5 years of service as full professors for various reasons, but all are distinguished faculty members. These are the first set of exceptions brought to the board since the delegation occurred. He convened the UHM deans to review all of the requests and each of these individuals received full support from the deans and from their departments and colleges.

Regent Wilson moved to approve the faculty emeritus status recommendation, seconded by Regent Kudo, and the motion carried unanimously.

- 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 Provost with Assignment to the SM-5 Salary Schedule**
 - 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**

President Lassner explained he reviewed the testimony received and talked individually with regents who reached out to him. This proposal is very important to UHM and many individuals have worked very hard on it, and suggested that undertaking this proposal on O'ahu would better serve the university and the board. He requested this matter be deferred to March.

Regent Kudo moved to defer approval of Phase 1 of the University of Hawai'i at Mānoa reorganization proposal and associated implementation actions to allow additional time for administration to continue good faith discussions with the UHMFS and to reach some type of consensus on some of the issues and the functional statements. Regent Wilson seconded.

Chair Putnam indicated that as chair she could remove the item from the agenda without voting, provided there were no objections.

Regent Acoba expressed concern about the wording of the motion. He indicated he was in favor of the motion to defer because the discussion should take place on O'ahu, but was not in favor of the other conditions stated.

Chair Putnam explained that she felt Regent Kudo's comments were not a condition of the motion, but was a personal statement. Regent Acoba indicated that even though the comments came before the motion was seconded, he accepted the chair's characterization of the motion.

Chair Putnam indicated her preference for saying that administration recommended deferral until this matter can be taken up on O'ahu and the chair agreed, unless someone objects to there not being a formal vote.

Regent Kudo noted that a formal vote is important because it shows the board is in favor of an open and transparent conduct of affairs, and part of that transparency includes having these discussions on O'ahu.

Regent Moore commented that there were some objections regarding approving Phase 1 without seeing Phase 2. Phase 2 is significantly more complex and is delegated to the president and it is not under the purview of the board. He hoped there would be communication to the appropriate individuals that it is not realistic to wait for Phase 2 before approving Phase 1.

Regent Acoba took issue with the board approving Phase 1 and not Phase 2. The proposal was ambiguous because it said that the board would be informed about Phase 2, it did not necessarily ask for board approval.

Chair Putnam explained that President Lassner will keep the board informed on progress towards Phase 2.

Vice Chair Portnoy indicated his preference for voting on the motion and leaving discussion about merits of the proposal when the final proposal is presented at the March board meeting.

There having been a motion that was moved and seconded, the motion was put to a vote and carried unanimously.

5. Approval of Personnel Actions (A-1 for approval)

Chair Putnam indicated that since the tenure upon appointment for Dr. Irwin and the faculty emeritus status recommendations were already approved, no action was required for the remaining personnel actions on Attachment A-1.

X. ANNOUNCEMENTS

Chair Putnam announced the next board meeting is scheduled for March 28, 2019, at Kapi'olani Community College.

XI. ADJOURNMENT

There being no further business, Regent Wilson moved to adjourn, and Regent Kudo seconded, and with unanimous approval, the meeting was adjourned at 2:19 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

Item IV.

Report of the President -
KapCC Chancellor & Faculty
Senate Chair Reports

MATERIALS



UNIVERSITY of HAWAII®
KAPI'OLANI
COMMUNITY COLLEGE

Presentation to the Board of Regents

March 28, 2019

Louise Pagotto, Chancellor
Candy Branson, Faculty Senate Chair

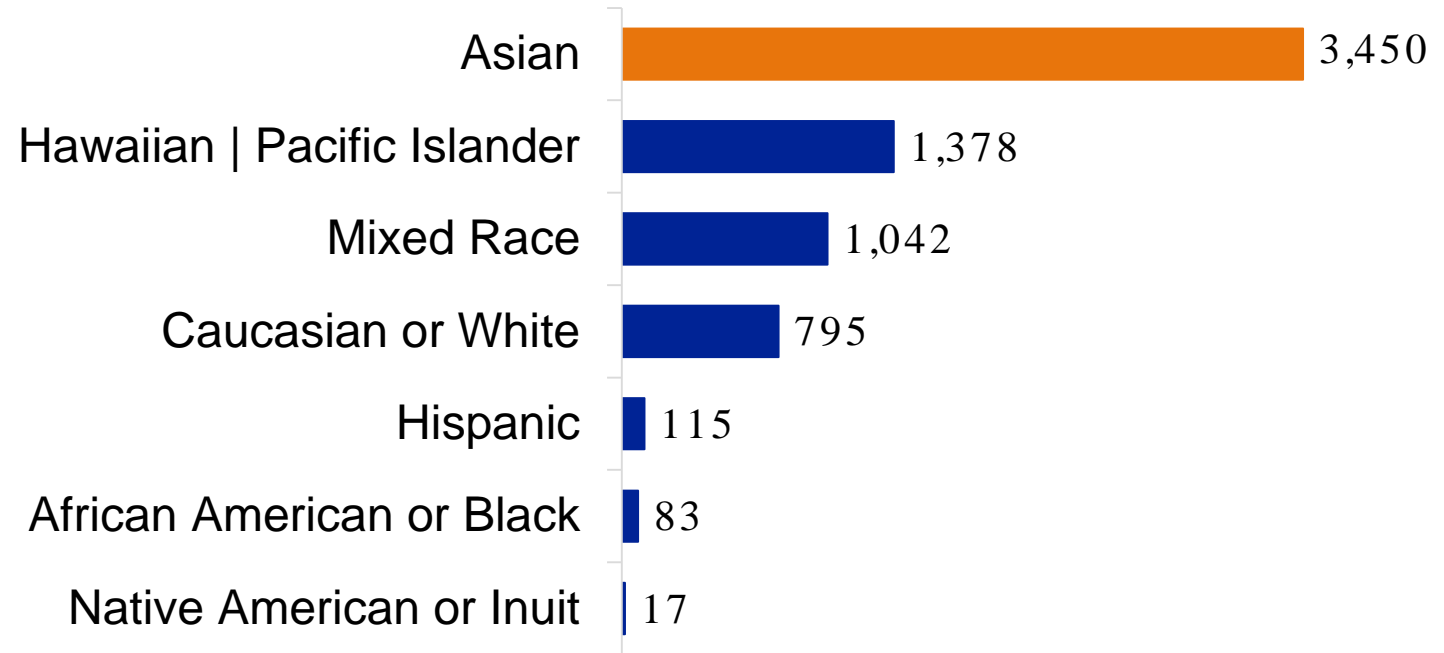
Our Typical Student

Jessica, Kalani high school grad, is about to celebrate her 20th birthday. She is a liberal arts major who identifies as an Asian female.



Fall 2018

Number of
Asian students
was greater than
all other
ethnicities
combined



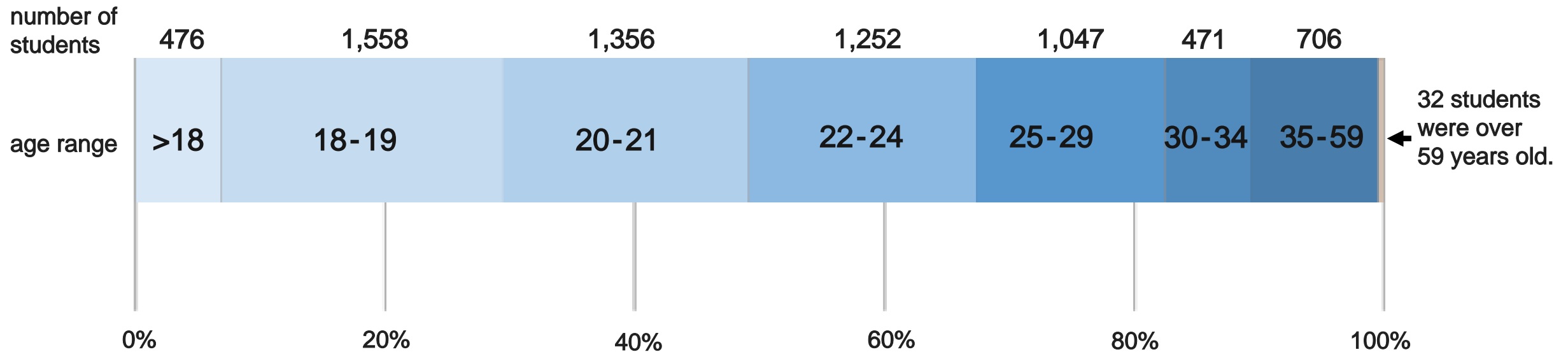
Fall 2018

**Two males
for every
three females**



Fall 2018

60% of our students were in their **late teens or early twenties**



2019 Priorities



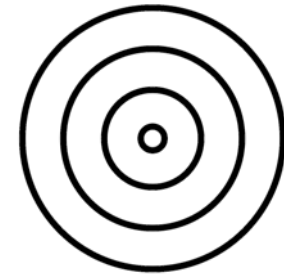
Recruit

- international students
- returning adults



Retain

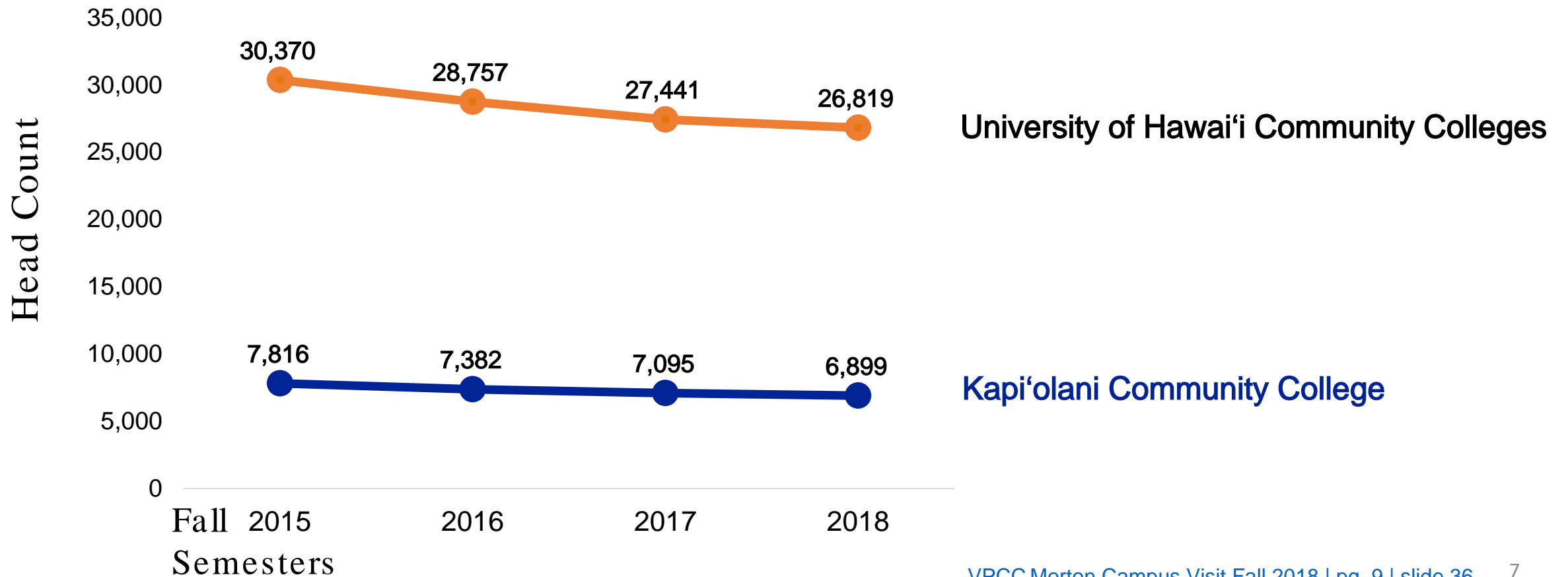
- fall-to-fall



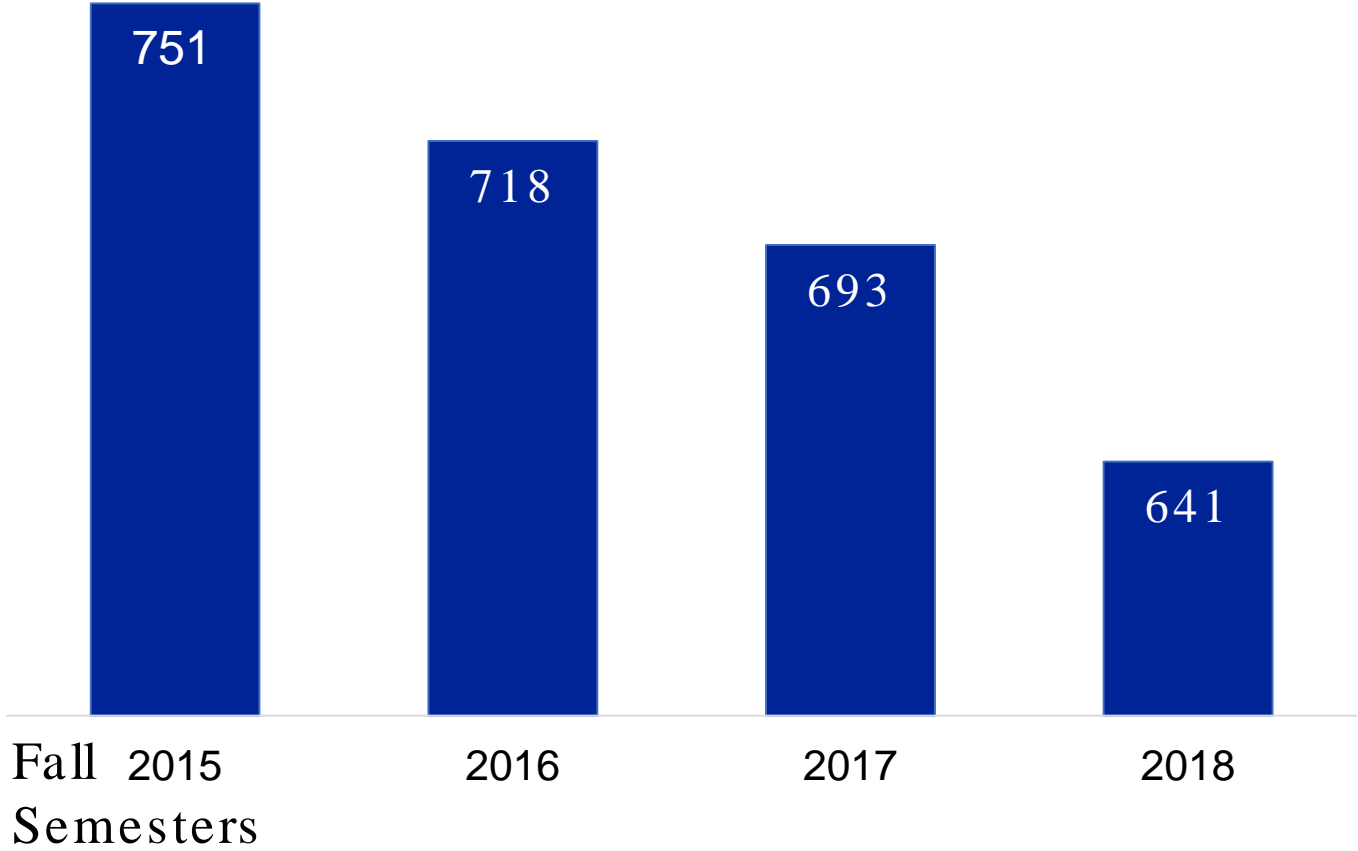
Focus

- undergraduate research
- sustainability
- distance education

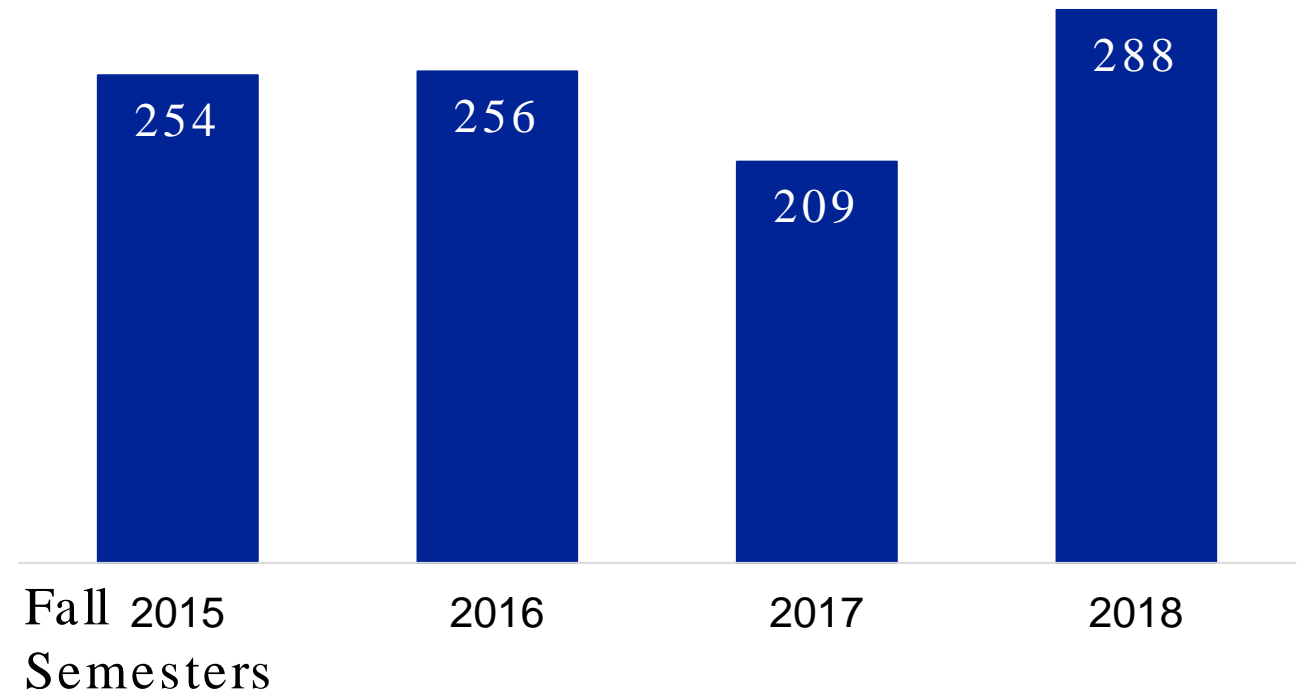
Declining **fall enrollment** on campus mirrors the patterns of the UHCC System



**Recruitment efforts
will reverse the trend
of declining fall
enrollment of
international students**

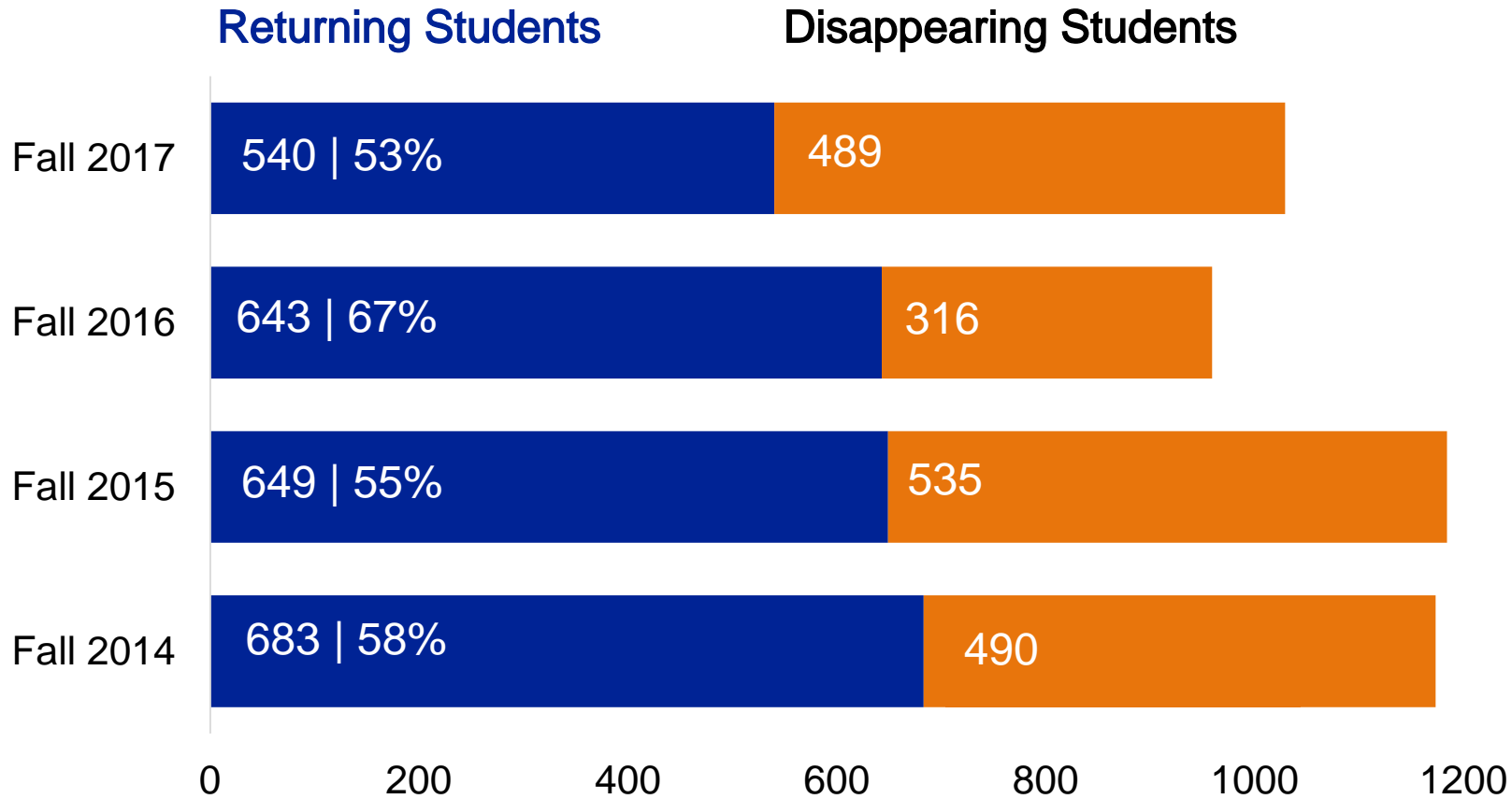


Recruitment efforts like Pāhihi Program will spur fall enrollment of **returning adults** (age 25 and older)



Numbers + Percent of Students Returning

Cohort Year Reenrolling Next Fall



What happens to **first-time first-year students** after their initial fall and spring semesters?

Our investment
in programs to
reduce costs for
students reflects
our values.



SURF

Student Undergraduate Research Fair

In fall 2018, we had:

184 Posters
240 Presenters
410 Attendees



Faculty Senate for Sustainability

Curriculum and Pedagogy | FS Standing Committees

New Academic Subject Certificate in Sustainability

- **Biology 124 or Botany 130**
- **S-Designated Course**
- **Capstone**



Sustainability Certificates

425 Students Enrolled

150 Interested in Certification

12 Expected Graduates in Spring 2019

4 Fall 2018 Graduates

4 Campuses Involved

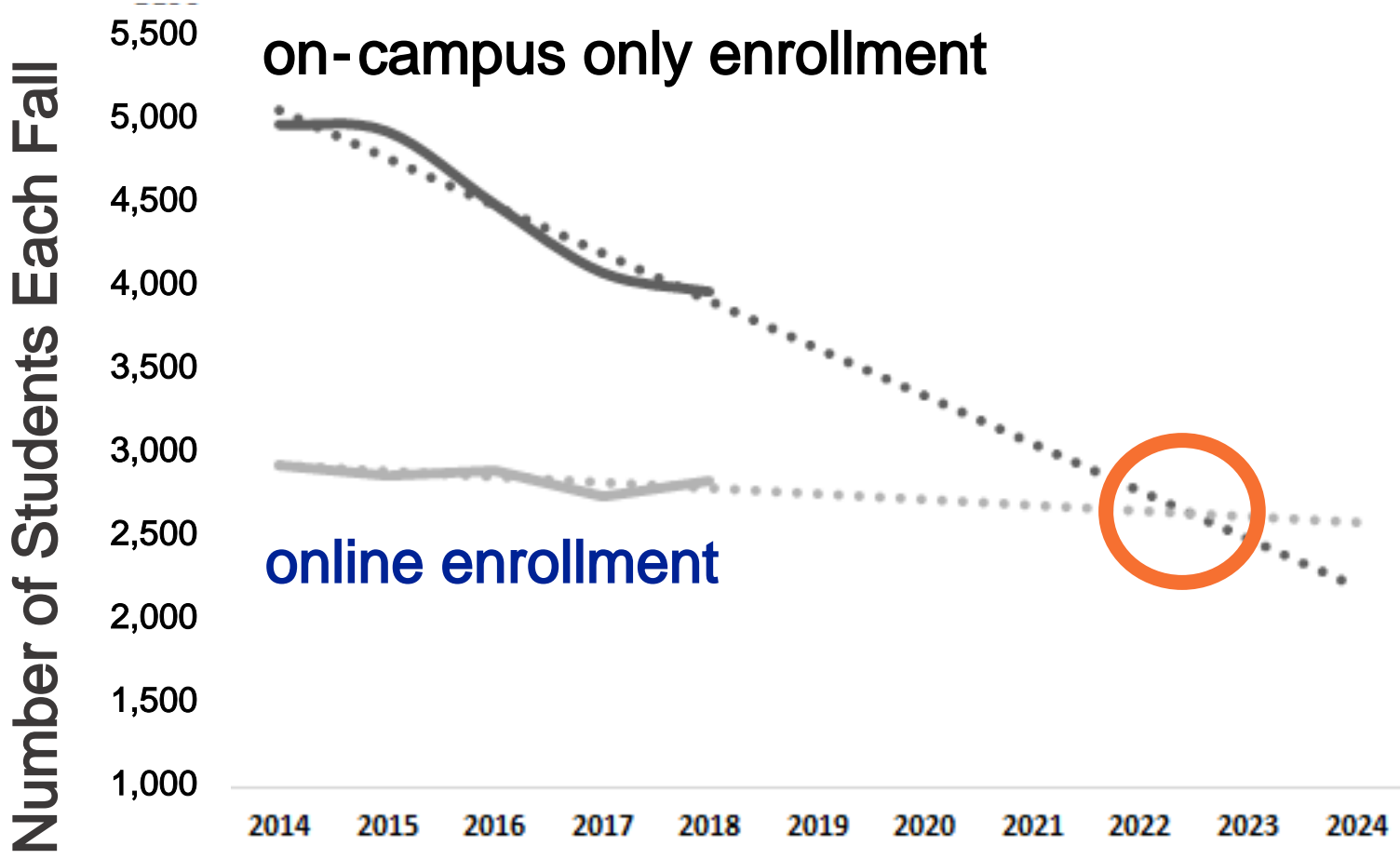
Windward, Honolulu, Hawai'i, Kapi'olani

Creating Coherence Through Sustainability

Cohort Experiences & Capstones



Faculty Senate | The Distance Future

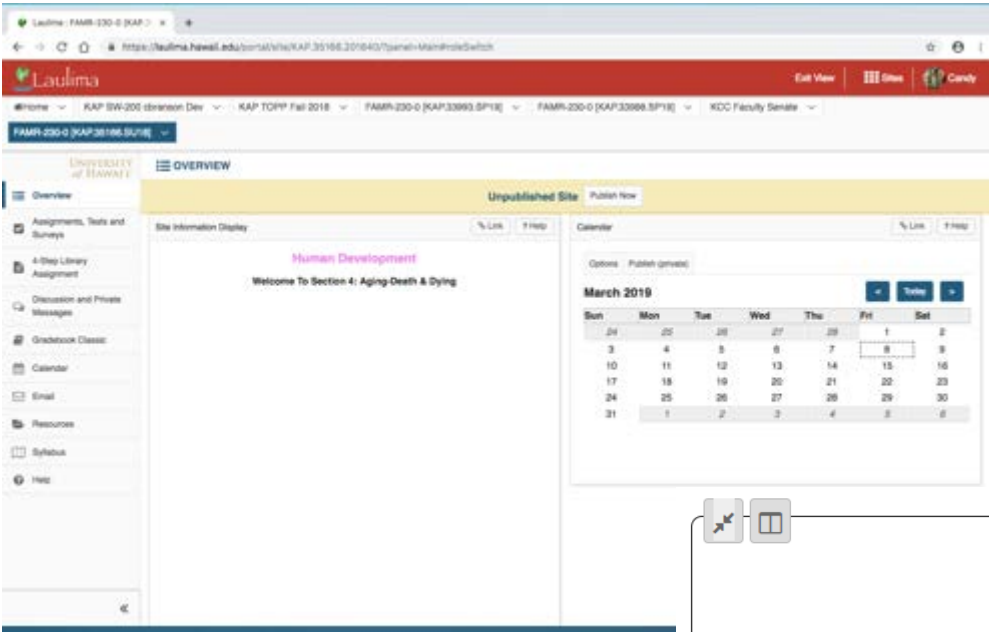


Faculty Senate is preparing the campus for steady **online enrollments** as on-campus enrollment continues to decrease.


*Online enrollment includes students taking at least one online class. They could also be taking on-campus classes. The dashed lines were calculated using simple linear regression to make projections.

Faculty Senate | The Distance Future

- **Distance Education Plan | May 2017**
- **Teaching Online Preparation Program (TOPP) | April 2018**
- **DE Definitions | February 2019**
- **DE Review Process | FS Resolution | March 2019**



The Distance Future Course Redesign through TOPP


 **The First Two Years**

Adults don't change much in a year or two. They might have longer, grayer, or thinner hair; they might gain or lose weight; they might learn something new. But if you saw friends you hadn't seen for two years, you'd recognize them immediately.

Imagine caring for a newborn 24 hours a day for a month and then leaving for two years. On your return, you might not recognize him or her. The baby would have quadrupled in weight, grown a foot taller, and sprouted a new head of hair. Behavior and emotions change, too—less crying, but new laughter and fear—including fear of you.

A year or two is not much compared with the 80 or so years of the average life. However, in their first two years humans reach half their adult height, learn to talk in sentences, and express almost every emotion—not just joy and fear but also love, jealousy, and shame. The next two chapters describe these radical and awesome changes (Berger, 2016).

Kathleen Stassen Berger Development Videos: T...



18

Accrediting Commission for Community and Junior Colleges (ACCJC) 2019 Recommendations

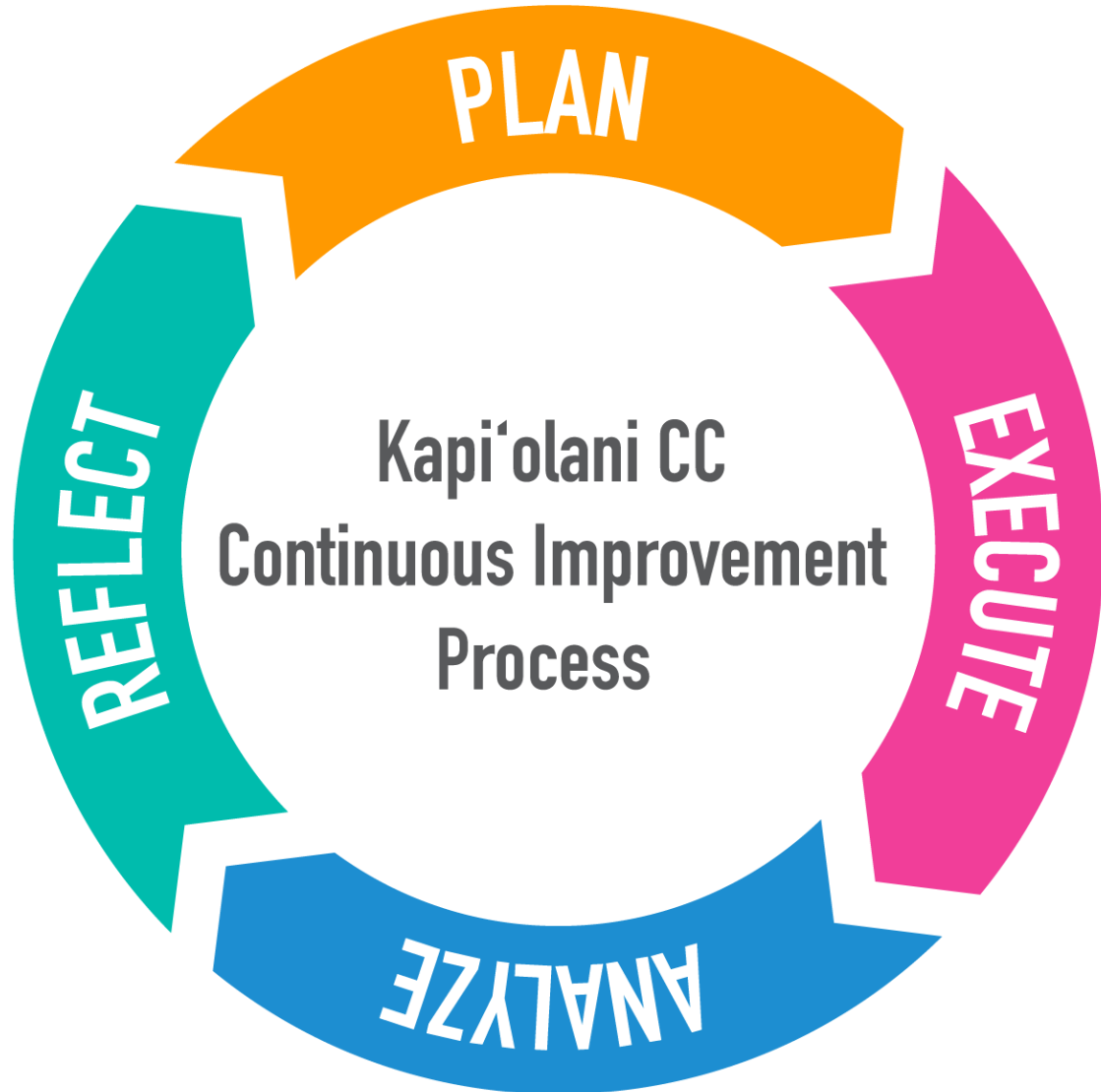
Recommendation 1

In order to meet the Standards, the Team recommends that the College regularly evaluate its institutional plans and governance and decision-making policies, procedures, and processes to ensure their effectiveness. Further, the Team recommends that the results of evaluations be widely communicated across the institution and used as the basis for making improvements. (I.B.7, I.B.8, IV.A.7)

Recommendation 2

In order to meet the Standards, the Team recommends that the College analyze and document the results of learning outcomes assessment across all disciplines and programs, and integrate this analysis and documentation into program review and institutional planning processes on a regular and consistent cycle. Further, the Team recommends that the College use the results of this analysis and documentation to make improvements in student learning at the course, program, and institutional levels. (I.B.2, I.B.4, I.B.5)

Continuous Improvement Plan



The Process

- **PLAN:** Establish meaningful goals that are informed by the findings of the previous iteration of the process. Directly align strategies for collecting data that will allow us to evaluate our progress toward the goal at the end of the execution phase.
- **EXECUTE** Execute the plans and collect relevant data.
- **ANALYZE:** Analyze the data to produce findings regarding progress toward the goal.
- **REFLECT:** Utilize findings to inform next steps and new/revised goals (back to Plan phase).

There is no more important endeavor for the College at this time. If we are true to our value of kuleana, we have a shared responsibility to support the future of our College. If we are true to our motto, Kūlia i ka nu‘u, we need to commit to always improving our practice.

Louise Pagotto, Chancellor, [Report on the Presentation to the ACCJC Commissioners](#)

Mahalo!

Academic and Student Affairs Committee Report

Summary of March 14, 2019 Meeting

Testimony: None

Agenda Items:

A. University of Hawaii Student Caucus Presentation

The Committee held a robust discussion with UHSC leadership who provided an overview of UHSC and priorities for the 2018-2019 academic year, including affordable textbooks, parking, bus pass fee, food insecurity, and Title IX. They also described each of their committees and their engagement activities with the Board, Administration, and Legislature.

B. Options for Program Approvals and Delegations

VP Straney provided an overview of four categories of program proposals: resource intensive, reallocation of existing resources, modification of existing programs, and programs requiring rapid planning and implementation to meet workforce needs. Currently, the board reviews and approves all program proposals. VP Straney offered suggestions on the types of approvals that could be delegated to the President and asked Regents to submit their feedback to the Board Secretary.

C-G. Review and Recommend Board Approval of Various Programs

The Committee reviewed several proposals to change programs from provisional to established status:

- Associate of Science in Business, Kauai Community College
- Associate of Science in Natural Science at Hawaii, Honolulu, Kauai, and Windward Community Colleges and UH Maui College

The Committee also reviewed several proposals to establish provisional programs at UHM:

- Bachelor of Science in Construction Engineering
- Master of Asian International Affairs
- Three Masters of Science degrees: Information Systems, Marketing Management, and Finance

Each of the proposals demonstrated the advancement of addressing workforce needs and student demand. Several of the proposals demonstrated a shift from general degree programs to more specialized programs, such as the establishment of a BS in construction engineering and the three MS degrees in the Shidler College of Business.

The Committee unanimously recommended board approval on all of the program proposals.

Minutes: Approved.

Testimony: None.

Agenda Items:

A. Coaches Corner: Gene Okamura, University of Hawai'i at Hilo Women's Soccer Coach

A talk story session was held with UH Hilo's Women's Soccer Coach Gene Okamura. Coach Okamura, a former Waiakea High School and UHH soccer player, discussed the changes made to the culture of the soccer program by focusing on what the student-athlete can do to be more competitive, academics, and community service. Coach Okamura also highlighted academic and athletic achievements, including a 3.42 team GPA and finishing second in the PacWest Conference, the highest finish ever. Additional funding for scholarships would help them be more competitive in recruitment.

B. Update on Title IX and Gender Equity

UHM Associate Athletic Director for Student Services Lois Manin provided an update on gender equity at UHM. Improvement has been made on participation and scholarship expenses for women compared to men, which are currently within 1.32%; the goal is to move closer to within 1%. Improvements have also been made to facilities, including investments in the Rainbow Wahine Softball Stadium.

UHM Deputy Title IX Coordinator for Athletics Amanda Paterson provided an update on Title IX education and training for student-athletes and athletic department staff that is mandated by the National Collegiate Athletic Association (NCAA).

UHH AD Guillen provided an update on Title IX and gender equity at UHH, which included an emphasis in the importance of training. UHH faces some challenges with regard to scheduling, facilities needs, and coaches salaries.

C. 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. The committee discussed definitions, financial integrity and management, whether regents should have authority over conference affiliation, and the handling of funds or gifts. Administration will revise the policy based on feedback received and bring the final version back to the committee.

Testimony: None.

Agenda Items:

A. All Campus Council Faculty Senate Presentation

Candy Branson and Than Truc Nguyen, co-chairs for the All Campus Council of Faculty Senate Chairs (ACCFSC), provided some background on the ACCFSC. Recent changes to the bylaws were highlighted including: the ACCFSC's decision that they are not a consultative body; communications should be sent to all faculty senate chairs, and not just the ACCFSC co-chairs; and clarification that ACCFSC co-chairs can be from any campus, not just Mānoa.

B. Presentation on Quality of Faculty Work Life Survey Results

Christine Sorenson Irvine and Nani Azman, 2017-2018 ACCFSC co-chairs, presented the results of the 2018 Quality of Faculty Worklife Survey. They noted that the presentation was a summary of all campuses, but there was variation among them. Positive aspects included work enthusiasm, work intellectual stimulation, autonomy, enjoyment of faculty position, and work appreciation. Negative aspects included current salary, work appreciation, facilities, bullying, and work responsibilities. Regents and Administration are working on improving faculty engagement. Appreciation was expressed for the addition of faculty breakfasts at board meetings, and President Lassner and UHM VC Michael Bruno described their efforts to have regular engagement.

The committee requested the ACCFSC present comparative and trend data with previous surveys and a breakdown of data by campus.

C. For Review and Recommend Board Approval of Revisions to Regents Policy 2.203, Policy on Evaluation of the President (to be renamed, Policy on Evaluation of the President and Other Direct Reports to the Board)

Board Secretary Oishi explained that policy improvements were discussed by the committee last year including a framework for a comprehensive evaluation of the president every three years and a lighter annual evaluation, including provisions in the event that the president is under contract, and clarifying the annual review process for the board secretary and internal auditor.

It was noted that the statement of purpose in the policy is outdated and should be revised. Revisions will be made to the purpose statement in the policy before bringing it to the board for approval.

Action: The committee voted to recommend board approval, with additional edits to the purpose statement.

Item V.D.

Affiliate Reports

NO MATERIALS

ORAL REPORTS



UNIVERSITY OF HAWAII
BOARD OF REGENTS

March 5, 2019

19 MAR -7 P4:39

RECEIVED

MEMORANDUM

TO: Lee Putnam
Chair, Board of Regents

19 MAR -7 P12:54

Michelle Tagorda
Chair, Committee on Academic and Student Affairs

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

VIA: David Lassner
President

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

VIA: John Morton
Vice President for Community Colleges

FROM: Helen Cox
Chancellor, Kauai Community College

SUBJECT: REQUEST APPROVAL TO CHANGE FROM PROVISIONAL TO
ESTABLISHED STATUS, ASSOCIATE IN SCIENCE IN BUSINESS

SPECIFIC ACTION REQUESTED:

It is requested that approval to change from provisional to established status for the Associate in Science (AS) in Business be granted.

RECOMMENDED EFFECTIVE DATE:

Fall 2019

ADDITIONAL COST:

None

PURPOSE:

The Associate in Science (AS) Business Degree Program has just completed its fourth year. During this time, the Program has grown from zero Majors to 42 and Native Hawaiians make up 38% of the current Majors. Students earning Certificates of

Achievement and the AS Degree are steadily increasing and the Program is transferring credentialed and non-credentialed students into 4-year University of Hawaii institutions. Demand for Business Majors is strong and in order to continue to meet employment needs, it is imperative that we move the AS Business Degree Program from Provisional to Established status.

BACKGROUND:

Board of Regents (BOR) Policy RP Section 5.201, III.B.2, states, "Each provisional program shall be reviewed at the end of its first full cycle. The request to the board for "established" program status shall be submitted in the academic year following the end of the program's first full cycle."

The Business (BUS) program at Kaua'i Community College (Kaua'i CC) is a 61-credit Associate in Science (AS). Program courses combine classroom and experiential learning, as well as cooperative off-site opportunities that are designed to meet the Program Student Learning Outcomes (PSLOs). Students completing the program will have acquired skills and knowledge to enter into the workforce, increase their knowledge to attain supervisory positions, and continue their formal education and attain higher-level degrees from 4-year institutions. The AS BUS program obtained provisional status approval from the BOR in spring 2014 and launched in fall 2014.

Significance/Contribution of This Degree (Address the Need of the Program):

The Kaua'i CC AS BUS program student population is diverse and mirrors the Institution's diversity in terms of gender, age, and ethnicity. The Program has traditional students seeking a 4-year degree as well as non-traditional students seeking short-term certificates for employment and promotion. Also, there are students who have a desire to create their own businesses and are taking an entrepreneurial pathway. Roughly 55% of the students are part-time and working while attending classes. These students often have family and work responsibilities that require programs designed to accommodate their needs. The AS BUS provides students with both face-to-face and online course offerings, along with a high level of support that enables student progress. The high level of program satisfaction is due in part to a close collaborative partnership between the BUS program and community employers. In the last three years, the number of Business majors has increased from five in AY 2014-15 to 42 in AY 2017-18. This exceeds the initial projection of 30 majors enrolled by year three. For the current AY 2018-19, there are 42 declared Business majors. Native Hawaiian student enrollment increased from 0 in AY 2014-15, when the program was first offered to 18 in AY 2016-17. Native Hawaiian students made up 45% of the total Business majors in AY 2016-17. In the current AY 2018-19, there are 15 Native Hawaiian Business majors. The AS BUS program is effective. Annual course completion rates average 81% and persistence rates have increased in each of the first three AYs. Due to the strong economy and low

unemployment rates on Kaua'i, persistence rates have declined. The first two AS in Business degrees were awarded in AY 2015-16. This represented a 40% completion rate based on the five declared majors in AY 2014-15. In AY 2017-18, 12 unduplicated certificates or degrees were awarded, which is 48% of the declared majors in AY 2015-16. Importantly, two of those students earning credentials from the program transferred to a 4-year University of Hawai'i campus, while one student transferred to a UH campus without credentials

Demand Projections:

Demand for the program is good as the state and county economies continue to grow. Additional data from the 2016 Hawai'i Labor Market Dynamics report completed by the Research and Statistics Office of the Department of Labor and Industrial Relations for the State of Hawai'i, supports the need for continuing the AS BUS at Kaua'i CC. An employment poll from the AY 2016-17 program completers was taken in the fall of 2017 to determine how many were employed within their field. Of those who had earned a Certificate of Competence, Certificate of Achievement, and/or the AS Degree, 100% are employed in the profit and non-profit business sectors. These positions included both line and supervisory positions in hospitality, health, government, and retail, while one student will be taking over a family nursery and landscaping business.

Accreditation Impact (if any):

None

Examples (2-3) of Similar Models from Peer Institutions:

AS and Associates in Applied Science (AAS) degrees are being awarded by many online providers including Argosy University and Kaplan University.

Similar programs at other UH campuses:

UH Maui College currently offers an AAS in Business Careers. Leeward CC offers an AS in Management and Kapi'olani CC offers an AS in Marketing. The AS BUS enables Kaua'i CC to respond to student needs and meet a critical workforce demand on Kaua'i. The BUS program also provides students with an opportunity to matriculate into the UH 4-year programs to earn a higher degree.

Statement from Campus Administration of New Program's Strategic Value Within the UH System and Campus Mission, and the Integrated Academic and Facilities Plan:

Under the campus mission and the UH System Integrated Academic and Facilities Plan, the UH Community Colleges are identified as playing a major role in providing for workforce needs across the state. This AS in Business program meets the workforce needs on Kaua'i that cannot be easily met otherwise.

Lee Putnam
March 5, 2019
Page 4

Cost and Resource Allocation/Reallocation Implications:

There are no additional costs associated with moving the AS in Business from provisional to established status. If enrollment numbers increase, it may be cost effective to add an additional FTE, as opposed to funding lecturers at credit levels that incur benefits and current faculty instructional overloads.

ACTION RECOMMENDED:

It is recommended that the BOR approve the change from provisional to established status, Associate in Science in Business.

Attachment(s):

1. UH Kaua'i CC Provisional Program proposal for Established Degree Status Associate in Science in Business Degree

c: Executive Administrator and Secretary of the Board Oishi

DTS 194284



UNIVERSITY of HAWAI'I SYSTEM

UNIVERSITY OF HAWAII BOARD OF REGENTS

Office of the Vice President for Community Colleges Academic Affairs

19 MAR -8 AM 10:23

RECEIVED

February 22, 2019

MEMORANDUM

'19 FEB 22 P 4 :03

TO: Lee Putnam
Chair, Board of Regents

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

Michelle Tagorda
Chair, Committee on Academic and Student Affairs

VIA: David Lassner
President

VIA: Donald Straney
Vice President for Academic Planning and Policy

VIA: John Morton
Vice President for Community Colleges

FROM: Rachel Solemsaas, Chancellor, Hawai'i Community College

Erika Lacro, Chancellor, Honolulu Community College

Helen Cox, Chancellor, Kaua'i Community College

Lui Hokoana, Chancellor, University of Hawai'i Maui College

Ardis Eschenberg, Chancellor, Windward Community College

SUBJECT: REQUEST TO CHANGE THE ASSOCIATE OF SCIENCE DEGREE IN NATURAL SCIENCE FROM PROVISIONAL TO ESTABLISHED STATUS AT FIVE COMMUNITY COLLEGES

SPECIFIC ACTION REQUESTED:

It is requested to change the Associate of Science degree in Natural Science (ASNS) from provisional to established status at Hawai'i, Honolulu, Kaua'i and Windward Community Colleges, as well as at University of Hawai'i Maui College.

Lee Putnam
Michelle Tagorda
February 22, 2019
Page 2

RECOMMENDED EFFECTIVE DATE:

Upon Board of Regents approval

ADDITIONAL COST:

None

PURPOSE:

The purpose of the ASNS degree program is to address the critical need for professionals trained in STEM fields by providing a well-defined pathway for community college students to transfer into baccalaureate degree programs at University of Hawai'i four-year institutions.

BACKGROUND:

Board of Regents Policy, RP 5.201, III B.2 states: Each provisional program shall be reviewed at the end of its first full cycle. The request to the board for "established" program status shall be submitted in the academic year following the end of the program's first full cycle.

During Academic Year 2011, the Board of Regents (BOR) granted the University of Hawai'i Maui College provisional approval to begin offering the Associate in Science in Natural Science (ASNS) degree. Subsequently, in 2013, the BOR granted Hawai'i, Honolulu, Kaua'i and Windward Community Colleges provisional approval to begin offering the ASNS degree. These programs were patterned after ASNS degree programs at Kapi'olani and Leeward Community Colleges.

The ASNS is a 60-credit degree program that provides the first two years of a baccalaureate degree in the four discrete STEM areas of concentration:

- physical science,
- biological sciences,
- information and communications technology (ICS), and
- engineering.

Each of these concentrations combines a core of rigorous STEM education with a strong background in general education.

Moreover, the ASNS degree program has strong alignment with the following guiding principles of the UH Integrated Academic and Facilities plan (UHAFP). The UHAFP states that:

UH supports and rewards collaboration across all programs and activities. New silos are discouraged and current silos are eliminated or reduced. The university prioritizes and integrates systemwide articulation and transferability in all academic planning. (pp. 2)

Duplication of academic programs takes place only with intention and sound justification. All programs are planned in a fiscally sound and sustainable manner and placed in appropriate locations. Considerations include type of program and mission, regional and statewide demand and availability of physical space, facilities and land. (pp. 2)

In alignment with the UHAFP, extending the ASNS program at all seven community college campuses improves the university's ability to move students successfully into UH STEM baccalaureate degree programs. In Academic Year 2018, this new degree option accomplished its intended purpose at the five campuses by:

- 351 majors,
- 116 Native Hawaiian majors,
- 30 graduates from the program,
- 10 Native Hawaiian graduates,
- 37 students transferring into STEM programs at UH four-year campuses, and,
- 22 students transferring into STEM programs at UH four-year campuses prior to earning the degree (candidates for eventual ASNS reverse transfer degree completion).

Additionally, over the past three years the ASNS at the five campuses had seen:

- 77 graduates from the program,
- 25 Native Hawaiian graduates,
- 73 students transferring into STEM programs at UH four-year campuses, and,
- 52 students transferring into STEM programs at UH four-year campuses prior to earning the degree (candidates for eventual ASNS reverse transfer degree completion).

There are no additional costs or accreditation impacts associated with changing the ASNS degree from provisional to established status. The ASNS primarily represents a

Lee Putnam
Michelle Tagorda
February 22, 2019
Page 4

redirection of existing resources previously dedicated to the one-size-fits-all Associate of Arts in Liberal Arts degree.

In closing, the ASNS degree efficiently integrates and articulates community college course offerings, thereby helping students transfer into UH baccalaureate degree programs in STEM fields. It is of strategic importance to the UHCCs, University, state, and region.

ACTION RECOMMENDED:

It is recommended to change the Associate of Science degree in Natural Science (ASNS) from provisional to established status at Hawai'i, Honolulu, Kaua'i and Windward Community Colleges, as well as at University of Hawai'i Maui College.

ATTACHMENT

1. Proposal to Request Established Status for the Provisional Associate in Science in Natural Science (ASNS) Degree, February 2019

c: Executive Administrator and Secretary, Board of Regents Oishi



UNIVERSITY
of HAWAII®
MĀNOA

UNIVERSITY OF HAWAII
BOARD OF REGENTS

19 MAR -7 09:34
MEMORANDUM

March 4, 2019

RECEIVED

TO: Lee Putnam, Chair
Board of Regents

VIA: David Lassner *David Lassner*
President

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

VIA: David Lassner *David Lassner*
Interim Chancellor

FROM: Michael Bruno *Michael Bruno*
Interim Vice Chancellor for Academic Affairs
and Vice Chancellor for Research

SUBJECT: APPROVAL OF NEW BACHELOR OF SCIENCE IN CONSTRUCTION
ENGINEERING BY THE DEPARTMENT OF CIVIL AND
ENVIRONMENTAL ENGINEERING AT UH-MĀNOA

SPECIFIC ACTION REQUESTED:

It is respectfully requested that the Board of Regents approve as provisional the Bachelor of Science in Construction Engineering to be offered by the Department of Civil and Environmental Engineering in addition to their long standing Bachelor of Science in Civil Engineering.

RECOMMENDED EFFECTIVE DATE:

Effective Fall 2019

ADDITIONAL COST:

The proposed program will require additional nominal resources (lecturers) necessitated by the addition of two new courses per year. The addition of one faculty member to accommodate the expected increase in majors is proposed for year 2021 through retirements or reallocations.

PURPOSE:

The Bachelor of Science in Construction Engineering will allow students to follow a more specialized degree than the current civil engineering degree. Due to accreditation requirements, the civil engineering degree requires coverage of at least four technical areas, currently among construction, environmental, geotechnical, hydrology and hydraulics, structures, and traffic and transportation. However, about one half of our

graduates are engaged in construction related engineering activities, but they are not well-prepared through the existing civil engineering degree, which is more design-oriented. Specifically, with the civil engineering bachelor's degree, our graduates take nine (9) credits in construction courses, but with the construction engineering bachelor's degree, the students will be able to take up to 24 credits in construction courses, making them much better prepared to work in construction engineering tasks and projects. ABET accreditation for the new degree will be sought during the next general accreditation review in 2021.

BACKGROUND:

Pursuant to Board of Regents Policy 5.201: Instructional Programs, "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."

The UHM College of Engineering offers ABET-accredited undergraduate degrees in Computer Engineering, Civil Engineering, Electrical Engineering, and Mechanical Engineering. The College is also offering a new undergraduate degree in Engineering Science, which will seek accreditation in 2021. The College also offers the MS and PhD in Civil Engineering, Electrical Engineering, and Mechanical Engineering.

The proposed program is consistent with the Integrated Academic and Facilities Plan for the University of Hawai'i System, approved by the Board of Regents on April 20, 2017. This program will help UH attract more high school students locally and nationally. The local and national need for this degree is strong and Construction Engineering will allow students to study more in this popular area of interest, and let them graduate from an ABET-accredited program. As an additional opportunity for students to pursue an engineering degree, this program will also help retention and persistence of enrolled students. Engineering has already established pathways with the UH community colleges for transferring students. This new program will help strengthen the pathways and create more opportunities for students from UH community colleges.

A Construction Engineering program will prepare students for engineering and management positions in the construction industry by providing them with the educational tools they need. The curriculum will provide a solid foundation on which graduates will build their careers in the construction industry. Using the latest technology, students learn how the industry operates, what is expected of them as construction engineers and managers, and how to complete projects safely, on-time, and within budget. Hands-on project experiences coupled with theory-based instruction prepares students to become well-rounded professionals.

The demand for a program specifically designed for Construction Engineering is high given that many graduates of UHM's CEE program take positions in construction companies. We anticipate that after the program is established there will be approximately 50 graduates per year.

The University of Hawai'i at Mānoa is the only campus in Hawai'i that confers degrees in accredited engineering programs. Engineering is critical to the continued development of Hawai'i's economy. In addition, for several decades the Department of Civil and Environmental Engineering has had close ties with the construction industry and the General Contractors Association of Hawai'i. For example, Mr. William (Bill) Wilson, past President of Hawaiian Dredging and Construction, is a past member of the CEE Industry Advisory Committee and current member on the Dean's Council, College of Engineering. Mr. Russell Young, President, Albert C. Kobayashi, Contractors is currently a member of the Industry Advisory Committee of the Civil Engineering Department.

There is no additional admission policy to the Construction Engineering program other than that of admission or transfer to the College of Engineering and the University of Hawai'i at Mānoa. It is envisioned that students who will enroll in the program will include existing engineering students and new students. With the proposed degree program in place, we will be able to attract the students who would otherwise go to the mainland to obtain a Construction Engineering degree.

The Department has been offering a suite of six (6) Construction Engineering courses for over 30 years, but because of other requirements civil engineering degree students can take only a maximum of three of them. Two more courses, one in construction law and another in construction safety are planned to be added to be fully compliant with accreditation requirements. We are collaborating with the School of Law to offer the former, and with professionals with many years of construction experience to offer the latter course. In addition, we have partnered with the Shidler College of Business for the students to take one of their accounting courses.

The UH-Mānoa campus is constantly undergoing construction projects (addition, repair, renovation, etc.) and will provide convenient opportunities for hands-on experience and case study analysis in addition to internships offered to our students by the local construction industry.

Both the curriculum and accreditation process are similar to the existing degree in civil engineering, with students in both majors taking a majority of the same courses. Therefore, there is no difficulty in launching the new Bachelor program immediately upon BOR approval.

The CEE Department already has an Industry Advisory Committee which is made up of 16 representatives from industry including the construction industry. The IAC meets with the department twice annually and reviews the program including laboratory tours, and meetings with students and faculty members; the same IAC will have oversight for the Construction Engineering program.

Lee Putnam
March 4, 2019
Page 4

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve as provisional the Bachelor of Science in Construction Engineering in the Department of Civil Engineering at UH-Mānoa.

Attachment: Proposal for BS in Construction Engineering

cc: Executive Administrator and Secretary of the Board Kendra Oishi
Interim Dean H. Ronald Riggs



UNIVERSITY of HAWAI'I MĀNOA

UNIVERSITY OF HAWAII BOARD OF REGENTS

19 MAR -7 A9:34

March 4, 2019

MEMORANDUM

RECEIVED

TO: Lee Putnam, Chair Board of Regents

19 MAR -5 P1:01

VIA: David Lassner President

David Lassner signature

UNIVERSITY OF HAWAII PRESIDENT'S OFFICE

VIA: Donald Straney Vice President for Academic Policy and Planning

Donald Straney signature

VIA: David Lassner Interim Chancellor

David Lassner signature

FROM: Michael Bruno Interim Vice Chancellor for Academic Affairs and Vice Chancellor for Research

Michael Bruno signature

SUBJECT: APPROVAL OF A NEW PROVISIONAL MASTER OF ASIAN INTERNATIONAL AFFAIRS AT THE UNIVERSITY OF HAWAI'I AT MĀNOA

SPECIFIC ACTION REQUESTED:

It is respectfully requested that the Board of Regents approve as provisional the Master of Asian International Affairs in the School of Pacific and Asian Studies at the University of Hawai'i at Mānoa.

RECOMMENDED EFFECTIVE DATE:

Fall 2019

ADDITIONAL COST:

Near-term additional costs are limited to an annual recruiting budget of \$2,500, which will be covered by revenue from Asian Studies summer courses. The proposed program will require the redistribution of teaching duties and schedules among current faculty, and leverages the expertise of our most recent hire (whose specialty is international relations in East Asia). Existing capacity in Asian Studies graduate courses will make it possible to accommodate up to 20 new students with no additional hire. If enrollments exceed expectations, additional lecturers may need to be hired, but the cost would be covered by tuition.

2500 Campus Road, Hawai'i Hall 209 Honolulu, Hawai'i 96822 Telephone: (808) 956-8447 Fax: (808) 956-7115

PURPOSE:

The proposed Master of Asian International Affairs (MAIA) is a professional degree designed to meet demonstrated workforce needs in the military, government service, education and tourism (in Hawai'i and beyond) for professionals who have a solid understanding of Asian geopolitics and the multifaceted (cultural, historical, political and social) determinants and impacts of Asian nations' engagements with their neighbors and the world.

Geared toward students with at least two years of professional experience in fields where prospects for advancement would be enhanced by an understanding of Asia, the MAIA will be structured to accommodate the work schedules of these students: all courses will be offered in the evenings, on weekends, or online. Drawing on the international name recognition and established strengths of School of Pacific and Asian Studies (SPAS) and the Asian Studies Program, the MAIA will bring together Asia specialists from around the UH-Mānoa campus and across Honolulu to create an innovative multidisciplinary program of study. The 30-credit program will include a series of courses on area studies, applied theory, and a capstone experience that asks students to apply their newly acquired knowledge to a project in their own field or to a collaboration with experienced professionals working on real-world problems. In this way, the program will position its graduates, and the organizations they represent, to work productively across cultural boundaries on questions of local, national and global importance, and to make well-informed decisions in an environment in which Asia is increasingly central.

The MAIA program aligns with the System-Wide Guiding Principles and Priorities, one of which is to "increase and diversify enrollment." It also aligns with the UH System's Integrated Academic and Facilities Plan, which prioritizes establishing "new professional master's programs for non-traditional students [that] can serve community needs while generating revenue and building important new relationships" (p. 6).

Furthermore, it is already serving as an opportunity for the Asian Studies Program at UH-Mānoa to explore new forms of collaboration with other Asia-focused institutions in Hawai'i, including the Daniel K. Inouye Asia-Pacific Center for Security Studies, the East-West Center, and the Pacific Forum. These institutions could provide students with a level of access to policy-makers, diplomats, and academics and professionals in the field of non-traditional security studies that is perhaps unparalleled outside of Washington D.C. In this way, the MAIA program will leverage the unique resources that Hawai'i has to offer to create an educational experience that will benefit working professionals from Hawai'i and beyond.

BACKGROUND:

Although the idea of a degree in Asian International Affairs bears some similarity to other degree programs in Hawai'i and nationwide, the MAIA program will be unique in its approach and configuration. Conceptualized as a hybrid between traditional area studies and traditional international relations approaches, and structured as a professional degree program designed to meet the needs of mid-career professionals, it will be distinct from both international relations programs at other universities, and from the existing Asian Studies MA program at UH Mānoa. It has strong potential to draw a new student clientele to Hawai'i, leveraging our unique location and resources and well-established international reputation for expertise on Asia.

The University of Hawai'i does not currently offer any degree programs in international affairs. There are universities on the US mainland (including the Jackson School of International Studies at the University of Washington and the School of Global Policy and Strategy at UC San Diego) that offer International Relations (IR) programs in which students can focus on Asia. The MAIA Program will be distinct from these and other top-ranked International Relations programs in two key ways.

First, it will ground the study of international affairs in a robust understanding of the cultures and societies of Asia. Asian actors' perceptions of what constitutes, for example, "sovereignty," "cooperation," or "security" often differ in fact from their North American counterparts, and understanding this difference in perception is as important as understanding standard international relations theory.

And second, while several IR programs at universities throughout North America require students to specialize in East Asia or South Asia or Southeast Asia, a more holistic approach is better suited to the realities of the international situation in the 21st century. The rise of China as an international actor in Asia, the proliferation of cooperative agreements among Asian nations, and the transnational movements of millions of people within Asia, for example, all call for a comprehensive understanding of the interactions among nations and institutions throughout the region. For this reason, the program will require students to take courses about the Asia region as a whole, not only their particular region or country of interest.

The only other degree similar to the MAIA offered in the UH System is the Master of Arts in Asian Studies (MAAS) that is already offered by the Asian Studies Program in SPAS. The MAIA will differ from the MAAS in three important ways:

- First, the MAAS does not focus on international affairs; it is a broadly interdisciplinary program in which students can study anything from ancient history to contemporary pop culture.

- Second, the MAAS is an academic degree that prepares students who already have some background in Asian Studies for careers in academia, in jobs that require command of an Asian language, or in Asia. By contrast, the MAIA would prepare students with little or no background in Asian Studies to excel in careers where a deep understanding of the Asian context is important but is not the main focus of their work.
- Third, recognizing the distinct needs of working professionals, the MAIA degree program will not require Asian language study (since most of the target population has neither the time to devote to language acquisition nor the professional need for it), and will offer all its courses in evenings, on weekends, or online.

For these reasons, the MAIA program will attract a different kind of student than the MAAS program, so we do not expect that the new program will pull enrollment from the existing program.

The UH-Mānoa Asian Studies Program is uniquely qualified to administer such a program. It is internationally recognized as one of the top programs of its kind, and several senior faculty members are internationally recognized as leading experts in their field. Nine of the ten faculty whose tenure home is in the Asian Studies Program currently offer, or plan to offer, interdisciplinary courses that will be required by or relevant to the MAIA program. Due to its close ties with the Asian area centers in the School of Pacific and Asian Studies, Asian Studies can also draw on over 100 cooperating graduate faculty across the Mānoa campus who teach about Asia, thus providing an unparalleled depth of knowledge about the region.

We have already received enthusiastic expressions of interest in this program from members of the US military stationed in Hawai'i, from secondary school teachers interested in introducing more Asian current affairs into their classes, and from employees of non-profit organizations working with Asian partners or on issues that involve Asia. We envision the program being of interest to advocacy groups, law firms, financial institutions and other private sector companies working with clients from Asia, and to branches of the Hawai'i state government that engage with Asia through tourism, investment, or immigration.

Finally, although at present Asian Studies does not have the capacity to offer this degree fully online, once it is up and running, we will consider doing so in future. Offering the MAIA degree online would make it an attractive option for professionals in the military, education, business and other fields who are stationed throughout Asia and the Pacific, as well as on the US mainland. In this regard, we believe the program has immense potential for growth.

Lee Putnam
March 4, 2019
Page 5

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve as provisional the Master of Asian International Affairs in the School of Pacific and Asian Studies at the University of Hawai'i at Mānoa.

Attachment: Proposal for Master of International Asian Affairs

cc: Executive Administrator and Secretary of the Board Oishi
Assistant Vice Chancellor and Dean Sutton



UNIVERSITY
of HAWAII®
MĀNOA

UNIVERSITY OF HAWAII
BOARD OF REGENTS

February 27, 2019

MEMORANDUM A9:35
RECEIVED

TO: Lee Putnam, Chair
Board of Regents '19 MAR -5 P1:01

VIA: David Lassner *David Lassner*
President UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

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

VIA: David Lassner *David Lassner*
Interim Chancellor

FROM: Michael Bruno *Michael Bruno*
Interim Vice Chancellor for Academic Affairs
and Vice Chancellor for Research

SUBJECT: APPROVAL OF NEW PROVISIONAL MASTER OF SCIENCE
PROGRAMS IN INFORMATION SYSTEMS, FINANCE
AND MARKETING MANAGEMENT

SPECIFIC ACTION REQUESTED:

It is respectfully requested that the Board of Regents approve as provisional the following Specialized Master of Science Programs in the Shidler College of Business at the University of Hawai'i at Mānoa:

- MS in Information Systems (MSIS);
- MS in Marketing Management (MSMM); and
- MS in Finance (MSF).

RECOMMENDED EFFECTIVE DATE:

Effective Fall 2020.

ADDITIONAL COST:

The proposed programs will be administered through the Shidler Executive Education Program and will have a joint budget for advertising and recruiting, estimated at \$225,000. Faculty members will teach in the program in an overload format, and faculty directors will be selected from existing faculty and also serve in an overload base. All of these costs will be covered using tuition revenue generated by the programs.

PURPOSE:

Today, more and more students are looking to pursue a one-year masters degree in specialized business areas as opposed to an all-encompassing two-year MBA degree. Shidler already has specialized master's degrees in two of its five academic units (Master of Accounting in the School of Accountancy, and Master of Human Resource Management in the Department of Management and Industrial Relations). The proposed three specialized master's programs represent the remaining three academic units' efforts to meet the demands of the students in pursuing more in-depth knowledge in Information Systems (MSIS) from the Department of Information Technology Management, Marketing Management (MSMM) from the Department of Marketing and Finance (MSF) from the Department of Financial Economics and Institutions.

Information technologies (IT) are ubiquitous in today's economy, as information system applications are developed and diffused across industries and throughout society at a dizzying pace. Designing, implementing, and managing IT innovations in ways that bring value to organizations, employees, the economy, and to society generally requires information systems (IS) professionals with in-depth domain knowledge of business and organizational requirements, along with understanding of digital technologies. The Master of Science in Information Systems (MSIS) is designed to provide advanced managerial and technology knowledge and skillsets that graduates need to meet the demand for highly skilled information technology and systems (IT/IS) professionals in Hawai'i and elsewhere. IS professionals will contribute to business, not-for-profit, and government enterprises in Hawai'i, all of which require employees who are innovative, agile, technology-adept, and responsive to today's technology- powered economy.

The MSMM program will meet the need for more highly trained marketing managers in the State. Given the size and importance of our State's travel, retail, and other service industries, there is a pressing need for marketing managers who understand the importance of building long-term customer relationships through continuous quality improvement and perceived value. While a BBA in Marketing represents a very useful entry-level degree for many positions in the field, increasing competition and a rapidly changing economic environment require higher levels of understanding for success. The proposed MSMM program will provide students with in-depth knowledge in the principles and practices of marketing and broaden their opportunities to work in marketing-related careers. The overall objective of the program is to provide Hawai'i resident students and others with more extensive marketing management knowledge and training that will benefit both private and public sectors in our community.

The proposed MSF program will provide students in-depth knowledge in the principles and practices of finance and broaden their opportunities to work in finance-related careers. The financial industry has become increasingly complex in its operations and regulatory requirements. In order to succeed, finance professionals are often required to use large sum of data in conjunction with

sophisticated financial processes to analyze and solve problems for organizations in rapidly changing environments. While a BBA in finance represents a useful entry-level degree for many positions in the field, the complexity of contemporary financial and risk management requires systemic and in-depth training on financial theory and practice beyond what is possible within the undergraduate study. As a result, the MSF often becomes a necessary level of academic training for specialized financial careers beyond the entry level. The financial industry is one of the largest industries in the State and has been growing rapidly. The proposed MSF program will rigorously recruit students from the Shidler College and the local community and offer them expert training tailored for future global financial markets. These talented individuals will in turn serve in the local real estate, financial services and energy sectors, hence promoting the growth of local economy.

BACKGROUND:

Pursuant to Board of Regents Policy 5.201: Instructional Programs, "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."

The UHM Shidler College of Business offers AACSB-accredited undergraduate degrees in Accounting, Finance, Management Information Systems, Entrepreneurship, Human Resource Management, Management, Marketing and International Business. The College also offers the Master of Business Administration, Master of Accounting and Master of Human Resources Management. The College has a doctoral program in Business Administration as well.

At present, the Shidler College of Business offers the MBA - a "generalist" degree with few functional concentrations. Demand for specialized programs focused on functional areas such as finance, information technology, and marketing has increased significantly over the past several years. As a result, such programs are either complementing or even replacing traditional MBA programs. These specialized graduate programs require little or no work experience and thus attract new undergraduates and international students who want to obtain additional skills and become more competitive in the marketplace. The programs are also popular with industry practitioners, who want to increase their understanding of and ability to use the most current theories and technologies in their respective fields. As such, the proposed programs are aligned with the Integrated Academic and Facilities Master Plan. "UH Mānoa must also continue to meet the professional workforce needs of Hawai'i in areas such as education, medicine, nursing, law, business, social work and engineering," (page 4). Finally, you will find that through planned coordination with our undergraduate programs, the proposed degree addresses the implications for UH Mānoa's graduate enrollment management as well. "Graduate enrollment management should focus particularly on attracting the best students to UH Mānoa graduate and professional programs defined as strategic. UH Mānoa can also do more to recruit UH undergraduates into some of its graduate programs, particularly master's degree programs."

All three specialized master's programs are a full-time, one-year graduate degree programs that requires 30 credits to complete. These proposed programs are designed to complement our undergraduate programs under UH Mānoa's combined degree pathway guidelines, where up to 9 credit hours of coursework¹ taken as an undergraduate in the senior year may be counted toward the master's degree. As such, students will be able to complete the BBA and professional master's degree in 5 years (or less). These programs will be particularly attractive to Shidler undergraduate students, as one additional year of course work will open the door to career opportunities beyond the entry level.

The goals of all three specialized master's programs at UH Mānoa are:

- To provide students with the knowledge and skill set to pursue excellent careers as experts in the fields of marketing management, finance, and information system management.
- To provide the economy in Hawai'i with highly skilled graduates.
- To help enhance the economic competitiveness of the State of Hawai'i.

As these programs will not only complement our current undergraduate and graduate offerings, the programs make sound academic sense for the Shidler College of Business. The knowledge and skillsets that graduates acquire through the proposed programs will in turn provide them with enhanced professional job and income opportunities in the Hawai'i economy.

The proposals were reviewed favorably by the Mānoa Faculty Senate in November 2018, and the Council of Chief Academic Officers in January 2019.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve as provisional the following Specialized Master of Science Programs in the Shidler College of Business at the University of Hawai'i at Mānoa:

- MS in Information Systems (MSIS);
- MS in Marketing Management (MSMM); and
- MS in Finance (MSF).

Attachment(s)

MSIS Proposal MSMM Proposal MSF Proposal

cc: Executive Administrator and Secretary of the Board Kendra Oishi
Dean V. Vance Roley

¹ One 400-level course and two 600-level courses; or three 600-level courses.

19459



UNIVERSITY of HAWAI'I SYSTEM

UNIVERSITY OF HAWAI'I BOARD OF REGENTS

19 MAR 21 P1:17

RECEIVED

March 18, 2019

'19 MAR 21 P12:19

MEMORANDUM

TO: Lee Putnam
Chairperson, Board of Regents

VIA: David Lassner
President

VIA: Kalbert K. Young
Vice President for Budget and Finance/Chief Financial Officer

VIA: Carrie K.S. Okinaga
Vice President for Legal Affairs and University General Counsel

FROM: Vassilis L. Syrmos
Vice President for Research and Innovation

UNIVERSITY OF HAWAI'I PRESIDENT'S OFFICE

SUBJECT: Approval of a Template Indemnification Provision for Subawards Between the University of Hawai'i and The Space Telescope Science Institute (STScI)

SPECIFIC ACTION REQUESTED:

It is respectfully requested that the University of Hawai'i ("University") Board of Regents ("Board") approve a template hold harmless provision in favor of the Space Telescope Science Institute ("STScI") to allow the University to accept research subawards issued by STScI during calendar years 2019 and 2020, pursuant to prime awards STScI receives from the National Aeronautics and Space Administration ("NASA"). The request is made pursuant to Hawai'i Revised Statutes Section 304A-110 ("Indemnification"), appended as "Attachment 1" to this memorandum.

RECOMMENDED EFFECTIVE DATE:

The recommended effective date is upon Board approval. Upon Board approval, the hold harmless obligation may be accepted in any STScI subawards issued during calendar years 2019 and 2020.

ADDITIONAL COST:

There are no additional costs associated with this request.

PURPOSE:

The purpose of this request is to allow the University to accept research subawards from STScI for calendar years 2019 and 2020 where the subaward requires the University to hold STScI harmless from various risks. Hawai'i law requires approval from the Board before the University undertakes a hold harmless obligation.

BACKGROUND:

STScI is one of several facilities operated by a consortium of 46 US institutions and four international affiliates (Associate of Universities for Research in Astronomy or "AURA"). Since 1990, STScI has been the science operations center for the Hubble Space Telescope. STScI will also lead the science and mission operations for the James Webb Space Telescope, and for the Wide Field Infrared Survey Telescope.

STScI holds two (2) prime contracts from NASA. Pursuant to these prime contracts, STScI intends to issue approximately 20 subawards to the University over the next two (2) years ("Subawards"). The University has had a successful research collaboration with STScI for the past 23 years.

The research work requires principal investigators ("PIs") at the Institute for Astronomy ("IfA") and Department of Physics and Astronomy ("P&A") to create models of star clusters and the area between the stars, analyze data received by the Hubble Space Telescope, calculate distances between stars, and other similar fields of study. Occasionally, as required, the PIs may be asked to visit STScI located in Baltimore, Maryland, or other STScI facilities.

Last year, the Board approved a similar request to cover subawards issued by STScI for calendar year 2018. During that year, the University received 13 new subawards, totaling approximately \$617,479. At no time during that performance period was the indemnity clause invoked.

Hold Harmless Obligation

The subawards incorporate STScI's general grant provisions, including the following obligations (bold face added for emphasis):

Section 28 – Grantee Responsibility and Insurance

A. Responsibility

The grantee is considered an independent researcher and not an employee of STScI. The grantee is responsible for all actions taken or not taken in the

performance of the activity under a grant funded by STScl, including actions taken at the Institute, and STScl expressly disclaims any responsibility to any third party therefor. **Further, to the extent allowable by State law, the grantee agrees to hold STScl harmless from, and to accept all responsibility for any harm suffered by anyone arising out the actions of the grantee or its employees, agents, and representatives while visiting STScl.**

Because the obligation covers “all responsibility for any harm suffered by anyone arising out of the actions of the University employee” it is akin to an open-end, contingent liability of an indemnification. In 2018, the University offered alternative contract language which would not necessitate Board approval, but STScl did not approve the alternative language. To avoid delays in commencing research, Board approval of the STScl template hold harmless obligation is requested.

Risk Analysis

The “Grantee Responsibility and Insurance” clause requires the University to hold STScl harmless from any damages arising from the actions of University personnel when visiting STScl. Since the majority of the PIs do not visit STScl during their projects, the hold harmless clause is unlikely to be invoked during the course of the subaward. If the PI does intend to visit STScl, the risk of the visiting PI causing injury to third parties is assessed as remote, and can be mitigated by the visiting PI fully understanding and abiding by visitor protocols of the hosting STScl. In the opinion of the OVPRI, the benefits of these site visits to STScl facilities for face-to-face interaction on a research project outweigh the risks of the “hold harmless” protection to the host.

Pursuant to a similar blanket approval for calendar 2018, the University was able to receive and timely process 13 new subawards from STScl. There were no incidents during that year that triggered the application of the indemnity clause.

As indicated in the address field of the transmittal memorandum accompanying this memorandum, the president, following favorable review by the University general counsel, approves the proposed obligation, and the chief financial officer has made a determination as to whether additional insurance is required.

ACTION RECOMMENDED:

It is recommended that the Board approve the template hold harmless provision in favor of the STScl to allow the University to accept research subawards issued by STScl during calendar years 2019 and 2020, pursuant to prime awards STScl receives from NASA.

Attachment

c: Executive Administrator and Secretary to the Board of Regents

[§304A-110] Indemnification. (a) Notwithstanding any other law to the contrary, the board of regents may agree in writing to an indemnity provision by which the university agrees to indemnify, defend, and hold harmless any person, corporation, or entity that sponsors research at the university when all of the following conditions are satisfied:

(1) The person, corporation, or entity requires an indemnity in writing as a condition for providing a grant, benefit, service, or interest in or right to use property;

(2) The president, or the president's designee, following a favorable review by the university general counsel or the counsel's designee, approves the proposed indemnification; and

(3) The chief financial officer, pursuant to section 304A-108, has obtained an insurance policy or policies in an amount sufficient to cover the liability of the university that may be reasonably anticipated to arise under the indemnity provision or has determined that it is not in the best interest of the university to obtain insurance.

(b) Nothing in this section shall be construed to expand the scope of liability of the university beyond that set forth in chapters 661 and 662.

(c) Nothing in this section shall be construed to waive the immunity of the university from suit in federal courts guaranteed by the Eleventh Amendment to the United States Constitution. An indemnity provision not in strict compliance with this section shall not give rise to a claim against the university under this chapter or chapter 661 or otherwise waive the university's sovereign immunity. [L 2006, c 75, pt of §2]



UNIVERSITY of HAWAI'I SYSTEM

UNIVERSITY OF HAWAII BOARD OF REGENTS

John Morton Vice President for Community Colleges

19 MAR 19 P4:20

RECEIVED

March 19, 2019

MEMORANDUM

TO: Lee Putnam Chairperson, Board of Regents

'19 MAR 19 P1:01

VIA: David Lassner President

Handwritten signature of David Lassner

UNIVERSITY OF HAWAII PRESIDENT'S OFFICE

Tim Dolan President & CEO, University of Hawaii'i Foundation

FROM: John Morton Vice President for Community Colleges

Handwritten signature of John Morton

SUBJECT: APPROVAL OF DONOR RECOGNITION NAMING OF THE MAMORU AND AIKO TAKITANI INNOVATION CENTER AT THE CULINARY INSTITUTE OF THE PACIFIC AT DIAMOND HEAD

SPECIFIC ACTION REQUESTED:

It is respectfully requested that the Board of Regents approve the naming of the new Innovation Center at the Culinary Institute of the Pacific (CIP) at Diamond Head for Mamoru and Aiko Takitani in recognition of a new \$2.5 million gift from the Mamoru and Aiko Takitani Foundation, Inc. that follows prior gifts for the CIP comprising \$1.1 million.

RECOMMENDED EFFECTIVE DATE:

Effective immediately.

PURPOSE:

This approval will allow the University of Hawaii'i and the University of Hawaii'i Foundation to suitably recognize the generous gift of \$2.5 million from Mamoru and Aiko Takitani Foundation, Inc., following gifts of \$1.1 million, and provide appropriate recognition by naming the Innovation Center of the Culinary Institute of the Pacific in honor of Mamoru and Aiko Takitani.

BACKGROUND:

The Mamoru and Aiko Takitani Foundation, Inc. is a non-profit, charitable organization dedicated to helping Hawaii's youth achieve their educational and career goals by providing scholarships and other educational opportunities. The Foundation also supports local programs that create innovative change in education.

Talented entrepreneurs Mamoru and Aiko Takitani, founders of Hawaiian Host, established the Foundation in 1993 to thank the people of Hawai'i for their outstanding support of Hawaiian Host products. Since its inception, the Foundation has provided over \$4 million in scholarships to deserving students.

Born on July 21, 1912 in Yamaguchi, Japan, Mamoru Takitani came to Hawai'i in his youth and settled on the island of Maui. In 1936, he married Aiko Uno in Wailuku, Maui. The Takitanis later relocated to Honolulu where Mamoru founded Hawaiian Host – Ellen Dye Candies on January 1, 1960. From its humble beginnings on Waiālae Avenue in Kaimuki, where Mr. Takitani sold candy out of his station wagon, the business thrived and Hawaiian Host expanded its activities to Los Angeles, Brazil and Japan.

Although Mr. and Mrs. Takitani passed away in 1988 and 2006, respectively, the Takitani Foundation remains committed to their legacy of hard work, innovation and commitment to community through their support of educational opportunities for Hawai'i's students. Through the University of Hawai'i Foundation, the Takitani Foundation has also given over \$300,000 to support other University of Hawai'i programs such as the Takitani Innovation Fellows at Shidler College of Business and the Mamoru and Aiko Takitani Foundation Scholarship at the College of Tropical Agriculture & Human Resources (CTAHR). The Takitani Foundation also recently committed an additional \$315,000 to the 13th Year Program at Honolulu Community College.

In 2017, the Takitani Foundation gave \$1.1 million to create the Mamoru and Aiko Takitani Foundation Food Innovation Laboratory at the Culinary Institute of the Pacific at Diamond Head (CIP) and to name a room in the planned restaurant. The Foundation has now approved an additional gift of \$2.5 million for CIP, which brings their total support for CIP to \$3.6 million.

The Culinary Institute of the Pacific at Diamond Head (CIP) aims to create the premier advanced culinary training institute in the Pacific Rim. CIP provides educational expertise in Pacific regional cuisine, an advanced 4-year BAS degree in culinary management, and a 4-year BS degree in Culinology. Local students are able to refine their skills and knowledge here in Hawai'i at a fraction of the cost of culinary schools on the mainland, making a culinary arts education widely available to all members of our community and thereby ensuring a vibrant and high quality culinary industry in Hawai'i.

Key to this achieving vision is construction of the world-class instructional facility on a 7.2 acre site on the slopes of Diamond Head leased from the State of Hawai'i and adjacent to the Kapi'olani Community College campus. Phase 1 involved development of infrastructure and construction of a facility which houses the Advanced Asian Culinary Lab and the Advanced Multi-Functional Lab and has now been completed.

Phase 2 will add the Innovation Center housing a Patisserie/Confiserie Lab (to be named the Hawaiian Host Patisserie Lab) and the Food Innovation Lab (to be named the Mamoru and Aiko Takitani Foundation Innovation Lab). In addition to the Innovation Center, Phase 2 will also add a Signature Restaurant, a competition/demonstration auditorium, and instructional classrooms.

All of these new facilities will present additional opportunities for naming recognition and philanthropic support for the Culinary Institute of the Pacific at Diamond Head. The Hawai'i State Legislature agreed to support Phase 2 with a total of \$20 million toward the total \$30 million required contingent on the completion of a \$10 million private fundraising campaign. Funds already raised for Phase 2 currently stand at \$7.625 million. This new Takitani Foundation gift brings total private support for Phase 2 to \$10.125 million, which will enable the release of the entire \$20 million in State general obligation bonds available for Phase 2.

ACTION RECOMMENDED:

In recognition of their \$3.6 million in total gifts to the CIP, making the Takitani Foundation the largest local contributor to the CIP, their overall generous support of the broader University of Hawai'i, positive contributions of Mamoru and Aiko Takitani in Hawai'i, and the inspiration they have provided to many, it is recommended that the Board of Regents approve the naming of the Innovation Center at the Culinary Institute of the Pacific at Diamond Head in honor of Mamoru and Aiko Takitani.

c: Executive Administrator and Secretary of the Board Oishi

Discussion of University of Hawai'i Administrative Costs: Comparison with Peers

Informational Presentation to the Board of Regents

March 27, 2019

How does the size of the
Administration at UH
campuses compare with
peer institutions?

Summary of Measures Used

- Number of full-time equivalent (FTE) administrative employees (administrators and staff) divided by number of FTE students by Unit
- Cost of administration divided by cost of instruction (ACTA methodology) for 4-years only
- Cost of administration divided by FTE student (ACTA methodology) for 4-years only

Description of Staff/Student Ratios

Definitions

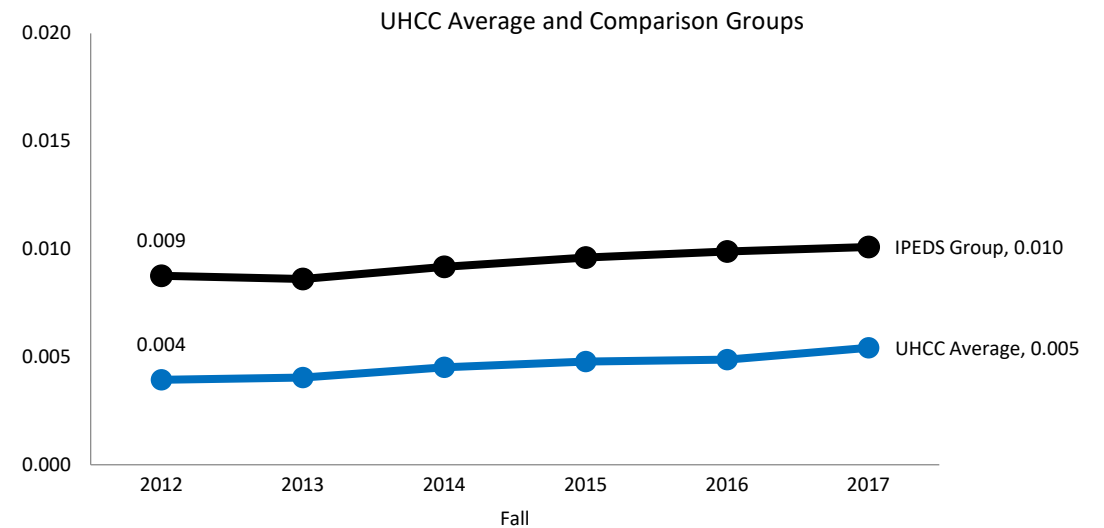
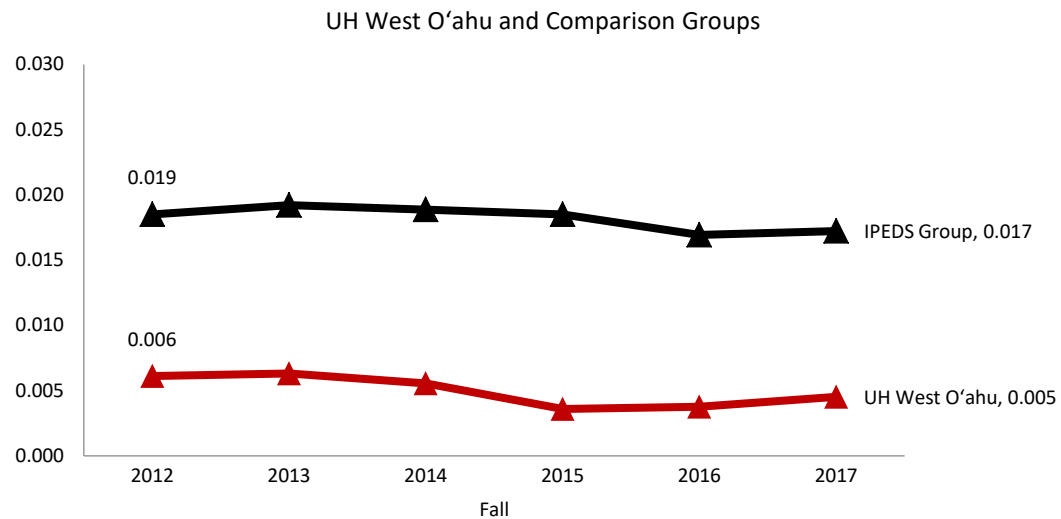
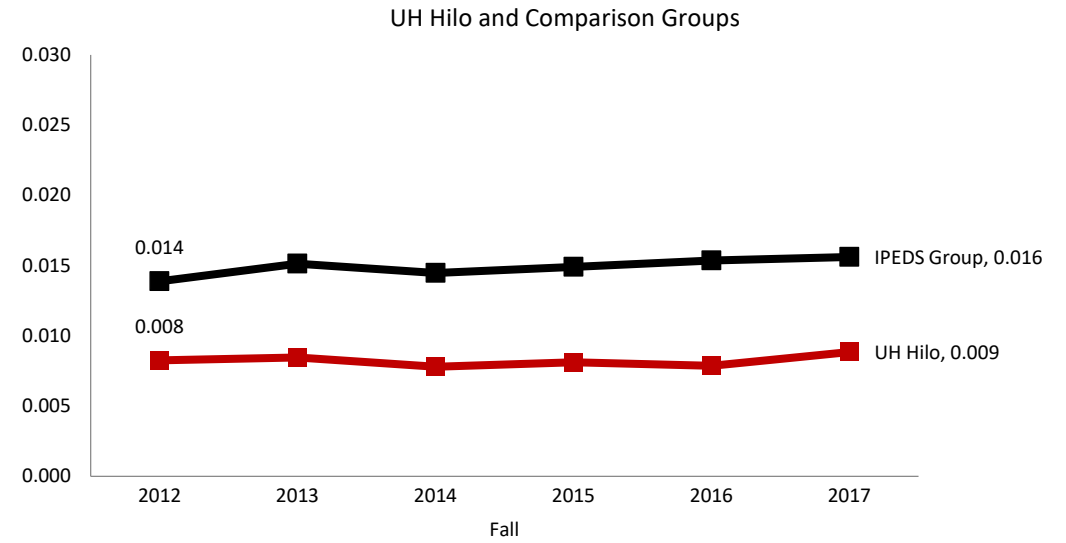
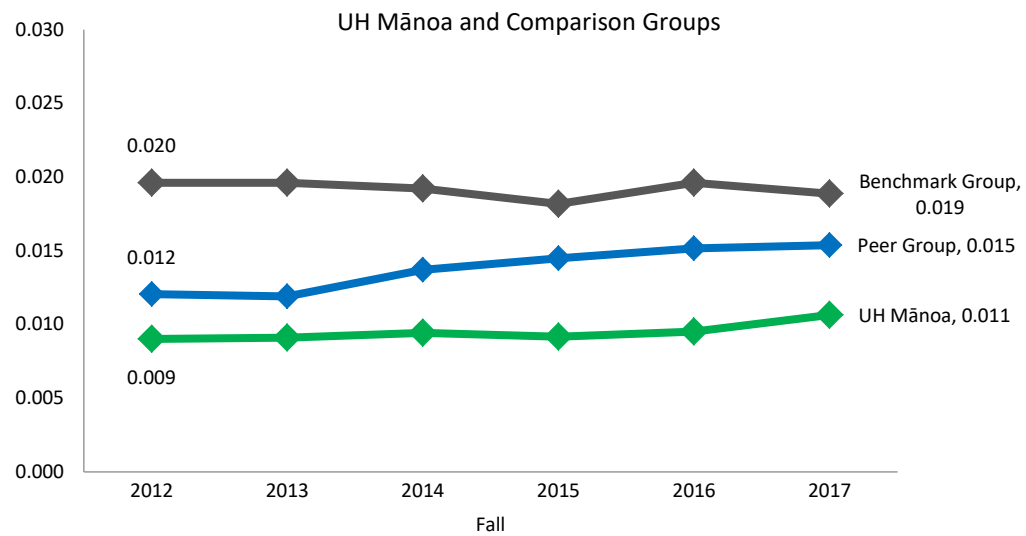
FTE students: Number of full-time students plus part-time students converted to full-time equivalents by standard IPEDS methods

Administrators: Persons whose assignments involve management of the institution, or a customarily recognized department or subdivision thereof. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision.

Staff: Other Professionals plus Technical and Paraprofessionals (excludes clerical and maintenance workers)

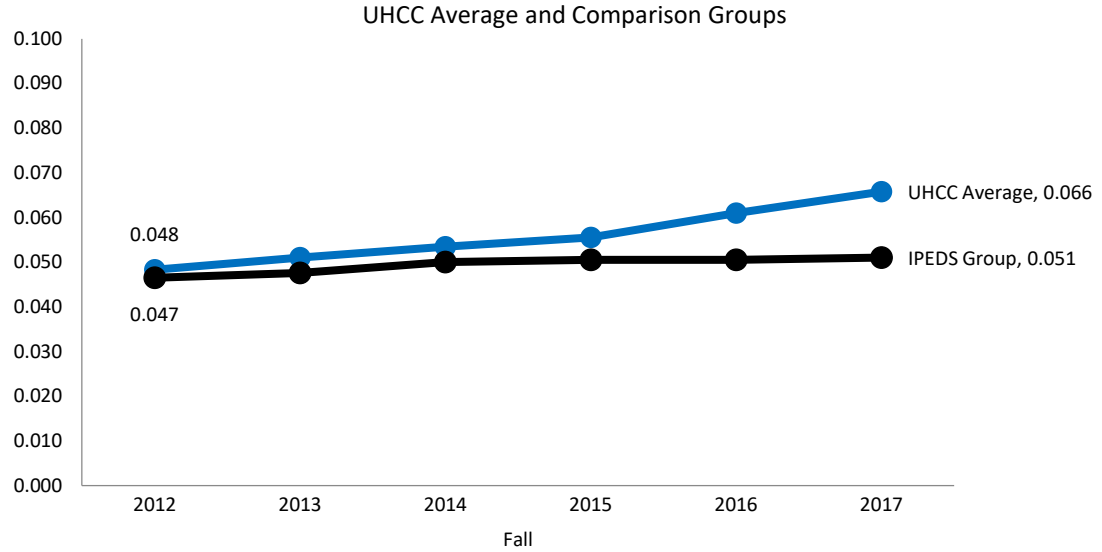
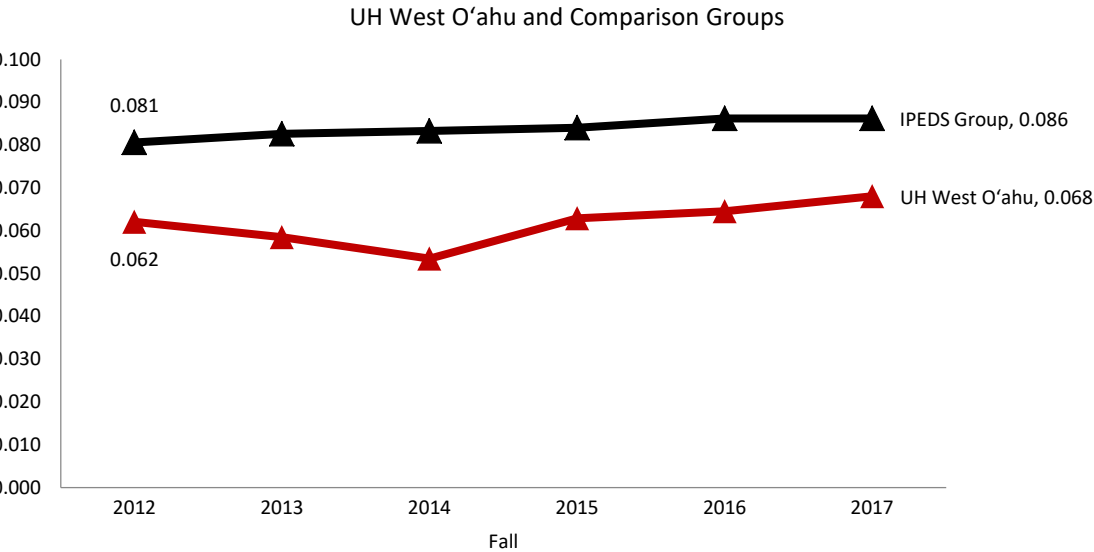
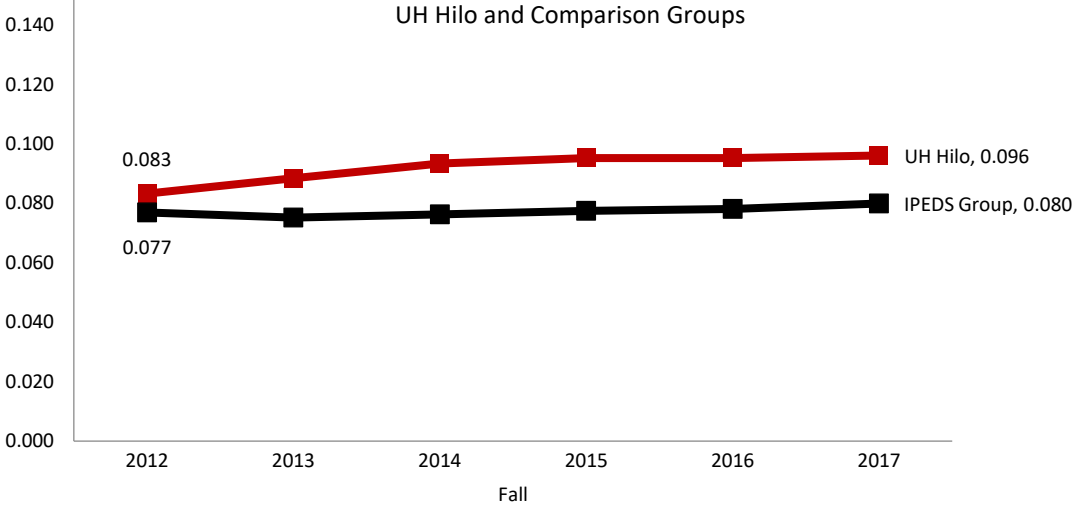
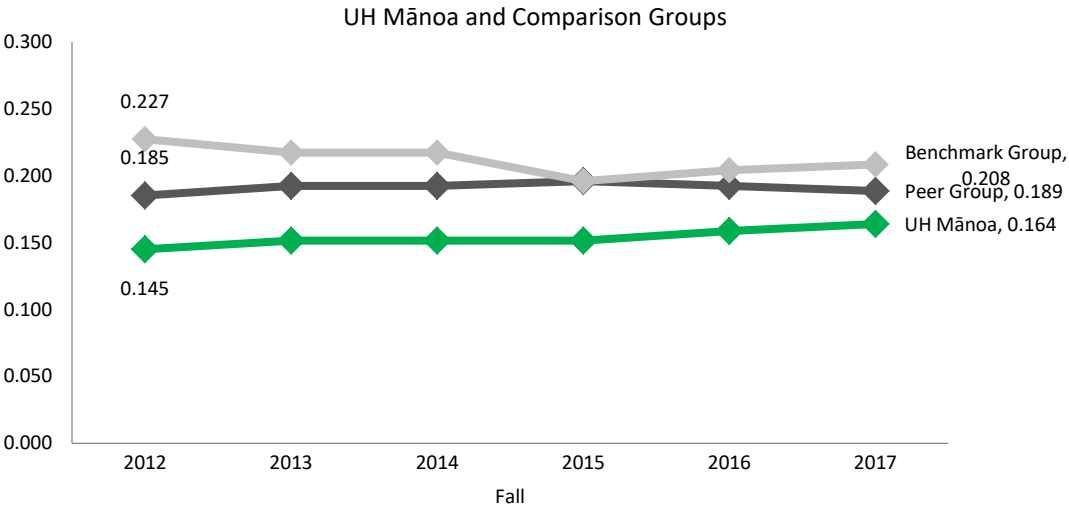
Sources: IPEDS and IRAO

FTE Administrators Per FTE Students



Most recent two years are provisional data.

FTE Staff Per FTE Students



Staff is non-faculty, non-executive/managerial. Most recent two years are provisional data.

Cost Measures

Description of Cost Comparison Measures

- **Instructional Cost:** Expenses for instruction and academic support as reported to IPEDS
- **Administrative Cost:** Expenses for institutional support (not including student support services) as reported to IPEDS
- **FTE Student:** Full-time equivalent enrollment (Fall) as reported to IPEDS

Source: American Council of Trustees and Alumni (ACTA) (HowCollegesSpendMoney.com) and IRAO

Peer groups selected by ACTA

UHM:

Colorado State University-Fort Collins, Mississippi State University, Oregon State University, University of Arizona, University of Illinois at Chicago, University of Kentucky, University of New Mexico-Main Campus, University of South Florida-Main Campus, University of Utah

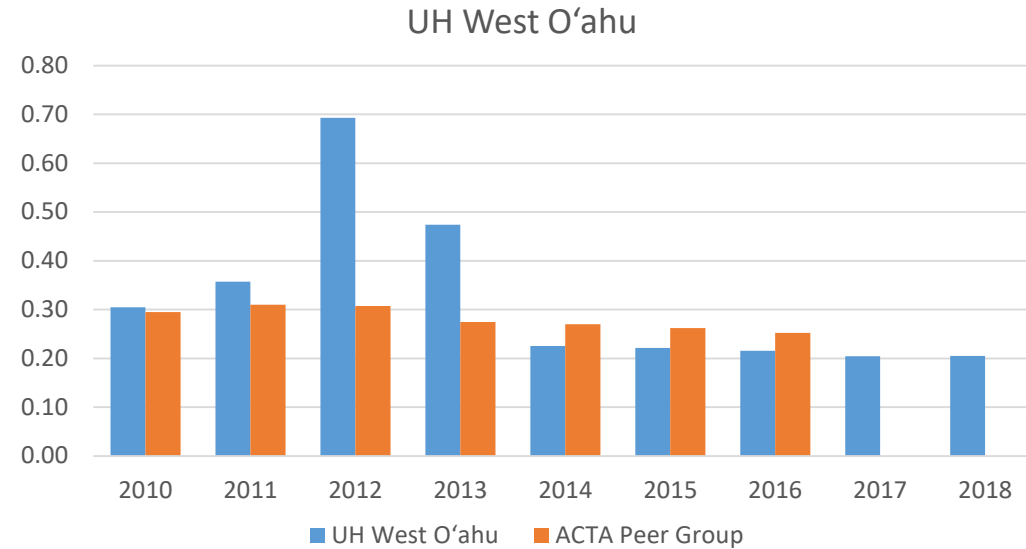
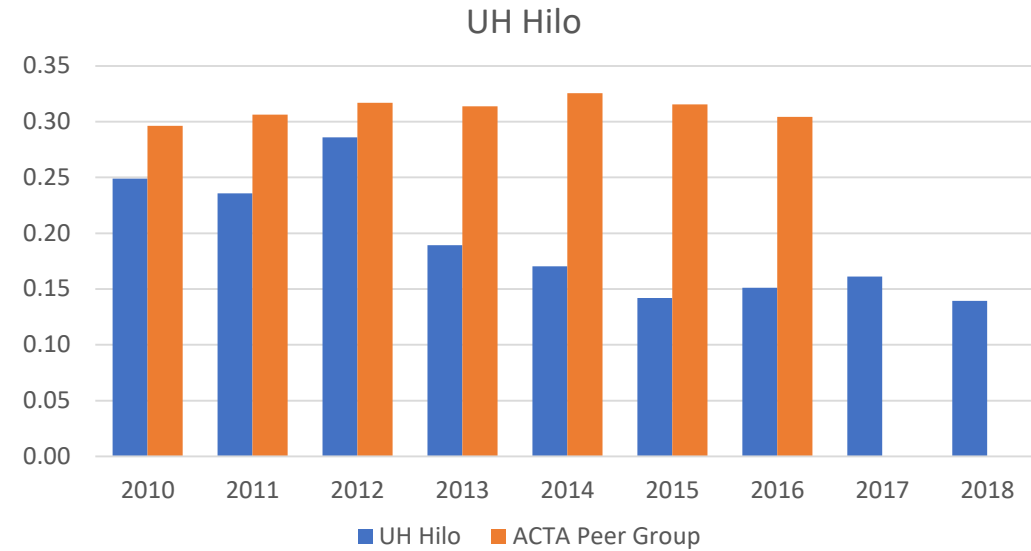
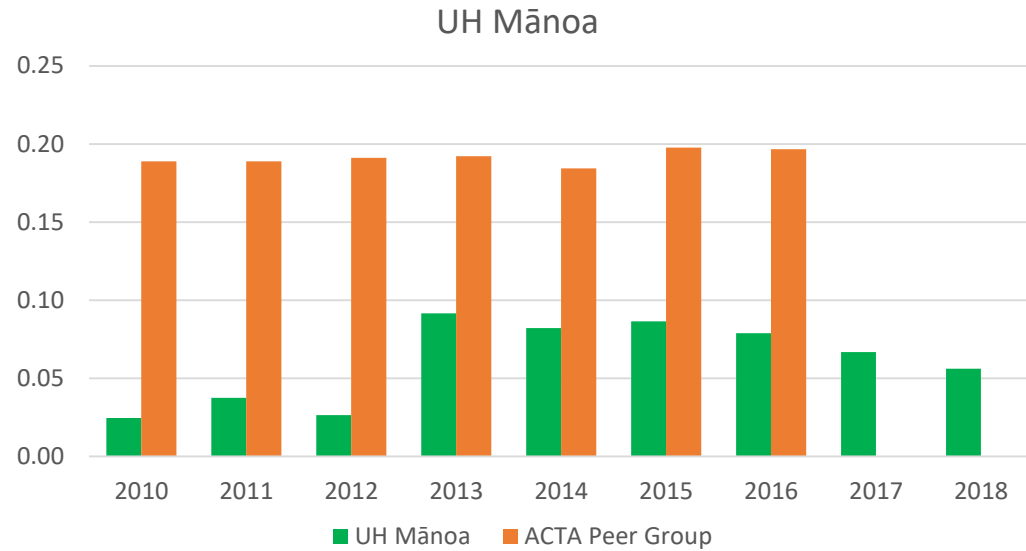
UHH:

Arkansas Tech University, Bemidji State University, California State University-Monterey Bay, Cameron University, Coastal Carolina University, Delaware State University, Fort Valley State University, Lincoln University, Savannah State University, SUNY at Purchase College, University of Arkansas at Pine Bluff, University of Guam, University of Maryland Eastern Shore, University of North Carolina at Asheville, University of South Carolina-Aiken, University of Wisconsin-Parkside

UHWO:

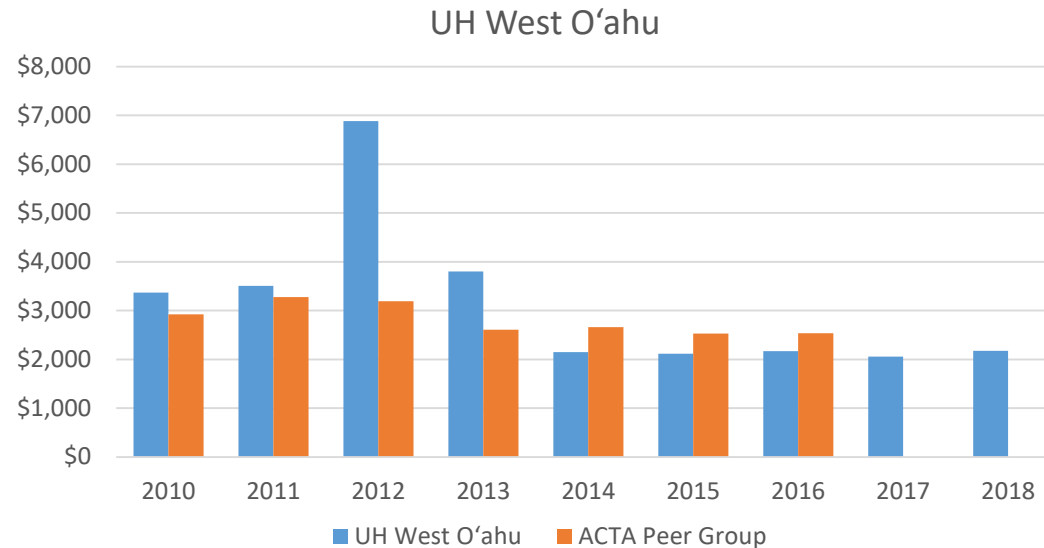
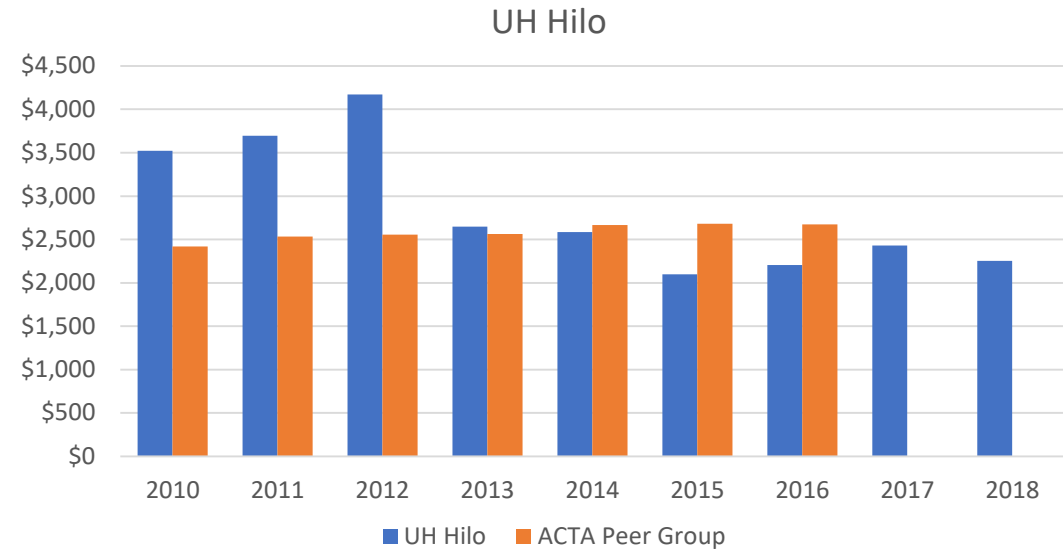
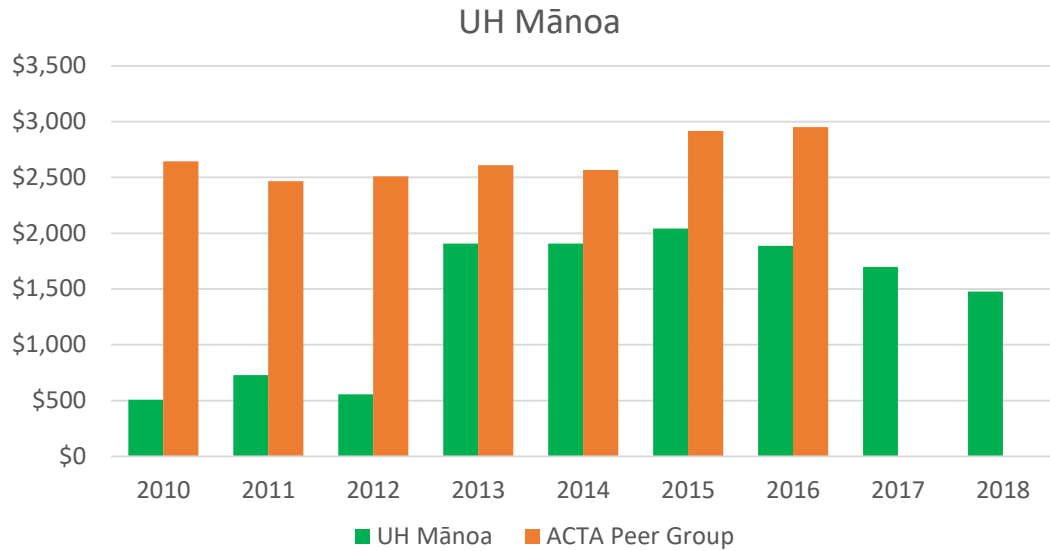
California State University-Channel Islands, California State University-Monterey Bay, Eastern Oregon University, University of Hawai'i at Hilo, University of Washington-Bothell Campus, University of Washington-Tacoma Campus

Administrative Cost / Instructional Cost Ratio



The administrative cost as compared to instructional cost is lower for UH Units than for ACTA recommended peer groups.

Administrative Cost Per FTE Student



The administrative cost per FTE student is lower in recent years for UH Units than for ACTA recommended peer groups.



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 **(Amended 03-22-19: Function statements for Office of the President and Office of the Provost)**
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 **(Amended 03-22-19)**
6. Amended Regents Policy 2.201, UH Officers
7. Amended class specification – President **(Amended 03-22-19)**
8. New class specification – Provost **(Amended 03-22-19)**
9. Proposed position description – President (information only) **(Amended 03-22-19)**
10. Proposed position description – Provost (information only) **(Amended 03-22-19)**



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!)

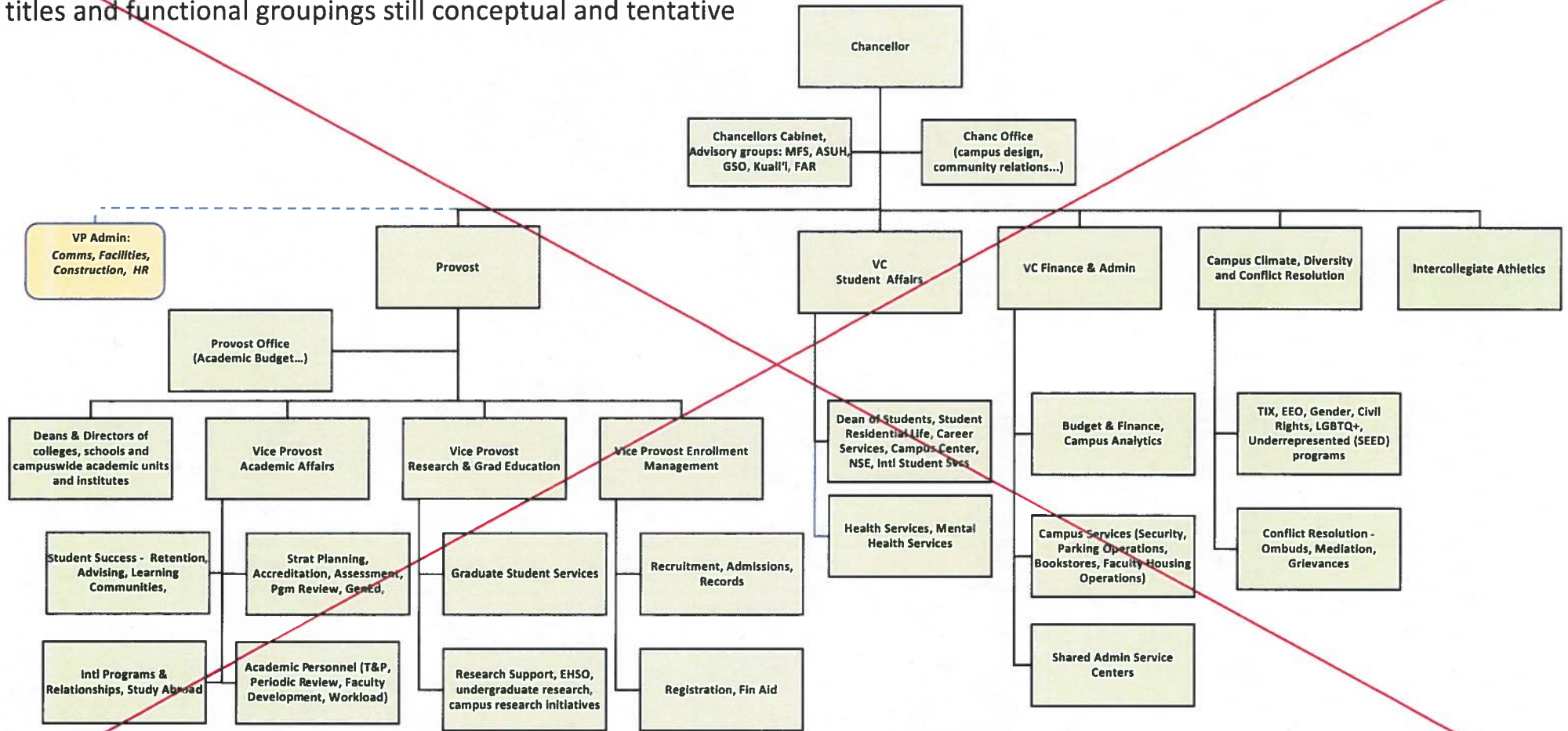
Key Objectives – What are we trying to achieve?

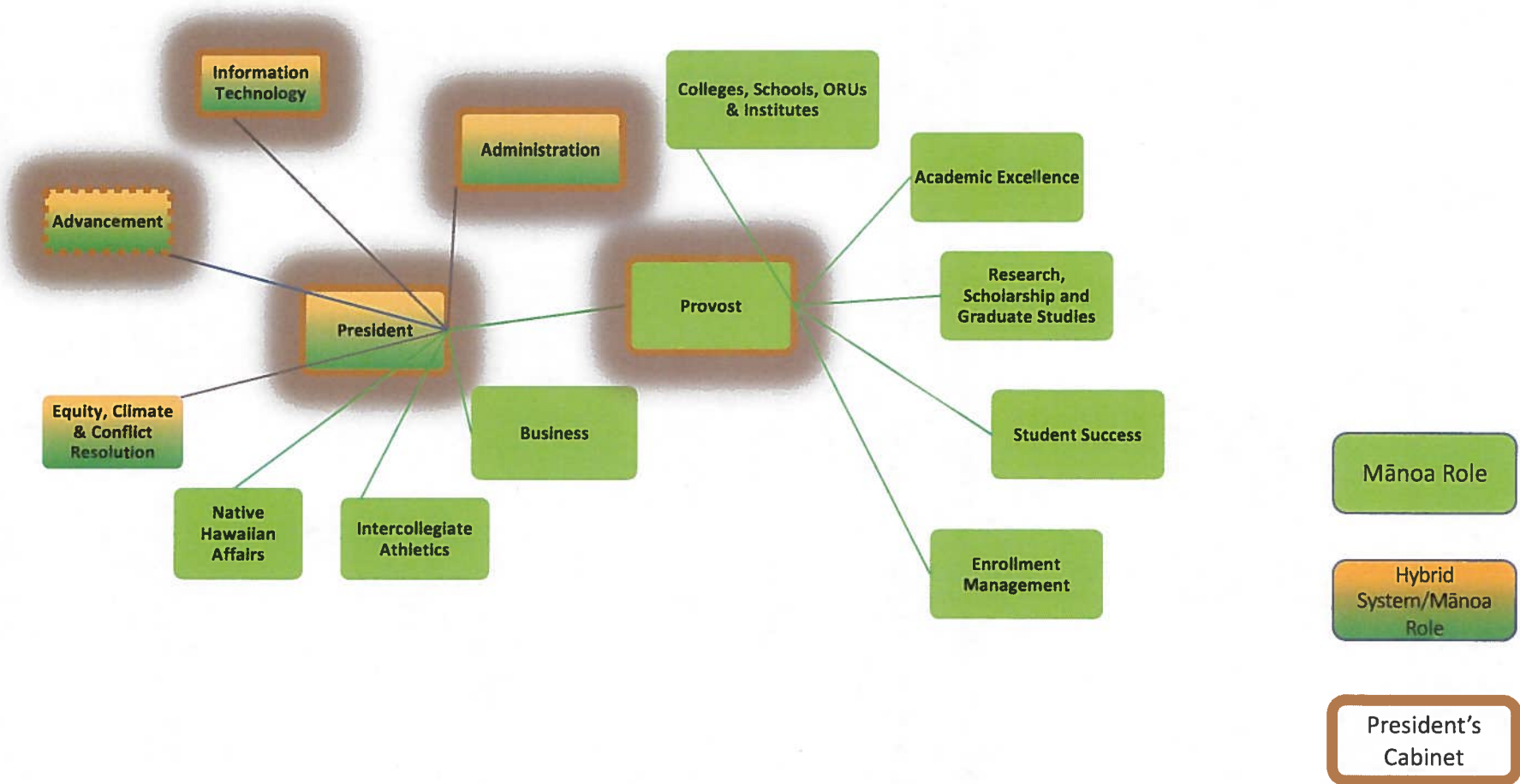
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student 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

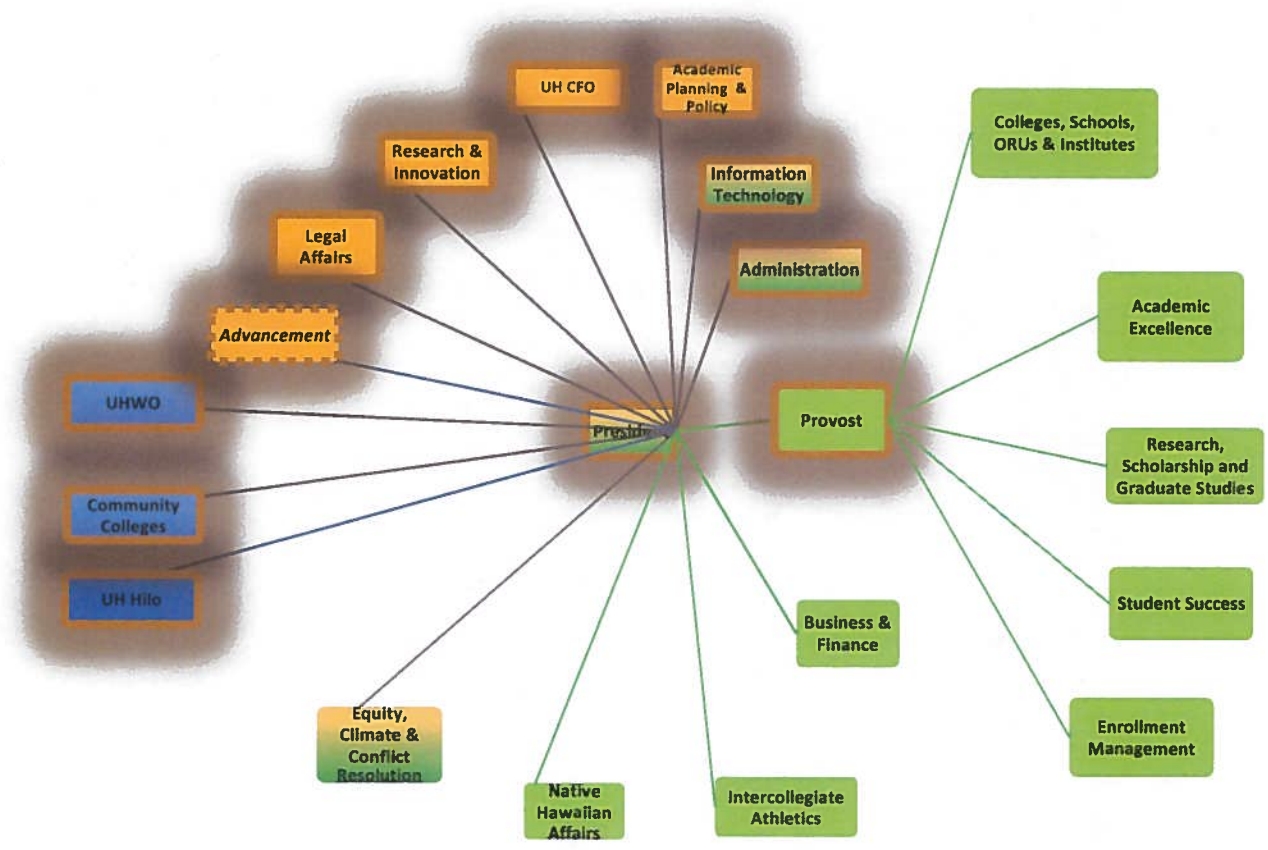
Mānoa Faculty Senate, ASUH, GSO, Kualī'i, *Staff Council*

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



- 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.

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 2017 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 and 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!)

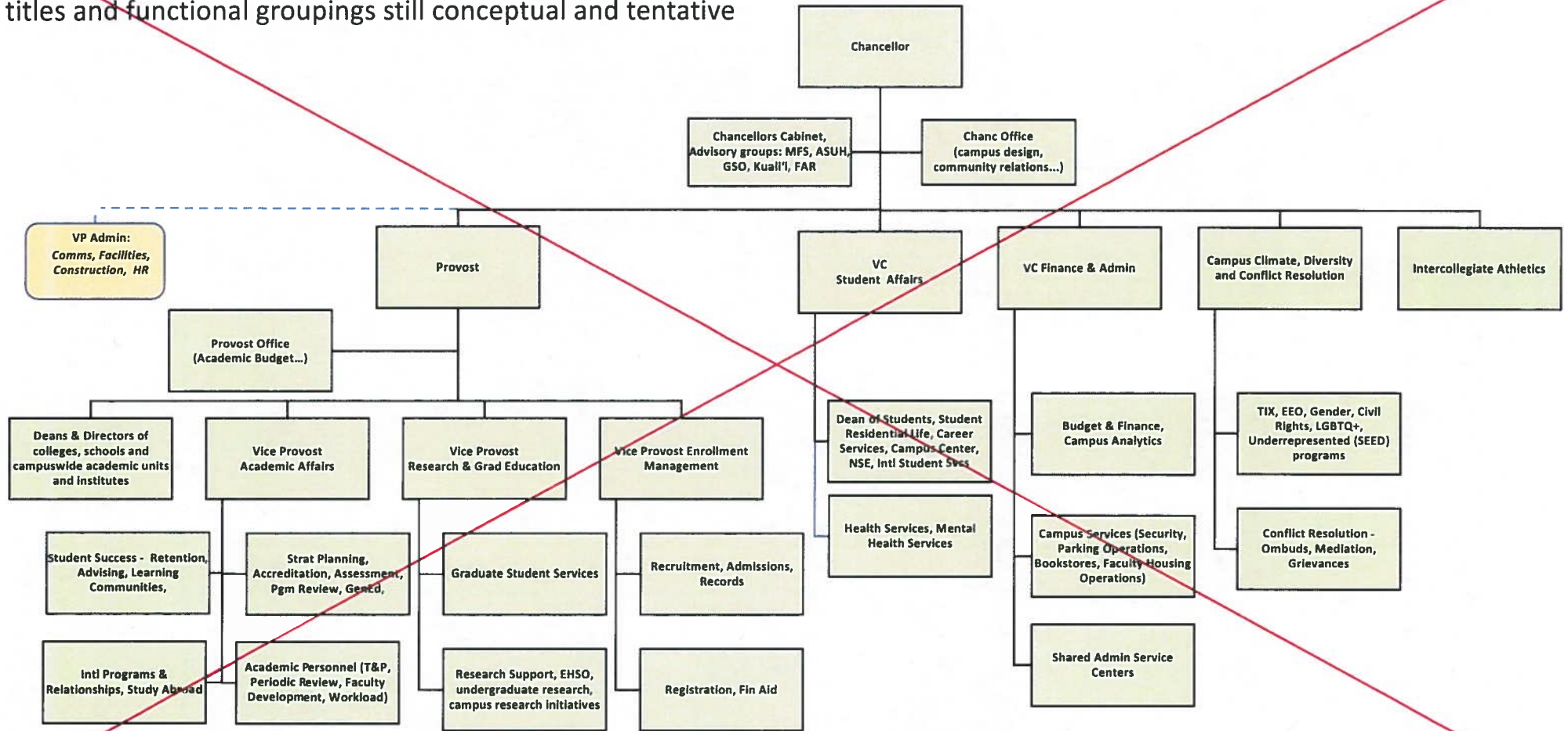
Key Objectives – What are we trying to achieve?

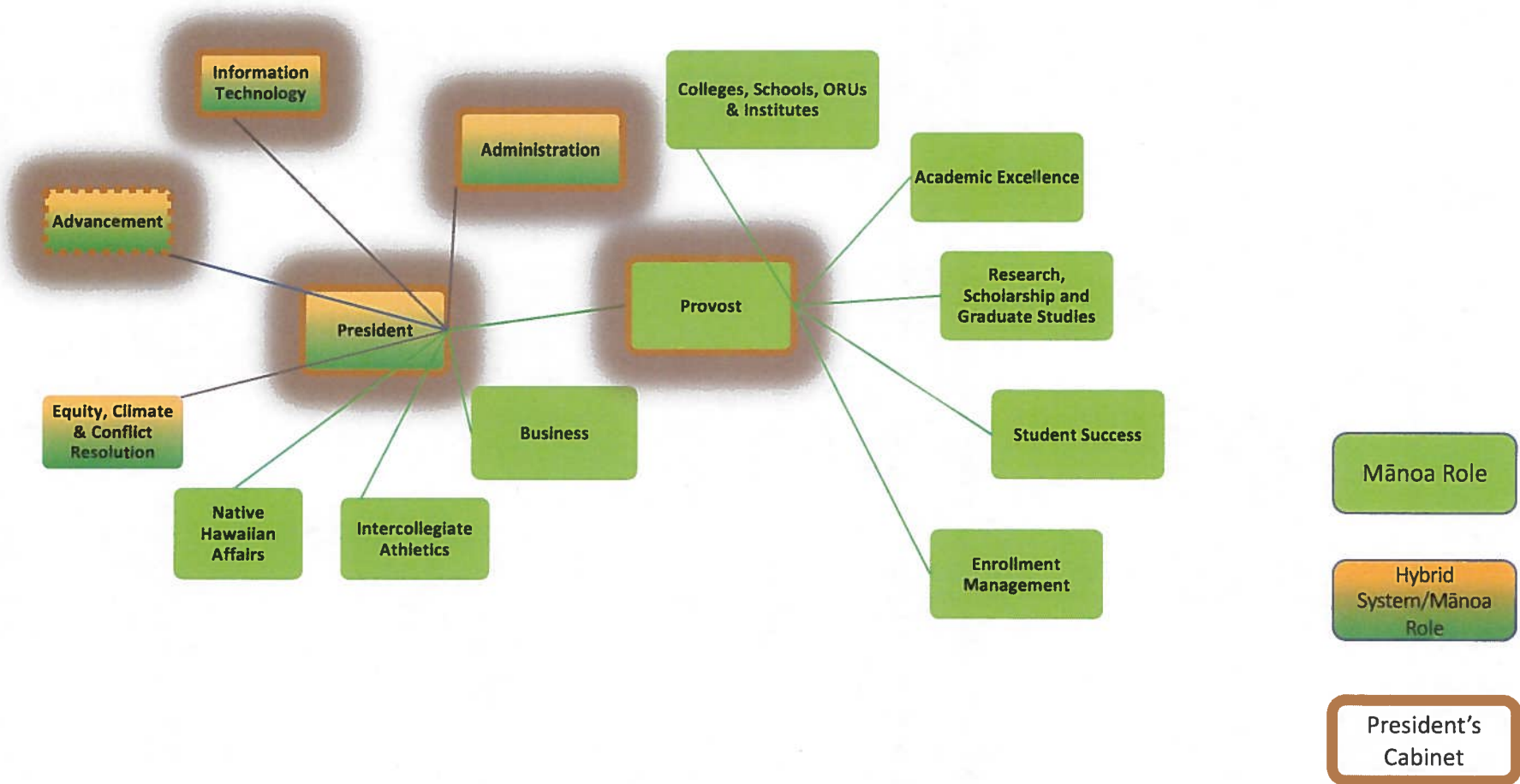
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student 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

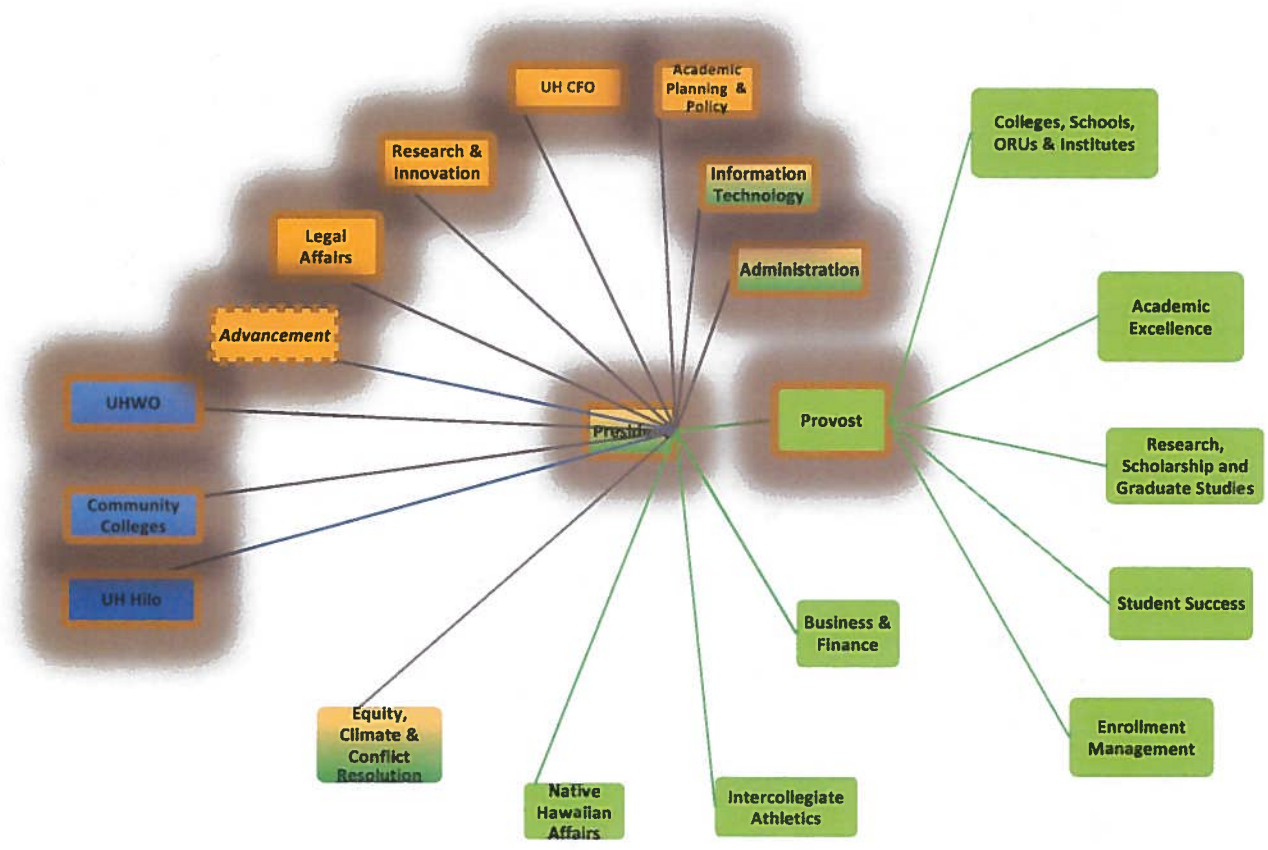
Mānoa Faculty Senate, ASUH, GSO, Kualii, *Staff Council*

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

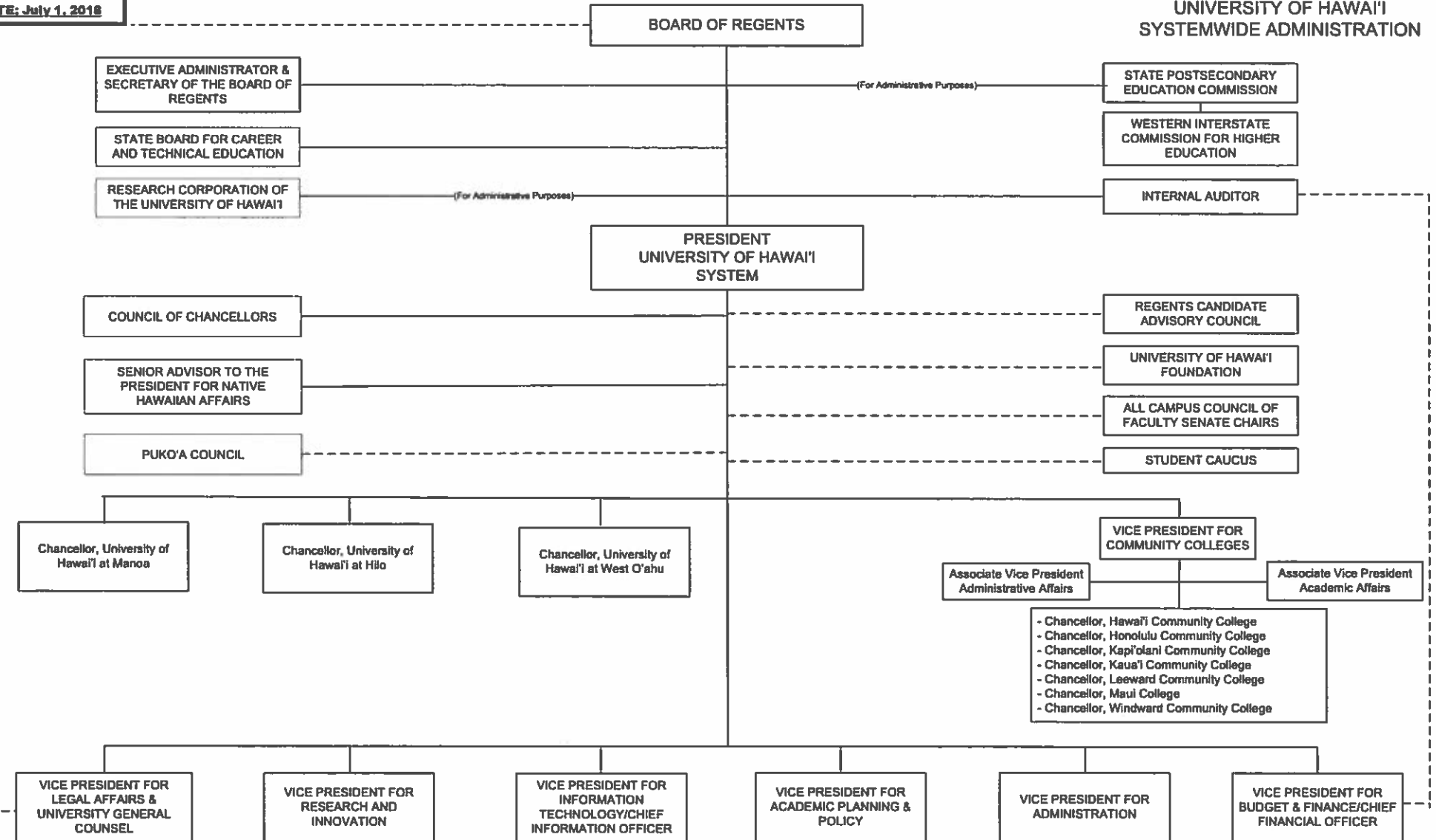
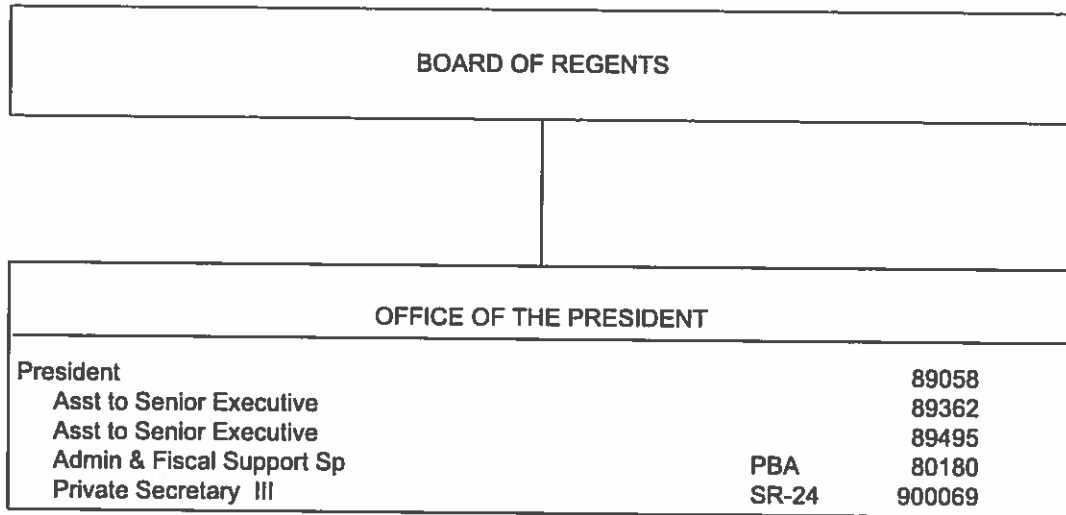


CHART UPDATED
DATE: July 1, 2018

CURRENT

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

POSITION ORGANIZATION CHART



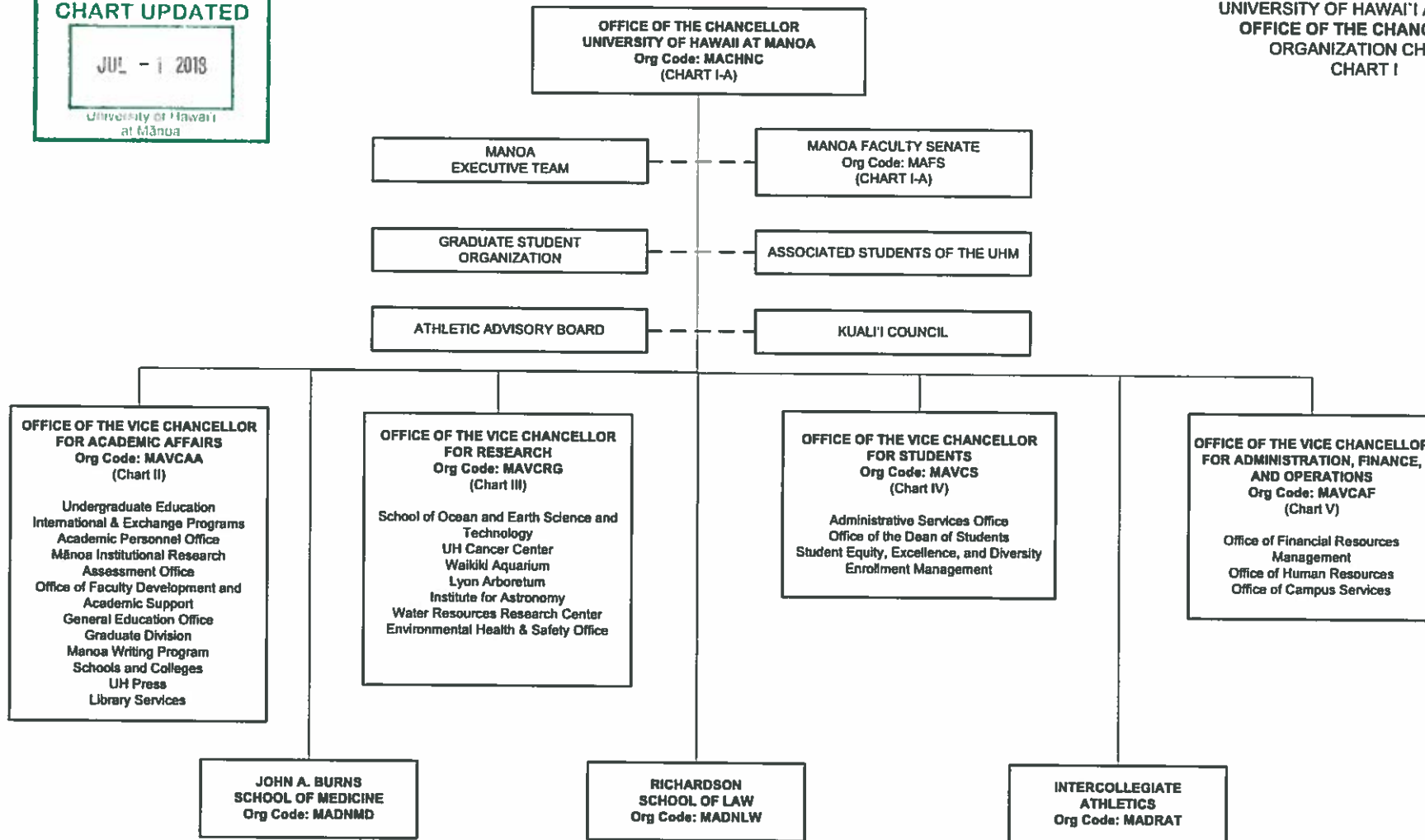
Positions established, pending reorganization: 79854, Program Manager; 79855, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp; 79858, Student Services Sp; 79859, IT Specialist; 89421, Asst to Senior Executive
 Appropriated but not established, 7 Special Fund (B) positions: 93946F-93947F,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

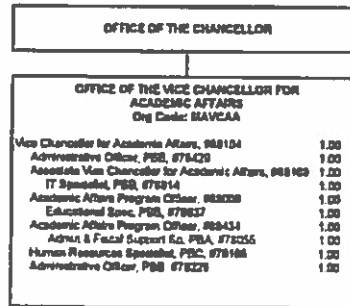
†Position annually selected by the Manoa Chancellor
††Position annually elected by the Manoa Faculty Senate

..... Dotted lines denote advisory relationships

CURRENT

PROPOSED

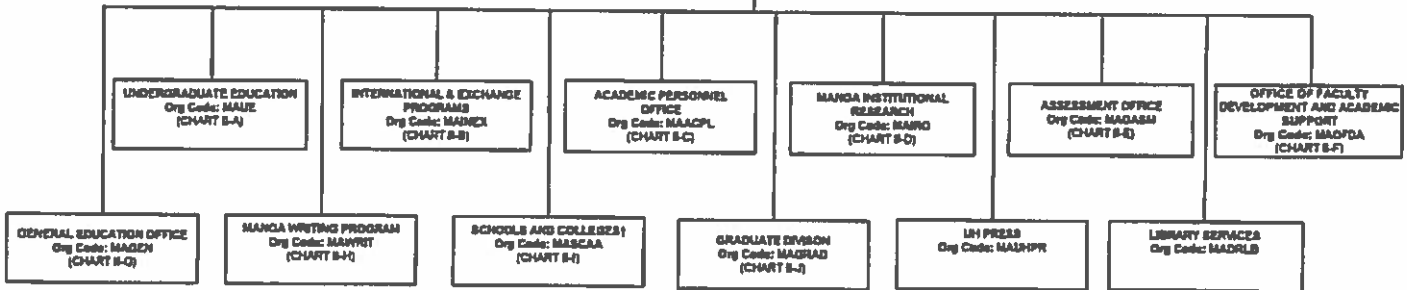
APPROVED: 
 David Lanoue
 Interim Chancellor



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

Position Organization Chart
 Chart II

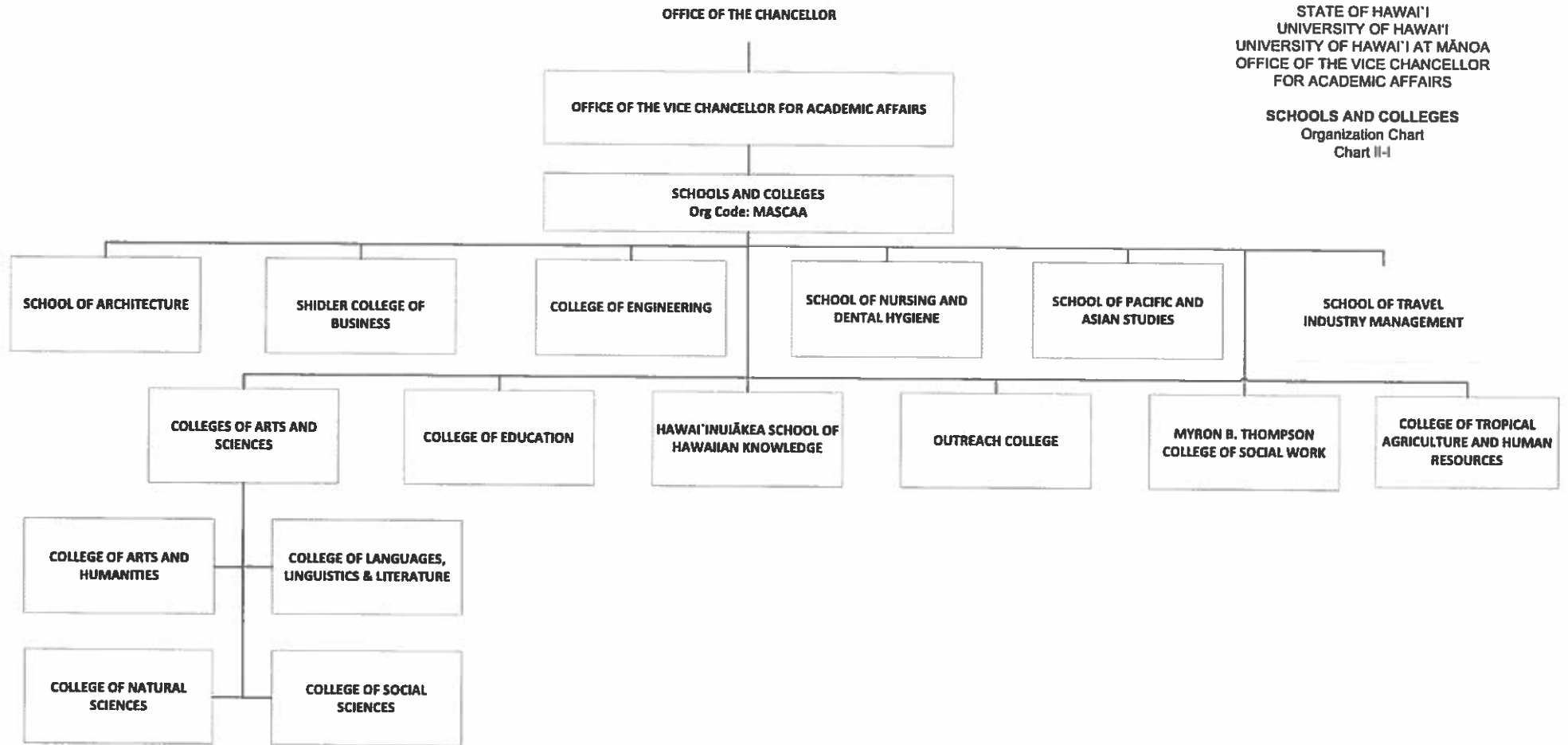
DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	10.00	2.00



† 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	--

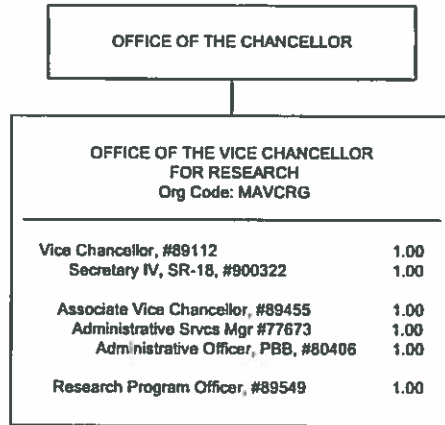
CURRENT



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 --

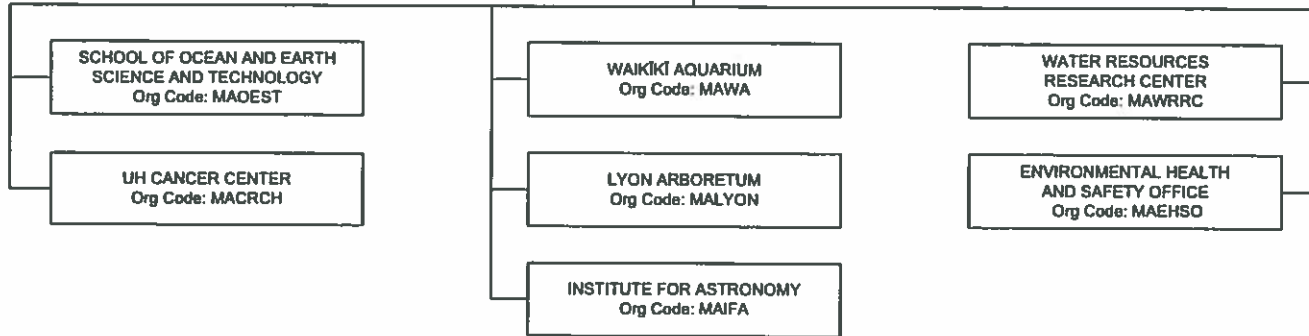


CHART TOTAL: PERM TEMP
General Funds: 6.00 --

Footnotes:

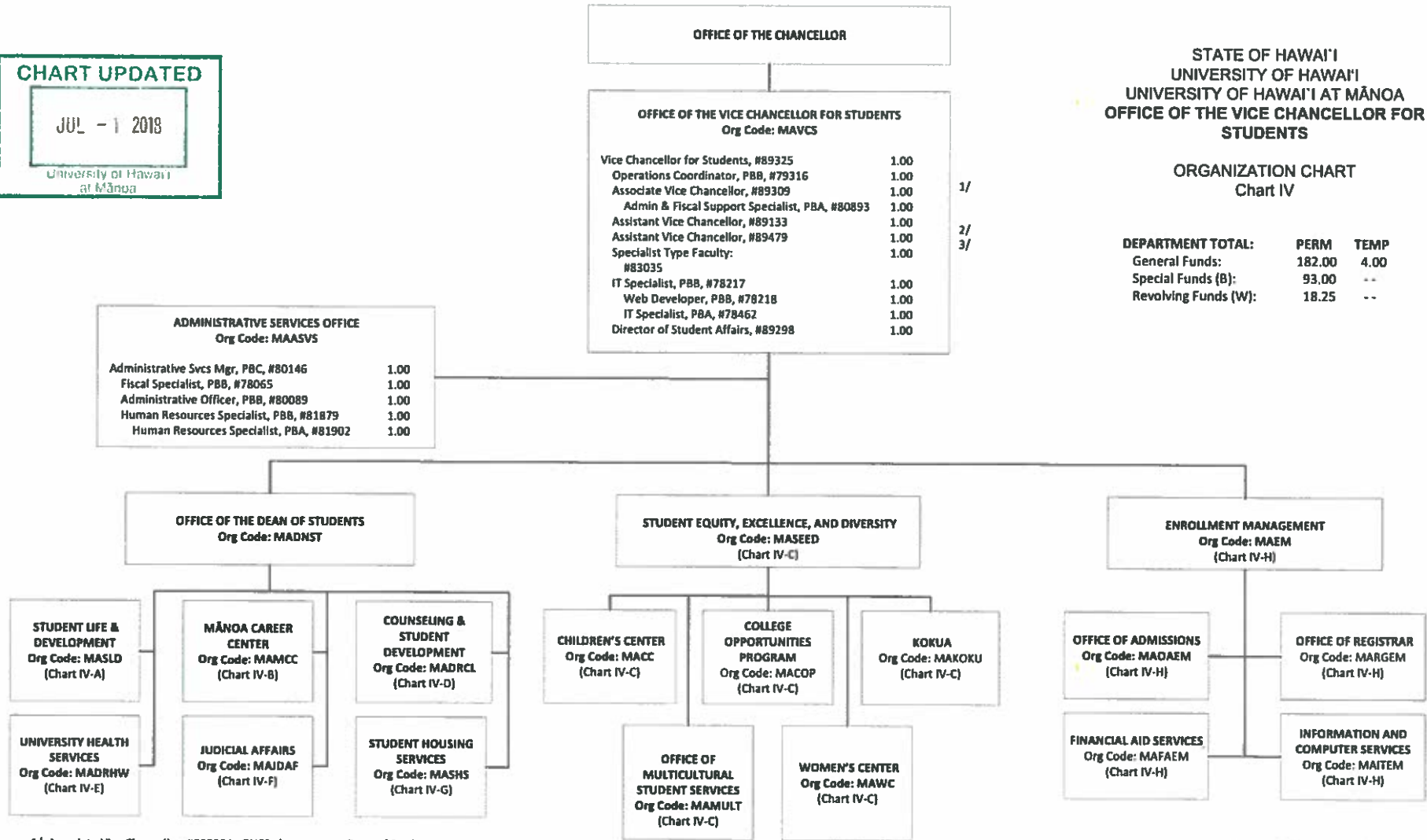
+ Academic matters within the School of Ocean and Earth Science and Technology will be administered in coordination with the Vice Chancellor for Academic Affairs

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 --

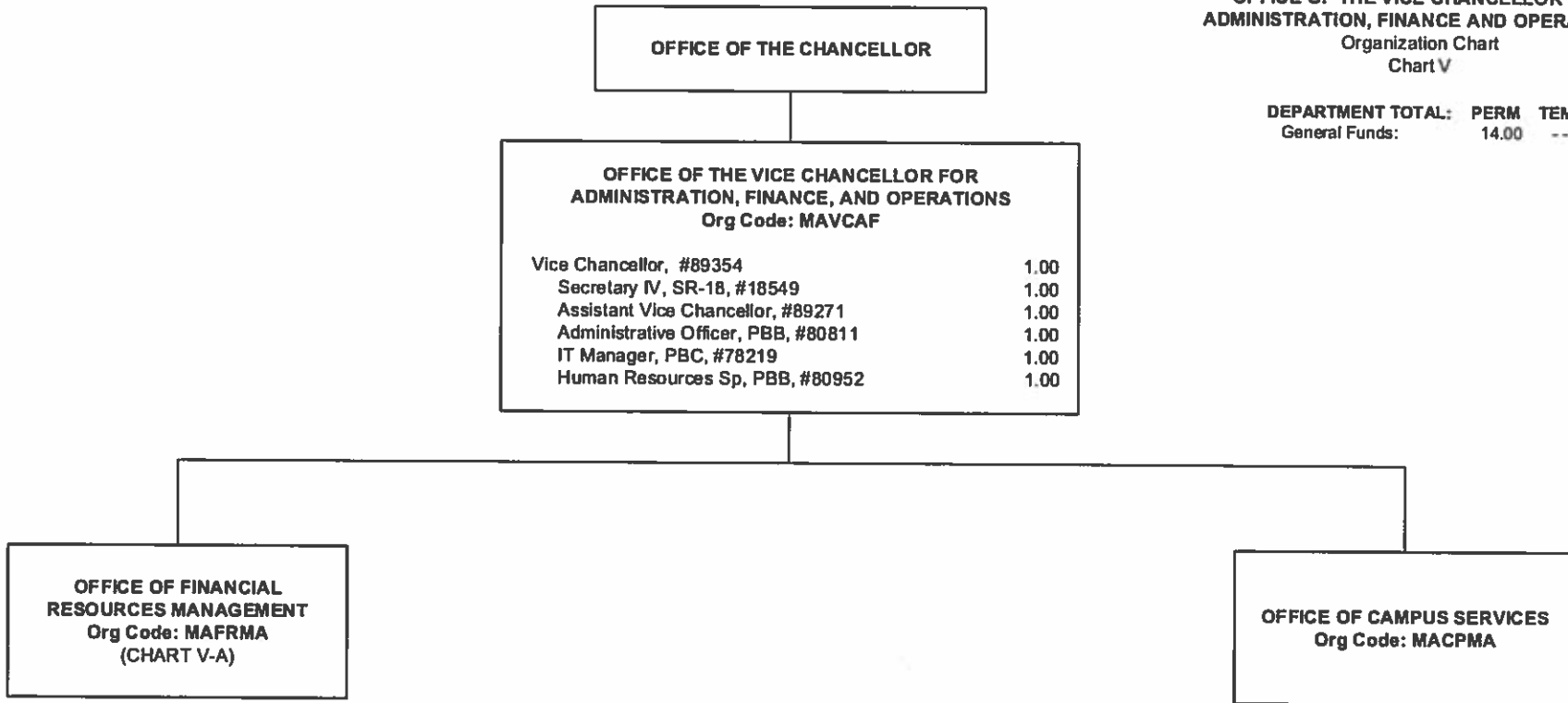
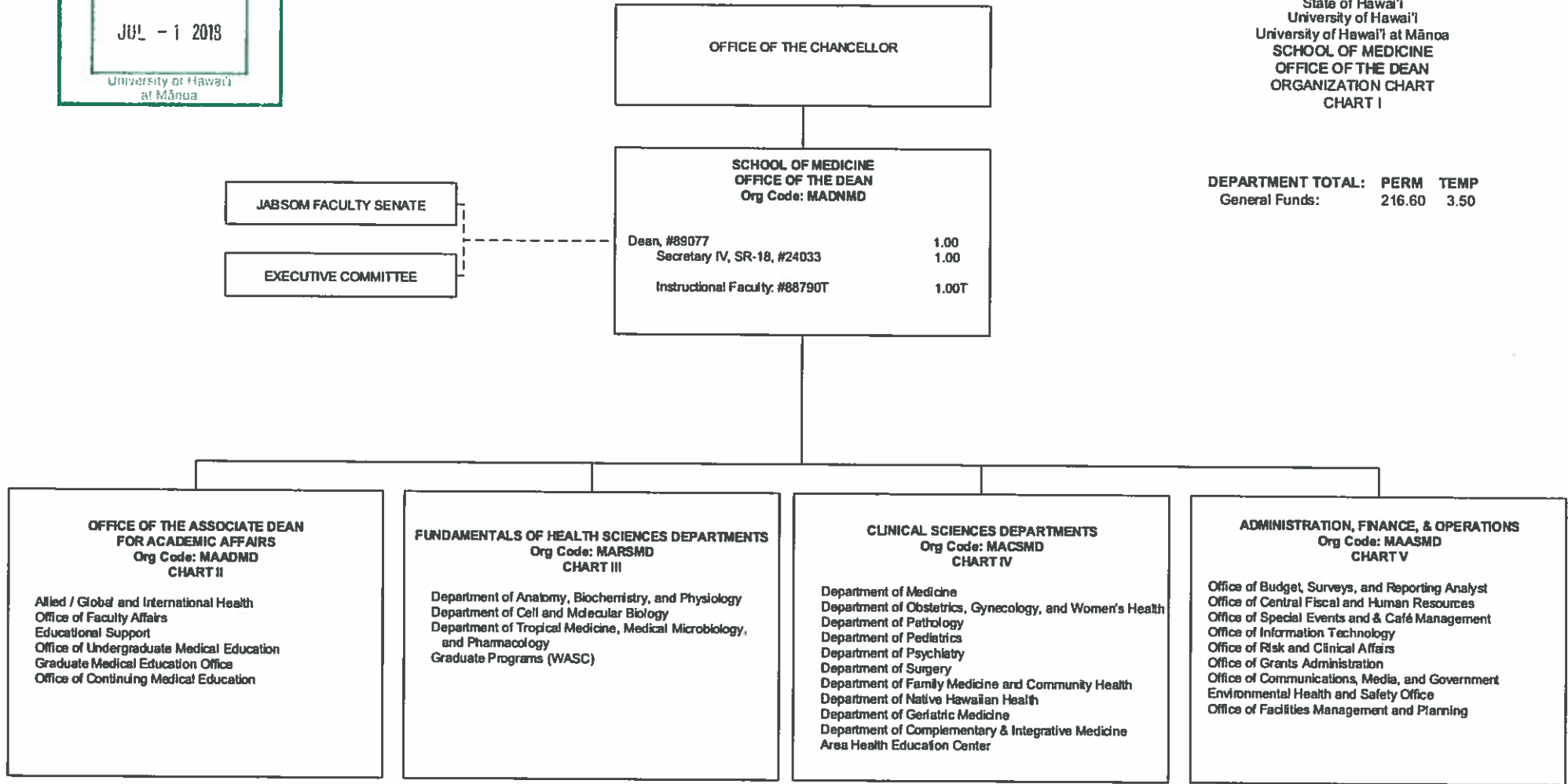


CHART TOTAL: PERM TEMP
General Funds: 6.00 --

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 HAWAI'I
 UNIVERSITY OF HAWAI'I
 UNIVERSITY OF HAWAI'I 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 6.00
 #82296, #83610, #84318, #85624, #85625
 #70226
 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: 28.25
 #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
 Admin & Fiscal Support Spec, PBA: 4.00
 #77935, #78022, #78023, #80252
 Specialist Type Faculty: 7.00
 #83519, #84105, #84215, #85645, #88014,
 #88560, #88600

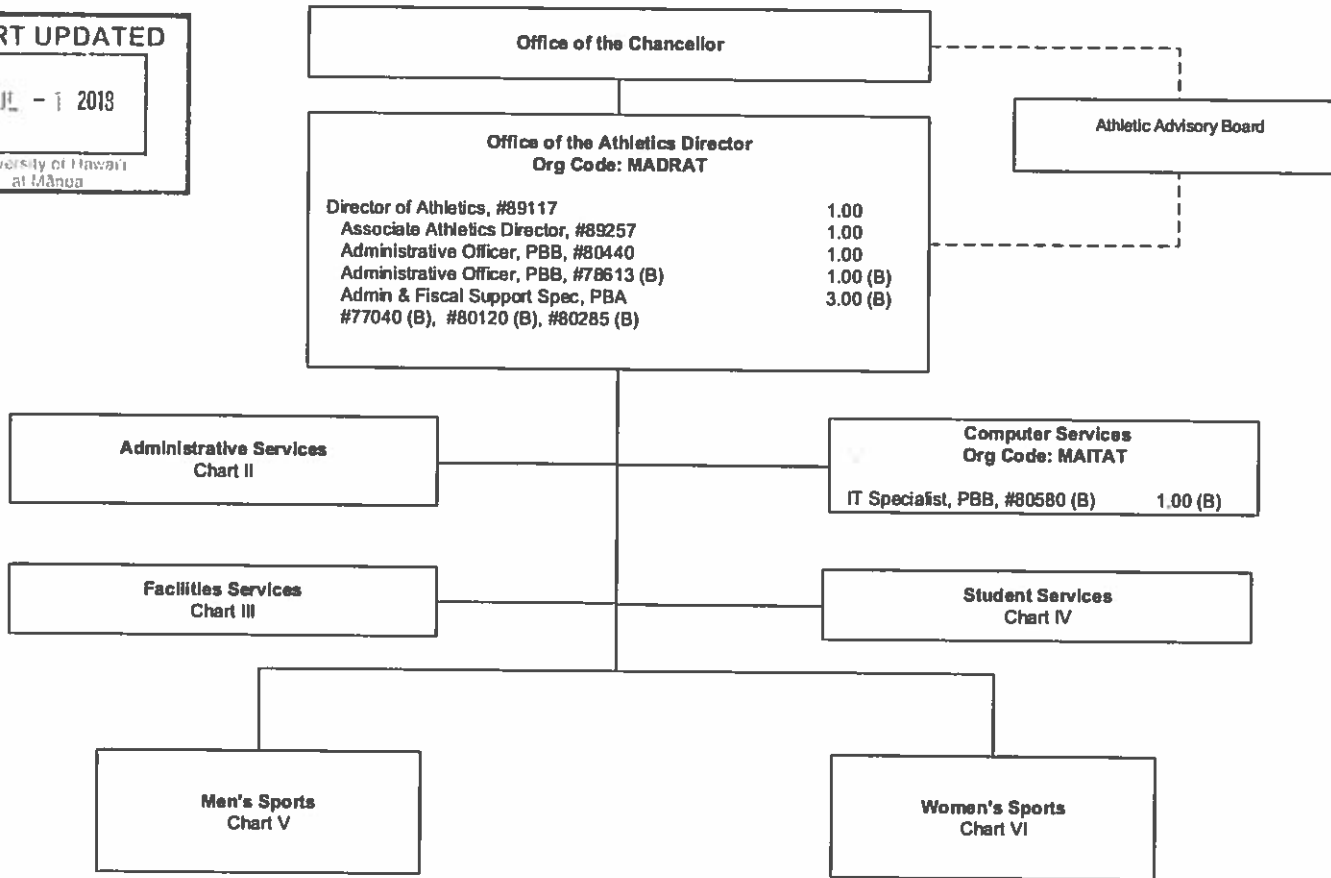
CHART TOTAL: PERM TEMP
 General Funds: 64.25 --

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	--



Office of the Athletics Director Org Code: MADRAT	
Director of Athletics, #89117	1.00
Associate Athletics Director, #89257	1.00
Administrative Officer, PBB, #80440	1.00
Administrative Officer, PBB, #78613 (B)	1.00 (B)
Admin & Fiscal Support Spec, PBA #77040 (B), #80120 (B), #80285 (B)	3.00 (B)

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.

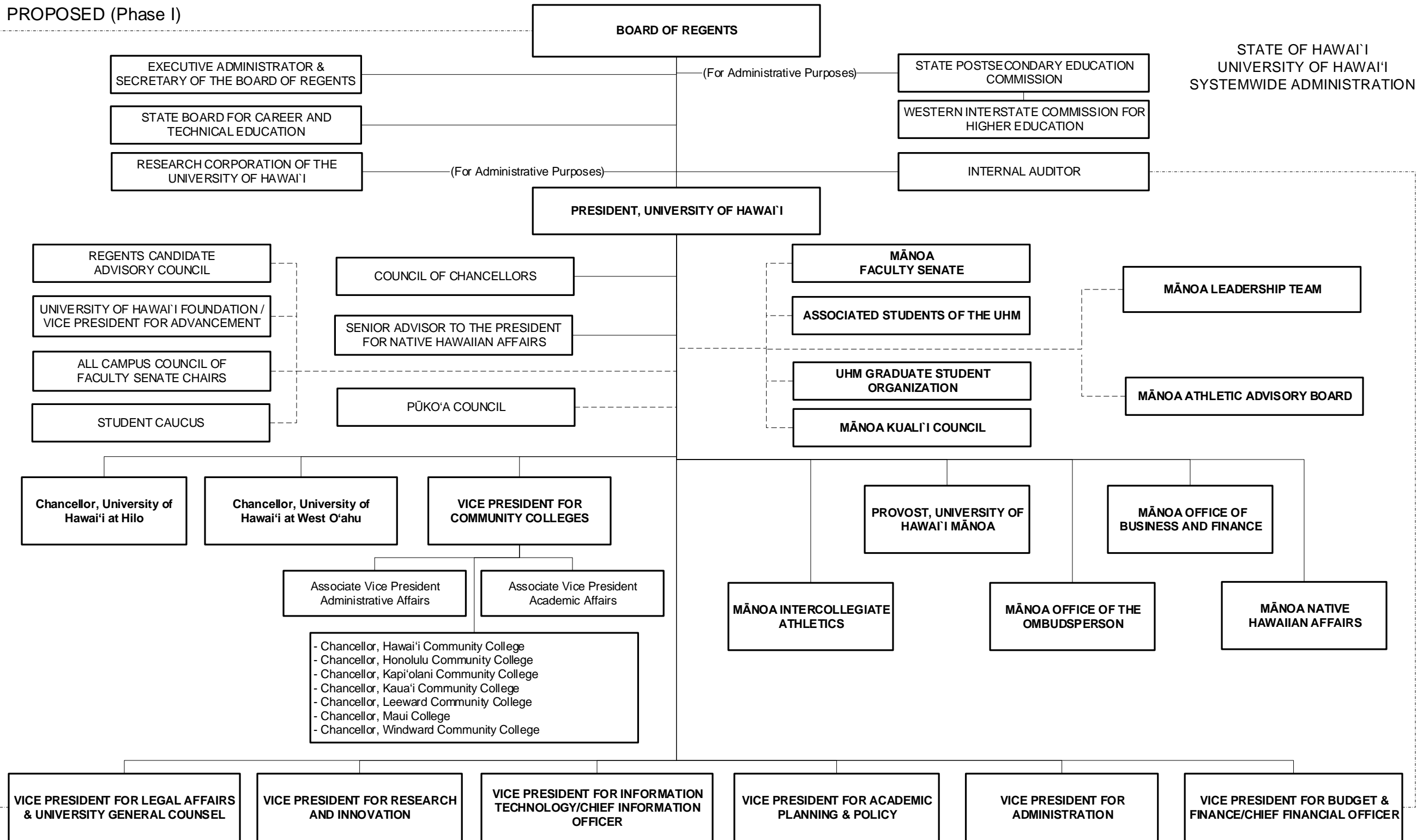
ATTACHMENT C

Proposed Organization Charts & Function Statements

(Amended 03-22-19 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>	

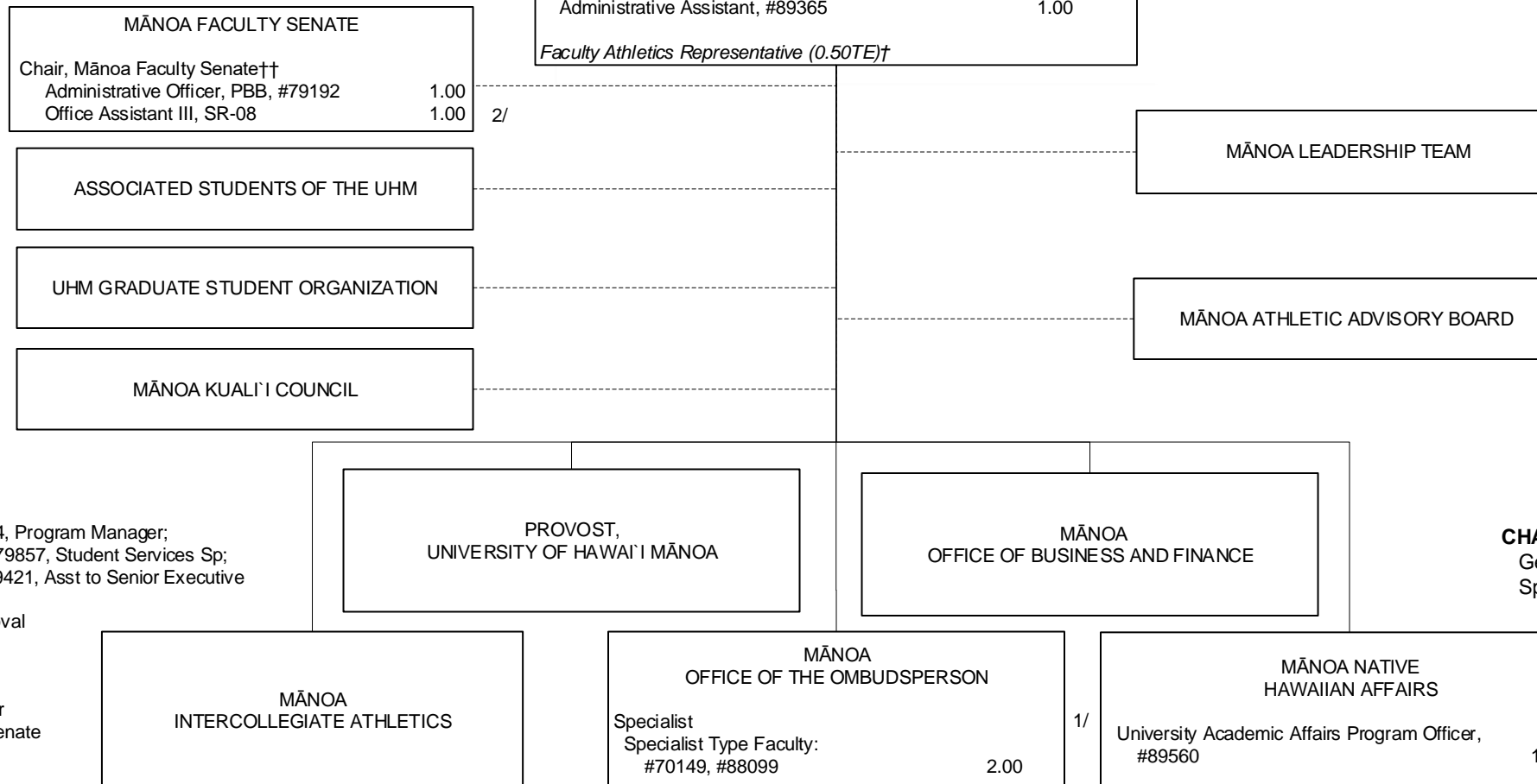


CHART TOTAL:	PERM
General Fund:	33.00
Special Fund (B):	7.00

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

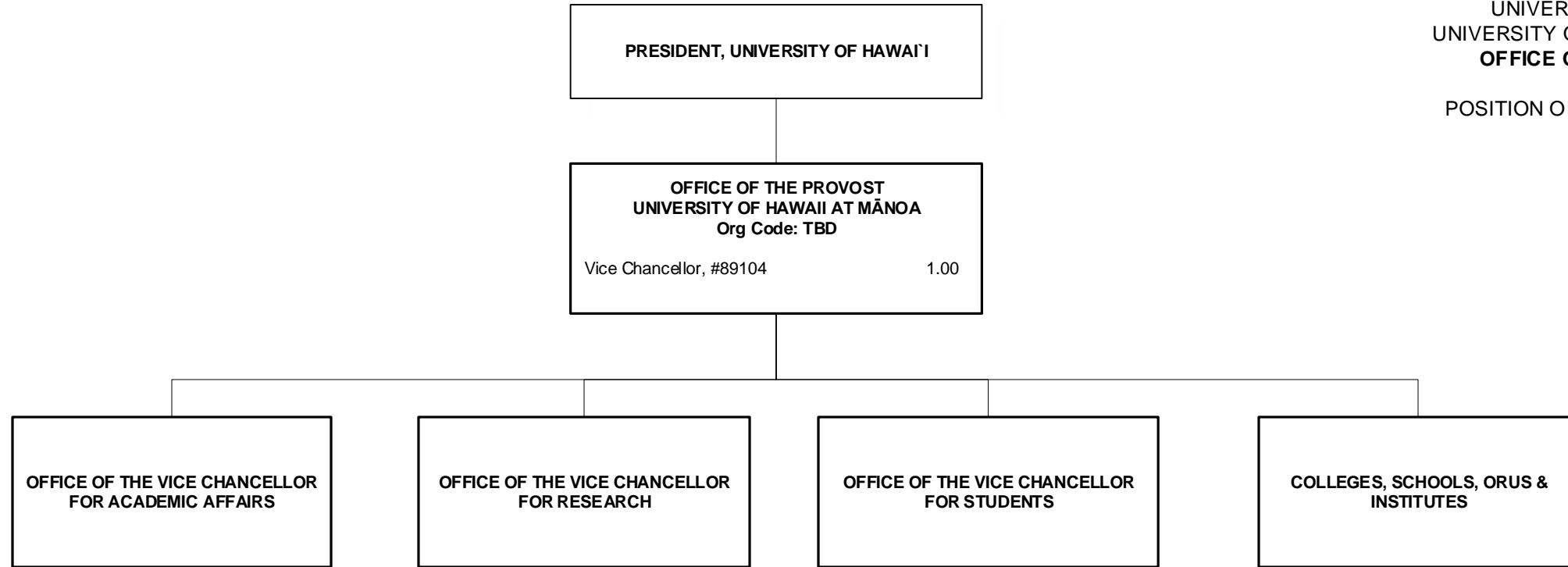
1/ Specialist in Ofc of Ombudsperson pending approval
 2/ Ofc Asst III in Mānoa Faculty Senate is abolished and to be re-established.

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

Positions to be redescribed, as appropriate

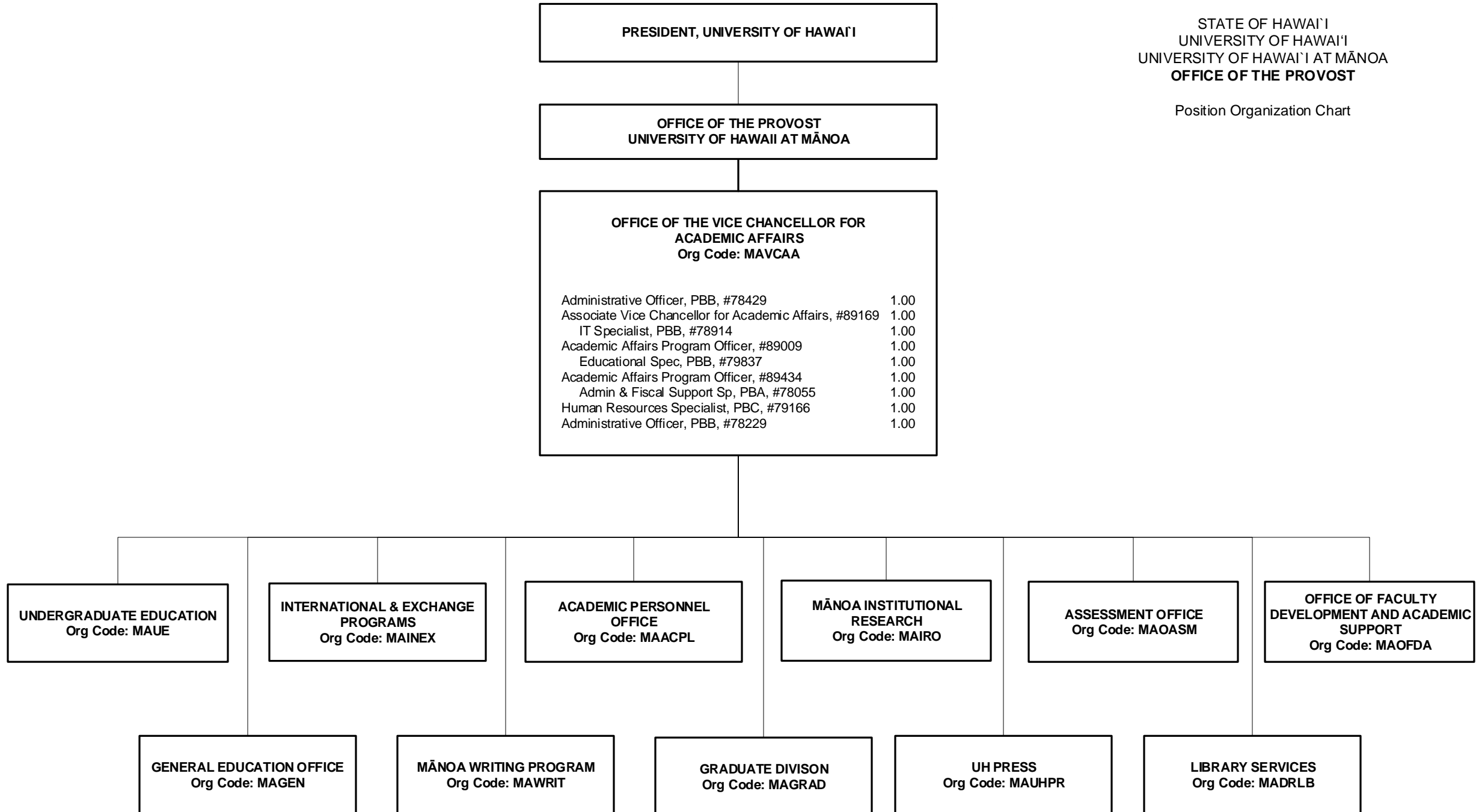
PROPOSED (Phase I)

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE PROVOST
POSITION ORGANIZATION CHART



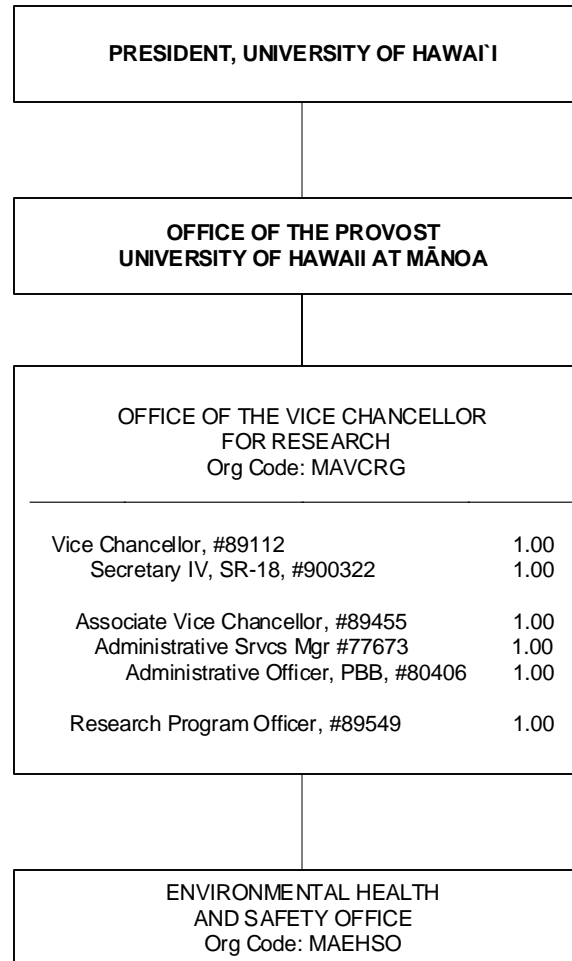
Positions to be redescribed, as appropriate

CHART TOTAL
General Fund: **PERM**
1.00

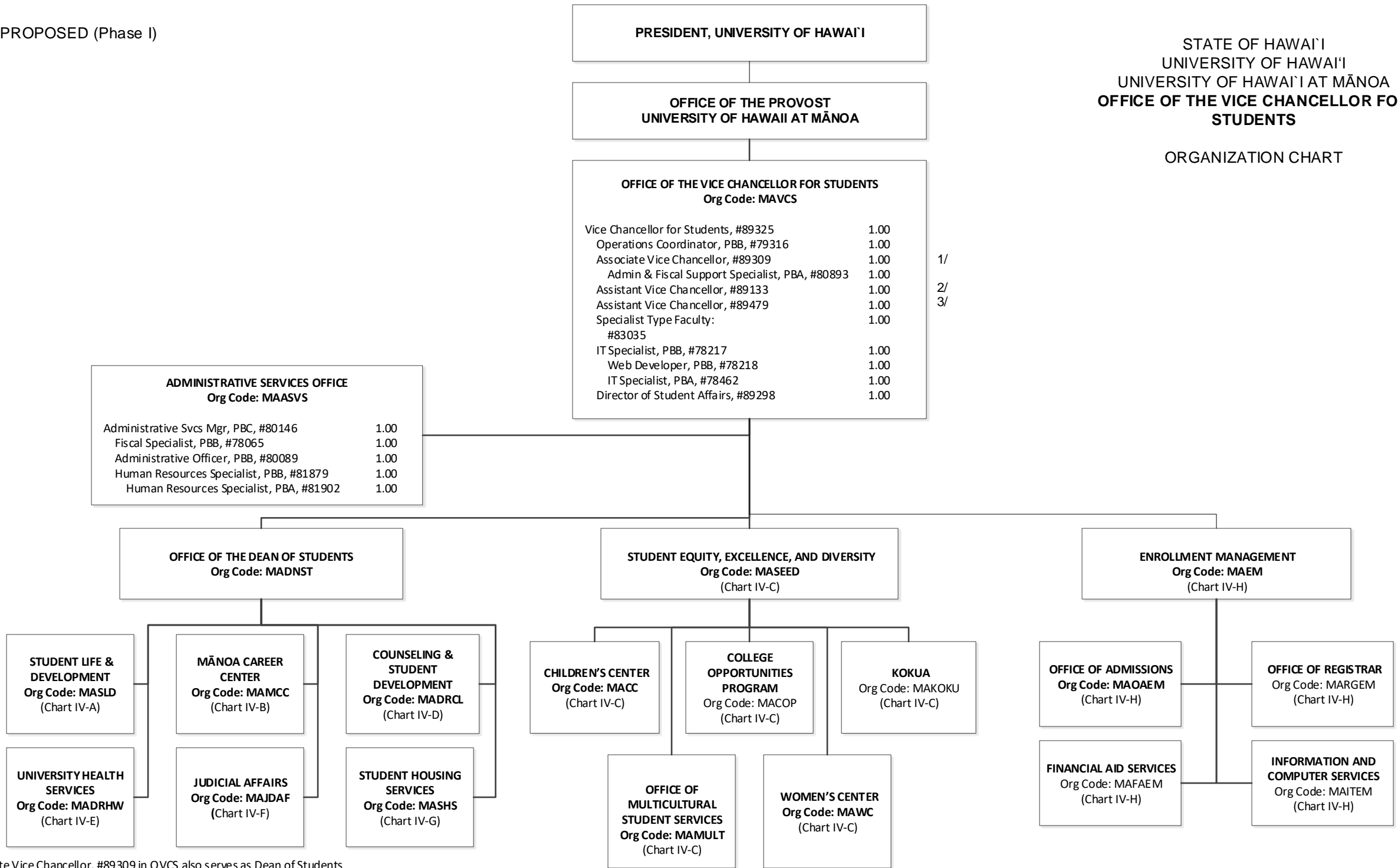


STATE OF HAWAI'I
 UNIVERSITY OF HAWAI'I
 UNIVERSITY OF HAWAI'I AT MĀNOA
**OFFICE OF THE VICE CHANCELLOR
 FOR RESEARCH**

ORGANIZATION CHART



ORGANIZATION CHART



1/ Associate Vice Chancellor, #89309 in OVCS also serves as Dean of Students

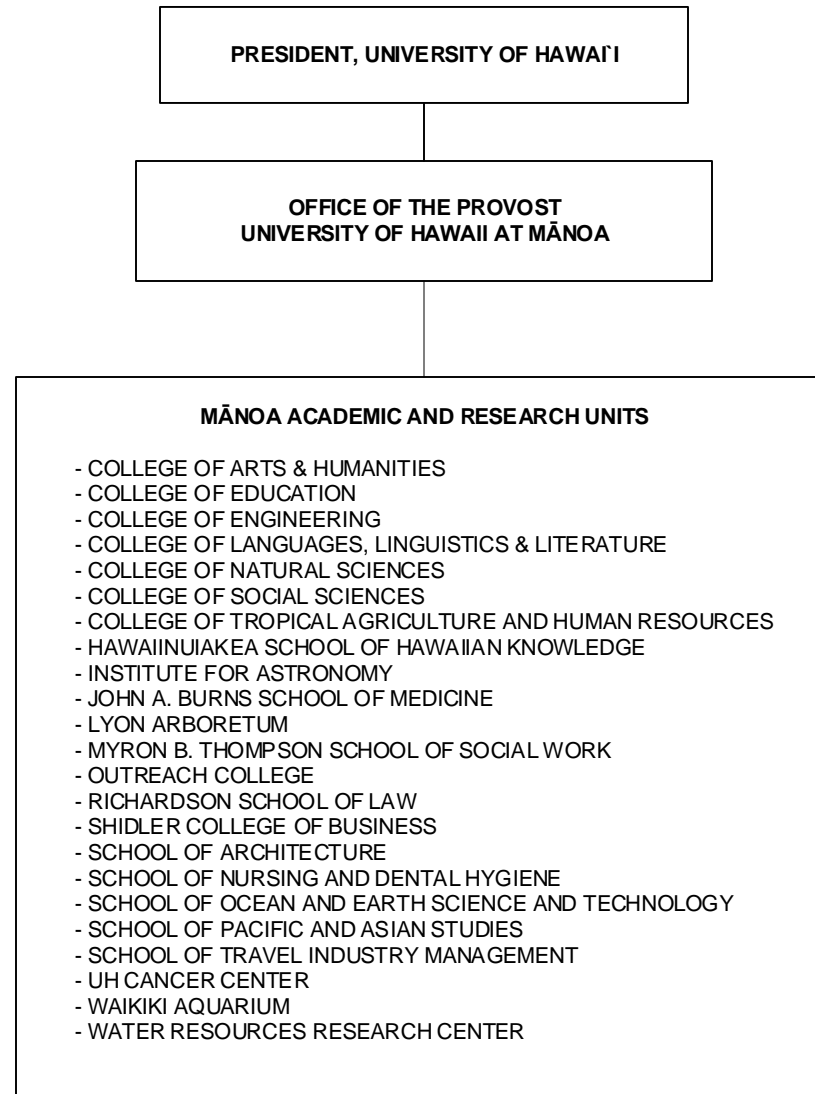
2/ Assistant Vice Chancellor, #89133 in OVCS also serves as Enrollment Management and Director

3/ Assistant Vice Chancellor, #89479 in OVCS also serves as Director of SEED

CHART TOTAL **PERM**
 General Fund: 16.00

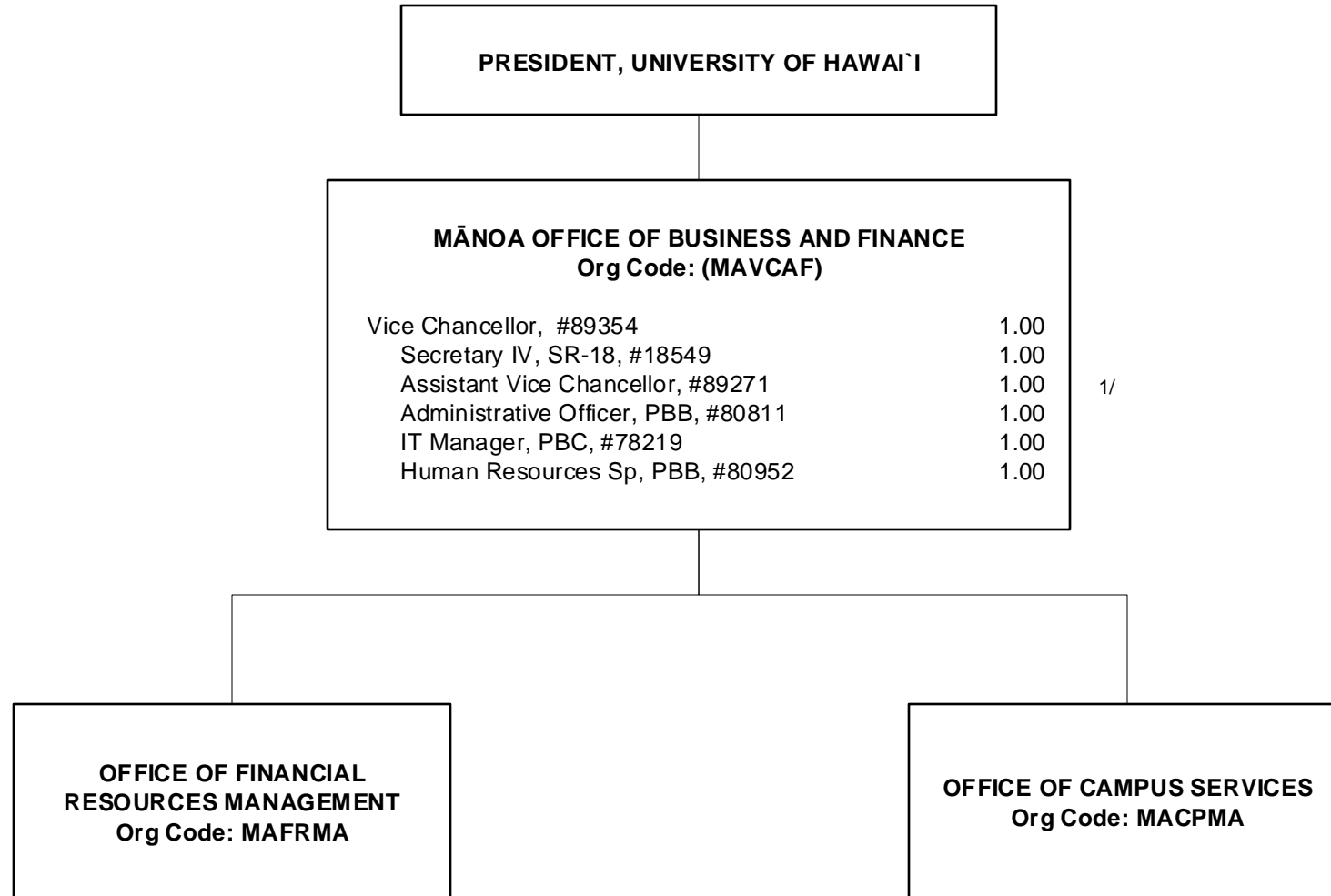
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
COLLEGES, SCHOOLS, ORUS &
INSTITUTES

ORGANIZATION CHART



OFFICE OF BUSINESS AND FINANCE

Organization Chart

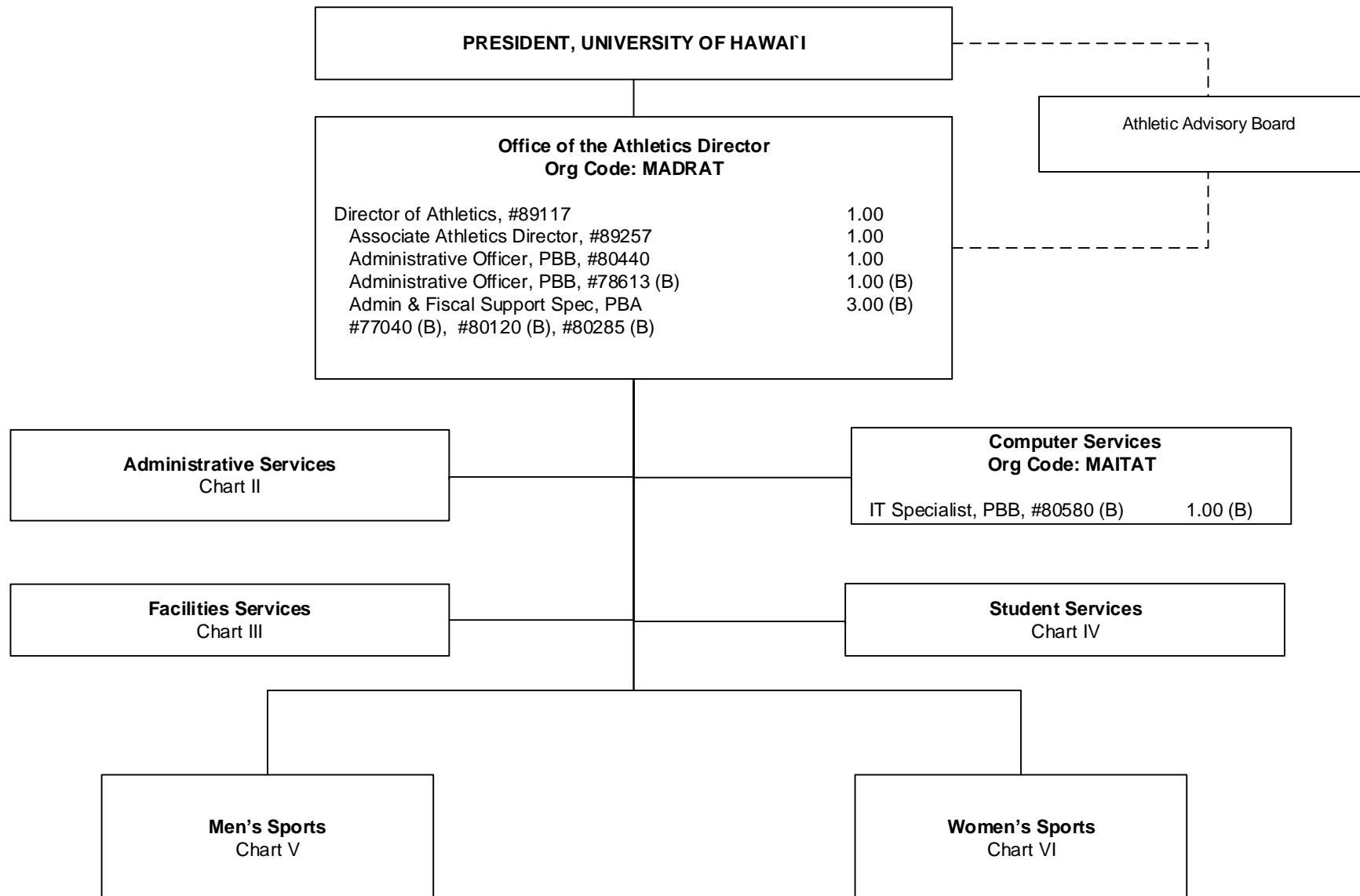


1/ Assistant Vice Chancellor, #89271 to be redescribed

Positions to be redescribed, as appropriate

INTERCOLLEGIATE ATHLETICS

Organization Chart



Abolished: #18013 (B)

Positions to be redescribed, as appropriate

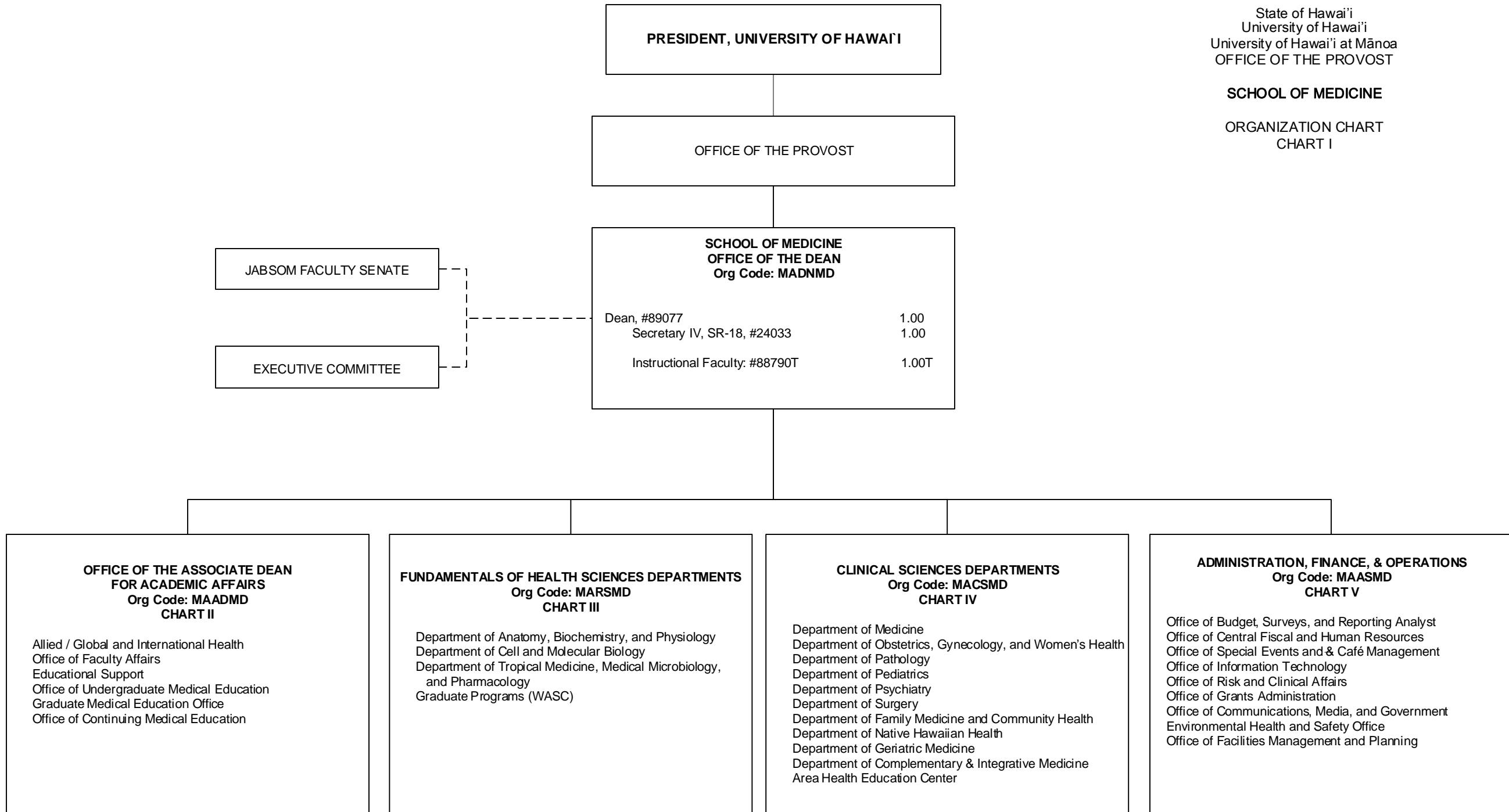
CHART TOTAL:	PERM	TEMP
General Funds:	3.00	--
Special Funds (B):	6.00	--

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

CHART TOTAL:	PERM	TEMP
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:

~~A.~~

1. Support the board in fulfilling its fiduciary responsibilities in a manner consistent with all applicable Regents Policies.
- ~~1.2.~~ Ensure that board policies are implemented and adhered to throughout the organization.
- ~~2.3.~~ 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.
- ~~2.4.~~ Report regularly on processes and progress toward attaining strategic goals.
- ~~3.5.~~ 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:

~~B.~~

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.
- ~~1.2.~~ Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.
- ~~2.3.~~ 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.

State of Hawai'i
University of Hawai'i

- ~~3.4.~~ 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.
- 4.5. 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 financial support of students, enhancements to university research and programs, and assistance in long-range development and modernization of facilities- in accordance with applicable policies.
- ~~5.6.~~ 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 systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
8. As set forth in policy the president is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on -the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.
- ~~6.~~

~~D.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 that result 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/research/academic support 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.

State of Hawai'i
University of Hawai'i

- ~~4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.~~
- 4.5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
- 5.6. Serve as the public voice, advocate and, liaison ~~and interpreter~~ for the UH Mānoa 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~~ Build support for UH Mānoa 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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
- 6.8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
- ~~1. Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.~~
9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
- 2.10. 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.

~~E.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
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 in a manner consistent with all applicable Regents Policies.
 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 based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.
 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.

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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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.
 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 systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
 8. As set forth in policy the president is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.
- 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 that result 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/research/academic support units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president.
 4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.

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5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
 6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.
 7. Build support for UH Mānoa 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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
 8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
 9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
 10. 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.

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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 ~~fullwell as~~ deputy to the president in her/his role as CEO of UH Mānoa, acting in that capacity as CEO of UH Mānoa in the absence of the president, and as an Officer of the University of Hawai'i (UH) System. The provost participates as ~~a purely the~~ 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 Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus.

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. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
 2. Collaborate with the president, UH Mānoa chief business officer and the campus in ~~collaborative and~~ collegial budget development ~~processes that recognize~~ process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs ~~and the need for~~. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and accountable use of all resources as beneficial for UH Mānoa.
 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. This includes all units of UH Mānoa that report to the provost.
 - 4.4. Lead, supervise and manage all academic deans and directors who lead of UH Mānoa campus-level colleges, schools, and organized research units.
 - 4.5. 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.
 - 5.6. Provide executive leadership for campus accreditation.
 - 6.7. Ensure the effective and efficient use of resources across all aspects of

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education, research, student success, enrollment management, service, extension and outreach.

7-8. Attract, support and retain faculty and administrators of the highest caliber to foster and encourage support superior instruction and research and the meaningful integration thereof at UH Mānoa.

8-9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.

B. In supportingsupporting 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 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.

4-5. LeadAs set forth in applicable policies, the provost will 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: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i -Council, and Staff Senate.

5-6. 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. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.

6-7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.

8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.

C. In supporting the duties of the provost as an ~~e~~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~~ four-year university chancellors as an equal.

4-2. 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.

2-3. 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.

3-4. Ensure that fellow vice-presidents UH Officers understand the unique needs of

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UH Mānoa and embrace their responsibilities to support UH's flagship research university.

5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

~~C.~~—The Office of the Provost assumes responsibility for other duties and responsibilities that may be prescribed by the president.

D.

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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 well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in the absence of the president, and as an Officer of the University of Hawai'i (UH) System. The provost participates as the 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 Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus.

The Office of the Provost supports the provost in all aspects of the provost's duties, with a 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. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
 2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and accountable use of all resources as beneficial for UH Mānoa.
 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. This includes all units of UH Mānoa that report to the provost.
 4. Lead, supervise and manage all academic deans and directors of 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 and administrators of the highest caliber to foster and

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support 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 deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost 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. As set forth in applicable policies, the provost will 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: Mānoa 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. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
 7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
 8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.
- 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 four-year university chancellors as an equal.
 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 fellow UH Officers understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
 5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

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- 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~~
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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 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	Supervisor	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 _____



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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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Fax: (808) 956-4153

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.



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

Approved as to Form:

Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.202, Duties of the President

Effective Date: ~~Sept. 19, 2008~~ 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 ~~2017~~2022

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 ~~board, the U~~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 based on budget priorities 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 assists in long-range 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 systemwide 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 as well as with campus shared governance groups. 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.

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, ~~that~~ **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, **research, and academic support** 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, **research**, and non-academic units that support University of Hawai'i, Mānoa and report to the president.
~~— Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.~~
5. **Responsibly execute budget authority, accountability, and regulatory compliance** for University of Hawai'i, Mānoa campus functions that report directly to the president including the intercollegiate athletics program.
6. Serve as the public voice, **advocate, interpreter, and liaison**, ~~and advocate for~~ **the University of Hawai'i, Mānoa** campus to broad external constituencies.
7. ~~Oversee the work of campus administrators that report directly to the president.~~ **Build support for University of Hawai'i, Mānoa 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.**
8. ~~— Foster true~~ collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives, and priorities.

~~Oversee and ensure accountability and 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.~~

~~C. 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."~~

~~G. 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 ~~(B)(7)(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(~~E~~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

Approved as to Form:

Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.202, 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

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 is the chief executive officer of the board, the University of Hawai'i System and the University of Hawai'i, Mānoa.

B. 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.

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 based on budget priorities 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 assists in long-range 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 systemwide 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 as well as with campus shared governance groups.
- 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, that result

- 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, research, and academic support 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, research, and non-academic units that support University of Hawai'i, Mānoa and report to the president.
 5. Responsibly execute budget authority, accountability, and regulatory compliance for University of Hawai'i, Mānoa campus functions that report directly to the president including the intercollegiate athletics program.
 6. Serve as the public voice, advocate, and liaison for the University of Hawai'i, Mānoa campus to broad external constituencies.
 7. Build support for University of Hawai'i, Mānoa 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.
 8. Foster collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives, and priorities.
 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

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

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: 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

Approved as to Form:

Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

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 in a manner consistent with applicable Regents policies.

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 based on budget priorities 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 systemwide 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 that result in 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, research and academic support - units; and defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units. The president responsibly executes budget authority, accountability and regulatory compliance for the UH Mānoa functions that report directly to the president

~~including offices that have both system and UH Mānoa functions~~~~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; ~~fosters a culture that maintains the decision-making independence of the provost and provides to the president's best abilities, the necessary resources for the provost to implement these decisions~~; 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 to build support for the University and its campuses including university officers and administrators; student, faculty and staff advisory groups; UH Foundation; 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].

Chair, Board of Regents

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 in a manner consistent with applicable Regents policies.

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 based on budget priorities 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 systemwide 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 that result in 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, research and academic support units; and defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units. The president responsibly executes budget authority, accountability and regulatory compliance for the UH Mānoa functions that report directly to the president including

offices that have both system and UH Mānoa functions; leads a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; fosters a culture that maintains the decision-making independence of the provost and provides to the president's best abilities, the necessary resources for the provost to implement these decisions; 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 to build support for the University and its campuses including university officers and administrators; student, faculty and staff advisory groups; UH Foundation; 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].

Chair, Board of Regents

Date

PROVOST

The provost is the chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as the full well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in that capacity in the absence of the president, and an officer of the UH System. The provost participates as the 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 Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa –and serves as a strong advocate for the UH Mānoa campus. 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, the campus chief business officer and the campus in collaborative and collegial budget development processes for the entire campus budget recognizing that recognize the unique contributions and requirements of all academic and non-academic campus programs; oversees consistent and fair decision-making to ensure 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 in accordance with university policies 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, and fosters a campus of transparency and inclusion for representatives of shared governance groups.-

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 four-year university chancellors as an equal. The provost collaborates as a full partner with the president and fellow UH system officers in the collegial budget development processes; ~~and~~ provides recommendations on system policies and practices that advance the role and success of UH Mānoa; and collaborates with vice presidents with UH Mānoa campus responsibilities on matters including planning, construction, repair and maintenance, and other strategic initiatives and projects.

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].

Chair, Board of Regents

Date

PROVOST

The provost is the chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in the absence of the president, and an officer of the UH System. The provost participates as the 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 Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus. 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, the campus chief business officer and the campus in collaborative and collegial budget development process for the entire campus budget recognizing the unique contributions and requirements of all academic and non-academic campus programs; oversees consistent and fair decision-making to ensure 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 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 in accordance with university policies 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, and fosters a campus of transparency and inclusion for representatives of shared governance groups.

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 four-year university chancellors as an equal. The provost collaborates as a full partner with the president and fellow UH system officers in the collegial budget development processes; provides recommendations on system policies and practices that advance the role and success of UH Mānoa; and collaborates with vice presidents with UH Mānoa campus responsibilities on matters including planning, construction, repair and maintenance, and other strategic initiatives and projects.

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].

Chair, Board of Regents

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. 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 in a manner consistent with all applicable Regents Policies.
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 based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.

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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.
 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 systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
 8. As set forth in policy the President is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.
- 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 that result 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/research/academic support units,

- including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president.
4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.
 5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
 6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.
 7. Build support for UH Manoa 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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
 8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
 9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
 10. 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.
 - 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.~~
- ~~— 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.~~
- ~~5. — 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.~~
- ~~6. — 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.~~

~~G. — 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.~~
- ~~1. — 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.~~
- ~~1. — 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.~~
- ~~1. — Define appropriateness and clarity of roles and responsibilities among the academic and non-academic units that support UH Mānoa and report to the president.~~
- ~~1. — Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.~~
- ~~1. — Serve as the public voice, advocate, liaison and interpreter for the campus to broad external constituencies.~~

- ~~2. —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.~~
- ~~—Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.~~
- ~~3. —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.

**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. 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 in a manner consistent with all applicable Regents Policies.
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 based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.

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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.
 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 systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
 8. As set forth in policy the President is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.
- 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 that result 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/research/academic support units,

including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president.

4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.
 5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
 6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.
 7. Build support for UH Manoa 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 financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
 8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
 9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
 10. 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 serves as chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa -in the absence of the president, and as an Officer of the University of Hawai'i (UH) System. The provost participates as the 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 Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource -allocation decisions for UH Mānoa -and serves as a strong advocate for the UH Mānoa campus.

~~_____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. 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. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and

- accountable use of all resources as beneficial for UH Mānoa.
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. This includes all units of UH Mānoa that report to the provost.
 4. Lead, supervise and manage all academic deans and directors of 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 and administrators of the highest caliber to foster and support 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 deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost 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. As set forth in applicable policies, the provost will 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: Mānoa -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. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
 7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
 8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.
- 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 four-year university chancellors as an equal.
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 fellow UH Officers understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

D. The Office of the Provost assumes responsibility for other duties and responsibilities that may be prescribed by the president.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.~~
 - ~~— 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.~~
 - ~~4. 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.~~
 - ~~5. 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.~~
 - ~~6. 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:~~
- ~~3. Support participation as an independent and dedicated voice of Mānoa in the UH System cabinet alongside vice presidents and other university chancellors.~~
 - ~~1. 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).~~
 - ~~2. 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.~~
 - ~~3. 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 ~~for~~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.

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 serves as chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in the absence of the president, and as an Officer of the University of Hawai'i (UH) System. The provost participates as the 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 Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus.

The Office of the Provost supports the provost in all aspects of the provost's duties, with a 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. 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. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and accountable use of all resources as beneficial for UH Mānoa.
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. This includes all units of UH Mānoa that report to the provost.
4. Lead, supervise and manage all academic deans and directors of 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 and administrators of the highest caliber to foster and support 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 deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost 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. As set forth in applicable policies, the provost will 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: Mānoa 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. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
 7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
 8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.
- 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 four-year university chancellors as an equal.
 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 fellow UH Officers understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

D. The Office of the Provost assumes responsibility for other duties and responsibilities that may be prescribed by the president.

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 for 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.



March 21, 2019

MEMORANDUM

TO: Lee Putnam
Chair, Board of Regents

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

SUBJECT: Recommend Board Approval of Revisions to Regents Policy 2.203

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents ("Board") approve the proposed changes to Regents Policy (RP) 2.203, Policy on Evaluation of the President, to be renamed, Policy on Evaluation on the President and Other Direct Reports to the Board. The proposed changes are intended to clarify evaluation processes for the President of the University of Hawaii System and for employees that report directly to the Board.

RECOMMENDED EFFECTIVE DATE:

Upon approval of the Board of Regents.

BACKGROUND:

RP 2.203, Policy on Evaluation of the President, was discussed at several Board and committee meetings in 2018. During the May 24, 2018, Personnel Affairs and Board Governance committee meeting, the Board Secretary was tasked with revising RP 2.203, taking into consideration various discussions held by the Board. Highlights of the discussions included the need to include provisions in the event that a contract is entered into between the President and the Board, and consideration for a comprehensive evaluation every few years and a less extensive annual evaluation, particularly given that many of the President's priorities are long-range, multi-year initiatives.

The evaluations of the Executive Administrator and Secretary of the Board (Board Secretary) and Internal Auditor also occurred in 2018, which resulted in further process-related discussions. Although these positions are both Executive and Managerial (E/M) and are subject to the E/M performance evaluation and assessment guidelines issued by the President, they are unique in that they report directly to the Board rather than Vice Presidents or Chancellors. The proposed revisions to RP 2.203 are intended to

Memo to Board Chair Putnam

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March 21, 2019

bridge the E/M guidelines with the Board's performance evaluation of the Board Secretary and Internal Auditor.

The proposed revisions to RP 2.203 are summarized as follows:

- (1) Updates and simplifies the purpose statement to clarify that the board undertakes regular performance reviews that includes mutually agreed upon goals and shared understandings of ongoing expectations and priorities;
- (2) Specifies that Board leadership is primarily responsible for the framework of the President's annual evaluation and shall include a discussion with the full board;
- (3) Further clarify procedures for the evaluation of the President, including provisions for an annual evaluation and a more extensive evaluation every three years, and provisions in the event there is a contract; and
- (4) Establish in policy procedures for other direct reports to the Board, including the Board Secretary and Internal Auditor.

ACTION RECOMMENDED:

The Board of Regents is requested to approve the aforementioned revisions to RP 2.203.

Attachments:

RP 2.203 original

RP 2.203 redline

RP 2.203 clean



Regents Policy Chapter 2, Administration
Regents Policy RP 2.203, Policy on Evaluation of the President
Effective Date: Oct. 18, 2002
Prior Dates Amended: Jan. 22, 1982; Oct. 31, 2014 (recodified)
Review Date: August 2017

I. Purpose:

To set forth policy on general provisions regarding the policies and procedures relating to the evaluation of the president by the board.

II. Definitions:

No policy specific or unique definitions apply.

III. Policy:

- A. Statement of Purpose.
- B. The board is responsible for the effective management of the university to ensure that the citizens of the State of Hawai'i are provided with the finest possible higher educational opportunities. Vital to this responsibility is the trust placed upon the president, for it is primarily through the efforts of this office that the board's institutional expectations are realized. It is necessary, therefore, that there exist not only a unity of purpose between the board and the president, but also a clear recognition of the incumbent's integrity, character, and institutional commitment by the board.
- C. Mindful of the difficulties inherent in such an interdependence, it is incumbent upon the board to provide for means to foster a continuing dialogue whereby perceptions and expectations are shared in an effort to perpetuate a vitality in the relationship. Among the processes recognized as effective means to facilitate such an exchange are periodic performance evaluations. Such performance evaluations provide an opportunity to establish mutually agreed upon goals, expectations and priorities, appreciate and understand the changing conditions which affect the university; enables the president to strengthen performance; and affirms the board's accountability towards institutional governance.
- D. Having given considerable thought to these and other relevant concerns, the board establishes this policy to facilitate a continuing dialogue between the board and the president and to provide for a foundation upon which future incumbency consideration may be based.

E. Procedures.

1. Upon initial appointment and no later than by the culmination of the inaugural year, the president shall submit, based on consultations with the board, a report stipulating the goals, objectives, and special concerns, both short-term and long-term, for discussion, periodic review, and to be addressed during the subsequent three years with regard to the following areas:
 - a. Academic management,
 - b. Administrative management,
 - c. Budget, planning, financial management, and fundraising,
 - d. Internal relations with faculty, staff, administrators, students, and the board,
 - e. External relations with the governor, legislature, entities such as Research Corporation of the University of Hawai'i, the University of Hawai'i Foundation, donors, other governmental officials, and the community.
2. Commencing from the second year of service and every year thereafter, the president shall be evaluated in the manner described, unless otherwise stipulated by the board.
 - a. By May 1, the president shall submit to the board, unless otherwise stipulated, a written self-assessment in the areas cited in subsection B(1) above.
 - b. The board shall be responsible for gathering any additional information relevant to the purpose of this policy.
 - c. The president shall meet with the board or its designee(s) on a mutually agreed upon date to review the self-assessment along with all other information germane to the evaluation.
 - d. The board shall provide the president with a preliminary evaluation draft by no later than June 30 to which the president shall provide a written response.
 - e. Subsequent to the board receiving a response, the president shall again meet with the board to finalize the evaluation.
3. Commencing from the third year of service and at least every three years thereafter and/or as provided by contract, the board may engage in more in-depth performance evaluation or assessment in a format stipulated by the board.

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

Approved as to Form:

Cynthia Quinn
Executive Administrator and
Secretary of the Board of Regents

Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.203, Policy on Evaluation of the President and Other Direct Reports to the Board

Effective Date: ~~Oct. 18, 2002~~ March XX, 2019

Prior Dates Amended: Jan. 22, 1982; Oct. 18, 2002; Oct. 31, 2014 (recodified)

Review Date: August ~~2017~~2022

I. Purpose:

To set forth policy on general provisions regarding the policies and procedures relating to the evaluation of the president ~~by~~ and other employees that report directly to the board.

II. Definitions:

~~No policy specific or unique definitions apply.~~ "Direct report to the board" means any employee that is selected and appointed by the board, and who reports directly to the board or a standing committee of the board. This includes but is not limited to the president, executive administrator and secretary of the Board of Regents, and director of the Office of Internal Audit.

III. Policy:

A. ~~Statement of Purpose.~~

~~B. 1. The board undertakes regular performance reviews of progress toward mutually agreed upon goals and to establish shared understandings of ongoing expectations and priorities. The board is responsible for the effective management of the university to ensure that the citizens of the State of Hawai'i are provided with the finest possible higher educational opportunities. Vital to this responsibility is the trust placed upon the president, for it is primarily through the efforts of this office that the board's institutional expectations are realized. It is necessary, therefore, that there exist not only a unity of purpose between the board and the president, but also a clear recognition of the incumbent's integrity, character, and institutional commitment by the board.~~

~~C.—Mindful of the difficulties inherent in such an interdependence, it is incumbent upon the board to provide for means to foster a continuing dialogue whereby perceptions and expectations are shared in an effort to perpetuate a vitality in the relationship. Among the processes recognized as effective means to facilitate such an exchange are periodic performance evaluations. Such performance evaluations provide an opportunity to establish mutually agreed upon goals, expectations and priorities, appreciate and understand the changing~~

~~conditions which affect the university; enables the president to strengthen performance; and affirms the board's accountability towards institutional governance.~~

~~D.—Having given considerable thought to these and other relevant concerns, the board establishes this policy to facilitate a continuing dialogue between the board and the president and to provide for a foundation upon which future incumbency consideration may be based.~~

~~E.~~B. Procedures for Evaluation of the President.

1. ~~Upon~~ As soon as possible after the initial appointment and no later than by the culmination of the inaugural year, the president shall submit, based on consultations within the university, with external stakeholders, and with the board, a report stipulating ~~the major~~ goals, objectives~~priorities,~~ and special concerns, both short-term and long-term, ~~for discussion, periodic review, and to be addressed during the subsequent three years with regard to the following areas:~~ Once agreed to by the president and the board, these shall serve as the primary framework for consideration of the president's performance. The goals, priorities, and special concerns shall encompass the mission of the university and its strategic plans inclusive of areas such as:

~~a.—~~ Academic management_{;i}

~~b.—~~ Aadministrative and financial management_{;i}

~~c.—~~ Budget, planning, financial management, and fundraising,

~~d.—~~ Iinternal relations with faculty, staff, administrators, students, and the board_{;i}

~~e.—~~ Eexternal relations with the governor, legislature, donors, other government officials, and the community; and relations with supporting entities such as Research Corporation of the University of Hawai'i, and the University of Hawai'i Foundation, ~~donors, other governmental officials, and the community.~~

2. ~~Commencing from the second year of service and every year thereafter, the president shall be evaluated in the manner described, unless otherwise stipulated by the board.~~

~~a.—~~ By May 1, the president shall submit to the board, unless otherwise stipulated, a written self-assessment in the areas cited in subsection B(1) above.

~~b.—~~ The board shall be responsible for gathering any additional information relevant to the purpose of this policy.

- ~~c. The president shall meet with the board or its designee(s) on a mutually agreed upon date to review the self-assessment along with all other information germane to the evaluation.~~
 - ~~d. The board shall provide the president with a preliminary evaluation draft by no later than June 30 to which the president shall provide a written response.~~
 - ~~e. Subsequent to the board receiving a response, the president shall again meet with the board to finalize the evaluation.~~
- ~~3. Commencing from the third year of service and at least every three years thereafter and/or as provided by contract, the board may engage in more in-depth performance evaluation or assessment in a format stipulated by the board.~~
2. The standard evaluation period shall be July 1 to June 30, with adjustment as appropriate for the initial years of service. A comprehensive evaluation shall be conducted every three years, with an annual evaluation during other years.
3. Annual Evaluation Process.
- a. The board chair and vice chairs shall be primarily responsible for the framework of the annual evaluation. At a minimum, the annual evaluation shall include a discussion of performance between the president and the full board and the subsequent issuance of a public statement by the board chair on behalf of the board.
 - b. Each year the president shall provide the board, unless otherwise stipulated, a self-assessment and update based on the goals, priorities, and special concerns as described in subsection B.1. This self-assessment shall include the progress that has been made, outcomes realized, and challenges faced. It shall also update the goals, priorities, and special concerns as may be appropriate based on the events of the prior year.
4. Comprehensive Evaluation Process.
- a. The comprehensive evaluations shall include but not be limited to a 360-degree feedback or similar tool which obtains input from the following:
 - 1. Internal individuals and groups including direct reports, faculty, staff, administrators, students, and board members, and
 - 2. External individuals and groups including the Governor, legislature, entities such as the Research Corporation of the University of Hawaii, the University of Hawaii Foundation, donors, other government officials, and the community.

b. The comprehensive evaluations shall include a comprehensive review of:

1. The president's relationship with the board, and
2. Shared goals and priorities, and progress achieved toward them.

c. The board may hire a consultant to assist with conducting comprehensive reviews.

d. If the president is under contract, the contract terms shall be reviewed during the annual evaluations.

5. These provisions are provided as guidelines and may be altered by a contract or agreement of the board.

C. Procedures for Evaluation of Other Direct Reports to the Board.

1. Direct reports to the board shall be evaluated periodically in accordance with the guidelines below.

a. The chair, or the chair's designee, shall oversee the evaluation of direct reports and shall ensure that appropriate consultation and discussion occurs with the members of the board, including any recommendations for action.

b. The evaluation process shall include a written self-evaluation by the direct report to the board in advance of the performance review.

c. At a minimum, the evaluation process shall include the evaluation process and timeline that is followed for university executive and managerial employees. The chair, or the chair's designee, may conduct interim evaluations as deemed necessary.

d. Upon completion of the evaluation, the chair or the chair's designee and one other board member shall meet with the direct report to discuss the evaluation.

IV. Delegation of Authority:

~~There is no policy specific delegation of authority.~~ Delegation of authority may occur as provided within.

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

Approved as to Form:

~~Cynthia Quinn~~ [Kendra Oishi](#)
Executive Administrator and
Secretary of the Board of Regents

Date



Regents Policy Chapter 2, Administration
Regents Policy RP 2.203, Policy on Evaluation of the President and Other Direct
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Effective Date: March XX, 2019
Prior Dates Amended: Jan. 22, 1982; Oct. 18, 2002; Oct. 31, 2014 (recodified)
Review Date: August 2022

I. Purpose:

To set forth policy on general provisions regarding the policies and procedures relating to the evaluation of the president and other employees that report directly to the board.

II. Definitions:

"Direct report to the board" means any employee that is selected and appointed by the board, and who reports directly to the board or a standing committee of the board. This includes but is not limited to the president, executive administrator and secretary of the Board of Regents, and director of the Office of Internal Audit.

III. Policy:

A. Purpose.

1. The board is undertakes regular performance reviews of progress toward mutually agreed upon goals and to establish shared understandings of ongoing expectations and priorities.

B. Procedures for Evaluation of the President.

1. As soon as possible after the initial appointment and no later than by the culmination of the inaugural year, the president shall submit, based on consultations within the university, with external stakeholders, and with the board, a report stipulating major goals, priorities, and special concerns, both short-term and long-term. Once agreed to by the president and the board, these shall serve as the primary framework for consideration of the president's performance. The goals, priorities, and special concerns shall encompass the mission of the university and its strategic plans inclusive of areas such as: academic management; administrative and financial management; internal relations with faculty, staff, administrators, students, and the board; external relations with the governor, legislature, donors, other government officials, and the community; and relations with supporting entities such as Research Corporation of the University of Hawai'i and the University of Hawai'i Foundation.

2. The standard evaluation period shall be July 1 to June 30, with adjustment as appropriate for the initial years of service. A comprehensive evaluation shall be conducted every three years, with an annual evaluation during other years.
3. Annual Evaluation Process.
 - a. The board chair and vice chairs shall be primarily responsible for the framework of the annual evaluation. At a minimum, the annual evaluation shall include a discussion of performance between the president and the full board and the subsequent issuance of a public statement by the board chair on behalf of the board.
 - b. Each year the president shall provide the board, unless otherwise stipulated, a self-assessment and update based on the goals, priorities, and special concerns as described in subsection B.1. This self-assessment shall include the progress that has been made, outcomes realized, and challenges faced. It shall also update the goals, priorities, and special concerns as may be appropriate based on the events of the prior year.
4. Comprehensive Evaluation Process.
 - a. The comprehensive evaluations shall include but not be limited to a 360-degree feedback or similar tool which obtains input from the following:
 1. Internal individuals and groups including direct reports, faculty, staff, administrators, students, and board members, and
 2. External individuals and groups including the Governor, legislature, entities such as the Research Corporation of the University of Hawaii, the University of Hawaii Foundation, donors, other government officials, and the community.
 - b. The comprehensive evaluations shall include a comprehensive review of:
 1. The president's relationship with the board, and
 2. Shared goals and priorities, and progress achieved toward them.
 - c. The board may hire a consultant to assist with conducting comprehensive reviews.
 - d. If the president is under contract, the contract terms shall be reviewed during the annual evaluations.
5. These provisions are provided as guidelines and may be altered by a contract or agreement of the board.

C. Procedures for Evaluation of Other Direct Reports to the Board.

1. Direct reports to the board shall be evaluated periodically in accordance with the guidelines below.
 - a. The chair, or the chair's designee, shall oversee the evaluation of direct reports and shall ensure that appropriate consultation and discussion occurs with the members of the board, including any recommendations for action.
 - b. The evaluation process shall include a written self-evaluation by the direct report to the board in advance of the performance review.
 - c. At a minimum, the evaluation process shall include the evaluation process and timeline that is followed for university executive and managerial employees. The chair, or the chair's designee, may conduct interim evaluations as deemed necessary.
 - d. Upon completion of the evaluation, the chair or the chair's designee and one other board member shall meet with the direct report to discuss the evaluation.

IV. Delegation of Authority:

Delegation of authority may occur as provided within.

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

Approved as to Form:

Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

Date



UNIVERSITY *of* HAWAII®

2019 University of Hawai'i Legislative Measures of Interest

For Presentation

UH Board of Regents
March 28, 2019



2019 Legislative Session

SUBJECT AREAS

- 2019 Budget Bills
- 2019 UH Legislative Package and Similar Measures
- 2019 Measures of Interest
 - Board of Regents/Governance
 - UH Operations
- Board of Regents' Nominees
- Legislative Calendar



2019 Operating Budget

Description	BOR/HSE FY20	BOR/HSE FY21	CD1 FY20	CD1 FY21
Hawai'i Promise Program	\$ 19,700,000	\$ 19,700,000		
Raise Graduate Assistant Stipend (Mānoa)	\$ 2,198,360	\$ 2,242,327		
Student Mentors and Tutors (CCs)	\$ 1,004,400	\$ 1,004,400	\$ 500,000	\$ 500,000
Custodial & Maintenance (Hilo)	\$ 228,576	\$ 228,576	\$ 143,784	\$ 143,784
Wayfinding Education Program (Hilo)	\$ 375,000	\$ 300,000		
Learning Assistants and Peer Mentoring (Mānoa)	\$ 956,600	\$ 1,408,876		
Student Employment (Hilo)	\$ 122,000	\$ 231,000		
Student Employment (West O'ahu)	\$ 300,000	\$ 300,000		
Security Staff (Hilo)	\$ 311,240	\$ 311,240		
HINET for SNAP Recipients (CCs)	\$ 520,000	\$ 520,000		
Distance Education (West O'ahu)	\$ 1,000,000	\$ 1,000,000		
Convert 7.5 Positions from Tuition to General Funds (West O'ahu)			\$ 395,121	\$ 395,121
Reduce (6) Positions and Funds for NHERC (Hilo)			\$ (246,047)	\$ (249,309)
Add (9) Positions and Funds for NHERC (CCs)			\$ 634,171	\$ 634,171
5 positions - Teacher Education Program (LeeCC)			\$ 418,720	\$ 418,720
Other Current Expenses (Aquaria)			\$ 25,000	\$ 25,000
Innovation Center (Maui)			\$ 250,000	\$ 250,000
Child Care Site Director (WinCC)			\$ 65,000	\$ 65,000
CTAHR - Ornamental Breeding and Clean Export Practices (Mānoa)			\$ 400,000	
Apiary Program (KauCC)			\$ 60,000	\$ 60,000
Reduce Funds for Performance Funding (System)			\$ (2,000,000)	
Reduce (1) position and Funds from Mānoa			\$ (91,584)	\$ (91,584)
Total	\$ 26,716,176	\$ 27,246,419	\$ 554,165	\$ 2,150,903



2019 CIP Budget

(General Obligation Bonds)

Description	BOR FY 20	BOR FY 21	Senate FY 20	Senate FY 21
Renew, Improve, and Modernize (Systemwide)	\$ 157,000,000	\$ 133,000,000	\$ 50,000,000	\$ 65,000,000
Renovate Sinclair Library to become Student Success Center (Mānoa)	\$ 41,000,000		\$ 24,000,000	
Snyder Hall Replacement (Mānoa)		\$ 55,000,000		
Kuykendall Hall (Mānoa)	\$ 2,000,000			
Holmes Hall (Mānoa)	\$ 2,000,000	\$ 35,000,000		
Keller Hall / Physical Science (Mānoa)	\$ 1,000,000			
Pharmacy Lab Improvements (Hilo)	\$ 3,000,000		\$ 3,000,000	
Development & Infrastructure (West O'ahu)	\$ 7,000,000	\$ 8,000,000		
General Education Building I (West O'ahu)	\$ 1,000,000			
Planning Projects (West O'ahu)	\$ 500,000	\$ 500,000		
Capital Renewal & Deferred Maintenance (CCs)	\$ 25,000,000	\$ 25,000,000		\$ 14,500,000
Science Building (HonCC)	\$ 43,500,000			\$ 2,000,000
Minor CIP (CCs)	\$ 10,000,000	\$ 10,000,000		
Manono Campus Development (HawCC)	\$ 2,000,000	\$ 50,000,000		
Agripharmatech Bioprocessing Facility (WinCC)		\$ 3,000,000		
Mini Master Plan Phase 2 (Mānoa)				\$ 6,000,000
R&M and Equipment for Aeronautical Science (Hilo)			\$ 321,000	
Haleolelo Complex Phase II and Phase III (Hilo)			\$ 3,000,000	
Renew, Improve, and Modernize (West O'ahu)			\$ 1,000,000	\$ 1,000,000
Renew, Improve, and Modernize (Hilo)			\$ 5,000,000	\$ 8,000,000
Multi-Agency Facility at Wahiawa (CCs)			\$ 30,000,000	
Lump Sum (CCs)			\$ 14,000,000	
UH Mānoa Athletics Department (Systemwide)			\$ 2,000,000	
Early Phase Cancer Clinical Trials Facility at Cancer Center (Systemwide)			\$ 8,000,000	
Master Plan for new Athletic & Academic Facilities for Lower Campus (Systemwide)			\$ 750,000	
Total	\$ 295,000,000	\$ 319,500,000	\$ 141,071,000	\$ 96,500,000



2019 Budget Bills

HB 2 HD1 SD1 CD1 RELATING TO THE STATE BUDGET

Appropriates funds for the operating budget of the Executive Branch for fiscal years 2019-2020 and 2020-2021.

Update: 48 Hours notice was given 3/27/19

HB 116 SD1 RELATING TO THE STATE BUDGET

Appropriates funds for the operating budget of the Executive Branch for fiscal years 2019-2020 and 2020-2021.

Update: Conference committee meeting has recessed

SB 126 SD1 RELATING TO THE STATE BUDGET

Appropriates funds and positions to fulfill requests made by the Governor.

Update: Failed to meet Second Lateral deadline

HB 1259 SD1 RELATING TO CAPITAL IMPROVEMENT PROJECTS

Appropriates funds for the capital improvement project costs for the fiscal biennium 2019–2021.

Update: Pending conference committee meeting



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: Senate HRE passed as is; referred to WAM

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: Senate HRE passed as is; referred to WAM



2019 UH Legislative Package and Similar Measures

Hawai'i Promise Program

SB 316 SD2 HD1

RELATING TO THE UNIVERSITY OF HAWAII

Appropriates funds to the University of Hawaii for additional funding for the Hawaii Community College Promise Program. Requires a report to the Legislature.

Position: Support

Update: House FIN hearing on 3/28/19

HB 813 HD1 SD1

RELATING TO THE UNIVERSITY OF HAWAII PROMISE PROGRAM PLUS

Establishes the University of Hawaii 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 Hawaii who are (1) graduates of a University of Hawaii community college who received a Hawaii Community College Promise Program Scholarship; and (2) enrolled at any University of Hawaii campus. Appropriates funds to establish and implement the program. Effective 7/1/2050.

Position: Support

Update: Senate HRE passed as a SD1; referred to WAM



2019 UH Legislative Package and Similar Measures

Hawai'i Promise Program (con't)

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 Hawaii campus who meet certain eligibility criteria. Makes an appropriation for the Hawaii Promise Program.

Position: Support

Update: Senate HRE passed as is; referred to WAM

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: Failed to meet the Second Lateral deadline



2019 Select Measures of Interest

Board of Regents

SB 919 SD2 HD2

RELATING TO THE UNIVERSITY OF HAWAII BOARD OF REGENTS

Amends the composition of the Board of Regents of the University of Hawaii, and reduces the number of board members from 15 members to 11 members. Specifies terms of holdover board members. Specifies that the Board of Regents shall hold the president of the University of Hawaii and university administration accountable for decisions, actions, and leases that incur additional costs to the university.

Position: No position

Update: House FIN hearing on 3/28/19

SB 928 HD2

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 Hawaii State Constitution to repeal the requirement that the Governor make appointments to the University of Hawaii Board of Regents from pools of qualified candidates presented to the Governor by the Candidate Advisory Council for the University of Hawaii Board of Regents.

Position: No position

Update: House FIN hearing on 3/28/19



2019 Select Measures of Interest Operations

Ceded Lands - Pro Rata

HB 402 HD1 SD1

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 the office of Hawaiian affairs for underpayment of the public land trust funds for 7/1/2012 to 6/30/2019. Requires the department of budget and finance to provide an annual accounting of receipts from public land trust lands. Requires annual audits of any funds transferred pursuant to this Act. Establishes the public land trust revenues committee. Prohibits new funding to be appropriated to the office of Hawaiian affairs until the office of Hawaiian affairs' 2017 fiscal and performance audit is completed and provided to the legislature. Appropriates funds. Takes effect 7/1/2050.

Position: Oppose

Update: Senate HWN/HRE passed as a SD1; referred to WAM

The following Pro Rata related bills failed to meet a deadline:

- SB 191
- SB 1363



2019 Select Measures of Interest Operations

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: Failed to meet the Second Lateral deadline

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: Failed to meet the Second Lateral deadline



2019 Select Measures of Interest Operations

Land Development – Athletic Facility

HB 1497 HD3 SD1

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 including building a new stadium. Authorizes the issuance of revenue bonds and general obligation bonds. Appropriates funds. Effective 1/1/2050.

Position: Support

Update: Senate EET passed as a SD1; referred to WAM

Athletic Meals

HB 1547 HD2 SD1

MAKING AN APPROPRIATION TO THE UNIVERSITY OF HAWAII

Appropriates funds to the University of Hawaii to provide all student-athletes enrolled at the university with a meal incidental to competition and snacks as permitted by the National Collegiate Athletics Association, under certain conditions. Effective 7/1/2050.

Position: Support

Update: Senate HRE passed as a SD1; referred to WAM



2019 Select Measures of Interest Operations

HTDC

HB 624 HD1 SD1

RELATING TO THE STRUCTURE OF GOVERNMENT

Requires the Department of Business, Economic Development and Tourism (DBEDT) to engage a consulting firm to conduct a study to evaluate policies and organizational changes needed within DBEDT that will enable the State to successfully execute a technology-based economic development strategy. Appropriates funds for DBEDT to engage the consulting firm to conduct the study.

Position: [Comments](#)

Update: Senate EET/HRE passed as a SD1; referred to WAM



2019 Select Measures of Interest Operations

Online Privacy

HB 6 HD3 SD1

RELATING TO THE UNIFORM EMPLOYEE AND STUDENT ONLINE PRIVACY PROTECTION ACT

Establishes The Uniform Employee and Student Online Privacy Protection Act that adopts uniform laws on protecting the online accounts of employees, prospective employees, unpaid interns, applicants, students, and prospective students from employers and educational institutions. Takes effect 1/1/2050.

Position: Support

Update: Senate JDC decision making on 3/29/19



2019 Select Measures 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: Failed to meet First Decking deadline

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: Referred to House LHE/LAB/FIN

SCR210/SR169

URGING THE UNIVERSITY OF HAWAII TO SUPPORT THE ESTABLISHMENT OF A COLLECTIVE BARGAINING UNIT FOR GRADUATE STUDENT ASSISTANTS EMPLOYED AT THE UNIVERSITY

Update: Referred to Senate HRE/LCA



2019 Select Measures of Interest Operations

Immunization

SB 671 SD2

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. Takes effect on 7/1/2020.

Position: Support

Update: Failed to meet the Second Lateral deadline

HB 1157 HD1 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, under certain conditions. Effective 7/1/2050.

Position: Support

Update: Senate CPH decision making on 3/28/19



2019 Select Measures of Interest Operations

General Excise Tax

SB 1474 SD2

RELATING TO TAXATION

Increases the general excise tax and use tax by 0.5% to provide a dedicated funding source for the department of education and the University of Hawai'i. Effective 7/1/2050.

Position: Supportive

Update: Referred to House LHE/FIN



2019 Select Measures of Interest Operations

UH Travel Audit

SCR44/SR31

REQUESTING THE AUDITOR TO CONDUCT AN AUDIT OF ALL UNIVERSITY OF HAWAII TRAVEL FOR FISCAL YEARS 2014-2019

Position: Supportive

Update: Senate GVO/HRE passed as a SD1 on 3/21/19

Title III Funding Audit

SCR154/SR120

REQUESTING THE UNIVERSITY OF HAWAII OFFICE OF INTERNAL AUDIT TO CONDUCT AN AUDIT OF VARIOUS PROGRAMS AT THE UNIVERSITY OF HAWAII WEST OAHU THAT RECEIVE EXTRAMURAL FUNDING, INCLUDING TITLE III GRANT FUNDING

Position: Supportive

Update: Senate HRE passed as is on 3/21/19



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

- 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



R E S O L U T I O N**Urging Further Consideration Before Taking Action on
S.B. No. 919, 2019, Relating to the University of Hawai‘i
Board of Regents**

WHEREAS, Senate Bill No. 919 introduced during the 2019 session of the Hawai‘i State Legislature proposes to amend the composition of the Board of Regents (Board) and impose other stipulations; and

WHEREAS, S.B. No. 919 has been amended as it moves through the legislative process and S.B. No. 919, H.D. 2, includes the following amendments to the current law:

- (1) Reducing the number of members of the Board from 15 to 11;
- (2) Specifying that the Regents representing the City and County of Honolulu (i.e. O‘ahu) be differentiated between the first and second Congressional districts;
- (3) Stipulating that the Board hold the President and University Administration accountable for decisions, actions, and leases that incur additional costs to the university; and
- (4) Specifying that Regents can only serve as a holdover member until the end of the first legislative session following the expiration of a Regent’s term; and

WHEREAS, data on public higher education boards across the nation from the Association of Governing Boards of Universities and Colleges (AGB) indicates that the average number of members of public higher education boards across the nation is 12, the average term length is five years, and the average number of required meetings is two per year; and

WHEREAS, the provisions relating to representation by congressional districts would lead to inequitable results because while each district consists of a population of approximately 714,000, the 2nd Congressional district covers only limited rural areas of O‘ahu (and all of the neighbor islands); and while only one University of Hawai‘i campus sits in the O‘ahu portion of the 2nd Congressional district, there are five campuses in the 1st Congressional district; and

WHEREAS, the provisions requiring the Board to hold the President and Administration accountable are unnecessary, as that is already the nature and responsibility of the Board; and

WHEREAS, section 26-34(b), Hawai‘i Revised Statutes, which applies to all boards and commissions unless otherwise provided by law, allows for holdover members through the second legislative session following the expiration of a member’s term; and the provision in S.B. No. 919, H.D. 2 could result in the Board having difficulty conducting its business and attaining quorum in the event that members are not appointed and confirmed in a timely manner.

University of Hawai‘i Board of Regents
R E S O L U T I O N

DRAFT

NOW, THEREFORE, BE IT RESOLVED that the Board urges the legislature to defer action on this bill until full and further consideration can be given to the implications of each of the provisions of this bill; and

BE IT FURTHER RESOLVED that copies of this Resolution be transmitted to the Governor, President of the Senate, Speaker of the House of Representatives, Chair of the Senate Committee on Higher Education, and Chair of the House Committee on Lower and Higher Education.

Adopted by the Board of Regents
University of Hawai‘i
March XX, 2019

Item VI.H.

S.B. No. 928, Proposing 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
UH

**ITEM WILL BE
DISCUSSED AT
MEETING**

Item VII.A.1.
Executive Session
Personnel Matters

**ITEMS TO BE
DISCUSSED IN
EXECUTIVE
SESSION**

Item VIII.A.

Personnel Actions (A-1 for
Approval)

MATERIALS

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	Matlin	David	Director of Athletics	Intercollegiate Athletics	Extension		April 27, 2019 - April 26, 2023
UH Mānoa	Lai	Morris	Affiliate Graduate Faculty Emeritus	College Of Education	Emeritus		Upon Approval

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

David Lassner
President



UNIVERSITY
of HAWAII
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 HAWAII 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 Hawaii 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 20th percentile of \$328,041, a median of \$350,000 and 80th 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 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.
28. Herrington, T.O., M S. Bruno, and K. L. Rankin. 2000. "The New Jersey Coastal Monitoring Network: A Real-Time Coastal Observation System", *Journal of Marine Environmental Engineering*, 6, 1, 69-82, Gordon and Breach.
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.
30. Bruno, M.S., K.L. Rankin, and T.O. Herrington. 1999. Coastal Wave Measurement and Forecast System : Preliminary Results and Model Selection, *Estuarine and Coastal Modeling*, 899-914. ASCE.
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.
36. Rankin, K.L., M.S. Bruno, and R. I. Hires, 1998. "Development and Implementation of a Shear Plate for the Direct Measurement of Bottom Shear Stress in Moveable Bed Environments", *International Conference on Coastal Engineering*, Volume 3, 2628-2639, ASCE.
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.
57. Madsen, O.S., and M.S. Bruno, 1986. "A Methodology for the Determination of Drag Coefficients for Ice Floes", *Proceedings, Fifth Intl. Conference on Offshore Mechanics and Arctic Engineering*, Tokyo, Vol. 4, 410-417, ASME.

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.
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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.



March 20, 2019

MEMORANDUM

RECEIVED

TO: Lee Putnam
Chair, Board of Regents

VIA: David Lassner
President

FROM: David Lassner
Chancellor

SUBJECT: REAPPOINTMENT OF DAVID MATLIN AS UH MĀNOA DIRECTOR OF ATHLETICS

MAR 21 P4:03

David Lassner

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

David Lassner

19 MAR 21 P4:05

UNIVERSITY OF HAWAII
BOARD OF REGENTS

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the reappointment of David Matlin as UH Mānoa (UHM) Director of Athletics for an additional three years for an effective period through April 26, 2023, unless sooner relieved, subject to satisfactory annual performance evaluation. This reappointment is at his current annual salary, subject to EM adjustments as appropriate, and terms in accordance with his current appointment and all applicable University policies and procedures.

RECOMMENDED EFFECTIVE DATE:

Upon Board approval.

ADDITIONAL COST:

There is no additional cost associated with this request.

PURPOSE:

The purpose of this request is to reappoint David Matlin as UHM Director of Athletics to ensure continuity of leadership for the department, which is important for the recruitment and retention of student athletes and coaches as well as for continuing to build community support for Hawai'i's only major sports program.

BACKGROUND INFORMATION:

Pursuant to Regents Policy 9.212, Executive and Managerial Personnel Policies (amended July 1, 2016), no offer of employment shall include a multi-year employment term unless otherwise approved by the Board.

David Matlin was approved by the Board of Regents as UHM Director of Athletics on April 16, 2015, with a five-year appointment period effective April 27, 2015 through April 26, 2020, subject to annual satisfactory performance and any EM adjustments as appropriate. His performance is widely regarded within the university and within the community as exemplary. So as we approach the beginning of his last year of committed service, this request is to reappoint Director Matlin for an additional three year period that would continue until April 26, 2023. There is no change to current salary, and as an EM employee, Director Matlin has been and will continue to be subject to salary adjustments available to all other EMs in accordance with the appropriate approval process. The current performance bonus structure agreed to in 2015 will remain in effect without change.

Director Matlin's exceptional performance has been consistent throughout his appointment and reflected in his responsible management and advancement of the department, student-athletes, coaches, teams and staff, and financial and other resources. His performance is reflected in the success and positive experience of the student-athletes and teams in their academic and athletic achievements and continuing reduction of the financial shortfalls through creative approaches to generating revenue and reducing costs without impacting the community.

It is appropriate for the director of athletics to have a multi-year appointment to communicate the continued commitment of the institution to the director, who serves in one of the more challenging positions in the university. Such commitment is important for the recruitment and retention of coaches and student-athletes, who themselves commit to UH for multi-year periods. It also promotes the overall stability and advancement of Hawai'i's major sports program.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the reappointment of David Matlin as UHM Director of Athletics for an additional three years for an effective period through April 26, 2023, unless sooner relieved, subject to satisfactory annual performance evaluation. This reappointment is at his current annual salary, subject to EM adjustments as appropriate, and terms in accordance with his current appointment and all applicable University policies and procedures.



UNIVERSITY of HAWAII MĀNOA

Office of the Chancellor

UNIVERSITY OF HAWAII OFFICE OF CHANCELLOR

19 MAR 22 P3 03

March 21, 2019

MEMORANDUM

TO: Lee Putnam, Chair, Board of Regents
VIA: David Lassner, President (with signature)
FROM: David Lassner, Chancellor (with signature)
SUBJECT: REQUEST FOR EMERITUS STATUS

RECEIVED 19 MAR 22 P3 03

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve emeritus status for Dr. Morris Lai, as "Affiliate Graduate Faculty Emeritus" to recognize his dedicated and honorable service rendered to the University of Hawai'i at Mānoa and to maintain an ongoing connection with the university he continues to serve.

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 a distinguished, respected and long-serving University retiree whose work involved teaching, research and service similar to that of faculty. The requested action will formally recognize his body of work while retaining his expertise and continuing affiliation with the University.

BACKGROUND INFORMATION:

Board of Regents Policy RP5.219, Emeritus/Emerita Title, provides that the president may award the emeritus title to faculty members who retire from the University with five or more years of service at the rank of full professor or its equivalent as well as to certain administrators. However, the policy also explicitly provides that the president may recommend to the board for consideration individuals deserving of the honor who do not meet these criteria. This is such a request.

2500 Campus Road, Hawai'i Hall 202
Honolulu, Hawai'i 96822
Telephone: (808) 956-7651
Fax: (808) 956-4153

Lee Putnam
March 21, 2019
Page 2

When Dr. Morris Lai was first hired at the UH Mānoa College of Education with his PhD from UC Berkeley, he began in an APT (non-faculty) position. He continued as an APT throughout his distinguished 39-year career until retirement. As such, he does not meet the eligibility requirement for delegated emeritus recognition.

This memo does not reiterate Dr. Lai's distinguished career and accomplishments, which are fully elaborated in the attached request from the Department of Educational Psychology where Dr. Lai served as affiliate graduate faculty. But as you can see, Dr. Lai engaged during his career in work commonly performed by our distinguished faculty including teaching, mentoring students, conducting research, engaging in college, campus and community service, and bringing in over \$30 million in extramural funding.

This request is unanimously supported by the faculty of the Department of Educational Psychology. I now ask the UH Mānoa academic deans to collectively review requests for policy exceptions, and the deans also support this request to recognize Dr. Lai as affiliate graduate faculty emeritus.

I urge you to read the attached request from the faculty of the Department of Educational Psychology for an inspiring description of a strong contributor.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve emeritus status for Dr. Morris Lai, as "Affiliate Graduate Faculty Emeritus" to recognize his dedicated and honorable service rendered to the University of Hawai'i at Mānoa and to maintain an ongoing connection with the university he continues to serve.

Attachment



UNIVERSITY
of HAWAII
MĀNOA

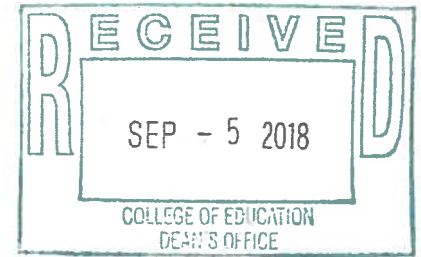
September 5, 2018

MEMORANDUM

TO: Nathan Murata, PhD
Dean, College of Education

FROM: Katherine T. Ratliffe, PhD
Chair/Associate Professor
Department of Educational Psychology, College of Education

Katherine Ratliffe



SUBJECT: RECOMMENDATION & REQUEST OF EMERITUS TITLE FOR DR. MORRIS LAI

INTRODUCTION

On behalf of the faculty of the Department of Educational Psychology (Ed Psych) at the University of Hawai'i at Mānoa (UHM), we hereby recommend and request Emeritus status and title for Dr. Morris Lai. Dr. Lai's outstanding, extensive, and distinctive accomplishments in teaching, research, and service throughout his nearly four decades at UHM strongly justify all three purposes of Emeritus status: 1) recognition of meritorious service by an individual, 2) acknowledgement of ongoing affiliation with the University, and 3) enhancement of the reputation of UH. Your support of this request will be greatly appreciated.

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents grant an exception to BOR Policy and confer the title of Graduate Faculty Emeritus to Dr. Morris Lai.

ADDITIONAL COST: There are no additional costs associated with this recommendation.

BACKGROUND AND JUSTIFICATION OF EMERITUS TITLE:

Board of Regents Policy 59.21 1.111.3. provides for the President, under delegated authority, to confer the emeritus title to faculty retired or retiring at the highest rank after five years of dedicated and honorable service and to vice presidents and chancellors who have made exceptional contributions to the University. The policy also allows requests for individuals who do not meet the stated criteria but are otherwise qualified to be forwarded for Board consideration.

An exemplary member of the UHM College of Education for 39 years, Dr. Morris Lai is recognized by the Department of Educational Psychology for his teaching, research, grantsmanship, and service contributions to the College of Education, UH, UHM, and the community. As an Ed Psych graduate faculty member for 36 years and researcher/evaluator as educational associate of CRDG for 39 years, Dr. Lai was recommended unanimously by the Ed Psych faculty for the Emeritus status and title.

Dr. Lai retired from UHM in 2014 after 39 years of service as an Administrative, Professional, and Technical (APT) researcher/evaluator of CRDG. He attained the highest level of APT as Educational Associate VI (APT and band D). During his tenure at UHM, Dr. Lai obtained funds and served as principal investigator for external grants totaling more than \$30 million. He was ranked 23rd among UH faculty and staff for successfully obtaining grant funds during a 5-year period (2000-2005), for which such information was available. In 2005, he received the UHM College of Education Impact Award, and in 2011, he received the UHM Chancellor's Award for Outstanding Service and the UHM College of Education Lifetime Achievement Award.

Dr. Lai served as a member of the Ed Psych graduate faculty for 36 years, which affirms his qualification as a *graduate faculty* of the UHM Graduate Division: *the graduate faculty is composed of scholars who have a record of professional and scholarly achievements and who have agreed to work with and advise graduate students*" (Graduate Division, 2017). Dr. Lai served on doctoral committees of 59 students who successfully completed their programs, 6 of whom he served as chair. Service on 59 doctoral committees is truly remarkable and more than twice the number of doctoral committees served by other professors who were recently granted emeritus status. Dr. Lai also served on 16 master's committees for students who completed the degree, serving as chair of 5 of those committees. He taught practicum, seminar, and directed reading courses on program evaluation for graduate students. Moreover, continuously for 34 years, Dr. Lai attended Ed Psych weekly faculty meetings and served on admissions, qualifying examination, faculty search, and personnel committees.

As a Native Hawaiian who has studied Hawaiian language, chant, and history since 1976, Dr. Lai is viewed as an expert in Hawaiian education. As an educational researcher and program evaluator, he has combined his interests in program evaluation and indigenous studies with his scholarship and mentoring of Hawaiian students, faculty, and staff. His work as principal investigator of the Pihana Nā Mamo Native Hawaiian Projects (2002–2012) resulted in service to thousands of Hawaiian children and fourteen books on Native Hawaiian values and issues. Dr. Lai is well-known for his establishment and development of the COE/CRDG Hawaiian Library that provides free access to students, faculty, scholars, and the community. A repository of over 9,000 volumes of Hawaiian-focused books and articles, the library provides the third largest collection of Hawaiian books accessible free of charge in the State of Hawai'i. In his retirement, Dr. Lai continues to spend numerous hours searching through book sales and purchasing unique Hawaiian books and literature with his personal funds to add to the collection.

Dr. Lai served on the COE Native Hawaiian Faculty Committee (2012–2016). He also served on the planning committee to develop the PhD program at the UHM Hawai'i inuiākea School of Hawaiian Knowledge. Notable is his mentoring of nine Native Hawaiian students for whom he served as chair or committee member on their doctoral dissertation committees and two Native Hawaiian students for whom he served on their thesis committees. In addition, he served as chair of a Native American doctoral student and two other indigenous students (Māori and Native American). Since 2004, he has served on the editorial board of *Hūlili: Multidisciplinary Research on Hawaiian Well-Being*, 2004–2018.

Dr. Lai is internationally, nationally, and locally renowned in his fields. Internationally, he authored or presented 19 papers with strong international aspects. He served as a member of the Evaluation Hui, a

consortium of Native Hawaiian and Māori evaluators (2003–2013). In 2007–2008, he served as the UHM sponsor/representative for Zayda Sierra, a Fulbright scholar from Colombia.

Nationally, Dr. Lai's respect is evidenced by his tenure on the editorial review board of the *American Journal of Evaluation* (1995–2002), editorial advisory board of *New Directions for Evaluation* (1989–2001), and membership on the Program Effectiveness Panel of the U.S. Department of Education, (1989–1996). Dr. Lai chaired the U.S. Department of Education's 1999 evaluation of the Mid-Continent Research for Education and Learning (McREL) and served on the committee of the U.S. Department of Education's evaluation of the Northwest Regional Educational Laboratory (NWREL). Dr. Lai was recognized for his achievements as a seven-time award winner in the American Educational Research Association (AERA) Division H (Research, Evaluation, and Assessment in Schools) Excellent Publications Competition and as a three-time presenter at the AERA Distinguished Paper Session. With over 25,000 members, AERA is the most prestigious educational research association in North America, and the acceptance of proposals for presentation at the AERA annual meetings is notoriously competitive.

Locally, Dr. Lai was Co-Editor-in-Chief of the *Pacific Educational Research Journal* (1996–2003) and continued the next decade (2004–2014) as a contributing editor. He served on the Advisory Committee of the Hawaii Comprehensive Cancer Control Program (2001–2006) and the Advisory Board of the Zero-to-Three early childhood education committee (1993–2006). For 40 years (1978–2018), he has served on the board of directors of the not-for-profit organization Center for Citizen Education.

Utilizing his research and organizational skills, Dr. Lai has made important contributions to the broader community, including Stanford University, 'Iolani School, public elementary schools, and the general public. He served on the PTA board for Mānoa Elementary School (1974–1982). He initiated and was primarily responsible for the implementation of reunions of alumni schoolmates of Ali'iōlani Elementary School and Stanford University. For 35 years, he wrote news articles for 'Iolani School and volunteered as a class agent. He used his research skills as a volunteer to conduct genealogical research for approximately 20 families.

According to Executive Policy 9.209: It is intended that emeriti faculty and executives will provide the University community with expert and mature counsel on a variety of matters. Emeriti faculty and executives may serve as guest lecturers and participate in seminars, colloquia, lectures and other scholarly meetings at the invitation of the sponsoring University unit. The University community is encouraged to call upon the services of emeriti faculty and executives to assist with special committees, task forces, projects, etc., that can benefit from their experience and knowledge.

In the four years since his retirement, Dr. Lai has clearly fulfilled the above expectations of an Emeritus faculty. He continues to serve as a graduate faculty on doctoral and thesis committees in Educational Psychology. He is on campus about three days each week to work on the COE/CRDG Hawaiian Library. Students use this library and consult with Dr. Lai regarding Native Hawaiian history and education. In addition, Dr. Lai successfully led efforts to raise funds to establish a UH Foundation endowment in the UHM Department of History for Hawaiian historical research emphasizing the use of Hawaiian-language sources (2015–2018). He has been volunteering weekly for more than three years in the Bernice Pauahi

Bishop Museum's Archives/Library, where his work has included transcriptions of Hawaiian chants and indexing of content of historical manuscripts.

The faculty in the Department of Educational Psychology unanimously recommended that Dr. Lai is worthy of the honor of the Emeritus title. As noted in this request memorandum and presented in the attached document, Dr. Lai's lifetime achievements are clearly that of an exemplary faculty member who deserves the honor of Emeritus status. Dr. Lai continues to serve our University and broader communities with strong contributions to education, research, service, and the advancement of Native Hawaiians.

ACTION RECOMMENDED:

It is recommended that the Board of Regents grant an exception to BOR Policy and confer the title of Graduate Faculty Emeritus.

Attachments:

Curriculum Vitae

Letters of Recommendation and Support



UNIVERSITY
of HAWAII
SYSTEM

Office of Strategic Initiatives



July 9, 2018

Dr. Nathan Murata, Dean
College of Education
University of Hawai'i - Mānoa
1776 University Avenue
Honolulu, HI 96822

Dear Dean Murata:

In full recognition of the vital role of emeritus faculty in the stature of the University, and with pride of my alma mater—the University of Hawai'i-Mānoa College of Education as a distinguished institution of higher learning—I heartily recommend Dr. Morris Lai for emeritus status and title of Graduate Faculty Emeritus. Over the past four decades, I have had numerous opportunities to observe and interact with Dr. Lai. In all aspects, he demonstrated the highest levels of performance as a professional who is dedicated to students and the institution, committed to high standards of pedagogy, and devoted to teaching, research, and service in higher education. Dr. Lai is profoundly respected, locally and nationally, for his intellectual knowledge, expertise in assessment and evaluation, cultivation of best practices, and generosity of service to the campus, the community, and the profession. In every respect, he deserves the privilege of the status and title of Graduate Faculty Emeritus.

Dr. Lai is an exceptional staff/faculty who consistently demonstrated high-caliber academic performance and took on exceedingly large workloads over four decades at UHM. Officially employed as an APT (Administrative, Professional/Technical) staff, Dr. Lai fulfilled his commitments as an APT with outstanding results in both quantity and quality of work. In addition, he fulfilled all academic and research expectations of an instructional full professor, as illustrated by the following examples of Dr. Lai's unique career record:

- 1) It is uncommon for a staff in an APT position to serve as a graduate faculty. Dr. Lai's acceptance by the UHM Graduate Division as a member of the graduate faculty in the Department of Educational Psychology for nearly four decades is testament to his diligence in research and scholarship. His service and leadership on dissertation committees enabled the completion of PhD degrees for dozens of graduate students, including Native Hawaiian students.
- 2) Dr. Lai is respected by his colleagues across the nation as a productive academician and scholar, as noted by the recognition of his professional endeavors by the U.S. Department of Education, the American Educational Research Association (AERA), and other prestigious national organizations.
- 3) In addition to his expertise in research and evaluation, Dr. Lai mentored Native Hawaiian students, faculty, and staff in Hawaiian language, chant, history, and education. As principal investigator of the Pihana Nā Mamo Native Hawaiian Projects (2002–2012) that included program development, teacher training, parental involvement, and evaluation, he facilitated the education of thousands of Hawaiian children on Native Hawaiian values and issues.

Dr. Nathan Murata
July 9, 2018
Page 2

- 4) Dr. Lai served on the COE Native Hawaiian Faculty Committee (2012–2016) and served on the planning committee to develop the PhD program at the UHM Hawai'inuiākea School of Hawaiian Knowledge.
- 5) Dr. Lai personally and single-handedly established and developed the College of Education (COE)/Curriculum Research & Development Group (CRDG) Hawaiian Library of over 9,000 volumes of Hawaiian-focused books and articles, the third largest collection of Hawaiian books in the State of Hawai'i accessible free of charge to students, faculty, scholars, and the community. In his retirement, Dr. Lai continues to seek unique Hawaiian books which he purchases with his personal funds to add to the library.

Dr. Morris Lai has already demonstrated his continued service to the institution and community in his retirement in a variety of ways. I am extremely confident that he will provide further significant and substantive service to UHM in future years. Dr. Lai fulfills the requirement and criteria for Emeritus Faculty. I highly recommend approval of the request for the status and title of Graduate Faculty Emeritus without reservation.

Sincerely,

Doris Ching

Doris Ching
Emeritus Vice President for Student Affairs and
Chief Academic Officer, Academy for Creative Media
University of Hawai'i System

c: Dr. Katherine Ratliffe, Chair, Ed Psy



UNIVERSITY
of HAWAII
MĀNOA

Hawai'inuiākea School of Hawaiian Knowledge
Kawaihuelani Center for Hawaiian Language

Aloha mai kākou,

I write in very strong support of the request for Dr. Morris Lai (henceforth Morris) to receive emeritus status. I join a group of colleagues who recognize the stellar contributions that Morris has made to our University over many years of an extremely dedicated career.

Although Morris' career path at the University followed the APT line, a position designed to support the overall mandates of the academy, his contributions to the advancement of scholarly endeavors therein have been instrumental in supporting the efforts of numerous scholars as they plumb the depths of academia. During his tenure at the UH Mānoa, Morris has served on many doctoral committees, a critical component of the service requirements expected of instructional faculty, lending his expertise to the candidates with particular regard to advisement on writing content and style.

Having served on several doctoral committees with Morris, I know him to be extremely well informed on the stylistic expectations of well-written scholarly papers. His contributions have helped many MA and PhD candidates legitimize the academic quality of their research production, quality that might otherwise have been obscured by inappropriate writing styles or convoluted content. Morris' experience in this area helps to fill a gap that is not adequately addressed by the hordes of "I" line faculty tasked with shepherding candidates for graduate degrees through the scholarly writing process. As well, the opportunities that I have had to work alongside Morris have served to strengthen my own understanding of academic writing as found at the interface between style and content.

Beyond the support that Morris has provided to a slew of scholars over the years, I would like to make the case that he has actually gone beyond the call by making the effort to learn the Hawaiian language, one of two official languages of the State of Hawai'i. This is a critical point, for the following reason. Although the university recognizes the right of students to write theses and dissertations in Hawaiian, there is a dearth of professors who are capable of reading Hawaiian, particularly scholarly arguments written in Hawaiian. In this regard, Morris fills a growing need that has been otherwise ignored relegating this so-called right vacuous. This point is not meant as a critique of the "I" line faculty who do not speak or read Hawaiian. It is instead meant to illustrate the lengths to which Morris has gone in order to facilitate students' pursuits of academic breadth as well as depth here in Hawai'i.

I would like to note here that learning a second language can be a daunting task for anyone, especially an adult whose worldview has already been established through a first language. This has been well established in the literature relating to second language acquisition. Nevertheless, Morris, seeing a shift in the way this community has valued its heritage language (as spoken and written by most citizens of Hawai'i during the 19th and early 20th centuries), decided to make the

2540 Maile Way, Spalding 253 Honolulu, Hawai'i 96822
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An Equal Opportunity/Affirmative Action Institution

Kamehameha-esque effort to acquire Hawaiian as an adult, becoming a proficient reader and a capable speaker. His work in the academy, particularly his collection of Hawaiian and Polynesian literature positions him well to support candidates writing either in or on Hawaiian. With emeritus status, Morris' capacity to support Masters and PhD candidates would make him an invaluable asset to the Hawaiian community, the University, and to a broader movement of scholars throughout the world who choose to write from an indigenous perspective.

Until more scholars acquire the capacity to support the dissemination of research in Hawaiian, Morris' background constitutes an indispensable resource for an ever-increasing number of graduate students. Failure to recognize the value of such a resource would ultimately limit the range of expression within which scholars might disseminate their ideas. This strikes me as counterintuitive given the mandates of higher education. As such, I encourage you to consider this application for emeritus status for Dr. Morris Lai as a promise of future benefit to our University.

'O au nō me ka 'oia'i'o,

A handwritten signature in black ink, appearing to read 'K. Laiana Wong', written in a cursive style.

K. Laiana Wong, Polopeka
Kawaihuelani Center for Hawaiian Language

Curriculum Vitae: Morris K. Lai, June 2018

BS (mathematics), Stanford University, 1965; MA (mathematics), University of Hawai'i at Mānoa, 1967; PhD (education), University of California at Berkeley, 1972

- 2015–2018 Research volunteer, Bishop Museum Library and Archives.
- 1974–2014 Senior educational associate (Administrative, Professional, and Technical staff), Curriculum Research & Development Group, University of Hawai'i at Mānoa (retired February 1, 2014).
- 2000–2012 Principal investigator, Pihana nā Mamo Native Hawaiian Projects (funded through the Native Hawaiian Education Program, U.S. Department of Education). Educational services (e.g., curriculum development, staff workshops, and cultural activities) were provided to thousands of students and parents and hundreds of teachers and administrators. Fourteen books on Native Hawaiian values and issues were produced through these projects: 12 books of the *Ka Wana Series* on Native Hawaiian values; *No nā Mamo: Traditional and Contemporary Hawaiian Beliefs and Practices* (co-published by CRDG and University of Hawai'i Press); *Hāpai nā Leo*, an anthology of writings related to Native Hawaiian values.
- 2011 University of Hawai'i College of Education Lifetime-Achievement Award.
- 2011 University of Hawai'i at Mānoa Chancellor's Award for Outstanding Service.
- 2005 University of Hawai'i at Mānoa College of Education Impact Award.
- 2004–2010 Lead evaluator, SPARK-Hawai'i (early childhood education project in Native Hawaiian communities, funded by WK Kellogg Foundation).
- 1985–1987 Project director, Computer-enhanced investigations related to Native Hawaiian resource materials (for ALU LIKE, Inc.).
- 1982–2018 Graduate faculty, Educational Psychology, University of Hawai'i.
- 1970–1974 Project director, Far West Laboratory for Educational Research and Development. Seven-time award winner in the American Educational Research Association's Division H (Research, Evaluation, and Assessment in Schools) Excellent Publications Competition. Three-time presenter at the American Educational Research Association's Distinguished Paper Session.
- Obtained funds and served as principal investigator for external grants totaling more than \$30 million (ranked 23rd among UH faculty/staff during a 5-year period [2000–2005] for which such information was available).
- Served on doctoral committees of 59 graduate students who earned their doctoral degrees at the University of Hawai'i at Mānoa.
- Developed and manages of the College of Education/Curriculum Research & Development Group Hawaiian Library (More than 9,000 references on Hawaiian history, culture, and education).
- Headed the collection of funds to successfully establish a University of Hawai'i Foundation endowment in the UHM Department of History for Hawaiian historical research emphasizing the use of Hawaiian-language sources, 2015–2018.
- Advisory committee, Kūkulu Hou (research project on mana). Office of Hawaiian Affairs, 2015–2018.
- University of Hawai'i representative for Zayda Sierra, Fulbright scholar from Colombia, 2007.

Co-editor-in-Chief, *Pacific Educational Research Journal*, 1996–2003; Contributing editor, 2004–2014.
 Editorial Board, *Hūlili: Multidisciplinary Research on Hawaiian Well-Being*, 2004–2018.
 Chair of the U.S. Department of Education's 1999 evaluation of Mid-Continent Research for Education and Learning (McREL).
 Committee member of the U.S. Department of Education's 1999 evaluation of Northwest Regional Educational Laboratory (NWREL).
 Editorial Review Board, *American Journal of Evaluation*, 1995–2002.
 Editorial Advisory Board, *New Directions for Evaluation*, 1989–2001.
 Program Effectiveness Panel, U.S. Department of Education, 1989–1996.

Publications and Presentations (entries more recent than 2013 are postretirement)

- Lai, M. K. (2016). Prepublication reviewer of *A History of Hawai'i*, by Leah Tassill, Eileen Tamura, & Linda Menton. Honolulu, HI: Curriculum Research & Development Group, University of Hawai'i at Mānoa. This publication is the predominant Hawaiian-history book used in Hawai'i schools.
- Lai, M. K. (2015). *The College of Education/Curriculum Research & Development Group Hawaiian Library: A valuable resource*. Presentation at the College of Education, University of Hawai'i at Mānoa.
- Rahman, L., Nigg, C. R., Rosner, L. S., Iversen, C. S., Chung, H. V., Lai, M. K., Saka, S. M., Sayessian, M. L., & Watters, C. A. (2015). Fish intake by adolescents is related to nutrient intake but not lifestyle factors. *Asia-Pacific Journal of Public Health*. DOI: 10.1177/1010539513492560.
- Chung, H. V., Iversen, C. S., Lai, M., Saka, S., Anwar, M. M.-u., & Nigg, C. R. (2014). Omega-3 fatty acids from fish, other nutrient intake, and lifestyle factors: Exploring the relationship in children. *Asia-Pacific Journal of Public Health*, 26, 517–526. <http://dx.doi.org/10.1177/1010539513485970>.
- Lai, M. K. (2014, February). *Behaviors that indicate the COE is very far from being a Hawaiian place of learning*. Presentation at the University of Hawai'i's College of Education Faculty Colloquium, Honolulu, HI.
- Lai, M. K. (2014). *Hawaiian brilliance, disdain from the "mainstream," and the legacy of Pihana nā Mamo*. Plenary presentation at the professional development workshop of Pihana nā Mamo, Honolulu, HI.
- Lai, M. K. (2014, June 21). He kanikau aloha no ku'u makuahine aloha. Article in the Hawaiian language Kauakūalahale column. *Honolulu Star-Advertiser*, p. A8.
- Lai, M. K. (2014). *Negotiations on sex and hogs were more successful than discussions on venereal disease: Polynesian and European communication and the effects of venereal disease in Hawai'i, 1778–1828*. Honolulu, HI: Author.
- Lai, M. K. (2014). Reviewed and edited manuscript for the second printing of *No nā Mamo: Traditional and Contemporary Hawaiian Beliefs and Practices*, by Malcolm Nāea Chun. Honolulu, HI: University of Hawai'i Press.
- Lai, M. K. (2014). Reviewer of *E Mau ai ka Puana*, a monograph edited by R. K. Lopes and published by Ka Waihona a ke Aloha, Hawai'inuiākea School of Hawaiian Knowledge, University of Hawai'i at Mānoa.
- Lai, M. K. (2014). Reviewer of *'Ike Ulana Lau Hala, The Vitality and Vibrancy of Lau Hala Weaving Traditions in Hawai'i*, edited by L. O. Keawe, M. MacDowell, & K. C. Dewhurst.

- Hawaiʻinuiākea Monograph, Vol. 3. Honolulu, HI: Hawaiʻinuiākea Publishing.
- Lai, M. K. (2014). *Social-network aspects of Boaz Māhune, whose level of authorship of the first Hawaiʻi constitution remains controversial*. Honolulu, HI: Author.
- Perkins, L. A., & Perkins, R. F. (Comps. & Eds.), & Lai, M. K. (Gen. Ed.). (2014). *On the missing moʻolelo of ʻohana genealogies: The Makekahu Clans, 1a–b*. Māhaha, HI: Kamaluʻululele.
- Ward, L., Lai, M. K., & Oshiro, Y. (2014, April). *Reflections of honor: The untold story of a Nisei spy*. Presentation at a colloquium at the University of Hawaiʻi's Center for Biographical Research, Honolulu, HI.
- Lai, M. K. (2013, September). *APA-style errors that indicate that one has "flunked" a PhD requirement*. Presentation at the College of Education, University of Hawaiʻi, Honolulu, HI.
- Lai, M. K. (2012, October). *Evaluation in indigenous ecologies: Identifying issues of importance across indigenous contexts*. Panelist of session at the annual meeting of the American Evaluation Association, Minneapolis, MN.
- Lai, M. K. (2012). *The prevalence of settlers as bad global citizens*. Presentation at the annual meeting of the Pacific Circle Consortium, Seoul, Korea.
- Lai, M. K. (2012, November). *The value of indigenous assessment and evaluation*. Presentation at the Native Hawaiian Education Program Grantee Symposium, Kāneʻohe, HI.
- Lai, M. K. (2012, November). *What the federal human subjects regulations really say about educational evaluation*. Presentation at the annual meeting of the Hawaiʻi-Pacific Evaluation Association, Honolulu, HI.
- Lai, M. K., York, S. E., & Dunn, H. H. (2012, October). *Questioning the continuing denigration (since Campbell and Stanley in 1963) of the use of matching to create comparison groups*. Paper presented at the annual meeting of the American Evaluation Association, Minneapolis, MN.
- York, S. E., Saka, S. M., & Lai, M. K. (2012, April). *An evaluation approach that is invitational*. Presentation at the annual meeting of the American Educational Research Association, Vancouver, BC, Canada.
- Lai, M. K. (2011, May). *Many examples of hewa (mistakes) committed by prominent Western "experts": It is foolish for indigenous peoples to continue to privilege Western ways*. Presentation at the Second International Hui on Indigenous Research: Beyond Legitimation. Chena Hot Springs Resort, AK.
- Lai, M. K. (2011, July). *Privileging states' rights over indigenous people's rights in the United Nations Declaration would be renewed colonization*. Presentation at the 9th International Indigenous Wānanga of Ngā Pae o te Māranmatanga, Omapere, NZ.
- Lai, M. K. (2011, August). *States' rights in the United Nations declaration on indigenous peoples' rights should not be privileged over indigenous people's rights*. Presentation at the annual meeting of the Pacific Circle Consortium, Auckland, NZ.
- Lai, M. K. (2011, November). *The UN Declaration on Indigenous Peoples' rights: Directly and strongly related to evaluation*. Presentation at the annual meeting of the American Evaluation Association, Anaheim, CA.
- York, S. E., & Lai, M. K. (2011). *Formative evaluation of the Center on the Family Early Reading First Hui Aʻo Mua Project*. Honolulu: University of Hawaiʻi at Mānoa, Curriculum Research & Development Group.
- Iokepa-Guerrero, N., Lai, M. K., Noguchi, L., Gomes, K., & Sing, D. (2010). *Crossing the P-20 spectrum: Native Hawaiian education for success and empowerment from early childhood to*

- post-secondary education*. Presentation at the annual Hawai'i International Conference on Education, Honolulu, HI.
- Lai, M. K. (2010, September). *Evaluators must be knowledgeable about the United Nations declaration on indigenous peoples' rights*. Presentation at the annual meeting of the Hawai'i-Pacific Evaluation Association, Honolulu, HI.
- Lai, M. K. (2010, May). *Past, current, and future effects of the United Nations declaration on the rights of indigenous peoples*. Presentation at the annual meeting of the Pacific Circle Consortium, Ashland, OR.
- Lai, M. K. (2010, November). *Using indigenous lenses to evaluate "improved" research/evaluation methods*. Presentation at the annual meeting of the American Evaluation Association, Denver, CO.
- Lai, M. K., & York, S. E. (2010). *Indigenous-Western disagreements about the appropriateness of close relationships between evaluators and project participants*. Presentation at the annual conference of the Hawai'i Educational Research Association, Honolulu, HI.
- Leahy, P., Lai, M. K., York, S. E., & Curtis, P. (2010). *A discussion of the evaluation results of the WK Kellogg Foundation, Securing Partnerships to Assure Ready Kids (SPARK) "Ready Kids" Follow-up Study*. Presentation at the annual Hawai'i International Conference on Education, Honolulu, HI.
- York, S. E., & Lai, M. K. (2010). *Hui A'o Mua Early Reading First: Year 1 evaluation report*. Honolulu: University of Hawai'i at Mānoa, Curriculum Research & Development Group.
- Chun, M. N., & Lai, M. K. (2009). *Personal reflections of using indigenous traditional cultural values as a teaching strategy in education*. Presentation at the annual conference of the Pacific Circle Consortium, Taipei, Taiwan.
- Kawakami, A. J., Lai, M. K., Mertens, D., Symonette, H. L., & Wagner, D. (2009, November). *Contextualizing your inner evaluator: Embracing other worldviews*. Workshop presented at the annual meeting of the American Evaluation Association, Orlando, FL.
- Lai, M. K. (2009). *Indigenous approaches to evaluation*. Workshop presented at the annual meeting of the Hawai'i-Pacific Evaluation Association, Honolulu, HI.
- Lai, M. K. (2009). *Statistical significance testing as widely practiced and published: An illogical procedure in educational research*. Presentation at the annual conference of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K. (2009). *Time to stop privileging the ways of cultural dominators*. Presentation at the annual conference of the Pacific Circle Consortium, Taipei, Taiwan.
- Lai, M. K., Dunn, H., & York, S. E. (2009). *Data-substantiated assertions about effects and aspects of Pihana Nā Mamo*. Poster presentation at the annual meeting of the American Educational Research Association, San Diego, CA.
- Lai, M. K., & Wagner, D. M. (2009). *Indigenous evaluation methods: A focus on privileges and people*. Presentation at the annual meeting of the American Evaluation Association, Orlando, FL.
- York, S. E., & Lai, M. K., (2009). *Evaluator-evaluand relationships: The good, the bad, and the ugly*. Paper presented at the annual meeting of the Hawai'i Educational Research Association, Honolulu, HI.
- Dunn, H. H., Lai, M. K., & Kishi, G. S. (2008). *Annual performance report for Kāko'o Piha: The Pihana nā Mamo Project to support at-risk Native Hawaiian youth*. Honolulu: University of Hawai'i at Mānoa, Curriculum Research & Development Group.

- Dunn, H. H., Lai, M. K., & Kishi, G. S. (2008). *Annual performance report for Nā Lama Heluhelu: The Pihana nā Mamo early reading initiative*. Honolulu: University of Hawai'i at Mānoa, Curriculum Research & Development Group.
- Kawakami, A. J., Aton, K., Cram, F., Lai, M. K., & Porima, L. (2008). Improving the practice of evaluation through indigenous values and methods: Decolonizing evaluation practice: Returning the gaze from Hawai'i and Aotearoa. In N. Smith & P. R. Brandon (Eds.), *Fundamental issues in evaluation* (pp. 219–242). New York, NY: Guilford.
- Lai, M. K. (2008). *Hawaiian brilliance, the Harvard fallacy, tax deductions, and Woody Allen: All directly related to evaluation*. Presentation at the P-3 Implementation Grant General Session, Honolulu, HI.
- Lai, M. K. (2008). *How a decolonized evaluation differed from mainstream evaluations and better protected young children*. Presentation at the annual meeting of the American Evaluation Association, Denver, CO.
- Lai, M. K., Dunn, H. H., & York, S. E., (2008, January). *NCLB's AYP Approach Lacks APV (Adequate Professional Validity)*. Presentation at the annual meeting of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K., & York, S. E. (2008). *A more appropriate determination of the effectiveness of a prekindergarten initiative in Hawaiian communities*. Paper presented at a Distinguished Paper session of the American Educational Research Association, New York, NY.
- Lai, M. K., & York, S. E. (2008). *Avoiding ethical and methodological deficiencies found in widely acclaimed early childhood education studies*. Presentation at the annual meeting of the American Evaluation Association, Denver, CO.
- Lai, M. K., & York, S. E. (2008). *Year-5 and cumulative SPARK-Hawai'i evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Dunn, H. H., Lai, M. K., & Kishi, G. S. (2007). *Annual performance report for Kāko 'o Piha: The Pihana nā Mamo Project to support at-risk Native Hawaiian youth*. Honolulu: University of Hawai'i at Mānoa, Curriculum Research & Development Group.
- Dunn, H. H., Lai, M. K., & Kishi, G. S. (2007). *Annual performance report for Nā Lama Heluhelu: The Pihana nā Mamo early reading initiative*. Honolulu: University of Hawai'i at Mānoa, Curriculum Research & Development Group.
- Kawakami, A. J., Aton, K., Cram, F., & Lai, M. K. (2007). *Culling tenets of success from Hawaiian promising practices in education—assets based inquiry, a community-based process*. Panel presentation at the annual meeting of the American Evaluation Association, Baltimore, MD.
- Lai, M. K. (2007). *Data-substantiated assertions about effects and aspects of Pihana nā Mamo*. Paper presented at a meeting with the Government Accountability Office (GAO). Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K. (2007). *Examples from a culture-based mo'olelo evaluation video*. Presentation at the SPARK-HI mo'olelo meeting, Honolulu, HI.
- Lai, M. K. (chair). (2007). *The illogic of privileging Western mainstream ways of knowing and evaluation practice in indigenous and other non-Western or non-mainstream contexts*. Panel presentation at the annual meeting of the American Evaluation Association, Baltimore, MD.
- Lai, M. K. (2007). *Mo'olelo (storytelling) evaluation methods using video among other things*. Presentation at the annual meeting of the Hawai'i-Pacific Evaluation Association, Honolulu, HI.
- Lai, M. K., Dunn, H., Yap, M., & Okihara, D. (2007). *Examples from a culture-based*

- mo'olelo evaluation video*. Presentation at the annual meeting of the National Indian Education Association, Honolulu, HI.
- Lai, M. K., & Goh, S. S. (2007). *The illogic (for Hawaiians, especially) of privileging Western/mainstream research and pedagogical methods*. Presentation at the annual meeting of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K., & York, S. E. (2007). *SPARK-Hawai'i Year 4 evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K., & York, S. E. (2007). *Honoring and respecting cultures of project participants, communities, funding agencies, and evaluators*. Presentation at the annual Ku'i ka Lono conference on Hawaiian well-being, Honolulu, HI.
- Lai, M. K., & York, S. E. (2007). *Three methods for assessing pre-k programs and elementary schools in Hawai'i*. Panel presentation at the annual meeting of the American Evaluation Association, Baltimore, MD.
- Cram, F., Kawakami, A. J., Aton, K., Lai, M. K., & Porima, L. (2006). *Using indigenous evaluation methodologies: Our fundamental right*. Presentation at the annual meeting of the American Evaluation Association, Portland, OR.
- Dunn, H. H., Higa, T. A. F., & Lai, M. K. (2006). *The relationship between a subset of the Dynamic Indicators of Basic Early Literacy Skills (DIBELS) and Hawai'i State Assessment (HSA) for Pihana Nā Mamo Grade 3 and Grade 5 students in school year 2004–05*. Presentation at the annual conference of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K. (2006). *Challenging past and present inequities of evaluation methodology and practice*. Presentation at the annual meeting of the American Evaluation Association, Portland, OR.
- Lai, M. K. (2006). *How researchers "define" Hawaiian/part-Hawaiian can strongly affect results*. Presentation at the annual conference of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K. & Dunn, H. H., (2006). *Culturally appropriate evaluation: Examples from a mo'olelo evaluation video*. Presentation at the 2006 Conference on Hawaiian Indigenous Education, Research, and Well-being, Honolulu, HI.
- Lai, M. K., Dunn, H., & Yap, M. (2006). *A mo'olelo evaluation of Pihana Nā Mamo [DVD]*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K., Goo, S. F., York, S. E., & Sarsona, M. (2006). *Building cultural bridges: The impact of culturally appropriate relationships in programming and evaluation*. Presentation at the annual meeting of the American Evaluation Association, Portland, OR.
- Lai, M. K., & York, S. E. (2006). *Honoring and respecting the cultures of project participants, communities, funding agencies, and evaluators*. Presentation at the 2006 Conference on Hawaiian Indigenous Education, Research, and Well-Being, Honolulu, HI.
- Lai, M. K., & York, S. E. (2006). *SPARK-Hawai'i Year 3 evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K., York, S. E., & Goo, S. F. (2006, March). *Building cultural bridges: Supporting partnerships to assure ready kids (SPARK)*. Presentation at the annual meeting of SmartStart, Greensboro, NC.
- Lai, M. K., Cram, F., Kawakami, A. J., & Aton, K. (2005) *Decolonizing evaluation practice*. Presentation at the World Indigenous Peoples Conference on Education, Hamilton, NZ.

- Lai, M. K., Cram, F., Kawakami, A. J., & Porima, L., & Aton, K. (2005). *Brackish waters: Going with the flow in the space between indigenous cultural identities and Western professional evaluation roles*. Presentation at the annual meeting of the American Evaluation Association, Toronto, ON, Canada.
- Lai, M. K., Dunn, H., York, S., Kishi, G., & Hanohano, M. (2005). *Evaluating reading achievement using mo'olelo (stories) laden with data*. Presentation at the annual meeting of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K., & York, S. E. (2005). *SPARK-Hawai'i Year 2 evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Saka, S. M., Lai, M. K., Shimabukuro, S., Afaga, L., Bunao, V., & Trundle, H. (2005). *Hawai'i nutrition education needs assessment*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K., Cram, F., Kawakami, A. J., & Aton, K. (2004). *Decolonizing evaluation practice: Indigenous values and methods as improvements for evaluation practice*. Panel presentation at the annual conference of the American Evaluation Association, Atlanta, GA.
- Lai, M. K., Yap, M., and Dunn, H. (2004). *Culturally appropriate evaluation methods and the use of mo'olelo (stories)*. Presentation at the Program Assessment and System Evaluation, Kamehameha Schools Conference on Hawaiian Well-being, Kea'au, HI.
- Lai, M. K., & York, S. E. (2004). *SPARK-Hawai'i Year-1 evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Saka, S. M., & Lai, M. K. (2004, October). *Comparison of Hawaiian and non-Hawaiian public middle and high school students' responses related to risky behaviors: Results from the 1997, 1999, and 2001 Hawai'i Youth Risk Behavior Surveys (YRBS)*. Presentation at the annual Kamehameha Schools Research Conference on Hawaiian Well-being, Kea'au, HI.
- Lai, M. K. (2003). *Better evaluation sampling, context, analyses, and presentations through GIS*. Presentation at the annual meeting of the American Evaluation Association, Sparks, NV.
- Lai, M. K. (2003). *A review of The Spirit of Consuelo: An Evaluation of Ke Aka Ho'ona* (Authors: Daniel Stufflebeam, Arlen Gullickson, and Lori Wingate). A prepublication review conducted for Kluwer Publishing.
- Lai, M. K., & Kana'iaupuni, S. (2003). *SPARK-Hawai'i assessment/evaluation design*. Honolulu, HI: Institute for Native Pacific Education and Culture.
- Lai, M. K., & Lam, S. (2003). *Evaluation of PREL's Native Hawaiian Safe and Drug-free School Program*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K., Saka, S. M., & Kelly, T. (2003). A comparison of Hawaiian high school students' and non-Hawaiian high school students' responses related to tobacco. *Pacific Educational Research Journal*, 12(1), 91-100.
- Nguyen, T. T., & Lai, M. K. (2003). *School Safety Project (SSP): CRDG internal evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Pateman, B., Lai, M. K., & Saka, S. M., (2003). Positive directions in Hawai'i adolescent health risk behaviors, school health policies, and school health education programs: Results from the 2001 Youth Risk Behavior Survey and the 2002 School Health Education Profile Survey. *Pacific Educational Research Journal*, 12(1), 57-90.
- Saka, S. M., & Lai, M. K. (2003). *2001 Youth Risk Behavior Survey high school final report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.

- Lai, M. K. (2002, November). *Obtaining, analyzing, and presenting evaluation data using GIS and the U.S. Census 2000*. Paper presented at the annual meeting of the American Evaluation Association, Arlington, VA.
- Young, D. B., Lai, M. K., Kaneshiro, K., Afaga, L., Bergman, L. M., Baumgartner, L. M. (2002, April). *The NSF GK-12 Program in Hawai'i: Ecology, evolution, and conservation biology*. Paper presented at the annual meeting of the National Association of Research on Science Teaching, New Orleans, LA.
- Lai, M. K. (2001). *DELTA (Mathematics education professional development for teachers in the Pacific Islands) evaluation report*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K. (2001). *Using GIS and U.S. Census 2000 to enhance educational evaluations*. Presentation at the annual meeting of the American Evaluation Association, St. Louis, MO.
- Lai, M. K., & Kishi, G. (2001). *Grant performance report: Pihana nā Mamo, Fiscal year 2000/2001*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K., & Saka, S. M. (2001). *Using data from the Hawai'i Youth Risk Behavior Survey*. Paper presented at For the Sake of the Children Conference, Honolulu, HI.
- Lai, M. K., & Speitel, T. (2001, June). *SWIMing the Internet: Bringing media resources to textbook users*. Paper presented at the IASTED International Conference: Computers and advanced technology in education, Banff, Alberta, CN.
- Pateman, B., Saka, S. M., & Lai, M. K. (2001). Assessing youth risk behaviors and school-based prevention programs in health education: results from the Hawai'i Youth Risk Behavior Survey and the Hawai'i School Health Education Profile Survey. *Pacific Educational Research Journal*, 11(1), 91-111.
- Lai, M. K. (2000). *Voyages of Pacific Islanders through American education*. Symposium discussant at the annual meeting of the American Educational Research Association, New Orleans, LA.
- Lai, M. K., & Young, D. B. (2000, April). *Comprehensive standards-based data collection: Essential for valid assessment of program impact*. Paper presented at the Distinguished Paper Session of the American Educational Research Association, New Orleans, LA (ERIC Reproduction Document Service No. ED441038)
- Lai, M. K., & Young, D. B. (2000, November). *Good evaluation can be unsystematic and feature data from the fringes*. Roundtable presentation at the annual meeting of the American Evaluation Association, Honolulu, HI.
- Pateman, B., Saka, S. M., & Lai, M. K. (2000). How well are schools addressing the health-related education needs of Hawai'i youth? Results from the Youth Risk Behavior Survey and the School Health Education Profile Survey. *Pacific Educational Research Journal*, 10(1), 43-56.
- Feldman, A. I., Campbell, R. L., & Lai, M. K. (1999). Improving elementary school science teaching by cross-level mentoring. *Journal of Science Teacher Education*, 10(1), 55-67.
- Britten, P. J., & Lai, M. K. (1998). Structural analysis of the relationships among elementary teachers' training, self-efficacy, and time spent teaching nutrition. *Journal of Nutrition Education*, 30, 218-224.
- Lai, M. K., Matsumoto, A. N., Young, D. B., & Dougherty, B. J. (1998). *A norm-referenced, performance-based mathematics test proves to be better at revealing effects of a student-driven algebra curriculum*. (ERIC Reproduction Document Service No. ED422380)

- Lai, M. K., & Saka, S. M. (1998). *Hawaiian students compared with non-Hawaiian students on the 1997 Hawai'i Youth Risk Behavior Survey*. Honolulu: University of Hawai'i at Mānoa, Curriculum Research & Development Group.
- Lai, M. K., Young, D. B., Brennan, C. A., & Berg, K. F. (1998, July). *Expanding indicators of program impact in an evaluation of a staff-development program*. Paper presented at the National Evaluation Institute, Denver, CO.
- Young, D. B., Dougherty, B., Lai, M. K., & Matsumoto, A. (1998). Addressing equity through curriculum development and program evaluation. *Journal of Women and Minorities in Science and Engineering*, 4(2&3), 269–282.
- Lai, M. K., & Young, D. B. (1997, November). *Developing "ideal" evaluators of science education programs*. Paper presented at the annual meeting of the American Evaluation Association, San Diego, CA.
- Lai, M. K., & Young, D. B. (1997, January). *Reforming assessment in science education reform*. Paper presented at the annual meeting of the Hawai'i Educational Research Association, Honolulu, HI.
- Lai, M. K., & Young, D. B. (1997). *(Science) education standards yield standard data-collection instruments*. (ERIC Document Reproduction Service No. ED410297)
- Whitman, N. C., Nohda, N., Lai, M. K., Hashimoto, Y., Iijima, Y., Isoda, M., & Hoffer, A. (1997). Mathematics education: A cross-cultural study. *Peabody Journal of Education*, 72(1), 215–232.
- Lai, M. K., & Young, D. B. (1996). *Designing an evaluation for a standards-based science teacher training program*. Honolulu: University of Hawai'i, Curriculum Research & Development Group.
- Lai, M. K. (Discussant). Nohda, N., & Hoffer, A. (1995, April). *Using the van Hiele Theory and the NCTM Standards to compare geometry curriculum, instruction and students in Japan and Hawaii*. Presentation at the annual meeting of the National Council of Teachers of Mathematics, Boston, MA.
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- Slaughter, H. B., & Lai, M. K. (1995). Hawaiian language immersion: Lessons from a six-year study. *FLES News—National Network for Early Language Learning*, 8(3), 1, 4–6.
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Other Activities

- Board of Directors, Center for Citizen Education (a not-for-profit organization), 1978–2018.
- Planning committee, "Developing a PhD program at the Hawai'inuiākea School of Hawaiian Knowledge, University of Hawai'i at Mānoa," 2012.
- Evaluation Hui (Consortium of Hawaiian and Māori evaluators), 2003–2013.
- Advisory Committee, Hawaii Comprehensive Cancer Control Program, 2001–2006.
- Advisory Board, Zero-to-Three (early childhood education), 1993–2006.
- Studied Hawaiian language, history, and chant at the University of Hawai'i at Mānoa, 1976–1982, 2003, and 2014; Nā kumu (teachers): Larry Kauanoe Kimura, Emily 'Ioli'i Hawkins, Alberta Pualani Anthony, Zaneta Ho'ulu Cambra, Annette Ipo Wong, and Denise Noelani Arista.