



Testimony in opposition to the University of Hawai'i at Mānoa reorganization plan

Julie Uyeno-Pidot <juyeno@hawaii.edu>
To: bor@hawaii.edu

Tue, Nov 13, 2018 at 8:13 AM

Aloha University of Hawai'i Board of Regents,

I request that you oppose agenda action item V.B.1: Approval in Concept of the University of Hawai'i at Mānoa Reorganization Plan. I have several concerns with approving a reorganization plan at the conceptual stage:

1. UH employees below the executive level—whose jobs will be impacted by the proposed changes—were not consulted by the design team during the development process.
2. Details regarding organizational structure are necessary for the board and other members of the UH community to provide the design team with constructive feedback.
3. I'm doubtful that the "next steps" (noted on slide 20 of the 11/2/18 presentation deck) will allow adequate time for the board and other members of the UH community to review and respond to future versions of this plan.
4. If the "Hybrid System/Mānoa Role" category (noted on slide 5 of the 11/2/18 presentation deck) means that administrative personnel will no longer be specialized in their duties, this will impede key objectives (noted on slide 2 of the 11/2/18 presentation deck).
5. Metrics must be included in order to measure the success of the proposed changes, which will provide accountability and a pathway for future reorganization plans.

If the main point of this reorganization is to increase enrollment and improve student retention, then we must provide services of the highest possible caliber to our students. The administrative services provided by personnel assigned to specific departments are tailored to those departments. If such services were assigned to centralized offices (such as a system-wide fiscal office), the specialized knowledge necessary for the efficient operation of these departments would be interrupted, resulting in decreased speed, accuracy, and quality of services. This, in turn, would negatively impact student enrollment and retention. It would also have a negative impact on faculty and staff, who would find it more difficult to perform their duties.

I urge you to oppose this reorganization plan in its current conceptual form. A successful reorganization plan must include detail and specificity before reaching the approval stage. Anything less risks creating instability and inefficiency.

Mahalo,



Julie Uyeno-Pidot, MPA
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Board of Regents <bor@hawaii.edu>

Testimony regarding UH-Manoa Reorganization Plan

Brian Powell <powellb@hawaii.edu>

Tue, Nov 13, 2018 at 3:51 PM

To: Board of Regents <bor@hawaii.edu>

Cc: John Kinder <uhmfs@hawaii.edu>, SEC <uhm-mfs-sec@lists.hawaii.edu>

Dear Board of Regents,

Please find attached testimony from the Manoa Faculty Senate regarding the proposed structure of the administrative reorganization of UH-Manoa and its relationship with the UH System.

Thank you,
Brian Powell, Chair, MFS



SEC Testimony to BOR November 2018.pdf

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Chair Putnam and members of the Board of Regents,

The Mānoa Faculty Senate passed a resolution on 21 February 2018 stating that we “view with interest the basic concept of combining the [UH President and UHM Chancellor] positions **subject to a review of a detailed proposal of the planned reorganization of the Mānoa Administrative structure.**” The UH Mānoa administration has presented the reorganization structure before you to Mānoa Faculty Senate and has promised a more detailed proposal in the new year.

We write to you stating that, in general, we support the Board of Regents approving what amounts at this stage to an authorization to plan for the reorganization. As you can see in the proposal, it remains a working outline of the basic structure. As such, we view your vote not as approval of the reorganization itself, but of the basic tenets and providing authorization to prepare a full reorganization plan. We expect that the board will examine and consider the full proposal when it becomes available.

The Mānoa Faculty Senate has not reviewed the structure in detail, because that detail has not yet been provided. We may have concerns about the roles and relationships of some of the Vice-Provost positions as well as the relationship between Mānoa and the UH System (particularly, the transfer of functions, personnel, and budgets from Mānoa to System). We will be examining the potential impact this may have on Mānoa’s autonomy and its status as the flagship campus of the UH System. We hope that any efficiencies that result from the reorganization will reduce UH System functions, personnel, and budgets and not those of Mānoa.

We will review in significant detail the structure and function of each office as the reorganization plans are made available. Only by working together, we believe that the faculty, administration, and staff will be able to develop a reorganization plan with the highest chance of success.

Sincerely,

Brian Powell

Chair, Mānoa Faculty Senate



Written Testimony in Opposition to Agenda Item V.B.1

Thad Nakajima <tnakajim@hawaii.edu>
To: bor@hawaii.edu

Wed, Nov 14, 2018 at 12:10 AM

Aloha,

Please find attached my written testimony in opposition to the November 15, 2018 Board of Regents Meeting agenda item V.B.1. 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. Thank you.

Thad



Thad Nakajima

Administrative Services Manager • Campus Services

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Testimony in Opposition to Agenda Item V.B.1.docx

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November 14, 2018

University of Hawai‘i Board of Regents,

I urge you to oppose agenda action item V.B.1: 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.

I request that you oppose this action item for the following reasons:

1. The Action Memo from President Lassner to the BOR dated November 9, 2018 states that, “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, Kualī Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors).”

I am very confused by this statement because as an employee of Campus Services, which one of the areas directly affected by this reorganization, none of our employees was ever consulted on this reorganization and how this would affect our jobs or the level of service we would be able to continue providing the campus community. I understand change is difficult, but the manner in which this change being pushed upon Campus Services has created a very high level of anxiety for its employees.

2. Recent reorganizations of Mānoa HR and Mānoa Facilities departments consolidated them into the System offices. If this reorganization consolidates Campus Services’ support staff (Fiscal, HR and IT) with the System office, it will lead to major challenges as our support staff has developed specific expertise in running what is basically a collection of individual business entities. As the major revenue generating department on campus, Campus Services programs such as the Bookstores, Commercial Enterprise, Commuter Services, Fleet Services, Food Services, and Faculty Housing are operated very differently from the rest of the Mānoa Campus. Our Campus Services administrative services provides our operations managers the financial tools and timely information that you would find at a private business, not a University department. This expertise and understanding of running a business operation within our restrictive University and State policies and rules took many years to develop. Current administrative support must remain with Campus Services to keep its operation running smoothly and efficiently.

I do not necessarily oppose change if it will lead to improvements as a whole, but in its current form, this proposal does not provide any of the necessary details to make that

determination. I do however, oppose how this proposal is being forced upon Campus Services without any previous notice or consultation. It seems as though the Campus Services department was an afterthought in this entire reorganization process.

I urge you to oppose this proposal in its current form and ask at the very least to defer this decision until further meaningful outreach and consultation can be made with those departments that will be directly affected by the reorganization.

Mahalo,

Thad Nakajima
Administrative Services Manager
UH Mānoa Campus Services



Testimony to the UH Board of Regents regarding the proposed reorg which recombines the Manoa Chancellor's office into the UH System office

Deborah Huebler <dhuebler@hawaii.edu>

Wed, Nov 14, 2018 at 6:35 AM

To: bor@hawaii.edu

Aloha, UH Board of Regents.

I respectfully submit the following testimony in relation to the proposed reorganization of the Manoa Chancellor's office which recombines the Chancellor's office with the UH System office. I request that the Regents decline to approve the recombination of the Manoa Chancellor's office into the System office. At the very least, considering that this huge reorganization which affects every single Manoa employee and many System employees is being presented to the Regents at a meeting not located at the Manoa campus, defer taking action until more communication and evaluation occurs at the operational levels taking individual staff feedback under consideration. Should the reorganization continue forward, please have it on the agenda at a BOR meeting that is being held on the Manoa campus so that all those who wish to make their voices heard will have the opportunity to do so. I know many employees who wanted to provide verbal testimony regarding this but are unable to travel to the Honolulu Community College campus.

In general, I am not opposed to the idea of a reorganization and understand there may be a need for some changes; however, I do not believe in change just for changes sake. In addition, if a major change is being proposed, there should be efforts to manage this massive change for all employees affected. I have not seen any type of change management enacted with the previous reorgs which have occurred within the last three years, and that has been reflected in the large number of valued employees we have seen leave the University after the reorgs were put in place. Nor does it seem that there is an intent to help the current employees deal with these major changes and disruptions which would occur with this proposed reorganization.

While there are some aspects of the proposed reorganization that I think might work, I do have concerns and questions as follows:

- Downgrading of research by re-combining it with graduate education should be reconsidered. I believe a standalone research focus is integral to a tier 1 research university, as we are one of only a handful of space, sea and land grant universities in the entire country, and all our space, sea and land grant peer universities have standalone research focuses. The president's rebuttal at last week's forum that other peers have provost models is not an apples to apples comparison. It's not the provost model that I object to – it's not having research as a focus. Also, most if not all the peers he is talking about are not systems like UH is. Their provosts do not oversee system functions in addition to campus functions, and that is of major significance.
- What is the actual need for the reorg? Why is Manoa being singled out? How can we justify community colleges and the smaller 4-year colleges in the system having their own administrations, but our largest and oldest flagship campus must share its administration with System functions?
 - Following on this, I believe that the System VPs have huge responsibilities already, overseeing functions for centralized services that are provided to our 10-campus system. Giving them specific campus-focused responsibilities is not fair to Manoa nor is it fair to the system VPs. Their oversight cannot help but be diluted and they

will struggle with trying not to show favoritism to Manoa and also struggle with being accused of showing favoritism to Manoa.

- Moving campus-specific operations from Manoa to System doesn't make sense in this proposal. Is this the final end-goal? I could understand if the intent is to eventually bring all operational functions into the System fold which would leverage our negotiating and buying power for such operations, but bringing just the largest campus under System without the intent to combine all campuses does not make sense.
- The turnover of Manoa chancellors which the president cited as a main reason for combining the Manoa chancellor with the System president is not due to having separate administrations.
 - First, the list includes several interim chancellors, which I think is a bit misleading.
 - Second, twice in our history, having a separate, independent, standalone Manoa administration was deemed important enough to do it.
 - Administrative bloat at Manoa may be relevant, but not reason to get rid of Manoa administration as a concept. That's like throwing the baby out with the bath water. Fix it, don't get rid of it.
 - Third, I think the answer is not re-combining Manoa and System.
 - Instead, create an environment where the Manoa chancellor (or provost who also has control of operations and planning) can be successful.
 - Keeping a System president and Manoa chancellor is essential because it allows for the Manoa chancellor to make independent decisions in the best interest of Manoa without undue external influences – influences such as the Legislature, Regents, donors, businesses.
 - For this to happen, a System president separate from a Manoa chancellor (or provost with planning and operations oversight) needs to hold strong to address and buffer against those external influences.
 - Planning at the campus level is also essential for a successful Manoa chancellor. Give planning back to Manoa.
 - Manoa needs a dedicated champion for ALL its functions – not just students and academics, for which there are proposed vice provosts; but for its finances, operations, buildings, grounds, and planning, whose functions are combined at the system level VPA. Manoa should not be shortchanged by having this champion also have major System responsibilities.
- Major reorgs have already happened in the past three years.
 - The president said he thought they were successful; however, he's looking at them from an extremely high level. From the operational level, which involves hundreds if not thousands of employees, there are major problems that have never been addressed. Communication is one of the biggest issues; lack of a standardized communication process to Manoa units regarding the reorg itself; reorgs that happened after and within those re-orged departments were never communicated to

end users; end users have no means of ensuring necessary projects are being properly addressed unless we push up.

- Consultation did not occur with either employees directly affected by those reorgs; nor did it occur with heavy end users of the services provided by those affected units. This was a mistake, as it completely ignored important perspectives of the ifs and whys such a reorg could, or couldn't, work.
- No feedback has been sought from key parties after the reorgs were implemented. How can you know that they were successful if you don't ask everyone involved? Asking only high level staff will guarantee you receive filtered or incomplete information.
 - By that token, how will the success of the current proposed reorg be measured? And...
 - ...why implement another major reorg without first evaluating previous reorgs to see if they are working as intended at all levels?
 - ...and if they are not working, fix or undo the problems before considering this next major reorg.
- Lastly, if the reorg is going to happen anyway, talk to us about it so that it will be done right.
 - Take into consideration the morale and working conditions of the hundreds/thousands of people affected by this proposed reorg.
 - Take actions to ensure that individual staff voices are heard.

Thank you for your consideration of this testimony.

Deborah Huebler



Deborah T. Huebler, MPA, CASP

Director of Campus Services

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Comments for Nov15 meeting, re: Hilo Flight Programs

Peter Forman <pforman@hawaii.edu>
To: bor@hawaii.edu

Tue, Nov 13, 2018 at 11:40 PM

Would you please include my letter in the material for the November 15 Board of Regents meeting? This letter is in support of the Hilo flight programs.

regards,
Peter Forman
561-1439

attached: FormanBORletter.pdf

 **FormanBORletter.pdf**
34K

November 13, 2018
497 Paumakua Pl.
Kailua, HI 96734

University of Hawai'i Board of Regents

RE: Proposed UH Hilo Aviation Programs

Dear board members:

As the onetime program coordinator of the former Honolulu Community College commercial aviation program, I have in the past opposed aviation programs proposed for UH Hilo. My concerns have focused on costs, weather, and accessibility by the greatest number of students. This latest proposal, which also adds instruction toward UAV operations, removes many of my strongest concerns.

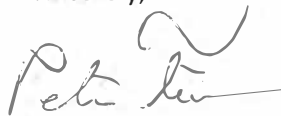
I also recognize the political reality that Hilo is the only campus in the UH system where a flight program could be established for many years to come.

A severe pilot shortage will soon significantly impact Hawaii's residents unless the state's current production of pilots increases many times over. With this in mind, I feel that the responsible thing to do is for the aviation community, included myself, to come together and support this latest proposal for aviation programs at UH Hilo. We owe it to our young people as well as to Hawaii's traveling public.

Until a reasonable assessment of Hawaii's long term need for pilots is undertaken and we have a feel for the number of pilots that private flight schools plus the UH Hilo program will produce, I urge the regents to avoid disposing of aviation assets on Oahu, however. As the full extent of the coming pilot shortage makes itself known, it is entirely likely that the UH Hilo program will evolve and could benefit from a satellite operation to support the Hilo program's mission.

As someone who is extremely involved in educating Hawaii's young people about choices in pilot education, it will be my pleasure to recommend the University of Hawai'i Hilo's aviation programs to aspiring professional pilots once these programs are approved.

Sincerely,

A handwritten signature in cursive script, appearing to read "Peter Forman".

Peter Forman



Testimony Re V.B.1. UH Mānoa Reorganization Plan

Andy Lachman <lachman@hawaii.edu>
To: bor@hawaii.edu

Aloha,

Please find attached testimony regarding BOR agenda item V.B.1. UH Mānoa Reorganization Plan.

Thanks,

Andy



Andy Lachman

Manager • University Housing, Food Services, and Mail Services

Auxiliary Services • Campus Services

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 **Testimony Re Manoa Reorg - Andy Lachman.pdf**
90K

Regent Putman, Chair
Regent Portnoy, Vice Chair
Regent Higaki, Vice Chair
University of Hawai'i Board of Regents

Tuesday, November 11, 2018

Aloha, Chair Yuen, Vice Chair Portnoy, Vice Chair Higaki and Members of the Board of Regents.

Re: V.B.1. UH Mānoa Reorganization Plan

Thank you for the opportunity to provide testimony regarding the University of Hawai'i at Mānoa Reorganization Plan. I would encourage the Board to **defer action** on this agenda item until (a) a Board meeting to discuss this item occurs at the Mānoa campus, (b) a more detailed plan is released, (c) adequate time is provided to consider comments submitted in response to the latest campus forum, and (d) it is agreed that the reorganization plan will be presented to the Board for final approval after the consultation and refinement period occurs.

I have mixed feelings about the proposal as it is currently drafted. There are aspects of the proposal that I support and believe will make a positive difference for the University of Hawai'i and the Mānoa Campus. These include the establishment of a staff council, closer integration between the University and Foundation via the Vice President of Advancement position, and the establishment of the Provost position that can have a "singular focus on the success of our students and faculty in education and research."

My concerns regarding the proposal as it is presented to the Board today are primarily due to the lack of details in the proposal and what appears to be the absence of access to provide meaningful feedback on the proposal to the Mānoa campus community. In regards to having adequate opportunity to provide feedback, conducting a Board meeting to discuss a significant change for the Mānoa campus at Honolulu Community College makes it difficult for people based on the Mānoa campus (especially students and staff) to provide testimony in person. Thus, as recommended above this item should be tabled until a meeting can occur on the Mānoa campus.

While I understand that this proposal is at a conceptual level and that it would be difficult to produce a full University org chart at this point, there are significant changes glossed over in the proposal and significant items missing. For example, my team is concerned that Mail Services has been left off the proposal. Although I believe this was probably an oversight, this missing detail has caused them to be worried that they may lose their jobs. Furthermore, this lack of details makes it difficult to fully judge the

Re: IV.A.1. UH Mānoa Parking Rates

proposal to provide comments to the Board and Administration and has caused undue stress on specific departments.

Finally, I only see value in the Vice President of Administration having campus level operations if all campuses' operations are eventually incorporated under the Vice President of Administration. If all campuses' operations were centralized, it might allow for greater economies of scale, the ability to build internal consistency, the ability to have more subject matter experts, and the establishment of "bench strength" for leadership positions. Nevertheless, the current proposal has no details on future reorganizations and takes campus operations away from Mānoa with no guarantee that senior administrators will have enough time to focus on campus operational level issues. Therefore, I support keeping a Vice Chancellor of Administration that is campus-focused.

Thank you again for providing this opportunity to provide feedback. If you would like more information on any of the points raised, I would be happy to supply additional details and opinions. I can be reached by email at lachman@hawaii.edu.

Sincerely,

A handwritten signature in black ink, appearing to read "Andy Lachman", with a long horizontal flourish extending to the right.

Andy Lachman, MPA
lachman@hawaii.edu