



UNIVERSITY
of HAWAII
SYSTEM

Board of Regents <bor@hawaii.edu>

Testimony for March 28, 2019

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

Sun, Mar 24, 2019 at 2:37 PM

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HAWAII EDUCATIONAL POLICY CENTER

Dr. Jim Shon

Director

(808) 282-1509 jshon@hawaii.edu

<http://manoa.hawaii.edu/hepc/>

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HAWAI‘I EDUCATIONAL POLICY CENTER

TESTIMONY TO THE BOARD OF REGENTS

The Hawai‘i Educational Policy Center (<https://manoa.hawaii.edu/hepc/>) is the only public institution in Hawai‘i completely focusing on the constitution, laws, policies, programs and practices of Pre-K through adult education. Affiliated with the University of Hawai‘i’s College of Education, HEPC currently receives no financial, compensation, operational or facility support from the University.

March 28, 2019

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

RE Agenda Item VI A D Approval of Phase 1 of the University of Hawai‘i at Mānoa Reorganization Proposal and Associated Implementation Actions:

http://www.hawaii.edu/offices/bor/regular/materials/201903281000/BOR_Meeting_of_03_28_19_Materials_FOR_UPLOAD.pdf

Members of the Board, your stated objectives for this re-organization include:

- 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 and development;
- Enhance and strengthen Manoa’s role as a premier Asia Pacific focused global “R-1” research university;
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes;
- Provide stable leadership and strong voice for Manoa.

There are three significant items that appear to be missing from the purpose and structure of the reorganization:

1. Manoa and Democracy. The importance of a public university in nurturing and supporting our knowledge and understanding of democracy, citizenship, and civic education;

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2. Reviving the Ombuds Office. The lack of an independent Ombuds Office to address the fairness, justice, and operational health of ongoing and future campus culture and relationships; mainland Ombuds offices report significant savings on legal fees resulting from campus conflicts: between September 2006 and April 2010 UH spent \$3.8 million or about \$86,000 per month; and
3. Creating a Support Structure for Independent Policy Centers. The past, current and future role of various policy institutes as they contribute to the knowledge and competency in significant issues facing major stakeholders and policy makers in Hawaii;

HEPC has in the past raised the issue of citizenship and civic education for your consideration. This has yet to be an action item of interest, but deserves your attention in the future.

As for reviving the Ombuds Office, in 2015 a bill was introduced to resuscitate this valuable function. At the time the UH administration opposed the idea. However, reviewing your recent faculty survey posted recently, there are persistent and significant issues of fairness, justice, equal treatment, and human resource conflicts that an adequately funded Ombuds Office could address. The previous Ombudsman reported regularly to the BOR, and several deans reported how helpful it was. However, one of the persistent challenges of the previous office was that it lacked enough autonomy to operate in a manner that optimized its positive impacts.

HEPC recommends that the next iteration of the Plan incorporate an Ombuds Office attached directly to the Board.

A Proposed Policy Consortium.

The third major item of importance is the role Manoa has played as a major resource in studying, analyzing, and framing solutions to significant issues facing policy makers. As it stands today, this crucial role of Manoa has been fulfilled in fits and starts by various interested faculty or policy centers embedded with the hierarchy of existing colleges. The primary challenge has always been funding, and the need for Directors to either exist by teaching a few courses and finding time to work on policy on the side. There has been no BOR policy to encourage, fund, and sustain this effort. Some policy units survive by conducting studies commissioned by state departments. Some are able to find grants.

Consider the following Opportunity: What if the various policy units were co-located in the same building where some basic support infrastructure could benefit them all? What if they had a modest base-line budget that allowed them to utilize their expertise to speak truth to power, to advise policy makers, to become trusted Kitchen Cabinets for our decision makers? To vet all the myriad studies and reports to sort out the ones worthy of attention? To create an

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additional reputation for Manoa as contributing to better government, governance, and policy making?

It is not that none of this happens, but it occurs in spite of and not because of an intentional direction or organizational structure.

Recently, there has been an informal discussion relating to what this might look like: Here was a first draft of this structure:

The PROPOSED UNIVERSITY OF HAWAII STRATEGIC POLICY CONSORTIUM

The UNIVERSITY OF HAWAII STRATEGIC POLICY CONSORTIUM nonpartisan think-tank.

Dedicated to informing and improving public policy through independent, objective, nonpartisan research. UNDER COOPERATIVE AGREEMENTS, VARIOUS ISSUE-FOCUSED POLICY UNITS OF THE UNIVERSITY OF HAWAII SHARE FACILITIES, COMMON SUPPORT SERVICES, AND APPROPRIATE COLLABORATIVE INITIATIVES.

The Approach

The Consortium recognizes and supports the power of good information to build a brighter future for the state, THE NATION, AND THE ASIA PACIFIC REGION.

The Consortium is committed to providing high-quality research and analysis. And to encourage civil, productive dialogue that inspires sustainable policy solutions in Sacramento and around the state.

The data-driven, THOUGHTFUL ANALYTICAL approach is at the center of all it does.

UHSPC's Mission

- Provide timely, concise, relevant and objective policy briefs, reports, articles, studies, forums, and workshops that reflect the needs and requests of Hawai'i policy makers.
- Become a trusted partner with policymakers in efforts to understand, nurture, improve, and adopt the best and most appropriate policies for our life-long learners in Hawai'i.

UHSPC Assumptions

1. There are numerous educational studies, theories and information that need to be analyzed and evaluated for quality and application to Hawai'i's situation, policies and practices.

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2. There are important information and research gaps that need to be filled.
3. UHSPC can make a difference in Hawai'i's ECONOMY GOVERNMENT, STATE AND COUNTY ADMINISTRATIONS, EDUCATION, HEALTH CARE, AGING, EARLY CHILDHOOD, CIVIC AND DEMOCRATIC ENGAGEMENT SYSTEMS. Through a network of researchers, educators and institutional collaborators, HEPC complements existing efforts and provides timely and targeted information to assist lawmakers, administrators, and educators in their educational decision-making.

How Does UHSPC Serve Policymakers?

- Works with policymakers to identify what information they need.
- Reviews, collects and distributes information on existing research on issues relevant to Hawai'i.
- Provides concise, objective, independent analysis of research.
- Provides timely, targeted, interpreted data, briefings and testimony for policymakers.
- Maintains a website with links to cutting-edge research and policy.
- Commissions a range of policy briefs, articles, studies and reports that generate new knowledge and insights that inform policy decisions.
- Conducts, facilitates, and participates in educational forums and workshops.
- Initiates research on emerging and enduring issues that affect the quality of schools and the quality of learning.

UHSPC has the capacity to deliver actionable, fact-based research to help the state find practical responses to a range of policy challenges.

Our publications range from one-page fact sheets to comprehensive, in-depth reports. The UHSPC WEB PAGE AND blog offers timely commentary and analysis.

HEPC suggests that there are facilities that might allow for co-location: Sinclair, and East West Center. HEPC also suggests that this might also be an excellent home for the future Ombuds Office.

Much of the Proposed Reorganization Plan deserves closer scrutiny that HEPC has not had to opportunity to provide. However, if it is possible to include these three proposals in the next DRAFT it could stimulate an important discussion as to the role of Manoa in the democratic life of Hawaii.

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Board of Regents <bor@hawaii.edu>

Testimony re: President Lassner

Lisa Uyehara <uyehara@hawaii.edu>
To: Unknown <bor@hawaii.edu>

Mon, Mar 25, 2019 at 7:24 PM

Aloha e Board of Regents,

I am a non-tenured, grant funded researcher for the University of Hawaii at Manoa, College of Education, Center on Disability Studies. My experience with the administration of the University of Hawaii, Manoa, has been positive thus far. Although I have never worked directly with President Lassner, I have worked directly with one of his colleagues, Dr. Michael Bruno in my capacity as the former College of Education Senate Chair and as a Principal Investigator. I have felt supported by the administration, especially by Dr. Bruno. He has always been accessible and taken an interest in his research faculty. And as they say, "it starts at the top."

Sincerely,
Lisa Uyehara
Lisa Uyehara, M.A., J.D.
Principal Investigator, Project Ho'oku'i III: Na Kumu Alaka'i
University of Hawaii at Manoa
College of Education, Center on Disability Studies



STOP the legislature from hurting UHM

Monisha Das Gupta <dasgupta@hawaii.edu>
To: bor@hawaii.edu

Tue, Mar 26, 2019 at 7:56 PM

Aloha Regents,

I am faculty at the University of Hawai'i at Mānoa. I am writing to register my grave concern about the recent effort by the Senate Higher Education Committee to cut positions occupied by faculty on the grounds that the incumbents (identified by name!) had "zero teaching workload" and "zero grants." This sort of legislative scrutiny that is being justified by the legislators in the name of a "new budget process" to review their departments and propose cuts or addition constitutes an overreach. Such scrutiny directly undercuts the BOR's authority, the university's autonomy, and, above all, the faculty's rights under the UHPA contract. While the 121 positions are no longer on the chopping block, budget cuts are still anticipated.

These broader issues will not disappear unless the BOR sends out a strong message to the legislature and the public that affirms the university's autonomy and its respect for our rights as unionized faculty. The BOR needs to understand that faculty is the backbone of the university and its Research 1 status. Grants are not the only measure of a faculty's productivity; postdocs and fellowship bring as much prestige to the university and the university ends up with salary savings.

I want the BOR to clearly understand that release from teaching when Instructional faculty is on professional development leave (as was the case for the affected faculty I know) is governed by the UHPA contract and there are clear internal policies regarding our workload. That anyone could have imagined that faculty can take time off from teaching and research without having a contract protected justification shows a deep level of ignorance about what professors do and disrespect for our contract protected rights.

I call on you to defend the flagship and the quality of higher education UHM provides its 17,000+ students. At this moment, there is a lot of finger pointing and face saving on part of UHM administration and the legislators. The reality for us as faculty and for our students remains this: neither the administration, nor the BOR value our labor – the everyday work we do for this university. The logic of scarcity, constant cuts, the normalization of underfunding public education, and punitive measures that hurt faculty and students are the order of the day. We are continually asked to do a lot with little; and to compensate for the failure of UHM's leadership to support the basic work of faculty, which is to lead in knowledge production (not just by bringing in grants but by producing peer-reviewed scholarship) and provide our students with an excellent education in a setting where they see *us* as people who produce valuable knowledge and see *themselves* as stewards of the future of Hawai'i and the world beyond.

I am unable to present this testimony in person because I am teaching at the time of the BOR meeting.

Mahalo for accepting my written testimony.

Dr. Monisha Das Gupta
Professor, Departments of Ethnic Studies and Women's Studies
Chair, Department of Ethnic Studies
306 George Hall
University of Hawai'i at Mānoa



Manoa Faculty Senate Testimony

David Duffy <dduffy@hawaii.edu>

Tue, Mar 26, 2019 at 10:01 PM

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

Cc: SEC <uhm-mfs-sec@lists.hawaii.edu>, David Lassner <david@hawaii.edu>, Michael Bruno <mbruno2@hawaii.edu>, David Duffy <dduffy@hawaii.edu>, Brian Powell <powellb@hawaii.edu>

Aloha,

Attached please find testimony for the next meeting of the Board of Regents. The testimony concerns the proposed reorganization of the Manoa campus and the recent budgetary crisis with the State Legislature. We ask that these be included with our previous testimony (also attached).

Mahalo,

David Duffy
Vice Chair
Executive Committee
Manoa Faculty Senate

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David Duffy Ph.D.
Professor and Director
戴大偉 (Dài Dàwěi)
Pacific Cooperative Studies Unit/Makamaka'āinana
Department of Botany
University of Hawaii/Ke Kulanui o Hawai'i
[3190 Maile Way](#)
[Honolulu Hawaii 96822 USA](#)
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3 attachments

 **MFS_testimony_0228.pdf**
1316K

 **March testimony-reorg final.docx**
246K

 **bor testimony-Kim incident final.docx**
248K



DATE: February 26, 2019

TO: Board of Regents of the University of Hawai'i

FROM: Brian Powell, Chair of the Mānoa Faculty Senate

SUBJECT: TESTIMONY ON PHASE 1 OF THE UNIVERSITY OF HAWAII AT MĀNOA REORGANIZATION PROPOSAL, AMENDMENTS TO RP 2.201 AND 2.202, AND REASSIGNMENT OF THE PROVOST

Chair Putnam and members of the Board of Regents (BOR),

We are only able to submit written testimony in lieu of oral testimony because the BOR is considering these items on Mau'i. On 20 February 2019, the Mānoa Faculty Senate (MFS) passed a resolution (by an overwhelming 88%) opposing the Phase I of the UH Mānoa Reorganization plan submitted by President Lassner. The Committee on Administration and Budget (CAB) worked diligently to consider the proposal, meeting with President Lassner, and soliciting feedback from other MFS committees. They did not take this task or decision lightly.

On 21 February 2018, the MFS had passed a resolution 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.” On 7 January 2019, the administration sent the “Reorganization Proposal — Phase I” to the MFS for review with a request to complete the review by 24 January. During the Fall of 2018, we requested to President Lassner that as a reorganization was prepared, each section be sent to the MFS as completed so that we could read each section such that when it was all complete we could make a final decision. This request was misunderstood, and Phase I was submitted to us incomplete for a final decision without seeing the Reorganization *in toto*. We explained that MFS could not conduct a review of the 100 page proposal in the first weeks of the semester within 17 days; furthermore, it had to go to MFS vote, and



by that time, the agenda for the January meeting had been set. On 25 January 2019, five members of the Senate Executive Committee (SEC) met with Chair Putnam to request a delay on the BOR considering new duties for the President while CAB considered the proposal. Chair Putnam reluctantly agreed. During this meeting, it was revealed that the Reorganization proposal did not include the functional statements for the President or Provost positions, so CAB could not fully consider the proposal. Chair Putnam provided the draft statements, and CAB suggested some modifications to these documents to President Lassner; however, MFS is still working on these documents in an attempt to address concerns. On 21 February 2019, the SEC emailed to BOR requesting that the BOR withhold considering moving forward with the Phase I reorganization while the MFS collaborates with President. Lassner on the functional statements; however, this request was denied by the BOR Chair.

I share this timeline with you to establish that the MFS has been working constructively with the administration to address the issues raised in the reorganization. The MFS is not acting to be obstructionist, quite the contrary, as we try to make sense of a situation without the necessary information to make a fair determination. A number of parties remain opposed to combining the President and Chancellor positions, including: some members of the Legislature (per Senate Bill 347), HGEA staff members, and (by our understanding) the WASC and WICHE consultants. The MFS encouraged a proposal that we could review, but we did not receive one for 320 days—at which time we were initially given 17 days to review. In reviewing the proposal, the MFS has identified three major concerns:

1. **What Problem does this Reorganization Solve?** During the review, CAB asked twice for a statement on what problem is being solved by this reorganization, and neither times were they provided with an adequate definition. If we aren't sure what issues are being addressed, how can the reorganization be evaluated as to whether it satisfies the goals it sets out to? The assumption on the MFS side is that because of a failed Chancellor search in 2017, the administration would like to create conditions that would attract the type of talent that an R1 school should have. Given that assumption, we arrive at the next concern:



2. **The President/CEO and Provost Model Does NOT Solve the Problems with the Chancellor Model.** President Lassner has stated that—based upon the years of tenure of the individuals—the most stable years of the Mānoa administration were the years that the President and Chancellor were combined. We view the successes and failures of past administrations not as structurally-based but attribute success and failure to past management processes, as well as insufficient authority granted to the Mānoa Chancellor. In the Chancellor model, Deans, Directors, and Vice-Chancellors would appeal to the UH President when the Chancellor made a decision that they did not agree with. This activity undermines the Chancellor and makes it untenable for the Chancellor to fulfil his or her duties. The Phase I Reorganization Proposal does not address this fundamental issue, and in fact, further weakens the Provost by making the Chief Business Officer (CBO) a “peer” rather than reporting to the Provost. The Provost has complete responsibility and authority over the budget for the academic and research efforts of the campus but, as laid out in the Proposal, this is akin to an adolescent receiving an allowance and having the freedom to spend it as they choose without strategic input into how much the allowance is. At a meeting with President Lassner, these concerns were shared and discussions about how it could be rectified are progressing. One possibility that CAB favors is to have the CBO report to the Provost for all matters except those that are directly under the President/CEO. Work on these issues continues, and President Lassner has shown a willingness to revise based on suggestions from the MFS.
3. **Concerns about upcoming Accreditation by Western Association of Schools and Colleges (WASC).** In 2015, the BOR hired Western Interstate Commission for Higher Education (WICHE) President Longanecker to examine whether to keep separate or combine the President and Chancellor positions. The [report](#)¹ delivered to the BOR (the Longanecker and Michelau Report) stated [emphasis in original report] “**we strongly recommend maintaining the current structure in which the president of the University of Hawai‘i system is a distinct and separate position from the chancellor of the University of Hawai‘i at Mānoa.**” The report also explained that the System and Mānoa roles be clear and distinct. Since that time, UH System instead subsumed more of Mānoa’s functions (HR, Facilities, Housing,

¹ <https://www.hawaii.edu/news/wp-content/uploads/2015/05/2015-March-Report-to-the-Hawaii-Board-of-Regents-FINAL1.pdf>



Communications, Research, etc.). A particularly pernicious effect of System subsuming these functions is that it removes them from the BOR Policy requiring shared governance and faculty consultation. Now the proposal combines the President and Chancellor roles. Not one of the primary outcomes of the Longanecker and Michelau report have been followed. Now, we are preparing for reaccreditation by the Accrediting Commission of the WASC, where governance will be one of the criteria that WASC will inspect. The administration has stated that they have been in contact with WASC; however, the MFS does not believe that informal discussions with staff at WASC constitute policy decisions that the inspection team will apply. According to the WASC Accreditation Handbook (Standard 3.8), "The institution has a full-time chief executive officer and a chief financial officer whose primary or full-time responsibilities are to the institution."

The MFS has been open about these concerns with President Lassner and the BOR. We are not moving the goalposts or trying to sow confusion. Quite the opposite. We are working to ensure that the functional statements the BOR would consider should address the issues above as much as possible to provide a foundational framework for the detailed reorganization to follow.

Organizational change is most effective when participants are directly involved in deciding what needs to change and how to implement this. Faculty consultation is key. The MFS is requesting that the BOR pause in its haste to formalize a structure that remains incomplete, allowing the Mānoa Faculty Senate to continue to work with President Lassner and the administration toward greater clarity.

Sincerely,

Brian Powell
Chair, Mānoa Faculty Senate



February 25, 2019

MEMORANDUM VIA E-MAIL

TO: Lee Putnam, Chair
Board of Regents

David Lassner, President
University of Hawai'i

David Lassner, Interim Chancellor
University of Hawai'i at Mānoa

Kathy Cutshaw, Vice Chancellor for Administration, Finance & Operations
University of Hawai'i at Mānoa

Michael Bruno, Interim Vice Chancellor for Academic Affairs
University of Hawai'i at Mānoa

FROM: Brian Powell, Chair
Mānoa Faculty Senate

RE: **Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure**

The Mānoa Faculty Senate approved the **Resolution Opposing the Phase I of the Reorganization of Mānoa Management Structure** at the February 20, 2019 Senate meeting with 38 votes in favor of support; 5 votes against; and 3 abstentions.

The resolution is attached.

Please feel free to contact me if you have any questions or need additional information.

Handwritten signature of Brian Powell in black ink.

Brian Powell, Ph.D.
Mānoa Faculty Senate Chair

Handwritten signature of Stacey B. Roberts in black ink.

Stacey Roberts, Ph.D.
Mānoa Faculty Senate Secretary



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. Approved by the Mānoa Faculty Senate on February 20, 2019 with 38 votes in support of approval; 5 votes against; and 3 abstentions.

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](#)]

Memorandum from Interim Chancellor David Lassner dated February 13, 2019 Information and Perspectives on the "Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure" [[DOC](#)]



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MĀNOA FACULTY SENATE

To: Chair Putnam and Members of the Board of Regents

From: Manoa Faculty Senate Executive Committee

Re: The Manoa Reorganization, Phase I

Date: March 26, 2019

Chair Putnam and members of the Board of Regents (BOR),

This is a follow up to our testimony of 2/28/19, which included the Faculty Senate Resolution opposing the reorganization by a vote of 88%. The SEC continues to request that the BOR defer its decision until the MFS committees receive the full proposal and are able to review the planned reorganization in its entirety, so that we are able to assess the full impact of these major changes.

We appreciate that the BOR deferred action on the functional statements of the President/CEO and Provost and appointment of Michael Bruno to Provost at the February meeting. As we testified, more time was needed to work on the functional statements for the two positions. Since that deferment, the SEC has met multiple times with Pres. Lassner, iVCAA/VCR Bruno, and OVCAFO Cutshaw to discuss our most serious concerns. Through these dialogues, we revised the functional statements and submitted them to Pres. Lassner for review. We believe we have together now improved the descriptions of the relative roles of the two positions and their interactions.

We have two remaining major concerns.

First, we maintain that the reporting line of the Chief Business Officer (CBO) should report solely to the Provost or at least report to both the Provost and the President. By Pres. Lassner's admission, the Provost will be responsible for ~85% of UH Manoa's budget. As such, the CBO that works to allocate UH Manoa's budget should report to the Provost. We understand that the process works well currently with the three incumbents; however, to maintain such a process requires that their efforts become formalized, such that after the departure of one or more of the individuals, a new *ad hoc* structure does not develop.

Second, as mentioned in our last testimony, the proposed reorganization would go against the recommendations of the WICHE report (Longenecker). If the BOR takes this action, we request that the BOR immediately consider the other recommendations in the report, primarily: "Beginning at the very top, we recommend that the Board of Regents, because of the relative newness of its members, consider securing training for itself. Should the board accept this challenge, we would encourage the board to secure a trainer who understands the distinction between the role of a board that oversees a system and the role of a board that oversees only a single institution."

We believe that the WICHE recommendation will help the BOR provide strong and active oversight of the President to ensure that the Provost maintains his/her independence. This includes following another recommendation from the report that the Board develop a manual defining the roles of officers that "clearly articulates the roles and responsibilities of his various offices, including the rationale for these assignments of responsibility."



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MĀNOA FACULTY SENATE

To: Chair Putnam and Members of the Board of Regents

From: Manoa Faculty Senate Executive Committee

Re: Testimony on the legislative events of last week

Date: March 26, 2019

Chair Putnam and members of the Board of Regents (BOR),

Recently the University of Hawaii was faced with a legislative action that would have profoundly altered and damaged the institution and its ability to create and disseminate knowledge. Various groups responded in different ways to this threat. The sum of their actions was successful but there will likely be a legacy of distrust and fear among the faculty that their jobs, even if tenured, could become insecure any time in the future.

Among those threatened were very successful researchers, faculty conducting medical clinical trials or participating in major multi-year research grants, and department chairs whose work allows others to teach and do research. Some of these may leave for institutions or vocations that offer a more secure future for their families and their professional lives. There will be a real cost to the state going forward as these departures will discourage the creation of a state knowledge-based economy which pays high wages and attracts outside investment.

This incident has left faculty worried and angry and different parties at odds with one another. This is entirely understandable and we share these feelings. It might be useful to look at what happened and at the response; however the SEC believes that our effort as a university community would be better focused on ensuring that this sort of assault cannot happen again, by changing how some elements feel empowered to treat the university as a punching bag or scapegoat.

We need to work together to educate the public and others, with a message that might center on these points:

1. UH is a good deal for undergraduate and graduate education.
2. Our research university benefits the state as well as students.
3. The university is autonomous, according to the state constitution.
4. The university is accredited to national standards, and accreditation requires autonomy.
5. The university has to compete nationally and internationally for faculty and for research and educational support.
6. The state, the Board of Regents, the UH administration, and the faculty through UHPA have clear, just and enforceable rules about promotion, tenure and retention.
7. The faculty are experts in their fields and thus best suited to determine value in their fields.
8. A university involves more than just classroom teaching (just as a hospital is more than just doctors).
9. All the parts of the UH system fit together to cover the range of needs of students and the state, and
10. A healthy environment for the university, including legislative support, is needed to have a vibrant and productive university.

Any such message is too important to be left to the administration alone. Perhaps we don't need public relations but rather community organizing. We need buy-in by a community that includes the Board of Regents, the faculty, the administration, UHPA and HGEA, the students, and the media. Some may see some parts of UH as more valuable than others but we need general agreement that, taken as a whole, UH is valuable and needs to be supported, not attacked, and that, if it is attacked, it must be defended by all of us. We need to use this incident as a catalyst for unity as the UH community; if not, we are weaker and ripe for further challenges in the future.

Testimony Related to Phase 1 UHM Reorganization Proposal

(Previously Submitted at
February 28, 2019 Board
Meeting)



Board of Regents <bor@hawaii.edu>

Testimony regarding the Manoa reorganization

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

Tue, Feb 26, 2019 at 11:06 AM

Aloha BOR,

I am a former Chancellor of UH-Manoa, and perhaps more importantly for this message, a former Provost of a top-tier, arguably top-50, Research I university.

I strongly support the proposed consolidation of the President/Chancellor positions.

I found my position as Chancellor at Manoa to be untenable. Any time I disagreed with my boss, the UH President, I had to either submit to his/her wishes or create a conflict between us. However, the Manoa Chancellor does not have access to the BOR the way the President does. So, ultimately, the UH President ends up running the entities under Manoa. This was obvious in the rift (ultimately, very public) between Pres. Lassner (and Board Chair Holtzmann) and myself over the intended firing, by me, of the Cancer Center Director.

Most 'Systems' that have just one research university do have the President also run the main campus. Obviously that model doesn't work for systems having multiple research universities (UC, SUNY, UT). There are many states that have allowed several minor campuses to emerge as research campuses, usually for political reasons, diluted their overall strength in doing so, and have needed to go to the separate President model. But that does not - yet - fit UH.

I strongly support the creation of a Provost position at Manoa. Furthermore I STRONGLY recommend Michael Bruno to that appointment on a permanent basis. MB has proven to be an excellent academic leader in tough financial times.

However, (and most germane) Michael will need a budget officer with equal footing to the Manoa CBO (where is that position outlined in the re-org?). I assume that is the current Kathy Cutshaw position - VCAdmin? The Provost MUST have complete authority over all academic/student budget issues and must have a budget person on par with the CBO. This is my experience as a Provost. Otherwise, academic dollars can be re-purposed to more public safety, or more maintenance/facilities without tacit approval by the Provost.

Best wishes and make good decisions,

Tom

Tom Apple PhD
Professor of Chemistry
Univ. of Hawaii-Manoa
Honolulu, HI 96822
(808)956-8038



Board of Regents <bor@hawaii.edu>

Resolution Opposing Phase I of the Reorganization of Manoa Management Structure

UHM Faculty Senate <uhmfs@hawaii.edu>

Tue, Feb 26, 2019 at 1:28 PM

To: BOR <BOR@hawaii.edu>, David Lassner <david@hawaii.edu>, Kathy Cutshaw <cutshaw@hawaii.edu>, Michael Bruno <mbruno2@hawaii.edu>

Cc: Brian Powell <powellb@hawaii.edu>, Amy Luke <aluke@hawaii.edu>, Mavis Higa <mav@hawaii.edu>, Robyn Chow-Hoy <chowhojr@hawaii.edu>, Debra Ishii <debrai@hawaii.edu>, Lily Wong <lilywong@hawaii.edu>

RE: Board of Regent Testimony and Letter to the BOR

Aloha,

The Mānoa Faculty Senate approved the [Resolution Opposing Phase I of the Reorganization of Manoa Management Structure](#) at the February 20, 2019 Senate meeting with 38 votes in favor of support; 5 votes against support; and 3 abstentions.

The transmittal memo and resolution is attached.

Mahalo nui loa,

On behalf of
Brian Powell, Ph.D. Chair
Mānoa Faculty Senate

John Kinder*Administrative Officer*Mānoa Faculty Senate Office | [2500 Campus Road](#) | Hawai'i Hall 208 | Honolulu, HI 96822 | Ph: (808) 956-7725 | uhmfs@hawaii.edu | Senate Website: www.hawaii.edu/uhmfs**Reso_Opposing_Phase_I_of_Reorg_of_Manoa_Management_Structure.PDF**

1119K



February 25, 2019

MEMORANDUM VIA E-MAIL

TO: Lee Putnam, Chair
Board of Regents

David Lassner, President
University of Hawai'i

David Lassner, Interim Chancellor
University of Hawai'i at Mānoa

Kathy Cutshaw, Vice Chancellor for Administration, Finance & Operations
University of Hawai'i at Mānoa

Michael Bruno, Interim Vice Chancellor for Academic Affairs
University of Hawai'i at Mānoa

FROM: Brian Powell, Chair
Mānoa Faculty Senate

RE: **Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure**

The Mānoa Faculty Senate approved the **Resolution Opposing the Phase I of the Reorganization of Mānoa Management Structure** at the February 20, 2019 Senate meeting with 38 votes in favor of support; 5 votes against; and 3 abstentions.

The resolution is attached.

Please feel free to contact me if you have any questions or need additional information.

Handwritten signature of Brian Powell in black ink.

Brian Powell, Ph.D.
Mānoa Faculty Senate Chair

Handwritten signature of Stacey B. Roberts in black ink.

Stacey Roberts, Ph.D.
Mānoa Faculty Senate Secretary



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. Approved by the Mānoa Faculty Senate on February 20, 2019 with 38 votes in support of approval; 5 votes against; and 3 abstentions.

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](#)]

Memorandum from Interim Chancellor David Lassner dated February 13, 2019 Information and Perspectives on the "Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure" [[DOC](#)]



Testimony for the 2/28 BOR Meeting

Brian Powell <powellb@hawaii.edu>

Tue, Feb 26, 2019 at 2:53 PM

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

Cc: SEC <uhm-mfs-sec@lists.hawaii.edu>, David Lassner <david@hawaii.edu>, Michael Bruno <mbruno2@hawaii.edu>

Please find the attached testimony for consideration at the 28 February 2019 BOR Meeting in Mau'i.

Cheers,
Brian

 **MFS_testimony_0228.pdf**
1311K



DATE: February 26, 2019

TO: Board of Regents of the University of Hawai'i

FROM: Brian Powell, Chair of the Mānoa Faculty Senate

SUBJECT: TESTIMONY ON PHASE 1 OF THE UNIVERSITY OF HAWAII AT MĀNOA REORGANIZATION PROPOSAL, AMENDMENTS TO RP 2.201 AND 2.202, AND REASSIGNMENT OF THE PROVOST

Chair Putnam and members of the Board of Regents (BOR),

We are only able to submit written testimony in lieu of oral testimony because the BOR is considering these items on Mau'i. On 20 February 2019, the Mānoa Faculty Senate (MFS) passed a resolution (by an overwhelming 88%) opposing the Phase I of the UH Mānoa Reorganization plan submitted by President Lassner. The Committee on Administration and Budget (CAB) worked diligently to consider the proposal, meeting with President Lassner, and soliciting feedback from other MFS committees. They did not take this task or decision lightly.

On 21 February 2018, the MFS had passed a resolution 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.” On 7 January 2019, the administration sent the “Reorganization Proposal — Phase I” to the MFS for review with a request to complete the review by 24 January. During the Fall of 2018, we requested to President Lassner that as a reorganization was prepared, each section be sent to the MFS as completed so that we could read each section such that when it was all complete we could make a final decision. This request was misunderstood, and Phase I was submitted to us incomplete for a final decision without seeing the Reorganization *in toto*. We explained that MFS could not conduct a review of the 100 page proposal in the first weeks of the semester within 17 days; furthermore, it had to go to MFS vote, and



by that time, the agenda for the January meeting had been set. On 25 January 2019, five members of the Senate Executive Committee (SEC) met with Chair Putnam to request a delay on the BOR considering new duties for the President while CAB considered the proposal. Chair Putnam reluctantly agreed. During this meeting, it was revealed that the Reorganization proposal did not include the functional statements for the President or Provost positions, so CAB could not fully consider the proposal. Chair Putnam provided the draft statements, and CAB suggested some modifications to these documents to President Lassner; however, MFS is still working on these documents in an attempt to address concerns. On 21 February 2019, the SEC emailed to BOR requesting that the BOR withhold considering moving forward with the Phase I reorganization while the MFS collaborates with President. Lassner on the functional statements; however, this request was denied by the BOR Chair.

I share this timeline with you to establish that the MFS has been working constructively with the administration to address the issues raised in the reorganization. The MFS is not acting to be obstructionist, quite the contrary, as we try to make sense of a situation without the necessary information to make a fair determination. A number of parties remain opposed to combining the President and Chancellor positions, including: some members of the Legislature (per Senate Bill 347), HGEA staff members, and (by our understanding) the WASC and WICHE consultants. The MFS encouraged a proposal that we could review, but we did not receive one for 320 days—at which time we were initially given 17 days to review. In reviewing the proposal, the MFS has identified three major concerns:

1. **What Problem does this Reorganization Solve?** During the review, CAB asked twice for a statement on what problem is being solved by this reorganization, and neither times were they provided with an adequate definition. If we aren't sure what issues are being addressed, how can the reorganization be evaluated as to whether it satisfies the goals it sets out to? The assumption on the MFS side is that because of a failed Chancellor search in 2017, the administration would like to create conditions that would attract the type of talent that an R1 school should have. Given that assumption, we arrive at the next concern:



2. **The President/CEO and Provost Model Does NOT Solve the Problems with the Chancellor Model.** President Lassner has stated that—based upon the years of tenure of the individuals—the most stable years of the Mānoa administration were the years that the President and Chancellor were combined. We view the successes and failures of past administrations not as structurally-based but attribute success and failure to past management processes, as well as insufficient authority granted to the Mānoa Chancellor. In the Chancellor model, Deans, Directors, and Vice-Chancellors would appeal to the UH President when the Chancellor made a decision that they did not agree with. This activity undermines the Chancellor and makes it untenable for the Chancellor to fulfil his or her duties. The Phase I Reorganization Proposal does not address this fundamental issue, and in fact, further weakens the Provost by making the Chief Business Officer (CBO) a “peer” rather than reporting to the Provost. The Provost has complete responsibility and authority over the budget for the academic and research efforts of the campus but, as laid out in the Proposal, this is akin to an adolescent receiving an allowance and having the freedom to spend it as they choose without strategic input into how much the allowance is. At a meeting with President Lassner, these concerns were shared and discussions about how it could be rectified are progressing. One possibility that CAB favors is to have the CBO report to the Provost for all matters except those that are directly under the President/CEO. Work on these issues continues, and President Lassner has shown a willingness to revise based on suggestions from the MFS.
3. **Concerns about upcoming Accreditation by Western Association of Schools and Colleges (WASC).** In 2015, the BOR hired Western Interstate Commission for Higher Education (WICHE) President Longanecker to examine whether to keep separate or combine the President and Chancellor positions. The [report](#)¹ delivered to the BOR (the Longanecker and Michelau Report) stated [emphasis in original report] “**we strongly recommend maintaining the current structure in which the president of the University of Hawai‘i system is a distinct and separate position from the chancellor of the University of Hawai‘i at Mānoa.**” The report also explained that the System and Mānoa roles be clear and distinct. Since that time, UH System instead subsumed more of Mānoa’s functions (HR, Facilities, Housing,

¹ <https://www.hawaii.edu/news/wp-content/uploads/2015/05/2015-March-Report-to-the-Hawaii-Board-of-Regents-FINAL1.pdf>



Communications, Research, etc.). A particularly pernicious effect of System subsuming these functions is that it removes them from the BOR Policy requiring shared governance and faculty consultation. Now the proposal combines the President and Chancellor roles. Not one of the primary outcomes of the Longanecker and Michelau report have been followed. Now, we are preparing for reaccreditation by the Accrediting Commission of the WASC, where governance will be one of the criteria that WASC will inspect. The administration has stated that they have been in contact with WASC; however, the MFS does not believe that informal discussions with staff at WASC constitute policy decisions that the inspection team will apply. According to the WASC Accreditation Handbook (Standard 3.8), “The institution has a full-time chief executive officer and a chief financial officer whose primary or full-time responsibilities are to the institution.”

The MFS has been open about these concerns with President Lassner and the BOR. We are not moving the goalposts or trying to sow confusion. Quite the opposite. We are working to ensure that the functional statements the BOR would consider should address the issues above as much as possible to provide a foundational framework for the detailed reorganization to follow.

Organizational change is most effective when participants are directly involved in deciding what needs to change and how to implement this. Faculty consultation is key. The MFS is requesting that the BOR pause in its haste to formalize a structure that remains incomplete, allowing the Mānoa Faculty Senate to continue to work with President Lassner and the administration toward greater clarity.

Sincerely,

Brian Powell
Chair, Mānoa Faculty Senate



February 25, 2019

MEMORANDUM VIA E-MAIL

TO: Lee Putnam, Chair
Board of Regents

David Lassner, President
University of Hawai'i

David Lassner, Interim Chancellor
University of Hawai'i at Mānoa

Kathy Cutshaw, Vice Chancellor for Administration, Finance & Operations
University of Hawai'i at Mānoa

Michael Bruno, Interim Vice Chancellor for Academic Affairs
University of Hawai'i at Mānoa

FROM: Brian Powell, Chair
Mānoa Faculty Senate

RE: **Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure**

The Mānoa Faculty Senate approved the **Resolution Opposing the Phase I of the Reorganization of Mānoa Management Structure** at the February 20, 2019 Senate meeting with 38 votes in favor of support; 5 votes against; and 3 abstentions.

The resolution is attached.

Please feel free to contact me if you have any questions or need additional information.

Handwritten signature of Brian Powell in black ink.

Brian Powell, Ph.D.
Mānoa Faculty Senate Chair

Handwritten signature of Stacey B. Roberts in black ink.

Stacey Roberts, Ph.D.
Mānoa Faculty Senate Secretary



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. Approved by the Mānoa Faculty Senate on February 20, 2019 with 38 votes in support of approval; 5 votes against; and 3 abstentions.

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](#)]

Memorandum from Interim Chancellor David Lassner dated February 13, 2019 Information and Perspectives on the "Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure" [[DOC](#)]



Board of Regents <bor@hawaii.edu>

Graduate Student Organization Testimony (2.28.19)

Hannah Liebreich <hannahli@hawaii.edu>

Tue, Feb 26, 2019 at 2:57 PM

To: bor@hawaii.edu

Cc: Daniel Flores <dflores2@hawaii.edu>

Aloha Regents,

On behalf of the Graduate Student Organization (GSO) at the University of Hawaii at Manoa, please see our testimony regarding Thursday's BoR meeting. Unfortunately no one from the GSO can attend the meeting because it's on Maui. However, we hope that the regents take seriously our input. Thank you for your time and consideration.

Sincerely,
Hannah Liebreich

--

Hannah Liebreich

PhD Candidate, Sociology

Graduate Assistant, Department of Women's Studies

University of Hawai'i at Mānoa

**GSO BoR Testimony 2.26.19v2.pdf**

113K



February 26, 2019

To the Esteemed Regents,

The Graduate Student Organization (GSO), which represents over 5,000 graduate students at the University of Hawaii at Mānoa, has grave concern regarding the currently proposed phase I of the reorganization of Mānoa management structure. Although the GSO has not had time to write and vote on a formal resolution, our Delegates to the University of Hawaii Student Caucus (UHSC) voted against the Spring 2018 reorganization plan in March 2018. Therefore as an Executive Council, we believe we would be doing a disservice to our constituents if we did not write a response based on our experiences so far.

When the GSO Executive Council discussed the Mānoa Faculty Senate resolution opposing phase I of the reorganization of Mānoa management structure at our February General Assembly meeting, our constituents responded favorably. Additionally, the Executive Council is concerned that not all of the pieces are in place for the reorganization to run smoothly. It is our understanding that UH administrators have shown different versions of the reorganization plan to different stakeholders, which greatly concerns the GSO. Further, universities like Colorado State have gone through a similar process only to change back after 5 years. How can we be sure that UH won't also switch back, wasting time and money?

Finally, as graduate students we greatly value research informed decision making. With that being said we would like to share with the Regents studies that investigate various higher education organizational structures.

- [Leih & Teech, 2016](#)
- <https://www.chronicle.com/article/Vice-President-vs-Provost/46483>

In conclusion, the current testimony was not voted on by the General Assembly of the GSO, but it is supported by the Executive Council. As elected and appointed student leaders who represent the graduate student body, we are confident that this testimony reflects the concerns of many other graduate students at the University of Hawaii at Mānoa. We hope that the Regents take this into consideration so that in the near future the GSO General Assembly can write and vote on a formal resolution.

Sincerely,

Daniel Flores, President
Hannah Liebreich, Advocacy Chair



Board of Regents <bor@hawaii.edu>

PUBLIC COMMENT for BOR Meeting - 2/28/19

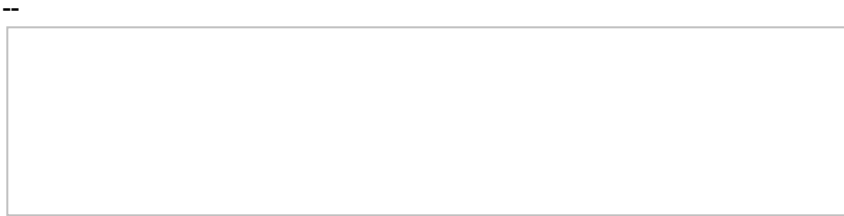
Carissa Gusman <ckgusman@hawaii.edu>
To: bor@hawaii.edu

Tue, Feb 26, 2019 at 11:57 PM

Aloha,
Please find attached my public comment for the February 28, 2019 Board of Regents meeting to discuss the Phase I Reorganization on the UH Manoa campus.

Please let me know if you have any questions, and thank you for allowing the opportunity to provide feedback.

Mahalo,
Carissa



Carissa K. Gusman, M.S.
Academic Advisor | Student Exchange Coordinator
University of Hawai'i at Mānoa
School of Travel Industry Management
[2560 Campus Road](#) | George Hall 346 | Honolulu, HI 96822
T (808) 956-4887 | F (808) 956-5378

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3 attachments

BOR Feedback (022819).pdf
74K

Attachment 1 (HGEA Response).pdf
83K

Attachment 2 (Recombine Proposal).pdf
100K

MEMO

To: Lee Putnam
Chair, Board of Regents (BOR)

From: Carissa Gusman, Academic Advisor
University of Hawaii at Manoa, School of Travel Industry Management

Date: February 27, 2019

Re: Approval of Phase 1 of the University of Hawaii at Manoa (UHM) Reorganization Proposal and Associated Implementation Actions

Aloha Mr. Putnam,

This memo is in relation the Approval of Phase 1 of the University of Hawaii at Manoa Reorganization Proposal and Associated Implementation Actions.

I am opposed to the Phase 1 Reorganization based upon the following:

1. University of Hawaii Organizational and Functional Changes policy A3.101;
2. The Provost position appointment; and
3. The impacts Phase I will have on Phase II reorganization.

University of Hawaii Organizational and Functional Changes policy A3.101

Per A3.101, 3b, "Approval Under Delegated Authority. Authority to approve organizational changes that are not subject to BOR approval ... is delegated by the BOR to the President and by the President to each Vice President and Chancellor, provided that all organizational changes must be approved two supervisor levels above where the changes are proposed and may not be further delegated. E.g., a Chancellor may approve a consolidation of Colleges that report to Vice-Chancellors, but the reorganization of functions that report to the Chancellor must be approved by the President."

So far, this policy has given President Lassner unilateral authority to make decisions on the UHM campus for any unit and its staff that reports directly to a Vice Chancellor or below without requiring any additional approval and minimal oversight. This includes:

- Reporting to the Vice Chancellor or Academic Affairs: Undergraduate Education, International Exchange Programs, Academic Personnel Office, Manoa Institutional Research, Assessment Office, Office of Faculty Development and Support, General Education Office, Manoa Writing Program, Graduate Division, UH Press and Library Services
- Reporting to Vice Chancellor for Research: Environmental Health and Safety Office

- Reporting to the Vice Chancellor for Students: Office of the Dean of Students, Student Equity, Excellence and Diversity, and Enrollment Management. This includes the following units: Student Life and Development, Manoa Career Center, Counseling and Student Development, University Health Services, Judicial Affairs, Student Housing Services, Children’s Center, College Opportunities Program, Kokua, Office of Multicultural Student Services, Women’s Center, Office of Admissions, Office of Registrar, Financial Aid Services and Information and Computer Services
- All Manoa Academic and Research units, including all Schools & Colleges (e.g., College of Arts and Humanities, College of Education, College of Languages, Linguistics & Literature)

As a publicly funded institution, it is imperative that decisions are made with checks and balances to ensure that funds are being properly allocated and decisions are in the best interests of UHM, its stakeholders, faculty, students and staff. If an update to this policy is not made, then the BOR may be effectively losing its power and decision-making abilities to oversee its flagship campus, as UHM leadership will be granted to a singular authority that can circumvent the BOR.

The updated organizational chart identifies the Office of the Provost as still being a Vice Chancellor position, and approval of the Phase 1 reorganization, without an update to this policy, will continue to allow President Lassner, in his role both President and Chancellor of UHM, unilateral authority over UHM, with minimal oversight from the BOR.

Provost Position Appointment

Per the memorandum “Request for Reassignment of Dr. Michael Bruno as Provost, University of Hawaii at Manoa, Conditional Upon Approval of Reorganization” effective on approval of the Phase I Reorganization, Dr. Michael Bruno will become Provost of the UHM campus.

None of the memorandums or organizational plans discuss how this position will be filled in the future (e.g., international search, etc) and this same response was given to HGEA in regards to the Vice Provost positions being created (response to HGEA, attachment 1).

Reappointments of positions, such as the Provost, further add to the idea that UHM may be slowly evolving into an oligarchy in terms of its operations, as Dr. Bruno has been a part of the “Design Team” for the UHM Campus Reorganization and would theoretically be overseeing, and approving, Phase II of the UHM Campus Reorganization, something that he has a vested interest in as being a member of the “Design Team.” He was also a member of the team that created the position of UHM Provost that he is now being nominated to fill.

As per BOR policy A3.101, the Chancellor (and possibly the Provost) would have authority to approve a majority of organizational changes on the UHM campus, effectively minimizing the authority the BOR has on the UHM campus, in particular with Phase II of the reorganization, which impacts could be far reaching across the UHM campus.

Impacts Phase I Reorg will have on Phase II

According to the Phase I Reorg “Executive Summary” section V, Implementation, “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.”

Additionally, according to the Phase I “Narrative” section I.A., “There will be restructuring existing offices to focus on campus imperatives and existing personnel and positions within the new structure, with work taking place over the months to come. The impact of these changes will be addressed when Phase II is presented for review.” Concurrently, according to the Phase I Reorg “Narrative” section II.C.2., “In Phase II of the 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 Phase II is presented for review.”

Phase I *in concept* was presented, and approved, by the BOR on November 15, 2018 without any official organizational charts submitted. Per Phase I Reorg “Narrative” section II.C.2., the President/Chancellor did not meet with the groups directly impacted by the Phase I Reorg to discuss the proposed reorganization until December 18, 2018, with organizational charts presented in early January 2019. Thus, one can assume that staff members directly affected had approximately three (3) weeks to discuss the changes to their reporting lines and/or job responsibilities in order to be “restructured to align with the reorganization purpose and intent.” Please note, the three (3) weeks included the holiday break -- meaning, some staff members may not have been present to discuss the restructuring and the effect it would have on their positions.

Phase I only affected executive management offices. As mentioned previously, Phase II will be far more reaching, and could affect upwards of hundreds of employees (if not more). President Lassner has stated that Phase II discussions will occur throughout spring 2019. Thus leaving staff members minimal time to discuss changes that will impact careers and livelihoods.

If Phase II discussions and implementation is similar to Phase I, it could be surmised that only a concept will be presented for approval, without organizational charts. And, if approved, this could have far reaching impacts in regards to staff members at UHM as their roles would then be “restructured to align with the reorganization purposes and intent” without taking into consideration the intent and purpose of their roles in the first place. This also assumes that approval for Phase II would be required by the BOR, as policy A3.101 does not require BOR approval for any changes that occur below the Vice Chancellor reporting lines.

In my position, within the School of Travel Industry Management (TIM), there have already been ongoing discussions of merging the TIM School into the Shidler College of Business. The motive

behind this merge is often cited to “fix” the TIM School, despite having minimal support from executive management in terms of seeking full-time leadership for the TIM School (i.e., the TIM School has had three interim Deans over the past 7+ years and one failed search due to “salary negotiations”). Please note, this reason is nearly identical to the justification for combining the President and Chancellor positions together. This “fix” is also in spite of the TIM School operating at a surplus (\$1.7 million), while the Shidler College of Business operates at a deficit (\$2.5 million). To date, there have been no discussions as to how will operationally affect students, faculty or staff.

President Lassner, in his role as interim Chancellor of UHM and Dr. Bruno, in his role as Interim Vice Chancellor of Academic Affairs, presented a memo in May 2018 expressing their interest of merging the TIM School into the Shidler College of Business (Proposal to Recombine TIM School and Shidler College of Business, attachment 2). As mentioned previously, in President Lassner’s role as President and interim UHM Chancellor (and with approval of Phase 1, UHM Chancellor), he would have unilateral authority to make this reorganizational change without any oversight from the BOR. Concurrently, if Dr. Michael Bruno is appointed to the Provost position of UHM, he may also have authority to approve any College/ School level reorganizations that he has already demonstrated as having a vested interest in as member of the “Design Team.”

Conclusion

I believe the BOR should oppose the Phase I of the Manoa Reorganization, based upon:

- **The A3.101 policy regarding organizational and functional changes at the University of Hawaii.** If the roles of President and Chancellor are to be recombined, this policy will give President Lassner unilateral authority over the UHM campus. At minimum, this policy must be updated immediately to prevent unilateral authority to be given to one person and to allow for checks and balances within UHM (note: there have been no requests from President Lassner to update this policy, despite being aware of its existence and requests for other policy changes).
- **Appointing Dr. Michael Bruno into the Provost position.** As mentioned, Dr. Michael Bruno has a vested interest in the outcome of the UHM reorganization. He was a member of the “Design Team” that created the position of UHM Provost, and is now being nominated to fill that position, with zero mention of how that role will be filled in the future. In my opinion, appointment of Dr. Michael Bruno brings to light the oligarchy that may be forming on the UHM campus. Additionally, if policy A3.101 is updated to require approval for UHM organization at the Provost level, this will still maintain the oligarchical structure at UHM and substantially reduce BOR oversight over the “flagship” UHM campus. If approved, the BOR should advocate for an external, international, search to fill the Provost (and Vice Provost) roles -- to ensure that leadership will not remain stagnant and fresh ideas can be presented, and will not solely remain within the hands that created them.
- **Phase 1 impacts on Phase II.** Based upon the roll out of Phase 1, which was, per UHM Faculty Senate, “ambiguously written, unevenly edited, and poor assembled,” Phase II

could be a similar experience that the BOR will have zero authority over, per policy A3.101. Changes can be made at UHM that the BOR will have zero oversight over, due to administrative policies that were not updated to maintain the checks-and-balances created for the University of Hawaii System. As mentioned, this could affect upwards of 20+ units, including all Schools and Colleges.

I would also like to draw attention to the timeline for discussion and implementation of both Phase I & II. It is very quick, and I would be remiss to say that the current unilateral authority given to President Lassner, and concurrently to Dr. Michael Bruno, directly correlates with the expediency of the current timeline and decisions being made. Additionally, neither of the Phase I BOR meetings took place at the UHM campus (the February 28th meeting is being held off-island), the campus directly impacted by the reorganization. This makes it increasingly difficult for those directly impacted to voice their concerns, a disservice to the largest stakeholders.

In the end, I believe the BOR needs to decide how they believe leadership over UHM should look like. Does the BOR still want to have oversight over its flagship campus, or do they want to relegate their governance to a small group of people who can circumvent their authority.

I thank you for your time and consideration.



February 21, 2019

Mr. Randy Perreira, Executive Director
Mr. Sanford Chun, Executive Assistant for Field Services
Hawai'i Government Employees Association
888 Mililani Street, Suite 401
Honolulu, Hawai'i 96813-2991

Dear Mr. Perreira and Mr. Chun:

We received Mr. Chun's letter dated February 1, 2019 on February 4, 2019 in response to my January 7, 2019 letter regarding the reorganization of UH Mānoa – Phase 1. In response to your questions and comments, please see below:

1. *HGEA comment: This reorganization proposal establishes a new UH Manoa Provost position that will function as the chief academic officer for the UH Manoa campus, as well as supervise four (4) vice-provost positions. According to the proposal, the UH Manoa Provost will have 'full responsibility and authority for research, education & student success' on the Manoa campus. Given the key role of this position, we are certain that UH administration will or has developed a plan to recruit experienced and well qualified candidates for consideration. Please share how the Manoa Provost and Vice-Provost positions will be filled -search process/committee, timeline, etc.*

UH response: It is my intention to recommend Dr. Michael Bruno, current interim Vice Chancellor for Academic Affairs and Vice Chancellor for Research, to serve as Provost. This is the only personnel action directly associated with the Phase 1 reorganization. The Vice Provost positions will not exist until the Phase 2 reorganization and evolution of the roles and responsibilities of the positions may occur through the detailed design and consultation process of the working design teams. As these Vice Provost positions and the respective offices will be formalized in Phase 2 of the reorganization, we do not have a specific plan for how the positions will be filled. In general, we would expect to use a combination of open recruitment and reassignment to fill the Vice Provost and other executive/managerial positions for the organization.

2. *HGEA comment: This reorganization proposal also combines the UH System President and UH Manoa Chancellor into a single position. It is our understanding that the positions currently assigned to the Manoa Chancellor's Office will be merged into the same organizational unit with the President's Office staff. From the information provided, we believe the Manoa Chancellor's Office staff will report to the President in his/her role as the CEO for UH Manoa and not in his/her role as the UH System President. Is this accurate?*

UH response: The current positions under the immediate purview of the Mānoa Chancellor's Office will be combined in Phase I with the current positions under the immediate purview of the Office of the President to reflect the formal recombination of the President and Chancellor's roles. Under this combined role in Phase I, these positions will continue to primarily serve the UH Mānoa campus as they have since the current interim arrangements were put into place.

- 3. HGEA comment: Please confirm whether the positions assigned to the current Manoa Chancellor's Office will remain UH Manoa positions after this reorganization and continue to function as they have, working within and providing service to the UH Manoa community. We believe that this clarification is very important for a program like the Office of Title IX which is currently and should continue to be campus based. There are valid concerns that this reorganization gives the appearance that the Title IX office will be a system level office.*

UH response: Under the Phase 1 reorganization, the offices and positions under the immediate purview of the Chancellor's Office continue to serve their current functions, duties and responsibilities. Specifically, for Mānoa Title IX, the current functions of that unit remain to primarily serve the UH Mānoa community. As was described in the open meeting with many of the staff of these offices, the current Phase 2 plan calls for a hybrid office that brings together multiple System and Mānoa offices to provide improved services to the UH Mānoa campus while also serving certain system-level functions. We are well-aware of the federal requirement that UH Mānoa have a clearly identified Title IX coordinator so this will be a clear mandate for the Phase 2 reorganization.

- 4. HGEA comment: Please also confirm whether the positions assigned to the Office of the Vice Chancellor for Business and Finance and Manoa Intercollegiate Athletics will also report to the President in his/her role as the UH Manoa CEO and not as the system President.*

UH response: The proposed Vice Chancellor for Business and Finance (Chief Business Officer) and the Mānoa Athletics Director will report to the President in his combined role, and these offices and positions will continue to serve the UH Mānoa community.

- 5. HGEA comment: We would like to request more information regarding the 'hybrid' vice-presidents and how the 'hybrid' organizational structure/units will function and operate. Or will more information regarding these changes be provided during Phase II of this reorganization?*

UH response: The term hybrid vice presidents reflects that these individuals support systemwide endeavors and also provide direct services to the UH Mānoa campus. The Vice President for Information Technology/Chief Information Officer has been serving in such a capacity for decades. The VPIT/CIO provides systemwide leadership on numerous functions and initiatives, and his units also provide direct IT support services to UH Mānoa campus units similar to other campus IT units. Likewise, the Vice President for Administration provides systemwide leadership for communications, planning and construction, and human resources, and fulfills the specific campus services in these areas as well as facilities. We believe that formal recognition of these roles, for the first time, will provide greater clarity of roles and responsibilities and also position these areas for greater participation in shared governance processes.

6. *HGEA comment: Please respond to the concern that despite a previous Western Association of Schools and Colleges (WASC) commission report recommendation to keep the positions of Manoa Chancellor and UH Systems President separate, this reorganization proposal combines the positions of UH Systems President and UH Manoa Chancellor into a single position that serves as CEO of both the UH System and UH Manoa.*

UH response: We believe that the report being referred to may actually be the WICHE Report in April 2015. It is now 4 years later and we have our own unique UH Mānoa experience with an unsuccessful search for a new chancellor and two more interim chancellors. While in principle, we agree with the theory of the WICHE report that these are two different jobs, the Design Team for the reorganization came to believe that circumstances at UH and in Hawai'i make it difficult, if not impossible, to attract and assure the success of the kind of autonomous chancellor that we see, for example, at the University of California campuses. We also believe the recommendations for clarification of other administrative roles and lines of authority called for in the WICHE Report is being 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 UH 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 California or California State University.

7. *HGEA comment: We have received comments expressing concern that the proposed changes do not benefit UH Manoa. Please respond to the statement that UH Manoa is the system's 'flagship research university' and should have its own chancellor to lead and advocate solely for Manoa students, faculty and staff.*

UH response: We agree that UH Mānoa needs strong voice that understands and can advocate for the flagship campus. We searched for a Mānoa Chancellor in 2016/2017 and the search was not successful. As mentioned in the reorganization proposal and the prior response, the Design Team came to believe that, in Hawai'i and in the UH System, the strongest voice could be provided by recombining the roles of President and Mānoa Chancellor while also, for the first time, creating a strong Provost position that serves as an independent voice for Mānoa in all systemwide conversations. In the recombined role, UH Mānoa will continue to have a President with a greater understanding and appreciation for UH Mānoa's role in the system as well as a Provost who will have an independent voice for UH Mānoa amongst the other University officers. This proposed structure will provide even stronger and effective voice for UH Mānoa.

8. *HGEA comment: Staff has expressed concern about the possible changes that will be proposed in Phase II of this reorganization. For many, it is difficult to comment on phase I without knowing specifically what is coming and what will affect them in Phase II. For some, there is a feeling that the proposed changes are not being shared with staff, who will ultimately be tasked to perform the functions and duties described in the reorganization plan. We encourage your administration to continue the efforts to communicate with staff and ensure that it takes place at all levels to share information*

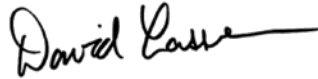
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and gather input and feedback regarding the changes proposed in this major reorganization.

UH response: We acknowledge and agree with this comment on behalf of our staff. We recognize change can be hard and communication and feedback are important to this process. Phase 2 of the reorganization will require continued discussions and details, and “mini design teams” for each of the areas highlighted in the presentation slides that have been widely shared throughout the campus. We will continue to work towards communication with staff at all levels, such as through my campus forums.

Should there be any further questions about Phase 1, you may contact me or have your staff contact Debra Ishii, Executive Assistant to the Chancellor (808-956-7500 or debrai@hawaii.edu). Mahalo for your support and assistance with Phase I of this reorganization proposal and we look forward to continuing and more intense consultation with HGEA and our staff through the Phase 2 processes that will more directly impact them.

Sincerely,



David Lassner
President and Chancellor

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa



May 16, 2018

MEMORANDUM

TO: Thomas Bingham, Interim Dean, School of Travel Industry Management (TIM)
Vance Roley, Dean, Shidler College of Business (Shidler)
Kathy Cutshaw, Vice Chancellor for Administration, Finance & Operations

FROM: David Lassner 
Interim Chancellor

Michael Bruno 
Interim Vice Chancellor for Academic Affairs

SUBJECT: Proposal to Re-Combine TIM School and Shidler College of Business

There has been ongoing discussion and debate for over a decade regarding whether the TIM School should be re-combined with the College of Business Administration (now Shidler). This has intensified over the past year as similar conversations have been initiated regarding some of the smaller schools at UH-Mānoa, notably SPAS and Architecture. Work has just begun to develop a proposal to create a new liberal arts college combining LLL, A&H and SPAS.

Over the past academic year, the Interim Chancellor, Interim Vice Chancellor for Academic Affairs and Dean of Shidler College of Business have all met with TIM faculty as well as with the Interim TIM Dean and TIM stakeholders. While there is not universal enthusiasm for recombination, we have looked carefully at the alternatives. We believe it is now time to develop a full proposal to recombine TIM with Shidler and proceed with formal consultation on that proposal in accord with applicable policies and procedures in order to come to a decision.

This belief comes from a core commitment to re-establish the brand and reputation of the UH Mānoa TIM School to be one of the best in the nation and in the world once again. Hospitality and tourism comprise Hawai'i's most important business sector, and our people and our state deserve no less than world-class higher education in this area. Our TIM School was formerly recognized as one of the very best TIM Schools with a particularly strong international reputation in the Asia-Pacific region. This excellence was developed when TIM was part of the College of Business Administration and was maintained for a time after separation. However, that sterling reputation has diminished and it will now take substantial work to restore. We believe this can best be done by leveraging some of the outstanding capacity available, literally across a driveway, in the Shidler College of Business Administration.

After extensive discussions with TIM faculty and staff, we believe there are clear and significant benefits to recombining TIM and Shidler.

- Both TIM and Shidler have strong brands in the Asia-Pacific region, including with the support of many of Mānoa graduates who earned degrees in hospitality and tourism before TIM separated from the College of Business Administration. This can be leveraged to revitalize the strong and historic TIM brand.

2500 Campus Road, Hawai'i Hall 202
Honolulu, Hawai'i 96822
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- Both TIM and Shidler are efficient and effective in their instructional operations, reflecting a shared and common commitment to student success. Both have proven to be popular programs that attract international students, particularly at the undergraduate level, to UH Mānoa.
- Shidler has exceptionally strong support from the local business community. This includes the tourism and hospitality sector, which also continues to exhibit strong support for our TIM School. Shidler has already been looking at how it can do a better job of serving Hawai'i's largest business sector -- hospitality and tourism -- and UH Mānoa can do so better through a fully integrated effort that brings together TIM with Shidler.
- The TIM graduate program has dwindled. Shidler excels at professional Master's and especially Executive Master's, including internationally. Leveraging Shidler's understanding and capacity to build professional graduate programs would be of immense service to the community and the industry while helping to rebuild the legacy of a strong alumni/donor base.
- Nobody at UH or in Hawai'i is better at philanthropy than the Shidler Advancement team, which can work locally, nationally and globally for the TIM School as it does for the School of Accountancy and the rest of Shidler. Over \$1.5 million in support, some matching, has already been pledged to support TIM faculty.
- Shidler also has robust capability in alumni relations, which could once again support TIM International and the 4500+ alumni it represents in Hawai'i and around the world. Much of this capability extends from the vibrant and extensive co-curricular program, including deep engagement with local employers. A major Shidler philanthropist with over \$1 billion in hotel holdings has offered to develop internships for TIM students at first-tier hotels across the US. Shidler also operates an extensive study abroad program for students, supported through philanthropy, in which TIM students can participate.
- Recombination would enable greater opportunities for synergistic development of attractive new degrees that serve students and the community. Examples of possible new programs include a Hospitality-focused MBA and a PhD in TIM, which could aid in continuing to attract the best faculty.
- Based on preliminary discussions, Shidler has already secured a commitment of new philanthropic support to a merged college for an initial two years of summer research support for all tenured and tenure-track faculty in TIM as well as matching funds for six new faculty endowments in TIM. This will enable our research-active internationally diverse TIM faculty to elevate the visibility of their research and the stature of the School.

Based on the input garnered from meetings with TIM faculty and stakeholders, the proposal to be developed will call for a school within a college. The TIM School within Shidler will have a fulltime executive leader selected through an open international recruitment, and that leader will be offered the first of the endowed professorships in TIM for which matching funds have already been pledged. The TIM faculty will maintain their authority regarding the current TIM degrees and curricula. The TIM procedures and policies developed by and for the TIM School regarding tenure and promotion will continue to be in effect and it is possible that, over time, the TIM faculty may wish to consider how aspects of the Shidler criteria may be advantageous to recognizing and achieving even greater excellence. There are no plans to physically move anyone, although private funding may be raised to upgrade TIM facilities.

The school-within-a-college model that would be proposed is well-known and proven within Shidler. TIM was previously structured this way until 1992, and Accountancy currently is. Over the past several years, the School of Accountancy within Shidler has been substantially strengthened and its quality enhanced by leveraging the capabilities available within Shidler.

We also note that the top hospitality school in the country, at Cornell, recently merged with the Cornell College of Business. This was also done with the very prominent international program at the University of Queensland. Merging is not a recipe for diminution or marginalization, but can and should be about synergizing and strengthening.

We believe this represents the surest path forward to re-establish the recognition of our TIM School as one of the best in the world, as it once was. And at the same time to more deeply engage the School with the community and develop enhanced opportunities for students and faculty.

We are now directing Vice Chancellor Cutshaw and her office to work with Dean Roley and Interim Dean Bingham and appropriate members of TIM and Shidler to develop a proposal for a reorganization as outlined herein.

There will still be ample time for ongoing input and conversation over this proposal before a final decision is made. We expect that formal consultation on the reorganization proposal will take place over the fall in accord with applicable policies and procedures. For the next academic year, AY 2018-2019, all reporting lines and operating practices will remain intact.

Thank you for your assistance as we begin this next step on the path to greater excellence.

- c: Shidler and TIM Chairs and Faculty Senates
Mānoa Faculty Senate Committee on Administration and Budget
Mānoa Faculty Senate Executive Committee
Kris Hanselman, UHPA Executive Director
Randy Perreira, HGEA Executive Director



Board of Regents <bor@hawaii.edu>

[ASUH] 02/28/19 BOR Meeting - Testimony on Phase I of Manoa Reorg

Jannah Lyn Dela Cruz <jldc2@hawaii.edu>

Wed, Feb 27, 2019 at 4:54 AM

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

Cc: Andrew Simeona <asimeona@hawaii.edu>, Jaclyn Sakamoto <jaclynts@hawaii.edu>, Danson Honda <dansonh@hawaii.edu>, Chase Urasaki <chasemu@hawaii.edu>

Aloha,

Thank you for the opportunity for testimony. The ASUH 106th Senate formally submits the attached resolution as testimony to all members of the Board of Regents which responses to aspects of Phase I of the Manoa Reorganization that will be reviewed by the Board at the 2/28 meeting.

Thank you,

Jannah Lyn Dela Cruz

President, 106th Senate

[Associated Students of the University of Hawai'i](#)

[2465 Campus Rd](#), Campus Center 211A

Honolulu, HI 96822



 **Senate Resolution 03-19 Regarding Manoa Reorganization & Combination of President and Manoa Chancellor Roles.pdf**
295K

ASSOCIATED STUDENTS OF THE UNIVERSITY OF HAWAI‘I AT MĀNOA
2465 Campus Road, Campus Center 211A
Honolulu HI 96822

SENATE RESOLUTION 03-19

**REGARDING THE MĀNOA REORGANIZATION & THE RECOMBINATION OF THE
PRESIDENT AND MĀNOA CHANCELLOR ROLES**

BE IT ENACTED BY THE UNDERGRADUATE SENATE:

WHEREAS, the Associated Students of the University of Hawai‘i at Mānoa Senate is the elected body representing approximately 10,000 full-time classified undergraduate students; and,

WHEREAS, the University of Hawai‘i at Mānoa (UH Mānoa) is the flagship campus of the University of Hawai‘i (UH) System and Research I Institution, that experiences a need for improvement in areas such as but are not limited to increased student success and growth, recruitment/retention, high-quality of education and consistent and stable campus leadership; and,

WHEREAS, UH President and UHM Interim Chancellor David Lassner initiated public forums and meetings with related stakeholders to conceptualize a reorganization to our current Mānoa administrative structure; and,

WHEREAS, Interim Chancellor Lassner along hopes to accomplishing the following through a Mānoa Reorganization: “1) Strong and strategic enrollment management: recruitment and retention 2) Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes 3) Improved student success outcomes through integrated support for both academic success and student growth & development 4) Enhance and strengthen Mānoa’s role as a premiere Asia-Pacific focused global “R1” research university 5) Strengthen, streamline and clarify advocacy and compliance programs that support protected classes and 6) Provide stable leadership and strong voice for Mānoa”¹; and,

WHEREAS, the ASUH advocates for the needs and interests of students to UH Mānoa’s administration, and is an advisory group to the Chancellor of UH Mānoa; and,

WHEREAS, that the ASUH participates in academic and student programs, events, and services that are funded and administered by our UHM administration and its units, whom are impacted by concepts of a Mānoa Reorganization; and,

WHEREAS, the ASUH recognizes the impact of a reorganization of our UH and UHM administration to the quality of our education and student life for all current and future students at the UH Mānoa, and expresses the need of ASUH’s participation and consultation in any reorganization of UH Mānoa’s structure; and,

¹ Key Objectives of Reorganization, Page 2 <https://Mānoa.hawaii.edu/wp/wp-content/uploads/2018/11/Mānoa-reorg-nov-2018.pdf>

WHEREAS, Members of the UHM community participated in the public forums that took place in December 2017² and April 2018³, and related stakeholders met with current campus administrators, ASUH and GSO at an all-day meeting event in March 2018 surrounding the conceptualizing of a Mānoa Reorganization; and,

WHEREAS, The Mānoa Faculty Senate passed a resolution titled “*Supporting The Recombination Of The System President And Mānoa Chancellor Positions,*” formalizing faculty support for a recombination of the roles in order to bring stability to Mānoa Leadership⁴ due to numerous short-term chancellors Mānoa has experienced; and,

WHEREAS, President and Interim Chancellor Lassner presented his most updated Concept of a Mānoa Reorganization⁵ that included the Recombination of the UH System President role and Mānoa CEO to the ASUH Executive Committee on Wednesday, October 31st to inform of and include the ASUH in the conceptual process of this reorganization, as well as during a Public Forum⁶ on November 2, 2018; and,

WHEREAS, that the ASUH ensures its commitment to students representation by presenting this resolution in regards to the Mānoa Reorganization and Recombination of the UH System President and Mānoa CEO roles; now therefore,

BE IT RESOLVED, that we urge that the Mānoa Reorganization and recombination of the UH System President and Mānoa CEO roles prioritize student success, encourage stronger engagement through cooperation and collaboration of our various units, consolidate duplicate services and positions, minimize administrative costs, increase student accessibility to UHM administration, encourage improvement to university policies and procedures, and reactivate the advisory role of ASUH and GSO to the UHM Administration; and,

BE IT RESOLVED, that we also urge that the Mānoa Reorganization and recombination of the UH System President and Mānoa CEO roles does not result in micromanagement by the UH System over the Mānoa Campus, dissolved campus autonomy and lessened shared governance amongst System and Mānoa campus administrators, increased administrative costs, increased tuition or fees, decreased fund allocation to student related programs and services that include but are not limited to: all Student Academic Success, Student Growth and Development, and SEED programs and services, course materials and resources, student employment, scholarships, awards and stipends, tuition assistance, and the forms of student support; and,

BE IT RESOLVED, that the ASUH believes that students and the success of our students should be the priority of our Administration, and that a reorganization to the Mānoa Administration is necessary to support this; and,

² Campus Reorganization Public Forum 1 http://www.hawaii.edu/calendar/Mānoa/2017/12/01/32265.html?et_id=42491

³ Campus Reorganization Public Forum 2 <https://Mānoa.hawaii.edu/chancellor/communications/reorganization-update-2/>

⁴ Mānoa Faculty Senate Resolution Supporting The Recombination of the System President and Mānoa Chancellor Positions <https://hawaii.edu/uhmfs/mfs-passes-resolution-supporting-the-combination-of-the-system-president-and-Mānoa-chancellor-positions/>

⁵ Updated Concept of Mānoa Reorganization <https://Mānoa.hawaii.edu/wp/wp-content/uploads/2018/11/Mānoa-reorg-nov-2018.pdf>

⁶ Campus Reorganization Public Forum 3 <https://Mānoa.hawaii.edu/reorg/>

BE IT FURTHER RESOLVED, that the ASUH strongly urges the BOR or President and Interim Chancellor Lassner to amend the Concept of the Mānoa Reorganization with the following changes: 1) to move New Student Orientation under Student Growth and Development, 2) move Enrollment Management under Student Success, 3) show separation of roles to lead Student Academic Success, Student Growth and Development, SEED, and Enrollment Management separately under Student Success, and 4) make Student Success independent from the Provost umbrella, with a direct line to the President/Mānoa CEO; and,

BE IT FURTHER RESOLVED, that the ASUH strongly supports the need for a physical representative of Mānoa separate from the UH President/Mānoa CEO individual in order to provide independent representation of the Mānoa campus in System-wide decision making and fairness amongst other UH campus representatives, thus supporting the concept of the Provost as presented in the Concept; and,

BE IT FURTHER RESOLVED, that the ASUH believes that the Concept with these changes and kept components would support the University's goal to improve recruitment/retention, provide stability to Mānoa Leadership and Administration, clarify the University of Hawai'i System's responsibilities and operations, as well as realign the necessary focus and priority of our students. The ASUH supports the Concept of the Mānoa Reorganization with the changes and desired components indicated above, and our support is conditional to the implementation of the said changes; and,

NOW, THEREFORE, BE IT FINALLY RESOLVED, that copies of this resolution shall be sent to: the University of Hawai'i Board of Regents Chair Lee Putnam and Members, President and UHM Interim Chancellor David Lassner, Vice President for Administration Jan Gouveia, Interim Vice Chancellor for Academic Affairs and Chancellor for Research Michael Bruno, Interim Vice Chancellor for Students Lori Ideta, Vice Chancellor for Administration, Finance and Operations Kathy Cutshaw, Associate Dean of SOEST Chip Fletcher, Interim Dean of Language, Linguistics and Literature Laura Lyons, Former Chair of the Mānoa Faculty Senate Executive Committee Christine Sorensen Irvine, the Graduate Student Organization, and Ka Leo O Hawai'i.

ROLL CALL VOTE TO ACCPET

Aye(s): Vice President Simeona, Treasurer Honda, Secretary Sakamoto, Senators-at-Large Chun, Li, Negrillo, Senators Aspacio, Balico, Dahmen, Dunham, Ganoy, Gapet, Hortizuela, Johnson, Juliano, Kobayashi, Leval, Oshiro, Ramirez, Ross, Su, Transfiguracion, Urasaki, Yim, Yoshida **[25]**

Naye(s): **[0]**

Abstention(s): **[0]**

Introducers: Andrew Kalani Simeona, Vice President, Danson Honda, Treasurer, Jaclyn Sakamoto, Secretary, Starshine Chun, Senator-at-Large, Landon Li, Senator-at-Large, Nicole Hortizuela, Senator, College of Engineering, Rudy Ramirez, Senator, College of Arts and Sciences

THIS DOCUMENT HAS BEEN ADOPTED BY THE 106TH SENATE ON NOVEMBER 14TH, 2018



testimony on the Mānoa Phase I Reorganization

Laura Lyons <lelyons@hawaii.edu>
To: bor@hawaii.edu

Wed, Feb 27, 2019 at 2:07 PM

Dear Regents,

I write in support of the proposed Phase I Reorganization of the University of Hawai'i at Mānoa, which includes the combining of the President and Chancellor and the creation of a Provost, as the Chief Academic Officer for UHM. I served on the Mānoa Design Team that reviewed the challenges that the current organization of the upper administration faces and that developed the proposed structure in order to integrate more thoroughly our educational and research missions and to address more adequately the needs of our students. I also serve as the interim Dean of the College of Languages, Linguistics & Literature as well as the interim Associate Vice Chancellor of Academic Affairs. In these positions, and from the perspective of someone who came to this university twenty-five years ago as an assistant professor, I have long been concerned about our inability to attract and retain strong leadership in the upper administration of our campus and thus to move UHM forward.

A research university, such as Mānoa, can be organized in multiple ways, and as the documents before you clearly demonstrate since the whole UH system was reorganized so that each campus is lead by a chancellor, UHM has lacked stability at the top. Each successive chancellor, including those that were acting or interim, have felt the need to put their mark on the campus, and yet few of them have been in their position long enough to determine the efficacy of their various initiatives. The changes in leadership have made it hard for the campus to develop long term plans to address some of our most intractable problems, such as declining enrollments and the backlog of deferred maintenance. In looking at other models through the work we did on the Design Team, I came to the conclusion that a provost model would work best for UHM which like other campuses, notably Indiana University-Bloomington and University of Washington (Seattle), is the flagship university in a system with multiple schools throughout these islands.

For UHM, and indeed the system as a whole, to be successful, Mānoa must have a strong voice at every level. Even faculty who might not support the Phase I proposal agree on this point. The creation of a Provost, **who significantly also serves as a Vice President**, ensures that the interests of our flagship campus will be represented by an independent voice within the system as a whole. For me this change is perhaps the single most important aspect of the Phase I reorganization.

One of the challenges that any R-1 university faces is the integration of the educational and research missions. The role of the deans is to advocate for their units; however, the differing mix of degree programs and research in each unit (college, school, center) means that each dean understands what is most needed in quite different terms. By contrast, a provost is, in a sense, an orchestra conductor, who must ensure that research and academics are driving and delivering on the promises in our mission in a way that makes sense of their cacophony of interests. The proposed model gives the provost the necessary focus to think everyday about how the educational and research enterprises at UHM will better serve our students and the interests of the people of Hawai'i. At the same time, the proposed structure usefully includes a budget office that provides a check on the provost so that whatever initiatives we pursue are done in a context of financial responsibility.

As you have before you not just the proposed Phase I Reorganization but a request to appoint Michael Bruno as Provost, let me conclude with a few observations about our history of leadership at UHM. Since the time that we went to the chancellor system, UHM has, in my opinion, suffered from the ways that the president of the system and the Mānoa chancellor have too frequently been at odds. The proposed reorganization gives the president a different stake in the Mānoa campus and makes that position accountable for some of the most visible parts of the campus, like athletics, without putting that person in a position to micromanage and second guess the provost. This change requires the president and provost to work together in a different, and again more integrated, way. Such a team approach was, in fact, one of the guiding principles of the Design Team.

Having served on the last, unsuccessful chancellor search, I appreciate the real learning curve any leader at Mānoa would face and how difficult it is to pick a leader who is equally acceptable to our diverse set of administrators, faculty, researchers, staff and students, and who can truly understand the challenges faced by this university, which is indigenous-serving; comprised of academic and organized research units, several professional schools, and which must maintain access to higher education for a diverse population. Although I appreciate the concerns of those who would be more comfortable with a search for the new provost position, I do not think the time is right for an external search, which involves considerable investment of campus resources. Our challenges at this moment are too great to wait out another, potentially unsuccessful, search. Moreover, Michael Bruno has already been doing much of the work of a provost in his combined VCR/IVCAA position.

Over the last three years, I have witnessed Michael Bruno, Kathy Cutshaw, and David Lassner develop a team approach to leading Mānoa. Are they always on the same page? No, but when they are not, they pause and realign. They are not afraid to own their missteps, do not blame each other, genuinely seem to have good will and appreciation for the work each is doing, and crucially put the need for the campus to succeed over their individual needs to look successful to any constituency, including you, the Board of Regents. I see that their skills and strengths complement rather than replicate each other, and I know that their

decisions and positions, even those that I disagree with most strongly, are made with thought and attention to ideas that differ from their own.

On the Design Team, we were cautioned not to think first in relation to the actual people in positions we were discussing because a structure has to be able to work as people move in and out of positions. That said, if people in positions of leadership do not work well together, they will not be effective regardless of the structure. Given all of this, I think that the proposal before you puts the right people in the right positions for our campus at this pivotal moment.

Sincerely,
Laura E. Lyons, PhD
Interim Dean of the College of Languages, Linguistics & Literature and
Interim Associate Vice Chancellor of Academic Affairs
Professor of English

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Written Testimony for Feb. 28th meeting concerning Manoa Reorganization phase 1

1 message

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

Wed, Feb 27, 2019 at 2:17 PM

Aloha Regents;

As Dean of the College of Arts and Humanities at Mānoa, I wish to note my support for phase one of the proposed Mānoa reorganization. In my seven years at UH, I have experienced instability of senior leadership and have thought substantially about how best to address this ongoing challenge--one whose dynamics predate my arrival to UH---and the most productive relationship of Mānoa to UH System. I believe the proposed Phase 1 of this reorganization pragmatically and thoughtfully addresses institutional and academic challenges with a solid solution. The Provost at a Flagship model, used elsewhere in American higher education, is an appropriate one for our ten campus system in a state whose distinct attributes, unique mission, and smaller size calls for an approach right for Hawai'i.

The proposed Provost position, if invested with the proper autonomy, authority and responsibility, will create a chief academic officer at Mānoa who will also have a seat at Bachman Hall as a Vice President too. It will help to solve the historical challenging dynamics and institutional ambiguity about the relationship of a flagship Chancellor to the System President. Other much larger states and higher education systems----Indiana and Washington are two examples---employ this model successfully. What is more, any debate on whether this is "right or wrong" (the Provost or Chancellor question), while understandable, is not really what I believe should be our primary focus. Instead, the quality of our education we provide, how we best serve our native Hawaiian community, our outstanding research reputation, our kuleana to our state and its residents, and our need to be rightfully proud of our academic and research accomplishments while focusing on how to improve and keep abreast of contemporary higher education developments matter more. I am deeply concerned, for example too, about our aging infrastructure and the need to provide our citizens and students with a modern twenty-first century campus. There is simply no other flagship research university in the United States like UH Mānoa--an indigenous-serving high-research activity university which advances its kuleana to the people of Hawai'i and balances research excellence with a commitment to educational access to our students and partnership with our other campuses. Mahalo.



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SYSTEM

LATE TESTIMONY

Board of Regents <bor@hawaii.edu>

Send data from MFP07615196 02/27/2019 17:00

HSBK Dean's Office <hshk@hawaii.edu>
To: bor@hawaii.edu, Jon Osorio <osorio@hawaii.edu>

Wed, Feb 27, 2019 at 5:00 PM

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MĀNOA

Hawai'inuiākea School of Hawaiian Knowledge
Office of the Dean

February 27, 2019

To: **Chair Lee Putnamk and the Board of Regents, University of Hawai'i**

Re: **Reorganization Phase 1 and Appointment of the Provost**

Aloha mai Kākou

I am writing this testimony in strong support of President Lassner's initiative to reorganize the leadership of Mānoa and his recommendation that Michael Bruno be appointed the provost for Mānoa. I have been the interim dean and dean of Hawai'inuiākea for just over two years, but I have been on this campus, more or less continuously since 1984. My impression of the leadership at Mānoa is that it is as good as it has been in the 35 years that I have been here.

Yet we have been experiencing difficult times with enrollment declines, revenue shortages and a maintenance backlog that would challenge any institution, and I am impressed with the way that the Chancellor and Vice Chancellor Bruno have been able to maintain a positive morale among the deans and among the other senior staff. I think there has been growth and vitality in programming and curriculum over this period, and I appreciate that they have consistently championed change and transformation of this institution even when there is no large pot of money to fund it.

Their ability to work with each other and the fact that they share many of the same values and educational ideals translates into a greater trust among the deans and a willingness to put the interests of the whole campus at least on a par with the interests of our individual colleges. This trust is not something that has always existed on this campus, and in my opinion, the opposite has been more generally true.

I do not see the need of conducting another expensive national search, and in fact, I believe that we have not always been well served by assuming that external candidates possess skills and talents that will positively affect our institution. I think that there is much to be said for giving a stable leadership time to develop its vision and to implement it. I believe the current leadership is stable and trusted and I hope that you will take President Lassner's recommendation and appoint Michael Bruno provost.

Mahalo for accepting my testimony



Jonathan K. Osorio, Dean
Hawai'inuiākea School of Hawaiian Knowledge
University of Hawai'i Mānoa