

CHAPTER 2
ADMINISTRATION

Section 2-1 Officers of the University of Hawai'i.

- a. Officers shall include the following:
- (1) President, University of Hawai'i,
 - (2) Executive Administrator and Secretary of the Board of Regents,
 - (3) Chancellor, University of Hawai'i, Mānoa,
 - (4) Chancellor, University of Hawai'i, Hilo,
 - (5) Chancellor, University of Hawai'i, West Oahu,
 - (6) Executive Vice President for Academic Affairs/Provost,
 - (7) Vice President for Administration,
 - (8) Vice President for Community Colleges,
 - (9) Vice President for Legal Affairs and University General Counsel,
 - (10) Vice President for Budget and Finance/Chief Financial Officer,
 - (11) Vice President for Research,
 - (12) Vice President for Information Technology/Chief Information Officer,
 - (13) Vice President for Student Affairs and University/Community Relations.

b. Acting President

The Executive Vice President for Academic Affairs/Provost shall serve as the Acting President when the President is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office. The Vice President for Community Colleges shall serve as the Acting President when the President and the Executive Vice President for Academic Affairs/Provost are out-of-state, incapacitated, or otherwise unable to discharge the prescribed duties of the office. In the event that the Executive President, Vice President for Academic Affairs/Provost and Vice President for Community Colleges are unavailable, the President shall designate any other appropriate individual as Acting President.

c. Other officers. The Board may appoint other officers and prescribe their duties.

Section 2-2 Duties of the President.

- a. The President shall be the chief executive officer of the University and shall exercise power under the Board for the governance, protection, and advancement

of the University on both its educational and its business aspects, in its colleges and subdivisions, and in each of its affairs and interests. All the University faculties shall be under the direction of the President, who shall be an ex-officio member of such faculties.

- b. The President shall be responsible for and perform the following duties:
- (1) Direct the development of strategic, long-range development and other plans and programs, and recommend policies designed to advance the instructional, research and service goals of the University, its campuses and its colleges.
 - (2) Maintain effective working relationships between the University and the Governor, State government and legislature, Federal government, United States Congress, other government officials, the general public, and among the students, faculty and administration of the various campuses.
 - (3) Recommend plans and policies for the statewide vocational education programs in public institutions and for post-secondary education programs; and oversee the implementation of the plans and policies adopted to ensure a continuing high caliber of performance in academic, administrative and related activities.
 - (4) Delegate the day-to-day statewide staff work and coordination of University and University-related functions to the Vice Presidents, Chancellors, and other officers as he/she deems necessary.
 - (5) Delegate the administration and operation of each campus to the respective Chancellors.
 - (6) Maintaining on-going communications with the Board to include providing advance notice, to the extent practical, of potentially controversial decisions or actions that are within authority delegated to the President.
 - (7) The Board delegates to the President authority to prepare and submit to the Legislature, on behalf of the Board, reports and other requests for information regarding University operations and administration as may be requested by the Legislature or as may be prescribed by law. In conjunction with submission of reports and information to the Legislature, copies shall be provided to the Board.
- c. The Board may also prescribe other duties and responsibilities as necessary.
- d. The President's duty to abide by and apply the policies, rules and regulations adopted by the Board is expressed in the following statement:

"The Board, recognizing that the University is a large and complex organization; that many policies, rules and regulations have been adopted or promulgated over the years; that the administration and governance of the University involves many individuals and committees acting in official, administrative or advisory capacities; that questions arise from time to time concerning the interpretation or application of a given policy, rule or regulation; and that the Board's policy is to exercise control over the University through its Executive Officer, the President of the University,

includes the understanding that the President has the principal responsibility to apply the policies, rules and regulations adopted by the Board of Regents.

Questions that may arise within the University community concerning the proper application of a policy, rule or regulation are to be resolved by the President of the University, or his/her designee(s), if such resolution is required within the University community, and that all persons performing University functions in official, administrative and advisory capacities, individually or as members of committees, shall be guided by the opinion or ruling of the President or his/her designee(s) with respect to such questions, with the understanding that the interpretation of Board policies rests exclusively with the Board.”

- e. Authority delegated to the President may at the President’s discretion be further delegated unless the Board specifically limits the delegation of authority to the President.

Section 2-3 Policy on Evaluation of the President.

a. Statement of Purpose.

The Board is responsible for the effective management of the University to ensure that the citizens of the State of Hawai’i are provided with the finest possible higher educational opportunities. Vital to this responsibility is the trust placed upon the President, for it is primarily through the efforts of this office that the Board’s institutional expectations are realized. It is necessary, therefore, that there exist not only a unity of purpose between the Board and the President, but also a clear recognition of the incumbent’s integrity, character, and institutional commitment by the Board.

Mindful of the difficulties inherent in such an interdependence, it is incumbent upon the Board to provide for means to foster a continuing dialogue whereby perceptions and expectations are shared in an effort to perpetuate a vitality in the relationship. Among the processes recognized as effective means to facilitate such an exchange are periodic performance evaluations. Such performance evaluations provide an opportunity to establish mutually agreed upon goals, expectations and priorities, appreciate and understand the changing conditions which affect the University; enables the President to strengthen performance; and affirms the Board’s accountability towards institutional governance.

Having given considerable thought to these and other relevant concerns, the Board establishes this policy to facilitate a continuing dialogue between the Board and the President and to provide for a foundation upon which future incumbency considerations may be based.

b. Procedures.

- (1) Upon initial appointment, and no later than by the culmination of the inaugural year, the President shall submit, based on consultations with the Board, a report stipulating the goals, objectives, and special concerns, both short-term

and long-term, for discussion, periodic review, and to be addressed during the subsequent three years with regard to the following areas:

- (a) academic management,
 - (b) administrative management,
 - (c) budget, planning, financial management, and fundraising,
 - (d) internal relations with faculty, staff, administrators, students, and the Board,
 - (e) external relations with the governor, legislature, entities such as Research Corporation of the University of Hawai'i, the University of Hawai'i Foundation, donors, other governmental officials, and the community.
- (2) Commencing from the second year of service and every year thereafter, the President shall be evaluated in the manner described, unless otherwise stipulated by the Board.
- (a) By May 1, the President shall submit to the Board, unless otherwise stipulated, a written self-assessment in the areas cited in subsection b(1) above.
 - (b) The Board shall be responsible for gathering any additional information relevant to the purpose of this policy.
 - (c) The President shall meet with the Board or its designee(s) on a mutually agreed upon date to review the self-assessment along with all other information germane to the evaluation.
 - (d) The Board shall provide the President with a preliminary evaluation draft by no later than June 30 to which the President shall provide a written response.
 - (e) Subsequent to the Board receiving a response, the President shall again meet with the Board to finalize the evaluation.
- (3) Commencing from the third year of service and at least every three years thereafter and/or as provided by contract, the Board may engage in more in-depth performance evaluation or assessment in a format stipulated by the Board.

Section 2-4 Policy on Board Self Evaluation.

a. Purposes.

The purposes of a periodic self evaluation are to enable the Board to strengthen its performance, identify and reach consensus on its goals, ensure that the Board has a clear grasp of its responsibilities, strengthen relationships among Board members and especially with the President, and clarify expectations among Board members and with the President.

b. Policy.

The Board shall conduct a self-study of its stewardship every two years.

c. Responsibility.

It shall be the responsibility of the President and the Chairperson to plan a special workshop devoted entirely to reviewing the Board's work.

d. Process.

To allow for necessary planning, a workshop date and meeting site shall be agreed upon by the Board at least three months in advance. At least eight hours of meeting time shall be allotted, preferably split between two consecutive days. Ordinarily, only the regents and the President shall participate.

A facilitator not directly connected with the institution may be retained to help plan and conduct the workshop. He/she shall have requisite knowledge of trusteeship, institutional governance, and the conduct of the academic presidency, along with good group-facilitation skills. With his/her assistance, an appropriate written survey may be selected or developed for completion by all Board members. A summary of all Board member responses to the survey, without attribution, shall be provided to all Board members before the workshop. These results shall be the basis for discussion.

The Board shall not be officially convened to transact University business. Rather, the workshop is intended to explore opportunities to strengthen the Board's effectiveness, including its relationships with the President and stakeholders.

e. Outcomes.

The workshop shall be planned and conducted in such a way that the Board and the President can decide on explicit actions for subsequent considerations. These shall be summarized in writing within a reasonable time and distributed to all Board members. The Chairperson and the President shall be responsible for ensuring appropriate follow-up.