

College of Arts and Humanities, at the University of Hawaii at Manoa. Regent Ono seconded the motion which was carried unanimously.

Establishment
of the Wallace S. Fujiyama
Distinguished Visiting
Professorship at the William S.
Richardson School of Law at the
University of Hawaii at Manoa

President Mortimer recommended the establishment of the Wallace S. Fujiyama Distinguished Visiting Professorship at the William S. Richardson School of Law, University of Hawaii at Manoa.

He said that between 1983 and 1986, Duty Free Shoppers (DFS Ltd.) contributed \$343,000 to the University of Hawaii Foundation in support of a visiting faculty position at the William S. Richardson School of Law. The academic chair would be known as the Wallace S. Fujiyama Distinguished Visiting Professorship, named after Mr. Wallace S. Fujiyama, a distinguished attorney, former President of the Hawaii State Bar Association and former Chairperson of the University of Hawaii Board of Regents.

President Mortimer said that since the initial endowment, smaller amounts have been donated by DFS employees and matched by DFS Ltd. resulting in the fund's present market value of over \$715,000 which is held as an endowment, allowing only for its income to be expended. The University supplements the funds from the endowment to meet salary requirements of chairholders.

He said that the purpose of this endowed chair is to bring prominent and accomplished academics or professionals to the University of Hawaii to enrich our law curriculum and our students' educational experience. In addition, the chairholder would interact with the Hawaii Bar, strengthening the practice of law in this State.

Regent Ushijima moved that the Board approve the establishment of the Wallace S. Fujiyama Chair at the William S. Richardson School of Law, University of Hawaii at Manoa. Regent Ono seconded the motion which was carried unanimously.

Reorganization of the Office of
the President, University of
Hawaii, and Chancellor,
University of Hawaii at Manoa

President Mortimer said that the proposed reorganization seeks to maximize the advantages of a unified University system and to reexamine our administrative structure with a view toward improving its effectiveness--two key recommendations enunciated in the University's Master

Plan. In addition, the proposed reorganization would strengthen the capacity of the President to directly influence and guide major UH Manoa academic directions and policies which impact the capacity of all campuses to function effectively as a system. Thus the President would be better able to guide the system of heterogeneous but equally important units with diverse missions toward common goals.

He said that the current University of Hawaii administrative structure is headed by a chief executive serving in the dual roles of President of the University system as well as Chancellor of the University of Hawaii at Manoa Campus. While the proposed organizational structure would still be based on the concept of a chief executive serving in these dual capacities, it would reduce the position's span of control through delegation of day-to-day activities and consolidation of functional responsibilities.

He said that the proposed reorganization would result in the following realignment of existing positions and functions:

1. The current position of Senior Vice President for Academic Affairs, which reports to the Office of President and Chancellor, would be retitled Senior Vice President and Executive Vice Chancellor, UH Manoa, and assigned responsibility as the chief academic officer for the Manoa campus.
2. The current position of Vice President for Finance and Operations, with responsibility for Manoa campus operations as well as systemwide financial management, capital improvements, bookstores, procurement and property management, bond system operations, internal auditing and faculty housing and assistance, would be retitled Senior Vice President for Administration with added responsibility for systemwide budget, personnel, and computing and information technology activities. This position would continue to report to the President.

3. The current position of Vice President for Administration, which is currently vacant, would be eliminated and its functions combined with those of the current Vice President for Finance and Operations under the proposed Senior Vice President for Administration.
4. The Vice President for Research and Graduate Education and the Vice President for Student Affairs would report to the President and Chancellor as well as to the Senior Vice President and Executive Vice Chancellor for UH Manoa.
5. In addition to the positions cited above, the following positions would continue to report to the President:
 - a. Senior Vice President and Chancellor for UH Community Colleges.
 - b. Senior Vice President and Chancellor for UH Hilo and UH West Oahu.
 - c. Vice President for University Relations.
 - d. Director of Athletics, UH Manoa
 - e. Director of Equal Employment Opportunity/Affirmative Action.
 - f. Director of Planning and Policy.
 - g. Director of Technology Transfer and Economic Development.
 - h. State Director for Vocational Education.

President Mortimer said that the proposed reorganization focuses on changes in the organizational reporting of senior executives to the Office of the President, UH System and Chancellor, UH-Manoa. As such, only executives and exempt private secretarial positions are involved. As organizational plans are developed for implementation of the functional realignments of those specific

offices, further consultation would occur with the respective exclusive collective bargaining representatives which have been consulted thus far.

President Mortimer said that the designation of a Senior Vice President and Executive Vice Chancellor for UH Manoa would provide a focal point for campus accountability while enabling the President to provide leadership and direction for all ten campuses in the UH system. The integration and coordination of administrative, financial and operational functions systemwide under a Senior Vice President for Administration would result in streamlined and improved delivery of services through more efficient allocation of resources. No adverse impact on students and the general public is expected as a result of the proposed reorganization. Furthermore, the expected costs related to the reorganization would be minimal and absorbed within current budgets.

Regent Ushijima moved that the Board approve the reorganization of the Office of the President, University of Hawaii System, and Chancellor, University of Hawaii at Manoa, as reflected in President's Memorandum No. 6 (Agenda), Item A-7, dated September 17, 1993. Regent Ono seconded the motion which was carried unanimously.

Gifts,
Grants, and Contracts

Director Schmerl reported that for the months of July and August 1993, the University of Hawaii received 159 research awards totalling \$11,619,026, 127 training awards and special projects totalling \$17,507,652 for a grand total of \$29,126,678.

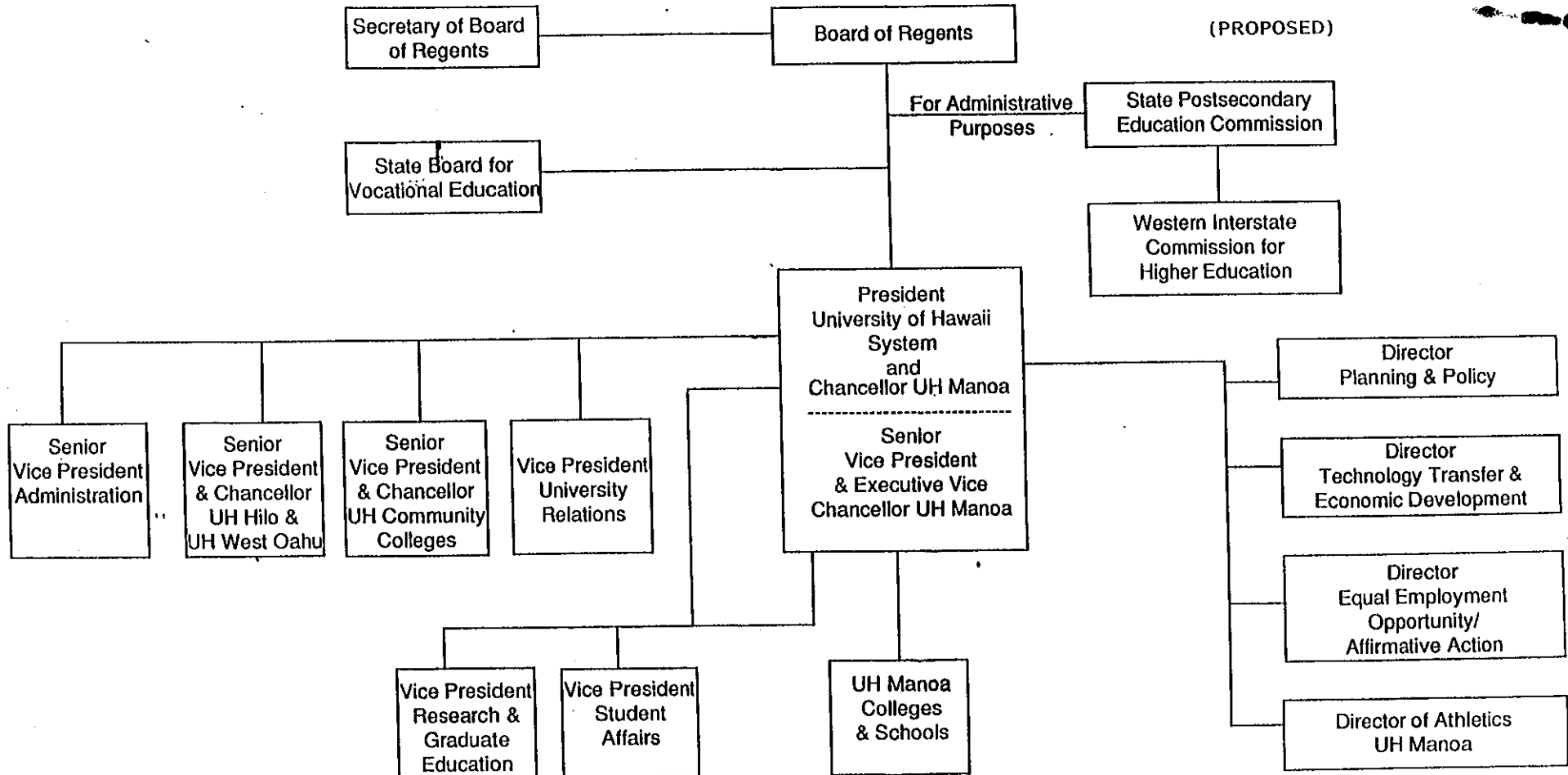
Regent Blanco moved that the Board accept with thanks the gifts and contracts and ratify the actions of the administration in executing the contracts, as presented in President's Memorandum No. 6 (Agenda), Item A-8, dated September 17, 1993. Regent Ohigashi seconded the motion which was carried unanimously.

Appointment and
Changes in Appointments

President Mortimer recommended the following personnel actions.

STATE OF HAWAII
UNIVERSITY OF HAWAII ADMINISTRATION
ORGANIZATION CHART

(PROPOSED)





UNIVERSITY OF HAWAII

PRESIDENT, UNIVERSITY OF HAWAII
AND CHANCELLOR, UNIVERSITY OF HAWAII AT MANOA

September 1, 1993

TO: Mr. H. Howard Stephenson
Chairperson, Board of Regents

FROM: Kenneth P. Mortimer *Kenneth P. Mortimer*
President, University of Hawaii and
Chancellor, University of Hawaii at Manoa

SUBJECT: **REORGANIZATION OF OFFICE OF THE PRESIDENT, UNIVERSITY OF
HAWAII AND CHANCELLOR, UNIVERSITY OF HAWAII AT MANOA**

SPECIFIC ACTION REQUESTED

It is requested that the Board of Regents approve the following actions in accordance with the applicable section of the Board of Regents' Bylaws and Policies:

- (1) Under Section 3-1, Establishment/Reorganization, approve the reorganization of the Office of the President, University of Hawaii (UH) System and Chancellor, University of Hawaii at Manoa (UHM);
- (2) Under Section 9-14, Executive/Managerial Personnel Policies, approve the amendment and retitling of the Executive class, Senior Vice President for Academic Affairs, to Senior Vice President and Executive Vice Chancellor, UH Manoa, pay range to remain at M14-E;
- (3) Under Section 9-14, Executive/Managerial Personnel Policies, approve the amendment and retitling of the Executive class, Vice President for Finance and Operations, to Senior Vice President for Administration, pay range to remain at M13-E; and
- (4) Under Section 9-14, Executive/Managerial Personnel Policies, approve the abolishment of the Executive class, Vice President for Administration, pay range M13-E.

RECOMMENDED EFFECTIVE DATE

It is recommended that these actions take effect upon approval by the Board of Regents.

PURPOSE

The purpose of the proposed reorganization is to implement key recommendations in A Master Plan for the University of Hawaii which was adopted by the Board of Regents in 1991; namely, to maximize the advantages of a unified system, and to reexamine the University's administrative organization with a view toward improving its effectiveness. The need to function as a system has been reaffirmed by broad consultations with various University constituent groups and observations made through campus visitations.

The proposed organization would strengthen the capacity of the President to directly influence and guide major UH Manoa academic directions and policies which impact the capacity of all campuses to function effectively as a system. The proposed structure will also enhance the President's ability to guide the system of heterogeneous but equally important units with diverse missions toward common goals.

The reorganization is intended to overcome the perception of the Manoa campus as having an unfair advantage over other campuses and to instill a greater sense of unity in order to move the entire system of campuses forward. At the same time, the restructuring will provide more academic focus at the Manoa campus in an attempt to minimize the dilution of scarce resources which may otherwise result from the aspirations of every major college or school to achieve national and international recognition.

BACKGROUND INFORMATION

Present Organization. The University of Hawaii administration is currently headed by a chief executive serving in the dual roles of President of the University of Hawaii System and Chancellor of the University of Hawaii at Manoa. The officials currently reporting to the Office of the President and Chancellor are:

1. Senior Vice President for Academic Affairs
2. Senior Vice President and Chancellor for UH Community Colleges
3. Senior Vice President and Chancellor for UH Hilo and UH West Oahu
4. Vice President for Administration (Vacant)
5. Vice President for Finance and Operations
6. Vice President for Research and Graduate Education
7. Vice President for Student Affairs
8. Vice President for University Relations
9. Director of Athletics, UH Manoa
10. Director of Budget
11. Director of Equal Employment Opportunity/Affirmative Action
12. Director of Planning and Policy
13. Director of Technology Transfer and Economic Development
14. State Director for Vocational Education

Proposed Organization. While the proposed organization would still be based on the concept of a chief executive serving in the dual capacities of President of the UH System and Chancellor of UH Manoa, it would reduce the President and Chancellor's span of control through delegation of day-to-day activities and consolidation of functional areas of responsibility, thereby enabling the chief executive to focus on policy and planning issues. The proposed reorganization would result in the following realignment of existing positions and functions:

1. The current position of Senior Vice President for Academic Affairs, which reports to the Office of President and Chancellor, shall be retitled to Senior Vice President and Executive Vice Chancellor, UH

Manoa, and assigned responsibility as the chief academic officer for the Manoa campus.

2. The current position of Vice President for Finance and Operations, with responsibility for Manoa campus operations as well as Systemwide financial management, capital improvements, bookstores, procurement and property management, bond system operations, internal auditing, and faculty housing and assistance, shall be retitled to Senior Vice President for Administration with added responsibility for Systemwide budget, personnel, and computing and information technology activities. This position shall continue to report to the President.
3. The current position of Vice President for Administration, which is now vacant, will be eliminated and its functions combined with those of the current Vice President for Finance and Operations under the proposed Senior Vice President for Administration.
4. The Vice President for Research and Graduate Education and the Vice President for Student Affairs shall report to the President and Chancellor as well as to the Senior Vice President and Executive Vice Chancellor for UH Manoa.
5. In addition to the positions cited above, the following positions shall continue to report to the President:
 - a. Senior Vice President and Chancellor for UH Community Colleges
 - b. Senior Vice President and Chancellor for UH Hilo and UH West Oahu
 - c. Vice President for University Relations
 - d. Director of Athletics, UH Manoa
 - e. Director of Equal Employment Opportunity/Affirmative Action
 - f. Director of Planning and Policy

- g. Director of Technology Transfer and Economic Development
- h. State Director for Vocational Education

Effects on Staffing. This proposal focuses on changes in the organizational reporting of senior offices to the Office of President, UH System and Chancellor, UH Manoa. As such, only Executive and exempt Private Secretary positions are involved. As organizational plans are developed for implementation of functional realignments below the senior level, further consultation will occur with the exclusive collective bargaining representatives.

Impact on Services and Students. The designation of a Senior Vice President and Executive Vice Chancellor for UH Manoa will provide a focal point for Manoa campus accountability while enabling the President to provide leadership and direction for all ten campuses in the UH System. Further, the integration and coordination of administrative, financial, and operational functions Systemwide under a Senior Vice President for Administration would result in streamlined and improved delivery of services through more efficient allocation of resources. There will be no adverse impact on students and the general public as a consequence of the proposed reorganization.

Estimated Costs of Position and Space Reallocation. The estimated costs related to this reorganization should be minimal. No additional Executive positions are being established. Costs associated with space reassignments will be absorbed within current budgets.

Consultation with Collective Bargaining Representatives. Consultation has occurred with the University of Hawaii Professional Assembly, Hawaii Government Employees' Association, and United Public Workers. As implementation of the functional realignments outlined herein moves forward, further consultation will occur with the exclusive collective bargaining representatives.

ACTION RECOMMENDED

It is recommended that the Board of Regents approve the following actions at its September 1993 meeting:

Chairperson Stephenson
September 1, 1993
Page 6

1. Proposed reorganization of the Office of President, University of Hawaii System and Chancellor, University of Hawaii at Manoa;
2. Amendment and retitling of the Executive class, Senior Vice President for Academic Affairs (M14-E), to Senior Vice President and Executive Vice Chancellor, UH Manoa (M14-E);
3. Amendment and retitling of the Executive class, Vice President for Finance and Operations (M13-E), to Senior Vice President for Administration (M13-E); and
4. Abolishment of the Executive class, Vice President for Administration (M13-E).

Attachments

c: Secretary of the Board Shiramizu
University Executive Council

PROPOSAL FOR REORGANIZATION OF THE UNIVERSITY OF HAWAII ADMINISTRATION

September 1, 1993

PRESENT ORGANIZATION

The University of Hawaii administration is currently headed by a chief executive serving in the dual roles of President of the University of Hawaii System and Chancellor of the University of Hawaii at Manoa. As shown in Attachment A, Current Organization Chart and Functional Statement, the officials currently reporting to the Office of the President and Chancellor are:

1. Senior Vice President for Academic Affairs
2. Senior Vice President and Chancellor for UH Community Colleges
3. Senior Vice President and Chancellor for UH Hilo and UH West Oahu
4. Vice President for Administration (Vacant)
5. Vice President for Finance and Operations
6. Vice President for Research and Graduate Education
7. Vice President for Student Affairs
8. Vice President for University Relations
9. Director of Athletics, UH Manoa
10. Director of Budget
11. Director of Equal Employment Opportunity/Affirmative Action
12. Director of Planning and Policy
13. Director of Technology Transfer and Economic Development
14. State Director for Vocational Education

PROPOSED ORGANIZATION

While the proposed organization would still be based on the concept of a chief

executive serving in the dual capacities of President of the UH System and Chancellor of UH Manoa, it would reduce the President and Chancellor's span of control through delegation of day-to-day activities and consolidation of functional areas of responsibility, thereby enabling the chief executive to focus on policy and planning issues. As indicated in Attachment B, Proposed Organization Chart and Functional Statement, the proposed reorganization would result in the following realignment of existing positions and functions:

1. The current position of Senior Vice President for Academic Affairs, which reports to the Office of President and Chancellor, shall be retitled to Senior Vice President and Executive Vice Chancellor for UH Manoa, and assigned responsibility as the chief academic officer for the Manoa campus.
2. The current position of Vice President for Finance and Operations, with responsibility for Manoa campus operations as well as Systemwide financial, capital improvements, bookstore, procurement, and faculty housing operations, shall be retitled to Senior Vice President for Administration with added responsibility for Systemwide budget, personnel, and computing and information technology activities. This position shall report to the President of the UH System.
3. The current position of Vice President for Administration, which is now vacant, will be eliminated and its functions combined with those of the current Vice President for Finance and Operations under the proposed Senior Vice President for Administration.
4. The Vice President for Research and Graduate Education and the Vice President for Student Affairs shall report to the President and Chancellor as well as to the Senior Vice President and Executive Vice Chancellor for UH Manoa.
5. In addition to the positions cited above, the following positions shall report to the President of the UH System:
 - a. Senior Vice President and Chancellor for UH Community Colleges
 - b. Senior Vice President and Chancellor for UH Hilo and UH West Oahu
 - c. Vice President for University Relations

- d. Director of Athletics, UH Manoa
- e. Director of Equal Employment Opportunity/Affirmative Action
- f. Director of Planning and Policy
- g. Director of Technology Transfer and Economic Development
- h. State Director for Vocational Education

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

Effects on Staffing. This proposal focuses on changes in the organizational reporting of senior offices to the Office of President, UH System and Chancellor, UH Manoa. As such, only Executive and exempt Private Secretary positions are involved. As organizational plans are developed for implementation of functional realignments below the senior level, further consultation will occur with the exclusive collective bargaining representatives.

Impact on Services and Students. The designation of a Senior Vice President and Executive Vice Chancellor for UH Manoa will provide a focal point for Manoa campus accountability while enabling the President to provide leadership and direction for all ten campuses in the UH System. Further, the consolidation of Systemwide functions under a Senior Vice President for Administration would result in improved delivery of services through more efficient allocation of resources. There will be no adverse impact on students and the general public as a consequence of the proposed reorganization.

Estimated Costs of Position and Space Reallocation. The estimated costs related to this reorganization should be minimal. No additional executive positions are being established. Costs associated with space reassignments will be absorbed within current budgets.

REASONS FOR PROPOSED REORGANIZATION

The purpose of the proposed reorganization is to implement key recommendations in A Master Plan for the University of Hawaii which was adopted by the Board of Regents in 1991; namely, to maximize the advantages of a unified system,

and to reexamine the University's administrative organization with a view toward improving its effectiveness. The need to function as a system has been reaffirmed by broad consultations with various University constituent groups and observations made through campus visitations.

The proposed organization would strengthen the capacity of the President to directly influence and guide major UH Manoa academic directions and policies which impact the capacity of all campuses to function effectively as a system. The proposed structure will also enhance the President's ability to guide the system of heterogeneous but equally important units with diverse missions toward common goals.

The reorganization is intended to overcome the perception of the Manoa campus as having an unfair advantage over other campuses and to instill a greater sense of unity in order to move the entire system of campuses forward. At the same time, the restructuring will provide more academic focus at the Manoa campus in an attempt to minimize the dilution of scarce resources which may otherwise result from the aspirations of every major college or school to achieve national and international recognition.

ALTERNATIVES CONSIDERED

One alternative to the proposed reorganization is the status quo which would ignore the concerns enumerated above, thereby diminishing the institution's ability to act as a system in order to achieve its greater potential.

Another alternative is the complete separation of the UH President from the UH Manoa Chancellor with the attendant subordinate units, which would not only be cost prohibitive from the standpoint of human and financial resources but would also add another level of review to the administrative process without necessarily increasing effectiveness.

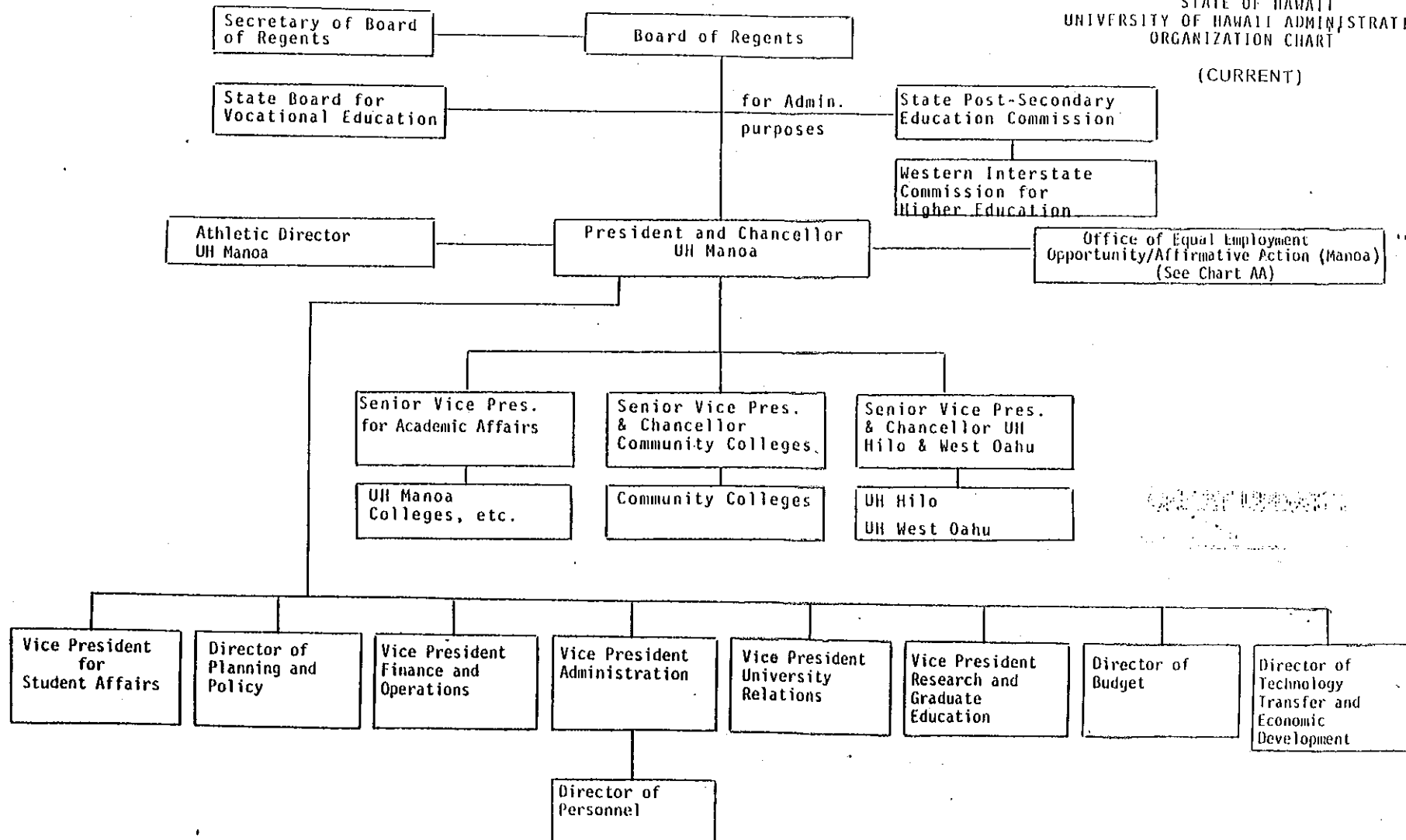
ATTACHMENT A

CURRENT ORGANIZATION CHART AND FUNCTIONAL STATEMENT

**PROPOSAL FOR REORGANIZATION OF THE
UNIVERSITY OF HAWAII ADMINISTRATION**

September 1, 1993

STATE OF HAWAII
UNIVERSITY OF HAWAII ADMINISTRATION
ORGANIZATION CHART
(CURRENT)



STATE OF HAWAII
UNIVERSITY OF HAWAII
ADMINISTRATION
OFFICE OF THE PRESIDENT
(Chart A)

(CURRENT)

INTRODUCTION

The Office of the President of the University of Hawaii is the central administrative and coordinating center for all programs of the University authorized by the Constitution of the State of Hawaii, Hawaii Revised Statutes, and the policies and regulations established by the Board of Regents. The team approach is the major concept of administrative function.

FUNCTIONS

President

As the Chief Executive officer of the University of Hawaii and Chancellor of the Manoa Campus, the President is responsible for and performs the following duties:

- ♦ Directs the development of plans and programs and recommends policies designed to advance the instructional, research, and service goals of the University of Hawaii and its campuses and colleges.
- ♦ Maintains effective working relationships between the University and the Governor, Legislature, other government officials, the general public, and among the students, faculty, and administration of the various campuses.
- ♦ Recommends plans and policies for the Statewide vocational education programs in public institutions and for post-secondary education programs; and oversees the implementation of the plans and policies adopted to ensure a continuing high caliber of performance in academic, administrative, and related activities.
- ♦ Delegates the day-to-day Statewide staff work and coordination of University and University-related functions to the appropriate Senior Vice President and Chancellor, Senior Vice President, or Vice President and may designate any of them additional functions.
- ♦ Delegates the administration and operation of each respective campus to the Senior Vice President and Chancellor of the University of Hawaii at Hilo and West Oahu, and the Senior Vice President and Chancellor for the Community Colleges.

Senior Vice President for Academic Affairs

The Senior Vice President for Academic Affairs provides academic leadership and coordination of all academic programs and instructional programs and activities. This position serves as Acting President in the absence of the President.

ATTACHMENT B

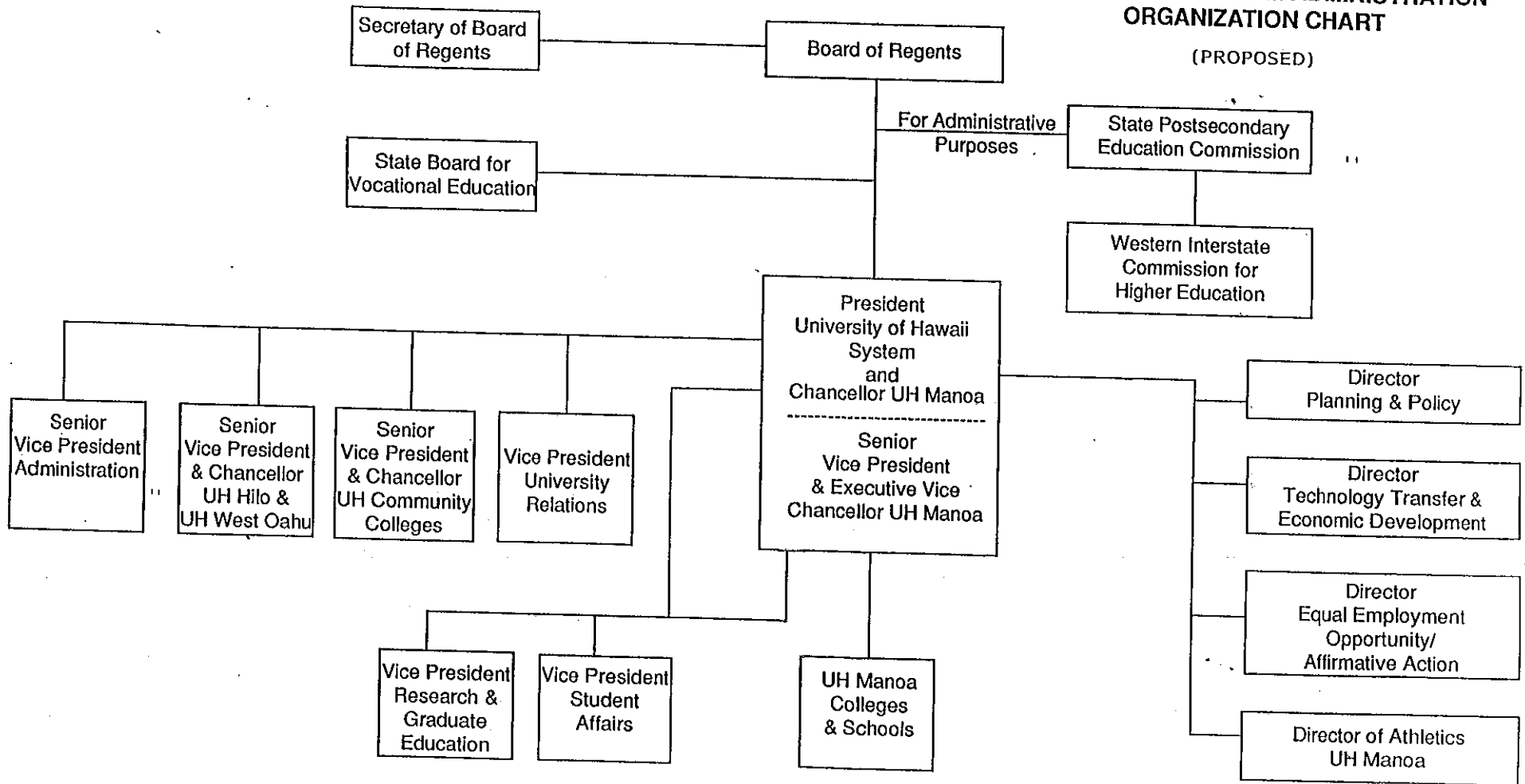
PROPOSED ORGANIZATION CHART AND FUNCTIONAL STATEMENT

**PROPOSAL FOR REORGANIZATION OF THE
UNIVERSITY OF HAWAII ADMINISTRATION**

September 1, 1993

STATE OF HAWAII
UNIVERSITY OF HAWAII ADMINISTRATION
ORGANIZATION CHART

(PROPOSED)



**STATE OF HAWAII
UNIVERSITY OF HAWAII ADMINISTRATION
OFFICE OF PRESIDENT, UNIVERSITY OF HAWAII SYSTEM AND
CHANCELLOR, UNIVERSITY OF HAWAII AT MANOA**

September 1, 1993

INTRODUCTION

The Office of President, University of Hawaii System and Chancellor, University of Hawaii at Manoa is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawaii Constitution, Hawaii Revised Statutes, and Board of Regents policies.

MAJOR FUNCTIONS

President, University of Hawaii System and Chancellor, University of Hawaii at Manoa. As President of the University of Hawaii System and Chancellor of the University of Hawaii at Manoa, this position serves as chief executive officer with responsibility for:

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

Senior Vice President and Executive Vice Chancellor, University of Hawaii at Manoa. The Senior Vice President and Executive Vice Chancellor for the University of Hawaii at Manoa serves as the chief academic officer for UH Manoa and shares responsibility with the Chancellor for providing executive leadership at UH Manoa. This position is responsible for the day-to-day operations of UH Manoa, and serves as Acting Chancellor for UH Manoa in the absence of the Chancellor.

STATE OF HAWAII
UNIVERSITY OF HAWAII ADMINISTRATION
OFFICE OF PRESIDENT, UNIVERSITY OF HAWAII SYSTEM AND
CHANCELLOR, UNIVERSITY OF HAWAII AT MANOA

September 1, 1993

Page 2

Senior Vice President and Chancellor, University of Hawaii Community Colleges. The Senior Vice President and Chancellor for Community Colleges provides leadership, direction, and coordination for the programs and activities of the Community Colleges and Employment Training Center of the University of Hawaii.

Senior Vice President and Chancellor, University of Hawaii at Hilo and University of Hawaii-West Oahu. The Senior Vice President and Chancellor for the University of Hawaii at Hilo and the University of Hawaii-West Oahu provides leadership, direction, and coordination for the programs and activities of the UH Hilo and UH West Oahu campuses.

Senior Vice President for Administration. The Senior Vice President for Administration provides leadership, direction, and coordination for administrative support functions across the University of Hawaii System.

Assistant to the President. The Assistant to the President serves as the principal liaison between the President and all of his internal and external constituencies. This position undertakes various special projects of Universitywide significance.