



### Certification of Board Action

**TO:** David Lassner  
President, University of Hawai'i System

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

**RE:** Approval of Phase 1 of the UHM Reorganization Proposal and Associated Implementation Actions

This certifies that at the March 28, 2019, Board of Regents (Board) meeting, the Board approved Phase 1 of the UHM Reorganization Proposal effective April 1, 2019, which recombines the positions of UH president and UH Mānoa chancellor, and establishes a new UH Mānoa provost position that will serve as chief academic officer of UH Mānoa and full deputy to the campus CEO as well as an officer of the UH System. The associated implementation actions items include:

- (1) Reorganization proposal including updated functional statements and organization charts to be adopted on an interim basis
- (2) Amendment to Regents Policy 2.202, Duties of the President
- (3) Amendment to Regents Policy 2.201, Officers of the University of Hawaii
- (4) Amendment to Class Specification for President
- (5) Establishment of Class Specification for UH Mānoa Provost with assignment to the SM-5 salary schedule.

The president will provide monthly progress reports to the board. The board requested that a Phase 2 process and schedule be provided to the faculty, staff, and the board.

Certified as of March 28, 2019

/s/

Kendra Oishi  
Executive Administrator and Secretary  
Board of Regents, University of Hawai'i

Attachment A (Phase 1 UHM Reorganization Proposal Action Memo)



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JS 19422  
Office of the President

RECEIVED

February 22, 2019

MEMORANDUM

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TO: Lee Putnam  
Chair, Board of Regents UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

FROM: David Lassner *David Lassner*  
President

SUBJECT: Request for Approval of Phase 1 of the Mānoa Reorganization Proposal and  
Associated Implementation Actions

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve Phase 1 of the Mānoa reorganization proposal, which recombines the positions of UH president and UH Mānoa chancellor, and establishes a new UH Mānoa provost position that will serve as chief academic officer of UH Mānoa and full deputy to the campus CEO as well as an officer of the UH System. In addition to the reorganization proposal itself, it is requested that associated implementation action items also be approved. This request for approval includes:

- (1) Reorganization proposal including updated functional statements and organization charts
- (2) Amendment to Regents Policy 2.202, Duties of the President
- (3) Amendment to Regents Policy 2.201, Officers of the University of Hawai'i
- (4) Amendment to Class Specification for President
- (5) Establishment of Class Specification for UH Manoa Provost with assignment to the SM-5 salary schedule

Under separate cover, the Administration is concurrently submitting an action memo that recommends approval to fill the new UH Mānoa Provost position by reassignment of an existing Executive/Managerial employee, pursuant to Regents Policy 9.212 III.D.5., Executive/Managerial Personnel Policies.

RECOMMENDED EFFECTIVE DATE:

March 1, 2019

COST:

Based on the salary of the last non-interim Chancellor of UH Mānoa, a conservative estimate of the cost of Phase 1 indicates a savings of approximately \$500,000 through the elimination of that position. The overall reorganization including Phase 2 is designed to be at least cost neutral so that no additional funds will be required.

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**PURPOSE:**

The purpose of this request is to implement Phase 1 of the reorganization that was approved in concept by the Board of Regents on November 22, 2018 (Enclosure 1).

**BACKGROUND INFORMATION:**

Pursuant to Board of Regents' Policy 3.202, Reorganizations, the Board of Regents is the approving authority for this reorganization proposal, and pursuant to Board of Regents' Policy 9.212, Executive/Managerial Personnel Policies, the Board of Regents is the approving authority for amending the class specification for the President position and establishing the new class specification for the Provost position.

**Narrative Summary of the Proposal and Its History**

Beginning in September 2016, the President was appointed to serve additionally as interim Chancellor of UH Mānoa (the 2nd interim chancellor since 2014) and the UH Mānoa Vice Chancellor for Research was appointed to serve additionally as interim Vice Chancellor for Academic Affairs. Following some initial discussions about administrative restructuring of the campus administration, a highly focused Design Team was convened to recommend an improved structure for UH Mānoa. (The membership of the Design Team is included in Enclosure 1.) The Design Team focused on how to improve effectiveness and clarity of responsibility in achieving UH Mānoa's strategic goals and statewide needs while maximizing the likelihood of success of the next Chancellor. These objectives are laid out in more detail in the enclosures. The ideas and recommendations of the Design Team were informed and improved through multiple discussions with campus governance groups, open campus forums, online feedback, and "mini-retreats" with students, faculty, and staff about specific functional areas.

Through that work, the Design Team came to believe that establishing a strong Provost position, which exists at most if not all major research universities, would be an improvement in the campus organization and would enhance UH Mānoa's ability to achieve the objectives outlined for the reorganization. A strong UH Mānoa Provost would obviously assume many of the operational responsibilities currently assigned to the Chancellor.

*The Design Team then considered the context of the UH System and Hawai'i political environment, noted that several campus operations had already merged with System operations, and asked itself whether UH Mānoa could ever attract and assure the success of the kind of autonomous chancellor that we see, for example, at the University of California campuses. When reviewing the history of the UH Mānoa Chancellor position, first established in 1972, the Design Team found that the average tenure of a separate UH Mānoa Chancellor (interim, acting or regular) has been just over 2 years with only one Chancellor serving for 5 years – all appointment periods much lower than the national averages for campus CEOs. The Design Team came to the shared conclusion, with varying levels of reluctance and regret, that UH Mānoa would be better served by re-combining the positions of President and Chancellor*

The establishment of a UH Mānoa Provost position and the recombination of the President and UH Mānoa Chancellor positions were widely discussed on campus and with governance groups throughout much of 2018. In fact, the recombination found unanimous favor within the UH Mānoa Faculty Senate Committee on Administration and Budget in February 2018, although the larger Faculty Senate at the time decided only that such a model would be viewed with interest within the context of a full proposed reorganization.

During the course of 2018, the Design Team further fleshed out a proposed campus organizational structure that included this senior leadership model with a Provost and a recombined President and Chancellor position. Four open campus forum updates were conducted for students, faculty, staff and administrators, between April 2017 and November 2018. In late October and early November 2018, the interim Chancellor met to discuss the proposal with the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, the Associated Students of the University of Hawai'i Executive Committee, the Graduate Student Organization Executive Committee, APT employees who represent Unit 8 leadership, and the Kūali'i Council. In addition, the interim Chancellor also met with faculty and staff direct reports to the interim Chancellor.

Informed and amended through this extensive process, the framework of a new organizational structure that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position was recommended to and approved in concept by the UH Board of Regents on November 22, 2018. This included a commitment by the Administration to engage in all formal consultation that is required and to adhere to all applicable policies and procedures. While not common, in this case conceptual approval was requested from the Board prior to the formal process in order to ensure that the detailed work of a formal reorganizational proposal would not be undertaken if the Board of Regents was not supportive of the substantial high-level change recommended by the Design Team, which ran counter to some prior Board directions.

Given the scope and complexity of the reorganization, the Mānoa Faculty Senate requested that they be provided the formal reorganization proposal in phases and this was agreed. In attempting to honor this request as understood, a Phase 1 reorganization proposal was prepared for consultation. In a straightforward manner, Phase 1 combines the roles of UH System President and UH Mānoa Chancellor and creates a new UH Mānoa Provost position to serve as the chief academic officer and full deputy to the CEO of UH Mānoa with full responsibility and authority, including budgetary, for education, research and student success. Critically, the Provost is also proposed as an Officer of the UH System to provide an independent and dedicated voice for Mānoa in the UH System cabinet and in all system-wide planning and decision-making.

Phase 1 has no significant impact on any represented employees or positions and directly impacts only a relatively small number of executive/managerial personnel whose reporting lines are changed, notably to consolidate the number of different reporting lines for various Mānoa Deans from three different senior executives (two different vice chancellors and the chancellor) to one, the Provost. Most importantly, Phase 1 lays a strong foundation at the senior executive level, ending 2.5 years of interim leadership at the Chancellor and Vice Chancellor levels, and creates the framework for the Vice Provost positions and offices (and others) that were developed by the Design Team and have been outlined in the widely shared conceptual design. These will be implemented through Phase 2, with any modifications that arise through further consultation.

## **Formal Consultation on the Proposed Phase 1 Reorganization**

In early January 2019, the Phase 1 proposal was sent to the following bodies for consultation and information:

- Mānoa Faculty Senate (January 7, 2019)
- Associated Students of the University of Hawai'i (January 8, 2019)
- Graduate Student Organization (January 8, 2019)
- Kūali'i Council (January 8, 2018)
- UH Mānoa Vice Chancellors and UH System Vice Presidents (January 7, 2019)
- UH Mānoa Deans and Directors (January 8, 2019)
- Faculty/staff direct reports to Mānoa Chancellor (January 8, 2019)
- Mānoa Cabinet (vice chancellors and vice president for administration) - (January 7, 2019)
- Hawai'i Government Employees Association (January 7, 2019)
- United Public Workers (January 7, 2019)
- University of Hawai'i Professional Assembly (January 7, 2019)

The proposal was also discussed with the Student Caucus and had previously been discussed with the Council of Chancellors. Comments were received regarding the leadership and authority dedicated to UH Mānoa endeavors relative to the System, clarity in responsibility and accountability, autonomy of UH Mānoa, and roles associated with processes within the bargaining agreements. Many questions were received related to actions forthcoming in Phase 2, which is not being proposed or considered at this time, and those were noted for future followup. As relevant to Phase I formal responses were provided to expressed concerns.

Based on multiple conversations with UH Mānoa Faculty Senate representatives, extensive changes were made to the proposed functional statements for the offices of the President and Provost, to delineate more clearly the distinction between the proposed President and Provost roles. These changes are also reflected in the position-related documents recommended for approval (Enclosures 7 and 8) and for information (Enclosures 9 and 10). The full Phase 1 reorganization proposal, as amended, is included as Enclosure 2.

Unfortunately it was only during formal consultation that the Mānoa Faculty Senate Committee on Administration and Budget clarified that while it had wanted to see the formal reorganization proposal in phases, it had planned to review all phases before providing a recommendation on any proposed action. The Committee on Administration and Budget presented a resolution to the Mānoa faculty Senate that opposes the reorganization as proposed for this and other reasons. The Mānoa Administration provided responses to statements made in the resolution, but the Mānoa Faculty Senate as a whole concurred with the resolution opposing Phase 1 of the reorganization at this time. The resolution and the response from the Mānoa Administration are presented as Enclosures 3 and 4.

So it is with some regret that this Phase 1 proposal is recommended to the Board of Regents for approval without the support of the Mānoa Faculty Senate. We note that the consultation was undertaken in good faith by all parties, that meaningful input was accepted and acted upon, and that some of the most significant concerns raised by the Mānoa Faculty Senate will be addressed through continuing consultation during the development of the Phase 2 reorganization proposal. The Administration will continue to work in good faith with the Mānoa Faculty Senate

and others, and if any changes need to be made to these proposed functional statements of the Office of the President and/or Office of the Provost then we will request BOR approval of those changes in accord with applicable policies and procedures.

#### **Related BOR policies and Classes**

With the approval of the reorganization, two (2) BOR policies must be amended:

- (1) Regents Policy 2.202, Duties of the President. The amendment articulates the role of President as the executive officer of the Board (current) and the CEO of the UH system (current) and CEO of UH Mānoa (new). (Enclosure 5)
- (2) Regents Policy 2.201, Officers of the University of Hawai'i. The amendment has been updated to include the role of Provost of UH Mānoa. (Enclosure 6)

In addition, pursuant to Regents Policy 9.212, Executive and Managerial Personnel Policies, the BOR retains the authority to establish, classify and abolish positions reporting to the Board and to the President. As such, Board approval is requested for two (2) position classes:

- (1) Amended class - President. The amendment aligns with Regents Policy 2.202, Duties of the President, and the proposed functional statement for the office of the president included in the reorganization proposal. (Enclosure 7)
- (2) Establishment of new class - Provost. This new class aligns with the intent of the reorganization proposal and the proposed functional statement for the Office of the Provost included in the reorganization proposal. (Enclosure 8)

Following approval of these classes by the Board, position descriptions will be amended/established by the Administration in a consistent manner. See enclosures 9 and 10, presented for information.

#### **Next Steps**

Following BOR approval of Phase 1, mini-Design Teams will be convened for the areas of student success; educational excellence; research, scholarship and graduate studies; enrollment management; equity, climate and conflict resolution; and the business office. This design work along with continued consultation will be used to craft the formal Phase 2 reorganization proposal, which will undergo formal consultation in accord with applicable policies and procedures. The BOR will be apprised of the status of Phase 2 work on a regular basis.

#### **ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve Phase 1 of the Mānoa reorganization, proposal, which recombines the positions of UH President and UH Mānoa Chancellor and establishes a new Provost position as an Officer of the UH System. In addition to the reorganization proposal itself, it is requested that associated implementation items also be approved. This request for approval includes:

- (1) Reorganization proposal including updated functional statements and organization charts
- (2) Amendment to Regents Policy 2.202, Duties of the President

- (3) Amendment to Regents Policy 2.201, Officers of the University of Hawai'i
- (4) Amendment to Class Specification for President
- (5) Establishment of Class Specification for UH Manoa Provost with assignment to SM-5 salary schedule

Enclosures

- 1. BOR action memo request for Approval in Concept of the UH Mānoa Reorganization Plan including Reconsolidation of the Positions of Chancellor, UHM, and President, UH (BOR approved November 22, 2018)
- 2. Reorganization proposal **(Amended 03-22-19: Function statements for Office of the President and Office of the Provost)**
- 3. Mānoa Faculty Senate Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure (passed February 20, 2019)
- 4. Response to Resolution from Mānoa Administration (dated February 13, 2019)
- 5. Amended Regents Policy 2.202, Duties of President **(Amended 03-22-19)**
- 6. Amended Regents Policy 2.201, UH Officers
- 7. Amended class specification – President **(Amended 03-22-19)**
- 8. New class specification – Provost **(Amended 03-22-19)**
- 9. Proposed position description – President (information only) **(Amended 03-22-19)**
- 10. Proposed position description – Provost (information only) **(Amended 03-22-19)**

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November 9, 2018

**MEMORANDUM**TO: Lee Putnam  
Chairperson, Board of RegentsFROM: David Lassner  
President

A handwritten signature of David Lassner in black ink.

SUBJECT: Request for Approval in Concept of the University of Hawai'i at Mānoa  
Reorganization Plan Including Reconsolidation of the Positions of  
Chancellor, University of Hawai'i at Mānoa and President, University of  
Hawai'i**A. SPECIFIC ACTION REQUESTED**

The administration requests that the Board of Regents ("Board") approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai'i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the attachment.

**B. RECOMMENDED EFFECTIVE DATE**

Upon approval.

**C. ADDITIONAL COST**

There are no additional costs associated with this request. The reorganization is being designed to be cost-neutral. In addition, it will not create or require additional senior level executive (EM) positions.



#### D. PURPOSE

As has been reported to the Board of Regents previously, the UH Mānoa Interim Chancellor has been working over the past year to develop a proposal to reorganize the offices of the Mānoa Chancellor's and Vice Chancellors. The proposal has evolved significantly and as the current proposal directly impacts the Office of the President as well as a number of offices that report directly to the President, this reorganization is being brought to the Board of Regent. This is consistent with the resolution passed by the Board of Regents in March 2018, in which the Regents directed the President to bring to the Board the UH Mānoa reorganization plan by the end of 2018 and in which the Board further indicated that it would view with interest the possible re-consolidation of the positions of UH Mānoa Chancellor and UH President within the context of the reorganization plan.

#### E. BACKGROUND INFORMATION

Work has been underway for over a year to develop a reorganization of the offices of the Mānoa Chancellor's and Vice Chancellors, and the proposal presented to the Board in the Attachment represents the work of a focused Design Team in consultaion with the broader campus. The proposal has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas, and consultation on some or all of the proposal with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualī'i Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agrees with every element presented today. But the Design Team has thoughtfully considered the input received in developing the proposal.

The primary elements of the proposal on which Board approval is sought include:

- 1) This proposal would establish a new provost position for UH Mānoa, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise the vice provosts (described below) as well as all academic deans and directors (who currently report to 3 different positions). The provost would have full budget authority for all academic units. Importantly,

the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

- 2) This proposal would establish four vice-provost positions reporting to the provost. These would be:
  - a. The Vice Provost for Educational Excellence will proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success. This vice provost will also oversee a program focused on faculty excellence and success to recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service.
  - b. The Vice Provost for Research, Scholarship and Graduate Studies will be responsible to enhance the prominence of UH Mānoa as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world. This vice provost will also oversee a program focused on graduate student success to ensure that graduate students have the distinctive support and advocacy needed to succeed.
  - c. The Vice Provost for Student Success will advance the holistic success of all students across their academic journey and through personal growth and development. This office will also provide advocacy and support for all students. The vice provost will oversee programs that ensure the academic success of all students from entry through timely graduation as well as a student growth and development program that ensures the holistic development of all students via exceptional co-curricular and wellness services. That will include a student equity, excellence and diversity program that promotes access, inclusion and success for all students.
  - d. The Vice Provost for Enrollment Management will be responsible to attract, enroll and help retain a diverse and thriving community of undergraduate and graduate learners from Hawai'i and the world. This office will integrate thoroughly to advance retention through a Strategic Enrollment Management Team that involves the other vice provost offices as well.

- 3) During the development of these first aspects of the proposal, the Design Team came to what is likely the most controversial aspect of this proposal: the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. We came to this conclusion somewhat reluctantly, but firmly and clearly. This recommendation is based on several factors. First, when we reviewed the history of the UH Mānoa Chancellor position we realized that it has never been stable other than when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972 we observed that at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This has presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time.

The Design Team believes that the evidence suggests that while in principle these are two different positions, in practice it is extremely difficult for a UH Mānoa Chancellor to succeed within the heterogeneous UH System and Hawai'i's complex political environment. We therefore set out to create a structure that could maximize the chances of success of the senior leaders and the campus. This includes the provost position as described above, the formal recognition of two "hybrid" vice president as described below with clarity around administrative roles outlined here and through prior reorganizations directed by the Board beginning in 2015. The Design Team has attempted to address the factors that we believe drove the separation in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will serve as CEO of the system's flagship research university in partnership with an empowered provost.

- 4) The Chief Business Officer of UH Mānoa will report to the president and serve as the senior business and finance officer for the Manoa campus. While the provost will be responsible for all academic budgetary decisions involving the vice provosts, schools, colleges, and campus-level institutes, the Chief Business Officer will execute those decisions and support all campus-level finance and business processes and their external connections to the UH System and State, ensuring financial sustainability and accountability for the campus.

- 5) A new office of equity, climate and conflict resolution with support UH Mānoa and the System as we continue our work to create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs. This office will bring together expertise and staff from at least 6 currently separate and independent units to provide education, advocacy, support and training programs to advance campus climates including for all protected classes along with confidential advisors and respondent advocates. A separate group will focus on compliance with a single intake mechanism and case management program that utilizes a team of professional fact-finders. A new ombuds office has long been requested, and will help increase the use of informal conflict resolution.
- 6) Two current UH vice presidents will be formally designated as “hybrid” vice presidents and formally made part of the Mānoa campus leadership. Both the Vice President for Administration and the Vice President for IT / Chief Information Officer have substantial responsibilities relating to the Mānoa campus that are in addition to their work for the system and the other nine campuses. This structure will ensure that they are part of and accountable to the Mānoa campus for their distinctive work there.

It should also be noted that this proposal is also fully consistent with and advances the Board’s directive in August 2015 when it deliberated on the “WICHE Report” that the President move forward to reconfigure and consolidate administrative offices serving UH Mānoa and the UH System.

Should this request be approved, the President would develop the detailed reorganization proposal and documentation and conduct detailed formal consultation as required by policy and practice. Typically this would represent several inches of paper with details. The Board would not be asked to review these details documenting every individually impacted position and reporting line. But the President would return to the Board should the formal consultation result in substantive change to any of the high-level concepts presented here.

#### F. ACTION RECOMMENDED

The administration recommends that the Board of Regents (“Board”) approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai‘i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization

in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the Attachment.

Attachment

cc: Executive Administrator and Secretary of the Board of Regents

# **Proposed Conceptual Redesign of UH Mānoa Campus Organization (Chancellor and Vice Chancellor Offices Only)**

## **Design Team**

Michael Bruno, VC for Research and Interim VCAA

Kathy Cutshaw, VC for Administration, Finance and Operations

Chip Fletcher, Associate Dean of SOEST

Jan Gouveia, VP for Administration

Lori Ideta, Interim VC for Students

David Lassner, Interim Mānoa Chancellor & UH President

Laura Lyons, Interim Dean of LLL

Christine Sorensen Irvine, (Former) Chair of SEC

(With lots of help!)

## **Key Objectives – What are we trying to achieve?**

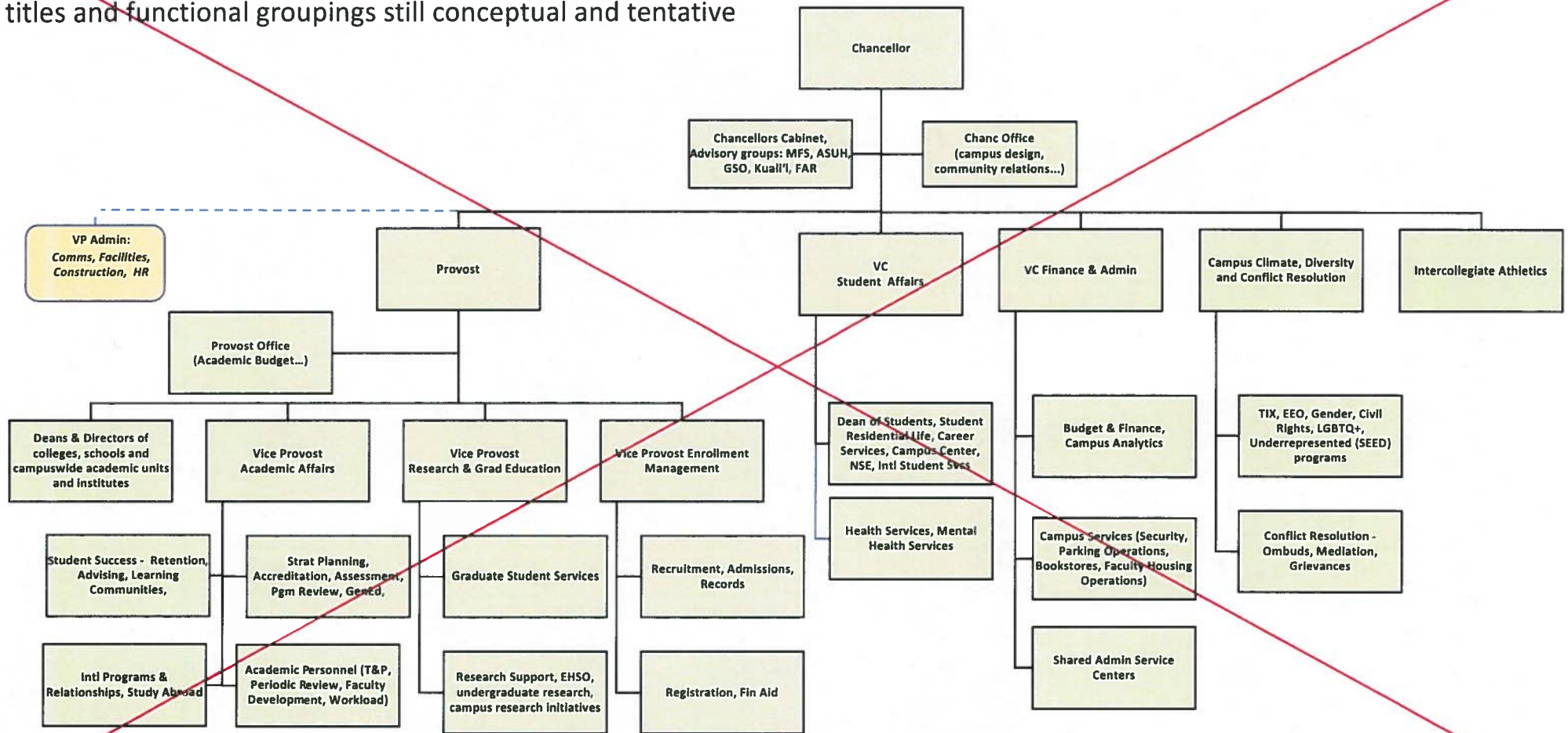
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth & development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

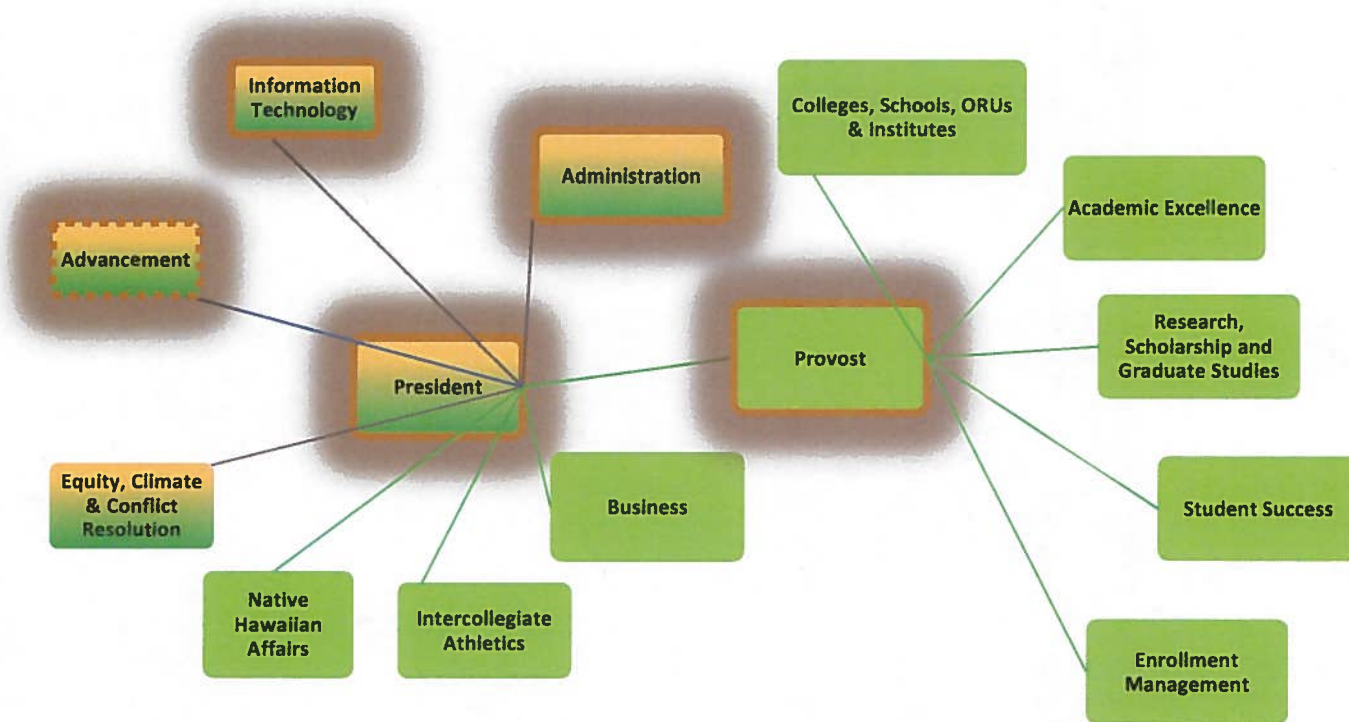
## Redesign Considerations

- Rather than focusing at this time on existing organizational units and subunits, focus on outcomes we are trying to achieve and how to align the people and processes that support those outcomes. Use a non-hierarchical portrayal. Conceptual design does not capture nor is it intended to include every current organizational subunit.
- Do not organize around current people and their current roles.
- Organizational structure should reflect our priorities and create the conditions that will stimulate and support student, faculty, school and college success - with improved accountability for outcomes.
- Be realistic that reporting lines are important, but there is no perfect organizational structure. In addition to the formal lines, we need to ensure that everyone is committed to and capable of effectively working across boundaries and siloes.
- Create unit titles that reflect desired outcomes.
- Integrate graduate and undergraduate processes wherever possible.
- Provide Provost with singular focus on the success of our students and faculty in education and research.
- Hawaiian Place of Learning is a priority for the entire campus and remains directly staffed at the CEO level.
- No elimination of faculty/staff positions; no increase in senior EM leadership positions.



Strawman 2 for Discussion Purposes  
titles and functional groupings still conceptual and tentative





## **PROVOST**

**Chief Academic Officer: full responsibility and authority for research, education & student success**

**Singular focus on the success of our students and faculty in education and research**

### **OFFICE OF GLOBAL ENGAGEMENT**

**Advance programs and initiatives that increase the global connectedness and stature of UHM**

- **ALL campus-level schools, colleges, ORUs, institutes, Library & UH Press**
- **Vice Provosts**
- **Budget decision-making authority for all reporting units**
- **Meaningful integration of research and education**
- **Campus Strategic Planning**

**Independent and dedicated voice of Mānoa in UH System cabinet; formally designated in BOR Policy as an “Officer” of UH alongside vice presidents and other university chancellors**

- Develop broad campus-wide strategies (“foreign policy”) for global engagement (countries, institutions, NGOs) that position Mānoa as a premier Asia-Pacific research university
- Infuse global thinking and engagement throughout entire institution
- Support for all international agreements, partnerships and activities - service to all schools and colleges
  - Coordinate input as needed on specialized agreements
- Protocol support for the campus
- Fulbright program, international scholarship opportunities
- As needed, logistic support and advice for UH faculty sabbaticals abroad and visiting scholars from abroad
- Coordinate physical presences abroad as needed
- Support but don’t lead international student recruitment

## **VICE PROVOST FOR EDUCATIONAL EXCELLENCE**

**Proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success**

- Strategies, policies and practices for innovative program portfolio management (degrees & certificates)
- Curricular design and approvals
- General Education
- High DFW (unsuccessful course) initiative
- Campus strategy for distance and online learning
- Innovative learning opportunities including Honors College, Interdisciplinary Studies, senior capstone requirement
- Undergraduate & Graduate Institutional Learning Objectives
- Campus Accreditation
- Assessment
- Undergraduate & Graduate Program Review
- Transfer degree pathways and articulation
- Study Away programs - one intake and support mechanism for UHM students to study internationally or nationally, and to host/support visiting students from elsewhere

## **FACULTY EXCELLENCE & SUCCESS**

**Recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service**

- Faculty hiring
- Onboarding of new and international faculty (teaching, research, community, networking) including what it means to thrive in Hawai'i
- Faculty life (housing, childcare, maternity/paternity, networking) and FAQs
- Department Chair Development & Support
- Partner/Spousal hires
- Tenure & Promotion
- Periodic Review
- Review of workload policy and practice
- Faculty grievances related to Collective Bargaining Agreement (UHPA)
- Professional development for faculty, including mentoring
- Support for active pedagogies and engaged learning

## **VICE PROVOST FOR RESEARCH, SCHOLARSHIP AND GRADUATE STUDIES**

**Enhance the prominence of UHM as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world.**

- Increase campus research productivity and scholarship (pre-award support, proposal development, assistance meeting broader impact requirements)
- Facilitate more interdisciplinary cross-campus team scholarship
- Undergraduate research initiatives (connected to Honors & undergrad education)
- Authority for campus RTRF - startup and seed support, matching funds, faculty & student travel program
- Limited Submission Opportunities
- Campus innovation & entrepreneurship: iLab, etc.
- Research communication and community outreach
- Laboratory & research safety - mutually supportive through strong links with facilities management and deans/directors

### **GRADUATE STUDENT SUCCESS**

**Ensure that graduate students have the distinctive support and advocacy needed to succeed.**

- Grad student point-of-contact and advocate
- Committee approvals
- Progress to degree
- Dissertation and thesis support & processes
- Graduate faculty designations
- TA training
- Awards & activities

# **VICE PROVOST FOR STUDENT SUCCESS**

**Advance the holistic success of all students across their academic journey and through personal growth and development;  
Provide advocacy and support for all students.**

## **STUDENT ACADEMIC SUCCESS**

**Ensure the academic success of all students from entry through timely graduation including through high impact practices**

- Onboarding - New student orientation to campus resources including what it means to thrive in Hawai'i in partnership with entire campus including recruiters & admissions (handoff), Hānai Program
- Advising - Reengineer current processes, execute whatever portion of advising is centralized, e.g. undeclared majors. Provide consistent advising policies/procedures/handbook for whatever is decentralized
- Athletic academic advising & support
- Reengineer/Rationalize/Communicate campus and unit learning assistance services (e.g. tutoring) as part of Student Success Center initiative
- Student retention initiatives including input on scholarships
- Course scheduling to meet student needs
- Student success systems (STAR, early warning)
- Peer mentoring: Grad/Undergrad
- Graduation
- Alumni Outcomes / Post-graduation Success (with other alumni relations & services)
- First & Second Year Pgms / E.g. Learning Communities
- Service Learning
- ROTC

## **STUDENT GROWTH & DEVELOPMENT**

**Ensure the holistic development of all students via exceptional co-curricular and wellness services**

- Career services (general), coordinating with colleges for specifics
- Counseling & mental health services
- Health services
- Student union & recreational facilities
- Co-curricular activities, intramurals, student organizations
- Student conduct
- Student residential life [student housing facilities move to facilities]
- Care of international students - including visa processing (in collaboration with faculty/staff visa processing)

## **STUDENT EQUITY, EXCELLENCE & DIVERSITY**

**Ensuring access, inclusion and success for all students**

- Disability services
- Multicultural student services
- TRIO / SSS
- Veteran and military student services
- High School outreach & bridge programs for under-represented students including support for decentralized bridge programs

## **VICE PROVOST FOR ENROLLMENT MANAGEMENT** **(Undergraduate and Graduate)**

**Attract, enroll and help retain a diverse and thriving community of learners from Hawai'i and the world**

(Integrates thoroughly with Retention through Strategic Enrollment Management Team)

- Marketing & recruitment (including international)
- Recruitment materials - including web sites
- Engagement with schools and colleges, alumni (to assist with recruiting)
- Admissions
- Campus strategy for all financial aid & scholarships for recruitment and retention
- Student records
- Transfer student recruitment (with transfer advisors)
- Graduate student enrollment management functions – coordinated with colleges and/or departments
- Analytics for recruitment, yield and retention
- Early college



## Approximate\* History of the Separate Mānoa Chancellor Position Since Created in 1972

Separate (Approximate Chancellor History)			Combined			Separate		
Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor
1972	Cleveland	Gorter	1984	Simone	Simone	2001	Dobelle	Neubauer
1973	Cleveland	Gorter	1985	Simone	Simone	2002	Dobelle	Neubauer
1974	Matsuda	Gorter	1986	Simone	Simone	2003	Dobelle	Englert
1975	Matsuda	Yamamura	1987	Simone	Simone	2004	McClain	Englert
1976	Matsuda	Yamamura	1988	Simone	Simone	2005	McClain	Englert
1977	Matsuda	Yamamura	1989	Simone	Simone	2006	McClain	Konan
1978	Matsuda	Yamamura	1990	Simone	Simone	2007	McClain	Konan
1979	Matsuda	McKaughan	1991	Simone	Simone	2008	McClain	Hinshaw
1980	Matsuda	Long	1992	Simone	Simone	2009	Greenwood	Hinshaw
1981	Matsuda	Long	1993	Mortimer	Mortimer	2010	Greenwood	Hinshaw
1982	Matsuda	Anderson	1994	Mortimer	Mortimer	2011	Greenwood	Hinshaw
1983	Matsuda	Kosaki	1995	Mortimer	Mortimer	2012	Greenwood	Hinshaw
			1996	Mortimer	Mortimer	2013	Greenwood	Apple
			1997	Mortimer	Mortimer	2014	Lassner	Apple
			1998	Mortimer	Mortimer	2015	Lassner	Bley-Vroman
			1999	Mortimer	Mortimer	2016	Lassner	Bley-Vroman
			2000	Mortimer	Mortimer	2017	Lassner	Lassner

### \* Notes

- 1) Includes interim and acting periods of service
- 2) Partial years of service in position not depicted, so terms may be off by up to one year

### Summary:

Matsuda – 10 yrs as Pres  
w/ 6 Chancellors  
Simone – 9 years as Pres  
& Chancellor  
Mortimer – 8 years as Pres  
& Chancellor  
2001-2018 – 4 Presidents  
w/ 7 Chancellors



## Recombination of Mānoa Chancellor and System President Positions

Regardless of theoretic considerations and external recommendations about optimal roles and structures:

- **Our history and evidence (per chart) are clear: Mānoa has never had stable leadership with a separate Mānoa chancellor at any time since the initial creation of the Mānoa chancellor position in 1972**
  - Consistent instability under 5 presidents and 13 chancellors is more than can be simply attributed to picking the wrong people (president and/or chancellor)
  - The only stable periods of campus leadership since 1972 were under Simone and Mortimer in the combined role
- **In Hawai'i, any major issue at UH becomes an issue for the UH President; Due to its complexity, there are more such issues at Mānoa**
  - Recombining avoids having the president “meddle” (real or perceived) in Mānoa affairs
  - Recombining provides Mānoa the strongest possible voice with Regents and the community
- **There are alternative ways to address the challenges that drove the separation of the Mānoa chancellor position in 2001**
  - Establish a Mānoa provost position as an officer of the UH System with full authority for and 100% focus on Mānoa education, research and student success
  - Fully separate Mānoa academic leadership from System academic leadership
  - Fully separate the Mānoa business and budget functions from the system CFO
  - Clearly outline hybrid roles of certain vice presidents
  - Articulate that overall leadership of the Mānoa campus is an integral role of the UH President; it is one fulltime job, not an add-on duty

# **University of Hawai'i President Reinstated as Mānoa CEO**

## **Re-integrates roles of System CEO and Mānoa Campus CEO**

Reporting units with Mānoa campus responsibilities include:

- Provost
- Chief Business Officer
- Equity, Climate and Conflict Resolution (Hybrid with System)
- VP for Administration (Hybrid with System)
- VP for Information Technology & CIO (Hybrid with System)
- Intercollegiate Athletics (as-is)
- Native Hawaiian Place of Learning (as-is)
- Campus advisory and constituent groups:
  - Mānoa Faculty Senate, ASUH, GSO, Kualii Council, *Staff Council (pending)*

## **CHIEF BUSINESS OFFICER**

- Overall Campus Budget - All sources of funds, all UOH-100
- Allocate all academic resources per Provost's directives
- Monitor expenditures
- Ensure appropriate reserves in compliance with UH policies
- Execute campus-level position control; allocate academic positions per Provost's directives
- Interface with UH CFO, State and Legislature regarding all Mānoa management matters
- External financial reporting
- Audit Responses
- Campus Business Office (end-user shared services)
- Organizational reports and reorganizations
- Comprehensive Campus Analytics

## **EQUITY, CLIMATE AND CONFLICT RESOLUTION (Hybrid)**

**Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs.**

- Education, advocacy, support and training programs to advance campus climate including for all protected classes
  - Confidential Advisors / Respondent Advocates
- Independent Ombuds & Informal Conflict Resolution
- Firewalled compliance program
  - Single intake mechanism and assessment/triage (e.g., interim measures)
  - Single case management program
  - Professional fact-finders/investigators

### **Outcomes**

- Don't make reporting parties figure out where to go for what kind of concern/complaint (race, gender, workplace violence, Title IX, EEO...)
- Fully separate advocacy from compliance
- Resolve conflicts informally whenever possible
- Professionalize all types of investigations, fact-finding & decision-making across all forms of discrimination/harassment and misbehavior
- Create a "Social Compact" for campus life: How do we "live aloha"?

# Hybrid Mānoa/System Vice Presidents

## **VP ADMINISTRATION**

- Human Resources
  - Staff excellence through development and support
  - Non-academic personnel hiring and processing
  - Faculty/staff visa processing
  - Benefits and records
  - Collective bargaining grievances (other than faculty)
- Communication
- Procurement
- Facilities, Construction, Planning
- Auxiliaries: Bookstore, Parking, Transportation, Food & Beverage services, University (Faculty) Housing, Student Housing Facilities (student residential life is part of Student Growth and Development)
- Campus Security & Emergency Management
- Sustainability

## **VP FOR INFORMATION TECHNOLOGY/ CHIEF INFORMATION OFFICER (CIO)**

- Academic technologies
- Cyberinfrastructure and research technology support
- Help Desk, software licensing
- Information Security
- Management information systems
- Campus, statewide and global network design and operations

## **CABINETS**

UH System Officers - President, Mānoa Provost,  
4yr Chancellors, Vice Presidents (weekly)

UH System Council of Chancellors – President, Mānoa Provost, All  
Chancellors, Vice Presidents, RCUH, Equity/Climate/Conflict  
Resolution (quarterly)

Mānoa Cabinet – President, Provost, Vice Provosts, Chief Business  
Officer, Hybrid Vice Presidents (weekly)

Provost's Council - Vice Provosts, Asst/Assoc Vice Provosts, Chief  
Business Officer, Hybrid Vice Presidents, Advancement, Campus-  
level School/College/Institute Deans & Directors, Native Hawaiian  
Affairs, Equity/Climate/Conflict Resolution (bi-weekly)

Mānoa Leadership Team - President, Provost's Council,  
Advancement, Athletics, Native Hawaiian Affairs,  
Equity/Climate/Conflict Resolution, ASUH, GSO, MFS, Kualī'i,  
*Staff Council* (quarterly)

### **Campus Advisory Groups**

Research Advisory Council

Campus Facilities Advisory Council

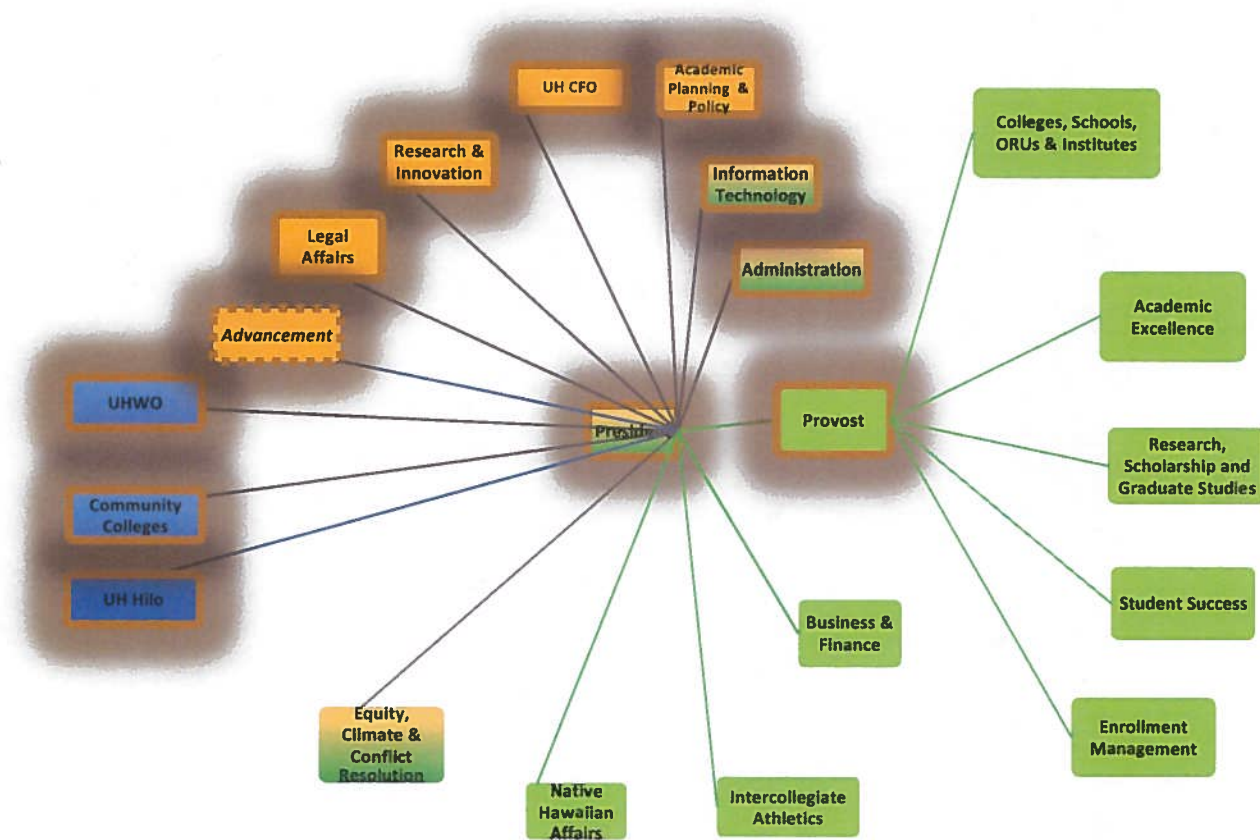
Mānoa Faculty Senate, ASUH, GSO, Kualī'i, *Staff Council*

## **CAMPUSWIDE STRATEGIC INTEGRATIVE WORKING TEAMS / PROJECTS**

- Strategic Enrollment Management Team
- Campus Climate
- “Hawaiian Place of Learning”
- Development of an international strategy:  
“foreign policy” for global engagement
- Meaningful integration of research and education  
(including undergraduate)
- Re-engineering of advising
- Creating an Honors College
- Library & UH Press
- Digital and online learning
- Community engagement
- Post-Doc Program

## **Key Objectives – How Are They Being Addressed**

- **Strong and strategic enrollment management: recruitment and retention**
  - ✓ New Vice Provost for Enrollment Management; Institutionalization of Strategic Enrollment Management Team
- **Meaningful integration of research and education, including undergraduate, involving all colleges, schools, ORUs and institutes**
  - ✓ New Provost position with full responsibility for education and research across all academic units; New Vice Provost for Research, Scholarship and Graduate Studies with responsibility for student engagement in scholarship, including undergraduate, across all units; New integrative team
- **Improved student success outcomes through integrated support for both academic success and student growth & development**
  - ✓ Restructuring of many services spread across multiple VCs and AVCs with clear leadership for each
- **Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university**
  - ✓ New Office of Global Engagement reporting to Provost charged to develop campus-wide strategies and "foreign policy" for education, research and recruitment
- **Strengthen and clarify advocacy and compliance programs that support protected classes**
  - ✓ New comprehensive office for equity, climate and conflict resolution
- **Provide stable leadership and strong voice for Mānoa**
  - ✓ Re-combine the positions of UH System President and UH Mānoa Chancellor; New Provost position



- Mānoa Role
- UH System Role
- Hybrid System/Mānoa Role
- Other UH Unit
- President's Cabinet



## **Next Steps**

Continuing Consultation and Refinement – Through Early November

Conceptual Proposal to Regents – November 2018

Preparation of Formal Proposal with Details, Consultation and Refinement –  
Spring 2019

Implementation - July 2019 and beyond

**“We agree that some reorganization is needed. Now if we can come to agreement on what that looks like!”**

Christine Sorensen, Chair  
UH Mānoa Faculty Senate Executive Committee  
Testimony to UH Board of Regents,  
November 16, 2017

## FAQs 1/2

**Q:** Which positions will be filled with current people and which recruited?

**A:** That is TBD. This high-level proposal focuses on a preferred structure independent of the current people

**Q:** What is the role of the Mānoa Vice Provost for Research relative to the System Vice President for Research & Innovation?

**A:** The Mānoa Vice Provost for Research is focused on increasing and enhancing research success by Mānoa faculty and students. The System Vice President has responsibility for a set of extramural support and research compliance functions for all 10 UH campuses as well as commercialization, economic development initiatives, statewide priorities and federal relations.

**Q:** How will Mānoa have its own advocate in UH System deliberations and decisions?

**A:** The Provost will be a member of the President's Systemwide Cabinet and an Officer of the UH System, where s/he will serve as a fully independent voice of Mānoa in all systemwide planning and decision-making.

**Q:** How exactly will this result in meaningful integration of research & education?

**A:** The organization chart doesn't itself change any individual practices and policies. But this approach unifies the reporting lines from three to one for our campuswide schools, colleges and ORUs. The new Provost and the Vice Provost for Research, Scholarship and Graduate Studies will facilitate campus-wide efforts, including with a new integrative team, to ensure that all students, including undergraduates, are provided opportunities for experiential learning and engagement including with Mānoa's great research faculty. The new structure will also make it more straightforward to align matters such as T&P practices and engagement of ORU and "R" faculty in teaching and mentoring including with undergraduates.

## FAQs 2/2

**Q:** What is the “Advancement” box shown on the Mānoa/System chart and how will Advancement work for and at Mānoa?

**A:** The long-serving CEO and President of the UH Foundation (UHF) has announced her retirement. In consultation with UHF and UH leadership, we are recruiting a new UHF CEO who will carry a UH title as well: VP of Advancement. This is standard practice in higher education today across the country and will help us improve our effectiveness in philanthropy and alumni relations through closer integration between UH and UHF. As today, the advancement organization (UHF) will serve Mānoa and the entire UH System but with the UHF leader as part of the UH senior leadership.

**Q:** Isn't the Provost position a new layer of bureaucracy?

**A:** No, it represents unification of the units responsible for education, research and student success. One leader will have full responsibility and authority, including budget, for all of education, research and student success across all Mānoa units. This is common at many R1 research institutions and represents the consolidation of responsibilities and authority currently assigned to multiple vice chancellor positions.

**Q:** Didn't WICHE recommend keeping the positions of UH President and UHM Chancellor separate?

**A:** Yes, and in principle this makes sense. The Design Team recommends recombining these positions not based on the theoretic roles of the two positions but in consideration of the very practical challenges faced since the separation and the clear historic evidence that a separate Mānoa chancellor has never been able to succeed over an extended period.

# University of Hawai'i at Manoa Reorganization Proposal – Phase I

The proposal includes:

1. Executive Summary
2. Narrative
3. Attachment A: BOR Action memo request for Approval in Concept of the UH Mānoa Reorganization Plan including Reconsolidation of the Positions of Chancellor, UHM, and President, UH
4. Attachment B: Current organization charts and function statements
5. Attachment C: Proposed organization charts and function statements
6. Attachment D: Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

# Executive Summary

**Office of the President, University of Hawai'i System and  
Office of the Chancellor, University of Hawai'i at Mānoa  
Reorganization Proposal – Phase I**

**Executive Summary**

**I. Purpose:**

Explain the purpose of this reorganization and the anticipated overall impact.

In November 2017 the University of Hawai'i (UH) Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa (UHM) that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position as an Officer of the University of Hawai'i. A more complete description of the approved action is attached, with more details of the changes at UH Mānoa and the UH System. The Board's approval in concept also committed to all formal consultation that is required and appropriate and compliance with applicable policies and procedures.

Due to the scope and complexity of the changes, the university intends to move forward with implementing the reorganization in two phases. This specific proposal pertains only to Phase I of the reorganization, which impacts primarily the existing offices of the President and Chancellor and the new Office of the Provost.

As background, it should be noted that discussions and advances have been underway since 2015 on how to best structure the senior leadership of the UH System and UH Mānoa to maximize efficiency, effectiveness and clarity of roles, responsibilities and accountability. Prior recommendations had been to maintain the separation of the positions of UH President and UH Mānoa Chancellor, and multiple reorganizations since then have streamlined and consolidated administrative functions associated with research compliance, communications, construction, facilities management and human resources.

At the same time, work has been underway since 2017 to develop a reorganization of the offices of the Mānoa Chancellors and Vice Chancellors. The proposal developed by a highly focused Design Team has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas. Consultation also took place with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agreed with every element of the proposal. But the Design Team has thoughtfully considered the input received in developing the proposal.

This proposal would establish a new provost position for UH Mānoa, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise a cadre of vice provosts as well as all academic deans and research directors (who currently report to 3 different

positions). The provost would have full budget authority for all academic units. Importantly, the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

During the development of these fundamental aspects of the proposal for UH Mānoa, the Design Team came to the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. The conclusion that this would be best for Mānoa was reached somewhat reluctantly, but firmly and clearly. When the Design Team reviewed the history of the UH Mānoa Chancellor position it became clear that the position has been most stable when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972 at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This has presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time. The Design Team came to believe that while in principle these are two different positions, in practice it is extremely difficult – if not impossible -- for a UH Mānoa Chancellor to succeed over the long term as a true campus CEO similar to others within the heterogeneous UH System and within Hawai'i's extremely complex political environment.

The team then set out to create a structure that could maximize the chances of success of the senior leaders and the campus, and the full details are described in the Attachment. The Design Team also addressed the factors that it believes drove the separation of the two positions in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will not only serve as CEO of the system but will simultaneously serve as CEO of the system's flagship research university – the latter role in partnership with an empowered provost.

The full reorganization has the following among the key objectives for Mānoa:

- Ensure strong and strategic enrollment management: recruitment and retention
- Meaningfully integrate research and education, including undergraduate, involving all colleges, schools, ORUs, and institutes
- Improve student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

Phase I lays the foundation for the full reorganization by consolidating (without restructuring) the offices of the President and Chancellor and establishing the new Office of the Provost at UH Mānoa. Work in Phase II will create the remaining organizational structures and assign positions and personnel within those structures. But the goal of



Phase I is that personnel can continue to function as at present (with the exception of the President and Provost).

## **II. Major Elements of the Proposal:**

Explain or list the key changes being proposed in this reorganization relative to purpose and results.

This reorganization continues the efforts to create greater efficiencies and to align responsibility and authority between UH System and UH Mānoa administrative offices. These efforts have been underway over the past several years, as evidenced by the approved reorganizations of research compliance, construction and facilities management, communications, and human resources offices. This reorganization will be put forward in two phases.

Phase I is designed as a basic step to lay the foundation at the senior executive level for the complete organizational restructuring recommended by the Design Team in a manner that is least impactful to the scores of faculty and staff who are part of the affected offices. With the exception of a handful of realignments of executive reporting lines (i.e., executives who will report to a different senior executive) there will be no impact on current employees.

Phase II will involve the far more complex work of restructuring existing offices to focus on campus imperatives and assigning existing personnel and positions within the new structure. That work will take place over the months to come.

- Phase I:
  - Re-combine the positions of UH System President and UH Mānoa Chancellor into a single position that serves as CEO of both the UH System and UH Mānoa;
  - Create a new Mānoa Provost position as the senior dedicated executive position at Mānoa with full responsibility for education, research and student success across all academic units that will also serve as a UH “Officer” alongside the UH vice presidents and university chancellors; and
  - Position the current Native Hawaiian Affairs specialist position as the foundation of a distinctive new Office of Native Hawai‘ian Affairs for UH Mānoa;
  - Consolidate reporting of all current UH Mānoa vice chancellor positions, and academic deans and research directors under the new UH Mānoa Provost position.

Phase I is intended to address the following objectives:

- Provide stable leadership for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Lay the foundation for Phase II

- Phase II:

- Create the leadership structure for UH Mānoa;
  - Create a new Vice Provost for Educational Excellence;
  - Create a new Vice Provost for Research, Scholarship, and Graduate Studies;
  - Create a new Vice Provost for Student Success;
  - Create a new Vice Provost for Enrollment Management and institutionalize the strategic enrollment management team efforts;
  - Create a new Office of Global Engagement reporting to the Provost that develops campus-wide strategies and “foreign policy” for education, research and recruitment;
  - This will involve restructuring many necessary functions and services currently spread across multiple VCs and AVC offices;
- Create a new comprehensive office for equity, climate, and conflict resolution that develops a safe, welcoming and equitable climate for students, faculty and staff, including with an ombuds function, and that holds a hybrid UH System/UH Mānoa role;
- Redefine the Vice President for Administration position as a hybrid System/Campus Vice President position; and
- Redefine the Vice President for Information Technology/Chief Information Officer as a hybrid System/Campus Vice President position.

Phase II is intended to address the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes; and
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa’s role as a premiere Asia-Pacific focused global “R1” research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

### III. **Resource Impact:**

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect “None” for each category as appropriate.

#### A. **Budget**

1. What is the estimated cost of the reorg?

The overall reorganization is designed to be at least cost neutral. In addition, it will not create or require additional senior level executive (EM) positions.

2. Are additional funds needed? If so, how will the cost of the reorg be funded?

No additional funds will be needed.

3. Will the reorg result in cost savings or be cost neutral?

In Phase I there will be nominal cost savings associated with the recombination of the positions of President and Chancellor.

#### B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any?

In Phase I of the reorganization, the functions of the UH System President/CEO for UH Mānoa and the UH Mānoa Provost are defined and clearly outline the leadership for the flagship campus. Other than the changes to the President and UH Mānoa Provost positions, the majority of current faculty, staff, and EM position responsibilities will remain the same. The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role as CEO for UH Mānoa (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of the Vice Chancellor for Administration, Finance and Operations), and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students).

In Phase II of the reorganization, new Vice Provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. The impact of these changes will be addressed when this Phase II is presented for review.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization?

No additional faculty/support personnel are required as current position counts will be utilized.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation?

No reduction in faculty/staff is anticipated as current faculty, staff and EM personnel will be organized into proposed units.

4. Identify faculty/staff positions impacted by the anticipated changes.

Refer to Attachment D.

#### C. Space

1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted?

No additional space is required, and any space changes will follow campus protocols

**IV. Consultation:**

Explain or list the individuals and groups consulted and the key comments/feedback received.

The reorg proposal has been informed and improved by multiple open campus forums, online feedback, “mini-retreats” with students, faculty, and staff about individual areas, and consultation on some or all of the proposal with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers, and the Mānoa Cabinet (vice chancellors).

**V. Implementation:**

Explain when and how this reorganization will be implemented. Identify anticipated effective date.

This reorganization is being implemented in two phases to allow for the senior leadership structure to be established, while discussions and consultation (informal and formal) continue for the more complex changes that follow. Phase II will require far more communication, consultation and coordination since it directly impacts a vast number of functions, programs and services currently housed under multiple senior administrators.

Phase I defines and clarifies the roles and responsibilities of the President and Provost positions. In addition, Phase I advances the integration of research, education and student success by consolidating the reporting lines of the Vice Chancellor for Research and Vice Chancellor for Students with all academic deans and directors to the Mānoa Provost.

It is anticipated that Phase I of this reorganization will be implemented by March 1, 2019. Communication and consultation regarding Phase II of the reorganization will begin imminently and is expected to continue through Spring 2019. For both Phase I and II, positions will be reviewed and, as appropriate, position descriptions will be updated in accordance with university policies and procedures.

# Narrative

**Office of the President, University of Hawai'i System and  
Office of the Chancellor, University of Hawai'i at Mānoa  
Reorganization Proposal – Phase I**

**Narrative**

**Instructions:** Complete each section below and clearly indicate “None” or “N/A” where appropriate.

**I. INTRODUCTION:**

- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.

Response:

On November 22, 2018, the University of Hawai'i (UH) Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa (UHM) that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position as an Officer of the University of Hawai'i. A more complete description of the approved action is attached (Attachment A – Memo dated November 9, 2018 from President Lassner to BOR Chair Lee Putnum), with more details of the changes at UH Mānoa and the UH System. The Board's approval in concept also committed to all formal consultation that is required and appropriate and compliance with applicable policies and procedures.

Currently, the President is responsible to serve as the chief executive officer for the overall UH system which includes 10 campuses and central system services. The Chancellor is the UHM CEO, providing the highest senior leadership in the strategic planning and administration of the campus. Since 2015, there have been discussions and advances on how to best structure the senior leadership of UH System and UH Mānoa to maximize efficiency, effectiveness, and clarity of roles, responsibilities and accountability. Since September 2016, the President has served as both President and Chancellor and since, a search was commenced to fill the Chancellor position and multiple reorganizations have been approved to consolidate administrative functions associated with research compliance, communications, construction, facilities management and human resources.

After much work, review and feedback to develop a reorganization of the offices of the Mānoa Chancellor and vice chancellors, and with a Mānoa design team and broader campus feedback, this proposal has been approved in concept by the Board of Regents and is presented for consultation. The proposed organization to include the reconsolidation of President and Chancellor arose organically from the design team as part of the planning for the success of the campus. The proposal will better structure the senior leadership for UH System and UHM and establish a new provost position for UHM, as is common at other U.S. research universities. The UHM provost would be formally identified as the an officer of UH and be a fully independent and dedicated voice of UHM in the president's cabinet alongside the vice presidents and other university chancellors. This reorganization also continues the efforts to create greater efficiencies and to align responsibility and authority between UH System and UH Mānoa administrative offices. These efforts have been underway over the past several years, as evidenced by the approved reorganizations of research compliance, construction and facilities management, communications, and human resources offices.

Due to the scope and complexity of the changes, the university intends to move forward with implementing the reorganization in two phases to allow for the senior leadership structure to be established, while discussions and consultation (informal and formal) continue for the more complex changes that follow.

Phase I. This specific proposal pertains only to Phase I of the reorganization of UHM administration and impacts primarily the existing offices of the President and UHM Chancellor and the new Office of the Provost. It clarifies the roles and responsibilities of the President and Provost positions at a high level. Phase I begins to advance the integration of research, education and student success by consolidating the reporting lines of the Vice Chancellor for Research and Vice Chancellor for Students with all academic deans and directors to the Mānoa Provost.

The current and proposed charts and current and proposed function statements are included to reflect these new structures and the change in supervisor for positions within the Office of President and the UHM Office of the Chancellor, and for existing vice chancellors for research, students and administration, finance and operations. In addition, the proposed chart and function statement are included for the new Office of the Provost. The update of remaining charts and function statements to include the creation of the remaining organizational structures and assign positions within those structures, will be made in Phase II. (Attachments B – Current organization charts and function statements and Attachment C – Proposed organization charts and function statements)

Phase I is designed as a basic step to lay the foundation at the senior executive level for the complete organizational restructuring recommended by the Design Team in a manner that is least impactful to the scores of faculty and staff who are part of the affected offices. With the exception of a handful of realignments of executive reporting lines (i.e., executives who will report to a different senior executive) there will be no impact on current employees. Included positions will not be affected in this Phase I as there is no change to current supervisor.

The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role in overseeing UH Mānoa (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of Vice Chancellor for Administration, Finance and Operations), and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students). Positions will be reviewed and, as appropriate, redescribed following university policies and procedures.

Phase II. This phase will require far more communication, consultation and coordination since it directly impacts a vast number of functions, programs and services currently housed under multiple senior administrators. New vice provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. There will be restructuring existing offices to focus on campus imperatives and assigning existing personnel and positions within the new structure, with work to take place over the months to come. The impact of these changes will be addressed when this Phase II is presented for review.

It is anticipated that Phase I of this reorganization will be presented at the February 2019 BOR meeting and implemented by March 1, 2019. Communication and

consultation regarding Phase II of the reorganization will begin imminently and is expected to continue through spring 2019. For both Phase I and II, positions will be reviewed and, as appropriate, position descriptions will be updated in accordance with university policies and procedures.

- B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.

Response:

With the recombination of the Pres/Chancellor roles and creation of the Provost position for UH Mānoa, this organization structure is intended to increase the chances of success of the senior leaders and the campus within the heterogeneous UH System and Hawai'i's complex political environment.

Phase I is intended to address the following objectives:

- Provide stable leadership for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Lay the foundation for Phase II

Phase 2 of the reorganization will require continued discussions and details. In general, Phase II is intended to address the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes; and
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

## **II. RATIONALE FOR THE REORGANIZATION:**

- A. Provide background and relevant historical information.

Response: As mentioned in Section I, on November 22, 2018, the Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa that re-consolidates the positions of UH Mānoa Chancellor and UH President and establishes a new UH Mānoa Provost position as an Officer of the University of Hawai'i. Discussions and advances have been underway since 2015 on how to best structure the senior leadership of the UH System and UH Mānoa to maximize efficiency, effectiveness and clarity of roles, responsibilities and accountability. Prior recommendations had been to maintain the separation of the positions of UH President and UH Mānoa Chancellor, and multiple reorganizations since then have streamlined and consolidated administrative functions associated with research compliance, communications, construction, facilities management and human resources.



Additional historical information is below:

- Prior to 1972 the President of UH also served as CEO of UHM. The separate UHM Chancellor position was established in 1972. From 1972-1984 at least six individuals served in the UHM Chancellor position (including interim and acting).
- Beginning in 1984 the President resumed the role as CEO of UHM and on November 15, 1985, the Board of Regents approved the reorganization of the University of Hawai'i which made the President directly responsible for the operation of the UHM. This structure continued until September 22, 2000, when the Board of Regents approved in concept the establishment of a separate Office of the Chancellor and associated Chancellor position for UHM. From 1984 through 2011, when a new President was appointed, two individuals served simultaneously as President and Chancellor.
- The Board of Regents approved the President serving as Interim Chancellor in 2016. From 2011 through that appointment, seven individuals served as UHM Chancellor (including interim and acting).
- While the President served as Interim Chancellor he convened a highly focused design team to examine the best organization structure for UHM at this point in time and for future, and to ensure success for the next non-interim chancellor. The design team focused and discussed Mānoa's needed functions, programs and options relative to Mānoa's strategic goals and statewide needs, and has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas. During this process the design team organically came to the conclusions that the campus needed a provost and that the campus would be better served if the President were formally re-instated as CEO of UHM.

Consultation took place with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualii Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agreed with every element of the proposal. However, the design team has thoughtfully considered the input received in developing the proposal.

The design team's members are:

- Michael Bruno, UHM Vice Chancellor for Research and Interim Vice Chancellor for Academic Affairs
- Kathy Cutshaw, UHM Vice Chancellor for Administration, Finance and Operations
- Chip Fletcher, UHM Associate Dean of School of Ocean and Earth Science and Technology
- Jan Gouveia, UH System Vice President for Administration
- Lori Ideta, UHM Interim Vice Chancellor for Students
- David Lassner, Interim Mānoa Chancellor & UH President
- Laura Lyons, UHM Interim Dean, College of Languages, Linguistics and Literature
- Christine Sorensen Irvine, (Former) UHM Chair of Mānoa Faculty Senate Executive Committee

- Specifically, several campus forum updates open to all students, faculty, staff and administrators have taken place to provide updates on reorganization concepts. All sessions were live-streamed and the 2018 sessions were also recorded. In addition, all were provided opportunity to comment on the forum and its content in person or via an online feedback link.
- [April 4, 2017 – campus update](#)
- [December 1, 2017 – campus update](#)
- [April 23, 2018 – campus update](#)
- [November 2, 2018 – campus update](#)

On February 21, 2018, a resolution supporting the recombination of the System President and Mānoa Chancellor positions was approved by the Mānoa Faculty Senate with 32 votes in support of approval, 7 against approval, and 3 abstentions.

Other recent meetings included:

- Mānoa Faculty Senate Committee on Administration and Budget (October 31, 2018)
- Associated Students of the University of Hawai'i at Mānoa (October 31, 2018)
- Graduate Student Organization (November 5, 2018)
- APT employees who represent Unit 8 leadership
- Kualii Council

- B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorg is consistent with the University's strategic, program, and financial plans.

Response: Given the previous responses, the proposed reorganization has been developed by the highly focused design team, and informed and improved by multiple open campus forums and groups. In this proposal, a new provost position for UH Mānoa would be developed, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise a cadre of vice provosts as well as all academic deans and directors (who currently report to 3 different positions). The provost would have full budget authority for all academic units. Importantly, the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

During the development of these fundamental aspects of the proposal for UH Mānoa, the Design Team came to the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. The conclusion that this would be best for Mānoa was reached somewhat reluctantly, but firmly and clearly. When the Design Team reviewed the history of the UH Mānoa Chancellor position it became clear that the position has been most stable when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972, at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This structure has

presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time. The Design Team came to believe that while in principle these are two different positions, in practice it is extremely difficult – if not impossible - for a UH Mānoa Chancellor to succeed over the long term as a true campus CEO similar to others within the heterogeneous UH System and within Hawai'i's extremely complex political environment.

The team then set out to create a structure that could maximize the chances of success of the senior leaders and the campus, and the full details are described in the most recent campus update forum presentation (Attachment A). The Design Team also addressed the factors that it believes drove the separation of the two positions in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will not only serve as CEO of the system but will simultaneously serve as CEO of the system's flagship research university – the latter role in partnership with an empowered provost.

The full reorganization has the following among the key objectives for Mānoa:

- Ensure strong and strategic enrollment management: recruitment and retention
- Meaningfully integrate research and education, including undergraduate, involving all colleges, schools, ORUs, and institutes
- Improve student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

#### Phase I

Phase I lays the foundation for the full reorganization by consolidating (without restructuring) the offices of the President and Chancellor, and establishing the new Office of the Provost at UHM. Phase I is intended to address the following objectives:

- Provide stable leadership for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Lay the foundation for Phase II

Specifically, phase I will:

- Re-combine the positions of UH System President and UH Mānoa Chancellor into a single position that serves as CEO of both the UH System and UH Mānoa;
- Create a new Mānoa Provost position as the senior dedicated executive position at Mānoa with full responsibility for education, research and student success across all academic units that will also serve as a UH "Officer" alongside the UH vice presidents and university chancellors; and
- Position the current Native Hawaiian Affairs specialist position as the foundation of a distinctive new Office of Native Hawaiian Affairs for UH Mānoa;
- Consolidate reporting of the current UH Mānoa vice chancellor for research, vice chancellor for students, and academic deans and research directors under the new UH Mānoa Provost position.
- Advise that the current Office of Ombudsperson will be repurposed in phase 2.

## Phase II

Phase 2 of the reorganization will require continued discussions and details. In general, Phase II is intended to address the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes; and
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

Specifically Phase II will:

- Create the leadership structure for UH Mānoa;
  - Create a new Vice Provost for Educational Excellence;
  - Create a new Vice Provost for Research, Scholarship, and Graduate Studies;
  - Create a new Vice Provost for Student Success;
  - Create a new Vice Provost for Enrollment Management and institutionalize the strategic enrollment management team efforts;
  - Create a new Office of Global Engagement reporting to the Provost that develops campus-wide strategies and "foreign policy" for education, research and recruitment;
  - This will involve restructuring many necessary functions and services currently spread across multiple VCs and AVC offices;
- Create a new comprehensive office for equity, climate, and conflict resolution that develops a safe, welcoming and equitable climate for students, faculty and staff, including with an ombuds function, and that holds a hybrid UH System/UH Mānoa role;
- Redefine the Vice President for Administration position as a hybrid System/Campus Vice President position; and
- Redefine the Vice President for Information Technology/Chief Information Officer as a hybrid System/Campus Vice President position.

The conditions and/or factors prompting the proposed reorganization have been presented in the executive summary and above responses. The reorganization is consistent with the University's strategic, program and financial plans and will continue to support the strategic endeavors in the [2011-15 Strategic Plan](#), Achieving our Destiny, and support current efforts on the 2015-21 UH Mānoa Strategic Plan in creating a leadership that better align functions that support the synergy, partnerships and efficiencies between academic affairs, enrollment management areas, research and students which leads to achievement of our strategic goals. In addition, with the previous reorganization of support areas (communications, construction, facilities, human resources) under the UH System Vice President for Administration, the management and coordination of administrative support areas including space, facilities and overall design of the physical campus will continue to support our strategic plan.

In researching current organization structures for other institutions, two models resonated with our proposed structure:

- [Indiana University](#) is a large state system with six (6) campuses. The President oversees key system functions (e.g., finance, research, government relations, clinical affairs, engagement, academic affairs, information technology, intercollegiate athletics, capital planning and facilities, legal affairs, international affairs, diversity, equity and multicultural affairs, and human resources) as well as oversight, through a provost, over the flagship Bloomington campus. This provost also serves as a cabinet member alongside all vice presidents. The other campuses each have dedicated Chancellors.
- The [University of Washington](#) also has an organization structure where the President oversees both system and the flagship Seattle campus, a dedicated Provost and Executive Vice President that oversees the Seattle campus colleges and vice provosts on daily basis as well as provide system leadership, and dedicated Chancellors for the Bothell and Tacoma campuses.

C. Explain other alternatives explored.

Response: Other alternatives included:

- Conduct another search for a Mānoa Chancellor  
This option was pursued in 2016/2017 and the search was not successful. Given the current demand for CEOs of institutions and the chances for a new Mānoa Chancellor to succeed within the current environment, this structure would not maximize the chances of success of the campus.

1. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.

Response: In this Phase I, the proposed changes will primarily affect the working relationships and partnerships between the President and Chancellor's Offices. Currently, the flow of review and approval follows established protocols, seeking review and approval at campus level first, then system level next. With the proposal, the review and approval of actions will be done up front so that approvals may be obtained faster in the long-term and we achieve consistent actions.

2. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

Response: In Phase I of the reorganization, the functions of the UH System President and the UH Mānoa Provost are defined and clearly outline the leadership for the flagship campus. Other than the changes to the President and UH Mānoa Provost positions, the majority of current faculty, staff, and EM position responsibilities will remain the same. The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role in overseeing UH Manoa (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of the Vice Chancellor for Administration, Finance and Operations),

and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students).

The direct offices that will be impacted are the current President and Chancellor Offices and teams to include CampusHelp, Title IX, advocacy and civil rights specialists, government and community relations, Native Hawaiian affairs specialist, and the remaining chancellor's office staff. The UHM Chancellor's Office staff along with the designated HR specialist attended/listened to campus forum updates and the President/Chancellor met with this group on December 18, 2018 to discuss the proposed reorganization.

The primary issue to be addressed is the operations and document approval process with the creation of the Office of the Provost. At this time, all documents requiring "Chancellor" approval within policy or pursuant to the respective collective bargaining agreements will continue to be signed by David Lassner, UH System President, until such time that further discussions and consultation on transfer of appropriate approving authority to Provost may be addressed and implemented. President is working with appropriate leaders and offices to identify documents and areas which will need to be clarified and may require consultation with appropriate groups.

In addition, the staff of both President and Chancellor offices have been and will continue to work together to recombine offices, functions, files and protocols. The physical location of those individuals in Hawai'i Hall will be unchanged at this point in time. Should there be a business need for a change in physical location, consultation with the proper internal and, if appropriate, external groups will be made.

In Phase II of the reorganization, new Vice Provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. The impact of these changes will be addressed when this Phase II is presented for review.

3. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.

Response:

Phase I. With Phase I of the reorganization, the following objectives and benefits will be accomplished:

- Provide stable leadership and strong voice for Mānoa
- Create an independent and dedicated voice for UH Mānoa within the UH System
- Formally recognize and establish the Office of Native Hawaiian Affairs
- Lay the foundation for Phase II

The reorganization will minimize confusion over the strategic oversight of the CEO UH Mānoa and the day to day operation by the Provost. This will ensure strong, dedicated voice of Provost for UH Mānoa, also serving as an officer of the UH and managing the day to day operations. In addition, with the visibility of the President

as also the CEO UH Mānoa, the accountability and major decision making is clear in that the recombined President/CEO is responsible for UHM.

Phase II. The specific efficiencies and service improvements for the offices under the provost will be outlined in detail with phase 2 of the reorganization to include achievement of the following objectives:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes;
- Strong and strategic enrollment management: recruitment and retention;
- Improved student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes.

### **III. IMPACT ON RESOURCES AND THE UNIVERSITY**

Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.

#### **A. Impact on budget resources:**

1. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

Response: The overall reorganization is designed to be at least cost neutral and no additional funds will be needed. In addition, it will not create or require additional senior level executive (EM) positions. With Phase I, existing positions will be utilized and there is no anticipated increase in salary costs at this time until the leadership of UH Mānoa is completed. There will be nominal cost savings associated with the recombination of the positions of President and Chancellor. The Mānoa chancellor (#89261) will be redescribed and repurposed at some point in time. The last incumbent salary was \$439K and the salary savings has been utilized to support necessary campus functions. The future of that position will be identified in Phase II of the reorganization.

2. Are additional funds needed? If so, how will the cost of the reorg be funded?

Response: The overall reorganization is designed to be at least cost neutral and no additional funds will be needed. Any costs in office repurposing, salary adjustments or other operational needs will be within current campus allocations.

#### **B. Impact on operational resources:**

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

Response:

Phase I. In general in Phase I of the reorganization, the functions of the UH System President and the UH Mānoa Provost are defined and clearly outline the leadership for the flagship campus. Other than the changes to the President and UH Mānoa Provost positions, the majority of current faculty, staff, and EM position responsibilities will remain the same. The faculty, staff, and EM positions currently reporting to the UH Mānoa Chancellor may either be reorganized to (a) report to the President in his role in overseeing UHM (positions assigned to the Mānoa Chancellor's Office, Office of the Vice Chancellor for Business and Finance (formerly Office of the Vice Chancellor for Administration, Finance and Operations), and Mānoa Intercollegiate Athletics) or (b) report to the new UH Mānoa Provost (positions assigned to the Office of the Vice Chancellor for Academic Affairs, Office of the Vice Chancellor for Research, and Office of the Vice Chancellor for Students).

Specifically at this time, the staff roles will remain unchanged. The secretaries and executive assistants within the offices of the president and the chancellor already collaborate closely on calendars, documents, approvals, etc.

In Phase II of the reorganization, new Vice Provost positions will be established and functions will be restructured to align with the reorganization purpose and intent. The impact of these changes will be addressed when this Phase II is presented for review.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

Response: No additional faculty or staff positions are required at this point in time. All vacant positions will remain in the Mānoa pool.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

Response: No reduction in faculty or staff. EM incumbents are at will and governed by BOR RP 9.212 and EP 9.212.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Response: See Attachment D, Allocated and Authorized BJ/BT Positions Impacted by the Reorganization (with additional information).

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

Response: See above 4. The current teams in the respective President's Office and Chancellor's office will now report to the combined UH President responsible for serving as CEO of UH and UHM. In addition, there are direct reporting relationships as described in 4 above will change. For this Phase 1, the impact on President's Office and MCO staff will be minimal as the reporting continues as we have done during this



interim period where President has been serving as Interim Chancellor. The impact on the reporting relationship with the Vice Chancellor for Academic Affairs, Vice Chancellor for Research, and Vice Chancellor Students will be coordinated to better streamline operations, embrace synergy and partnerships, and focus on dedicated voice for Mānoa. The Vice Chancellor for Administration, Finance and Operations will continue to support the position of President in terms of UHM specific campus support.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? Explain outcome.

Response: The current allocations to President's Office and Chancellor's office, including Hawai'i Hall space, will be utilized for Phase 1. No additional space outside of current allocation is anticipated at this time.

# ATTACHMENT A

BOR Action Memo Request for  
Approval In Concept  
of the  
UH Mānoa Reorganization Plan  
including Reconsolidation of the  
Positions of Chancellor, UHM,  
and President, UH



November 9, 2018

**MEMORANDUM**

TO: Lee Putnam  
Chairperson, Board of Regents

FROM: David Lassner  
President

A handwritten signature of David Lassner in black ink.

SUBJECT: Request for Approval in Concept of the University of Hawai'i at Mānoa Reorganization Plan Including Reconsolidation of the Positions of Chancellor, University of Hawai'i at Mānoa and President, University of Hawai'i

**A. SPECIFIC ACTION REQUESTED**

The administration requests that the Board of Regents ("Board") approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai'i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the attachment.

**B. RECOMMENDED EFFECTIVE DATE**

Upon approval.

**C. ADDITIONAL COST**

There are no additional costs associated with this request. The reorganization is being designed to be cost-neutral. In addition, it will not create or require additional senior level executive (EM) positions.

#### D. PURPOSE

As has been reported to the Board of Regents previously, the UH Mānoa Interim Chancellor has been working over the past year to develop a proposal to reorganize the offices of the Mānoa Chancellor's and Vice Chancellors. The proposal has evolved significantly and as the current proposal directly impacts the Office of the President as well as a number of offices that report directly to the President, this reorganization is being brought to the Board of Regent. This is consistent with the resolution passed by the Board of Regents in March 2018, in which the Regents directed the President to bring to the Board the UH Mānoa reorganization plan by the end of 2018 and in which the Board further indicated that it would view with interest the possible re-consolidation of the positions of UH Mānoa Chancellor and UH President within the context of the reorganization plan.

#### E. BACKGROUND INFORMATION

Work has been underway for over a year to develop a reorganization of the offices of the Mānoa Chancellor's and Vice Chancellors, and the proposal presented to the Board in the Attachment represents the work of a focused Design Team in consultaion with the broader campus. The proposal has been informed and improved by multiple open campus forums, online feedback, "mini-retreats" with students, faculty, and staff about individual areas, and consultation on some or all of the proposal with groups including the Mānoa Deans, the Mānoa Faculty Senate Executive Committee, the Mānoa Faculty Senate Committee on Administration and Budget, ASUH, GSO, Kualī'i Council, the Student Caucus, the Council of Chancellors, the UH Officers and the Mānoa Cabinet (vice chancellors). To be sure, not every group agrees with every element presented today. But the Design Team has thoughtfully considered the input received in developing the proposal.

The primary elements of the proposal on which Board approval is sought include:

- 1) This proposal would establish a new provost position for UH Mānoa, as is common at U.S. research universities. This would be the chief academic officer for the campus with full responsibility and authority for research, education & student success. This position would have a singular focus on the success of our students and faculty in education and research and their growth. The provost would supervise the vice provosts (described below) as well as all academic deans and directors (who currently report to 3 different positions). The provost would have full budget authority for all academic units. Importantly,

the provost would be formally identified as an Officer of the University of Hawai'i and would be a fully independent and dedicated voice of UH Mānoa in the president's cabinet alongside the vice presidents and other university chancellors.

- 2) This proposal would establish four vice-provost positions reporting to the provost. These would be:
  - a. The Vice Provost for Educational Excellence will proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success. This vice provost will also oversee a program focused on faculty excellence and success to recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service.
  - b. The Vice Provost for Research, Scholarship and Graduate Studies will be responsible to enhance the prominence of UH Mānoa as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world. This vice provost will also oversee a program focused on graduate student success to ensure that graduate students have the distinctive support and advocacy needed to succeed.
  - c. The Vice Provost for Student Success will advance the holistic success of all students across their academic journey and through personal growth and development. This office will also provide advocacy and support for all students. The vice provost will oversee programs that ensure the academic success of all students from entry through timely graduation as well as a student growth and development program that ensures the holistic development of all students via exceptional co-curricular and wellness services. That will include a student equity, excellence and diversity program that promotes access, inclusion and success for all students.
  - d. The Vice Provost for Enrollment Management will be responsible to attract, enroll and help retain a diverse and thriving community of undergraduate and graduate learners from Hawai'i and the world. This office will integrate thoroughly to advance retention through a Strategic Enrollment Management Team that involves the other vice provost offices as well.

- 3) During the development of these first aspects of the proposal, the Design Team came to what is likely the most controversial aspect of this proposal: the recommendation to re-consolidate the positions of the UH Mānoa Chancellor and the UH President. We came to this conclusion somewhat reluctantly, but firmly and clearly. This recommendation is based on several factors. First, when we reviewed the history of the UH Mānoa Chancellor position we realized that it has never been stable other than when combined with the position of the UH president. In the first 12 years after establishment of the position in 1972 we observed that at least 6 different individuals filled the chancellor position (including interim and acting). Following some 17 years of relative stability in which just two individuals filled the joint position of president and chancellor, the positions were separated in 2001. Since then seven individuals have filled the position. This has presented significant challenges for the progress and growth of the campus. While one can point to various reasons for the instability, the fact remains that the separate position has yet to be successful for any extended period of time.

The Design Team believes that the evidence suggests that while in principle these are two different positions, in practice it is extremely difficult for a UH Mānoa Chancellor to succeed within the heterogeneous UH System and Hawai'i's complex political environment. We therefore set out to create a structure that could maximize the chances of success of the senior leaders and the campus. This includes the provost position as described above, the formal recognition of two "hybrid" vice president as described below with clarity around administrative roles outlined here and through prior reorganizations directed by the Board beginning in 2015. The Design Team has attempted to address the factors that we believe drove the separation in 2001. One element of this is dropping the use of the UH Mānoa Chancellor title, which tends to signify that one person is doing two jobs. As at the University of Washington and Indiana University, the UH President will serve as CEO of the system's flagship research university in partnership with an empowered provost.

- 4) The Chief Business Officer of UH Mānoa will report to the president and serve as the senior business and finance officer for the Manoa campus. While the provost will be responsible for all academic budgetary decisions involving the vice provosts, schools, colleges, and campus-level institutes, the Chief Business Officer will execute those decisions and support all campus-level finance and business processes and their external connections to the UH System and State, ensuring financial sustainability and accountability for the campus.

- 5) A new office of equity, climate and conflict resolution with support UH Mānoa and the System as we continue our work to create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs. This office will bring together expertise and staff from at least 6 currently separate and independent units to provide education, advocacy, support and training programs to advance campus climates including for all protected classes along with confidential advisors and respondent advocates. A separate group will focus on compliance with a single intake mechanism and case management program that utilizes a team of professional fact-finders. A new ombuds office has long been requested, and will help increase the use of informal conflict resolution.
- 6) Two current UH vice presidents will be formally designated as “hybrid” vice presidents and formally made part of the Mānoa campus leadership. Both the Vice President for Administration and the Vice President for IT / Chief Information Officer have substantial responsibilities relating to the Mānoa campus that are in addition to their work for the system and the other nine campuses. This structure will ensure that they are part of and accountable to the Mānoa campus for their distinctive work there.

It should also be noted that this proposal is also fully consistent with and advances the Board’s directive in August 2015 when it deliberated on the “WICHE Report” that the President move forward to reconfigure and consolidate administrative offices serving UH Mānoa and the UH System.

Should this request be approved, the President would develop the detailed reorganization proposal and documentation and conduct detailed formal consultation as required by policy and practice. Typically this would represent several inches of paper with details. The Board would not be asked to review these details documenting every individually impacted position and reporting line. But the President would return to the Board should the formal consultation result in substantive change to any of the high-level concepts presented here.

#### F. ACTION RECOMMENDED

The administration recommends that the Board of Regents (“Board”) approve in concept the reorganization described herein, including the re-consolidation of the positions of UH Mānoa Chancellor and UH President as well as the establishment of a UH Mānoa Provost position as an Officer of the University of Hawai‘i. The administration further recommends that the Board authorize the President to conduct all formal consultation that is required and appropriate, and to complete the reorganization

in accord with applicable policies. The President would return to the Board for additional approval only if the consultation process results in substantive high-level changes to the concepts presented in this request as described in the Attachment.

Attachment

cc: Executive Administrator and Secretary of the Board of Regents



# **Proposed Conceptual Redesign of UH Mānoa Campus Organization (Chancellor and Vice Chancellor Offices Only)**

## **Design Team**

Michael Bruno, VC for Research and Interim VCAA

Kathy Cutshaw, VC for Administration, Finance and Operations

Chip Fletcher, Associate Dean of SOEST

Jan Gouveia, VP for Administration

Lori Ideta, Interim VC for Students

David Lassner, Interim Mānoa Chancellor & UH President

Laura Lyons, Interim Dean of LLL

Christine Sorensen Irvine, (Former) Chair of SEC

(With lots of help!)

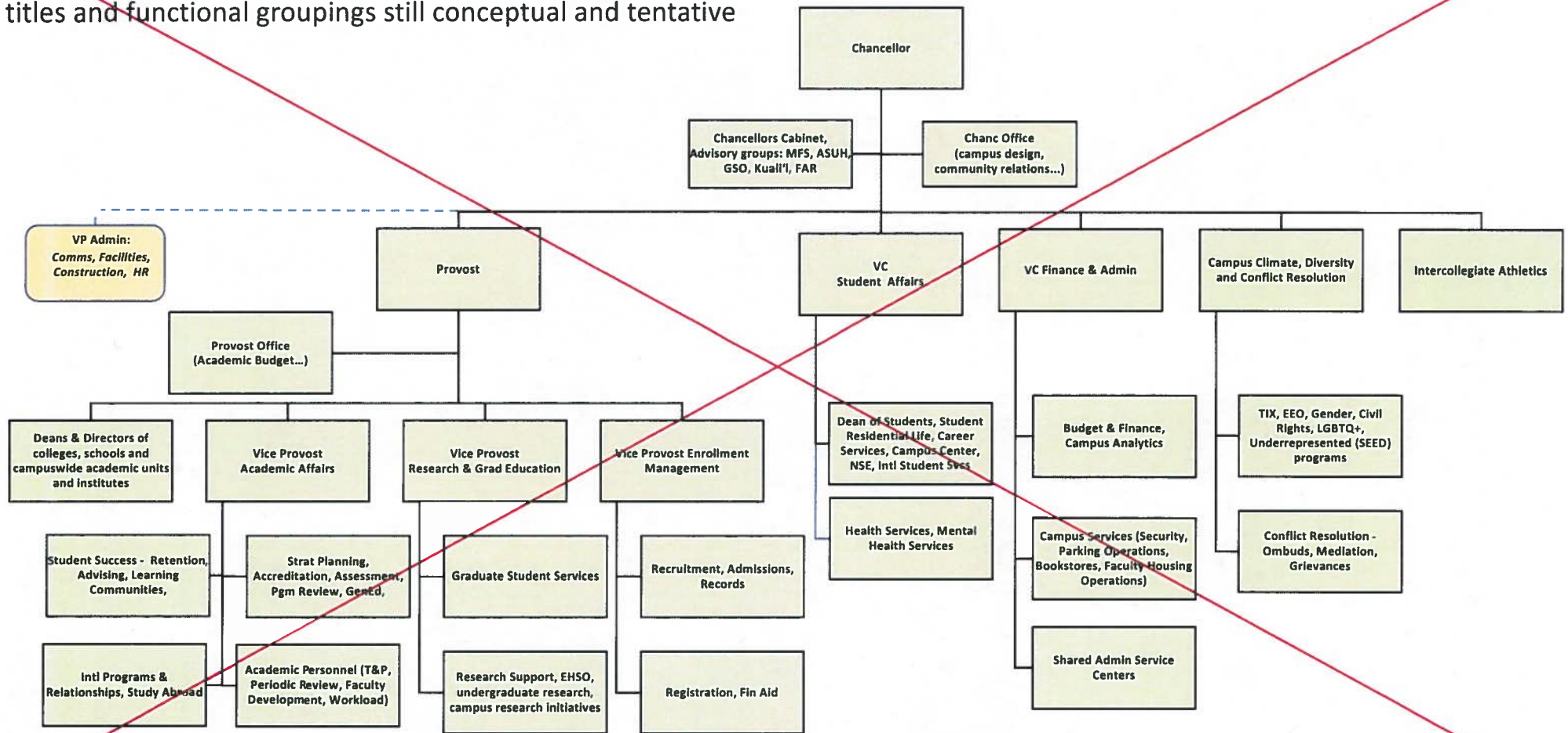
## **Key Objectives – What are we trying to achieve?**

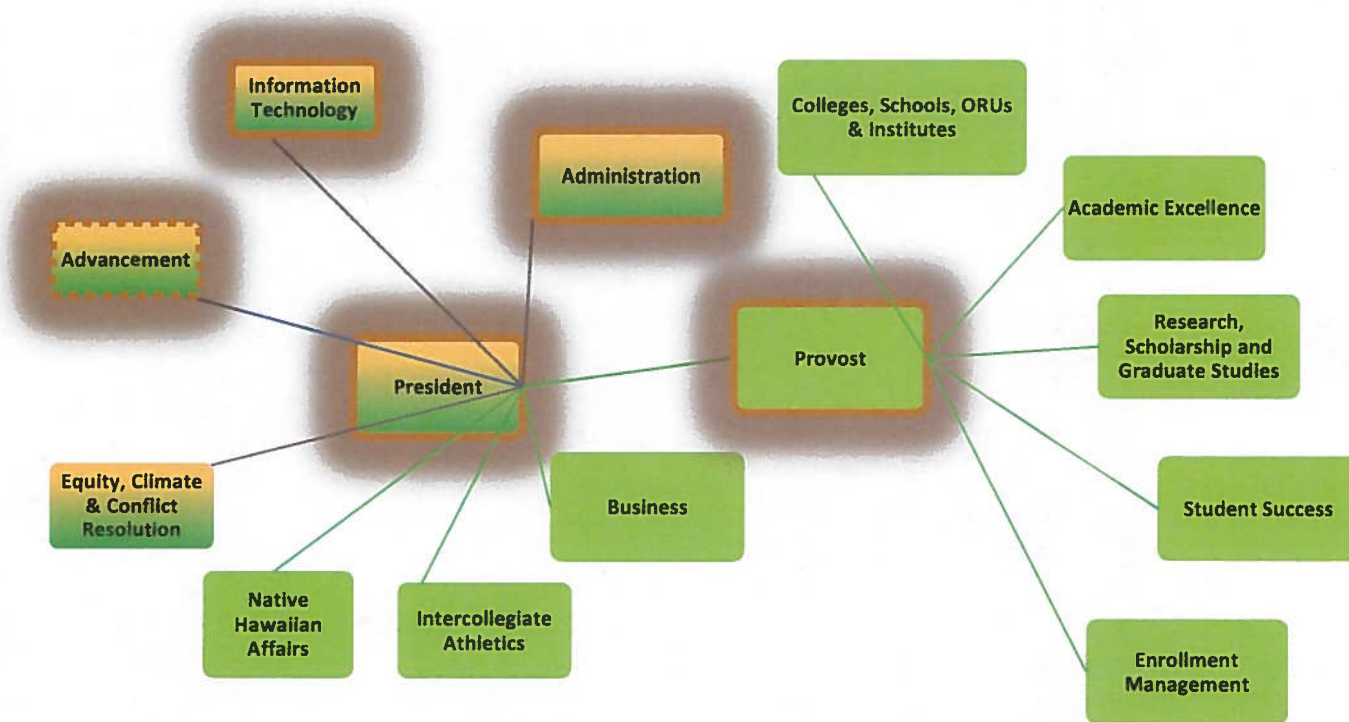
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth & development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

## Redesign Considerations

- Rather than focusing at this time on existing organizational units and subunits, focus on outcomes we are trying to achieve and how to align the people and processes that support those outcomes. Use a non-hierarchical portrayal. Conceptual design does not capture nor is it intended to include every current organizational subunit.
- Do not organize around current people and their current roles.
- Organizational structure should reflect our priorities and create the conditions that will stimulate and support student, faculty, school and college success - with improved accountability for outcomes.
- Be realistic that reporting lines are important, but there is no perfect organizational structure. In addition to the formal lines, we need to ensure that everyone is committed to and capable of effectively working across boundaries and siloes.
- Create unit titles that reflect desired outcomes.
- Integrate graduate and undergraduate processes wherever possible.
- Provide Provost with singular focus on the success of our students and faculty in education and research.
- Hawaiian Place of Learning is a priority for the entire campus and remains directly staffed at the CEO level.
- No elimination of faculty/staff positions; no increase in senior EM leadership positions.

Strawman 2 for Discussion Purposes  
titles and functional groupings still conceptual and tentative





Mānoa Role

Hybrid  
System/Mānoa  
Role

President's  
Cabinet

## **PROVOST**

**Chief Academic Officer: full responsibility and authority for research, education & student success**

**Singular focus on the success of our students and faculty in education and research**

## **OFFICE OF GLOBAL ENGAGEMENT**

**Advance programs and initiatives that increase the global connectedness and stature of UHM**

- **ALL campus-level schools, colleges, ORUs, institutes, Library & UH Press**
- **Vice Provosts**
- **Budget decision-making authority for all reporting units**
- **Meaningful integration of research and education**
- **Campus Strategic Planning**

**Independent and dedicated voice of Mānoa in UH System cabinet; formally designated in BOR Policy as an “Officer” of UH alongside vice presidents and other university chancellors**

- Develop broad campus-wide strategies (“foreign policy”) for global engagement (countries, institutions, NGOs) that position Mānoa as a premier Asia-Pacific research university
- Infuse global thinking and engagement throughout entire institution
- Support for all international agreements, partnerships and activities - service to all schools and colleges
  - Coordinate input as needed on specialized agreements
- Protocol support for the campus
- Fulbright program, international scholarship opportunities
- As needed, logistic support and advice for UH faculty sabbaticals abroad and visiting scholars from abroad
- Coordinate physical presences abroad as needed
- Support but don’t lead international student recruitment

## **VICE PROVOST FOR EDUCATIONAL EXCELLENCE**

**Proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success**

- Strategies, policies and practices for innovative program portfolio management (degrees & certificates)
- Curricular design and approvals
- General Education
- High DFW (unsuccessful course) initiative
- Campus strategy for distance and online learning
- Innovative learning opportunities including Honors College, Interdisciplinary Studies, senior capstone requirement
- Undergraduate & Graduate Institutional Learning Objectives
- Campus Accreditation
- Assessment
- Undergraduate & Graduate Program Review
- Transfer degree pathways and articulation
- Study Away programs - one intake and support mechanism for UHM students to study internationally or nationally, and to host/support visiting students from elsewhere

## **FACULTY EXCELLENCE & SUCCESS**

**Recruit, retain and support a diverse world-class university faculty with excellence in teaching, research and service**

- Faculty hiring
- Onboarding of new and international faculty (teaching, research, community, networking) including what it means to thrive in Hawai'i
- Faculty life (housing, childcare, maternity/paternity, networking) and FAQs
- Department Chair Development & Support
- Partner/Spousal hires
- Tenure & Promotion
- Periodic Review
- Review of workload policy and practice
- Faculty grievances related to Collective Bargaining Agreement (UHPA)
- Professional development for faculty, including mentoring
- Support for active pedagogies and engaged learning

## **VICE PROVOST FOR RESEARCH, SCHOLARSHIP AND GRADUATE STUDIES**

**Enhance the prominence of UHM as one of the world's premiere international research universities by fully integrating education and research with a focus on the challenges and opportunities facing Hawai'i and the world.**

- Increase campus research productivity and scholarship (pre-award support, proposal development, assistance meeting broader impact requirements)
- Facilitate more interdisciplinary cross-campus team scholarship
- Undergraduate research initiatives (connected to Honors & undergrad education)
- Authority for campus RTRF - startup and seed support, matching funds, faculty & student travel program
- Limited Submission Opportunities
- Campus innovation & entrepreneurship: iLab, etc.
- Research communication and community outreach
- Laboratory & research safety - mutually supportive through strong links with facilities management and deans/directors

### **GRADUATE STUDENT SUCCESS**

**Ensure that graduate students have the distinctive support and advocacy needed to succeed.**

- Grad student point-of-contact and advocate
- Committee approvals
- Progress to degree
- Dissertation and thesis support & processes
- Graduate faculty designations
- TA training
- Awards & activities



# **VICE PROVOST FOR STUDENT SUCCESS**

**Advance the holistic success of all students across their academic journey and through personal growth and development;  
Provide advocacy and support for all students.**

## **STUDENT ACADEMIC SUCCESS**

**Ensure the academic success of all students from entry through timely graduation including through high impact practices**

- Onboarding - New student orientation to campus resources including what it means to thrive in Hawai'i in partnership with entire campus including recruiters & admissions (handoff), Hānai Program
- Advising - Reengineer current processes, execute whatever portion of advising is centralized, e.g. undeclared majors. Provide consistent advising policies/procedures/handbook for whatever is decentralized
- Athletic academic advising & support
- Reengineer/Rationalize/Communicate campus and unit learning assistance services (e.g. tutoring) as part of Student Success Center initiative
- Student retention initiatives including input on scholarships
- Course scheduling to meet student needs
- Student success systems (STAR, early warning)
- Peer mentoring: Grad/Undergrad
- Graduation
- Alumni Outcomes / Post-graduation Success (with other alumni relations & services)
- First & Second Year Pgms / E.g. Learning Communities
- Service Learning
- ROTC

## **STUDENT GROWTH & DEVELOPMENT**

**Ensure the holistic development of all students via exceptional co-curricular and wellness services**

- Career services (general), coordinating with colleges for specifics
- Counseling & mental health services
- Health services
- Student union & recreational facilities
- Co-curricular activities, intramurals, student organizations
- Student conduct
- Student residential life [student housing facilities move to facilities]
- Care of international students - including visa processing (in collaboration with faculty/staff visa processing)

## **STUDENT EQUITY, EXCELLENCE & DIVERSITY**

**Ensuring access, inclusion and success for all students**

- Disability services
- Multicultural student services
- TRIO / SSS
- Veteran and military student services
- High School outreach & bridge programs for under-represented students including support for decentralized bridge programs

## **VICE PROVOST FOR ENROLLMENT MANAGEMENT** **(Undergraduate and Graduate)**

**Attract, enroll and help retain a diverse and thriving community of learners from Hawai'i and the world**

(Integrates thoroughly with Retention through Strategic Enrollment Management Team)

- Marketing & recruitment (including international)
- Recruitment materials - including web sites
- Engagement with schools and colleges, alumni (to assist with recruiting)
- Admissions
- Campus strategy for all financial aid & scholarships for recruitment and retention
- Student records
- Transfer student recruitment (with transfer advisors)
- Graduate student enrollment management functions – coordinated with colleges and/or departments
- Analytics for recruitment, yield and retention
- Early college

## Approximate\* History of the Separate Mānoa Chancellor Position Since Created in 1972

Separate (Approximate Chancellor History)			Combined			Separate		
Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor	Year	UH President	UHM Chancellor
1972	Cleveland	Gorter	1984	Simone	Simone	2001	Dobelle	Neubauer
1973	Cleveland	Gorter	1985	Simone	Simone	2002	Dobelle	Neubauer
1974	Matsuda	Gorter	1986	Simone	Simone	2003	Dobelle	Englert
1975	Matsuda	Yamamura	1987	Simone	Simone	2004	McClain	Englert
1976	Matsuda	Yamamura	1988	Simone	Simone	2005	McClain	Englert
1977	Matsuda	Yamamura	1989	Simone	Simone	2006	McClain	Konan
1978	Matsuda	Yamamura	1990	Simone	Simone	2007	McClain	Konan
1979	Matsuda	McKaughan	1991	Simone	Simone	2008	McClain	Hinshaw
1980	Matsuda	Long	1992	Simone	Simone	2009	Greenwood	Hinshaw
1981	Matsuda	Long	1993	Mortimer	Mortimer	2010	Greenwood	Hinshaw
1982	Matsuda	Anderson	1994	Mortimer	Mortimer	2011	Greenwood	Hinshaw
1983	Matsuda	Kosaki	1995	Mortimer	Mortimer	2012	Greenwood	Hinshaw
			1996	Mortimer	Mortimer	2013	Greenwood	Apple
			1997	Mortimer	Mortimer	2014	Lassner	Apple
			1998	Mortimer	Mortimer	2015	Lassner	Bley-Vroman
			1999	Mortimer	Mortimer	2016	Lassner	Bley-Vroman
			2000	Mortimer	Mortimer	2017	Lassner	Lassner

### \* Notes

- 1) Includes interim and acting periods of service
- 2) Partial years of service in position not depicted, so terms may be off by up to one year

### Summary:

Matsuda – 10 yrs as Pres  
w/ 6 Chancellors  
Simone – 9 years as Pres  
& Chancellor  
Mortimer – 8 years as Pres  
& Chancellor  
2001-2018 – 4 Presidents  
w/ 7 Chancellors

## Recombination of Mānoa Chancellor and System President Positions

Regardless of theoretic considerations and external recommendations about optimal roles and structures:

- **Our history and evidence (per chart) are clear: Mānoa has never had stable leadership with a separate Mānoa chancellor at any time since the initial creation of the Mānoa chancellor position in 1972**
  - Consistent instability under 5 presidents and 13 chancellors is more than can be simply attributed to picking the wrong people (president and/or chancellor)
  - The only stable periods of campus leadership since 1972 were under Simone and Mortimer in the combined role
- **In Hawai'i, any major issue at UH becomes an issue for the UH President; Due to its complexity, there are more such issues at Mānoa**
  - Recombining avoids having the president “meddle” (real or perceived) in Mānoa affairs
  - Recombining provides Mānoa the strongest possible voice with Regents and the community
- **There are alternative ways to address the challenges that drove the separation of the Mānoa chancellor position in 2001**
  - Establish a Mānoa provost position as an officer of the UH System with full authority for and 100% focus on Mānoa education, research and student success
  - Fully separate Mānoa academic leadership from System academic leadership
  - Fully separate the Mānoa business and budget functions from the system CFO
  - Clearly outline hybrid roles of certain vice presidents
  - Articulate that overall leadership of the Mānoa campus is an integral role of the UH President; it is one fulltime job, not an add-on duty

# **University of Hawai'i President Reinstated as Mānoa CEO**

## **Re-integrates roles of System CEO and Mānoa Campus CEO**

Reporting units with Mānoa campus responsibilities include:

- Provost
- Chief Business Officer
- Equity, Climate and Conflict Resolution (Hybrid with System)
- VP for Administration (Hybrid with System)
- VP for Information Technology & CIO (Hybrid with System)
- Intercollegiate Athletics (as-is)
- Native Hawaiian Place of Learning (as-is)
- Campus advisory and constituent groups:
  - Mānoa Faculty Senate, ASUH, GSO, Kualii Council, *Staff Council (pending)*

## **CHIEF BUSINESS OFFICER**

- Overall Campus Budget - All sources of funds, all UOH-100
- Allocate all academic resources per Provost's directives
- Monitor expenditures
- Ensure appropriate reserves in compliance with UH policies
- Execute campus-level position control; allocate academic positions per Provost's directives
- Interface with UH CFO, State and Legislature regarding all Mānoa management matters
- External financial reporting
- Audit Responses
- Campus Business Office (end-user shared services)
- Organizational reports and reorganizations
- Comprehensive Campus Analytics

## **EQUITY, CLIMATE AND CONFLICT RESOLUTION (Hybrid)**

**Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs.**

- Education, advocacy, support and training programs to advance campus climate including for all protected classes
  - Confidential Advisors / Respondent Advocates
- Independent Ombuds & Informal Conflict Resolution
- Firewalled compliance program
  - Single intake mechanism and assessment/triage (e.g., interim measures)
  - Single case management program
  - Professional fact-finders/investigators

### **Outcomes**

- Don't make reporting parties figure out where to go for what kind of concern/complaint (race, gender, workplace violence, Title IX, EEO...)
- Fully separate advocacy from compliance
- Resolve conflicts informally whenever possible
- Professionalize all types of investigations, fact-finding & decision-making across all forms of discrimination/harassment and misbehavior
- Create a "Social Compact" for campus life: How do we "live aloha"?

# Hybrid Mānoa/System Vice Presidents

## **VP ADMINISTRATION**

- Human Resources
  - Staff excellence through development and support
  - Non-academic personnel hiring and processing
  - Faculty/staff visa processing
  - Benefits and records
  - Collective bargaining grievances (other than faculty)
- Communication
- Procurement
- Facilities, Construction, Planning
- Auxiliaries: Bookstore, Parking, Transportation, Food & Beverage services, University (Faculty) Housing, Student Housing Facilities (student residential life is part of Student Growth and Development)
- Campus Security & Emergency Management
- Sustainability

## **VP FOR INFORMATION TECHNOLOGY/ CHIEF INFORMATION OFFICER (CIO)**

- Academic technologies
- Cyberinfrastructure and research technology support
- Help Desk, software licensing
- Information Security
- Management information systems
- Campus, statewide and global network design and operations



## **CABINETS**

UH System Officers - President, Mānoa Provost,  
4yr Chancellors, Vice Presidents (weekly)

UH System Council of Chancellors – President, Mānoa Provost, All  
Chancellors, Vice Presidents, RCUH, Equity/Climate/Conflict  
Resolution (quarterly)

Mānoa Cabinet – President, Provost, Vice Provosts, Chief Business  
Officer, Hybrid Vice Presidents (weekly)

Provost's Council - Vice Provosts, Asst/Assoc Vice Provosts, Chief  
Business Officer, Hybrid Vice Presidents, Advancement, Campus-  
level School/College/Institute Deans & Directors, Native Hawaiian  
Affairs, Equity/Climate/Conflict Resolution (bi-weekly)

Mānoa Leadership Team - President, Provost's Council,  
Advancement, Athletics, Native Hawaiian Affairs,  
Equity/Climate/Conflict Resolution, ASUH, GSO, MFS, Kualī'i,  
*Staff Council* (quarterly)

### **Campus Advisory Groups**

Research Advisory Council

Campus Facilities Advisory Council

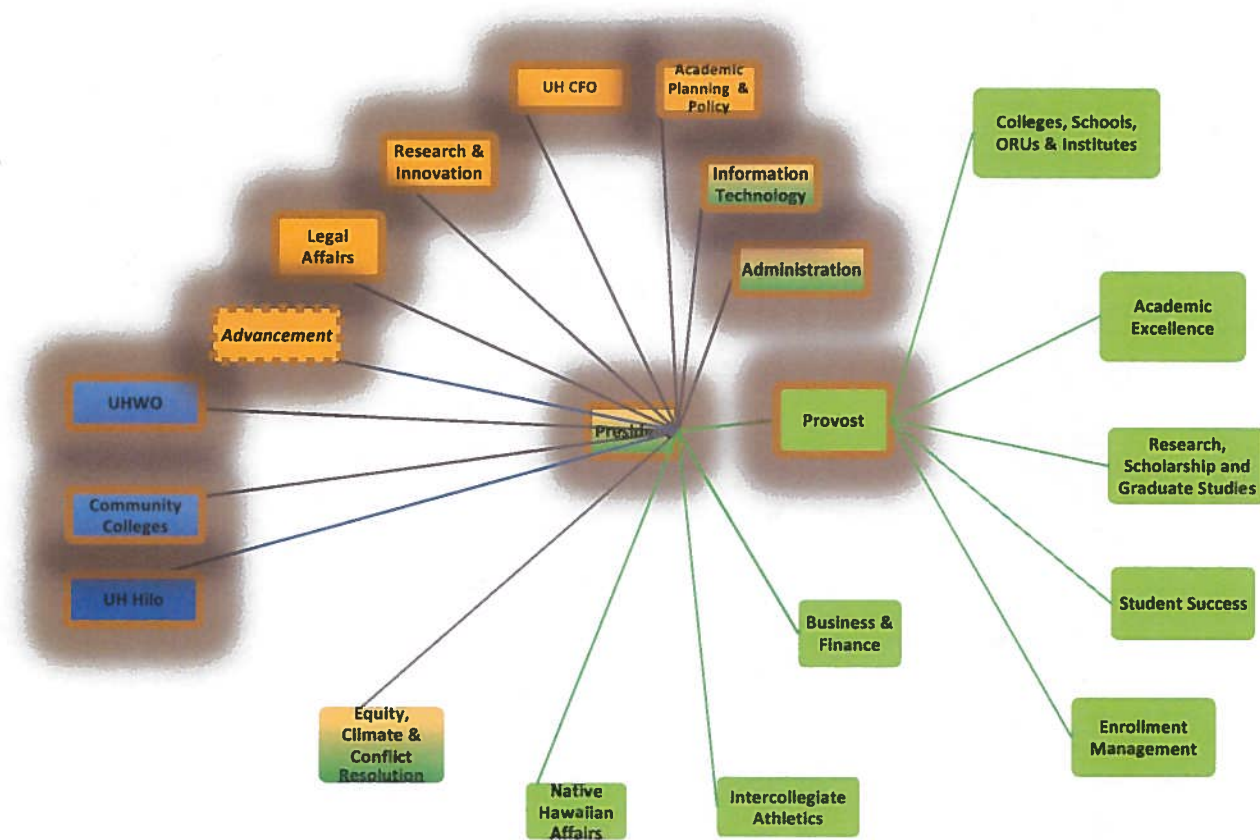
Mānoa Faculty Senate, ASUH, GSO, Kualī'i, *Staff Council*

## **CAMPUSWIDE STRATEGIC INTEGRATIVE WORKING TEAMS / PROJECTS**

- Strategic Enrollment Management Team
- Campus Climate
- “Hawaiian Place of Learning”
- Development of an international strategy:  
“foreign policy” for global engagement
- Meaningful integration of research and education  
(including undergraduate)
- Re-engineering of advising
- Creating an Honors College
- Library & UH Press
- Digital and online learning
- Community engagement
- Post-Doc Program

## **Key Objectives – How Are They Being Addressed**

- **Strong and strategic enrollment management: recruitment and retention**
  - ✓ New Vice Provost for Enrollment Management; Institutionalization of Strategic Enrollment Management Team
- **Meaningful integration of research and education, including undergraduate, involving all colleges, schools, ORUs and institutes**
  - ✓ New Provost position with full responsibility for education and research across all academic units; New Vice Provost for Research, Scholarship and Graduate Studies with responsibility for student engagement in scholarship, including undergraduate, across all units; New integrative team
- **Improved student success outcomes through integrated support for both academic success and student growth & development**
  - ✓ Restructuring of many services spread across multiple VCs and AVCs with clear leadership for each
- **Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university**
  - ✓ New Office of Global Engagement reporting to Provost charged to develop campus-wide strategies and "foreign policy" for education, research and recruitment
- **Strengthen and clarify advocacy and compliance programs that support protected classes**
  - ✓ New comprehensive office for equity, climate and conflict resolution
- **Provide stable leadership and strong voice for Mānoa**
  - ✓ Re-combine the positions of UH System President and UH Mānoa Chancellor; New Provost position



- Mānoa Role
- UH System Role
- Hybrid System/Mānoa Role
- Other UH Unit
- President's Cabinet

## **Next Steps**

Continuing Consultation and Refinement – Through Early November

Conceptual Proposal to Regents – November 2018

Preparation of Formal Proposal with Details, Consultation and Refinement –  
Spring 2019

Implementation - July 2019 and beyond

**“We agree that some reorganization is needed. Now if we can come to agreement on what that looks like!”**

Christine Sorensen, Chair  
UH Mānoa Faculty Senate Executive Committee  
Testimony to UH Board of Regents,  
November 16, 2017

## FAQs 1/2

**Q:** Which positions will be filled with current people and which recruited?

**A:** That is TBD. This high-level proposal focuses on a preferred structure independent of the current people

**Q:** What is the role of the Mānoa Vice Provost for Research relative to the System Vice President for Research & Innovation?

**A:** The Mānoa Vice Provost for Research is focused on increasing and enhancing research success by Mānoa faculty and students. The System Vice President has responsibility for a set of extramural support and research compliance functions for all 10 UH campuses as well as commercialization, economic development initiatives, statewide priorities and federal relations.

**Q:** How will Mānoa have its own advocate in UH System deliberations and decisions?

**A:** The Provost will be a member of the President's Systemwide Cabinet and an Officer of the UH System, where s/he will serve as a fully independent voice of Mānoa in all systemwide planning and decision-making.

**Q:** How exactly will this result in meaningful integration of research & education?

**A:** The organization chart doesn't itself change any individual practices and policies. But this approach unifies the reporting lines from three to one for our campuswide schools, colleges and ORUs. The new Provost and the Vice Provost for Research, Scholarship and Graduate Studies will facilitate campus-wide efforts, including with a new integrative team, to ensure that all students, including undergraduates, are provided opportunities for experiential learning and engagement including with Mānoa's great research faculty. The new structure will also make it more straightforward to align matters such as T&P practices and engagement of ORU and "R" faculty in teaching and mentoring including with undergraduates.

## FAQs 2/2

**Q:** What is the “Advancement” box shown on the Mānoa/System chart and how will Advancement work for and at Mānoa?

**A:** The long-serving CEO and President of the UH Foundation (UHF) has announced her retirement. In consultation with UHF and UH leadership, we are recruiting a new UHF CEO who will carry a UH title as well: VP of Advancement. This is standard practice in higher education today across the country and will help us improve our effectiveness in philanthropy and alumni relations through closer integration between UH and UHF. As today, the advancement organization (UHF) will serve Mānoa and the entire UH System but with the UHF leader as part of the UH senior leadership.

**Q:** Isn't the Provost position a new layer of bureaucracy?

**A:** No, it represents unification of the units responsible for education, research and student success. One leader will have full responsibility and authority, including budget, for all of education, research and student success across all Mānoa units. This is common at many R1 research institutions and represents the consolidation of responsibilities and authority currently assigned to multiple vice chancellor positions.

**Q:** Didn't WICHE recommend keeping the positions of UH President and UHM Chancellor separate?

**A:** Yes, and in principle this makes sense. The Design Team recommends recombining these positions not based on the theoretic roles of the two positions but in consideration of the very practical challenges faced since the separation and the clear historic evidence that a separate Mānoa chancellor has never been able to succeed over an extended period.

# ATTACHMENT B

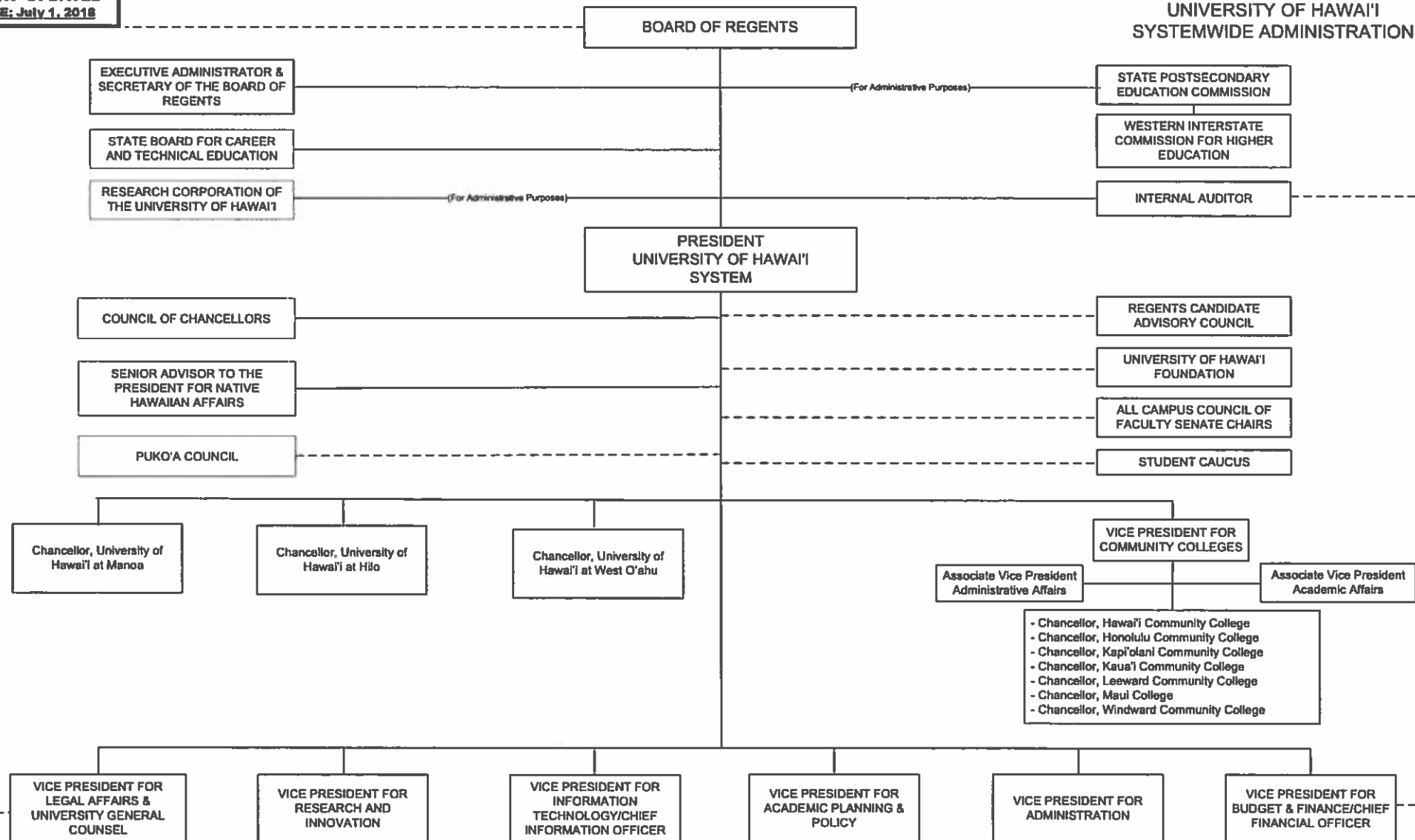
## Current Organization Charts & Function Statements



**CHART UPDATED**  
**DATE: July 1, 2018**

**CURRENT**

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION**

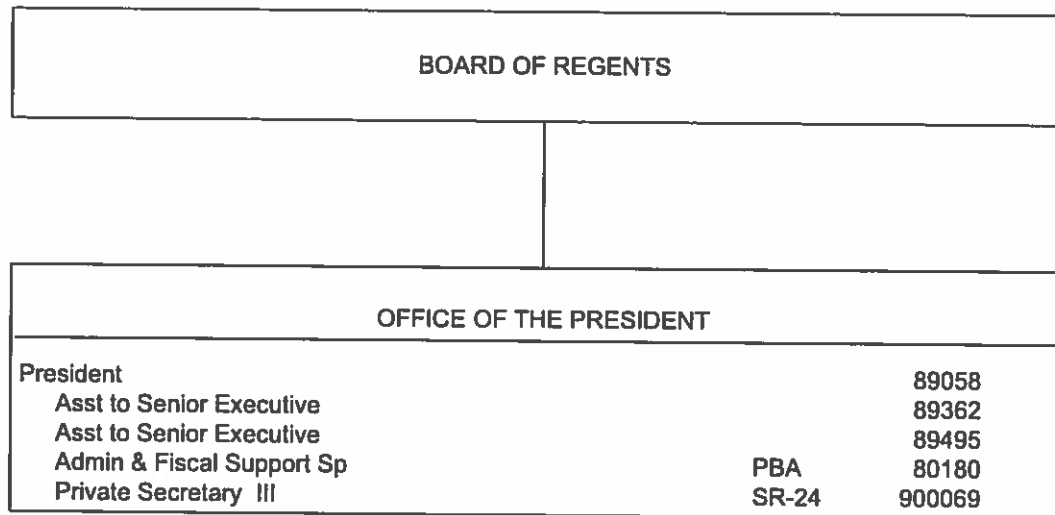


**CHART UPDATED**  
**DATE: July 1, 2018**

**CURRENT**

**STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 SYSTEMWIDE ADMINISTRATION  
 OFFICE OF THE PRESIDENT**

**POSITION ORGANIZATION CHART**

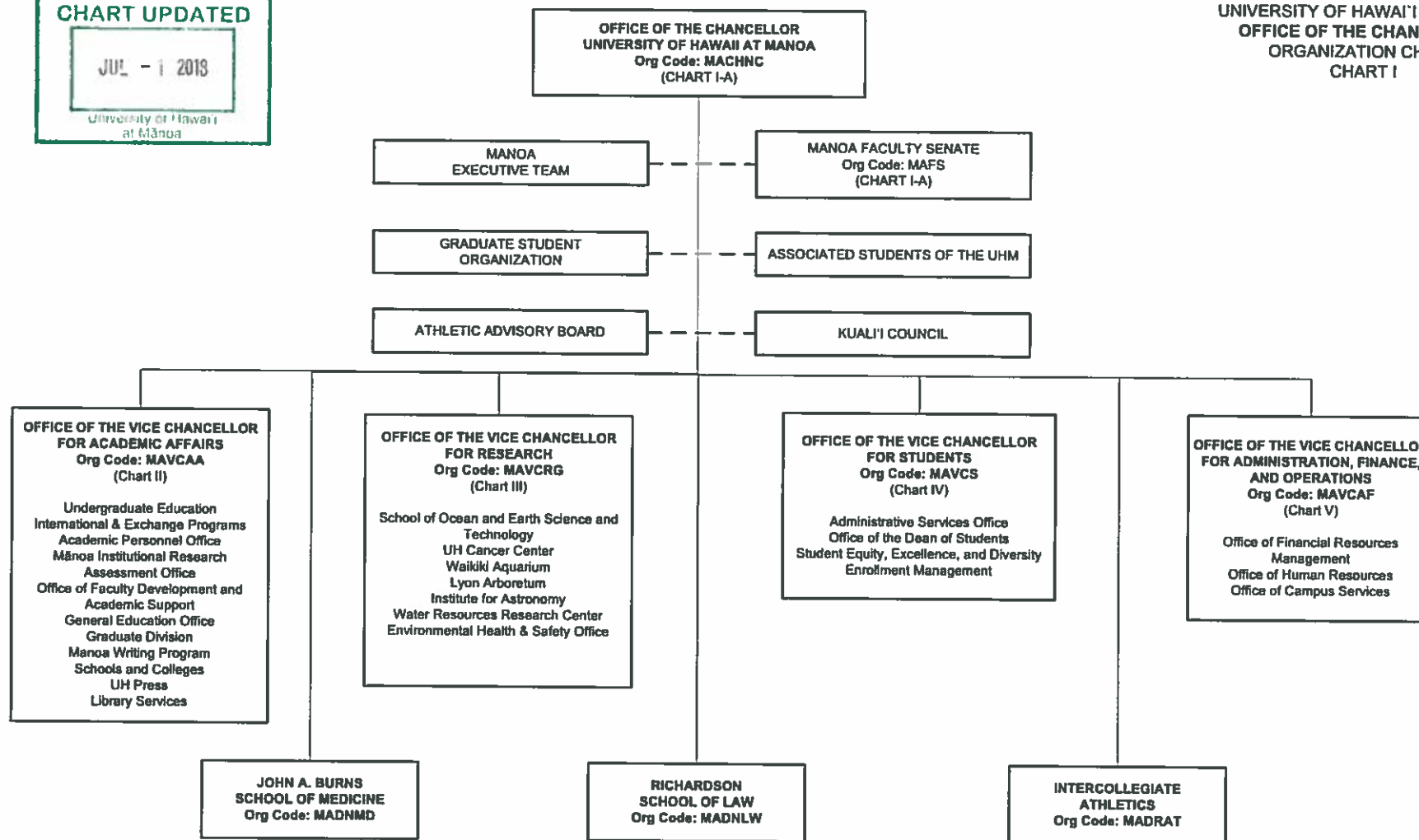
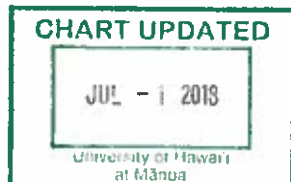


Positions established, pending reorganization: 79854, Program Manager; 79855, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp; 79858, Student Services Sp; 79859, IT Specialist; 89421, Asst to Senior Executive  
 Appropriated but not established, 7 Special Fund (B) positions: 93946F-93947F, 93949F-93953F

Perm  
 General Fund 12.00  
 Special Fund (B) 7.00

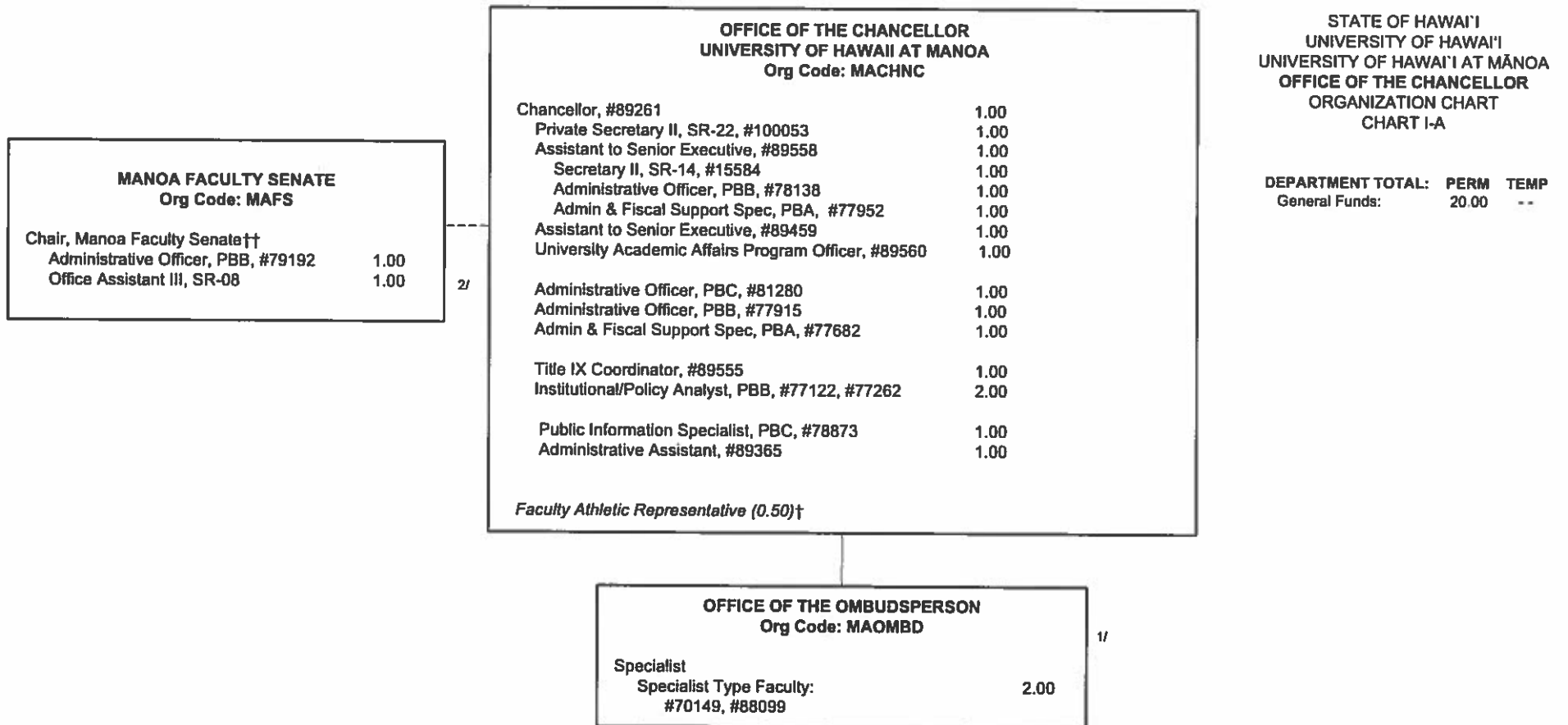
CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
ORGANIZATION CHART  
CHART I



----- Dotted lines denote advisory relationships

# CURRENT



1/ Specialist in Ofc of the Ombudsperson is pending approval.

2/ Ofc Asst III in Manoa Faculty Senate is abolished and to be re-established.

†Position annually selected by the Manoa Chancellor


††Position annually elected by the Manoa Faculty Senate

Dotted lines denote advisory relationships

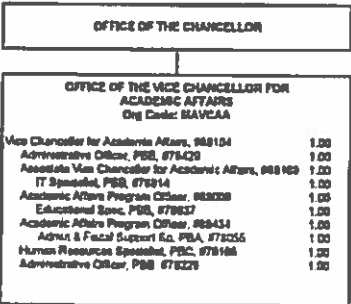
**CHART TOTAL:** PERM TEMP  
General Funds: 20.00 --

CURRENT

PROPOSED

APPROVED:   
David Lamm  
Interim Chancellor

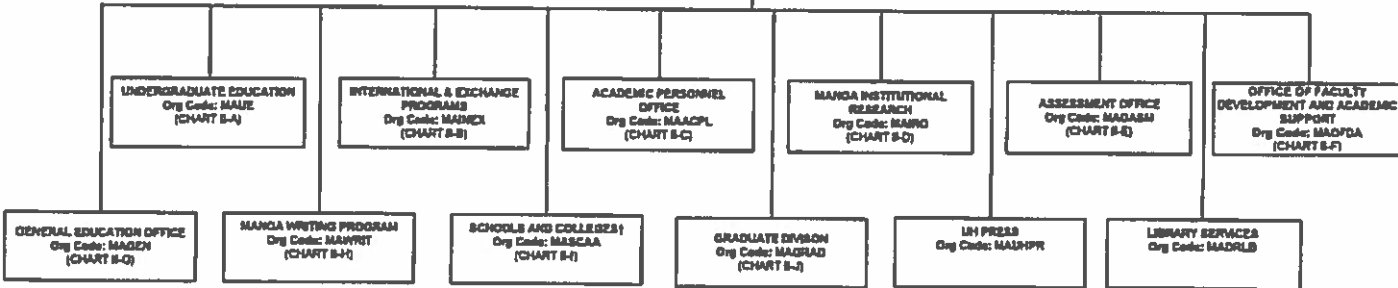
Date



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

Position Organization Chart  
Chart II

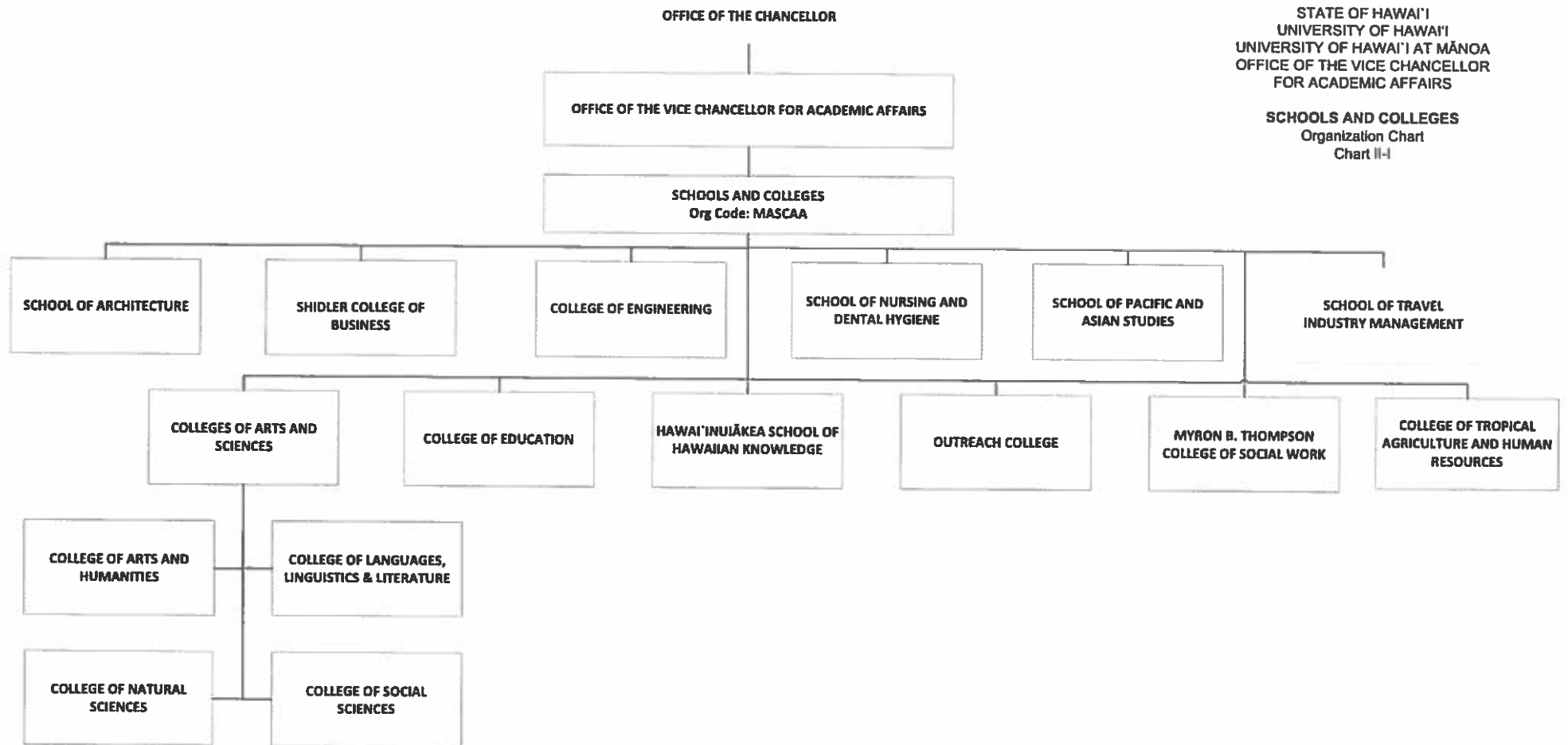
DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	110.00	2.00



† Except John A. Burns School of Medicine, William S. Richardson School of Law, and the School of Ocean and Earth Science and Technology

CHART TOTAL:	PERM	TEMP
General Funds	10.00	--

CURRENT

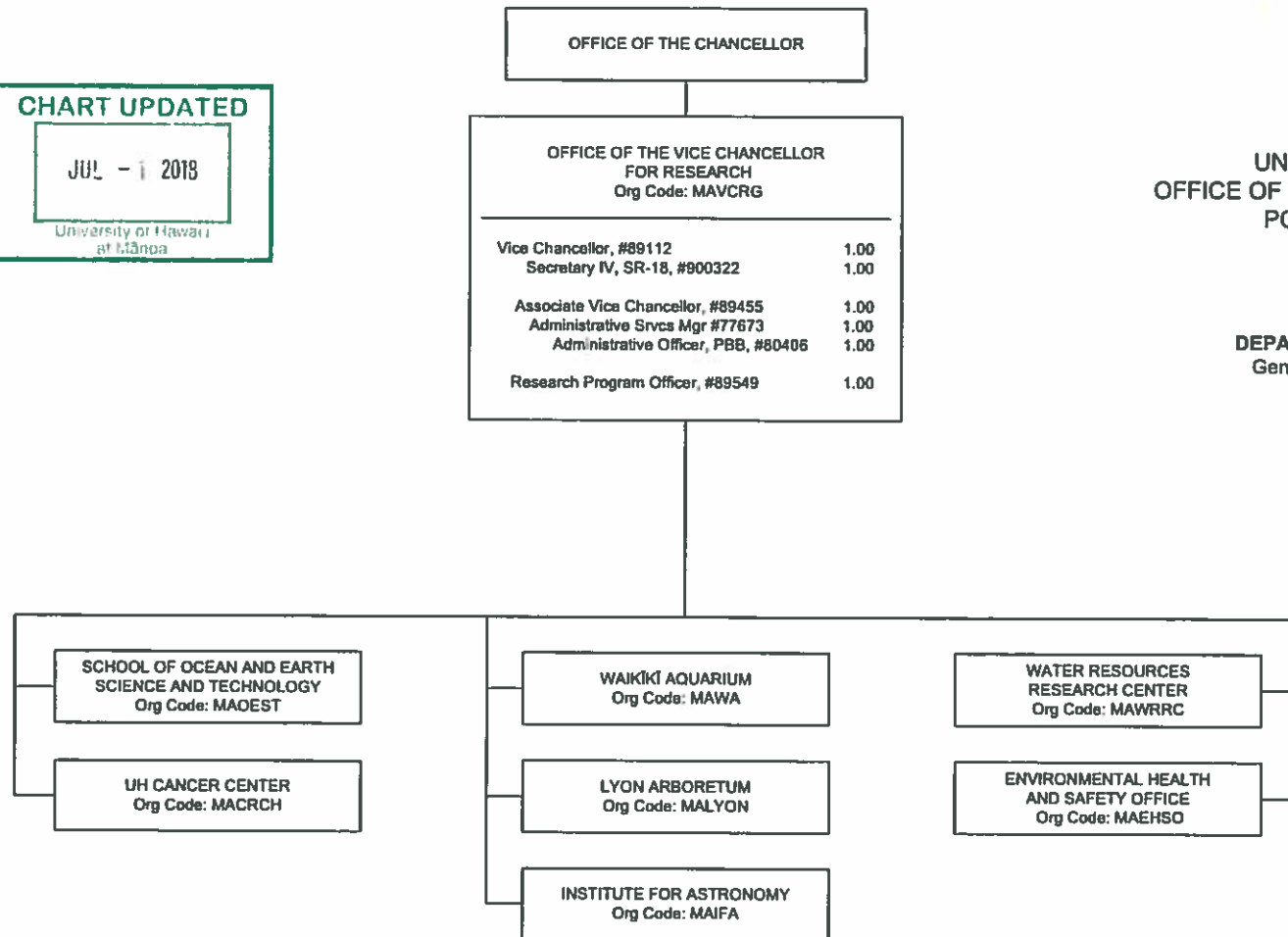


CURRENT



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
POSITION ORGANIZATION CHART  
CHART III

<b>DEPARTMENT TOTAL:</b>	<b>PERM</b>	<b>TEMP</b>
General Funds:	6.00	--

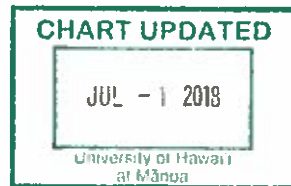


<b>CHART TOTAL:</b>	<b>PERM</b>	<b>TEMP</b>
General Funds:	6.00	--

Footnotes:

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

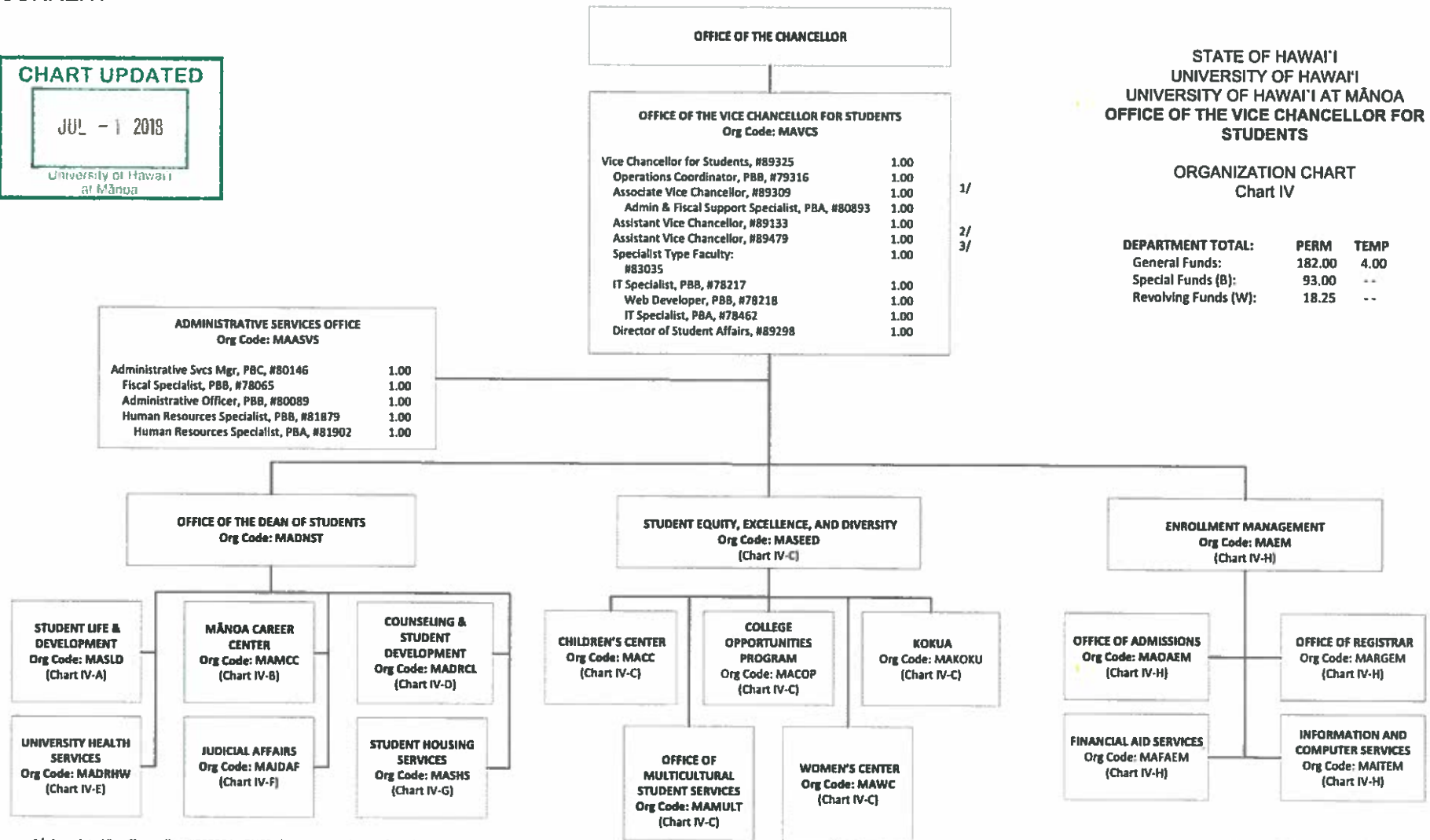
## CURRENT



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

### ORGANIZATION CHART Chart IV

<b>DEPARTMENT TOTAL:</b>	<b>PERM</b>	<b>TEMP</b>
General Funds:	182.00	4.00
Special Funds (B):	93.00	--
Revolving Funds (W):	18.25	--



- 1/ Associate Vice Chancellor, #89309 in OVCS also serves as Dean of Students  
2/ Assistant Vice Chancellor, #89133 in OVCS also serves as Enrollment Management and Director  
3/ Assistant Vice Chancellor, #89479 in OVCS also serves as Director of SEED

<b>CHART TOTAL:</b>	<b>PERM</b>	<b>TEMP</b>
General Funds:	16.00	--



CURRENT

OVPA, OHR Reorg: effective October 30, 2018

**Attachment E**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE AND OPERATIONS  
Organization Chart  
Chart V

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	14.00	--

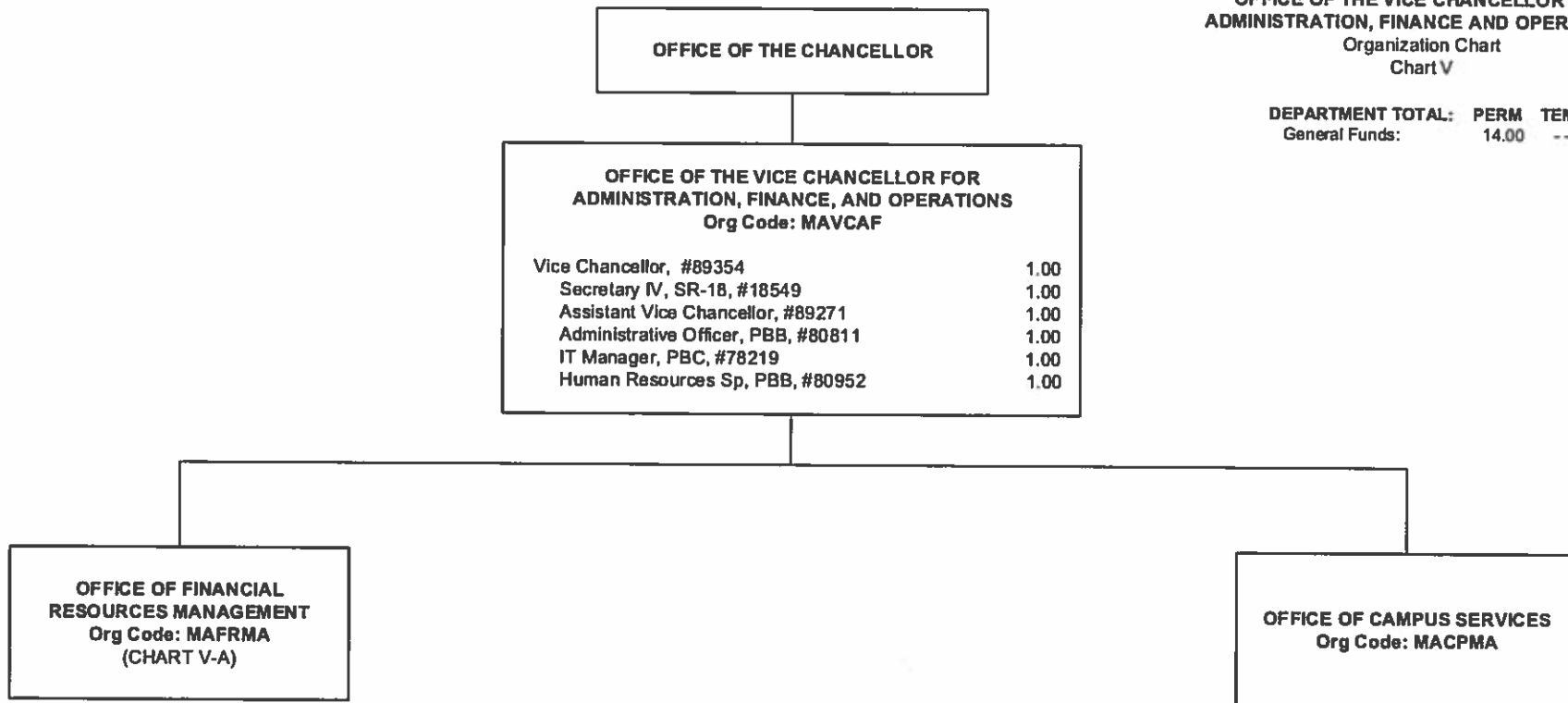


CHART TOTAL:	PERM	TEMP
General Funds:	6.00	--

CURRENT

CHART UPDATED

JUL - 1 2018

University of Hawai'i  
at Mānoa

State of Hawai'i  
University of Hawai'i  
University of Hawai'i at Mānoa  
SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
ORGANIZATION CHART  
CHART I

DEPARTMENT TOTAL: PERM TEMP  
General Funds: 216.60 3.50

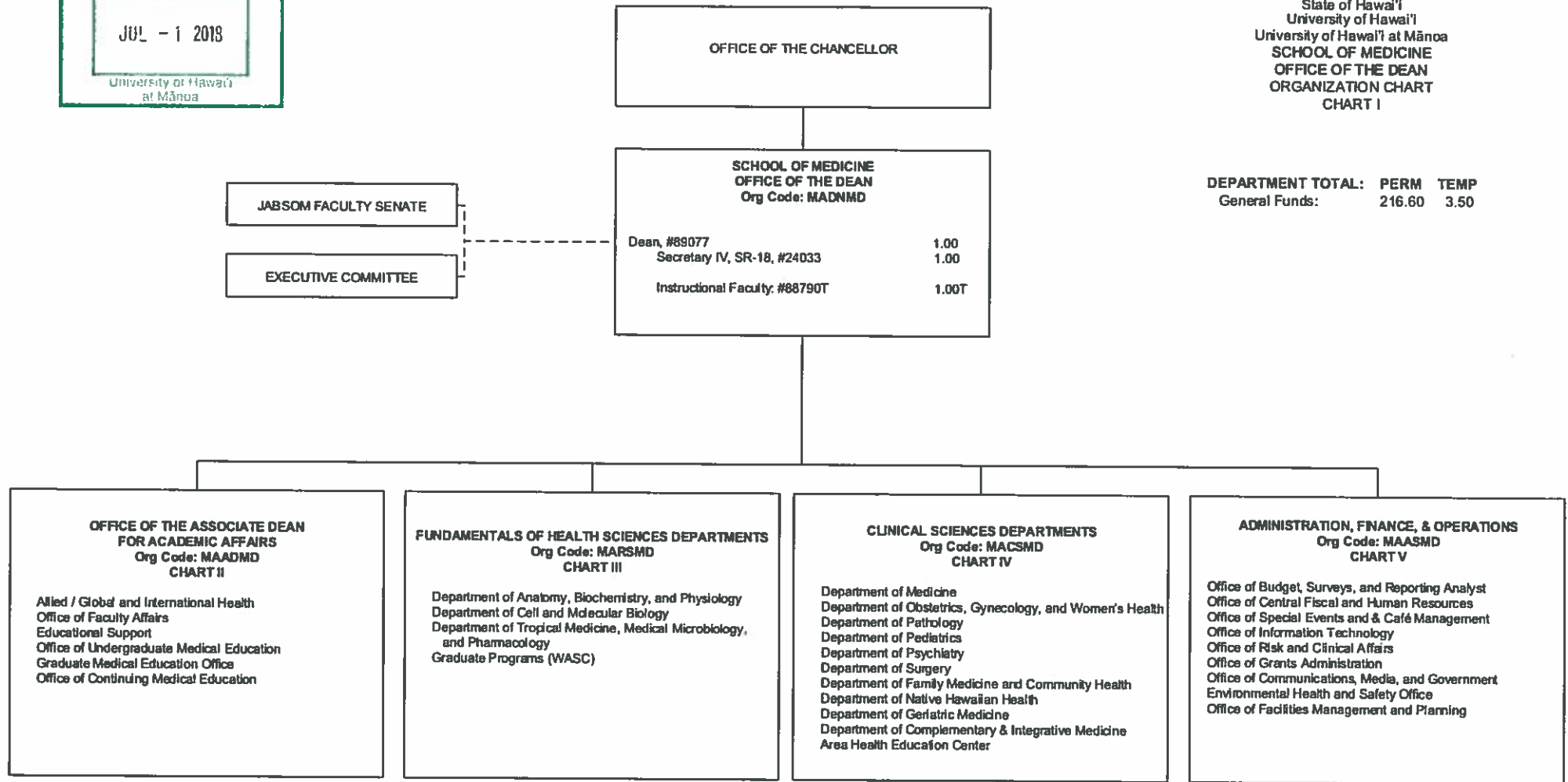


CHART TOTAL: PERM TEMP  
General Funds: 2.00 1.00

CURRENT

CHART UPDATED

JUL - 1 2018

University of Hawai'i  
at Mānoa

ADMINISTRATIVE SERVICES  
Org Code: MAASLW

Admin Svcs Manager, PBB, #81718 1.00  
Admin Officer, PBB:  
#78034, #78260 2.00

LAW SCHOOL LIBRARY  
Org Code: MALBLW

Director (appointed from Librarian positions)  
Librarian Type Faculty 6.00  
#82296, #83610, #84318, #85624, #85625  
#70226  
  
Academic Support Spec, PBB, #78099 1.00  
Academic Support Spec, PBA:  
#78994, #79005, #79965 3.00  
Admin & Fiscal Support Spec, PBA, #78796 1.00

OFFICE OF THE CHANCELLOR

SCHOOL OF LAW  
OFFICE OF THE DEAN  
Org code: MADNLW

Dean, #89113 1.00  
Admin & Fiscal Support Spec, PBA, #79106 1.00  
IT Spec, Senior, PBB, #79980 1.00

OFFICE OF THE ASSOCIATE DEAN OF  
STUDENT SERVICES  
Org Code: MASSLW

Associate Dean, #89146 1.00  
Registrar, PBB, #81764 1.00  
Student Svcs Spec, PBA, #79215 1.00  
Student Svcs Spec, PBA, #78488 1.00  
  
Specialist Type: 3.00  
#82603, #83053, #83905

OFFICE OF THE ASSOCIATE DEAN FOR  
ACADEMIC AFFAIRS  
Org Code: MALAW

Associate Dean, #89121 1.00  
Instructional Faculty: 28.25  
#70241 (0.50), #70242 (0.25), #70192,  
#82226, #82334, #82481, #82811, #83027,  
#83244, #83338, #83362, #83619, #83879,  
#83934, #84430, #84459, #84832, #84863,  
#84905, #85009, #85072, #85626, #85629,  
#85630, #85634, #85639, #85641, #85647,  
#88183 (0.50), #88500  
  
Admin & Fiscal Support Spec, PBA: 4.00  
#77935, #78022, #78023, #80252  
  
Specialist Type Faculty: 7.00  
#83519, #84105, #84215, #85645, #88014,  
#88560, #88600

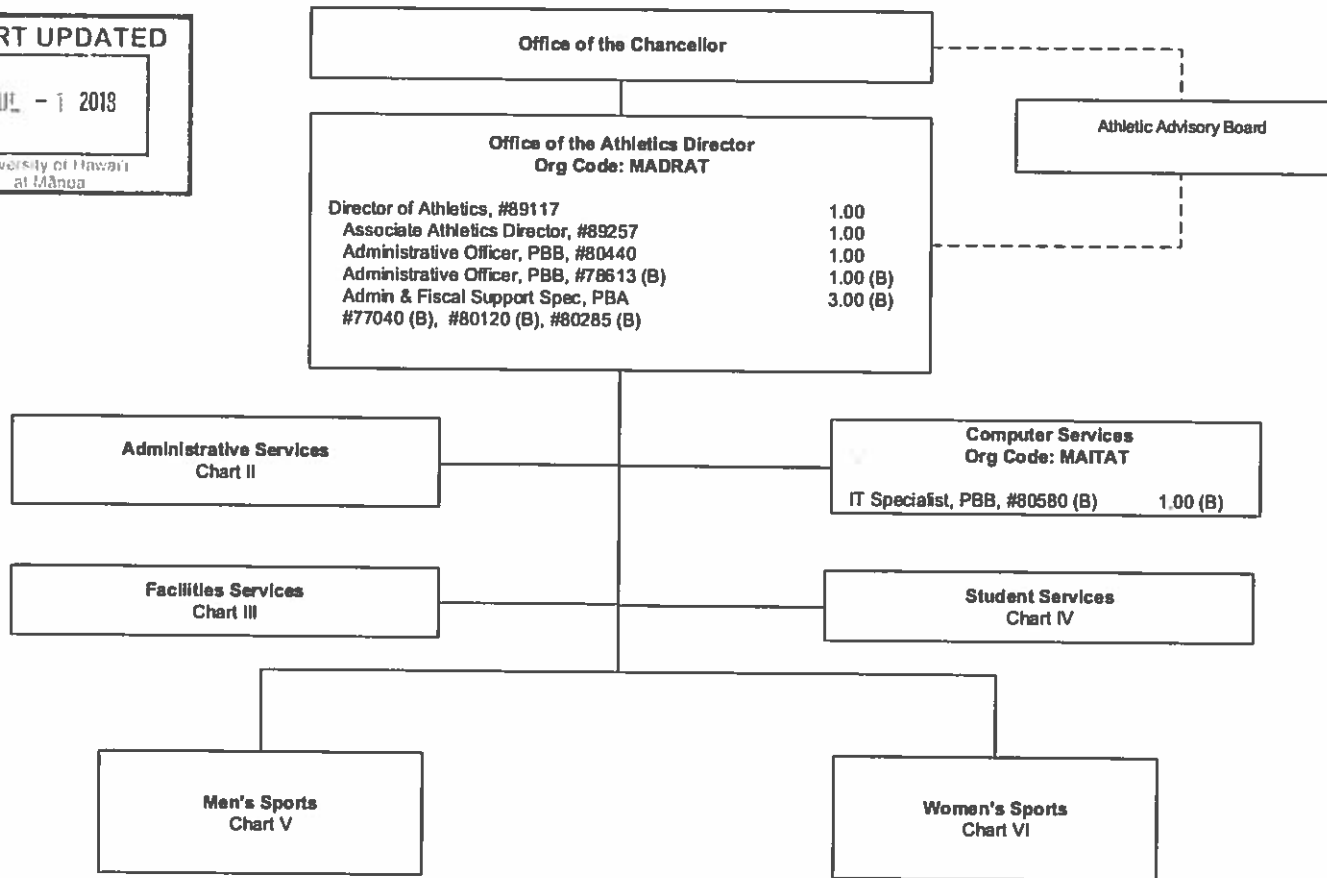
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
SCHOOL OF LAW  
Organization Chart  
Chart I

DEPARTMENT TOTAL: PERM TEMP  
General Funds: 64.25 --

CHART TOTAL: PERM TEMP  
General Funds: 64.25 --

CURRENT

**CHART UPDATED**  
JUL - 1 2019  
University of Hawai'i  
at Mānoa



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
INTERCOLLEGIATE ATHLETICS  
Organization Chart  
Chart I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	31.00	--
Special Funds (B):	77.00	--

Abolished: #18013 (B)

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

## CURRENT

### STATE OF HAWAII UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION OFFICE OF THE PRESIDENT

#### FUNCTIONAL STATEMENT

#### INTRODUCTION

The Office of the President, University of Hawai'i, is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents' policies.

#### MAJOR FUNCTIONS

*President, University of Hawai'i.* As President of the University of Hawai'i, this position serves as chief executive officer with responsibility for:

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

## CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR

### FUNCTIONAL STATEMENT

#### **OFFICE OF THE CHANCELLOR – Org Code: MACHNC**

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai'i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole research institution; champions higher education for the people of Hawai'i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai'i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai'i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai'i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai'i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai'i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

#### **MAJOR FUNCTIONS OF THE OFFICE OF THE CHANCELLOR:**

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai'i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai'i and the University of Hawai'i at Mānoa. The Chancellor's Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa's faculty, staff, students, and constituencies.

The Chancellor's Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai'i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai'i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in

## CURRENT

ensuring the continuing excellence of the University of Hawai'i at Mānoa programs.

- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai'i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai'i at Mānoa's faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University's research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai'i at Mānoa's programs.
- Prepares and presents both oral and written testimony on University of Hawai'i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai'i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai'i at Mānoa's representative.

### **Advisory Groups to the Chancellor:**

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai'i at Manoa, providing input on all issues affecting University of Hawai'i graduate students and the University of Hawai'i at Manoa campus. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

## CURRENT

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai'i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali'i Council: This group is composed of faculty and staff of Native Hawai'ian serving programs, and Native Hawai'ian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai'ians.

The units that report directly to the Office of the Chancellor include:

- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics



## CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR

### FUNCTIONAL STATEMENT

#### **ADVISORY GROUP TO THE CHANCELLOR:**

**Mānoa Faculty Senate – Org Code: MAFS:** This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai'i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai'i at Mānoa and other units of the University System.

#### **OFFICE OF THE OMBUDSPERSON – Org Code: MAOMBD**

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai'i at Mānoa.

## CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

### FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code:  
MAVCAA**

The OVCAA has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Academic Affairs (VCAA) serves as the chief academic officer of the campus and the principal policy advisor to the Chancellor on academic matters. The following schools and colleges report to the Vice Chancellor: School of Architecture, College of Arts and Humanities, Shidler College of Business, College of Education, College of Engineering, Hawai'iinuika School of Hawaiian Knowledge, College of Languages, Linguistics & Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, School of Pacific and Asian Studies, College of Social Sciences, Myron B. Thompson School of Social Work, School of Travel Industry Management, and College of Tropical Agriculture and Human Resources. In addition, the following academic support units report to the Vice Chancellor: Undergraduate Education, International & Exchange Programs, the Academic Personnel Office, Manoa Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Graduate Division, Library Services, and the UH Press.

The VCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Chancellor, and to take actions to improve the academic programs and climate of the campus.

The VCAA works with the Vice Chancellor for Research to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for Administration, Finance, and Operations to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs and in the formulation of enrollment management plans and goals.

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, and the allocation, reallocation, and management of academic programs and units. The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs.

The OVCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.
- Coordinates the academic personnel functions for the campus for faculty and executive employees; serves as Chancellor's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination of existing programs and implementing campus-wide assessment program.

## CURRENT

- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.
- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

## CURRENT

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

### FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH (OVCR) – Org Code:  
MAVCRG**

**Overview of Office**

In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Research (VCR) serves as the chief policy advisor to the Chancellor in these areas and the chief operating officer for University of Hawai'i at Mānoa research programs.

**Authority**

The OVCR has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawai'i at Mānoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.

**Interactions with other UHM Vice Chancellors**

The VCR works with the Vice Chancellor for Academic Affairs to ensure that the research programs of the academic units are provided with the best possible support; with the VC for Administration, Finance and Operations to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawai'i at Mānoa.

**Major Functions of the Office**

In support of and under the direction of the Chancellor, the Office directs the University of Hawai'i at Mānoa's research programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages innovation, technology transfer, and economic development activities at the University of Hawai'i at Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

The responsibilities of this Office also include the following:

- Initiates and develops long-range planning for research at the University of Hawai'i at Mānoa.
- Facilitates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawai'i at Mānoa representatives to various external and internal boards and committees associated with University research programs.

## CURRENT

- Serves as the Chancellor's representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawai'i at Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawai'i at Mānoa's research programs and capabilities.
- Serves as the University of Hawai'i at Mānoa source of expertise on the subject of research programs and activities.
- Manages strategic initiatives, research program development, research information systems, and business operations of the Office of the VCR.
- Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
- Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
- Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the office of the VCR, the management of internal resource allocations within the office of the VCR and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
- Administers and coordinates a campus-wide undergraduate research opportunities program for undergraduate students in all disciplines.
- Interacts with the UH System Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance, to foster research and training, technology transfer, and commercialization activities at the University of Hawai'i at Mānoa.
- Serves as the Chancellor's representative and advisor on interactions with the Research Corporation of the University of Hawai'i.
- Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
- Supports the Chancellor in other matters as directed.

The following units report to the Vice Chancellor:

- School of Ocean and Earth Science and Technology – Org Code: MAOEST
- UH Cancer Center – Org Code: MACRCH
- Waikīkī Aquarium – Org Code: MAWA
- Lyon Arboretum – Org Code: MALYON
- Institute for Astronomy – Org Code: MAIFA
- Water Resources Research Center – Org Code: MAWRRC
- Environmental Health and Safety Office – Org Code: MAEHSO

## CURRENT

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

### FUNCTIONAL STATEMENT

#### **OFFICE OF THE VICE CHANCELLOR FOR STUDENTS – Org Code: MAVCS**

##### **INTRODUCTION:**

**Overview of the Office** – The Office of the Vice Chancellor for Students provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Chancellor for Students (VCS) including student services administration, enrollment management, and student life programs of the University of Hawai'i at Mānoa.

**Authority** – The VCS has the authority to oversee and develop programs to serve students, develop and promulgate student policies, and to take actions to improve student services and climate of the campus.

**Interaction with other UHM Vice Chancellors** – The VCS works with the Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor of Undergraduate Education on provision of academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VCS works with the Vice Chancellor for Administration, Finance, and Operations to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VCS works with the Campus Advocate office to build on feedback and continuously improve student services.

##### **MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:**

The Office of the Vice Chancellor for Students has the following responsibilities:

- Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
- Creates an environment of seamless student services.
- Provides leadership and support to student services' faculty and staff.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Implements ways of attracting and training a staff of high quality.
- Oversees fundraising and grant writing functions for student services.
- Conducts research, assessment, and performance measurement functions for student services.
- Identifies and acts upon student priorities to improve student life.
- Serves as an advocate and promoter for students within the management structure of the University of Hawai'i at Mānoa, the University of Hawai'i System, and the outside community.
- Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
- Ensures the provision of high quality, comprehensive student support services.
- Develops mechanisms and support for improvements in student life.
- Plans for a vibrant and lively campus life.
- Conducts evaluations of student services and programming.
- Serves as the chief decision-maker for program, budget, and personnel for all units of the University of Hawai'i at Mānoa's student services and efficiently manages all funds collected or utilized for student services.
- Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
- Provides information technology support for all units within student services.
- Provides information and assistance to students through the Kiosk.
- Redesigns processes in support of electronic delivery of services.

- Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
- Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

#### **ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS**

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students. It has the following responsibilities:

- Formulates annual operating budgets and develops allocations to the operating units.
- Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
- Serves as the purchasing office for student services, by reviewing and preparing procurement and payment documents for compliance to policies and procedures, as well as accuracy.
- Maintains accounting records.
- Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
- Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.
- Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
- Manages the Queen Lili'uokalani Center for Student Services.

## CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE, AND OPERATIONS**

### FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND  
OPERATIONS (OVCAFO) – Org Code: MAVCAF**

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. The following units report to the Vice Chancellor:

- Office of Financial Resources Management – Org Code: MAFRMA
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, and auxiliary services. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.



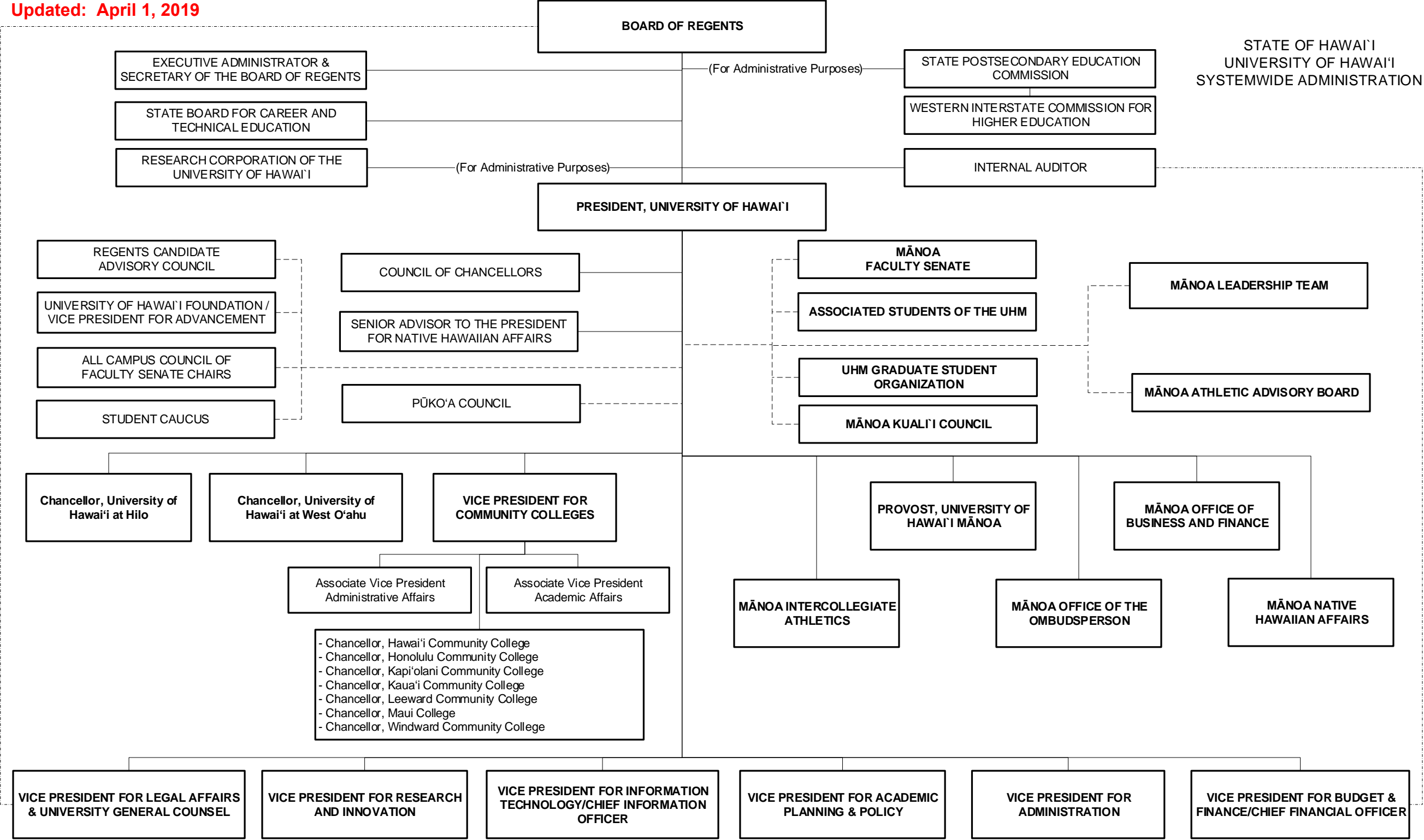
# ATTACHMENT C

## Proposed Organization Charts & Function Statements

(Amended 03-22-19 to include  
updated function statements for  
Office of the President and  
Office of the Provost)

# ATTACHMENT C

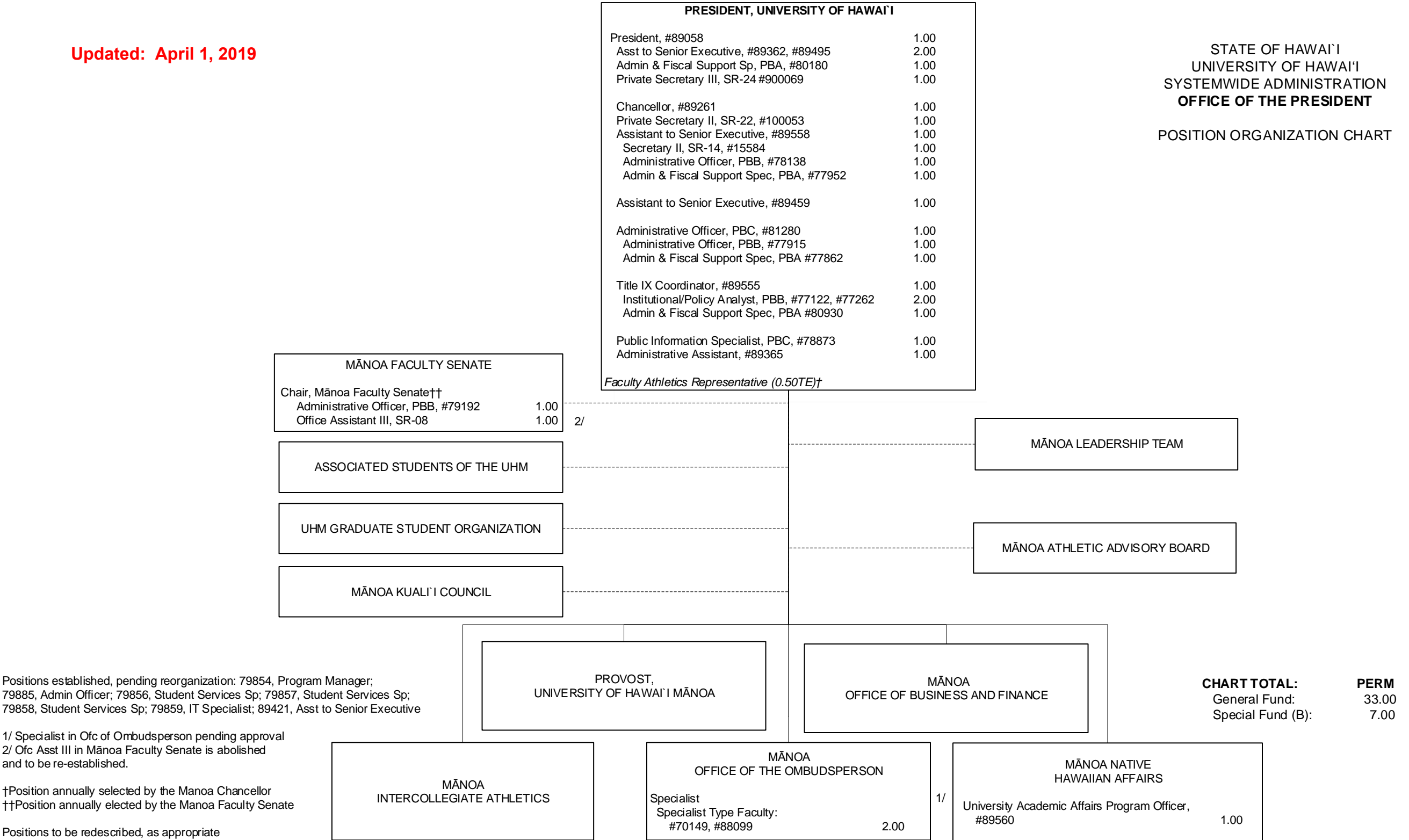
## Proposed Organization Charts & Function Statements



Updated: April 1, 2019

STATE OF HAWAIʻI  
UNIVERSITY OF HAWAIʻI  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE PRESIDENT

POSITION ORGANIZATION CHART



Positions established, pending reorganization: 79854, Program Manager;  
79885, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp;  
79858, Student Services Sp; 79859, IT Specialist; 89421, Asst to Senior Executive

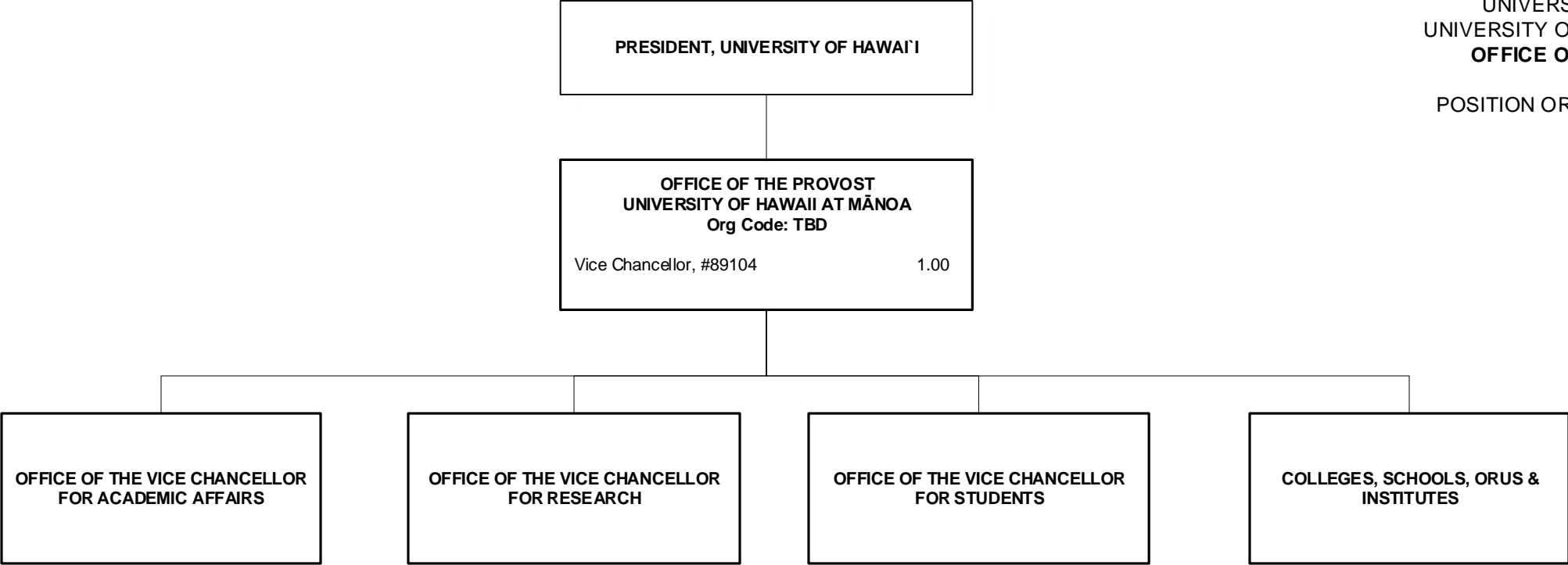
1/ Specialist in Ofc of Ombudsperson pending approval  
2/ Ofc Asst III in Mānoa Faculty Senate is abolished  
and to be re-established.

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

Positions to be redescribed, as appropriate

Updated: April 1, 2019

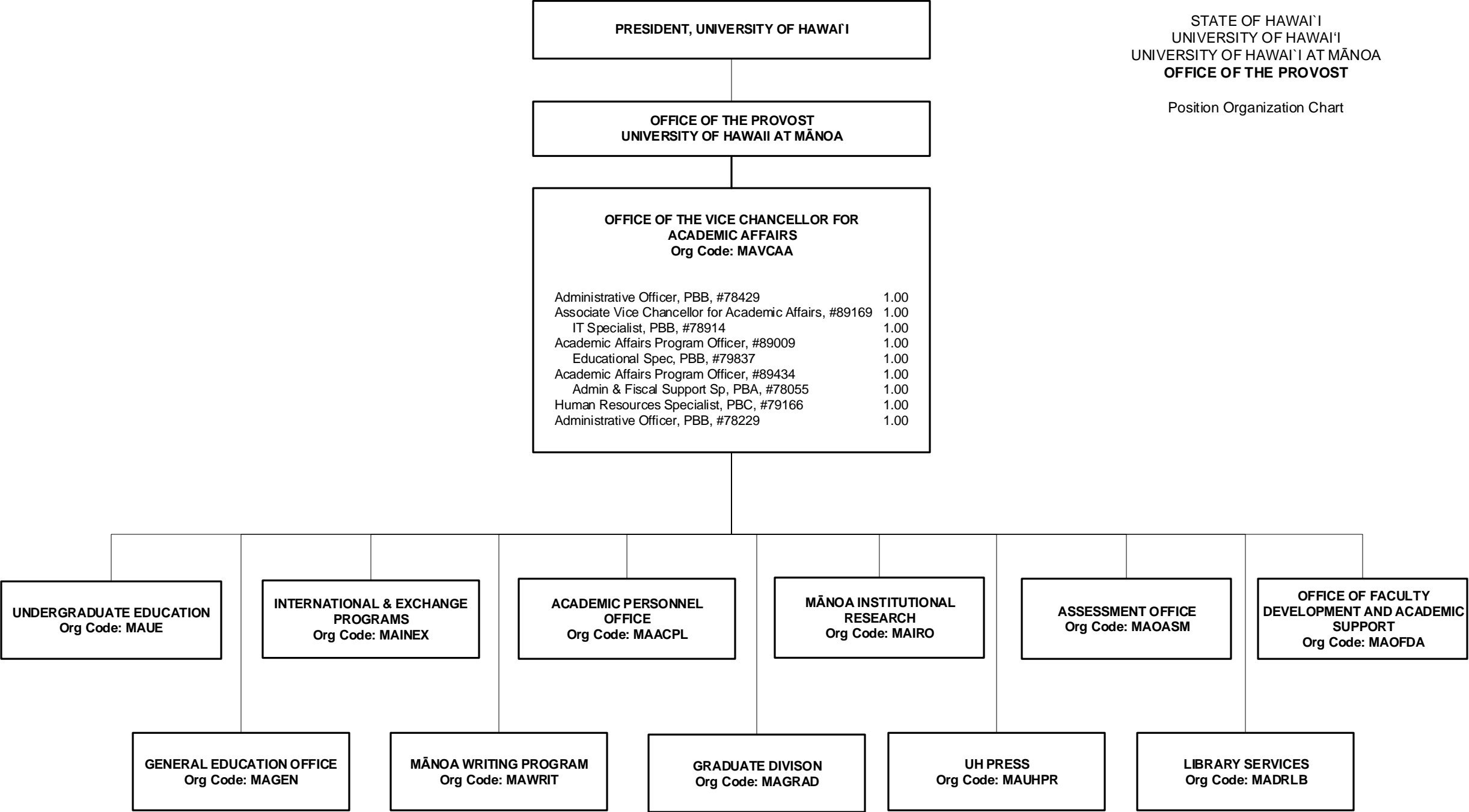
STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE PROVOST**  
  
POSITION ORGANIZATION CHART



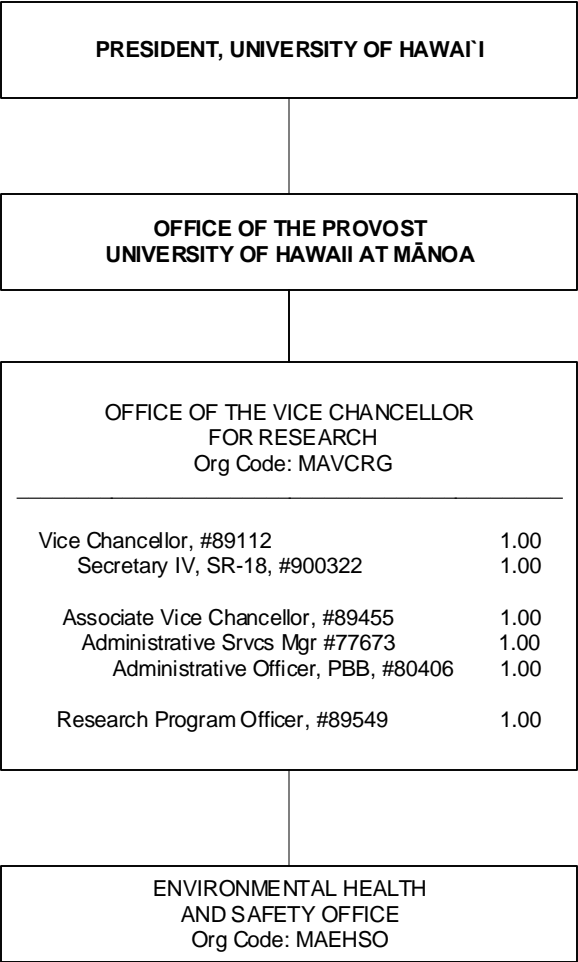
Positions to be redescribed, as appropriate

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST

Position Organization Chart



Positions to be redescribed, as appropriate

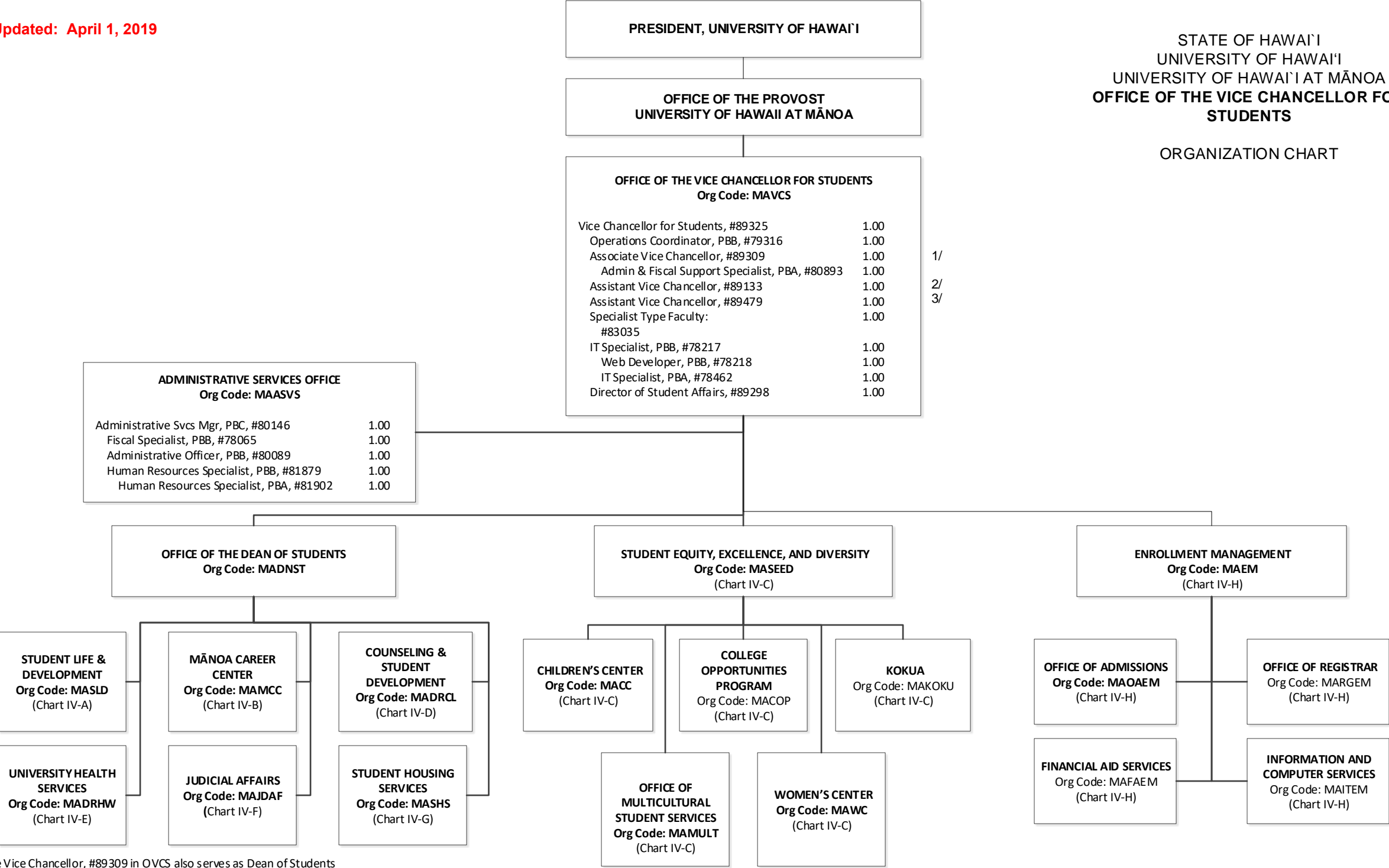


STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR  
FOR RESEARCH**

ORGANIZATION CHART

STATE OF HAWAIʻI  
UNIVERSITY OF HAWAIʻI  
UNIVERSITY OF HAWAIʻI AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

ORGANIZATION CHART



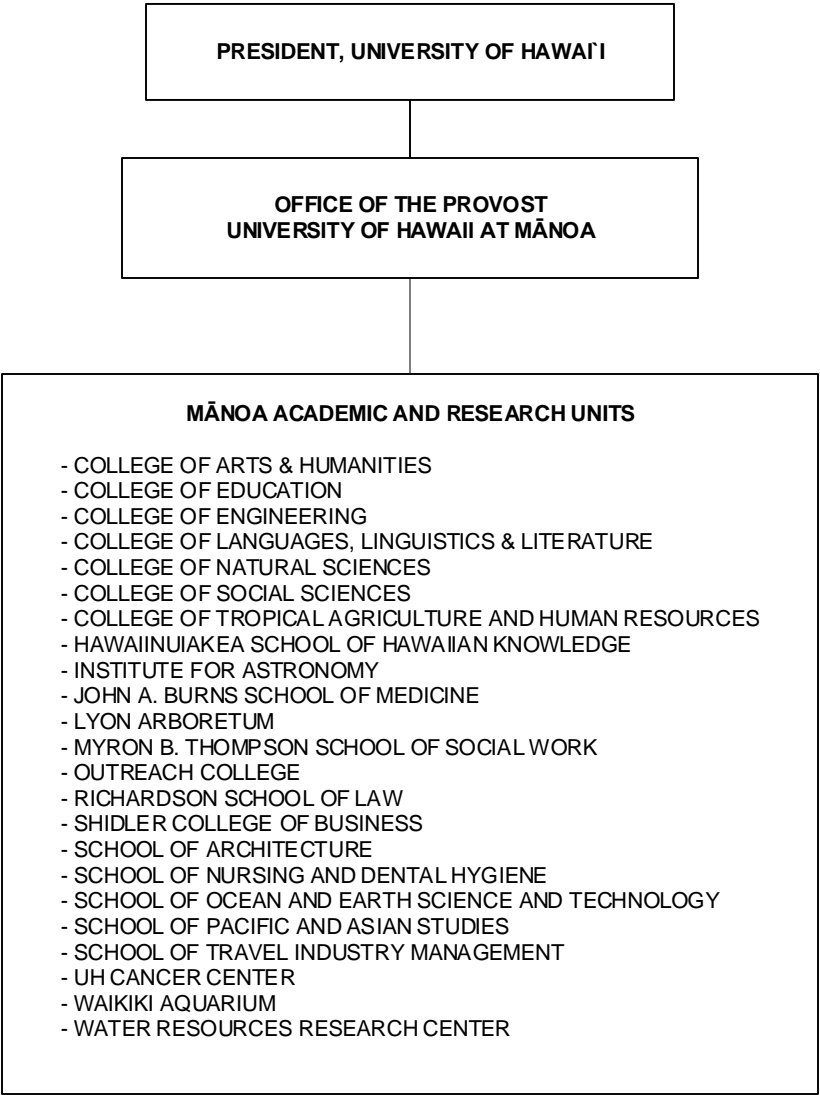
1/ Associate Vice Chancellor, #89309 in OVCS also serves as Dean of Students  
2/ Assistant Vice Chancellor, #89133 in OVCS also serves as Enrollment Management and Director  
3/ Assistant Vice Chancellor, #89479 in OVCS also serves as Director of SEED

Positions to be redescribed, as appropriate



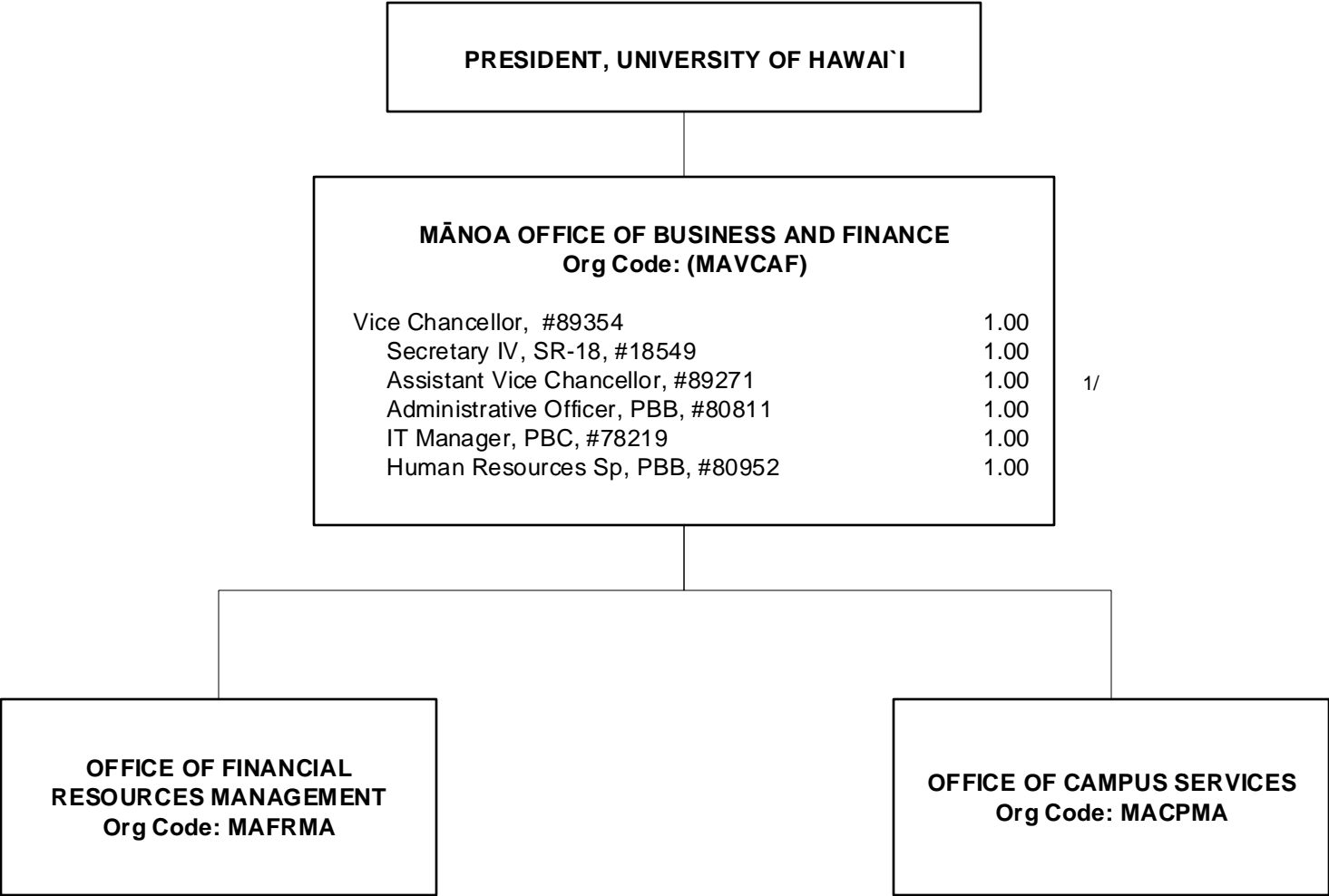
STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
COLLEGES, SCHOOLS, ORUS &  
INSTITUTES

ORGANIZATION CHART



OFFICE OF BUSINESS AND FINANCE

Organization Chart



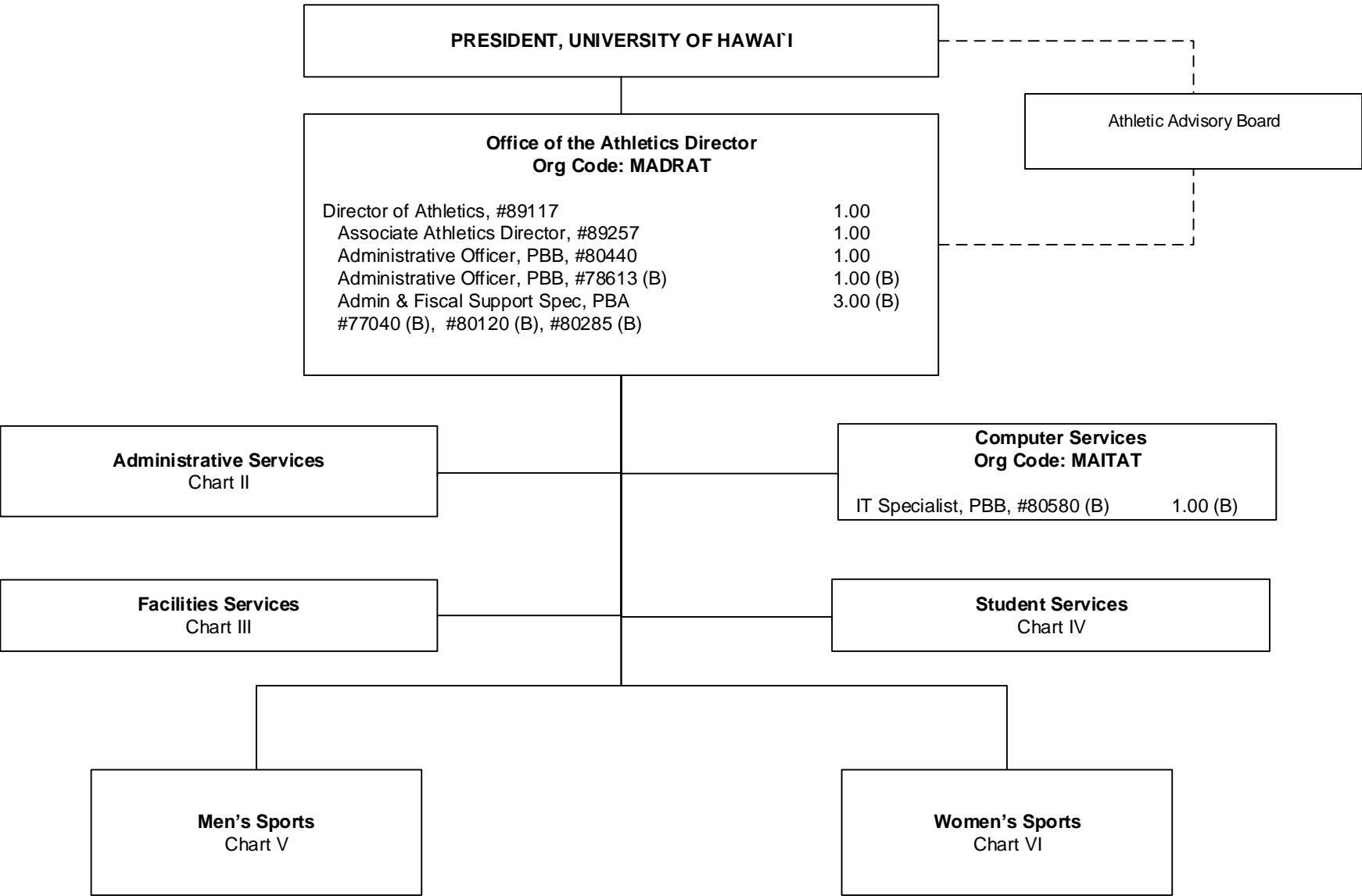
1/ Assistant Vice Chancellor, #89271 to be redescribed

Positions to be redescribed, as appropriate

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA

INTERCOLLEGIATE ATHLETICS

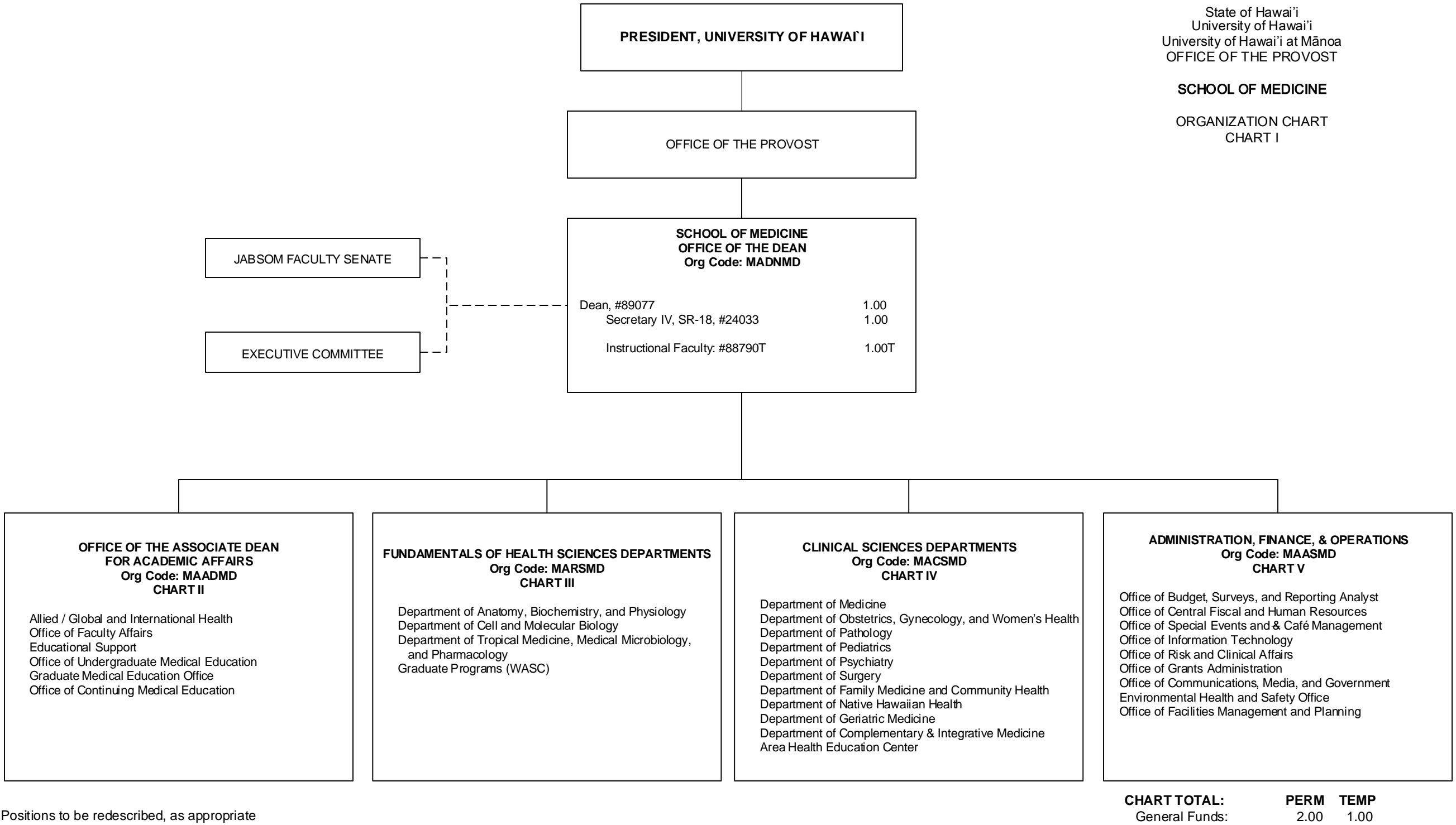
Organization Chart

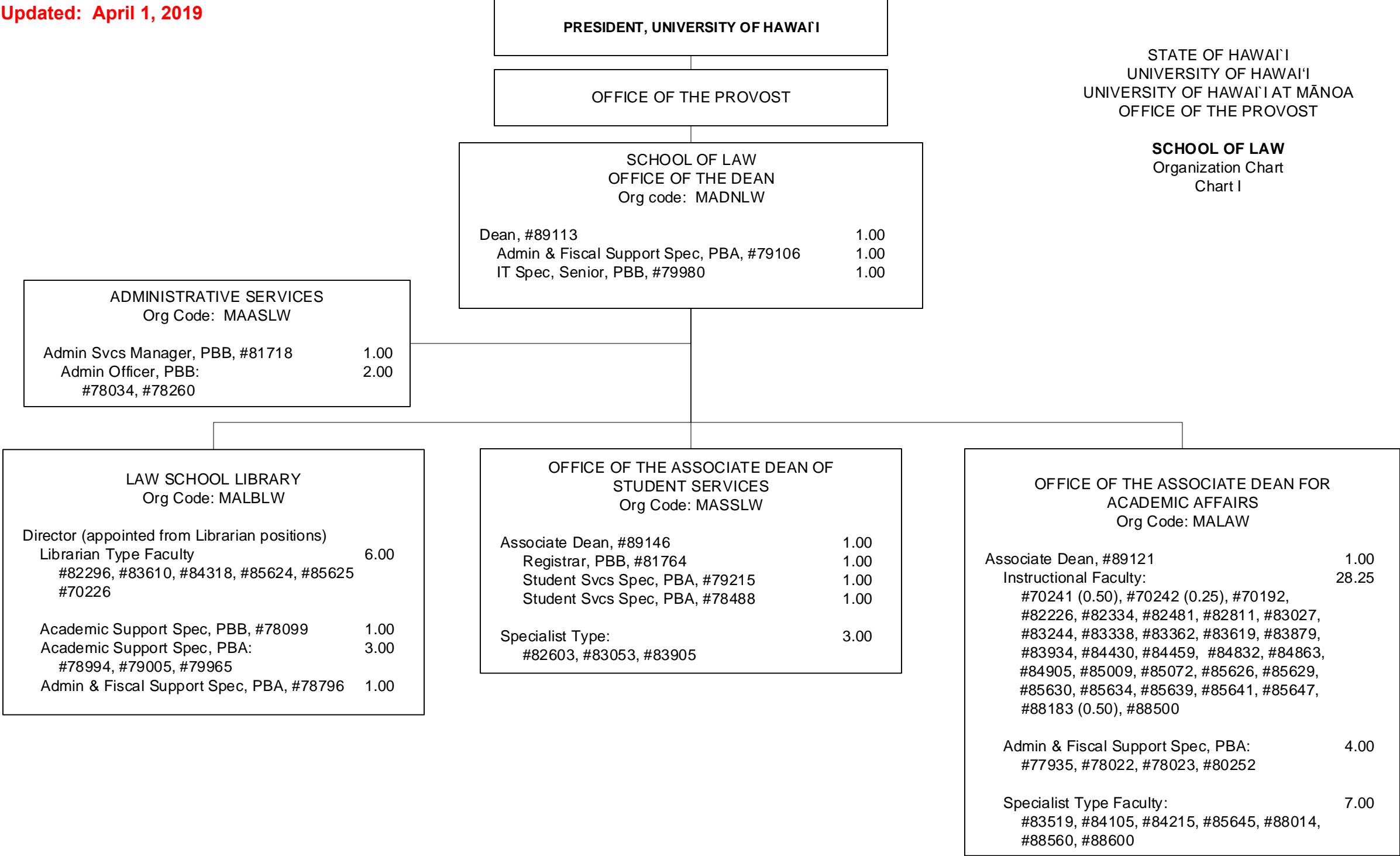


Abolished: #18013 (B)

Positions to be redescribed, as appropriate

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





UNIVERSITY OF HAWAII  
**OFFICE OF THE PRESIDENT**  
**FUNCTIONAL STATEMENT**

INTRODUCTION

The president of the University of Hawai'i is the chief executive officer (CEO) of the Board of Regents, the University of Hawai'i (UH) System and University of Hawai'i at Mānoa (UH Mānoa).

The Office of the President supports the fulfillment of all these duties and is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents policies.

MAJOR FUNCTIONS

- A. In supporting the duties of the chief executive officer of the board, the Office of the President shall:
  - 1. Support the board in fulfilling its fiduciary responsibilities in a manner consistent with all applicable Regents Policies.
  - 2. Ensure that board policies are implemented and adhered to throughout the organization.
  - 3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
  - 4. Report regularly on processes and progress toward attaining strategic goals.
  - 5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.
  
- B. In supporting the duties of the chief executive officer of the UH System, the Office of the President shall:
  - 1. Direct the development and recommend to the board for approval of strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
  - 2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.
  - 3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
  - 4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation.
  - 5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the

State of Hawai'i  
University of Hawai'i

UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.

6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
8. As set forth in policy the president is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.

C. In supporting the duties of the chief executive officer of UH Mānoa, the Office of the President shall:

1. In collaboration with the provost, senior officials, and the broad campus community, develop high level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources that result in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.
3. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic/research/academic support units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president.
4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.
5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.

State of Hawai'i  
University of Hawai'i

7. Build support for UH Mānoa with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
  8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
  9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
  10. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
- D. The Office of the President assumes responsibility for other duties and responsibilities that may be prescribed by the Board of Regents.

Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits such further delegation.



UNIVERSITY OF HAWAII AT MĀNOA  
**OFFICE OF THE PROVOST**  
**FUNCTIONAL STATEMENT**

INTRODUCTION

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

The Office of the Provost supports the provost in all aspects of the provost's duties, with a focus on the success of UH Mānoa students, faculty and staff across education, research, scholarship, service and outreach.

MAJOR FUNCTIONS

- A. In supporting the duties of the provost as chief academic officer, the Office of the Provost shall:
1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
  2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and accountable use of all resources as beneficial for UH Mānoa.
  3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. This includes all units of UH Mānoa that report to the provost.
  4. Lead, supervise and manage all academic deans and directors of UH Mānoa campus-level colleges, schools, and organized research units.
  5. Lead, supervise and manage all directly-reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, enrollment management, faculty success, service, extension and outreach.
  6. Provide executive leadership for campus accreditation.
  7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach.
  8. Attract, support and retain faculty and administrators of the highest caliber to foster and support superior instruction and research and the meaningful integration thereof at UH Mānoa.

State of Hawai'i  
University of Hawai'i

9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.
- B. In supporting the duties of the provost as deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost as acting CEO of UH Mānoa in the absence of the president.
  2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.
  3. Advise the president of impending issues and potential crises that may arise and provide recommendations in areas that may require presidential action or response.
  4. Lead collaborative strategic planning efforts for the campus.
  5. As set forth in applicable policies, the provost will lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
  6. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, legislature, federal and state agencies, and community groups. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
  7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
  8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.
- C. In supporting the duties of the provost as an Officer of the UH System, the Office of the Provost shall:
1. Support the provost's participation as an independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and four-year university chancellors as an equal.
  2. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units.
  3. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.
  4. Ensure that fellow UH Officers understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
  5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

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

Updated: April 1, 2019

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

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code: MAVCAA**

The OVCAA has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Academic Affairs (VCAA) serves as the principal policy advisor to the Chancellor on academic matters. The following academic support units report to the Vice Chancellor: Undergraduate Education, International & Exchange Programs, the Academic Personnel Office, Manoa Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Graduate Division, Library Services, and the UH Press.

The VCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Provost, and to take actions to improve the academic programs and climate of the campus.

The VCAA works with the Vice Chancellor for Research to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for Business and Finance to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs and in the formulation of enrollment management plans and goals.

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, and the allocation, reallocation, and management of academic programs and units. The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs.

The OVCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.

- Coordinates the academic personnel functions for the campus for faculty and executive employees; serves as Provost's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination of existing programs and implementing campus-wide assessment program.
- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.
- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

Updated: April 1, 2019

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

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH (OVCR) – Org Code:  
MAVCRG**

Overview of Office

In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Research (VCR) serves as the chief policy advisor to the Provost in these areas and the chief operating officer for University of Hawai'i at Mānoa research programs.

Authority

The OVCR has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawai'i at Mānoa.

Interactions with other UHM Vice Chancellors

The VCR works with the Vice Chancellor for Academic Affairs to ensure that the research programs of the academic units are provided with the best possible support; with the VC for Business and Finance to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawai'i at Mānoa.

Major Functions of the Office

In support of and under the direction of the Provost, the Office directs the University of Hawai'i at Mānoa's research programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages innovation, technology transfer, and economic development activities at the University of Hawai‘i at Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

The responsibilities of this Office also include the following:

- Initiates and develops long-range planning for research at the University of Hawai‘i at Mānoa.
- Facilitates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawai‘i at Mānoa representatives to various external and internal boards and committees associated with University research programs.
- Serves as the Provost’s representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawai‘i at Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawai‘i at Mānoa’s research programs and capabilities.
- Serves as the University of Hawai‘i at Mānoa source of expertise on the subject of research programs and activities.
- Manages strategic initiatives, research program development, research information systems, and business operations of the Office of the VCR.
- Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
- Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
- Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the office of the VCR, the management of internal resource allocations within the office of the VCR and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
- Administers and coordinates a campus-wide undergraduate research opportunities program for undergraduate students in all disciplines.
- Interacts with the UH System Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance, to foster research and training, technology transfer, and commercialization activities at the University of Hawai‘i at Mānoa.
- Serves as the Provost’s representative and advisor on interactions with the Research Corporation of the University of Hawai‘i.
- Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
- Supports the Provost in other matters as directed.

The following unit reports to the Vice Chancellor:

- Environmental Health and Safety Office – Org Code: MAEHSO

**Updated: April 1, 2019**

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

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR STUDENTS – Org Code: MAVCS**

**INTRODUCTION:**

Overview of the Office – The Office of the Vice Chancellor for Students provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Chancellor for Students (VCS) including student services administration, enrollment management, and student life programs of the University of Hawai'i at Mānoa.

Authority – The VCS has the authority to oversee and develop programs to serve students, develop and promulgate student policies, and to take actions to improve student services and climate of the campus.

Interaction with other UHM Vice Chancellors – The VCS works with the Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor of Undergraduate Education on provision of academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VCS works with the Vice Chancellor for Business and Finance to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VCS works with the Campus Advocate office to build on feedback and continuously improve student services.

**MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:**

The Office of the Vice Chancellor for Students has the following responsibilities:

- Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
- Creates an environment of seamless student services.
- Provides leadership and support to student services' faculty and staff.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Implements ways of attracting and training a staff of high quality.
- Oversees fundraising and grant writing functions for student services.
- Conducts research, assessment, and performance measurement functions for student services.
- Identifies and acts upon student priorities to improve student life.

- Serves as an advocate and promoter for students within the management structure of the University of Hawai‘i at Mānoa, the University of Hawai‘i System, and the outside community.
- Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
- Ensures the provision of high quality, comprehensive student support services.
- Develops mechanisms and support for improvements in student life.
- Plans for a vibrant and lively campus life.
- Conducts evaluations of student services and programming.
- Serves as the chief decision-maker for program, budget, and personnel for all units of the University of Hawai‘i at Mānoa’s student services and efficiently manages all funds collected or utilized for student services.
- Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
- Provides information technology support for all units within student services.
- Provides information and assistance to students through the Kiosk.
- Redesigns processes in support of electronic delivery of services.
- Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
- Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

#### **ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS**

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students. It has the following responsibilities:

- Formulates annual operating budgets and develops allocations to the operating units.
- Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
- Serves as the purchasing office for student services, by reviewing and preparing procurement and payment documents for compliance to policies and procedures, as well as accuracy.
- Maintains accounting records.
- Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
- Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.



- Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
- Manages the Queen Lili‘uokalani Center for Student Services.

**Updated: April 1, 2019**

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**MĀNOA OFFICE OF BUSINESS AND FINANCE**

FUNCTIONAL STATEMENT

**MANOA OFFICE OF BUSINESS AND FINANCE (OVCAFO) – Org Code: MAVCAF**

The Mānoa Office of Business and Finance provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. The following units report to the Vice Chancellor who serves as the chief business officer:

- Office of Financial Resources Management – Org Code: MAFRMA
- Office of Campus Services – Org Code: MACPMA

Through the above units, the Mānoa Office of Business and Finance provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The Mānoa Office of Business and Finance has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, and auxiliary services. The establishment of campus policies are endorsed by VCs, approved by the President, and disseminated and published on the official Mānoa policies, procedures and guidelines website.

The position consults with the provost, other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Manoa Leadership Team on administrative and financial matters as appropriate.

# ATTACHMENT D

Allocated and Authorized  
BJ/BT Positions Impacted  
by the Reorganization

University of Hawai'i at Mānoa  
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: \_\_\_\_\_

Item No.	Chart No.(s)	Affected Position No.(s)	Posn Class	Position Title		Incumbent	Classification/Organizational/Functional Change				Basis for Change/ Impact on Position
							Identify whether position is vacant (V) or filled (F)				
						From: Office	Supervisor	To: Office	Supervisor		
1	UH-PRES	89058	E/M	President	LASSNER, D.	(F) UH System President's Office		UH System President's Office			
2	UH-PRES	89362	E/M	Assistant Senior Executive	Vacant	(V) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change	
3	UH-PRES	89495	E/M	Assistant Senior Executive	MONACO, K.	(F) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change	
4	UH-PRES	80180	APT	Administrative & Fiscal Support Specialist	DOMINGO, C.	(F) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change	
5	UH-PRES	900069	C/S	Private Secretary III (to Pres)	LUKE, A.	(F) UH System President's Office	UH President, #89058	UH System President's Office	UH President, #89058	No Change	
6	MCO	89261	E/M	Chancellor	Vacant	(V) Mānoa Chancellor's Office (MACHNC)	UH President, #89058	UH System President's Office	UH President, #89058	Reorganization	
7	MCO	100053	C/S	Private Secretary II (to UHM Chancellor)	Vacant (TA by Wong, L..)	(V) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor	
8	MCO	89558	E/M	Assistant Senior Executive	ISHII, D.	(F) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor	
9	MCO	15584	C/S	Secretary II	WONG, L.(TA to Priv Secr II, #100053)	(V) Mānoa Chancellor's Office (MACHNC)	UHM Asst to Senior Exec, #89558	UH System President's Office	UHM Asst to Senior Exec, #89558	Reorganization	
10	MCO	78138	APT	Administrative Officer	Vacant	(V) Mānoa Chancellor's Office (MACHNC)	UHM Asst to Senior Exec, #89558	UH System President's Office	UHM Asst to Senior Exec, #89558	Reorganization	
11	MCO	77952	APT	Administrative & Fiscal Support Specialist	SHITANISHI, S.	(F) Mānoa Chancellor's Office (MACHNC)	UHM Asst to Senior Exec, #89558	UH System President's Office	UHM Asst to Senior Exec, #89558	Reorganization	
12	MCO	89459	E/M	Assistant Senior Executive	KONO, T. (interim OVCAA appt & temp count use)	(F) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor	
13	MCO	89560	E/M	University Academic Affairs Program Officer (Native Hawaiian Affairs)	LIPE, K.	(F) Mānoa Chancellor's Office (MACHNC) - Native Hawaiian Affairs	UHM Chancellor, #89261	UH System President's Office - Mānoa Native Hawaiian Affairs	UH President, #89058	Reorganization & change in supervisor	
14	MCO	81280	APT	Administrative Officer	SAKUMA, A.	(F) Mānoa Chancellor's Office (MACHNC) - campusHELP	UHM Chancellor, #89261	UH System President's Office - campusHELP	UH President, #89058	Reorganization & change in supervisor	
15	MCO	77915	APT	Administrative Officer	STRONG, K.	(F) Mānoa Chancellor's Office (MACHNC) - campusHELP	UHM Administrative Ofc, #81280	UH System President's Office - campusHELP	UHM Administrative Ofc, #81280	Reorganization	
16	MCO	77682	APT	Administrative & Fiscal Support Specialist	LEE, S.	(F) Mānoa Chancellor's Office (MACHNC) - campusHELP	UHM Administrative Ofc, #81280	UH System President's Office - campusHELP	UHM Administrative Ofc, #81280	Reorganization	
17	MCO	89555	E/M	Title IX Coordinator	UWONO KOIKE, D.	(F) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Chancellor, #89261	UH System President's Office - Title IX	UH President, #89058	Reorganization & change in supervisor	
18	MCO	80930	APT	Administrative & Fiscal Support Specialist	KANEHIRO, J.	(F) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Title IX Coordinator, #89555	UH System President's Office - Title IX	UHM Title IX Coordinator, #89555	Reorganization	
19	MCO	77122	APT	Institutional/Policy Analyst	Vacant (in recruitment)	(V) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Title IX Coordinator, #89555	UH System President's Office - Title IX	UHM Title IX Coordinator, #89555	Reorganization	
20	MCO	77262	APT	Institutional/Policy Analyst	MATAYOSHI, J.	(F) Mānoa Chancellor's Office (MACHNC) - Title IX	UHM Title IX Coordinator, #89555	UH System President's Office - Title IX	UHM Title IX Coordinator, #89555	Reorganization	
21	MCO	78873	APT	Public Information Specialist	KAAI, E.	(F) Mānoa Chancellor's Office (MACHNC) - Government & Community Affairs	UHM Chancellor, #89261	UH System President's Office - Government & Community Affairs	UH President, #89058	Reorganization & change in supervisor	
22	MCO	89365	APT	Administrative Assistant	Vacant	(F) Mānoa Chancellor's Office (MACHNC)	UHM Chancellor, #89261	UH System President's Office	UH President, #89058	Reorganization & change in supervisor	
23	MCO	70149	FACULTY	Assistant Specialist	FRIEDMAN, J.	(F) Office of the Ombudsperson (MAOMBD)	UHM Chancellor, #89261	UH System President's Office - Office of Ombudsperson	UH President, #89058	Reorganization & change in supervisor	

University of Hawai'i at Mānoa  
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: \_\_\_\_\_

Item No.	Chart No.(s)	Affected Position No.(s)	Posn Class	Position Title		Incumbent	Classification/Organizational/Functional Change				Basis for Change/ Impact on Position
							Identify whether position is vacant (V) or filled (F)				
							From: Office	Supervisor	To: Office	Supervisor	
24	MCO	88099	FACULTY Specialist			NUNOKAWA, J.	(F) Office of the Ombudsperson (MAOMBD)	UHM Chancellor, #89261	UH System President's Office - Office of Ombudsperson	UH President, #89058	Reorganization & change in supervisor
25	MCO	79192	APT	Administrative Officer		KINDER, J.	(F) Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Reorganization; office is now administratively attached to President
26	MCO	N/A	C/S	Office Assistant III		Vacant	(V) Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Mānoa Faculty Senate (MAFS)	UHM Faculty Senate Chair	Reorganization; office is now administratively attached to President
27	OVCAA	89104	E/M	Vice Chancellor for Academic Affairs		Vacant (Bruno, M. serving as interim VCAA)	(V) Ofc of VC for Acad Affairs (MAVCAA)	UHM Chancellor, #89261	Office of the Provost, UHM (NEW)	UH President, #89058	New office, change in supervisor
28	OVCR	89112	E/M	Vice Chancellor for Research		BRUNO, M.	(F) Ofc of VC for Research (MAVCRG)	UHM Chancellor, #89261	Ofc of VC for Research (MAVCRG)	UHM Provost, #89104	Change in supervisor
29	OVCS	89325	E/M	Vice Chancellor for Students		IDETA, L.	(F) Ofc of VC for Students (MAVCS)	UHM Chancellor, #89261	Ofc of VC for Students (MAVCS)	UHM Provost, #89104	Change in supervisor
30	OVCAFO	89354	E/M	Vice Chancellor for Administration, Finance and Operations		CUTSHAW, K.	(F) Ofc of VC for Admin, Fin, Oper (MAVCAF)	UHM Chancellor, #89261	Mānoa Ofc of Business and Fin (MAVCAF)	UH President, #89058	Change in supervisor
31	JABSOM	89077	E/M	Dean (UHM), JABSOM		HEDGES, J.	(F) JABSOM (MADNMD)	UHM Chancellor, #89261	JABSOM (MADNMD)	UHM Provost, #89104	Change in supervisor
32	LAW	89113	E/M	Dean (UHM), LAW		SOIFER, A.	(F) School of Law (MADNLW)	UHM Chancellor, #89261	School of Law (MADNLW)	UHM Provost, #89104	Change in supervisor
33	ATHLETICS	89117	E/M	Director of Athletics		MATLIN, D.	(F) Ofc of the Athletics Director (MADRAT)	UHM Chancellor, #89261	Ofc of the Athletics Director (MADRAT)	UH President, #89058	Change in supervisor
34	SOEST	89288	E/M	Dean (UHM), SOEST		TAYLOR, B.	(F) SOEST (MAOEST)	UHM VC for Research, #89112	SOEST (MAOEST)	UHM Provost, #89104	Change in supervisor
35	UHCC	89226	E/M	Director of Research Institute		HOLCOMBE, R.	(F) UH Cancer Center (MACRCH)	UHM VC for Research, #89112	UH Cancer Center (MACRCH)	UHM Provost, #89104	Change in supervisor
36	AQUARIUM	89376	E/M	Director of State Aquarium		ROSSITER, A.	(F) Waikiki Aquarium (MAWRRC)	UHM VC for Research, #89112	Waikiki Aquarium (MAWRRC)	UHM Provost, #89104	Change in supervisor
37	LYON	89065	E/M	Director of Lyon Arboretum		ZAHAWI, R.	(F) Lyon Arboretum (MALYON)	UHM VC for Research, #89112	Lyon Arboretum (MALYON)	UHM Provost, #89104	Change in supervisor
38	IFA	89036	E/M	Director of Research Institute		MCLAREN, R.	(F) Institute for Astronomy (MAIFA)	UHM VC for Research, #89112	Institute for Astronomy (MAIFA)	UHM Provost, #89104	Change in supervisor
39	EHSO	77255	E/M	Director of Allied Health and Safety		KENNEDY, E.	(F) EHSO (MAEHSO)	UHM VC for Research, #89112	EHSO (MAEHSO)	UHM VC for Research, #89112	No Change
40	WRRC	N/A	E/M	Director of WRRC		(LERNER, D. serving as Interim Director)	(V) WRRC (MAWRRC)	UHM VC for Research, #89112	WRRC (MAWRRC)	UHM Provost, #89104	Change in supervisor

HR Review \_\_\_\_\_  
OFA Review \_\_\_\_\_



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MĀNOA FACULTY SENATE

*Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) for a vote of the full Senate on February 20, 2019, a resolution opposing phase I of the reorganization of Mānoa management structure.*

### **Resolution Opposing Phase I of the Reorganization of Mānoa Management Structure**

**WHEREAS**, the Mānoa Senate has been asked to evaluate and provide a recommendation on the Phase I Reorganization of Mānoa's Management structure dealing with the combining of the President of the System and Mānoa Chancellor's positions and the creation of a Mānoa Provost position, and;

**WHEREAS**, the entire reorganization proposal was not available for review, including Phase II that will focus on realigning and renaming current Vice Chancellor positions that serve Mānoa's Instructional, Research, and Community Service missions, and;

**WHEREAS**, the Phase I document is ambiguously written, unevenly edited, and poorly assembled in regards to the focus of the reorganization and the duties of positions described, and;

**WHEREAS**, the prime justification for this reorganization is that separate positions with the Chancellor of Mānoa reporting to President of the UH System has not operated effectively and that previous joint President/Chancellor positions were perceived as more effective, and;

**WHEREAS**, the reasons for the ineffectiveness of the separate Chancellor and President management structure is not provided in the Phase I document and no explanation or evidence is provided as to how a President/ Mānoa CEO and Provost structure will not lead to similar management issues, and;

**WHEREAS**, the Phase I document does not state how the success or failure of the proposed reorganization will be empirically measured and assessed, and;

**WHEREAS**, the Phase I document does not detail how the proposed reorganization aligns with Mānoa's nor the System's Strategic Plan, nor the proposed Draft Mānoa Strategic Plan, and;



**WHEREAS**, the Provost's proposed Functional Statement states that the Provost has "Full budget authority for all academic units", however, the new structure does not preclude the possibility that units may circumvent the Provost and seek a more favorable hearing from the President/Mānoa CEO, and;

**WHEREAS**, the Phase I document states that the Provost has full budget authority for all academic units at Mānoa but the Mānoa Office of Business and Finance reports directly to the President and therefore the Provost does not have full control over fiscal matters at Mānoa, and;

**WHEREAS**, the Phase I document does not address the recommendation made in the 2015 Longanecker and Michelau report to the UH BOR that the President and Chancellor positions remain separate and that the roles and responsibilities of system and campus staff be understood, and that all actors must be disciplined with transparency in decision making, and have clear communication, and;

**WHEREAS**, on February 21, 2018, the Mānoa Faculty Senate voted that they view with interest the idea of recombining the System President and Mānoa Chancellor Positions (32 votes in support of approval; 7 against approval; and 3 abstentions) and that the faculty's position remains unchanged, and;

**WHEREAS**, the Mānoa Faculty Senate requested for the Reorganization Proposal to be delivered in parts as they are completed with the Faculty's understanding that a judgment regarding the proposed reorganization would not be provided until all materials had been received, and;

**WHEREAS**, the Board of Regents is moving the proposed reorganization forward precipitously and expediently in spite of the fact that the administration has not provided sufficient time for faculty review and consideration;

**THEREFORE, BE IT RESOLVED**, that the Mānoa Faculty Senate is Opposed to the Phase I Reorganization of the management structure of UH Mānoa, that focuses on the recombination of the President/Chancellor positions and the creation of a Provost;

**BE IT FURTHER RESOLVED**, that the Mānoa Faculty Senate reserves the right to endorse or oppose the reorganization in its entirety after all phases of the proposal have been received, evaluated, and considered.



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MĀNOA FACULTY SENATE

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](#)]





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Office of the Chancellor

February 13, 2019

# MEMORANDUM

TO: Robert Paull, Chair  
Mānoa Faculty Senate Committee on Administration and Budget

FROM: David Lassner, Interim Chancellor *David Lassner*  
Michael Bruno, Vice Chancellor for Research &  
Interim Vice Chancellor for Academic Affairs  
Kathy Cutshaw, Vice Chancellor for Administration, Finance & Operations  
Lori Ideta, Interim Vice Chancellor for Students

SUBJECT: Information and Perspectives on the "Resolution Opposing Phase I of the Reorganization of Manoa Management Structure"

Thank you for providing us with a copy of the subject resolution and this opportunity to share our reactions and responses. While this is not a Whereas-by-Whereas response, we believe it is responsive to the most significant concerns raised in rough order. But let us first apologize that the proposal was judged to be poorly prepared. We will strive to do better in all future submittals.

Concepts and aspects of this reorganization have been discussed widely for well over a year with the Mānoa Faculty Senate (Senate), with the Senate Executive Committee (SEC), with the Committee on Administration and Budget (CAB), with other campus governance groups, and with the campus-at-large. We regret that when we were asked to provide the reorganization proposal in phases, we were not advised that it was not the intent of CAB to respond in phases but rather to wait until all aspects of the reorganization proposal were received before responding to any proposed changes. This would have resulted in a very different first proposal since a significant portion of what was submitted in this proposal, particularly relating to offices reporting to the Provost, will quickly be superseded in future phase(s). It was our understanding that providing the conceptual overview of the entire reorganization would enable CAB and the Senate to share its views on this first, which lays the foundation for future phases of the reorganization.

Having said that, we note that this proposal as presented stands fully on its own and we believe can be fairly evaluated on its own. In a straightforward manner it essentially: (1) re-combines the roles of the UH President and UH Mānoa Chancellor; and (2) creates a new strong Provost position that will serve as an Officer of the UH system and have

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direct responsibility and authority, including budgetary, over all campus-wide schools, colleges and ORUs as well as all centralized campus support units in the areas of academic affairs, research and student affairs. Future reorganization phase(s) will refine the structures and offices under these two positions, and we have invited the Senate to nominate participants in working groups dedicated to this refinement.

There are multiple justifications for this reorganization and the proposal to re-combine the roles of President and Chancellor, not just the historic evidence that the separation has been unsuccessful. First, it is important to note, as we advised CAB in our followup response to the face-to-face discussion of this proposal, that the Design Team working on the Mānoa reorganization developed the concept for the strong Provost model first. Through that work, the Design Team came to believe that establishing a Provost position, which exists at most if not all R1 research universities, would be an improvement in the campus organization and would enhance our ability to achieve a number of objectives outlined in the conceptual description of the reorganization that has been widely shared.

A strong UH Mānoa Provost position would obviously assume many of the responsibilities currently assigned to the Chancellor. The Design Team then asked itself whether, in the context of the UH System and Hawai'i political environment, with several key functions already moved from Mānoa to System, and particularly with the creation of a Provost, Mānoa could ever attract and assure the success of the kind of autonomous chancellor that we see, for example, at the UC campuses. The Design Team then came to the shared conclusion, with varying levels of reluctance and regret, that UH Mānoa would be better served by re-combining the positions.

At CAB's request following a face-to-face discussion, we provided an analysis of the alternatives including: continuation of the current structure with Vice Chancellors, Chancellor and President; a modification adding a Provost to the Chancellor and President model; and the model proposed with just a Provost and President. The materials included a discussion of the political realities that the Design Team and others believe account for the inherent weaknesses of a model that separates the Mānoa Chancellorship and the Presidency. We note that this proposed model found unanimous support within CAB last year, although the entire Senate last year decided instead that such a model would be viewed with "interest."

Materials shared with the entire campus and included in the original proposal and subsequent follow-up documents and communication noted that this model avoids previous management issues such as the possibility of having a System President "meddle" in the affairs of Mānoa and assures that Mānoa will have the strongest possible voice with the Legislature and Regents since the highest official in the institution, the President, will be charged to represent Mānoa. The materials provided also note the other changes proposed for 2019 to address the perceived management issues and challenges that drove the separation of the Mānoa chancellor position in 2001, including the establishment of the Provost position, ensuring full separation of Mānoa and System offices for both finance and academic Affairs, and formal identification of hybrid Vice Presidents with operational responsibilities for Mānoa.

In terms of the request for empirical measurement and assessment of the proposal, we believe that the fact that Mānoa had 6 chancellors between 1972 and 1984, and has had 7 chancellors between 2001 and 2016, is evidence of the instability of the current model. In a broader higher education environment in which ACE reports the average tenure of a campus CEO has dropped from 8.5 years a decade ago to 6.5 years in 2016, Mānoa has had only one standalone Chancellor serve even 5 years in its history and the average length of service has been just over 2 years. The only Mānoa CEOs in campus history who served more than 5 years were UH Presidents who had combined Mānoa and system responsibilities. Continuity is just one metric, but leadership stability is an important contributor to institutional success both internally and externally. This is also manifest in the clearly improved relations with the community, media, government and legislature.

We also believe that further evidence worth considering might be the accomplishments in the most recent 2 or so years in which Mānoa has operated under a model (with interims serving in combined capacities) very similar to what is proposed. In this period the campus has turned around 6 years of enrollment declines, turned around declines in extramural funding (although slowed this year by the partial shutdown of the federal government), continued its improvements in graduation rates, and successfully hired remarkable new faculty members to join an already amazing group of UH Mānoa faculty.

The Design Team laid out a set of objectives for the entire reorganization based largely but not exclusively on Mānoa strategic plans, since the Design Team was also looking at operational issues for the campus, e.g., the plethora of independent advocacy and compliance programs that support protected classes and the opportunities to improve our case management and investigation program. However, other of the objectives for the full reorganization fully align with campus strategies including: strong and strategic enrollment management through improved recruitment and retention; meaningful integration of research and education; Improved student success outcomes through integrated support for both academic success and student growth & development; Enhanced and strengthened role as a premiere Asia-Pacific focused global R1 research university; and stable leadership and strong voice for Mānoa. This first phase of the reorganization directly addresses several of the objectives and, importantly, lays the foundation for even more progress on all of them in future phases.

As we learned more about the specific concerns of faculty leaders regarding budget authority and potential circumvention of authority, we realized that we needed to clarify this area further to effectively address these matters. We have therefore added significantly more detail to the functional statements of the offices of the president and provost to ensure that it is crystal clear to all what full budget authority for the provost means and how it works in practice. In that context it is important to clarify that the Chief Business Officer, as is the case with the current VCAFO, is not in the position of a budget “czar” who makes budget decisions but rather is charged to execute budget directions and instructions provided by the Chancellor and Provost. This may not have been the case in some previous administrations, in which circumvention was not only practiced but may have been effective.

The Chief Business Officer will be focused on overall management of the UH Mānoa finances and business operations including matters such as monitoring and ensuring campus-wide reserve levels, providing mandatory campus-level reports to the UH System and State, responding to legislative requests, providing audit responses, managing the complexities of the Mānoa bond system requirements, and providing effective business services. None of these are core to the duties of the Provost position, which is designed to have a singular focus on the success and development of our students and faculty across education and research.

We believe that the roles and delineation of responsibilities of the President and Provost have been laid out in the proposal as developed by the Design Team and presented widely to governance groups, the Senate and campus-at-large. We also believe the recommendations for clarification of other administrative roles and lines of authority called for in the WICHE Report has been addressed through actions such as the inclusion of the VP for Administration as part of the Mānoa leadership team. This clarification is further cemented through the introduction of the concept of hybrid Vice Presidents and the proposed recombination of the roles of Chancellor and President, which will give the person serving as CEO of Mānoa line authority over all Vice Presidents. In short, this will be a model that more resembles the University of Washington and Indiana University than the University of Colorado or California.

Thank you for this opportunity to provide additional information and perspective regarding the considerations raised in the subject resolution.



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Regents Policy Chapter 2, Administration

Regents Policy RP 2.202, Duties of the President

Effective Date: Sept. 19, 2008

Prior Dates Amended: Jan. 13, 1966; Sept. 19, 1974; Oct. 20, 1978, Sept. 17, 1993;

May 16, 1997; Oct. 18, 2002; Oct. 31, 2014 (recodified)

Review Date: August 2017

**I. Purpose:**

To set forth policy on the general duties of the president and authority delegated to the president.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

- A. The president shall be the chief executive officer of the university and shall exercise power under the board for governance, protection, and advancement of the university on both its educational and its business aspects, in its colleges and subdivisions, and in each of its affairs and interests. All the university faculties shall be under the direction of the president, who shall be an ex-officio member of such faculties.
- B. The president shall be responsible for and perform the following duties:
  - 1. Direct the development of strategic, long-range development and other plans and programs, and recommend policies designed to advance the instructional, research and service goals of the university, its campuses and its colleges.
  - 2. Maintain effective working relationships between the university and the governor, state government and legislature, federal government, United States congress, other government officials, the general public, and among the students, faculty and administration of the various campuses.
  - 3. Recommend plans and policies for the statewide vocational education programs in public institutions and for post-secondary education programs; and oversee the implementation of the plans and policies adopted to ensure a continuing high caliber of performance in academic, administrative and related activities.

4. Delegate the day-to-day statewide staff work and coordination of university and university-related functions to the vice presidents, chancellors, and other officers as he/she deems necessary.
  5. Delegate the administration and operation of each campus to the respective chancellors.
  6. Maintaining on-going communications with the board to include providing advance notice, to the extent practical, of potentially controversial decisions or actions that are within authority delegated to the president.
  7. The board delegates to the president authority to prepare and submit to the legislature, on behalf of the board, reports and other requests for information regarding university operations and administration as may be requested by the legislature or as may be prescribed by law. In conjunction with submission of reports and information to the legislature, copies shall be provided to the board.
- C. The board may also prescribe other duties and responsibilities as necessary.
- D. The president's duty to abide by and apply the policies, rules and regulations adopted by the board is expressed in the following statement:
- "The board, recognizing that the university is a large and complex organization; that many policies, rules and regulations have been adopted or promulgated over the years; that the administration and governance of the university involves many individuals and committees acting in official, administrative or advisory capacities; that questions arise from time to time concerning the interpretation or application of a given policy, rule or regulation; and that the board's policy is to exercise control over the university through its executive officer, the president of the university, includes the understanding that the president has the principal responsibility to apply the policies, rules and regulations adopted by the Board of Regents.
- Questions that may arise within the university community concerning the proper application of a policy, rule or regulation are to be resolved by the president of the university, or his/her designee(s), if such resolution is required within the university community, and that all persons performing university functions in official, administrative and advisory capacities, individually or as members of committees, shall be guided by the opinion or ruling of the president or his/her designee(s) with respect to such questions, with the understanding that the interpretation of board policies rests exclusively with the board."
- E. Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president.

#### **IV. Delegation of Authority:**

The board delegates to the president certain authority regarding responses to the Legislature. See RP 2.202 (B)(7). Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president. See RP 2.202(E).

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.202, Duties of the President

Effective Date: Sept. 19, 2008~~Feb. XX, 2019~~

Prior Dates Amended: Jan. 13, 1966; Sept. 19, 1974; Oct. 20, 1978, Sept. 17, 1993;

May 16, 1997; Oct. 18, 2002; Sept. 19, 2008; Oct. 31, 2014 (recodified)

Review Date: August 20172022

**I. Purpose:**

To set forth policy on the general duties of the president and authority delegated to the president.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. The president ~~shall be~~ the chief executive officer of the board, the uUniversity of Hawai'i System, ~~and the University of Hawai'i, Mānoa and shall exercise power under the board for governance, protection, and advancement of the university on both its educational and its business aspects, in its colleges and subdivisions, and in each of its affairs and interests. All the university faculties shall be under the direction of the president, who shall be an ex-officio member of such faculties.~~

B. As chief executive officer of the board, Thethe president shall ~~be responsible for and perform the following duties:~~

1. Support the board in fulfilling its fiduciary responsibilities.
2. Ensure that board policies are implemented and adhered to throughout the organization.
3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
4. Report regularly on processes and progress toward attaining strategic goals.
5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.

C. As chief executive officer of the University of Hawai'i System, the president shall:



1. Direct the development of and recommend to the board for approval of strategic, ~~long-range development and other integrated academic, facilities, and financial~~ plans and programs, and recommend policies designed to promote student success and advance the instructional, research, and service goals of the university overall, as well as its component units, its campuses and its colleges; and oversee the implementation of such plans and policies.
2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the University of Hawai'i System based on budget priorities and the need for effective, efficient, and accountable use of all resources.
3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
- 2-4. Maintain effective working relationships between the university and the governor, governing officials at the county, state government and legislature, and federal government, United States congress, other government officials, the general public, and among the students, faculty and administration of the various campuses levels; collective bargaining leaders; and university-affiliated organizations such as the Research Corporation of the University of Hawai'i and the University of Hawai'i Foundation.
5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the University of Hawai'i Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to University research and programs, and assists in long-range development and modernization of facilities.
6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
- 3-7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, University of Hawai'i Student Caucus, and Pūko'a Council as well as with campus shared governance groups. Recommend plans and policies for the statewide vocational education programs in public institutions and for post-secondary education programs; and oversee the implementation of the plans and policies adopted to ensure a continuing high caliber of performance in academic, administrative and related activities.

D. As chief executive officer of University of Hawai'i, Mānoa, the president shall:

1. In collaboration with the provost, senior officials, and the broad campus community, develop high-level strategies and directions for: University of Hawai'i, Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient, and accountable use of all resources, ~~that which~~ results in the top-level allocation of University of Hawai'i, Mānoa resources through the University of Hawai'i, Mānoa leadership team.
3. Delegate full budgetary authority to and fully support the provost in overseeing, managing, and budgeting for all academic, ~~research, and academic support~~ units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.
4. Define appropriateness and clarity of roles and responsibilities among the academic, ~~research~~, and non-academic units that support University of Hawai'i, Mānoa and report to the president.  
  
~~Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.~~
5. ~~Responsibly~~ execute budget authority, accountability, and regulatory compliance for University of Hawai'i, Mānoa campus functions that report directly to the president including the intercollegiate athletics program.
6. Serve as the public voice, ~~advocate, interpreter, and liaison, and advocate for~~ the University of Hawai'i, Mānoa campus to broad external constituencies.
7. ~~Oversee the work of campus administrators that report directly to the president.~~ Build support for University of Hawai'i, Mānoa with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the University of Hawai'i Foundation to ensure a robust advancement program.
8. ~~Foster true~~ collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives, and priorities.

~~Oversee and ensure accountability and compliance of the intercollegiate athletics program.~~

9. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with student, faculty, and staff advisory groups including the Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kualii Council, and Staff Senate.

~~4. Delegate the day-to-day statewide staff work and coordination of university and university-related functions to the vice presidents, chancellors, and other officers as he/she deems necessary.~~

~~5. Delegate the administration and operation of each campus to the respective chancellors.~~

~~6. Maintaining on-going communications with the board to include providing advance notice, to the extent practical, of potentially controversial decisions or actions that are within authority delegated to the president.~~

~~E. E.~~ The board delegates to the president authority to prepare and submit to the legislature, on behalf of the board, reports and other requests for information regarding university operations and administration as may be requested by the legislature or as may be prescribed by law. In conjunction with submission of reports and information to the legislature, copies shall be provided to the board.

~~7.~~

~~C. E.~~ The board may also prescribe other duties and responsibilities as necessary.

~~D. The president's duty to abide by and apply the policies, rules and regulations adopted by the board is expressed in the following statement:~~

~~"The board, recognizing that the university is a large and complex organization; that many policies, rules and regulations have been adopted or promulgated over the years; that the administration and governance of the university involves many individuals and committees acting in official, administrative or advisory capacities; that questions arise from time to time concerning the interpretation or application of a given policy, rule or regulation; and that the board's policy is to exercise control over the university through its executive officer, the president of the university, includes the understanding that the president has the principal responsibility to apply the policies, rules and regulations adopted by the Board of Regents.~~

~~Questions that may arise within the university community concerning the proper application of a policy, rule or regulation are to be resolved by the president of the university, or his/her designee(s), if such resolution is required within the university community, and that all persons performing university functions in official, administrative and advisory capacities, individually or as members of~~

~~committees, shall be guided by the opinion or ruling of the president or his/her designee(s) with respect to such questions, with the understanding that the interpretation of board policies rests exclusively with the board."~~

~~G. G.~~ Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president.

#### **IV. Delegation of Authority:**

The board delegates to the president certain authority regarding responses to the Legislature. See RP 2.202 ~~(B)(7)~~(E). Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president. See RP 2.202(~~E~~G).

#### **V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

#### **VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

#### **Approved as to Form:**

\_\_\_\_\_  
Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

\_\_\_\_\_  
Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.202, Duties of the President

Effective Date: Feb. XX, 2019

Prior Dates Amended: Jan. 13, 1966; Sept. 19, 1974; Oct. 20, 1978, Sept. 17, 1993;

May 16, 1997; Oct. 18, 2002; Sept. 19, 2008; Oct. 31, 2014 (recodified)

Review Date: August 2022

**I. Purpose:**

To set forth policy on the general duties of the president and authority delegated to the president.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

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

B. As chief executive officer of the board, the president shall:

1. Support the board in fulfilling its fiduciary responsibilities.
2. Ensure that board policies are implemented and adhered to throughout the organization.
3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
4. Report regularly on processes and progress toward attaining strategic goals.
5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.

C. As chief executive officer of the University of Hawai'i System, the president shall:

1. Direct the development of and recommend to the board for approval strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research, and service goals of the university overall, as well as its component units; and oversee the implementation of such plans and policies.

- 
2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the University of Hawai'i System **based on budget priorities** and the need for effective, efficient, and accountable use of all resources.
  3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
  4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university-affiliated organizations such as the Research Corporation of the University of Hawai'i and the University of Hawai'i Foundation.
  5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the University of Hawai'i Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to University research and programs, and assists in **long-range** development and modernization of facilities.
  6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
  7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with **systemwide** student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, University of Hawai'i Student Caucus, and Pūko'a Council **as well as with campus shared governance groups**.
- D. As chief executive officer of University of Hawai'i, Mānoa, the president shall:
1. In collaboration with the provost, senior officials, and the broad campus community, develop high-level strategies and directions for: University of Hawai'i, Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
  2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient, and accountable use of all resources, **that result**

- in the top-level allocation of University of Hawai'i, Mānoa resources through the University of Hawai'i, Mānoa leadership team.
3. Delegate full budgetary authority to and fully support the provost in overseeing, managing, and budgeting for all academic, research, and academic support units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.
  4. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support University of Hawai'i, Mānoa and report to the president.
  5. Responsibly execute budget authority, accountability, and regulatory compliance for University of Hawai'i, Mānoa campus functions that report directly to the president including the intercollegiate athletics program.
  6. Serve as the public voice, advocate, and liaison for the University of Hawai'i, Mānoa campus to broad external constituencies.
  7. Build support for University of Hawai'i, Mānoa with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the University of Hawai'i Foundation to ensure a robust advancement program.
  8. Foster collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives, and priorities.
  9. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; and cultivate frequent communication with student, faculty, and staff advisory groups including the Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kualii Council, and Staff Senate.
- E. The board delegates to the president authority to prepare and submit to the legislature, on behalf of the board, reports and other requests for information regarding university operations and administration as may be requested by the legislature or as may be prescribed by law. In conjunction with submission of reports and information to the legislature, copies shall be provided to the board.
- F. The board may also prescribe other duties and responsibilities as necessary.
- G. Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president.

#### IV. Delegation of Authority:

The board delegates to the president certain authority regarding responses to the Legislature. See RP 2.202 (E). Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits the delegation of authority to the president. See RP 2.202(G).

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

\_\_\_\_\_  
Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

\_\_\_\_\_  
Date





Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: Sept. 20, 2018

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;  
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,  
2008; Nov. 20, 2014; Aug. 2017

Review Date: August 2020

**I. Purpose:**

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. Chancellor, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

**IV. Delegation of Authority:**

There is no policy specific delegation of authority.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

\_\_\_\_\_/S/  
Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

\_\_\_\_\_  
09/20/2018  
Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: ~~Sept. 20, 2018~~ Feb. XX, 2019

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;  
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,  
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018

Review Date: August ~~2020~~ 2022

**I. Purpose:**

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. ~~Chancellor~~ Provost, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

**IV. Delegation of Authority:**

There is no policy specific delegation of authority.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: Feb. XX, 2019

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;  
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,  
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018

Review Date: August 2022

**I. Purpose:**

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

**II. Definitions:**

No policy specific or unique definitions apply.

**III. Policy:**

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. Provost, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

**IV. Delegation of Authority:**

There is no policy specific delegation of authority.

**V. Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

**VI. References:**

- <http://www.hawaii.edu/offices/bor/>
- [http://www.capitol.hawaii.gov/hrscurrent/Vol02\\_Ch0046-0115/HRS0089C/HRS\\_0089C-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm)

**Approved as to Form:**

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Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents

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Date

## PRESIDENT

The president is the chief executive officer (CEO) of the board, the University of Hawai'i (UH) System and the University of Hawai'i at Mānoa (UH Mānoa) with responsibility for the provision of academic and administrative executive leadership of the state's sole public institution of higher education and its flagship, research campus. The president must be well versed in the major issues of higher education on the local, national and international levels, and lead efforts to build and sustain a premier institution with excellence in teaching, research, student, service and extension initiatives and programs in Hawai'i and the Asian and Pacific region. The president must embrace the multicultural climate of the State of Hawai'i and the diversity of its students, faculty and staff. The president leads through university officers and senior administrators.

As chief executive officer of the board, the president supports the board in fulfilling its fiduciary responsibilities; ensures that board policies are implemented and adhered to throughout the organization; and keeps the board informed on all matters related to attainment of the university's mission and progress towards strategic goals in a manner consistent with applicable Regents policies.

As CEO of the UH System, the president directs the development of and recommends to the board for approval strategic, integrated academic, facilities and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university. The president leads collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources; defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units; and maintains effective working relationships between the university and governing officials at the county, state, and federal levels, collective bargaining leaders, and university affiliated organizations. The president builds support for the university with community and business individuals and organizations; articulates priorities and collaborates with the UH Foundation to ensure a robust advancement program that provides financial resources and partnerships; leads a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivates communication with systemwide student, faculty, and staff advisory groups.

As CEO of UH Mānoa, the president collaborates with the provost, senior officials and the broad campus community to develop high level strategies and directions for UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable. With the provost as a full partner, the president leads collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs that result in to include top-level allocation of UH Mānoa resources through the UH Mānoa leadership team. In addition, the president delegates full budgetary authority to and fully supports the provost in overseeing and the budgeting for all academic, research and academic support - units; and defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units. The president responsibly executes budget authority, accountability and regulatory compliance for the UH Mānoa functions that report directly to the president

~~including offices that have both system and UH Mānoa function~~~~oversees the work of campus administrators to include the intercollegiate athletics program~~; leads a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; ~~fosters a culture that maintains the decision-making independence of the provost and provides to the president's best abilities, the necessary resources for the provost to implement these decisions~~; and cultivates communication with student, faculty, and staff advisory groups.

Work is performed with wide latitude in leadership, direction and decision-making with broad policy direction from the board. The president exercises broad discretionary authority in the management of the university and must successfully work with a variety of constituencies to build support for the University and its campuses including university officers and administrators; student, faculty and staff advisory groups; UH Foundation; legislature and elected officials; state and federal department/agency heads; business and community stakeholders; general public; and national and international governments, educational institutions, and businesses. Work is reviewed for overall program accomplishments.

In accordance with the Board of Regents' action taken on [date], this class specification is amended, effective [date].

---

Chair, Board of Regents

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Date



## PRESIDENT

The president is the chief executive officer (CEO) of the board, the University of Hawai'i (UH) System and the University of Hawai'i at Mānoa (UH Mānoa) with responsibility for the provision of academic and administrative executive leadership of the state's sole public institution of higher education and its flagship, research campus. The president must be well versed in the major issues of higher education on the local, national and international levels, and lead efforts to build and sustain a premier institution with excellence in teaching, research, student, service and extension initiatives and programs in Hawai'i and the Asian and Pacific region. The president must embrace the multicultural climate of the State of Hawai'i and the diversity of its students, faculty and staff. The president leads through university officers and senior administrators.

As chief executive officer of the board, the president supports the board in fulfilling its fiduciary responsibilities; ensures that board policies are implemented and adhered to throughout the organization; and keeps the board informed on all matters related to attainment of the university's mission and progress towards strategic goals in a manner consistent with applicable Regents policies.

As CEO of the UH System, the president directs the development of and recommends to the board for approval strategic, integrated academic, facilities and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university. The president leads collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources; defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units; and maintains effective working relationships between the university and governing officials at the county, state, and federal levels, collective bargaining leaders, and university affiliated organizations. The president builds support for the university with community and business individuals and organizations; articulates priorities and collaborates with the UH Foundation to ensure a robust advancement program that provides financial resources and partnerships; leads a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; and cultivates communication with systemwide student, faculty, and staff advisory groups.

As CEO of UH Mānoa, the president collaborates with the provost, senior officials and the broad campus community to develop high level strategies and directions for UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable. With the provost as a full partner, the president leads collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs that result in top-level allocation of UH Mānoa resources through the UH Mānoa leadership team. In addition, the president delegates full budgetary authority to and fully supports the provost in overseeing and the budgeting for all academic, research and academic support units; and defines appropriateness and clarity of roles and responsibilities among the academic and non-academic units. The president responsibly executes budget authority, accountability and regulatory compliance for the UH Mānoa functions that report directly to the president including

offices that have both system and UH Mānoa functions; leads a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; fosters a culture that maintains the decision-making independence of the provost and provides to the president's best abilities, the necessary resources for the provost to implement these decisions; and cultivates communication with student, faculty, and staff advisory groups.

Work is performed with wide latitude in leadership, direction and decision-making with broad policy direction from the board. The president exercises broad discretionary authority in the management of the university and must successfully work with a variety of constituencies to build support for the University and its campuses including university officers and administrators; student, faculty and staff advisory groups; UH Foundation; legislature and elected officials; state and federal department/agency heads; business and community stakeholders; general public; and national and international governments, educational institutions, and businesses. Work is reviewed for overall program accomplishments.

In accordance with the Board of Regents' action taken on [date], this class specification is amended, effective [date].

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Chair, Board of Regents

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Date

## PROVOST

The provost is the chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as the full well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in that capacity in the absence of the president, and an officer of the UH System. The provost participates as the a purely independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH. —The Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus. As a comprehensive research university, the UH Mānoa is the flagship campus of the single system of public higher education for the State of Hawai'i; is classified by Carnegie as a R1 doctoral university ("very high" research activity); and is a land-, sea-, space-, and sun-grant institution providing instructional, research and service programs throughout the state and, as appropriate, internationally.

As the chief academic officer, the provost ensures excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach; collaborates with the president, the campus chief business officer and the campus in collaborative and collegial budget development processes for the entire campus budget recognizing that recognize the unique contributions and requirements of all academic and non-academic campus programs; oversees consistent and fair decision-making to ensure and the need for effective, efficient and accountable use of all resources; and responsibly executes full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. The provost also leads and manages academic deans and directors who lead UH Mānoa campus-level colleges, schools and organized research units and leads campus-level executives (e.g., vice provosts) engaged in advancing the excellence and achievement of campus mission objectives. The provost provides leadership for campus accreditation, and represents UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.

As full deputy to the president in her/his role as CEO of UH Mānoa, the provost serves as acting CEO of UH Mānoa in the absence of the president; works with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures; advises the president of impending issues and potential crises; leads collaborative campus strategic planning efforts for the campus; and leads a system of shared governance across the campus in accordance with university policies that is based on the values of collegiality, transparency, and excellence. In addition, the provost cultivates communication with student, faculty, and staff advisory groups, and maintains effective relationships with the community, legislature, other UH campuses, and internal and external organizations, and fosters a campus of transparency and inclusion for representatives of shared governance groups.

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

Work is performed with wide latitude in leadership, direction and decision-making with broad policy direction from the president. Work is reviewed for overall campus accomplishments.

In accordance with the Board of Regents' action taken on [date], this class specification is established, effective [date].

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Chair, Board of Regents

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Date

## PROVOST

The provost is the chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in the absence of the president, and an officer of the UH System. The provost participates as the independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH. The Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus. As a comprehensive research university, the UH Mānoa is the flagship campus of the single system of public higher education for the State of Hawai'i; is classified by Carnegie as a R1 doctoral university ("very high" research activity); and is a land-, sea-, space-, and sun-grant institution providing instructional, research and service programs throughout the state and, as appropriate, internationally.

As the chief academic officer, the provost ensures excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach; collaborates with the president, the campus chief business officer and the campus in collaborative and collegial budget development process for the entire campus budget recognizing the unique contributions and requirements of all academic and non-academic campus programs; oversees consistent and fair decision-making to ensure effective, efficient and accountable use of all resources; and responsibly executes full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. The provost also leads and manages academic deans and directors who lead UH Mānoa campus-level colleges, schools and organized research units and leads campus-level executives (e.g., vice provosts) engaged in advancing the excellence and achievement of campus mission objectives. The provost provides leadership for campus accreditation, and represents UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.

As deputy to the president in her/his role as CEO of UH Mānoa, the provost serves as acting CEO of UH Mānoa in the absence of the president; works with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures; advises the president of impending issues and potential crises; leads collaborative campus strategic planning efforts for the campus; and leads a system of shared governance across the campus in accordance with university policies that is based on the values of collegiality, transparency, and excellence. In addition, the provost cultivates communication with student, faculty, and staff advisory groups, and maintains effective relationships with the community, legislature, other UH campuses, and internal and external organizations, and fosters a campus of transparency and inclusion for representatives of shared governance groups.

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

Work is performed with wide latitude in leadership, direction and decision-making with broad policy direction from the president. Work is reviewed for overall campus accomplishments.

In accordance with the Board of Regents' action taken on [date], this class specification is established, effective [date].

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Chair, Board of Regents

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Date

**President  
Position No. 89058**

**I. INTRODUCTION:**

The University of Hawai'i is the single system of public higher education for the state of Hawai'i. It is governed by a fifteen-member Board of Regents. Members are nominated by the Regents Advisory Council, appointed by the Governor, and confirmed by the Senate.

The president is the chief executive officer (CEO) of the board, the University of Hawai'i (UH) System and University of Hawai'i at Mānoa (UH Mānoa). The Office of the President supports the fulfillment of all these duties and is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents policies.

The University of Hawai'i enrolls nearly 60,000 students in its ten-campus system, which includes the UH Mānoa, the flagship campus and a land-, sea-, space- and sun-grant research institution; the UH at Hilo and the UH-West O'ahu, both baccalaureate degree awarding institutions; and seven community colleges on the islands of Hawai'i, Maui, O'ahu and Kaua'i. The UH provides instructional, research and service programs within the state and, as appropriate, internationally.

**II. DUTIES AND RESPONSIBILITIES:**

A. In supporting the duties of the chief executive officer of the board, the Office of the President shall:

1. Support the board in fulfilling its fiduciary responsibilities in a manner consistent with all applicable Regents Policies.
2. Ensure that board policies are implemented and adhered to throughout the organization.
3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
4. Report regularly on processes and progress toward attaining strategic goals.
5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.

B. In supporting the duties of the chief executive officer of the UH System, the Office of the President shall:

1. Direct the development and recommend to the board for approval of strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.



3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation.
5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.
6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
8. As set forth in policy the President is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.

C. In supporting the duties of the chief executive officer of UH Mānoa, the Office of the President shall:

1. In collaboration with the provost, senior officials, and the broad campus community, develop high level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources that result in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.
3. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic/research/academic support units,



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

4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.
  5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
  6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.
  7. Build support for UH Manoa with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
  8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
  9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
  10. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
- A. As chief executive officer of the board, the president shall:
1. Support the board in fulfilling its fiduciary responsibilities.
  2. Ensure that board policies are implemented and adhered to throughout the organization.
  3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
  4. Report regularly on processes and progress toward attaining strategic goals.
  5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.
- B. As the chief executive officer of the university, the president shall:
1. Direct the development of and recommend to the Board for approval strategic, integrated academic, facilities and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
  2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System and the need for effective, efficient and accountable use of all resources.

- ~~3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.~~
  - ~~4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective-bargaining leaders; and university-affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation among others.~~
  - ~~— Build support for the university with the general public, including alumni-business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assistance in the development and modernization of facilities.~~
  - ~~5. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the board.~~
  - ~~6. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council.~~
- ~~G. As the chief executive officer of UH Mānoa, the president shall:~~
- ~~1. In collaboration with the provost, senior officials and the broad campus community, develop high-level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.~~
  - ~~1. With the provost as a full partner, lead collaborative and collegial campus-budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources, which results in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.~~
  - ~~1. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president and/or chief business officer.~~
  - ~~1. Define appropriateness and clarity of roles and responsibilities among the academic and non-academic units that support UH Mānoa and report to the president.~~
  - ~~1. Allocate resources and promote efficient management practices for the non-academic units under direct oversight of the president.~~
  - ~~1. Serve as the public voice, advocate, liaison and interpreter for the campus to broad external constituencies.~~

- ~~2. Oversee the work of campus administrators that report directly to the president. Foster true collaboration and mutual support among campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities.~~
- ~~— Oversee and ensure accountability for and regulatory compliance of the intercollegiate athletics program.~~
- ~~3. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.~~

D. The Office of the President assumes responsibility for other duties and responsibilities that may be prescribed by the Board of Regents.

Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits such further delegation.

### **III. List position numbers, official position titles, and names of immediate direct reports.**

As reflected in the most current official organizational chart.

### **IV. Authority and Decision-making Exercised**

Work is performed with wide latitude in leadership, direction and decision making.

### **V. Direction and Review of Work Received**

Broad policy direction from Board of Regents. Work is reviewed by Board of Regents for overall program accomplishment including effective leadership, direction and decision-making.

### **VI. Contacts and Relationships**

Position deals directly with board, legislature, elected officials, university administrators, Office of the Governor, state and federal department/agenda heads, business and community stakeholders, faculty, staff, alumni, and other related parties.

### **VII. MINIMUM QUALIFICATION REQUIREMENTS:**

- 1) Education (general, special or professional): doctorate or terminal degree, or equivalent combination of education and experience.
- 2) Experience:
  - a) Track record of successfully managing large, complex and diverse organizations in settings that value individual achievement, innovation and accountability.
  - b) Worked effectively with or within the University of Hawai'i, related entities, or similar institutions.

- c) Worked effectively with governing boards, legislative bodies, and diverse stakeholders and constituent groups.
- d) Increased institutional resources, including state and government funding, and private gifts.

3) Licenses, certifications, or registration: None

## **VIII. DESIRABLE QUALIFICATIONS:**

Special knowledge, abilities and skills:

- a) Higher Education
  - i) Passion to serve Hawai'i and recognition of higher education's critical role in passing on a prosperous and vibrant society to our children and grandchildren.
  - ii) Ability to lead change as higher education evolves in the coming decade.
  - iii) Experience in building collaborative, productive and innovative teams that will advance the University's mission.
- b) Culture
  - i) Understands the unique importance of the university to the future of Hawai'i, given the state's size, geographic isolation, unique ecology, and singular blend of diverse cultures.
  - ii) Appreciates the contributions of Native Hawaiians, historically and today, and holds a commitment to Native Hawaiian student success.
- c) University of Hawai'i System
  - i) Persuasive leader and communicator in articulating the role of the University in Hawai'i, its strategic goals, accomplishments, and its resource needs.
  - ii) Understands the complexities of managing and unifying an institution that stretches across eight islands and has strong links to the mainland and the Asia Pacific region.
  - iii) Appreciates that intercollegiate athletics has great potential to unify and strengthen community support for the university, as well as to pose moral and financial hazards.
  - iv) Commitment to simultaneously pursue greater student access to high quality programs and advance the university as a major research center.
  - v) Experience in fundraising that builds support for the university among donors from all sectors, and especially in generating extramural support for research.
  - vi) Business acumen in advancing the university's mission, programs, and activities
- d) External Constituencies
  - i) Knows how to work with the state legislature, elected officials, unions, and community leaders; is politically savvy and understands how to get things done.
- e) Leadership Ethics and Skills
  - i) A strong sense of ethics and integrity, and is comfortable in an environment where sunshine laws are observed and public accountability is highly valued.
  - ii) A collaborative team leader who is willing to make and implement timely decisions, can work with diverse groups, and can complement the leadership

team while appreciating the power and the potential of a “system” of higher education.

- iii) Effective in creating and sustaining a partnership with the governing board.

## **President Position No. 89058**

### **I. INTRODUCTION:**

The University of Hawai'i is the single system of public higher education for the state of Hawai'i. It is governed by a fifteen-member Board of Regents. Members are nominated by the Regents Advisory Council, appointed by the Governor, and confirmed by the Senate.

The president is the chief executive officer (CEO) of the board, the University of Hawai'i (UH) System and University of Hawai'i at Mānoa (UH Mānoa). The Office of the President supports the fulfillment of all these duties and is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents policies.

The University of Hawai'i enrolls nearly 60,000 students in its ten-campus system, which includes the UH Mānoa, the flagship campus and a land-, sea-, space- and sun-grant research institution; the UH at Hilo and the UH-West O'ahu, both baccalaureate degree awarding institutions; and seven community colleges on the islands of Hawai'i, Maui, O'ahu and Kaua'i. The UH provides instructional, research and service programs within the state and, as appropriate, internationally.

### **II. DUTIES AND RESPONSIBILITIES:**

- A. In supporting the duties of the chief executive officer of the board, the Office of the President shall:
  1. Support the board in fulfilling its fiduciary responsibilities in a manner consistent with all applicable Regents Policies.
  2. Ensure that board policies are implemented and adhered to throughout the organization.
  3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
  4. Report regularly on processes and progress toward attaining strategic goals.
  5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.
- B. In supporting the duties of the chief executive officer of the UH System, the Office of the President shall:
  1. Direct the development and recommend to the board for approval of strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
  2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.

3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
  4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation.
  5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.
  6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
  7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
  8. As set forth in policy the President is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.
- C. In supporting the duties of the chief executive officer of UH Mānoa, the Office of the President shall:
1. In collaboration with the provost, senior officials, and the broad campus community, develop high level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
  2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources that result in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.
  3. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic/research/academic support units,



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

4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.
  5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
  6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.
  7. Build support for UH Manoa with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
  8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
  9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
  10. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
- D. The Office of the President assumes responsibility for other duties and responsibilities that may be prescribed by the Board of Regents.

Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits such further delegation.

### **III. List position numbers, official position titles, and names of immediate direct reports.**

As reflected in the most current official organizational chart.

### **IV. Authority and Decision-making Exercised**

Work is performed with wide latitude in leadership, direction and decision making.

### **V. Direction and Review of Work Received**

Broad policy direction from Board of Regents. Work is reviewed by Board of Regents for overall program accomplishment including effective leadership, direction and decision-making.

### **VI. Contacts and Relationships**



Position deals directly with board, legislature, elected officials, university administrators, Office of the Governor, state and federal department/agenda heads, business and community stakeholders, faculty, staff, alumni, and other related parties.

## **VII. MINIMUM QUALIFICATION REQUIREMENTS:**

- 1) Education (general, special or professional): doctorate or terminal degree, or equivalent combination of education and experience.
- 2) Experience:
  - a) Track record of successfully managing large, complex and diverse organizations in settings that value individual achievement, innovation and accountability.
  - b) Worked effectively with or within the University of Hawai'i, related entities, or similar institutions.
  - c) Worked effectively with governing boards, legislative bodies, and diverse stakeholders and constituent groups.
  - d) Increased institutional resources, including state and government funding, and private gifts.
- 3) Licenses, certifications, or registration: None

## **VIII. DESIRABLE QUALIFICATIONS:**

Special knowledge, abilities and skills:

- a) Higher Education
  - i) Passion to serve Hawai'i and recognition of higher education's critical role in passing on a prosperous and vibrant society to our children and grandchildren.
  - ii) Ability to lead change as higher education evolves in the coming decade.
  - iii) Experience in building collaborative, productive and innovative teams that will advance the University's mission.
- b) Culture
  - i) Understands the unique importance of the university to the future of Hawai'i, given the state's size, geographic isolation, unique ecology, and singular blend of diverse cultures.
  - ii) Appreciates the contributions of Native Hawaiians, historically and today, and holds a commitment to Native Hawaiian student success.
- c) University of Hawai'i System
  - i) Persuasive leader and communicator in articulating the role of the University in Hawai'i, its strategic goals, accomplishments, and its resource needs.
  - ii) Understands the complexities of managing and unifying an institution that stretches across eight islands and has strong links to the mainland and the Asia Pacific region.
  - iii) Appreciates that intercollegiate athletics has great potential to unify and strengthen community support for the university, as well as to pose moral and financial hazards.
  - iv) Commitment to simultaneously pursue greater student access to high quality programs and advance the university as a major research center.

- v) Experience in fundraising that builds support for the university among donors from all sectors, and especially in generating extramural support for research.
  - vi) Business acumen in advancing the university's mission, programs, and activities
- d) External Constituencies
- i) Knows how to work with the state legislature, elected officials, unions, and community leaders; is politically savvy and understands how to get things done.
- e) Leadership Ethics and Skills
- i) A strong sense of ethics and integrity, and is comfortable in an environment where sunshine laws are observed and public accountability is highly valued.
  - ii) A collaborative team leader who is willing to make and implement timely decisions, can work with diverse groups, and can complement the leadership team while appreciating the power and the potential of a "system" of higher education.
  - iii) Effective in creating and sustaining a partnership with the governing board.

## Provost Position No. 89104

### I. INTRODUCTION:

The University of Hawai'i at Mānoa (UH Mānoa) is the flagship campus of the single system of public higher education for the state of Hawai'i.

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

~~The provost is the chief academic officer of UH Mānoa, the full deputy to the President in her/his role as CEO of UH Mānoa, acting in that capacity in the absence of the President, and an Officer of the UH System. The provost participates as a purely independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH.~~

The Office of the Provost supports the provost in all aspects of the provost's duties, with a ~~singular~~ focus on the success of UH Mānoa students and faculty and staff across education, research, scholarship, service and outreach.

A comprehensive research university, UH Mānoa is classified by Carnegie as a R1 Doctoral University ("very high research activity") and has notably broad and deep strengths in research, teaching, and community outreach. As a land-, sea-, space-, and sun-grant institution, UH Mānoa provides instructional, research, and service programs throughout the state and, as appropriate, internationally. Many of the university's fields of study relate directly to the distinctive geographical and cultural setting of Hawai'i, an island community with diverse ecosystems and exceptional cultural diversity. UH Mānoa plays an important role internationally and nationally, especially in providing Asian, Pacific, and Hawaiian perspectives on the higher education experience.

### II. DUTIES AND RESPONSIBILITIES:

A. In supporting the duties of the provost as chief academic officer, the Office of the Provost shall:

1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and

accountable use of all resources as beneficial for UH Mānoa.

3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. This includes all units of UH Mānoa that report to the provost.
4. Lead, supervise and manage all academic deans and directors of UH Mānoa campus-level colleges, schools, and organized research units.
5. Lead, supervise and manage all directly-reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, enrollment management, faculty success, service, extension and outreach.
6. Provide executive leadership for campus accreditation.
7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach.
8. Attract, support and retain faculty and administrators of the highest caliber to foster and support superior instruction and research and the meaningful integration thereof at UH Mānoa.
9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.

B. In supporting the duties of the provost as deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:

1. Support the provost as acting CEO of UH Mānoa in the absence of the president.
2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.
3. Advise the president of impending issues and potential crises that may arise and provide recommendations in areas that may require presidential action or response.
4. Lead collaborative strategic planning efforts for the campus.
5. As set forth in applicable policies, the provost will lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa -Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
6. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, legislature, federal and state agencies, and community groups. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.

C. In supporting the duties of the provost as an Officer of the UH System, the Office of the

Provost shall:

1. Support the provost's participation as an independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and four-year university chancellors as an equal.
2. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units.
3. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.
4. Ensure that fellow UH Officers understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

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

- A. ~~As chief academic officer, the provost and office shall:~~
- ~~1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach.~~
  - ~~2. Collaborate with the president and the campus in collaborative and collegial budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources.~~
  - ~~3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources among across both centralized support units and all campus-level colleges, schools and organized research units.~~
  - ~~4. Lead, supervise and manage all academic deans and directors who lead UH Mānoa campus-level colleges, schools and organized research units.~~
  - ~~5. Lead, supervise and manage all directly reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, faculty success, service, extension and outreach.~~
  - ~~6. Provide executive leadership for campus accreditation.~~
  - ~~7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach. Assume responsibility for all academic programs, faculty tenure and promotion, and administrative leadership of colleges and schools.~~
  - ~~8. Attract, support and retain faculty of the highest caliber to foster and encourage superior instruction and research and the meaningful integration thereof at UH Mānoa.~~
  - ~~9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.~~

- ~~B. As full deputy to the president in her/his role as CEO of UH Mānoa, the provost and office shall:~~
- ~~1. Support the service as acting CEO of UH Mānoa in the absence of the president.~~
  - ~~2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.~~
  - ~~— Advise the president of impending issues and potential crises that may arise and provide recommendations in areas that may require presidential action or response.~~
  - ~~4. Lead collaborative strategic planning efforts for the campus.~~
  - ~~4. Lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Manoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.~~
  - ~~5. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.~~
  - ~~6. Develop and maintain effective relations with the community, Legislature, other University of Hawai'i campuses, and internal and external organizations.~~
- ~~C. As an officer of the UH System, the provost and office shall:~~
- ~~3. Support participation as an independent and dedicated voice of Mānoa in the UH System cabinet alongside vice presidents and other university chancellors.~~
  - ~~1. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units. Support the senior research administrator who has full authority over Research Training and Revolving Funds (RTRF).~~
  - ~~2. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.~~
  - ~~3. Ensure that UH vice presidents understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.~~

**III. List position numbers, official position titles, and names of immediate direct reports.**

As reflected in the most current official organizational chart.

**IV. Authority and Decision-making Exercised**

Work is performed with wide latitude in leadership, direction, and decision making.

## V. Direction and Review of Work Received

Broad policy direction from president. Work is reviewed by president ~~for~~by overall program accomplishment including effective leadership, direction, and decision-making for the UH Mānoa campus and its community.

## VI. Contacts and Relationships

Position may deal directly with board, legislature, elected officials, Office of the Governor, other state and federal departments and will work directly with university administrators, funding agencies, union leadership, business and community stakeholders, faculty, staff, alumni, and other related parties.

## VII. MINIMUM QUALIFICATION REQUIREMENTS:

- 1) Education (general, special or professional): doctorate or terminal degree.
- 2) Tenurable at the rank of full professor.
- 3) Experience:
  - a) A minimum of 6 years of substantial leadership as an administrator in an academic research intensive institution of higher education.
  - b) Demonstrated record of successfully managing large, complex, and diverse academic and research intensive college, institutes, centers, and other mission critical units.
  - c) Demonstrated record of strong research, scholarship, publication, and professional activity and achievement.
  - d) Demonstrated record of securing financial resources and partnerships, including state and government funding, and private gifts.
  - e) Worked effectively in institutions with multi-cultural and diverse groups.
  - f) Worked effectively with governing boards, state and federal officials, campus leadership, legislative bodies, and diverse stakeholders and constituent groups.
  - g) Excellent verbal and written communication skills.
- 4)   Licenses, certifications, or registration: None

## VIII. DESIRABLE QUALIFICATIONS:

- 1) Passion to serve Hawai'i and lead change in a research university as higher education evolves.
- 2) Experience in building collaborative, productive, and innovative teams that advance the institution's mission.
- 3) Understands the unique importance of the University to the future of Hawai'i, given the State's size, geographic isolation to the mainland and within the Asia-Pacific region, unique ecology, and blend of diverse cultures, and appreciates contributions of Native Hawaiians.
- 4) Experience as leader and communicator in articulating the role of an institution of higher education, its strategic goals, accomplishments, and its resource needs to a wide range of constituents and stakeholders.

- 5) Strong commitment to simultaneously pursue greater student access to high quality programs and advance the UH Mānoa as a significant research intensive campus.
- 6) Experience in fundraising that builds support for the university among donors from all sectors, and especially in generating extramural support for research.
- 7) Possess strong business acumen, ethics, and integrity.
- 8) Effective in developing and sustaining effective working relationships with internal and external organizations.
- 9) Familiarity with or experience in a unionized environment in higher education.



## **Provost Position No. 89104**

### **I. INTRODUCTION:**

The University of Hawai'i at Mānoa (UH Mānoa) is the flagship campus of the single system of public higher education for the state of Hawai'i.

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

The Office of the Provost supports the provost in all aspects of the provost's duties, with a focus on the success of UH Mānoa students and faculty and staff across education, research, scholarship, service and outreach.

A comprehensive research university, UH Mānoa is classified by Carnegie as a R1 Doctoral University ("very high research activity") and has notably broad and deep strengths in research, teaching, and community outreach. As a land-, sea-, space-, and sun-grant institution, UH Mānoa provides instructional, research, and service programs throughout the state and, as appropriate, internationally. Many of the university's fields of study relate directly to the distinctive geographical and cultural setting of Hawai'i, an island community with diverse ecosystems and exceptional cultural diversity. UH Mānoa plays an important role internationally and nationally, especially in providing Asian, Pacific, and Hawaiian perspectives on the higher education experience.

### **II. DUTIES AND RESPONSIBILITIES:**

A. In supporting the duties of the provost as chief academic officer, the Office of the Provost shall:

1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and accountable use of all resources as beneficial for UH Mānoa.
3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. This includes all units of UH Mānoa that report to the provost.
4. Lead, supervise and manage all academic deans and directors of UH Mānoa

campus-level colleges, schools, and organized research units.

5. Lead, supervise and manage all directly-reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, enrollment management, faculty success, service, extension and outreach.
  6. Provide executive leadership for campus accreditation.
  7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach.
  8. Attract, support and retain faculty and administrators of the highest caliber to foster and support superior instruction and research and the meaningful integration thereof at UH Mānoa.
  9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.
- B. In supporting the duties of the provost as deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost as acting CEO of UH Mānoa in the absence of the president.
  2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.
  3. Advise the president of impending issues and potential crises that may arise and provide recommendations in areas that may require presidential action or response.
  4. Lead collaborative strategic planning efforts for the campus.
  5. As set forth in applicable policies, the provost will lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.
  6. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, legislature, federal and state agencies, and community groups. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
  7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
  8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.
- C. In supporting the duties of the provost as an Officer of the UH System, the Office of the Provost shall:
1. Support the provost's participation as an independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and four-year university chancellors as an equal.
  2. Collaborate as a full partner with the president and fellow UH System officers in

collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units.

3. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.
4. Ensure that fellow UH Officers understand the unique needs of UH Mānoa and embrace their responsibilities to support UH's flagship research university.
5. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

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

**III. List position numbers, official position titles, and names of immediate direct reports.**

As reflected in the most current official organizational chart.

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**VI. Contacts and Relationships**

Position may deal directly with board, legislature, elected officials, Office of the Governor, other state and federal departments and will work directly with university administrators, funding agencies, union leadership, business and community stakeholders, faculty, staff, alumni, and other related parties.

**VII. MINIMUM QUALIFICATION REQUIREMENTS:**

- 1) Education (general, special or professional): doctorate or terminal degree.
- 2) Tenurable at the rank of full professor.
- 3) Experience:
  - a) A minimum of 6 years of substantial leadership as an administrator in an academic research intensive institution of higher education.
  - b) Demonstrated record of successfully managing large, complex, and diverse academic and research intensive college, institutes, centers, and other mission critical units.

- c) Demonstrated record of strong research, scholarship, publication, and professional activity and achievement.
  - d) Demonstrated record of securing financial resources and partnerships, including state and government funding, and private gifts.
  - e) Worked effectively in institutions with multi-cultural and diverse groups.
  - f) Worked effectively with governing boards, state and federal officials, campus leadership, legislative bodies, and diverse stakeholders and constituent groups.
  - g) Excellent verbal and written communication skills.
- 4) Licenses, certifications, or registration: None

**VIII. DESIRABLE QUALIFICATIONS:**

- 1) Passion to serve Hawai'i and lead change in a research university as higher education evolves.
- 2) Experience in building collaborative, productive, and innovative teams that advance the institution's mission.
- 3) Understands the unique importance of the University to the future of Hawai'i, given the State's size, geographic isolation to the mainland and within the Asia-Pacific region, unique ecology, and blend of diverse cultures, and appreciates contributions of Native Hawaiians.
- 4) Experience as leader and communicator in articulating the role of an institution of higher education, its strategic goals, accomplishments, and its resource needs to a wide range of constituents and stakeholders.
- 5) Strong commitment to simultaneously pursue greater student access to high quality programs and advance the UH Mānoa as a significant research intensive campus.
- 6) Experience in fundraising that builds support for the university among donors from all sectors, and especially in generating extramural support for research.
- 7) Possess strong business acumen, ethics, and integrity.
- 8) Effective in developing and sustaining effective working relationships with internal and external organizations.
- 9) Familiarity with or experience in a unionized environment in higher education.

# Correspondence



888 Mililani Street, Suite 401  
Honolulu, Hawaii 96813-2991

Telephone: 808.543.0000

[www.hgea.org](http://www.hgea.org)

February 1, 2019

Mr. David Lassner  
President and Chancellor  
University of Hawaii  
Bachman Hall  
2444 Dole Street  
Honolulu, Hawaii 96822

Dear President Lassner:

**Subject: Consultation Regarding the University of Hawaii at Manoa  
Reorganization Proposal – Phase I**

This is in response to your January 7, 2019 letter requesting consultation regarding ‘Phase I’ of the reorganization of the University of Hawaii at Manoa. Thank you for allowing us additional time to respond.

We have reviewed the information provided and have the following comments and questions.

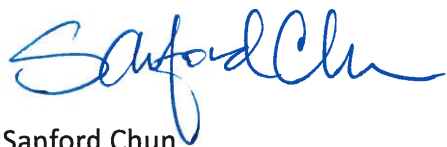
1. This reorganization proposal establishes a new UH Manoa Provost position that will function as the chief academic officer for the UH Manoa campus, as well as supervise four (4) vice-provost positions. According to the proposal, the UH Manoa Provost will have *‘full responsibility and authority for 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.
2. 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?
3. 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.

4. 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.
5. 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?
6. 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.
7. 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.
8. 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 and gather input and feedback regarding the changes proposed in this major reorganization.

Thank for the opportunity to provide input and we look forward to your written response. Please contact me at 543-0070 or [schun@hgea.org](mailto:schun@hgea.org) if there are any questions.

Sincerely,



Sanford Chun

Executive Assistant for Field Services



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.

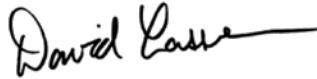
8. *HGEA comment: Staff has expressed concern about the possible changes that will be proposed in Phase II of this reorganization. For many, it is difficult to comment on phase I without knowing specifically what is coming and what will affect them in Phase II. For some, there is a feeling that the proposed 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*

*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.

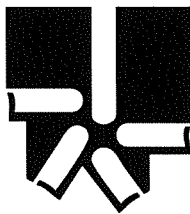
Should there be any further questions about Phase 1, you may contact me or have your staff contact Debra Ishii, Executive Assistant to the Chancellor (808-956-7500 or [debrai@hawaii.edu](mailto:debrai@hawaii.edu)). Mahalo for your support and assistance with Phase I of this reorganization proposal and 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,

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

David Lassner  
President and Chancellor

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



January 23, 2019

David Lassner, President  
University of Hawaii System  
2444 Dole Street, Bachman 202  
Honolulu, HI 96822

Re: Phase 1 - Combining of President and UH Manoa Chancellor and  
Creation of UH Provost

Dear President Lassner:

As with all reorganizations, the proposal does not capture the full extent of changes in authority, responsibility, and accountability that arise when functions and programs are combined, broken apart, eliminated, or recrafted. The Manoa Provost takes on some, but not all functions of the current Chancellor. The role of the President/Chancellor to lead a UH system with many moving parts, plus establish presence and credibility with external groups and agencies is a delicate balance to achieve.

Position titles/function and organizational charts do reflect the relative value of the influence and control exercised by an individual holding any given position. The term "provost" and "chancellor" used within the UH system appears to recognize a power differential which is not fully explored.

To indicate all things, except the management of UH Manoa, will remain the same is simply not a believable assertion. There are Vice Presidents at the system level that assert authority which has been changing regularly in an accumulation of functions replacing those at a campus level. This movement of authority also influences the operations at UH Manoa. When Phase 2 arrives, these interrelationships and authority to make decisions must be addressed.

UHPA notes that a variety of questions arise regarding budgeting authority at UH Manoa; valuing research as a primary function; combining of compliance activities; and some areas of program and policy not reflected in the reorganization proposal. These need to be the subject of future consultation with UHPA.

In the short run, UHPA and the University will need the collective bargaining agreement amended to address a new Provost and potentially the role of President in various activities as decision maker.

UNIVERSITY OF HAWAII  
PROFESSIONAL ASSEMBLY

David Lassner, President



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Further, UHPA recommends that the Board of Regents immediately authorize a competitive national recruitment and hire for the UH Manoa Provost. If this effort to reorganize is to be advanced as a significant shift in control and responsibility, then the institution must recognize the importance and not assume it is simply a role that can be passed onto existing personnel.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kristeen Hanselman'.

Kristeen Hanselman  
Executive Director



UNIVERSITY  
of HAWAII®

June 24, 2019

Sent via email to [Wendy.Kondo@hawaii.gov](mailto:Wendy.Kondo@hawaii.gov)

Ms. Wendy Kondo  
Office of the Honorable Joshua Green  
Lieutenant Governor, State of Hawai'i  
State Capitol  
415 South Beretania Street  
Honolulu, Hawai'i 96813

Dear Ms. Kondo:

On March 28, 2019, the Board of Regents approved Phase 1 of the Manoa reorganization. For your records, see [link](#) to the action request including the reorganization proposal and the approved revised organization charts and function statements.

Should you have questions, please contact me at (808) 956-7651.

Sincerely,

/s/

Debra Ann C. Ishii  
Executive Assistant, UHM

c: Kristeen Hanselman, Executive Director, UHPA  
Dayton Nakanelua, State Director, UPW  
Randy Perreira, Executive Director, HGEA  
Office of Human Resources  
University Budget Office

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