



January 2, 2024

MEMORANDUM

TO: David Lassner  
President

FROM: Michael Bruno *Michael Bruno*  
Provost

Makena Coffman, Director *Makena Coffman*  
Institute for Sustainability & Resilience

SUBJECT: REORGANIZATION PROPOSAL FOR THE OFFICE OF THE PROVOST,  
INSTITUTE FOR SUSTAINABILITY & RESILIENCE

SPECIFIC ACTION REQUESTED:

It is requested that the President approve the reorganization of the Office of the Provost to reflect the Institute for Sustainability & Resilience.

RECOMMENDED EFFECTIVE DATE:

Upon approval.

ADDITIONAL COST:

The additional cost associated with this reorganization is \$254,000. This includes an additional \$240,000 towards 3 FTE within ISR, an allocation for buyout of 0.5 FTE, and an additional \$14,000 in operational costs.

PURPOSE:

The purpose of this reorganization is to reflect the Institute for Sustainability and Resilience (ISR), approved on July 7, 2017, on the organizational chart as reporting to the Office of the Provost. Inclusion on the organizational chart will permit the allocation of positions and funding to support operations and expand the impact of ISR's work.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* dated March 2008, reorganizations that:

- a) do not have an impact on BOR policy and/or laws;
- b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
- c) do not incur significant additional expenses; or
- d) do not have significant programmatic impact on the University may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The details of the reorganization are outlined in the attached Executive Summary and proposal.

ACTION RECOMMENDED:

It is recommended that the President approve the reorganization of the Office of the Provost to reflect the Institute for Sustainability & Resilience.

Attachments:

Executive Summary

Narrative

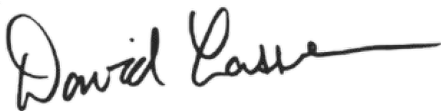
Current Organizational Charts and Functional Statements

Proposed Organizational Charts and Functional Statements

Attachment 3: BJBT Position Worksheet

Letters and Responses

APPROVED / DISAPPROVED



January 8, 2024

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David Lassner  
President

Date

# EXECUTIVE SUMMARY

Reorganization Proposal  
Office of the Provost / Institute for Sustainability & Resilience  
University of Hawai'i at Mānoa

**Executive Summary**

I. **Purpose:**

The purpose of this reorganization is to establish the Institute for Sustainability and Resilience on the organizational chart, reporting to the provost, in order to allocate positions (FTE) to support continued and expanded operations. ISR was approved by the President in July of 2017 and to date has fulfilled its mission with the .75 FTE buyout of a faculty member's salary and a graduate assistant. Despite the meager resources allocated to launch this initiative, ISR has been successful in establishing and growing sustainability curriculum and programming with collaboration from nearly every school, college, and organizational research unit on campus. In order to grow and sustain these successes, ISR needs dedicated positions and funding. The proposed reorganization will provide this support.

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

The major changes include the following:

- Establishment of ISR on the organizational chart, reporting to the Provost;
- Allocation of 3 FTE, including 1 Executive/Managerial position to serve as director, 1 (Instructional) faculty position, and 1 Administrative & Professional (APT) position;
- Buyout of 0.5 FTE for additional faculty leadership;
- Additional annual allocation of \$254,000 to support salaries and operations.

III. **Resource Impact:**

The Provost and the Chief Business Officer have committed to allocating the positions listed above as well as the operational funding.

A. **Budget**

The estimated additional cost of this reorganization is \$254,000, as follows:

Additional Salary: \$240,000

Additional Operational Costs: \$14,000

Currently, the annual budget consists of \$260,000, including a 0.75 FTE faculty buyout, a graduate assistant, and operating expenses (office supplies, Telcom (phones), computer hardware and software, travel, seminars, and convenings, and AASHE membership dues). The additional funds will cover the net salary for the 3 allocated positions, 0.5 FTE faculty buyout, and a small amount of additional operational costs supporting the larger ISR team, and including a \$5,000 allocation for convening.

## B. Operational

The Provost and the Chief Business Officer have committed to allocating the positions and operational funds detailed above.

The groups impacted include the Office of the Provost, the ISR itself, and the College of Social Sciences (CSS)/Department of Urban and Regional Planning (DURP). The staff positions within the Provost's Office will continue to oversee ISR's fiscal and human resource functions, but with additional support from the new APT staff in ISR. A new position will be allocated to serve as the director of ISR. There will be no change to the CSS faculty position - the faculty FTE will remain in DURP. The purpose of this reorganization is primarily to reflect the organization on the chart and allocate additional support.

## C. Space

There are no plans to physically move anyone as a result of the reorganization. No additional space is being requested.

## IV. Consultation:

The following groups relevant to the mission and function of ISR have been informed and consulted.

- UH Mānoa Cabinet (Provost, Vice Provosts, Chief Business Officer, etc.)
- UH Mānoa Deans and Directors
- Provost's Office Staff
- UHM Faculty Senate Executive Committee
- Current ISR Faculty Director and Graduate Assistant
- Current ISR Research Team, including an RCUH researcher, 4 research assistants
- Director of Interdisciplinary Studies
- Faculty who serve on the ISR Curriculum Committee
- Faculty who teach SUST classes
- Office of the Dean, College of Social Sciences
- Department of Urban & Regional Planning
- UH System Office of Sustainability
- Director of the Native Hawaiian Place of Learning Advancement Office
- Director of the Center for Pacific Island Studies
- Students enrolled in the BA in Sustainability via Interdisciplinary Studies and the Undergraduate Certificate in Sustainability
- Directors, chairs, faculty, and staff of sustainability-related departments and programs, including:
  - Natural Resources and Environmental Management
  - Oceanography (including Global Environmental Science)
  - Curriculum Studies
  - Engineering (including REIS Certificate Program)

- Directors, faculty, and staff of sustainability-related research and outreach programs, including:
- UHERO
- Water Resources Research Center
- Sea Grant College Program

The feedback from the consultation process was overwhelmingly positive. The overarching takeaway from meetings was that ISR provides a valuable campus-wide service and, to the extent that people have concerns about the reorganization, they are largely centered on whether the capacity proposed in the reorganization is sufficient to meet the needs of the campus as it relates to the objectives of ISR. A full review of the feedback received is available in the attached proposal.

V. **Implementation:**

The anticipated effective date is July 1, 2023, or upon approval.

NARRATIVE

Reorganization Proposal  
Office of the Provost  
Institute for Sustainability & Resilience  
University of Hawai'i at Mānoa

**Narrative**

**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.

The Institute for Sustainability and Resilience (ISR) was established in 2017 to provide a campus-wide focus for interdisciplinary instruction, research, and outreach programs related to sustainability and resilience. ISR serves as a coordinating body for sustainability and resilience-related activities, particularly in curricula, across the University of Hawai'i at Mānoa (UHM) campus, and provides representation and participation in system-wide sustainability and resilience initiatives. This coordination is essential to developing interdisciplinary educational programs to attract students into one of the most desired areas of study and to prepare all UHM students for 21st-century citizenship. ISR also provides a stronger focus for competitive participation by the campus in large interdisciplinary global research initiatives and for philanthropic investment in sustainability and resilience at UHM.

Per Executive Policy 5.215, Establishment and Review of Centers, "instructional, research, administrative or public service centers require Board of Regent approval when: (1) the center requires significant current or future commitments of institutional funding, personnel or physical resources, a substantive change in program mission, and/or involve major institutional liability, (2) the proposed center involves Board or Presidential agreements with external governmental or private entities; or (3) the proposed center involves an honorific name in the designation of the center. Authorization for centers that do not meet the above criteria is delegated to each, Vice President, Chancellor, System-wide Director and the State Director for Career and Technical Education within their respective units or offices." ISR did not meet the criteria requiring Board approval in 2017, therefore, on July 7, 2017, under delegated authority, the Chancellor approved the establishment of the ISR as a new institute under the Office of the Vice Chancellor for Academic Affairs. At the time of its creation, it was anticipated that the ISR would later be formally reflected on the University's organizational charts to facilitate the allocation of positions and funds to support its program operations.



In 2018, the Vice Chancellor for Academic Affairs appointed a faculty member from the College of Social Sciences, Department of Urban and Regional Planning to serve as ISR Director (0.75 FTE buyout). The Director has led the stewardship of sustainability-focused curriculum across campus (i.e. SUST cross-listed courses) and there are now more than 120 SUST courses offered within 35 academic departments, made visible and accessible to students via the SUST organization in Class Availability and the *UHM Catalog*. The ISR collaborated with Interdisciplinary Studies (IS) to launch a BA pathway through IS focused on Sustainability, and collaborated with faculty across disciplines to launch an Undergraduate Certificate in Sustainability.

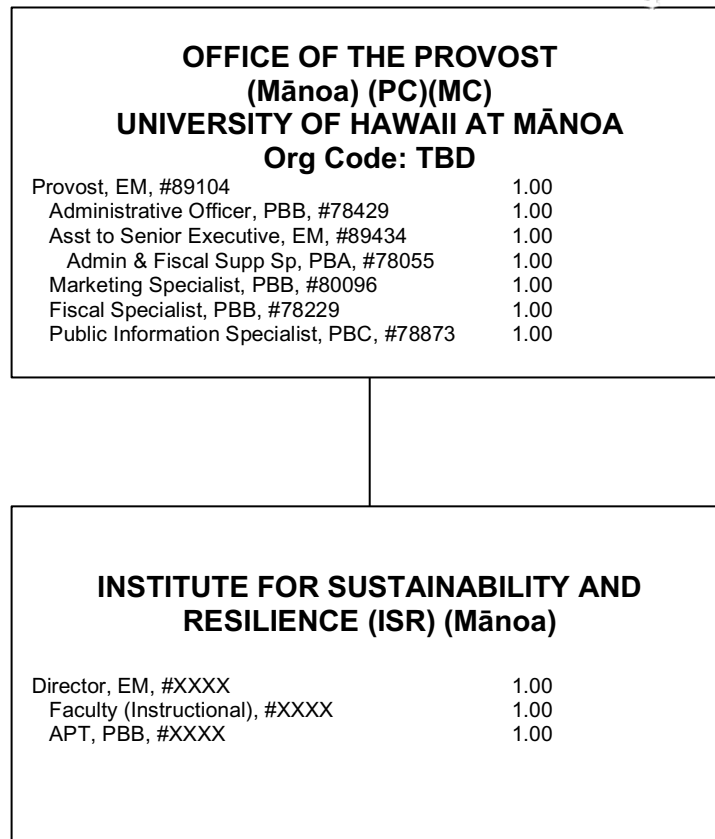
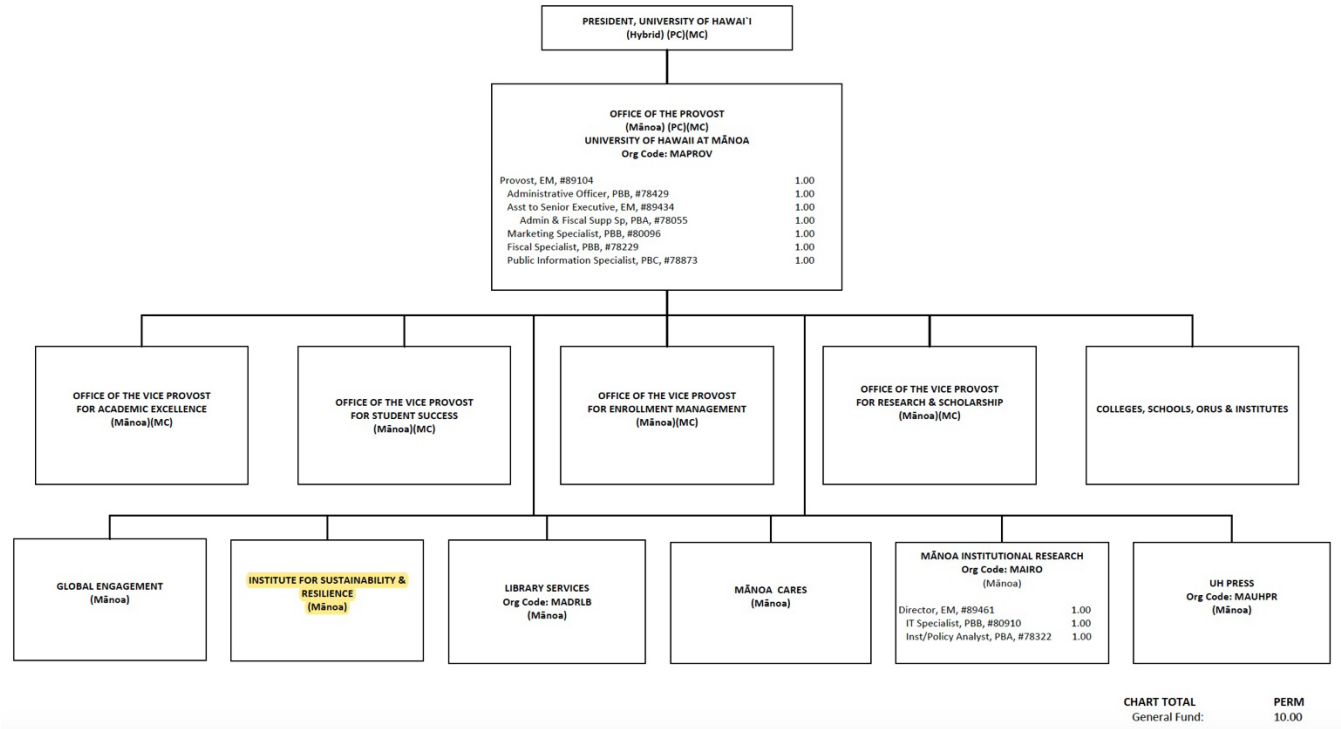
With further development of the activities of ISR since 2018, and having gone through a “proof of concept” phase since 2018, this proposed reorganization aims to institutionally codify the activities of ISR by reflecting the institute in the University’s organizational charts and functional statements. The creation of a permanent place within the UHM organizational structure is necessary to allow for the allocation of positions and funding to ensure dedicated support for continued program operations, and to maintain a strong campuswide focus on sustainability and resilience.

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

In 2019, the Board approved Phase 1 of the UHM Reorganization Proposal which created the Office of the Provost. Later in 2021, the Board approved Phase 2 of the UHM Reorganization Proposal which established the Vice Provost Offices. While ISR was initially reporting to the Vice Chancellor for Academic Affairs, this reporting line changed to the Provost as a result of the Phase 1 and Phase 2 reorganizations. The objective of this reorganization is to formally reflect ISR on the Office of the Provost organizational chart and functional statement as well as to facilitate the allocation of positions and resources to secure and expand its operations.

The proposed reorganization is shown below (ISR highlighted yellow):

PROPOSED



The EM Director will be responsible for the internal and external activities of ISR. Internally, the Director will be responsible for administrative matters relating to human resources management, space utilization, facilities, financial management, and budget planning and execution. The Director will ensure that the responsibilities of faculty and staff members are performed at their highest level of achievement to support the mission of ISR. Externally, the Director will engage with other Deans/Directors, Vice Provosts/Presidents as necessary to meet the mission of ISR (examples such as campus-wide assessment of UHM's Institutional Learning Objective of "Stewardship of the Natural Environment" and collaboration with a variety of units for the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS reporting). The Director will be responsible for managing relationships and agreements with national sustainability organizations, donors, and other funding sources.

The 1.0 FTE Instructional Faculty (I3) will be responsible for teaching the Interdisciplinary BA in Sustainability's SUST 495 capstone course, the ISR seminar series as well as other SUST courses as appropriate. The Faculty will lead student advising and support curriculum stewardship. The Faculty will have an active research agenda in topics related to sustainability and resilience, as well as engage in ISR assessment activities.

The APT Band B will lead fiscal administration and grants support, as well as general office management.

\*Note: Not listed on the organizational chart because it is not an allocation of FTE into ISR, but this proposal also includes a budget allocation to buyout a faculty's time for 0.5 FTE. This faculty should be tenured at UHM and have demonstrated interest and leadership in sustainability and resilience. This faculty (distinct from the 1.0 FTE faculty shown on the organizational chart), will take a leadership role (i.e. akin to an associate director) in ISR via the following activities: Oversight of the ISR curriculum committee including designation and review of SUST courses; modifications to either the BA in Sustainability via Interdisciplinary Studies, and the Undergraduate Certificate in Sustainability; and the development of BAM pathways. In addition, this 0.5 FTE faculty will oversee processes for recruitment and academic advising, as well as engage in ISR assessment activities.

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

### **A. Provide background and relevant historical information.**

In outlining the mission and purpose of the University of Hawai'i, Board of Regents Policy RP 4.201 states that "The University shall be a global leader and

model for the integration of sustainability throughout its teaching, research, operations, and public service." Executive Policy E4.202: System Sustainability further states, "The University will encourage, facilitate, and support curriculum development that advances the principles of sustainability and enables cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels." The ISR is tasked with spearheading the implementation of the UH System sustainability goals related to teaching, research, and service at UHM. The ISR currently provides a number of campuswide and public services, such as:

### *Curriculum*

- ISR facilitates the identification of sustainability-focused courses across the UHM campus (i.e. SUST courses) working with an interdisciplinary curriculum committee representing all units with SUST courses. There are currently over 120 SUST courses offered from 35 academic departments within 10 schools/colleges.
- The ISR Curriculum Committee supports the assessment of sustainability-focused learning outcomes and program evaluation.
- ISR leads curricular programming that brings SUST courses together for new student learning experiences, such as the development and stewardship of the Bachelor of Arts (BA) in Sustainability (via Interdisciplinary Studies), Undergraduate Certificate in Sustainability, and combined bachelor's and master's degree pathways with sustainability-related disciplines.
- ISR leads the BA Capstone course (SUST 495) and is developing partnerships with community sustainability partners for student research partnerships; for example, with Kualoa Ranch and Kōkua Hawai'i Foundation.
- Through the articulation of student learning outcomes, ISR works with faculty to integrate sustainability principles into existing curricula where appropriate.
- ISR serves as a campus-wide clearinghouse to review and coordinate transfer credit in sustainability-related courses for incoming transfer students.
- ISR represents UHM within the 10-campus Sustainability Curriculum Council, which works on issues of coordination and articulation between sustainability curriculum pathways among campuses.

### *Research, Service, and Outreach*

- ISR's approach to research to date has been rooted in dually serving as vehicles for outreach and public service. Since 2018, ISR has engaged in a number of applied research projects that focus on informing sustainability and resilience-related decision-making across Hawai'i. Examples include:

- Helping the City and County of Honolulu create its first-ever Climate Action Plan (in partnership with UHERO) and evaluation of actions to date in the context of pre- and post-covid transportation trends (in collaboration with ICF International).
- Informing the Hawai'i State Energy Office, State Legislature and State Tax Review Commission on the greenhouse gas and economic impacts of establishing a state-level carbon price to meet carbon neutrality targets while ensuring a more equitable transition to a low-carbon economy (in partnership with UHERO).
- Identifying datasets for the State's Climate Change Mitigation and Adaptation Commission that help to inform social vulnerabilities to a range of climate change shocks and stressors.
- Developing estimates and projections of greenhouse gas emissions in Hawai'i by sector for the State Department of Health to understand the extent to which the state is on track to meet its decarbonization targets (in collaboration with ICF International).
- Engaging U.S. coastal mayors on project design for the National Endowment of the Arts Mayors Institute for City Design (in partnership with UH CDC).
- Leading a learning trip with state and county agency leadership to better understand best practices in sea level rise response (funded by the Lucile Packard Foundation and Harold K. Castle Foundation).
- Providing research support to the City & County of Honolulu Climate Change Commission guidance documents and white papers, via a graduate research assistant (funded by the Healy Foundation and named the "Healy Fellowship").

#### *Additional Professional Service*

- ISR has engaged in important professional service that raises awareness of UHM's commitment to and activities within sustainability. For example:
  - Planning and hosting the 2022 Association of Pacific Rim Universities Sustainable Cities and Landscapes Annual Conference at UHM in September 2022.
  - Preparing and submitting in 2022 the first UHM Sustainability Tracking, Assessment & Rating System (STARS) report to the Association for the Advancement of Sustainability in Higher Education (AASHE) (in collaboration with the UH System Office of Sustainability).
  - Engaging with prominent academic sustainability networks, including the Global Resilience Research Network and the Sustainable Development Solutions Network (SDSN) USA.

- 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.

The work of ISR has grown to the point of requiring the allocation of positions and resources to continue and expand its operations to meet its full mission. With the current capacity of ISR (0.75 FTE faculty director (buyout), and 0.50 FTE graduate student assistant), the ISR has accomplished multiple areas of its directive; however, an improved organizational structure is necessary to both solidify ISR's current activities and expand them. Continuing in the current organizational structure will require a scaling down of the work at a time when opportunities and initiatives in line with UHM's strategic plan are growing.

With expanded capacity, examples of expanded activities and opportunities include:

#### *Curriculum*

- Providing further opportunities for students to incorporate sustainability practices into student life and other co-curricular activities.
- Growing enrollment and improving the student experience in the BA and Certificate programs by expanding the capacity for student advising as well as expanding experiential learning opportunities for students in the areas of sustainability and resilience through deepening community partnerships--both within and beyond the Capstone experience.
- Stewarding the development of additional BAM programs with the BA in Interdisciplinary Studies Sustainability
- Developing professional development opportunities for faculty related to curriculum development and delivery in sustainability.
- Providing leadership and facilitating the development of new courses and programs related to sustainability and resilience in and across academic programs and departments that help to more broadly meet UHM's Institutional Learning Objective (ILO) for "Stewardship of the Natural Environment."
- Engaging in campuswide assessment on progress toward the ILO "Stewardship of the Natural Environment."
- Overall, ISR has the potential to do more outreach, grow student enrollment within the BA and Certificate as well as sustainability-related programs across the UHM campus, and facilitate future certificate and degree programs in sustainability and resilience in collaboration with interested units.

### *Research*

- Supporting professional development and collaboration opportunities for faculty and students in sustainability scholarship.
- Facilitating interdisciplinary research and scholarship related to sustainability and resilience.
- Collaborating with partners within academic and research units and community organizations to secure extramural grants and contracts to support the mission of ISR.
- Further establishing metrics (via AASHE STARS) to categorize and measure progress in research and scholarship in sustainability and resilience.

### *Service and Outreach*

- Improving upon AASHE STARS through biennial submissions that continue to grow UHM's assessment in sustainability as well as recognition within sustainability in higher education. Examples include estimating a more comprehensive greenhouse gas inventory for the UHM campus, as well engaging in research that would benefit campus operations (much like the City's Climate Action Plan).
- Developing mutually beneficial partnerships with community organizations, non-profit organizations, the private sector, and other colleges and universities in Hawai'i and beyond to advance sustainability initiatives.
- Supporting sustainability education initiatives in Hawai'i's public schools and other youth organizations.

### *Additional Opportunities*

- Through institutional formalization, the current activities of ISR will also be streamlined and simplified. For example, ISR could have more easily implemented the Undergraduate Certificate in Sustainability if it could be directly represented in UH's STAR. In addition, formalization would clarify lines of reporting between the Director and the Office of the Provost.
- Lastly, the demonstrated and numerous engaged research and outreach opportunities show the value of ISR as a central hub for sustainability and resilience-focused work at UHM, with applied topics that focus on environmental systems change, and highlight opportunities for growth with the formalization of ISR within UHM. Any large donations that might result in a "naming" gift via UH Foundation, for example, could only be pursued and granted if ISR were a formally recognized entity.

C. Explain other alternatives explored.

Given the need to allocate positions and resources to sustain ISR operations, no alternatives to a reorganization are available.

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

No significant changes are anticipated. The purposes of this reorganization are to reflect the ISR on the organization chart and to allocate additional support. While the positions within the Provost's Office will continue to support ISR, the administrative staff allocated to ISR under this reorganization will provide needed additional support to lessen the burden on staff in the Provost's Office.

E. 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.

The groups impacted include the Office of the Provost, the ISR itself, and the College of Social Sciences (CSS)/Department of Urban and Regional Planning (DURP). The staff positions within the Provost's Office will continue to oversee ISR's fiscal and human resource functions, but with additional support from the new APT staff in ISR. A new position will be allocated to serve as the director of ISR. There will be no change to the CSS faculty position - the faculty FTE will remain in DURP. The purpose of this reorganization is primarily to reflect the organization on the chart and allocate additional support. Groups relevant to the mission and function of ISR have been informed and consulted. Specifically, consulted units/groups include:

- Mānoa Cabinet (Provost, Vice Provosts, Chief Business Officer, etc.)
- Deans and Directors
- Provost's Office
- Faculty Senate Executive Committee
- Current ISR Faculty Director and Graduate Assistant
- Current ISR Research Team, including an RCUH researcher and four research assistants
- Director of Interdisciplinary Studies
- Faculty who serve on the ISR Curriculum Committee
- Faculty who teach SUST classes (based on prior and current academic year offerings)
- Office of the Dean, College of Social Sciences
- Department of Urban & Regional Planning



- UH System Office of Sustainability
- Director of the Native Hawaiian Place of Learning Advancement Office
- Students enrolled in the BA in Sustainability via Interdisciplinary Studies and the Undergraduate Certificate in Sustainability
- Chairs, faculty, and staff of sustainability-related units, departments and programs, including:
  - Natural Resources and Environmental Management
  - Oceanography (including Global Environmental Science)
  - Curriculum Studies
  - Engineering (including REIS Certificate Program)
  - Center for Pacific Island Studies
- Directors, faculty, and staff of sustainability-related research and outreach programs, including:
  - UHERO
  - Water Resources Research Center (WRRC)
  - Sea Grant College Program

Consultation occurred between mid-November and mid-January in a total of 16 meetings. The consultation was done in three formats. The first was to attend standing meetings and present the proposed ISR reorganization for broad feedback as well as invite meeting attendees to share the presentation with their faculty and interested parties (i.e. Mānoa Cabinet and Deans/Directors meetings). The second was a series of “open house” meetings that interested parties could attend, hear the presentation, and provide feedback (i.e. faculty who teach SUST courses as well as students enrolled in SUST curricular pathways). The third was to schedule specific meetings with units relevant to sustainability and resilience. Below are the schedule of meetings and invited groups.

- November 14, 2022: Mānoa Cabinet
- November 14, 2022: UHM Deans and Directors
- November 16, 2022: Director for Interdisciplinary Studies
- November 22, 2022: Current ISR Research Team, ISR Graduate Assistant
- December 2, 2022: Provost Office
- December 12, 2022: UH System Office of Sustainability and Director for the Native Hawaiian Place of Learning Advancement Office
- December 13, 2022: Office of the Dean, College of Social Sciences
- December 13, 2022: Faculty who serve on the ISR Curriculum Committee
- December 14, 2022: Faculty who teach SUST classes (Open House)
- December 14, 2022: Oceanography, Engineering, Community Design Center (Architecture), Curriculum Studies

- December 15, 2022: Department of Urban and Regional Planning
- December 15, 2022: UHERO, WRRRC, and Sea Grant
- December 15, 2023: Geography and Environment, Natural Resources and Environmental Management, Renewable Energy and Island Sustainability Certificate
- January 9, 2023: UHM Faculty Senate Executive Committee
- January 10, 2023: Sustainability Students (Open House)
- January 11, 2023: Center for Pacific Island Studies (Director)

The feedback from the consultation process was overwhelmingly positive. In the words of one faculty: *“UHM is behind on sustainability, and this is a catch-up. ISR shouldn’t be a paper tiger.”* The overarching takeaway from meetings was that ISR provides a valuable campus-wide service and, to the extent that people have concerns about the reorganization, they are largely centered on whether the capacity proposed in the reorganization is sufficient to meet the needs of the campus as it relates to the objectives of ISR.

*Specific themes of feedback are as follows:*

- Multiple participants mentioned the future opportunity for cluster hires anchored in ISR to see through interdisciplinary approaches to sustainability and resilience education and research.
  - Most participants noted the opportunity for interdisciplinary cluster hires with a portion of FTE in ISR; however, one participant made a bolder suggestion that hires be predominantly in ISR to anchor the interdisciplinary work and support departments thereto.
  - Several faculty voiced concern over the structure of cluster hires in general.
- Multiple participants mentioned concern regarding the one “I” faculty within the proposal.
  - Participants offered solutions including ensuring that expectations and processes laid out in tenure and promotion guidelines are extremely clear; and adding to the faculty positions over time (relating to cluster hires, as above).
- Several faculty members raised the issue that the success of the SUST cross-list needs to be better supported to enable growth.
  - Specifically, a faculty member (with the resounding agreement of the group) suggested that teaching assistants be allocated to ISR such that they can be provided to classes facing rapid growth from sustainability-interested students.
- Several administrators noted the importance of the APT position, and there was mixed feedback regarding the level of APT support necessary. One

person noted that the APT time allocation might have to grow with ISR - eventually getting to 1.0 FTE. Several others, in the same meeting, noted that they think ISR could have two APT allocations eventually, to manage both the fiscal and student-facing missions.

- A faculty member raised the issue on Banner that limits cross-lists to three departments - noting that it would be better to increase the number of cross-lists for SUST.
- A faculty member voiced concern that the BA pathway needs more coordination with instructors to ensure class offerings and manage student expectations, particularly for a unit that tends to offer major-only restrictions in order to limit class sizes.
- Most participants voiced support for the proposed structure, in terms of the EM Director and faculty “Associate Director.” One faculty member voiced concern over the need for another EM while another member voiced support for having this structure that would enable capacity for ISR in a way that an all-faculty unit might not achieve.
- Multiple participants voiced that ISR should do more outreach as it relates to sustainability and resilience topics, and said that building capacity in this area should be a priority moving forward.
  - Relatedly, multiple faculty voiced opportunities for ISR to better integrate classes with outreach, including field schools.
- Several faculty voiced support for the current approach that sustainability classes be anchored within departments, where ISR serves in a coordinating role. However, one faculty member had a comment that the current support could be a burden to units without additional capacity (relating to teaching assistants).
- There is lingering confusion among faculty as to whether the SUST cross-list generates “SSH” for ISR or the instructor’s unit.
- When asked what kinds of additional services they would like to see from ISR, current students voiced that they would like:
  - More organized opportunities to engage in off-campus service-learning;
  - Increased communication about sustainability and resilience events and opportunities, on and off campus;
  - More connections to sustainability and resilience-related job opportunities;
  - Increased participation of sustainability-interested students in capstone presentations; and
  - Increased outreach efforts for recruitment, such as working with campus tour groups.
- Participating students overall said that their experience with current major processes, including advising, as well as completing the certificate, are

adequate but they could see the major getting “really large” when students find out about it.

*Incorporating feedback:*

There is significant alignment between the feedback received and the goals of formalizing ISR within the University’s organizational structure. Mainly, any additional hires for ISR could be further fleshed out and discussed once the initial building of capacity and structure is in place. Most urgently we heard the need for teaching support to fast-growing SUST courses and this request is made for future budgeting priorities. Specifically, ISR sees great opportunity to play a role in supporting SUST course growth with the allocation of 3-5 teaching assistants as well as potentially grading support.

In addition, we note the importance of setting up strong governance processes within ISR as it formalizes, starting with the I-faculty in this proposal and looking forward to hiring, tenure, and promotion. A part of this will be the development of ISR-affiliated faculty, in addition to the ISR curriculum committee.

Lastly, the lingering confusion about cross-listed courses and the attribution of SSH (which goes to the department of the instructor of record, not ISR, as in all cross-lists) suggests that ISR should also do more outreach directly with departments as to the function of the SUST cross-list.

- F. 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.

Through this reorganization, there will be improved student and faculty-facing services in the area of sustainability and resilience. There will be increased capacity for student advising, student experiences, and communications; to build community (research and pedagogical) and better connect faculty interested in sustainability and resilience; to assess institutional learning objectives related to stewardship of the natural environment; and program development towards the university-wide mission of ISR.

In addition to increased capacity, this proposal will support greater efficiencies with dedicated administrative support for ISR, such that there will be a clear interface for the administrative (fiscal, HR) oversight provided by the Office of the Provost.

### 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.

The current annual budget for ISR is approximately \$260k, including a 0.75 FTE faculty buyout, a graduate assistant, and operating expenses (office supplies, Telcom, computer hardware and software, travel, seminars and convenings, and AASHE membership dues).

The additional annual cost of this reorganization is estimated to be \$254k. The additional funds will cover the net salary for the 3 allocated positions (as shown on the organizational chart), 0.5 FTE faculty buyout, and a small amount of additional operational costs supporting the larger ISR team, including a \$5,000 allocation for convenings. This is broken down into the following categories:

#### Additional Salaries: \$240k

New estimated salary allocations (for EM Director, 0.5 FTE faculty buyout, Instructional Faculty (I3), APT, and graduate assistant) net of current salary allocations (0.75 buyout for faculty director, graduate assistant, and temporary Faculty Specialist)

#### Additional Operations: \$14k

Operational costs for ISR include Telcom, Hardware/Software, AASHE Membership Dues, Office Supplies, Travel, and Convenings.

\*We note that additional fringe benefits may amount to \$127k annually. Should there be any legislative changes regarding the treatment of fringe costs for UHM, this could be an additional expense.

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

The Provost and the Chief Business Officer have committed to allocating the positions listed above as well as the operational funding.

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.

This reorganization has no estimated impact on existing faculty or staffing responsibilities.

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?

There are three faculty/EM/staff positions requested in this reorganization as well as a budget allocation for a 0.5 FTE faculty buyout. The budget impacts are detailed above, with an estimated increase in salary allocations in the amount of \$240k annually. Regular hiring processes will be followed to fill the EM Director, APT and I-Faculty positions. In addition, ISR will have to establish criteria and procedures for tenure and promotion. The criteria will be created under the stewardship of the tenured faculty (via buyout) and an appointed committee of faculty teaching sustainability courses and conducting sustainability-focused research. The committee will be appointed by the Director.

An example of tenure and promotion procedures for a unit like ISR is as follows: "The ISR Faculty Personnel Committee (FPC) will consist of ISR faculty who are tenured Bargaining Unit 7 members of rank equivalent to that being applied for. If there are fewer than five such faculty (note: as there clearly will be), the FPC will be comprised of five faculty, appointed by the Director. The FPC members will have expertise in sustainability, evidenced through teaching sustainability-focused courses, and be of equivalent rank to that being applied for."

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?

N/A. This is a new unit.

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

N/A. This is a new unit.

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.?

N/A. This is a new unit.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome.

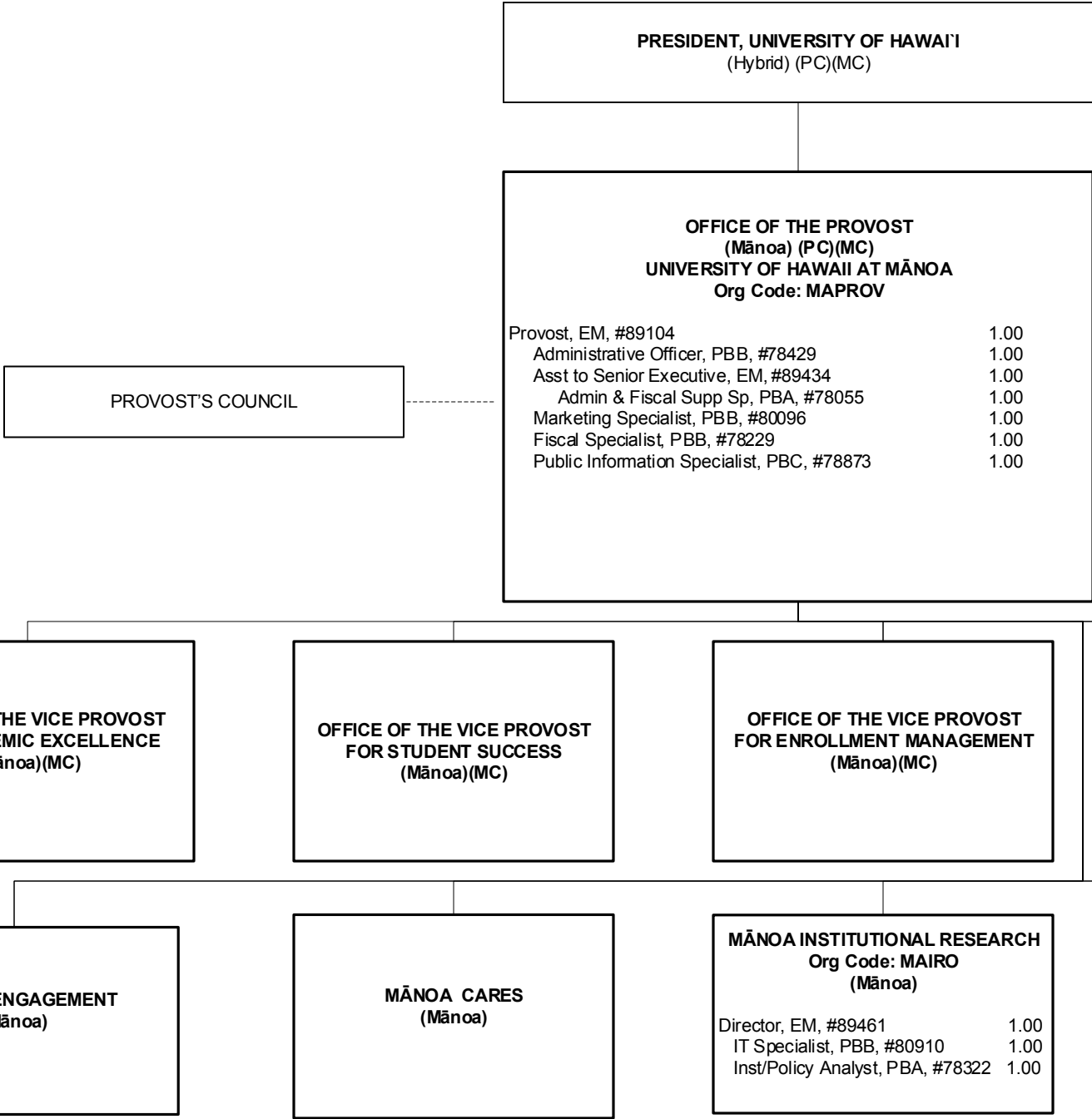
There are no plans to physically move anyone as a result of the reorganization. No additional space is being requested.

# CURRENT ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS



PC=President's Cabinet  
MC=Mānoa Cabinet

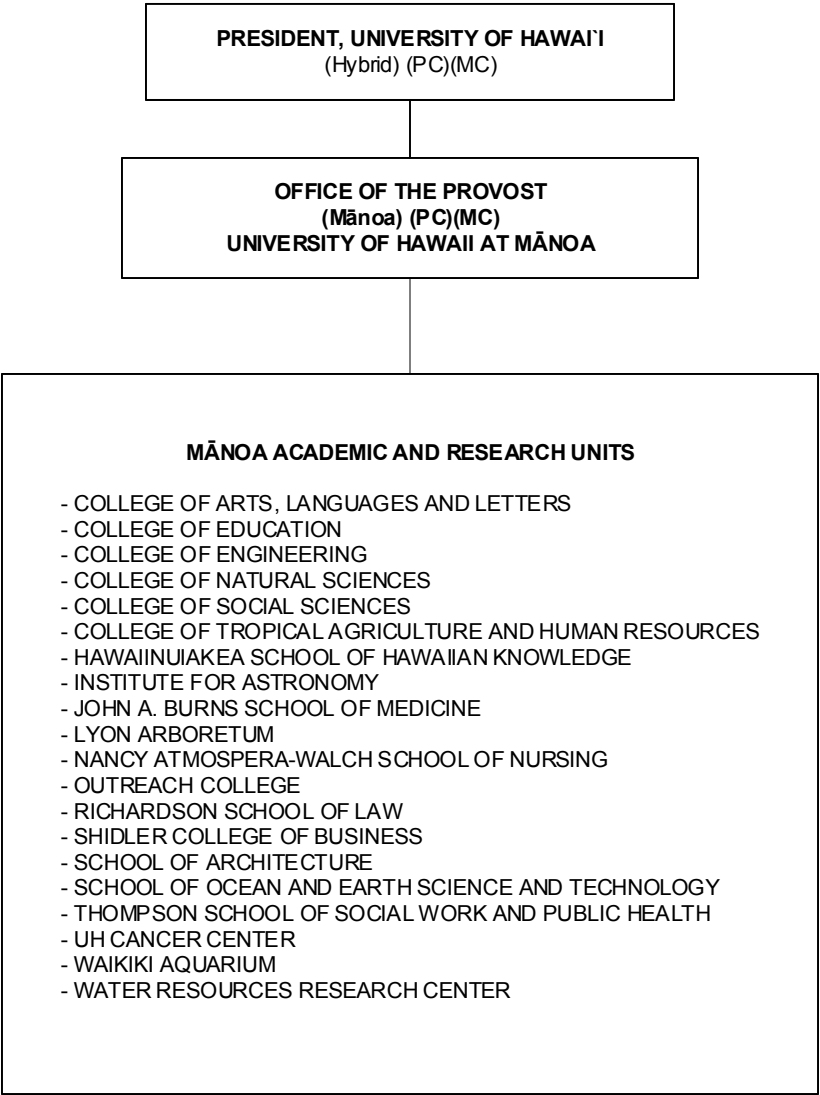
DEPARTMENT TOTAL	PERM
General Fund:	10.00



CURRENT

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

ORGANIZATION CHART



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
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.
  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

## CURRENT

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, Kualii 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:

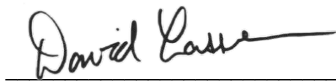
1. Support the provost's participation as an independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and four-year university chancellors as an equal.
2. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial 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
5. their responsibilities to support UH's flagship research university.
6. 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.

# PROPOSED ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS

PROPOSED

APPROVED:



David Lassner  
President

January 8, 2024

Date

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

ORGANIZATIONAL CHART

PC=President's Cabinet  
MC=Mānoa Cabinet

DEPARTMENT TOTAL  
General Fund: 10.00

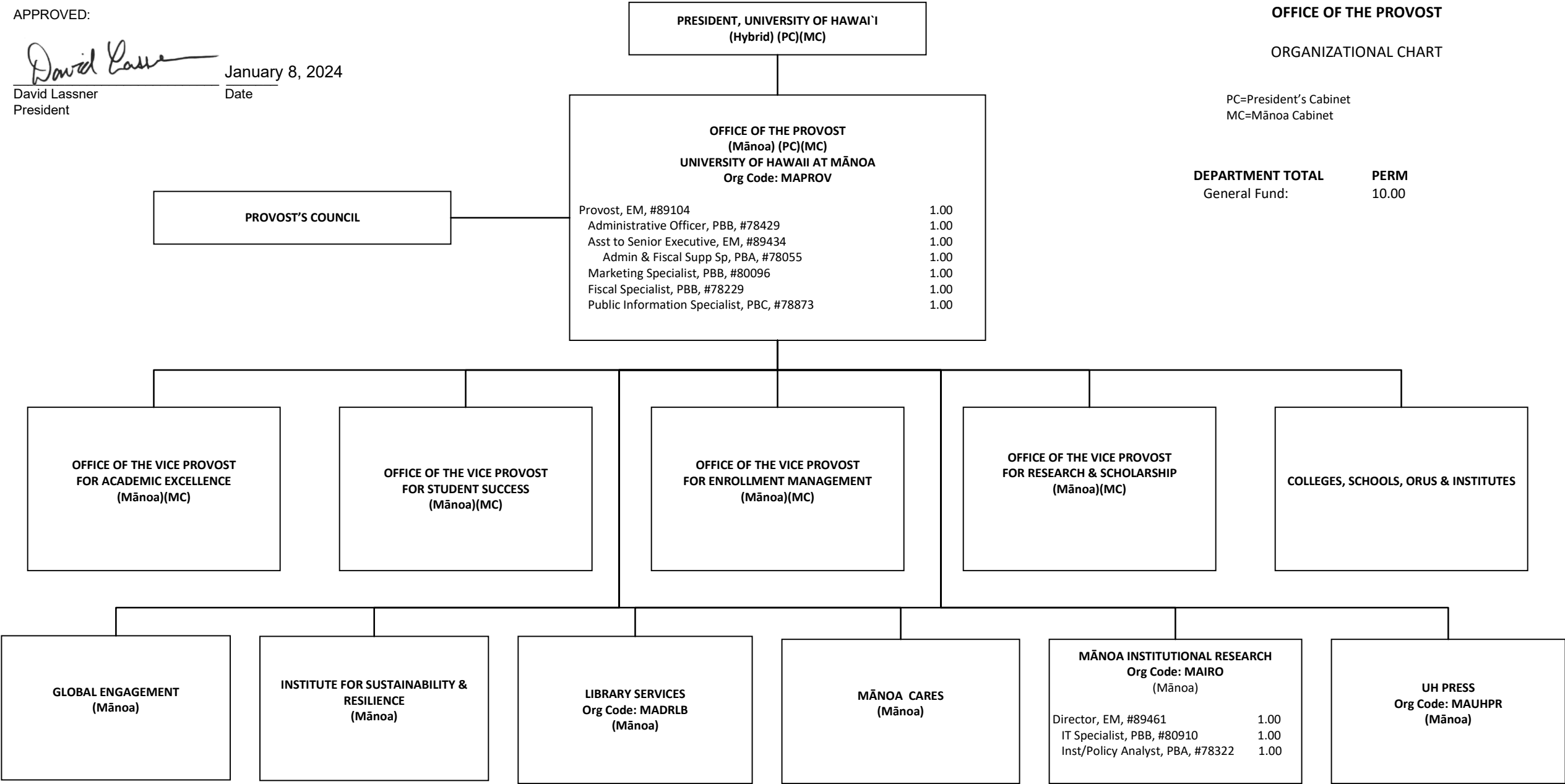


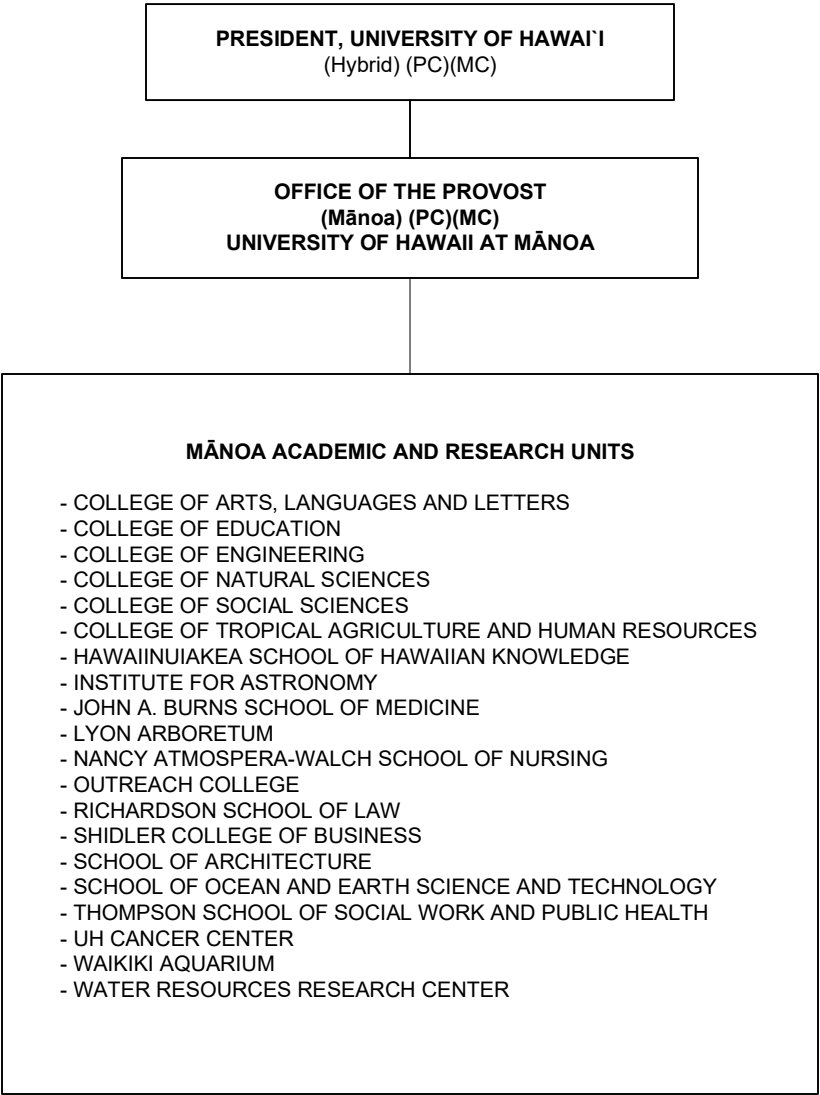
CHART TOTAL  
General Fund: 10.00

PERM  
10.00

NO CHANGE

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

ORGANIZATION CHART



PROPOSED

APPROVED:



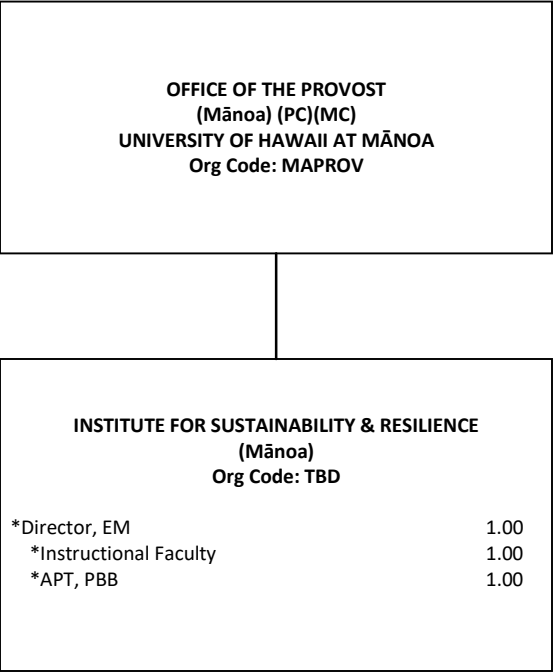
David Lassner  
President

January 8, 2024  
Date

STATE OF HAWAI‘I  
UNIVERSITY OF HAWAI‘I  
UNIVERSITY OF HAWAI‘I AT MĀNOA  
OFFICE OF THE PROVOST  
INSTITUTE FOR SUSTAINABILITY & RESILIENCE

ORGANIZATIONAL CHART

PC=President’s Cabinet  
MC=Mānoa Cabinet



DEPARTMENT TOTAL	PERM
General Fund:	3.00

\*Positions to be established; Director, EM position to be classified.

CHART TOTAL	PERM
General Fund:	3.00



# NO CHANGE

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
**OFFICE OF THE PROVOST**

FUNCTIONAL STATEMENT

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## NO CHANGE

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## PROPOSED

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
**INSTITUTE FOR SUSTAINABILITY & RESILIENCE**  
FUNCTIONAL STATEMENT

### INTRODUCTION

The Institute for Sustainability and Resilience (ISR) provides a campus-wide focus for interdisciplinary instruction, research, and outreach relating to sustainability and resilience. ISR serves as the coordinating body for sustainability and resilience-related activities across campus and provides UH Mānoa with representation and participation in systemwide sustainability and resilience activities and initiatives. The institute also provides a strong focus for competitive participation by the campus in large interdisciplinary global research initiatives and for philanthropic investment in sustainability and resilience at UH Mānoa. Through its work, ISR is committed to embracing the culture, wisdom, and fundamental values of the indigenous people of Hawai'i to advance sustainability across the educational, research, and service missions of the campus. ISR stewards the Interdisciplinary BA in Sustainability and Undergraduate Certificate in Sustainability.

### MAJOR FUNCTIONS

ISR is responsible for implementing Board of Regents Policy RP 4.208: Sustainability Policy, and Executive Policy 4.202: System Sustainability in the areas of instruction, research, and outreach as follows:

#### A. Curriculum

- Provides leadership and collaboration on the development of new courses and programs related to sustainability and resilience in and across UH Mānoa schools, colleges, and academic departments
- Collaborates with colleagues across the UH System to establish and maintain the articulation of sustainability-related courses and programs for transfer students.
- Offers instruction and academic advising leading to the Interdisciplinary BA in Sustainability, the Undergraduate Certificate in Sustainability, and sustainability-related combined degree pathway programs.
- Oversees the Sustainability Curriculum Committee and supports its work in the assessment of learning outcomes and program evaluation.
- Provides oversight of the "SUST" sustainability and resilience courses, including the cross-listing of sustainability and resilience-related courses with academic

## PROPOSED

departments and the creation of new SUST courses.

- Develops campus and community-based sites for laboratory or field-based learning related to sustainability, including engagement by students in the University's operational improvements in sustainability.
- Incorporates sustainability practices and learning into student life and other co-curricular activities.
- Develops and provides professional development opportunities for faculty related to curriculum development and delivery in sustainability.
- Represents UH Mānoa within the 10-campus Sustainability Curriculum Council, which works on issues of coordination and articulation between sustainability curriculum pathways among campuses.

### B. Research, Service & Outreach

- Establishes metrics via the Association for the Advancement for Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment, and Rating System (STARS) to measure and promote increased research and scholarship in sustainability at all levels.
- Supports professional development and collaboration opportunities for faculty and students in sustainability scholarship.
- Facilitates interdisciplinary research and scholarship related to sustainability and resilience.
- Collaborates with partners with academic and research units and community organizations to secure extramural grants and contracts that support the mission of ISR and UH Mānoa's kuleana in Hawai'i and the Pacific.
- Establishes mutually beneficial, reciprocal partnerships with community organizations, nonprofit organizations, the private sector, and higher education institutions to advance sustainability initiatives.
- Creates internship and service-learning opportunities for students with external partners and collaborators.
- Supports sustainability and related science education initiatives in Hawai'i's public schools.

# AUTHORIZED BJ/BT POSITIONS IMPACTED BY THE REORG

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

**Program Title:** Institute for Sustainability & Resilience

Item No.	Chart No.(s)	Affected Position No.(s)	<u>Classification/Organizational/Functional Change</u> Identify whether position is vacant (V) or filled (F)		Basis for Change/ Impact on Position
			From:	To:	
1	I	TBD	Director, E/M Org Code: TBD - Institute for Sustainability & Resilience		New position
2	I	TBD	Instructional Faculty Org Code: TBD - Institute for Sustainability & Resilience		New position
3	I	TBD	APT, PBB Org Code: TBD - Institute for Sustainability & Resilience		New position

*Michael Bruno* Michael Bruno Provost  
 Administrator's Signature, Name and Title

1/8/2024  
 Date

Telephone Number

HR Review X  
 OFA Review X

# Letters and Responses

Updated December 18, 2023



UNIVERSITY OF HAWAII  
PROFESSIONAL ASSEMBLY

April 6, 2023

Michael S. Bruno, Provost  
University of Hawai'i at Mānoa  
Office of the Provost  
2500 Campus Road, Hawai'i Hall  
Honolulu, Hawai'i 96822

Dear Provost Bruno:

RE: Proposed reorganization of the Office of the Provost at the University of Hawai'i at Mānoa to reflect the Institute for Sustainability & Resilience - Letter March 2, 2023.

Pursuant to Article I, Recognition, Article III, Maintenance of Rights and Benefits, Article XVII, Representation Rights, paragraph I., of the 2021-2025 Unit 7 Agreement and §89-9(c), HRS, the University of Hawaii Professional Assembly (UHPA) acknowledges receipt of the above referenced proposal.

The UHPA has reviewed the proposed reorganization and questions the reclassification of the Director of the Institute for Sustainability & Resilience (ISR) to an Executive/Managerial (E/M) position and exclusion from Bargaining Unit 7 under HRS, §89-6(f)(3). As noted in the proposal, the ISR has been able to fulfill its mission since July of 2017 by having an existing Unit 7 position serve as the Director of ISR. We don't agree that an exclusion is warranted under HRS, §89-6(f)(3), as there are other director positions on the UH Mānoa campus being performed by Bargaining Unit 7 employees. Therefore, we respectfully request reconsideration of the proposed reclassification for the ISR Director.

If you have any questions, please do not hesitate to contact me via email at [takeno@uhpa.org](mailto:takeno@uhpa.org) or telephone at (808) 593-2157.

Sincerely,

A handwritten signature in black ink, appearing to read "Dwight Takeno".

Dwight Takeno  
UHPA Associate Executive Director

cc: Christian Fern, UHPA Executive Director  
James Kardash, UHPA Associate Executive Director  
Makena Coffman, Director, Institute for Sustainability and Resilience  
Wendy Pearson, Senior Advisor to the Provost





UNIVERSITY  
of HAWAII®  
MĀNOA

Office of the Provost

April 26, 2023

Dwight Takeno, Associate Executive Director  
University of Hawai'i Professional Assembly  
1017 Palm Drive  
Honolulu, HI 96814

Dear Mr. Takeno:

Thank you for your response in regards to the proposed reorganization of the Office of the Provost to reflect the Institute for Sustainability and Resilience (ISR). I appreciate your careful review and consideration. I also note your concern in regards to the establishment of an Executive/Managerial (E/M) position within ISR. Here, I would like to better describe the position of the E/M as well as note that there will be additional faculty positions allocated within ISR as a result of this reorganization.

An E/M position is important to the development and growth of ISR. The E/M Director will directly collaborate with Deans/Directors, and Vice Provosts/Vice Presidents; for example, on establishing university-wide hiring priorities in the areas of sustainability and resilience, coordinating the administration of interdisciplinary sustainability and resilience-focused curriculum and degree programs, and submitting campus-wide reports to the Association of Sustainability in Higher Education (AASHE, STARS reporting). The E/M is also necessary to engage in the emerging HR needs of ISR, including the formation of faculty personnel committees (FPC) and moving forward FPC recommendations. The E/M is critical to broker agreements with national organizations, major donors and funding agencies, as well as to oversee administrative matters such as space utilization, facilities, financial management, and budget planning and execution. Though the current faculty Director has been engaged with ISR since 2018, roles and responsibilities are by definition distinct when a faculty, and additional capabilities within ISR are necessary to ensure organizational success.

Because E/M and faculty positions are complementary within the function and mission of the University, this reorganization will also result in increased faculty capacity and expertise within the ISR. The proposed Associate Director will be a faculty member with a buyout of 0.5 FTE to allocate time to ISR. The Associate Director position is thus similar in nature to the function of the current ISR Director position. In addition, the proposed reorganization will support the establishment of a new 1.0 FTE I3 faculty position.

Please do not hesitate to reach out should you have further questions.

Sincerely,

*Michael Bruno*

Michael Bruno  
Provost

cc: Christian Fern, UHPA Executive Director  
James Kardash, UHPA Associate Executive Director  
Makena Coffman, Director, Institute for Sustainability and Resilience  
Wendy Pearson, Senior Advisor to the Provost

2500 Campus Road, Hawai'i Hall  
Honolulu, Hawai'i 96822  
Telephone: (808) 956-8447

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

Telephone: 808.543.0000

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

April 20, 2023

Mr. Michael S. Bruno, Provost  
University of Hawaii at Manoa  
Office of the Provost  
2500 Campus Road, Hawaii Hall  
Honolulu, Hawaii 96822

Dear Mr. Bruno:

**Subject: Reorganization of the Office of the Provost at the University of Hawaii at Manoa (UHM), Institute for Sustainability & Resilience**

We received your letter dated March 2, 2023 regarding the above-mentioned subject matter. We do not have questions however we reserve the right to address any concerns that may arise.

Thank you for the opportunity to provide input. You may contact me at (808) 543-0078 or via email: [jkuwabara@hgea.org](mailto:jkuwabara@hgea.org) if there are any questions.

Sincerely,

Joy Kuwabara  
Field Services Consultant



Makena Coffman &lt;makenaka@hawaii.edu&gt;

## Reorganization Proposal: Institute for Sustainability & Resilience

**UHM Staff Senate | Chair** <msschair@hawaii.edu>

Sun, Apr 23, 2023 at 9:31 PM

To: provost@hawaii.edu

Cc: Sheila Izuka &lt;sheilak3@hawaii.edu&gt;, Wendy L Pearson &lt;pearsonw@hawaii.edu&gt;, Makena Coffman &lt;makenaka@hawaii.edu&gt;, UHM-STAFF-SENATE-EB@lists.hawaii.edu, Elmer Kaai &lt;elmerk@hawaii.edu&gt;

Aloha Provost Bruno,

The University of Hawai'i at Mānoa's Staff Senate (UH-MSS) appreciates the opportunity to provide comments on the reorganization proposal for the Office of the Provost, Institute for Sustainability and Resilience. UH-MSS's comments are specifically focused on the proposal's impact to staff resources and support.

This proposal will establish the Institute for Sustainability and Resilience (ISR) on the organizational chart, reporting to the Provost, in order to allocate positions (FTE) to support continued and expanded operations. The Provost and Chief Business Officer have committed to allocate the positions and operational funding. The allocation of 3 FTE, including 1 Administrative & Professional (APT) position. It is worth noting that the groups impacted includes the Office of the Provost, ISR, and the College of Social Sciences (CSS)/Department of Urban and Regional Planning (DURP). The Office of the Provost will oversee ISR's fiscal and human resources functions, and the new APT staff within IRS will provide additional support.

UH-MSS only request is that the description of the new APT position clearly defines the fiscal management and grants support roles and responsibilities, as these tasks will require a fiduciary commitment from the staff member.

Mahalo



**Carl E Dionne, Chair**  
Mānoa Staff Senate (MSS)  
University of Hawai'i at Mānoa  
[manoa.hawaii.edu/staffsenate](http://manoa.hawaii.edu/staffsenate)

----- Forwarded message -----

From: **UHM Staff Senate** <[uhmstaff@hawaii.edu](mailto:uhmstaff@hawaii.edu)>

Date: Thu, Mar 2, 2023 at 3:54 PM



UNIVERSITY  
of HAWAI'I  
MANOA

Office of the Provost

August 21, 2023

**MEMORANDUM:**

TO: Roy Gal  
Associate Astronomer/Outreach Coordinator  
Member of CAB, University of Hawai'i at Mānoa Faculty Senate

FROM: Michael Bruno *Michael Bruno*  
Provost

Makena Coffman *Makena Coffman*  
Director, Institute for Sustainability and Resilience  
Professor, Department of Urban and Regional Planning

SUBJECT: Response to the Review of the Reorganization Proposal for the Institute for Sustainability and Resilience

We thank you and the Committee on Administration and Budget (CAB) for your review of the reorganization proposal for the Institute for Sustainability and Resilience. We appreciate you convening the committee and providing a draft of the “checklist” for our review, particularly over the summer months. We would like to clarify a few issues identified in the checklist and have appended to this memo a detailed response to all criteria receiving a score of 3 and below.

We are happy to meet with CAB at your earliest convenience to further discuss the proposal and our responses.

Attachment

C: Wendy Pearson, Senior Advisor to the Provost

## **Section I. Adequacy of reorganization proposal documentation**

#2 There are no faculty currently housed in ISR except for Makena Coffman (via buyout) and a temporary faculty specialist Ketty Loeb, who has been consulted.

In regards to the faculty who teach SUST courses, the SUST is a cross-list and functions like any cross-list. ISR has no authority over faculty who teach SUST courses anymore than other cross-listed department has over faculty who teach cross-listed courses. As such, ISR will not be reviewing and evaluating these faculty. The reorganization will not fundamentally change anything about the functioning of the SUST cross-list, but will give more capacity to support and build sustainability curricular programming.

There is a 1 FTE APT included in the reorganization proposal for this purpose, to support the growing major and sustainability curricular programming.

#3 The ISR Director position is not comparable to that of a department chair (DC). It is comparable to a Director/Dean in the sense that it is an EM. For this case, the relevant guideline is Article XII, Tenure and Service, G.2.m, which states: “if a department or program has fewer than five eligible tenured Faculty members who are available (i.e., not on leave of absence) to serve on the DPC, then the Dean or Director may constitute a Faculty Personnel Committee in consultation with the Department Chair or Program Director. This ad hoc Faculty Personnel Committee will be made up of all UH-Manoa tenured faculty members...” We have consulted with Human Resources on this topic several times.

#5 We appreciate that ISR should grow over time. This reorganization proposal is the fundamental structure needed to make that happen.

#6 1.0 FTE I-3 are required to teach at least two courses a semester (or its equivalent), engage with research and service. These are typical faculty duty activities.

#7 We will take the comment about adequacy of resources; however, the question is about the accuracy of the resource statement.

#8 The proposed funding will not come directly from the Provost’s office. It will be part of the general budget allocation, which is a major point of having the reorganization.

Fundraising will not be a way to support the positions identified in the reorganization proposal. It’s an opportunity for other support (e.g. scholarships), major gifts, and naming. For example, the Shidler College of Business would not be named Shidler if it were not on the organizational chart.

#9 All positions identified in the proposal can immediately have office space in George Hall 112. As the program grows, including in research, there will be a need for more space, as with any program.

## **Section II. Appropriateness of Administration's Process and Consultation**

#1 It seems that "vetted with the appropriate superior" is being confused with consultation. In terms of vetting, President Lassner has been briefed.

In regards to consultation, faculty who teach SUST courses, including faculty in Hawai'i inuiākea, were invited to attend the consultations, open houses, and provide comment. The Dean of the School of Hawaiian Knowledge was also consulted.

#3 We again appreciate wanting ISR to grow. This reorganization proposal is what sets it up institutionally.

#4 All reorganizations are posted on the Office of Business & Finance site. Other reorganizations for units that report to the Provost have never been posted on the Provost's website.

#5 The faculty union has been consulted and has provided their feedback.

## **Section III. Merits of the Proposal**

#2 Over the many years of attempting to stand up sustainability programs at UHM, many alternatives have been explored. No academic discipline owns sustainability. ISR was established to be an umbrella organization that can coordinate among many units, academic and research, for the purposes of uplifting sustainability programs. As such, the proposed organization, outside of any one unit, is most functional and supportive.

#7 The reorganization serves to clarify authority, roles and responsibilities. For example, currently, as a "paper institute," there is a system of time buyout for the Director that can make the line of authority unclear. There are no authorities of ISR now or under the reorg over faculty who teach SUST courses. The relationship (in terms of authority, roles and responsibilities) to departments and faculty who teach SUST courses remains unchanged under this reorganization.

#8 The SUST is a cross-list and functions like any cross-list. ISR has no authority over faculty who teach SUST courses anymore than other cross-listed department has over faculty who teach cross-listed courses.

#12 Yes, this is the request.

#13 Again, we appreciate the interest in seeing ISR grow. This is also aligned with our interests and the purpose of the reorganization.

#14 The SUST is a cross-list. Any faculty who teaches a SUST course receives SSH to their home department, just like any other cross-list. SUST classes taught with faculty within ISR (such as the Capstone, SUST 495), would similarly receive SSH.

#15 Yes, this is correct.



October 19, 2023

**MEMORANDUM**

TO: Roy Gal *Makena Coffman*  
Associate Astronomer/Outreach Coordinator  
Chair of CAB, University of Hawai'i at Mānoa Faculty Senate

FROM: Michael Bruno *Michael Bruno*  
Provost

Makena Coffman  
Director, Institute for Sustainability and Resilience  
Professor, Department of Urban and Regional Planning

SUBJECT: Response to Review of the Reorganization Proposal for the Institute for Sustainability and Resilience

We thank you and the Committee on Administration and Budget (CAB) for your continued review of the reorganization proposal for the Institute for Sustainability and Resilience (ISR). In addition to our responses to the draft "checklist," this Memorandum serves as our response to CAB's additional queries around ensuring continuity of sustainability-focused course offerings and program support for the BA in Interdisciplinary Studies: Sustainability (hereby "BA in Sustainability"). We both appreciate that these queries from CAB arose out of an interest in ensuring the long-term success of the ISR and its component programs, an interest that we all share.

The BA in Sustainability is a growing major that will indeed need additional resources and support as the major develops and enrollments continue to grow. Since our return to primarily in-person instruction in Fall 2022, and thus with greater ability to engage in recruitment events, the major has quickly grown to over 85 currently enrolled students. The 14 graduates to-date have found employment in a wide range of organizations; for example Kōkua Hawai'i Foundation, Sustainable Coastlines, ESPN (with a focus on environmental filmmaking), and the Peace Corps. Several students are going on to graduate school, with one enrolled in the BAM with Geography and the Environment, and another applying to study environmental law. As discussed in the proposal narrative, in the consultation process for the reorganization, several faculty noted the growth in their course enrollment related to SUST cross-listing, and their interest in teaching assistants (TAs) to support this growth. We agree this is an excellent idea. The Director is committed to carefully monitoring course enrollments (as currently occurs via assessment) in a very proactive way, and to engage in discussions with Deans and Department Chairs prior to the start of each semester in order to assess TA needs. As the SUST-TA program develops, the ISR curriculum committee can also help to provide insight to the Director as to TA needs for growing SUST classes. This process aligns with the current process by which Deans obtain TA positions and

budgets for their units, via requests to the Provost and Chief Business Officer. The Director of ISR will, post re-organization, be in a position to also engage in this process.

CAB voiced concern over our ability to ensure that SUST courses can be offered within departments even if faculty go on leave, for example for sabbatical. Ensuring the continuity of course offerings is critically important, and ISR will work with Department Chairs, the Dean and as needed, the Provost, to ensure the availability of lecturer positions and associated salary budget for high-demand SUST classes. This is consistent with what we are already doing campus-wide to ensure that we can provide coverage via lecturers for additional sections made necessary by growing enrollments.

The proposal includes the establishment of a tenure-track Assistant Professor (I3) position. This faculty member would be expected to maintain a workload consistent with University policy, which would likely translate to a 2 course teaching load per semester (modified if advising loads are particularly heavy). One concern voiced by CAB members is that at least several core courses be taught within ISR. The I3 position would enable this to occur. The position would be responsible to teach the Capstone course (SUST 495) as well as a lower division core course, which could be offered each semester. We feel that this is a solid starting place that balances our shared interest in having a few key classes taught within ISR, but with the majority of courses offered through a multi-disciplinary approach, working with a range of departments. The Provost is committed to the allocation of additional faculty positions to ISR as the needs of ISR and the campus-wide interest in sustainability grows. As an example, the Director is poised to be in conversation about the recently-approved collaborative hires in SOEST, CTAHR and CALL around sustainable fisheries. Our process for the review and approval of faculty hiring requests from the units takes into account enrollment growth, and the needs of Hawai'i. Certainly, issues related to sustainability and community resilience are among the most critical to the citizens of Hawai'i, and to the world. Once this reorganization is approved and implemented, the Director will be in a position to annually make the case for new faculty hires. Given the needs of Hawai'i, the continuing enrollment growth in the BA in Sustainability, and the very strong potential for collaborative hires with units across campus, the Provost anticipates that the ISR will experience continued growth in its faculty, and we are committed to ensuring the resources to facilitate that growth.

Lastly, we want to reiterate the importance of this reorganization for ISR to formally establish itself within the organizational structure of the University. Without establishment on the organizational chart, ISR simply cannot grow further in its functions at the University. This reorganization is a major step forward in prioritizing multi-disciplinary, integrated, sustainability-focused curricular programming at UHM and we hope that we can count on the support of CAB.

c: Carolyn Stephenson, SEC Liaison to CAB





*Presented to the Mānoa Faculty Senate by the Committee on Administration & Budget (CAB) for a vote of the full Senate on December 13, 2023, a resolution to endorse with reservations a reorganization of the Office of the Provost to include the Institute for Sustainability & Resilience at the University of Hawai'i at Mānoa.*

**Resolution to Support with Reservations the Reorganization of the Office of the Provost to include the Institute for Sustainability & Resilience (ISR)**

**WHEREAS**, Executive Policy A3.101 calls for the Mānoa Faculty Senate (MFS) to review any proposed reorganization; and,

**WHEREAS**, the Mānoa Faculty Senate has delegated to the Committee on Administration and Budget (CAB) the duty to review reorganization proposals and, based on a Reorganization Proposal Consultation Review Checklist, to present their recommendations to the Mānoa Faculty Senate Executive Committee; and,

**WHEREAS**, it has been proposed to reorganize the Institute for Sustainability & Resilience (ISR) as reporting to the Office of the Provost, and;

**WHEREAS**, the Institute for Sustainability & Resilience has been successful in offering a range of courses on Sustainability (SUST) across the UHM campus despite having limited resources since being established on July 7, 2017; and,

**WHEREAS**, the Provost has agreed to allocate 3 FTE positions, including 1 Executive/Managerial position to serve as Director, 1 (Instructional) faculty position, and 1 Administrative & Professional (APT) position; along with funding for salaries and operations; and,

**WHEREAS**, this Institute is important in reflecting the mission and 2015-2025 Strategic Plan of the University of Hawai'i at Mānoa to be a “globally recognized center of learning and research with a kuleana to serve the people and places of Hawai'i, and our neighbors in the Pacific and Asia. We cultivate creative and innovative leaders who mālama our people, our places, and our ways of knowing in order to sustain and transform our islands and the world”; and,

**WHEREAS**, discussion with faculty in the affected units revealed that this is a faculty- and administration-driven reorganization which will facilitate interaction among faculty and increase student offerings related to Sustainability, while maintaining autonomy and self-determination of cooperating units; and,



**WHEREAS**, having an ISR Director at the reporting level of deans will allow this individual to work with other deans and UH campuses to encourage cooperation on this strategic initiative; and,

**WHEREAS**, this Proposal comes at a difficult fiscal time for the campus, the filling of current critical faculty and graduate assistant vacancies in the affected programs involved is not fully addressed; and,

**WHEREAS**, CAB remains concerned that much of the functional responsibility for content delivery is spread across multiple departments, and it is unclear how much duplication or layering of administration and responsibility this reorganization will produce; and,

**WHEREAS**, CAB has some remaining concerns about the sustainability of the Institute and reliance upon the director and tentative oral offers of additional resources, and,

**THEREFORE, BE IT RESOLVED**, that the UH Mānoa Faculty Senate endorses, with reservations, the proposed *Institute for Sustainability & Resilience*; and,

**BE IT FURTHER RESOLVED**, that the Mānoa Faculty Senate calls on the Provost to provide additional resources and to develop agreed metrics that could be set as benchmarks or goals, which should result in allocating additional resources to meet growing needs.

**BE IT FINALLY RESOLVED**, that the Mānoa Faculty Senate calls on the Provost to address the concerns raised above.

*Supporting Documents:*

- *CAB Reorganization Checklist for the Institute for Sustainability & Resilience*
- *Reorganization Proposal, Institute for Sustainability & Resilience (posted on the Mānoa Office of Business and Finance website).*



**UH Mānoa Faculty Senate Committee on Administration and Budget  
Reorganization Proposal Consultation and Review Checklist**

**Senate Committee name:** Committee on Administration and Budget (CAB)  
**Reorganization proposal:** Institute for Sustainability & Resilience (ISR)  
**Date review completed:** 11/21/23

**Summary of faculty senate committee review:**

**Committee consultation with Administration (names and meeting dates):**

May 1, 2023: Makena Coffman & Wendy Pearson  
Oct. 5, 2023: Makena Coffman & Wendy Pearson

**Committee consultation with affected units (names and meeting dates):**

May 1, 2023: Makena Coffman & Wendy Pearson  
Oct. 5, 2023: Makena Coffman & Wendy Pearson

**Other committee consultations (names and meeting dates):**

**Action recommended by the CAB committee (check one):**

- Endorse \_\_\_\_\_
- Endorse with Reservations \_\_\_\_\_ X \_\_\_\_\_
- Oppose \_\_\_\_\_
- Returned without recommendation \_\_\_\_\_

**Comments (summary rationale for recommendations):**

CAB supports the establishment of the Institute of Sustainability and Resilience (ISR) as it is timely, consistent with the UHM Strategic Plan, and much needed. CAB had questions and concerns based on the initial review of the proposal to which both Provost Bruno and Director Coffman's responded on August 21 and Oct 19, 2023 respectively. However, the responses, although understanding of and in agreement with our concerns that ISR needs resources (e.g., faculty and TAs) and mapping of its curriculum, did not provide a definitive and written allocation of the resources. Hence CAB endorses the proposal but with reservations due to lack of adequate funding, curriculum, and personnel.

**Documentation of due diligence in faculty senate review of proposal:**

**I. Adequacy of reorganization proposal documentation**

(Score 1 to 5: 1 inadequate, 5 excellent, or NA – Not applicable)

#	Question	Comments	Score
1	Is the background and rationale for reorganization explained in sufficient	Yes there is an understanding of the reorganization. It is justified should ISR grow to appropriate size.	4



	detail to justify the organizational changes proposed?		
2	Are the groups affected by the reorganization (students, faculty, staff) identified and the impact of the reorganization on these groups explained?	<ol style="list-style-type: none"><li>1. Faculty: ISR will be established as an institute and the faculty who teach sustainability related courses are primarily located in multiple Departments across campus. Those faculty have kuleana there, e.g., teaching, advising, research, knowledge production, committee work, etc. The impact on faculty, both housed within ISR, as well as those who are housed in other units but teach SUST courses, were addressed, to an extent by Wendy Pearson's and Makena Coffman's meeting with CAB in October 5, 2023. There still remain major concerns as the majority of ISR courses will be taught by non-ISR faculty.</li><li>2. Students: Given the expected number of SUST students, due to the appeal of the program, the limited number of resources housed within ISR under the current proposal is concerning. We suggest a possible specific position (0.5-1 FTE APT or similar) to provide support.</li></ol>	3
3	Are the supervisor/subordinate reporting relationships properly identified?	The FPC/DPC is described as being appointed by the ISR Director. While ISR remains small, this is consistent with the UHPA contract; however, if the faculty grows to sufficient size, this will need to be revised appropriately. CAB also has concerns about supervision/evaluation of faculty, since most faculty teaching SUST courses will *not* report to the ISR Director.	3
4	Are the position numbers and position classifications accurate and properly listed in the proposal narrative and organizational charts?	The positions cited in the proposal are accurate. However, they are insufficient for a sustainable program (see item 6 below).	4
5	Is specific qualitative and quantitative information provided to explain the problem being addressed and the benefits of the reorganization?	The goal of the reorganization, and specifically the creation of a new unit, to highlight sustainability and resilience, is well described. The proposal, although justifiable, does not request sufficient resources in order to sustain ISR. There is no estimate of the number of students who might major in the programs, and there is no estimate of the number of SUST courses desired in a fully operational program.	3



6	Are all resource requirements or savings fully explained?	<p>The proposal states: “The 1.0 FTE Instructional Faculty (I3) will be responsible for teaching the Interdisciplinary BA in Sustainability’s SUST 495 capstone course, the ISR seminar series as well as other SUST courses as appropriate. The Faculty will lead student advising and support curriculum stewardship. The Faculty will have an active research agenda in topics related to sustainability and resilience, as well as engage in ISR assessment activities.” Given the breadth of the program, 1.0 FTE I-3 is not sufficient, and the duties of the I3 position are unrealistic for one individual.</p> <p>A TA will be available according to Makena. However, there is no written commitment to ensure that a TA will be available. According to the October 19 written response both Provost Bruno and Director Makena indicate that the process of hiring TAs will be addressed according to campus policy.</p>	3
7	Do the estimated resource requirements or savings appear to be accurate?	<p>The current budget is \$260,000. This proposal seeks an additional \$240,000 plus \$14,000 in operational costs. The total budget would be \$514,000 annually. Given the concern that the human resource request is insufficient, this funding would also be insufficient. The inadequacy of these resources was provided during consultation with affected parties. The desired impact of this program is much larger than the resources provided. Supporting ISR in teaching and other commitments from faculty in other units assumes access to resources outside of ISR’s control.</p>	3
8	Are the estimated annual costs and/or benefits of the reorganization provided with an explanation of how these costs will be funded? (additional costs may include new positions, position reclassifications, office furniture or other expenses.)	<p>The proposed funding would come directly from the Provosts’ office. The concerns are:</p> <ol style="list-style-type: none"><li>1. It is unsustainable given the current UH budget allocation from the legislature, and ongoing difficulties in this regard.</li><li>2. The reorganization will enable fundraising to support the program. The core operational budget should not rely on donations.</li></ol>	3
9	Will additional or alternative space be required due to the reorganization?	<p>It is unclear as to where the new I-3 will be housed? If additional ISR resources are needed as anticipated, where would faculty and advisors be housed? The proposal states no additional space is requested. Such a</p>	1



		large program would likely need a sustained space in the long term.	
9 a	If so, how are the space issues addressed?	See above	1
1 0	Have all documents and correspondence been posted on the Provost website?	The proposal with feedback is posted at the Office of Business & Finance site ( <a href="https://manoa.hawaii.edu/uhmbf/orgcharts/">https://manoa.hawaii.edu/uhmbf/orgcharts/</a> ) but not on the Provost's site. A link might be appropriate.	4

## II. Appropriateness of Administration's process and consultation

(Score 1 to 5: 1 = process not followed, 5 process followed in the best of faith, or NA - Not applicable)

#	Question	Comments	Score
1	Is the reorganization being proposed by the appropriate administrative leader, and vetted with the appropriate superior?	Yes, as proposed by Provost Bruno. Vetting, the Director of the Native Hawaiian Place of Learning Advancement Office was consulted, however the faculty of Hawai'i inuiākea, where Native Hawaiian learning primarily occurs, were not consulted. The director of Pacific Island Studies was consulted.	3
2	Have the members of the affected unit been consulted?	Yes. However, it is unclear what fraction of the faculty who teach the 120 different SUST courses provided input.	4
3	Has the administration responded to the unit's concerns about the reorganization?	ISR was approved in July 2017. The memo is from the Provost to request that ISR is organized directly under the Office of the Provost. As noted earlier, the inadequacy of these resources was already pointed out in feedback during consultation with affected parties, and has not been addressed in the proposal.	3
4	Has all relevant information been posted on the appropriate website?	The proposal with feedback is posted at the Office of Business & Finance site ( <a href="https://manoa.hawaii.edu/uhmbf/orgcharts/">https://manoa.hawaii.edu/uhmbf/orgcharts/</a> ) but not on the Provost's site. A link might be appropriate.	3
5	Has the faculty Union been consulted?	Yes, Makena Coffman confirms that UHPA was consulted at the same time as MFS.	4
6	Has the administration demonstrated appropriate respect for the consultative process?	Yes. Makena Coffman and Wendy Pearson speaking with CAB was appreciated; however, there were no concrete and affirmed changes to the proposal despite CAB efforts.	3

## III. Merits of the proposal

(Score 1 to 5: 1 = proposal lacks merit, 5 = proposal achieves worthy goals, or NA – Not applicable)

#	Question	Comments	Score
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1	Does the reorganization address or resolve a problem that has been identified/experienced?	Yes.	5
2	Have other alternatives been explored before proposing reorganization, such as changing work processes?	It is unclear whether other options were explored, such as creating a separate department within IS, or within an existing school or college.	2
3	Is the reorganization consistent with the University strategic, program and financial plans?	Sustainability is placed directly under the Provost, as it is a major UH strategic goal.	4
4	Is the current organization inadequate to address the problems experienced?	Given the need for more structure and FTE it is inadequate.	4
5	What are the specific anticipated benefits of reorganization?	1. Places ISR on the UHM organizational chart. 2. Allows ISR to seek extramural funding. 3. Allows ISR to hire their own faculty and staff	5
6	Are the anticipated benefits significant enough to merit the effort of the reorganization?	Yes.	5
7	Does the reorganization minimize confusion over authority, roles and responsibilities?	See notes in Sec. I, parts 2 and 3.	1
8	Are functional responsibilities homogeneously grouped under one organizational unit or are functions duplicated among or between various organizational segments?	The proposal is to create one unit, ISR. However, much of the functional responsibility for content delivery is spread across multiple departments. It is unclear how much duplication or layering of administration and responsibility the reorganization will produce.	2
9	Are there unnecessary levels of supervision for the work that must be performed?	No	4
10	Are there cost savings?	No	4
11	How significant are the cost benefits?	N/A	N/A
12	Are additional resources required?	Yes, \$254,000 is requested.	3
13	How significant are the costs required?	The requested new costs are modest and insufficient.	2
14	Is there an impact on the instructional mission?	Yes. The coordination of SUST courses will be beneficial to students and possibly faculty.	3
15	Is there an impact on the research mission?	This institute will further the discipline in connection to research via supporting professional development, interdisciplinary scholarship, collaborating partners, metrics via AASHE STARS.	3
16	Is there an impact on the service or outreach mission?	Yes, there is a positive impact. Centralized and coordinated sustainability programs will improve	4



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		advising and communication, and deepen important community connections and outreach.	
17	Do the benefits outweigh the negative impacts?	Yes	NA
18	Are any negative impacts of the reorganization justified?	No clear negative impacts identified.	N/A



Note: The Mānoa Faculty Senate Reviewed the “Resolution to Support with Reservations the Reorganization of the Office of the Proost to Include the Institute for Sustainability and Resilience (ISR)” on December 13, 2023. The motion was supported with a vote recorded in the meeting as unanimous, 45 in favor and 0 opposed.



*Presented to the Mānoa Faculty Senate by the Committee on Administration & Budget (CAB) for a vote of the full Senate on December 13, 2023, a resolution to endorse with reservations a reorganization of the Office of the Provost to include the Institute for Sustainability & Resilience at the University of Hawai'i at Mānoa. Approved unanimously by the Mānoa Faculty Senate on December 13, 2023 with 45 votes in support and 0 votes opposed.*

**Resolution to Support with Reservations the Reorganization of the Office of the Provost to include the Institute for Sustainability & Resilience (ISR)**

**WHEREAS**, Executive Policy A3.101 calls for the Mānoa Faculty Senate (MFS) to review any proposed reorganization; and,

**WHEREAS**, the Mānoa Faculty Senate has delegated to the Committee on Administration and Budget (CAB) the duty to review reorganization proposals and, based on a Reorganization Proposal Consultation Review Checklist, to present their recommendations to the Mānoa Faculty Senate Executive Committee; and,

**WHEREAS**, it has been proposed to reorganize the Institute for Sustainability & Resilience (ISR) as reporting to the Office of the Provost, and;

**WHEREAS**, the Institute for Sustainability & Resilience has been successful in offering a range of courses on Sustainability (SUST) across the UHM campus despite having limited resources since being established on July 7, 2017; and,

**WHEREAS**, the Provost has agreed to allocate 3 FTE positions, including 1 Executive/Managerial position to serve as Director, 1 (Instructional) faculty position, and 1 Administrative & Professional (APT) position; along with funding for salaries and operations; and,

**WHEREAS**, this Institute is important in reflecting the mission and 2015-2025 Strategic Plan of the University of Hawai'i at Mānoa to be a “globally recognized center of learning and research with a kuleana to serve the people and places of Hawai'i, and our neighbors in the Pacific and Asia. We cultivate creative and innovative leaders who mālama our people, our places, and our ways of knowing in order to sustain and transform our islands and the world”; and,

**WHEREAS**, discussion with faculty in the affected units revealed that this is a faculty- and administration-driven reorganization which will facilitate interaction among faculty and increase student offerings related to Sustainability, while maintaining autonomy and self-determination of cooperating units; and,



**WHEREAS**, having an ISR Director at the reporting level of deans will allow this individual to work with other deans and UH campuses to encourage cooperation on this strategic initiative; and,

**WHEREAS**, this Proposal comes at a difficult fiscal time for the campus, the filling of current critical faculty and graduate assistant vacancies in the affected programs involved is not fully addressed; and,

**WHEREAS**, CAB remains concerned that much of the functional responsibility for content delivery is spread across multiple departments, and it is unclear how much duplication or layering of administration and responsibility this reorganization will produce; and,

**WHEREAS**, CAB has some remaining concerns about the sustainability of the Institute and reliance upon the director and tentative oral offers of additional resources, and,

**THEREFORE, BE IT RESOLVED**, that the UH Mānoa Faculty Senate endorses, with reservations, the proposed *Institute for Sustainability & Resilience*; and,

**BE IT FURTHER RESOLVED**, that the Mānoa Faculty Senate calls on the Provost to provide additional resources and to develop agreed metrics that could be set as benchmarks or goals, which should result in allocating additional resources to meet growing needs.

**BE IT FINALLY RESOLVED**, that the Mānoa Faculty Senate calls on the Provost to address the concerns raised above.

*Supporting Documents:*

- *CAB Reorganization Checklist for the Institute for Sustainability & Resilience*
- *Reorganization Proposal, Institute for Sustainability & Resilience (posted on the Mānoa Office of Business and Finance website).*