

Frequently Asked Questions and Answers on the Transition Team Report

1. *What are the goals/purposes of the reorganization?*

There has been much discussion on the topic at the TT meetings, and detailed meeting minutes are provided in the TT website (<http://manoa.hawaii.edu/as-transition/>). The main goals that were articulated by the TT include: to enhance the centrality of the College of Arts and Sciences at Mānoa, to improve undergraduate education at Mānoa by providing more coherent Liberal Arts education and advising, to foster/facilitate interdisciplinary scholarship and education, to elevate the stature of A&S on campus and in the community.

2. *Budget implications for the proposed structure?*

There may be some savings by reducing the number of administrative FTEs in a single College of Arts and Sciences. However, the main goal for the proposed structure was to maximize the goals described above, not to maximize budget savings. As such the TT report does not have much information regarding the budget implications for different structures.

3. *Given the current budgetary crisis where we are cutting programs, is this wise use of our resources (as reflected in Chancellor's commitment of \$1 million for reorganization)?*

The money is meant to be used as a resource to facilitate various interdisciplinary programs and initiatives for the new College of Arts and Sciences. Since the budgetary state has changed a great deal within the past few weeks, we are not certain how the change will impact the reorganization at this point. However, it should be noted that the Chancellor recently told the Mānoa Faculty Senate that she wants to move ahead with the reorganization, and the budget issue won't affect her decision to move ahead.

4. *Isn't it more a matter of leadership (or lack of) that the current structure is not working well than a matter of structure?*

It is probably a combination of both. Regardless of the issue of structure, leadership always matters a great deal, but the current system of multiple colleges with separate budgets and a rotating Chair for the College of Arts and Sciences Deans is not conducive to coherent planning or to the establishment of an identity for A&S. Assuming that one has good leaders in appropriate positions, the Hybrid Model makes the most efficient use of college resources in terms of staffing and administration.

5. *Who was contacted for information of how well different structures work at different peer and benchmark institutions?*

Administrators as well as chairs from many institutions were contacted. All of the reviewed structures are used by some institutions. Attempts were made to find out how

each of these different structures function and to identify shortcomings and strengths of each structure.

6. *Does it add more administrative layers?*

Not necessarily. The administrative structure/components already exist in a decentralized form at each college and unit. The recommended Hybrid Model will pull out these functional components from each unit and consolidate them centrally. So, it is not really creating an additional administrative structure. While it is true that there will be an Executive Dean who will truly be responsible for the entire A&S, the divisional Deans' scope of work will be significantly altered and their staff will be relatively small and mostly clerical. Therefore, the total number of administrators will not increase and may actually decrease.

7. *What will get better?*

There are many different models for A&S out there, and they all have merits and demerits. After reviewing the existing models and structures, it was the collective assessment of the TT that the proposed Hybrid Model structure seems to fit our needs the best. This model has the advantage of having a single voice for the College of Arts and Sciences and of having uniform and consistent policies and criteria applied across all disciplines; it facilitates interdisciplinary scholarship, provides advocates and leadership to help focus educational and research initiatives and agendas, and provides equal access to college-wide resources such as research opportunities, student advising, etc. It is also an organization that makes more efficient use of staff and administration. Additionally, there needs to be a good governance system that is transparent and consultative for the new structure to work well.

8. *Is it possible that the new structure may be used to cut faculty positions?*

When asked directly, the Chancellor is adamant that the goal is to make Arts and Sciences stronger, not weaker. A reorganized College of Arts and Sciences would contain over 1,000 FTE (700+ faculty) and have a total operating budget in excess of \$100 million, making it the largest College or School on campus. In general, a larger organization has much more flexibility to make changes, which is an advantage over small units. Over time, there may be some savings from economy of scale in terms of staffing and administration needs.

9. *Where to go from here?*

The five deans of the affected units are asked to roll out the TT report to faculty in their own units and to organize a forum/opportunity for faculty feedback. The A&S Faculty Senate Executive Committee can play a significant role in getting faculty feedback on the report and possibly in convening a campus-wide meeting of the Arts and Sciences faculty to discuss the recommendations and possible alternatives.