

Defining our Destiny - Now!

Goal = Academic Excellence

Strategy - An administrative organizational structure for the Colleges of Arts and Sciences to fulfill that goal

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Principles for Change

- A strong and vital College of Arts and Sciences, the **heart** of a university, is critical to UH Mānoa's fulfillment of its mission and its success in the future.
- Effective organizational structures can assist a unit, as well as connected programs, to foster success and collaboration. Implementing such a model for the **heart** will strengthen the campus as a whole, so that is the most important one to address initially.
- There is no sacred or perfect model - we need to choose and implement the most appropriate one we can.

Principles for Change

- This is an academic endeavor - defining intellectually the model that enables us to improve outcomes for the people we serve (the students, faculty, staff and citizens of Hawai'i).
- Campus consultation is critical in generating ideas about an effective organizational structure.
- A decision will be made at the end of the semester for implementation to enable the campus to move forward.

Objectives for Organizational Change

1. New level of awareness of the value and values of a liberal arts education that recognizes the centrality of Arts and Sciences to the mission of this university.
2. Structure and function that best meets the goals of the faculty, staff and students and fulfills the mission of UH Mānoa.
3. A renewed focus on the quality and delivery of undergraduate education, increasing our retention and graduation rates.
4. New opportunities to develop and enhance trans-/inter-disciplinary research and teaching to foster new synergies among faculty to create new knowledge.

Opportunities in Reorganization

- Improved graduation rates and student satisfaction, through better advising.
- Faster decision-making through an empowered administrative structure
- Greater cross-disciplinary collaborations
- Better outcomes for faculty and students
 - Faculty expect infrastructure to support faculty/staff
 - Students expect broad institutional support from A&S
- A collective purpose and voice
- Greater support internally and externally
- Removing the paralysis regarding actions “pending” reorganization



Key Considerations

- What's organizationally working well that we need to keep?
- What is the relationship between SPAS & Arts and Sciences? What is the relation between traditional disciplines and area studies ?
- Are there other units better suited in Arts and Sciences ? Are there units better suited by moving within Arts and Sciences?
- How do we preserve our identities in areas of excellence while streamlining administratively?

Process Outline

September

Introduce principles and sample models for discussion.

October 1 - October 15

Collect initial reactions and input on strengths and weaknesses.

October 15 - November 30

Refined models presented to Arts and Sciences faculty and other connected/impacted units for comment.

November 30 - December 15

The Chancellor considers campus comments.

Announcement

The Chancellor announces her decision.

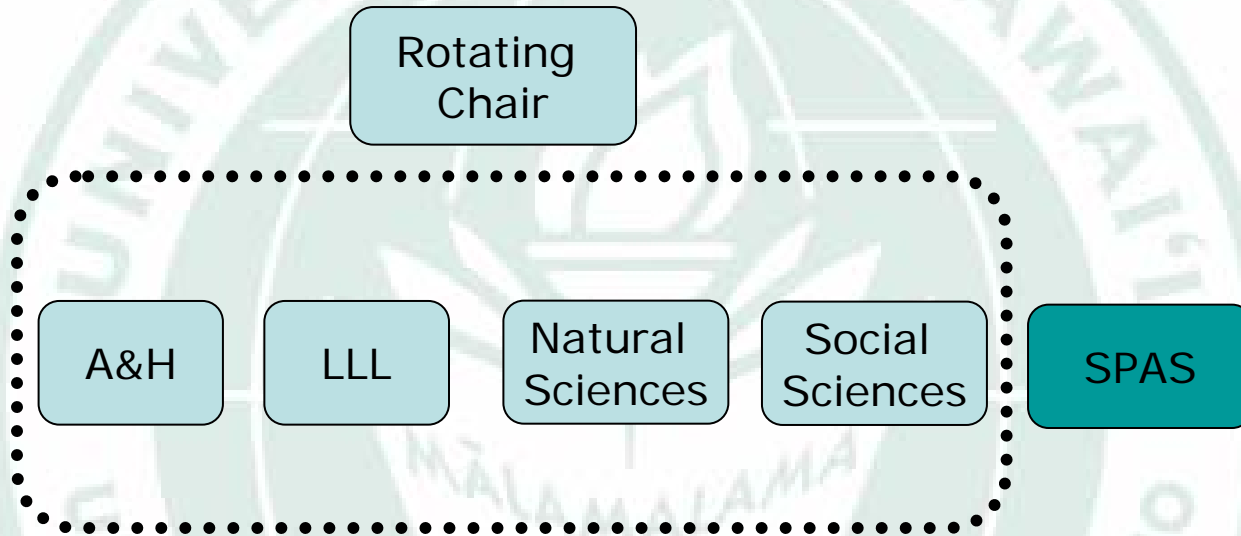
Possible Models

Five options of models presented here to stimulate discussion - other ideas are strongly encouraged!

Those 5 include:

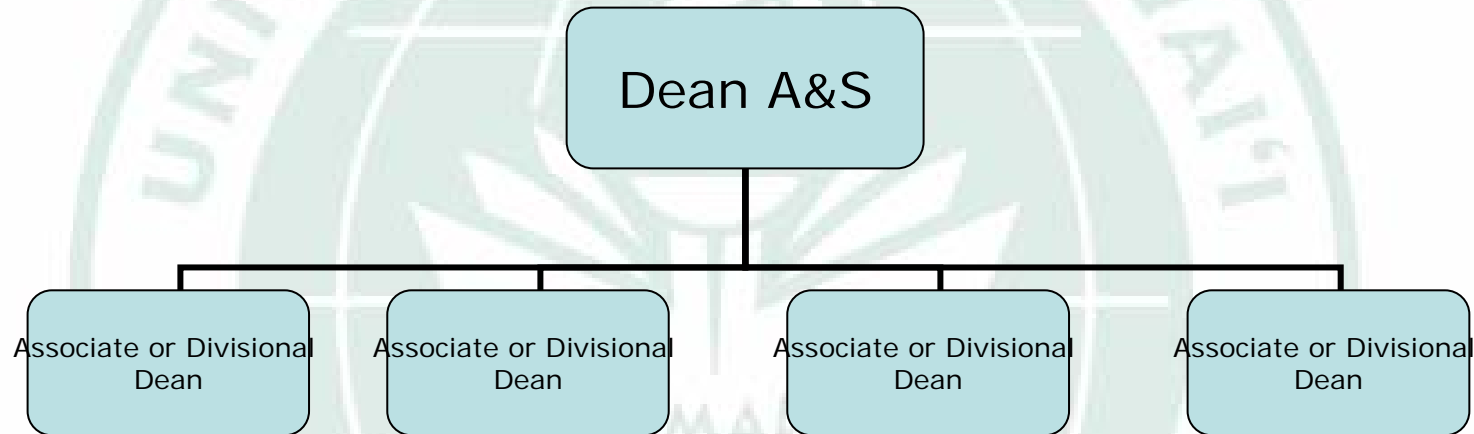
- No organizational change and begin searches for permanent leadership
- 1 College with 4 Associate/Divisional Deans
- 2 Colleges: Sciences and Humanities
- 1 College with a function based administration
- 1 College with a function based administration, plus associate deans for the divisions
- Other Proposals ? - Welcomed!

Model 1: No Change



Retain the current structure with 4 Colleges of Arts and Sciences with a rotating Chair of the Council of Deans and a School of Pacific and Asian Studies separate from the structure.

Model 2: 1 College with Multiple Divisions



Create a single “College of Arts and Sciences” with a Dean that oversees all the areas and Associate or Divisional Deans that are academic leaders for their academic divisions. These divisions would not necessarily be the same as the current College divisions and could encompass the units currently found in SPAS or other units on campus.

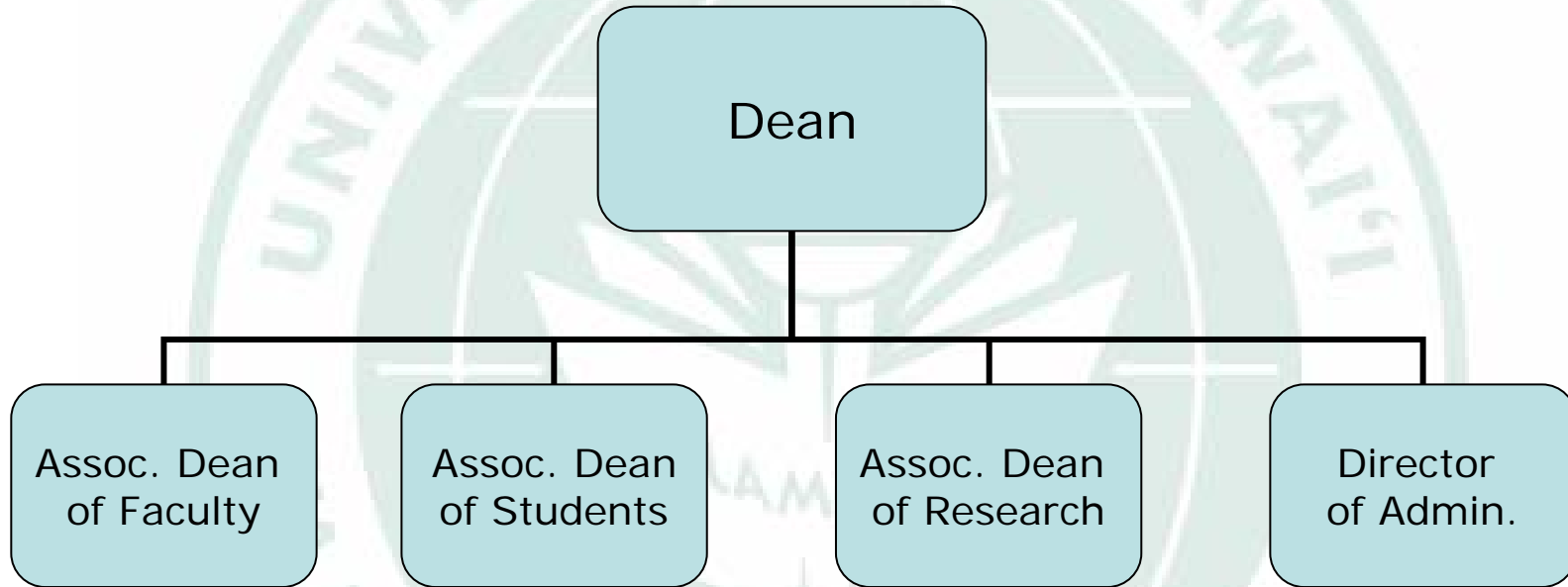
Model 3: 2 Colleges

Humanities

Sciences

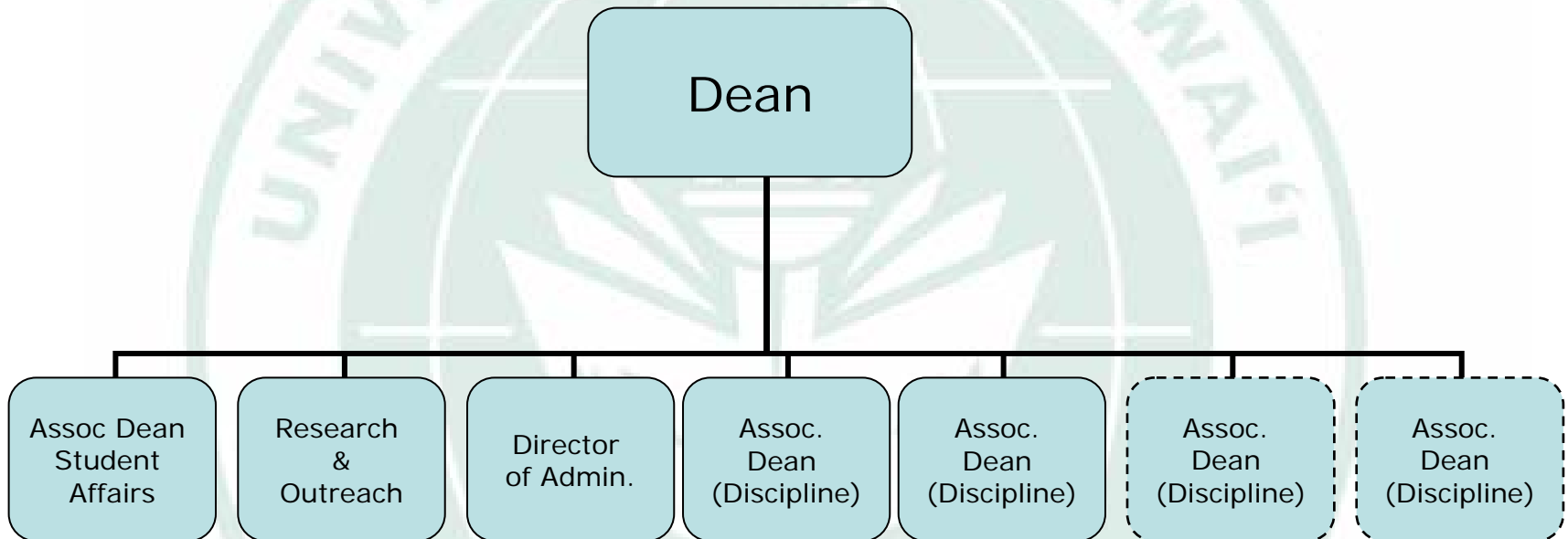
Reorganize into 2 separate colleges with 2 separate Deans, one for the Humanities and one for Sciences, both broadly defined.

Model 4: 1 College and function based support



Create 1 College with a single dean and multiple Associate Deans that specialize in providing support in areas of administration across the College.

Model 5: 1 College and function based support



Create 1 College that has both Associate Deans for administrative areas, as well as Associate Deans for academic divisions.

Model 6?: Other Options?

There are many options. Other models or improvements are encouraged.

UH Mānoa needs to decide what works best for our campus and move forward.

How Does Organization Improve Our Success?

- How does this improve undergrad success?
- How does this reduce bureaucracy and allow faculty to work together?
- How does this better support faculty?
- How does this model recognize the importance and increase the support of liberal education?

The background of the slide features a large, light green watermark of the University of Hawaii seal. The seal is circular and contains a central torch with a flame, set against a globe. The text "UNIVERSITY OF HAWAII" is written in an arc at the top, and "MĀLAMALAMA" is written across the middle. At the bottom, it says "1907" and "KE EA O KA 'ĀINA I KAPONO".

Mahalo!

<http://manoa.hawaii.edu/artsci>

**Please send your input to:
Comments@hawaii.edu**