

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

Design Team

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(With lots of help!)

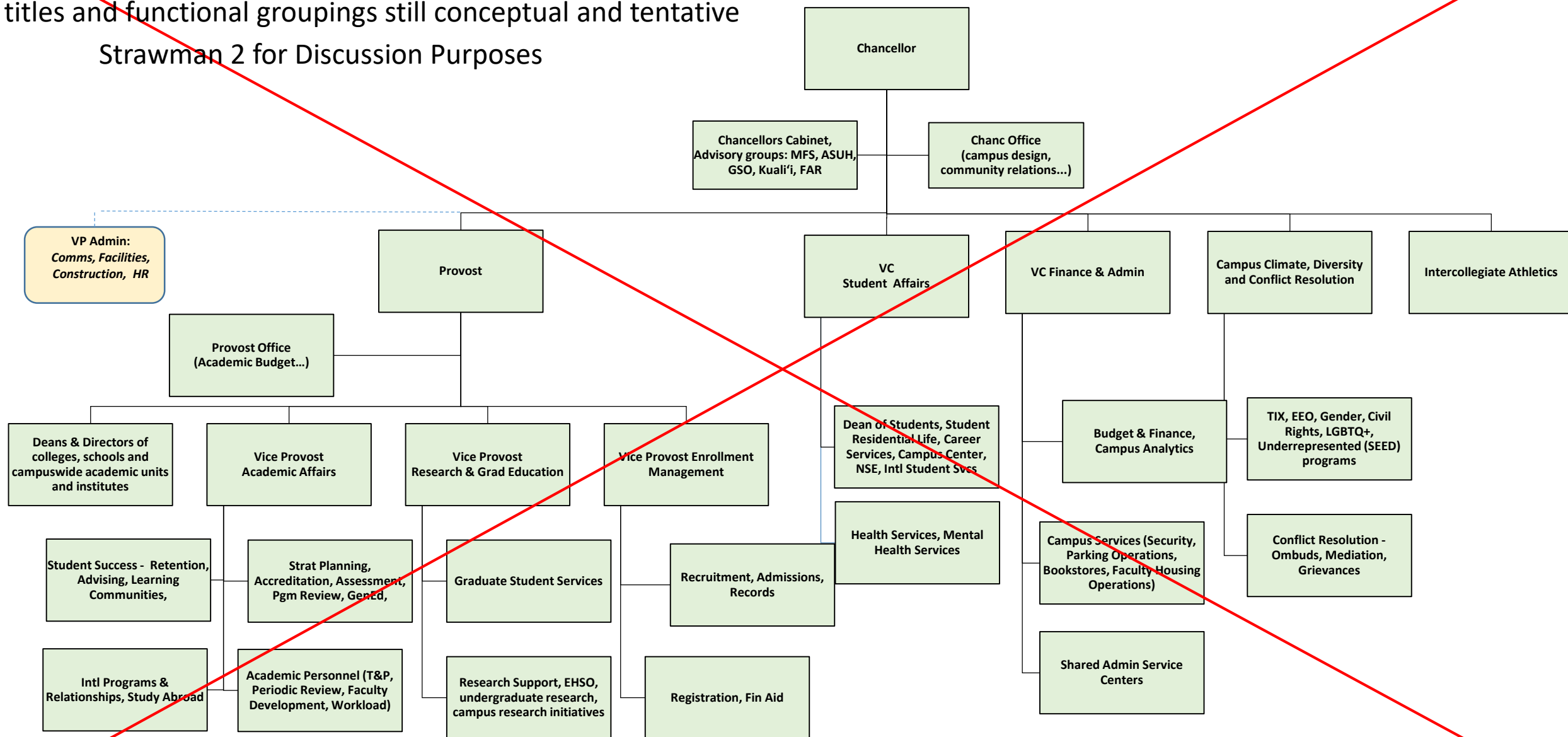
Key Objectives – What are we trying to achieve?

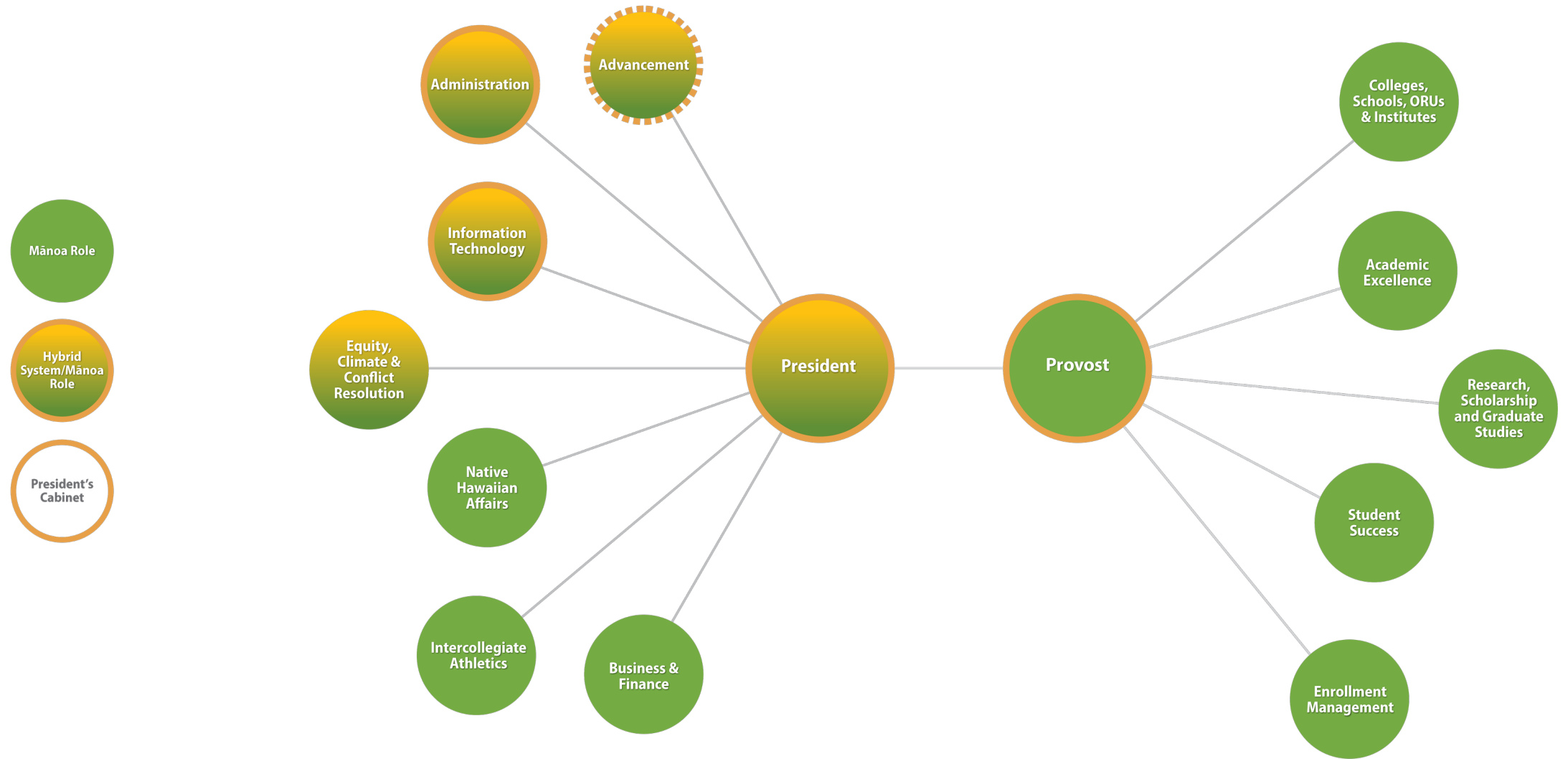
- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student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

Redesign Considerations

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

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





PROVOST

(Chief Academic Officer with full responsibility for research, education and student success)

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

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

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

OFFICE OF GLOBAL ENGAGEMENT

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

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

VICE PROVOST FOR EDUCATIONAL EXCELLENCE

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

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

FACULTY EXCELLENCE & SUCCESS

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

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

VICE PROVOST FOR RESEARCH, SCHOLARSHIP AND GRADUATE STUDIES

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

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

GRADUATE STUDENT SUCCESS

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

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

VICE PROVOST FOR STUDENT SUCCESS

Advance the holistic success of all students across their academic journey and through personal growth and development

STUDENT ACADEMIC SUCCESS

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

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

STUDENT GROWTH & DEVELOPMENT

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

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

STUDENT EQUITY, EXCELLENCE & DIVERSITY

Ensuring access, inclusion and success for all students

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

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

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

(Integrates thoroughly with Retention through Strategic Enrollment Management Team)

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

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

Separate (Approximate Chancellor History)		
Year	UH President	UHM Chancellor
1972	Cleveland	Gorter
1973	Cleveland	Gorter
1974	Matsuda	Gorter
1975	Matsuda	Yamamura
1976	Matsuda	Yamamura
1977	Matsuda	Yamamura
1978	Matsuda	Yamamura
1979	Matsuda	McKaughan
1980	Matsuda	Long
1981	Matsuda	Long
1982	Matsuda	Anderson
1983	Matsuda	Kosaki

Combined		
Year	UH President	UHM Chancellor
1984	Simone	Simone
1985	Simone	Simone
1986	Simone	Simone
1987	Simone	Simone
1988	Simone	Simone
1989	Simone	Simone
1990	Simone	Simone
1991	Simone	Simone
1992	Simone	Simone
1993	Mortimer	Mortimer
1994	Mortimer	Mortimer
1995	Mortimer	Mortimer
1996	Mortimer	Mortimer
1997	Mortimer	Mortimer
1998	Mortimer	Mortimer
1999	Mortimer	Mortimer
2000	Mortimer	Mortimer

Separate		
Year	UH President	UHM Chancellor
2001	Dobelle	Neubauer
2002	Dobelle	Neubauer
2003	Dobelle	Englert
2004	McClain	Englert
2005	McClain	Englert
2006	McClain	Konan
2007	McClain	Konan
2008	McClain	Hinshaw
2009	Greenwood	Hinshaw
2010	Greenwood	Hinshaw
2011	Greenwood	Hinshaw
2012	Greenwood	Hinshaw
2013	Greenwood	Apple
2014	Lassner	Apple
2015	Lassner	Bley-Vroman
2016	Lassner	Bley-Vroman
2017	Lassner	Lassner

* Notes

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

Summary:

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

Recombination of Mānoa Chancellor and System President Positions

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

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

University of Hawai‘i President Reinstated as Mānoa CEO

Re-integrates roles of System CEO and Mānoa Campus CEO

Reporting units with Mānoa campus responsibilities include:

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

CHIEF BUSINESS OFFICER

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

EQUITY, CLIMATE AND CONFLICT RESOLUTION (Hybrid)

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

- Education, advocacy, support and training programs to advance campus climate including for all protected classes
 - Confidential Advisors / Respondent Advocates
- Single compliance and intake mechanism and assessment/triage for concerns and complaints
 - Case management & resolution including fact-finding/investigation
- Independent Ombuds & Informal Conflict Resolution

Tasks

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

Hybrid System/Campus Vice Presidents

VP ADMINISTRATION

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

VP FOR INFORMATION TECHNOLOGY/ CHIEF INFORMATION OFFICER (CIO)

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

CABINETS

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

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

Provost's Council - Vice Provosts, Asst/Assoc Vice
Provosts, Hybrid Vice Presidents, Campus-level
School/College/Institute Deans & Directors (bi-weekly)

Mānoa Leadership Team - President, Provost's Council,
Advancement, Athletics, ASUH, GSO, MFS, Kualī'i,
Staff Council (twice per semester)

Other Campus Advisory Groups

Research Advisory Council

Campus Facilities Advisory Council

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

CAMPUSWIDE STRATEGIC INTEGRATIVE WORKING TEAMS / PROJECTS

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

Key Objectives – How Are They Being Addressed

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



Next Steps

Continuing Consultation and Refinement – Through Early November

Conceptual Proposal to Regents – November 2018

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

Implementation - July 2019 and beyond

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

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

FAQs

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

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

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

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

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

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

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

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

FAQs

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

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

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

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

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

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