Mānoa Reorganization – Phase 2 Update

May 1, 2020
Objectives

• Provide update on functional concepts & structure for direct reports to President & Provost
• Review updated timeline
• Seek informal feedback (formal consultation in Fall)
Campus Design Team Members (2017-present)

Michael Bruno, Provost
  formerly VC Research & Interim VC Academic Affairs
Sandy French, Interim VC Administration
  replaced Kathy Cutshaw, retired
Chip Fletcher, Associate Dean, SOEST
Jan Gouveia, VP Administration
Lori Ideta, Interim VC Students
Christine Sorensen Irvine, Professor & former SEC chair
David Lassner, UH President
Laura Lyons, Interim Dean LLL &
  Interim Associate VC Academic Affairs

with lots of help!
Recap ... Key Objectives of the Reorganization (Phase 1 and Phase 2)

- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of education and research, including undergraduate education, 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 Manoa
Recap ... Redesign Considerations

- Focus on outcomes and how to align people and processes to support those outcomes.
- Do not organize around current people and current roles.
- Structure reflects priorities and creates conditions to stimulate and support student, faculty, school and college success – with improved accountability for outcomes.
- Be realistic that there is no perfect organizational structure. In addition to formal reporting lines, everyone must be committed to and capable of effectively working across boundaries.
- Create unit titles that reflect desired outcome.
- Integrate graduate and undergraduate processes whenever possible.
- Provide provost with singular focus on success of students, faculty and research.
- Keep Hawaiian Place of Learning as priority for entire campus that reports to CEO level.
- No increase in senior EM leadership positions; Prior to COVID-19 crisis, no plans to reduce faculty or staff positions.

A hybrid office has operational responsibility for UH Manoa and UH system but does not have such responsibility for/on other UH campuses.
Recap...

March 2019: BOR approved Phase 1 reorganization

- UH President: CEO for system and campus
- UHM Provost: campus chief academic officer; UH system officer; independent and dedicated voice of Mānoa; direct oversight of deans/directors
- Formal recognition of current VPs for IT and Administration (communications, HR, facilities) as “hybrid”: A hybrid office has operational responsibility for UH Manoa and UH system but does not have such responsibility for/on other UH campuses.
Overview of Timeline to Date

**2017-18**
Campus Design Team convenes and conducts open discussions and consultation

**March 2019**
BOR approves Phase 1

**April 2019**
Phase 2 Functional Teams convene

**April 2019-current**
Campus Design Team & Functional Teams meet to develop organization details

**December 2019 & February 2020**
Updates to Mānoa Leadership

**May 2020 and ongoing – Campus Feedback**
(WE ARE HERE)
April 2019: Phase 2 design begins. Functional Teams (“mini-design teams”) established with following co-chairs. Executive sponsors in parentheses:

- Academic Excellence (Provost): Laura Lyons & Christine Irvine
- Student Success (Provost): Lori Ideta & Laura Lyons
- Enrollment Management (Provost): Roxie Shabazz & Christine Irvine
- Research & Scholarship (Provost): Velma Kameoka & Chip Fletcher
- Climate, Equity & Conflict Resolution (President): Jan Gouveia & Chip Fletcher

Representatives requested from: MFS, Staff Senate, ASUH, GSO, Kuali’i Council. Other faculty, staff and administrators appointed to teams.

Additional area leads:

- Business & Finance: Sandy French
- Global Engagement: Michael Bruno

- Functional teams discuss/develop structure and functional statements, focusing on building synergy across groups.
- Functional team co-leads, Provost and President meet on regular basis.
- Two updates: Mānoa Leadership Team (12/10/2019 & 02/07/2020)
- Results of this work are reflected in this summary on which feedback is requested.
Reminder: What this Does and Does Not Accomplish

- The reorganization is intended to create an organizational structure that better positions Mānoa to succeed and accomplish our goals.
  - An organizational structure does not itself solve all problems, but should better position us to address major priorities.
- This concept provides the overall structure and functional overviews for senior leadership and associated units, especially vice provost offices.
  - This concept does not specify which positions go to which offices. That will be identified over the summer and formally consulted on in the Fall.
- This concept does not identify individuals for leadership positions.
Mānoa Leadership Overview - President & Provost (as approved in March 2019)

- **President:** System and campus CEO
- **Provost:** chief academic officer w/full responsibility and authority for research, education & student success. Singular focus on the success of our students and faculty in education and research. Direct oversight of:
  - All campus-level schools, colleges, ORUs, institutes, Library and UH Press
  - Vice provosts
  - Budget decision-making authority for all reporting units
  - Meaningful integration of research and education
  - Campus strategic planning & accreditation
  - Independent and dedicated voice of UH Mānoa in UH System cabinet; Formally designated as an “Officer” of the University of Hawaiʻi.
Framework for Phase 2 Changes – Reporting to the Provost
(as outlined in March 2019 and refined over the past year)

➢ **Vice Provost for Academic Excellence:** Proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success, and foster faculty excellence and success through recruitment, retention and support of world-class faculty.

➢ **Vice Provost for Student Success:** Advance the holistic success of all students across their academic journey and through personal growth and development; provide advocacy and support for all students from entry through timely graduation, while encouraging co-curricular and wellness services and fostering access, equity and diversity.

➢ **Vice Provost of Enrollment Management (Undergraduate and Graduate):** Attract, enroll and help retain a diverse and thriving community of learners from Hawai‘i and the world.

➢ **Vice Provost for Research & Scholarship:** Enhance the prominence of UHM as one of the world’s premiere international research universities with a focus on the challenges and opportunities facing Hawai‘i and the world.

➢ **Office of Global Engagement:** Advance programs to increase the global connectedness and stature of UHM.

➢ **Office of Climate, Equity & Conflict Management:** Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs by advancing diversity, cultivating community values and managing conflict.

➢ **Campus-level Colleges, Schools, ORUs and Institutes**
Framework for Phase 2 Changes – Reporting to the President
(as outlined in March 2019 and refined over the past year)

- **Chief Business Officer - Mānoa:** Oversee campus budget (all fund sources).

- **Compliance & Investigation (hybrid***): Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs through institutional policy and legal and regulatory compliance.

- **Vice President for Administration (hybrid***): HR, communication, procurement, facilities/construction/planning, auxiliaries (bookstore, parking, transportation, food & beverage services, faculty/student housing facilities (residential life continue under student success)), campus safety and emergency management, sustainability

- **Vice President for Information Technology/Chief Information Officer (CIO) (hybrid***): Academic technologies, cyberinfrastructure and research technology support; help desk and software licensing, information security, management information systems, campus/statewide/global network design and operations

- **Intercollegiate Athletics – Mānoa:** Achieve athletics excellence

- **Native Hawaiian Affairs – Mānoa:** Implement recommendations from Native Hawaiian reports that guide campus in becoming a Native Hawaiian Place of Learning

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Mānoa overview only: Updated, proposed redesign March 2020

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Mānoa: Direct reports for President & Provost (with function summary)

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President’s Directly Reporting Mānoa Offices
VP Administration

Plan, direct and administer effective administrative support programs at both system and campus levels.

President
(Hybrid) (PC)

VP Administration
(Hybrid) (PC)
• Hybrid senior administrative officer

Administrative Programs
(Hybrid)
• Administrative support functions (human resources, communications, procurement, risk management)
• Systems integration (business process, PeopleSoft, technology integration)
• Specific program support (Institutional equity, sustainability)

Construction Management
(Hybrid)
• Manoa campus operations
• Buildings, grounds & facilities - repair & maintenance (fire safety, work coordination)
• Business office

Proposed Campus Services
(Hybrid)
• Bookstores, parking, transportation, food services, mailroom

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VP Information Technology

Plan for effective IT policy and support across entire system, and operational responsibility for UH-Mānoa campuswide IT facilities and services.

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Compliance & Investigation (Hybrid) & Climate, Equity & Conflict Resolution (Mānoa):
Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs.

- **Climate, Equity & Conflict Management (Mānoa)**
  - Supports, promotes & advances diversity & inclusion
  - Fosters proactive engagement, collaboration & communication
  - Liaison with internal & external groups
  - Intake mechanism & assessment

- **Cultivating Community Values (Mānoa)**
  - Foster environment - equity, diversity, inclusion
  - Measure, influence & respond to current environment
  - Campus-wide initiatives, education & training - framework and skillsets

- **Conflicts Management (Mānoa)**
  - Conflict counseling & advocacy, coaching, informed intake
  - Confident resource (as permitted by law) for complainants & respondents
  - Resolve at lowest level possible
  - Foster respectful interactions & resolution
  - Alternate dispute resolution; workplace audits
  - Training & education

- **Compliance & Investigation (Hybrid)**
  - Institutional policy oversight
  - Legal & regulatory compliance
  - Reporting office for policy, CBA, statutory violations
  - Coordination w OHR, OGC, etc.
  - Interim measures
  - Trained fact-finders/investigators
  - Mandated/compliance education & training
  - Single case management system

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Mānoa Business & Finance Office, Intercollegiate Athletics & Native Hawaiian Affairs

President (Hybrid) (PC)

Business & Finance (Mānoa)
- Campus senior business officer
- Budget, reporting, long-range strategic planning, position control, reserve management
- Reorganization coordination
- Compliance and audit response reviews

Financial Management & Analytics (Mānoa)
- Budget process administration
- External reporting
- Financial projections

Intercollegiate Athletics (Mānoa)
- Achieve athletics excellence
- Provide student athletics with intercollegiate athletics opportunities
- Enrich community with opportunities to attend/view games and activities

Service Center (Mānoa)
- Operations & transactions
- Policy, procedure & regulatory compliance
- Advisory services, training & mentoring
- Annual organizational reports & reorganization procedures

Native Hawaiian Affairs (Mānoa)
- Implement recommendations from Native Hawaiian reports that guide campus in becoming a Native Hawaiian Place of Learning
- Focus areas of student success, staff and faculty development, environment, community engagement
- Truth, Racial Healing & Transformation initiative; Institute for Hawaiian Language Research & Translation

Legend
Mānoa = Mānoa Role
Hybrid = System/Mānoa Role
PC = President’s Cabinet
Provost’s Directly Reporting Offices
Provost & Direct Reports

Provost serves as chief academic officer w/full responsibility and authority for research, education & student success. Singular focus on the success of our students and faculty in education and research.
Academic Excellence:
Proactively ensure a portfolio of high-quality, inspiring and responsive undergraduate and graduate credential programs that prepare students for lifetime success.
Student Success:

Advance the holistic success of all students across their academic journey and through personal growth and development; provide advocacy and support for all students.
Enrollment Management:
Attract, enroll and help retain a diverse and thriving community of learners from Hawai‘i and the world.

President
(hybrid) (PC)

Mānoa Provost
(Mānoa) (PC)

Enrollment Management
(Mānoa)

- Senior enrollment management administrator
- Strategic, integrated planning and policy
- Long-term & sustainable student growth/success
- Campus-wide partnerships & seamless services
- Projections & single data system

Recruitment & Admission
(Mānoa)

- Marketing/target analytics
- Set annual recruitment targets
- 1st year undergraduate, transfer, international student support
- Holistic admission plan/orientation
- Academic admission & course transferability/equivalency coordination

Registrar
(Mānoa)

- Registration administration
- Curricular proposal/changes approval implementation
- Official academic record integrity & security; legal compliance
- Enrollment & degree verification
- Student information system

Financial Aid & Scholarships
(Mānoa)

- Strategic planning
- Application & award operations
- Regulatory compliance
- Coordination with UHF
- Financial literacy initiative

Graduate Enrollment Management
(Mānoa)

- Recruitment & admissions (except for medicine, law, business)
- Marketing/target analytics
- Set annual recruitment targets
- High coordination with Graduate Division & graduate departments

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Mānoa = Mānoa Role
Hybrid = System/Mānoa Role
PC = President’s Cabinet
Research & Scholarship:
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.
Global Engagement:
Advance programs and initiatives that increase global connectedness and stature of UHM

- Senior global administrator
- International strategy & policy development
- Infuse global perspective & engagement
- Regulatory compliance & higher education standards
- Leverage partnerships/networks
- Expertise hub
- Works with international student services

International Exchange (Mānoa)
- Agreements & partnership development, implementation, management
- Selection, departure, arrival logistics
- Support services

Study Abroad (Mānoa)
- Platform for academic excellence (students & faculty) through summer, semester and year programs
- MFS committee (Council on Study Abroad) supports policy making & curriculum, and faculty assigned to teach and conduct research abroad
- Support services for faculty and students (risk management, success services)

National Student Exchange (Mānoa)
- Program coordination/logistics
- Support services for participants

Faculty & Scholar Immigration Services (Mānoa)
- System-wide employee support services
- Petition & labor certification preparation on behalf of employees
- Regulatory compliance
- Single data source for UH-sponsored international employees & scholars

Legend
- Mānoa = Mānoa Role
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- PC = President’s Cabinet
Mānoa Colleges, Schools, ORU’s & Institutes

- President (Hybrid) (PC)
- Mānoa Provost (Mānoa) (PC)
- Colleges, Schools, ORUs & Institutes (Mānoa)
  - Academic deans & research directors
  - Includes ISR, C-MAIKI, Hi-DSI

Legend:
- Mānoa = Mānoa Role
- Hybrid = System/Mānoa Role
- PC = President’s Cabinet
Climate, Equity & Conflict Resolution (Mānoa) & Compliance & Investigation (Hybrid):
Create a safe, welcoming and equitable climate for students, faculty and staff of all backgrounds and beliefs.

- **Climate, Equity & Conflict Management (Mānoa)**
  - Supports, promotes & advances diversity & inclusion
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Next steps & timeline

2017-18
Design team convenes

2018

March 2019
BOR approved Phase 1

April 2019
Phase 2
Functional teams begins

2020

May 2020 & ongoing:
Campus Feedback

Summer 2020
Formal proposal developed using feedback

Fall 2020 - Formal consultation on full proposal

2021 - Implementation Begins

Materials and progress will be posted at:

https://manoa.hawaii.edu/reorg
“We agree that some reorganization is needed. Now if we can come to agreement on what that looks like!”

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

We continue to work collaboratively with faculty, staff and students on realizing an organizational structure that will maximally enable success across the campus.

Mānoa Design Team & Mānoa Cabinet
April 2020
Thank you!

We look forward to your comments. Please submit online via the reorganization website: https://manoa.hawaii.edu/reorg/