UNAPPROVED Minutes of the January 24, 2001 Meeting

Bob Hochstein, Chair
Warren Imada, Vice Chair
Jack Pond, Secretary


SENATORS EXCUSED: M. Reese.

GUESTS: Mark Silliman, Interim Provost, Leslie Allen.

CALL TO ORDER: Secretary Jack Pond called the meeting to order with a quorum at 3:23 pm.

APPROVAL OF THE MINUTES: The minutes of the December 6, 2000 meeting were read and approved with one correction and one addition.

CHAIR’S REPORT:

✓ The Chair reported that the BOR recently approved a plan to establish a separate Office of the Chancellor for the University of Hawaii at Manoa as a separate position. In addition 5 new positions were also created and ten executive/managerial positions were abolished with one position redescribed. The new positions are Vice Chancellors for: Academic Services, Instruction and Research (two positions) Student Affairs and Administration.

✓ The Chair also reported that the proposed tuition increase planned for the UH System does not include a tuition increase for the community colleges for the next two years. Beginning in 2003, an increase of $2 per credit is proposed. Beginning in 2001, Community College resident and nonresident students will pay for ALL credits for which they are registered. This will affect the 24% of UHCC students who enroll for more than 12 credits. A concern was expressed that most vocational programs require students to take between 15 and 18 credits per semester, so this would greatly affect voc/tech students. Hearings on the proposed tuition are scheduled for LCC in February. Check the bulletin for date/time/place.

✓ The Chair reports that UHH will begin to offer a Master’s Degree in Hawaiian Studies.

✓ Finally, the Chair reported that he had signed a request (with all other CC Senate Chairs) to postpone the implementation of UHMs new Gen Ed Core/Grad Req to Fall 2002 to provide sufficient time for the community colleges to coordinate the development of new core category/graduation criteria and to review course
proposals to identify courses that meet these new criteria. The request to President Mortimer and the BOR asks that they invoke governance defined in EM 98-8.

Motion 01-01 (Thomson/Hayasaka): The Senate endorses the document signed by the Chair.

PASSED – UNANIMOUSLY

COMMITTEE REPORTS:

BUDGET AND PLANNING – Senator Iha submitted a report he made to the members of his committee describing the problems at LCC’s cafeteria and the potential for addressing them given the current budget situation. The good news is that the College is proceeding with plans to improve the FSER plant.

PROGRAM REVIEW – Senator Levy stated in her report that much is being discussed in the area of program review at the college and system levels since the recent WASC visits. Two system-wide committees will look at Program Health Indicators (PHIs) for Vocational Technical programs/courses and the possibility of adapting them for Liberal Arts courses. Bernadette Howard represents LCC on one of these committees. Andy Rossi works on Program Review for Liberal Arts/AA courses and reports to the Senate. Senator C. Hochstein wondered whether faculty shouldn’t be involved sooner in the process of program/course review to aid in setting standards and evaluation measures, selecting evidence of effectiveness, establishing learning outcomes, etc. She indicated it might be useful to include more faculty on these two committees. The Senate requested Senator Levy communicate our recommendation that there be more faculty input on the system-wide committees.

STUDENT COMMITTEE – Senator Andres reported that enrollment for Spring 2001 (5100) is up from last spring.

CURRICULUM COMMITTEE – Senator Goodman reported that the deadline for new course proposals is March 2, 2001. The Committee’s first meeting is scheduled February 15. Following meetings are scheduled for March 1, March 22, and April 26.

AD HOC COMMITTEE REPORTS:

REVISION OF ADP – This committee will need new leadership as Senator Osell is taking a one-semester leave.

REORGANIZATION – The first meeting of this committee will be on February 2 at 1:30 in LA 227.
CHLOE HOLLAND COMMUNITY SERVICE – The two highway clean-up dates scheduled for this semester are February 10 and March 24. The Senate will need to decide at its next meeting whether to continue this effort.

GUEST REPORT:

Mark Silliman introduced Leslie Allen (Ext. 668; leslie.allen@UHF.hawaii.edu) who is the fund developer who will take charge of a fundraising effort at LCC. She is paid by the UH Foundation. She presented a list of LCC Campaign Initiatives that included a Center for the Performing Arts, the Observatory Park, a Center for Innovation and Excellence in Teaching and Learning, a Technology Center, a Library Fund and Scholarships—each with a stated $ goal. Targeted items are in the ADP.

The Provost also discussed the stage of reorganization at Leeward. Basically, it will take place in three stages. The first will consist of a Committee/Task Force that will render a decision whether or not there is a need to restructure the College. Their decision will be due this May or sooner. The second stage will be to design the new structure if it has been determined that one is necessary. The third stage will be the implementation team that will carry out the new plan. To this end, he is seeking names of three Senators who will serve on the committee. Later in the meeting, the Senate recommended three persons: Senators Hayasaka, Imada, and Thomson.

NEW BUSINESS:

Senate Officers will need to be elected this semester. The Chair recommended that the joint meeting between the old and new senators be held in April and that elections be held at that time. The Senate confirmed April 4, 2001 as the date for the joint meeting.

Senator Pond reported that he had not received follow-up reports on actions taken by last semester’s Senate. Two from the Provost and one from the Director of Administrative Services are still outstanding. The Senate requested Senator Pond follow up by phone and report at the next meeting.

ANNOUNCEMENTS:

- A replacement is needed for Senator Osell. The Chair recommended Senator Iha be invited to continue to serve (he has been sitting on the Senate as a replacement for Shari Holder). The Senate unanimously confirmed this choice.
- A replacement for the remainder of Senator Laura Keyser’s term is needed. The Chair recommended that Senator Thomson continue in this capacity as he has done for the past semester. The Senate unanimously confirmed this choice.
- The Chair requests that Senator Pond check with Senator Holder to determine if she plans to return.
- Following today’s Senate meeting, Prof. James West will address the Senate on the status of current Union negotiations.
ADJOURNMENT: The meeting was adjourned at 5:35 pm.

RESPECTFULLY SUBMITTED: Jack Pond, Secretary.
Report to the Budget and Planning Committee Members, December 9, 2000

From: Frank Iha, the Chair

To: The Members:
   Michael Bauer (Computer Science)
   Kay Caldwell (ESL)
   Sang (Mike) Lee (Mathematics, Waianae)
   (Eric Matsuoka (Mathematics, Distance Education)
   Fern Tomisato (Food Service Program)
   Joseph Chernisky (Religion)

I had been communicating with Fern Tomisato, Cliff Togo, and Doug Dykstra concerning the problems in the Food Service Program. I will describe how this came about, what has been done up to this point, and what can be done.

I asked Fern to describe the problems at the Food Service Program since I read the Food Service Program was in a dire need of equipment. She said that it would take pages to describe all the problems, but the most pressing problems are the overcrowded condition at the kitchen and the constant struggle to raise enough money to support the Food Service Program. (The Food Service Program faculty must take part in raising enough money to pay not only the wages of the cafeteria workers and cafeteria manager but also the pension when a cafeteria worker retires.) She invited me to visit the cafeteria to see the condition myself. So I did.

When I went to visit the Kitchen, Fern had to go to a meeting, and so she introduced me to Henry Shun, a lecturer. Henry said that one oven had been broken for more than two semesters, and it would cost $11,000 to replace the oven. He also said that the office at the corner of the kitchen was not used very much, so that he wanted to use it to hold a cake decorating class. I felt that getting $11,000 from the College and moving the office to someplace else were reasonable and attainable. So, I wrote a series of memo to Cliff Togo requesting to find $11,000 to replace the broken oven and to allow the Food Service Program to convert the office to a classroom. Cliff forwarded my final memo that contained the requests to Doug Dykstra saying that what I was requesting was an "institutional issue". I wrote a memo to Doug explaining why I was concerned about the Food Service Program. Doug wrote back saying that what I had been writing were "the needs that have been described to us by the recent visiting team from the American Culinary Federation which is responsible for the accreditation of our program. Our top priority will be to maintain accreditation whatever it takes."

At the Ala Ike Family Fair, I bumped into Fern, and she said that she would be meeting with the Administration the following Monday. A couple of weeks later, I sent an email to Fern asking how the meeting went. She said the meeting went well. She said that the College would work to get "our APT position transferred from the Special Fund to the General fund". That will definitely lessen the financial burden on the Food Service Program. She also said that the Food Service Program would purchase the oven from the fund raised from the Taste of Stars last year. (The money was originally intended for an expansion of the bakeshop.)

Now let me talk about the financial condition of the College. The budget that comes from the Chancellor's Office does not even cover the wages of the regular workers of this college. The most of the money to make up the difference in the operating cost comes from the tuition. But the enrollment has been declining over the past several years, and the College must find a way to raise money.
It seems to me that the prime source of additional money is the cafeteria operation. Last year the cafeteria operation grossed "a little over $500,000". It seems to me that there is a considerable room for expansion here. Of course, this has to be done with the general fund. The College has made, in the BI 2001 - 2003 budget request, "$3,405,000 to renovate the DA basement and to renovate the existing Food Service Facilities in the Campus Center". Without the prospect of bringing in more money, such a request is not likely to be approved. So, the College, in conjunction with the Food Service Program, must come up with a proposal as to how it will change the cafeteria operation to bring in more money.

What I would like you to do is to comment on what I said above, particularly on the last paragraph, and give me your ideas and suggestions. I will compile your ideas and suggestions, and distribute to you for your approval, and submit the final report to the administration as recommendations from the Budget and Planning Committee. You can send your comments, ideas, and suggestions to me through the email. My email address is fiha@hawaii.edu.

Can you give me the comments, ideas, and suggestions by the end of this year? My term as the Chair of the Budget and Planning Committee is over at the end of this semester, unless I am reappointed in the Spring Semester when the Faculty Senate convenes. Thank you.
MEMORANDUM

To: Mrs. Lily K. Yao  
Chairperson, Board of Regents

From: Kenneth P. Mortimer  
President, University of Hawai‘i and Chancellor, University of Hawai‘i at Mānoa

Subject: ESTABLISHMENT OF AN OFFICE OF THE CHANCELLOR FOR THE UNIVERSITY OF HAWAI‘I AT MĀNOA

SPECIFIC ACTION REQUESTED

The Board of Regents is requested to approve the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa, as described in the attached proposal.

RECOMMENDED EFFECTIVE DATE

Upon Board of Regents' approval, subject to implementation realities.

PURPOSE

The purpose of this request is to establish a Mānoa campus administration, separate from the Office of the President. Upon the approval of this request, an expedited recruitment process for the selection of a permanent Chancellor for the Mānoa campus will be implemented to coincide with the scheduled appointment of a new President. It is anticipated that the new President will be appointed by April, 2001 and that he or she will be able to make the final recommendation to the Board in the Fall of 2001.
BACKGROUND

At its meeting on July 21, 2000, the Board of Regents directed the Administration to "...provide the board with a plan to address the issue of a separate Chancellor of UH-Manoa at one of its fall meetings, provided that the separation is made without incurring additional costs."

Subsequently on September 7, 2000, the Administration requested the Board to approve in concept, the establishment of a new position of Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i. The Board approved this request on September 22, 2000 and included several conditions as follows:

"RECOMMENDATION: That the Board approve in concept the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i, provided that the separation incurs no additional costs and with the further understanding that reorganization plans along with appropriate organizational charts and budgets be submitted to the Board for its consideration by its meeting in January 2001 and that no reorganization nor assignments shall take place until such plans are approved by the Board."

In accordance with the Board’s directive, a reorganization and implementation plan was developed and completed in October, 2000 and widely distributed throughout the University community on November 6, 2000. Copies were formally transmitted to Mānoa Deans and Directors and an electronic version was posted on the University’s UHINFO (Community Views) website. In addition, a number of informational briefings were conducted for the benefit of various faculty and student organizations and employees of those systemwide offices that may be directly affected by the reorganization. Comments and recommendations were solicited and accepted until December 18, 2000. Upon careful consideration of the comments and recommendations received, the draft proposal was revised to accommodate valid suggestions and areas of concern, particularly where there was a consensus of opinion.

The most significant change to the draft proposal is the adoption of an optimal transition schedule to ensure that a new Mānoa administration is implemented on a timely basis and that the new President is involved in the process. The optimum transition schedule is therefore based on the selection and appointment of a new President within the following time line:

- January-February 2001: BOR approves reorganization proposal and the search for a permanent Chancellor for UHM is initiated.
- March-April 2001: New President is appointed.
August-September 2001  Board approves President's recommendation for Chancellor.

**ACTION RECOMMENDED**

It is recommended that the Board of Regents approve the establishment of an Office of the Chancellor, University of Hawai'i at Mānoa, as described in the attached proposal.

HSM:bk
Attachments
c: Secretary of the Board Iha
EXECUTIVE SUMMARY
Proposed Plan to Establish an Office of the Chancellor
University of Hawai'i at Månoa

The purpose of this proposal is to implement a process for the establishment of a Månoa Chancellor's Office. A major consideration in this process is the selection and appointment of a new President, which is expected to occur in March or April, 2001. Given the importance of the new President's input and role in the establishment of a new Månoa administration, the proposed process is based on an optimal transition schedule for the appointment of both a new President and a permanent Chancellor for the Månoa campus. In addition, alternative actions are also proposed in the event that the optimal transition schedule is not met.

In accordance with the optimal transition schedule, a search process for a permanent Månoa Chancellor will be implemented upon Board of Regents' approval in January, 2001. This will allow final selection of a Månoa Chancellor by the new President in the Fall. The new President will decide on the appropriate implementation schedule. (An Interim Chancellor and senior management team could be appointed in the event that this schedule cannot be met.) In either case, a Coordinator and transition team will be appointed to work with the new President to supervise and facilitate the orderly transfer of functional responsibilities, personnel, funds, and other resources as necessary from the System administration to Månoa and possibly other campuses if appropriate. In those instances where an affected organizational unit performs both System as well as campus functions, the new President will determine the apportionment of resources.

Upon approval by the Board, six new positions will be created immediately and recruitment will be initiated to fill them whenever the Office of the Chancellor becomes operational. Concurrently with the filling of the new positions, a total of ten (10.00) Executive/Managerial positions at the system level with major responsibilities for the administration of the Månoa campus will be abolished and one (1.00) position will be redescribed.

The six (6.00) new positions to be created are:

Chancellor, University of Hawai'i at Månoa
Vice Chancellor for Academic Services
Vice Chancellor for Instruction and Research (1 of 2)
Vice Chancellor for Instruction and Research (2 of 2)
Vice Chancellor for Student Affairs
Vice Chancellor for Administration

Additional managerial-level positions may be created and filled by the Chancellor with the prior approval of the new President and where appropriate, the Board. As functional realignments between the System administration and Månoa are implemented, related APT and civil service support personnel will also be reassigned to corresponding positions or units in the new Månoa administration. No additional resources are being programmed for the staffing and operation of the UHM Chancellor's Office.
In considering the degree to which authority and responsibility is delegated to Mānoa, the proposal recognizes the University's enhanced constitutional status and the urgent need to decentralize decision-making authority in order to extend the benefits of autonomy to the individual campus level. In so doing, this aspect of the transition is intended to affect all campuses on an equal basis.

It is important to note that the Mānoa administrative reorganization will enter a second phase once the Chancellor's Office is established. In this phase, the new Chancellor will facilitate extensive discussions within the Mānoa community in order to solicit input and recommendations for the development and adoption of an internal Mānoa organizational structure. This discussion will include such issues as responsibilities and span of control assigned to Vice Chancellors, reporting lines for Deans and Directors to the Chancellor, and the establishment of new subunits within the Chancellor's Office such as enrollment management and Dean of Undergraduate Education.

The proposal as drafted should meet the requirements set by the Board on September 22, 2000 with one exception. The Board had originally requested a budget on the assumption that significant transfers of funds would be required from systemwide support appropriations to Mānoa as a result of the reorganization. Current budgets, however, already reflect most of the affected units within Mānoa's appropriation.
PROPOSED PLAN TO ESTABLISH AN OFFICE OF THE CHANCELLOR, UNIVERSITY OF HAWAI’I AT MĀNOA

INTRODUCTION

In 1960, the President of the University of Hawai‘i was responsible for the administration of the Mānoa campus, a satellite two-year campus at Hilo, and the newly established East-West Center. The combined enrollment for Mānoa and Hilo for the 1960-1961 academic year was 7,771. However, through the rest of the '60s the University experienced unparalleled growth in both enrollment and educational programs. By 1962, the East-West Center had enrolled over 200 students and scholars, and in 1964, the State Legislature authorized the creation of a system of community colleges under the direction and control of the University. By the end of the '60s, there were six community college campuses in operation with a total enrollment of 10,853 while Mānoa's enrollment had grown to 21,090. This growth, particularly at Mānoa, also led to a strong demand for a second 4-year campus on O‘ahu. Clearly, the administrative burden on the Presidency had grown dramatically as enrollments continued to increase and new educational components were added to the University in an effort to create a statewide system of higher education.

By 1970, the concept of a separate Chancellor for Mānoa had earned considerable support as a solution to the University's administrative problems. While supportive of the concept, President Harlan Cleveland warned that "A Mānoa chancellor should be appointed only when he can realistically be given some real autonomy in academic planning, physical planning, and financial planning." In President Cleveland's judgement, that time came in 1971 when he formally proposed the concept to the Board of Regents. He explained to the Board that the present organizational structure was designed primarily to serve the Mānoa campus but as the University grew, new administrative units (East-West Center, Community Colleges, and UH-Hilo) were simply "tacked on" to the Mānoa framework. As a result, it was becoming increasingly difficult for him to assume the role and responsibilities of the chief administrator of a statewide system of higher education from his position as day-to-day manager of the Mānoa campus. To meet the new tasks and challenges facing the University, he proposed the separation of the systems role of the President from the management of the Mānoa campus by appointing a Chancellor for Mānoa. The Board subsequently adopted President Cleveland's recommendations to establish the President's office as a supervising agency for the state-wide University System and an Office of the Chancellor for the day-to-day management and administration of the Mānoa campus.

However, the new organizational structure did not function as originally envisioned. Instead, Mānoa began to complain about "bureaucracy" and "red tape" imposed by the System Administration and the lack of sufficient autonomy to carry out its mission. In response to these complaints, the Mānoa Faculty Senate established an Ad Hoc Committee on Administrative Structure in 1982 to examine the issues surrounding these complaints and "the allegation that the administration of the University of Hawai‘i may be marked by an excessive degree of administrative bureaucracy which detracts from the quality of instruction, research and community service which the members of the faculty are seeking to provide." The Ad Hoc Committee essentially confirmed this allegation in its report to the Faculty Senate in February, 1983:
"The Ad Hoc Committee finds that the present administrative structure and functioning of the University preempts planning and informed policy-making, stifles creativity and innovation, and frustrates the implementation of even routine decision. This situation stultifies and demeans individuals at all levels of academic leadership. The result is that creative leadership is not exercised, decisions are not made, morale suffers, and the institution drifts. Immediate and substantial reallocation of functions, together with significant realignment of structures, is clearly called for."

In November, 1983, the Board of Regents established its own Ad Hoc Committee on Reorganization "...to provide them with an honest appraisal as to the vitality of the organization and its ability to meet current and future demands in higher education." After conducting its own review, the Committee, on September 20, 1985, reported that changes were "...necessary after more than a decade of experience with the current organization and from an intensive period of self-examination" and recommended that the President develop a proposed reorganization plan. The Board accepted the findings and recommendations of the Ad Hoc Committee and directed the President to propose a plan for the reorganization of the University subject to the following parameters:

1. The President will be directly responsible for the operation of the University of Hawai‘i at Mānoa.

2. All other baccalaureate campuses will retain their current administrative configurations under a single Chancellor reporting to the President.

3. The Community Colleges will continue to be headed by a Chancellor reporting to the President.

4. The President will continue as the head of the University of Hawai‘i System. The proposed plan should provide appropriate system guidance and support for all units.

A proposed reorganization plan was developed in accordance with the Board's directive and submitted for approval on November 12, 1985. As described in the plan, the main objective of the reorganization was "...to combine the Mānoa campus-wide functions with those of the President's Office thereby reducing the number of levels of review." This objective was established in response to the "fundamental problem" which was identified as follows:

"To the extent that administrative function has been patterned after the organizational chart, rather than reality, it has resulted in confusion, redundancy, delay, and unrealistic assessments and expectations. Mānoa has been in an almost constant state of administrative unrest since the present structure was established in 1971. This is the primary reason why reorganization is necessary, and it is the fundamental problem which the new administrative structure must be designed to solve."
To achieve its major objective, the plan proposed to facilitate various transactional activities by delegating decision-making authority and accountability to the lowest levels in accordance with three guidelines:

"First, the delegation of authority and responsibility should go hand in hand. Whoever signs off on a particular transaction should be held accountable for the results. Second, authority and responsibility should be delegated downward as much as possible, so that decisions and approvals for decisions are made as close as possible to the point of impact. A third rule of thumb is that double-checking and monitoring before the fact should be minimized. In most cases, it is sufficient to have only one level of review."

The proposed plan was adopted by the Board in November, 1985 but its goals and objectives were never completely realized. Consequently, the level of "administrative unrest" at Mānoa continued and criticism of the President/Chancellor model began to mount. By 1986, the reorganization became the subject of legislative hearings and the Legislative Auditor was directed to conduct a review of the situation. Two reports were subsequently issued by the Auditor, one in 1987 and an update in 1988. The major shortcomings found in both reports appear to be attributable to the failure of the University to complete the implementation of its reorganization plan.

Continued scrutiny by the Legislature prompted the Board of Regents to extend an invitation to Ernest L. Boyer, President of the Carnegie Foundation for the Advancement of Teaching, to prepare a report on the governance of the University in the Fall of 1988. Boyer accepted the invitation and came to Hawai'i in January, 1989 to conduct extensive interviews and gather other pertinent materials. In examining the new structure of the Systems office, Boyer found that:

"Complaints about "bureaucracy" have been replaced by complaints about "fairness." Indeed, many asked if it was possible for an administrator responsible for one campus also to carry the weight of the entire system."

Boyer described the structure as "unusual, perhaps unique" and noted that "Any administrator would have great difficulty responding to the expectations of a major campus while serving as leader of the system." Despite the inherent difficulties posed by the dual role of the President, Boyer concluded that "...the president is, in fact, energetically seeking to achieve these dual objectives and we conclude that this is not the time for the University of Hawai'i to go through yet another major administrative shake-up." Boyer further recommended that:

"This does not mean that the issue should permanently be put aside. But the effectiveness of the current arrangement can, we believe, be evaluated more objectively later on. Therefore, we suggest that the statewide administration of the University of Hawai'i be formally reviewed by an outside consulting team in two years. Thus, five years will have passed since the new organization was created,
and this should provide enough time for a track record to be established."

While a formal review by an external consultant was never conducted, a discussion memo was transmitted to the Board of Regents in 1992 by former President Albert Simone which includes his assessment and recommendations on the dual role of the President. The discussion memo addresses the impact of certain critical changes in the University's operating environment and their resulting influence on the effectiveness of its organizational structure. More specifically, President Simone noted that the demands on the Presidency for leadership and direction at both the systemwide and Mānoa levels had increased dramatically since 1985. Based on the cumulative effect of these changes, President Simone concluded that a change in the University's administrative structure was necessary and proposed that the dual role of President and Chancellor be separated:

"After a great deal of deliberation, I have come to the conclusion that now is the time to once again separate the roles of the President of the University of Hawai‘i System and the Chancellor of the University of Hawai‘i at Mānoa, so that one person will hold the title of President and the second person the title of Chancellor. I believe combining the two roles was the right thing to do in 1985. There was a situation and a set of problems that existed at that time which could be best addressed with a single person holding both roles. I think those issues have now been resolved, circumstances have changed once again, and it is now opportune to return to a situation in which these two roles are separated."

No official action was taken by the Board of Regents on the Simone discussion memo and the controversy surrounding the dual role of the President continued to fuel the "state of administrative unrest" at Mānoa.

In 1999, the Mānoa Faculty Senate passed "A RESOLUTION FROM THE MĀNOA FACULTY SENATE RECOMMENDING A NATIONAL SEARCH FOR AND THE APPOINTMENT OF A CHANCELLOR OF THE UNIVERSITY OF HAWAI‘I AT MANOA." As indicated in its title, the resolution recommends that "the Office of Mānoa Chancellor be separated from its present configuration with the Office of the President of the University of Hawai‘i" and cited certain factors to support this position. In essence, these factors can be generally interpreted as the Mānoa faculty's perception of the current organization's "track record":

1. The hiring freeze implemented by the administration to accommodate budget cuts "has visited random damage to departments and programs, depending on where retirements and other departures have occurred [and] ...is now compromising the integrity and soundness of academic programs across the Mānoa campus."
2. Faculty morale at Mānoa ranks at the bottom of the UH System.
3. The administration has failed to adequately respond to the Faculty Senate's recommendations to revitalize undergraduate education.
4. Mānoa's graduate and professional programs continue to suffer from a persistent
pattern of administrative neglect. In extreme cases, distinguished schools and programs are allowed to languish for years without the appointment of permanent deans.

5. Mānoa's research enterprise now receives one of the nation's lowest rates of government overhead due to the administration's failure to repair and maintain research facilities.

6. Basic functions such as enrollment management are largely neglected at Mānoa.

7. The administration has not demonstrated a "...vision of how Mānoa can reorganize itself so as to generate new sources of revenue and flourish in a new economic and educational setting."

8. The advocacy enjoyed by other institutions in the UH System "...is not matched by advocacy on behalf of Mānoa, which alone lacks an independent chancellor."

9. The present administration in its current form, is not capable of filling the leadership vacuum at Mānoa.

On May 25, 2000, the Mānoa Council of Deans and Directors joined with the Faculty Senate in supporting the appointment of a separate Chancellor for the Mānoa Campus:

"The Council of Deans and Directors of the University of Hawai‘i at Mānoa joins with the Mānoa Faculty Senate in expressing our desire that the position [of] Chancellor be established separate and distinct from that of President. We believe that a separate staff to support this position is also needed. Based on this belief, we recommend that a search for a President be undertaken, rather than a search for a President/Chancellor.

The proposed structure brings UH Mānoa into parity with the University of Hawai‘i at Hilo, the University of Hawai‘i-West O‘ahu, the University of Hawai‘i Community Colleges, as each of the other entities currently has its own Chancellor. The structure provides increased clarity for the distinctly different natural roles of Chancellor and President and benefits the students, the system, and the State in allowing increased opportunity for fulfillment of our respective missions."

Similar comments in support of a separate Chancellor for Mānoa have also been heard from other campuses. On June 7, 2000, the Chair of the UH-Hilo College of Arts and Sciences Faculty Senate commented that:

"The problem with having the same person be both President of the University of Hawai‘i System and Chancellor of UH-Mānoa is that in fact or at least in appearance one or the other (or both) of those roles lacks the attention and commitment of the single individual."
We are virtually unanimous in the conviction that the appointment of a separate Chancellor for UH-Manoa is in the best interest not only of UH-Hilo and UH-Manoa but of the entire UH System.

On September 12, 2000, the UH Community College Faculty Senate Chairs' Council issued the following statement expressing its official position on the issue of establishing a separate Chancellor for Mānoa:

"Community Colleges Senates have watched with avid and concerned interest the current UH system-wide debate as to the advantages and disadvantages of UH-Mānoa having its own Chancellor. After a yearlong debate on home campuses and in Senate leadership retreats and at All Senate Council meetings, the Community Colleges Senates cautiously endorse the creation of such a new position for Mānoa. Our primary concern is that the current system-wide services provided under the UH administrative structure, remain, and that the community colleges not lose any such services if and when a new Chancellor is appointed solely for Mānoa."

In light of the continuing problem with the governance of Mānoa and the immediate need to recruit a new President, the Board of Regents, at its July 21, 2000 meeting, directed the Administration to "...provide the board with a plan to address the issue of a separate Chancellor for UH-Mānoa at one of its fall meetings, provided that the separation is made without incurring additional costs."

On September 7, 2000, an initial response to the Board's directive was submitted by President Mortimer. The response outlined a process for the establishment of an Office of the Chancellor for the University of Hawai‘i at Mānoa and requested the following Board action:

"The Board of Regents is requested to approve in concept, the establishment of a new position of Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i.

Upon approval of this action, an interim plan for the establishment of a Mānoa Campus administration will be developed and submitted to the Board for approval. The plan will identify those Mānoa related functions and activities within the current System administration which will be transferred to Mānoa and provide for an interim Mānoa administration while a search for a new Chancellor is conducted. The interim administration will remain in place pending the development of a formal reorganization plan and functional statements by the new President and subsequent Board approval."

On September 22, 2000, the Board of Regents approved the following recommendation from its Budget and Long Range Planning Committee:

"RECOMMENDATION: That the Board approve in concept the establishment of
an Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i, provided that the separation incurs no additional costs and with the further understanding that reorganization and implementation plans along with appropriate organizational charts and budgets be submitted to the Board for its consideration by its meeting in January 2001 and that no reorganization nor assignments shall take place until such plans are approved by the Board.

AUTONOMY AND OTHER ISSUES

The University has made enormous strides in its quest for administrative autonomy. To date, a number of new laws have been enacted to exempt the University from the rest of the State administrative bureaucracy and on November 7, 2000, the electorate overwhelmingly ratified a constitutional amendment to grant the Board of Regents "exclusive jurisdiction over the internal structure, management, and operation of the University." Despite these achievements however, there is a long-standing perception within the University community that autonomy has not trickled down to the campuses in any meaningful level. This perception also appears to be shared by the Legislature as evidenced in Act 115, SLH 1998, the landmark legislation which provided the University with much of the more significant aspects of the administrative autonomy that it currently enjoys. In approving this Act, the Legislature included the following provision which requires the University to submit annual reports on decentralized decision-making and improvements in communications and collaboration:

"SECTION 27. The President of the University of Hawai‘i shall submit to the legislature an annual report of decentralized decision-making in the university system no later than twenty days prior to the convening of each regular session until, and including, the regular session of 2003. The report shall also include the improving of communication and collaboration within the system."

The significance of this perception should not be overlooked while the University continues to strive for full constitutional autonomy. Additional legislation and relief through the judicial system will probably be required in the future and the staunch support of the entire University community and the Legislature will be essential to the process. In addition, there is a need for the University to fully assert and demonstrate the effectiveness of its newly enhanced constitutional status. The establishment of a Mānoa Chancellor's Office should therefore reflect serious and deliberate efforts to decentralize decision-making authority and extend the benefits of autonomy to the individual campus level. As a result, each Chancellor should be vested with the same degree of authority to organize, operate, and manage those units under their control.

The establishment of a Mānoa Chancellor's Office has also raised other issues concerning the new administrative hierarchy of the University. These issues include questions about the span of control assigned to the new President, Vice Presidents, the new Mānoa Chancellor and Vice Chancellors, and Deans and Directors and changes in reporting relationships. To date however, most of these questions and concerns appear to be motivated by personal preferences and biases.
rather than organizational design logic but this observation seems to be consistent with the findings of David A. Young (1979):

"In the American university, structure is less likely to reflect design logic than to reflect temporary preferences for dispensing personal power and prestige. At best, it may represent management's inability to obtain performance from an individual, followed by inevitably dysfunctional attempts to design a means of bypassing the weak performer. Just as often, since everyone wishes to report as high as possible in the hierarchy, the effective organization of work roles is sacrificed to the narrow interests of an incumbent. Worse yet, demands from the outside also lead to illogical structures meant for display rather than function."

**PHILOSOPHICAL APPROACH**

From a historical perspective, the concept of a separate Chancellor for the Mānoa Campus has generally enjoyed widespread and popular support. The real issues, however, appear to lie in the degree of decision-making authority assigned to this position and the manner in which it is further delegated or exercised. As discussed earlier, the perception, if not the reality, is that Mānoa has never had the full measure of administrative authority or autonomy necessary to effectively encourage faculty morale and creativity and fulfill its mission. The primary goal of the proposed plan, therefore, is to delegate as much as possible, all of the decision-making authority required for the day-to-day operation of the University's flagship campus. In so doing, it is also the objective of this plan to accord due consideration to the need for providing the Mānoa Chancellor, as well as the new President, with the necessary latitude for selecting key personnel, organizing an administrative structure, assigning functional responsibilities, and the further delegation of authority.

As a practical matter, there are certain legal, fiscal, and other requirements which establishes accountability and/or liability collectively at the institutional level. These requirements, therefore, serve as a limiting factor in determining the extent and range of decision-making powers to delegate. Not all fiduciary duties and responsibilities, for example, can be delegated and the same is true for compliance with certain conditions contained in federal rules and regulations. In addition, State law may also limit the ability of the President or the Board of Regents to reassign certain authority delegated by statute (e.g. tuition and fees, civil service, collective bargaining negotiations, etc.). Federal laws in such areas as equal employment opportunity, affirmative action, and immigration, which require the consistent application and enforcement of policies would have a similar effect. Given these limitations, the delegation of decision-making powers will, therefore, be limited by the extent to which corresponding responsibilities can also be delegated.

The resources (funds and positions) necessary for the establishment of the Chancellor's Office will be reassigned from existing System offices that currently administer the day-to-day operation of the Mānoa campus. No additional resources will be required for the staffing and operation of the Mānoa Chancellor's Office.

At a minimum, the establishment of the Mānoa Chancellor's Office will add a measure of
consistency and balance to the organizational structure of the University system by placing all campuses under the control of Chancellors. If additional decision-making authority is delegated from the Board of Regents to the President and from the President to the Chancellor level, the consistency and balance reflected in the new organizational structure will also carry over to functional relationships. Board involvement in purely operational matters, for example, can be reduced, thus freeing the Board to devote more of its time and effort on policy issues and on monitoring and evaluating achievement of broad University objectives. Similarly, Presidential involvement in individual campus operations will be less and the new President will be able to focus more attention on his or her role as Chief Executive Officer of the Board and primary advocate of the University system. Chancellors will benefit from this arrangement by receiving the requisite authority and autonomy necessary for the efficient operation of their campuses.

The establishment of a Mānoa Chancellor's Office and related changes in the operating relationship between the President and the campuses is expected to result in a reduction in the physical size and function of the various System offices. In general, efforts will be made to identify and transfer those system activities which may be more efficiently performed at the chancellor level. As mentioned earlier however, the delegation of functions from the System level will only be made when corresponding responsibilities can also be transferred and chancellors can be held directly and fully accountable for proper performance. It is therefore anticipated that those activities of a routine transactional nature will be transferred to chancellors while the System retains an oversight role. The revised system oversight function will then rely as much as possible on the employment of new information technology to enhance communications and provide senior-level management with appropriate management information reports and other data to monitor campus performance and institutional compliance with federal and state requirements and Board of Regents policies. It is expected that the improvements in management information and communications capabilities afforded by new technology will provide the challenge necessary to continually improve the decision-making abilities of the University's senior management.

OTHER PROPOSALS RECEIVED

A draft of this proposal was completed in October, 2000 and widely distributed to the University community on November 6, 2000 for review and comment. Copies were formally transmitted to Mānoa Deans and Directors and an electronic version was posted on the University's UHINFO website (Community Views). In addition, a number of informational briefings on the draft plan were conducted for the benefit of various faculty and student organizations and employees of those systemwide offices that may be directly affected by the reorganization. A deadline of December 18, 2000 was established for the receipt of comments and recommendations on the draft proposal. Copies of the comments and recommendations received are included in Attachment 3.

A review of the various recommendations from Mānoa indicates a general consensus on the basic organizational structure of the UHM Chancellor's Office. There is almost no disagreement, for example, on the need for a Vice Chancellor for Administration and a Vice Chancellor for Student Affairs. The recommendations also indicate an acknowledgement of the need for two or
more Vice Chancellors to oversee the areas of academic affairs and research. While various organizational structures for academic affairs and research have been suggested, the final realignment of programs and activities in these areas should be an internal campus matter that should be discussed and resolved by the new Chancellor and the Mānoa community.

Recommendations and comments from other campuses generally support the concept of a Chancellor's Office for Mānoa provided that the services and resources that they now enjoy are not reduced or eliminated. Similarly, they are also concerned that the responsibility for performing certain functions may be transferred from the system to the campus level without adequate resources. While these concerns are recognized in this proposal, continued recognition will also be required in the future.

On the matter of the organization of the President's Office, there appears to be a widespread concern among the campuses over the proposal to redescribe the position of Senior Vice President and Executive Vice Chancellor, UH Mānoa, to Vice President for Academic Affairs. Comments on this issue were received from the Chancellor for Community Colleges, the Mānoa Council of Deans and Directors, and Community College Faculty Senates. At the heart of this concern is a perception that a new layer of academic bureaucracy will be created at the expense of the academic autonomy currently exercised by Chancellors and differential campus missions. In recognition of the need for academic leadership and coordination at the system level, however, it was strongly recommended that this position be designated as a staff rather than line officer.
It is proposed that an Office of the Chancellor for the University of Hawai'i at Mānoa be established (see Attachment 1), effective July 1, 2001, and that a recruitment process for the selection and appointment of a permanent Chancellor by the new President be implemented upon approval of this plan. Key elements of the recruitment process will include:

1. Establishment of a position of Chancellor, University of Hawai'i at Mānoa, and development of a position description including appropriate job responsibilities, requirements, and qualifications.

2. Appointment of a selection committee composed primarily of representatives from the Mānoa Campus to evaluate applicants and recommend nominees to the President for appointment subject to the approval of the Board of Regents.

3. Competitive recruitment of a senior management team consisting of the following new positions:

   - Vice Chancellor for Academic Services
   - Vice Chancellor for Administration
   - Vice Chancellor for Student Affairs
   - Vice Chancellor for Instruction and Research (1 of 2)
   - Vice Chancellor for Instruction and Research (2 of 2)

Mānoa-related responsibilities that are currently assigned to the President in his capacity as Chancellor of the University of Hawai'i at Mānoa will be reassigned to the Chancellor. In addition, Mānoa-related functions and responsibilities assigned to the following positions will be transferred to the Mānoa Chancellor's Office:

   - Senior Vice President and Executive Vice Chancellor, UH Mānoa
   - Senior Vice President for Research and Dean of the Graduate Division
   - Senior Vice President for Administration
   - Vice President for Student Affairs
   - Vice President for Planning & Policy
   - Executive Director of University and Community Relations
   - Director of Equal Employment Opportunity/Affirmative Action

Related APT and civil service support personnel will also be transferred to corresponding positions or units within the Mānoa Chancellor's Office (and possibly to other University units depending

1 Upon approval of this plan, temporary positions will be created for recruitment purposes, which will be abolished when permanent position counts become available.
upon availability). As part of this process, individual position descriptions will be reviewed and amended as necessary pursuant to applicable University policies and procedures.

The following units currently reporting directly to the President will report to the Chancellor upon his or her appointment:

Mānoa Athletics Department

Chart 1 (Attachment 1) reflects the proposed organizational structure of the Mānoa Chancellor's Office and the establishment of the following new units:

- Office of Community Relations
- Office of Planning and Budget
- Office of Human Resources
- Office of Equal Employment Opportunity/Affirmative Action

Additional managerial-level positions may be created and filled by the Chancellor with the prior approval of the President and where appropriate, the BOR.

The President will appoint a Coordinator and transition team to supervise and facilitate the orderly transfer of functional responsibilities, personnel, funds, and other resources as necessary from the System administration to the Mānoa Chancellor's Office. In those instances where an affected organizational unit performs both System as well as campus functions, the Coordinator, subject to the approval of the President, will determine the apportionment of resources.

If an Interim Chancellor is first appointed, the new Chancellor will have the opportunity to either formally adopt the interim structure or modify it subject to any necessary approvals.

**OFFICE OF THE PRESIDENT. UNIVERSITY OF HAWAI‘I**

Effective July 1, 2001, the organizational structure of the Office of the President will reflect the transfer of Mānoa-related functions and responsibilities to the Mānoa Chancellor. In addition, the following position actions will be implemented:

**Office of the Senior Vice President and Executive Vice Chancellor, UH Mānoa**

1. Redescribe position #89051 Senior Vice President and Executive Vice Chancellor, UH Mānoa, to Vice President for Academic Affairs. The Vice President for Academic Affairs shall be a staff position within the Office of the President.

2. Abolish and use position counts to create new positions as necessary to staff the Mānoa Chancellor's Office:

   #89117 Assistant to the Senior Vice President and Executive Vice Chancellor
Abolish and use position counts to create new positions as necessary to staff the Mānoa Chancellor's Office:

#89354 Senior Vice President for Research and Dean of the Graduate Division.
#89112 Special Assistant to Vice President for Research & Graduate Education
#89119 Assistant Vice President for Research and Graduate Education
#89153 Director of Research Relations

Vice President for Student Affairs

Abolish and use position count to create new positions as necessary to staff the Mānoa Chancellor's Office:

#89103 Vice President for Student Affairs.

Chart 2 (Attachment 2) incorporates the results of the proposed changes on the System administration and reflects the revised organizational structure. The new President will be responsible for evaluating this structure and proposing any changes that are determined to be necessary for approval by the Board of Regents.

Incumbents of positions that are abolished/redescribed shall be given the opportunity to be considered for appointments in the redescribed positions in the Mānoa Chancellor's Office as appropriate.

Deletion of all other Senior Vice President designations and redesignate as Vice Presidents and Chancellors.

**SUMMARY**

The purpose of this proposal is to implement a process for the establishment of a Mānoa Chancellor's Office within an environment which includes a Presidential change. The process consists of two major phases.

The first phase involves the establishment of an administrative structure and the appointment of senior management personnel to accommodate the transfer of control over Mānoa-
related functions and activities from the System administration. Functions and activities which have a systemwide orientation but are predominantly Mānoa based (e.g. Bookstore system, Office of Research Services, etc.) will be reassigned from the System to Mānoa administration and retain primary responsibility for systemwide coordination.

In the second phase, the permanent Chancellor will facilitate extensive discussions within the Mānoa community in order to solicit input and recommendations for the development and adoption of an internal Mānoa organizational structure. This discussion will include such issues as responsibilities and span of control assigned to Vice Chancellors, reporting lines for Deans and Directors to the Chancellor, and the establishment of new units such as enrollment management and Dean of Undergraduate Education.

This proposal implements a similar process for the Office of the President. In the first phase, the current structure will be amended to reflect the transfer of various units and positions to Mānoa and the redescription of the Senior Vice President and Executive Vice Chancellor's position to Vice President for Academic Affairs. The amended structure will remain in this form pending a review by the new President. In the second phase, the new President will have the opportunity to develop a new organizational structure for the administration of the University System and select and appoint a permanent administrative team.

The final plan consisting of a permanent organizational structure and functions for the Office of the Chancellor, University of Hawai‘i at Mānoa, and the Office of the President, University of Hawai‘i, will be submitted to the Board for approval by the new Chancellor and President.

**REQUESTED ACTION**

Specific Board of Regents' action is requested for the following:

1. Approval of the proposed reorganization plan and revised organizational charts.
2. Approval to establish and fill new executive positions as follows:

   Chancellor, University of Hawai‘i at Mānoa.
   Vice Chancellor for Academic Services
   Vice Chancellor for Instruction and Research (1 of 2 positions)
   Vice Chancellor for Instruction and Research (2 of 2 positions)
   Vice Chancellor for Student Affairs
   Vice Chancellor for Administration, University of Hawai‘i at Mānoa.

14
3. Amend Board of Regents Policy Section 1-1 to read as follows:

"Section 1-1 Definitions. The words and phrases in the BORP shall, unless the same be inconsistent with the context, be construed as follows:

a. "Board" means the Board of Regents of the University.

b. "Chancellor for Community Colleges" means the Senior Vice President and Chancellor for Community Colleges.

c. "Chancellor of UH-Hilo and UH-West O'ahu" means the Senior Vice President and Chancellor for the University of Hawai'i, Hilo [and the University of Hawai'i, West O'ahu.]

d. "Executive Officer" means the President.

g[e]. "President" means the President [and Chancellor, UH-Mānoa] of the University of Hawai'i.

d[f]. University" means the University of Hawai'i.

[g. "Vice President for Academic Affairs" means the Senior Vice President & Executive Vice Chancellor, UH-Mānoa.]

4. Amend Board of Regents Policy Section 2-1 to read as follows:

"Section 2-1 Officers of the University of Hawai'i."

a. Officers shall include the following:

(1) President, University of Hawai'i [and Chancellor, UH-Mānoa]  
(2) Secretary of the Board of Regents  
(3) [Senior] Vice President [and Executive Vice Chancellor, UH-Mānoa] for Academic Affairs  
(4) Chancellor, UH-Mānoa  
(5) [Senior Vice President and] Chancellor for Community Colleges  
(5)[6] [Senior Vice President and] Chancellor, UH-Hilo  
(6)[7] [Senior] Vice President for Administration
[(7)]{(8)} [Senior] Vice President for [Research and Dean of Graduate Division] Legal Affairs, and University General Counsel.

[(8)] Vice President for Student Affairs

(9) 

Chancellor, UH-West Oahu

b. Acting President. The [Sr.] Vice-President [& Executive Vice Chancellor, UH-Mānoa] for Academic Affairs shall serve as the Acting President when the President is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office. In the event that both the President and [Senior] VP for Academic Affairs [& Executive Vice Chancellor] are unavailable, the President or Acting President shall designate any other appropriate individual as Acting President.

c. Other officers. The Board may appoint other officers and prescribe their duties.

5. Amend Board of Regents Policy Section 2-2 Duties of the President, subsection b.(5) to read as follows:

"(5) Delegate the administration and operation of each respective campus to the [Executive Vice] Chancellor of the University of Hawai`i at Mānoa, the Chancellor of the University of Hawai`i at Hilo, the Chancellor of the Community Colleges, and the [Executive Vice] Chancellor of the University of Hawai`i-West O`ahu."

6. Amend Board of Regents Policy Section 3-4, Organization of the University of Hawai`i, to read as follows:

"a. Organizations of the University of Hawai`i shall include:

(1) University of Hawaii Systemwide [and Mānoa] Administration

(2) [University of Hawai`i at Hilo and University of Hawai`i, West O`ahu] University of Hawai`i at Mānoa

(3) University of Hawai`i at Hilo

(4) University of Hawai`i, West O`ahu

[(3)]{(5)University of Hawai`i Community College System

(a) Honolulu Community College
Amend Board of Regents Policy Section 3-4, Organization of the University of Hawai‘i, subsection b. by replacing the organizational chart of the University with the revised organizational chart attached hereto as Attachment 2.

Amend Board of Regents Policy Section 8-3, Biennial Budget (Operating and Capital Improvements), subsection b(5) to read as follows:

"(5) Administrative and Executive Approval of Budgets

The President serves as the chief executive officer of the University [and also the chief operating officer of the Mānoa Campus]. As chief executive officer of the University, the President shall review and approve for submittal to the Board, the recommended budget requests for UH at Mānoa, UH at Hilo, the Community College System, UH-West O‘ahu and universitywide support programs. [The] Chancellors [of UH at Hilo/West/O‘ahu and the Community Colleges] shall review and approve for submittal to the President the budget requests for [the programs for] their respective units. [As chief operating officer of UH at Mānoa, the President also shall review and approve the budget requests for the school, college and institute level programs for UH at Mānoa]"

Since the entire Board of Regents Policies are currently under review, other conforming changes to Board policies necessitated by the proposed plan will be considered in the review process and submitted for approval at a later date.
**Position redescribed (formerly Senior Vice President and Executive Vice Chancellor, UH Mānoa).**

**New position created.**

01/02/01
Establishment of an Office of the Chancellor for the University of Hawai‘i at Mānoa

In September 2000, the Board of Regents approved in concept, the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa (UHM), separate from the position of President, University of Hawai‘i. The separation was to incur no additional costs and with the understanding that no movement would take place until reorganization plans, charts, and budgets were first approved by the Board.

In accordance with the Board’s directive, reorganization and implementation plans were developed and distributed throughout the University community for comments and recommendations. Where there was consensus, the draft was modified to reflect valid suggestions and concerns. The most significant change to the draft proposal was the inclusion of a transition schedule to insure that a new Mānoa administration is implemented on a timely basis and with the involvement of the new University President.

The Board’s policy on establishment and reorganizing of units stipulates that reorganizations affecting students and other clientele must be approved by the Board. It is therefore recommended that the Board approve in concept, proposed reorganization and implementation plans, providing for an organizational structure of the Office of the Chancellor, UHM.

Upon approval by the Board, the proposed reorganization would create 6 new positions in the Office of the Mānoa Chancellor. Recruitment to fill these positions would be initiated to fill them whenever the Office of the Chancellor becomes operational. Concurrently, 10 Executive/Managerial positions at the system level with major responsibilities for the administration of the Mānoa campus would be abolished and one position redescribed. The 6 new positions would be: (1) Chancellor, University of Hawai‘i at Mānoa; (2) Vice Chancellor for Academic Services; (3) Vice Chancellor for Instruction and Research (1 of 2); (4) Vice Chancellor for Instruction and Research (2 of 2); (5) Vice Chancellor for Student Affairs; and (6) Vice Chancellor for Administration.

Additional managerial level positions may be created and filled by the Chancellor with the prior approval of the new President and, as appropriate, the Board. As functional realignments between the system administration and UHM are implemented, related support personnel may be reassigned to corresponding positions or units in the new UHM administration. No additional resources are being programmed for the staffing and operation of the UHM Chancellor’s Office.

The Mānoa reorganization would enter a second phase once the organizational structure of the Chancellor’s Office is approved by the Board. In this phase, the new Chancellor would facilitate extensive discussions within the Mānoa community in order to solicit input and recommendations for the development and adoption of an internal Mānoa organizational structure. This discussion would include such
issues as responsibilities and span of control assigned to Vice Chancellors, reporting lines for Deans and Directors, and the establishment of new subunits within the Chancellor's Office. In considering the degree to which authority and responsibility is delegated to UHM, the proposal recognizes the University's enhanced constitutional status and the urgent need to decentralize decision-making authority in order to extend the benefits of autonomy to the individual campus level. In so doing, this aspect of the transition is intended to affect all campuses on an equal basis.

A major consideration in this plan is the selection and appointment of a new President, which is expected to occur around March, 2001. Given the importance of the new President's input and role in the establishment of a new Mānoa administration, the proposed plan is based on an optimal transition schedule for the appointment of both a new President and a permanent Chancellor for the Mānoa campus. However, alternative actions are also proposed in the event that the optimal transition schedule is not met.

In the optimal transition schedule, the search process for a permanent Mānoa Chancellor would be initiated upon the Board's approval of an organizational structure for that office. This would allow for a final selection of a Mānoa Chancellor by the new President hopefully in the Fall of 2001. The new President would then decide on the appropriate schedule for implementing the reorganization plan. An Interim Chancellor and management team could be appointed in the event that the optimum schedule cannot be realized. In either case, it is recommended that a coordinator and transition team be appointed to work with the new President to facilitate the orderly transfer of functional responsibilities, personnel, funds, and other resources as necessary from the System administration. In those instances where an affected unit performs both System as well as campus functions, the new President would determine the apportionment of resources.

The proposed reorganization and implementation plan should meet the directives as expressed by the Board at its September 2000 meeting, with one exception. The Board had originally called for a budget on the assumption that significant transfers of funds would be required from systemwide support appropriations to Mānoa as a result of the reorganization. Current budgets, however, already reflect most of the affected units within Mānoa's appropriation. Nevertheless, the administration will adhere to the Board's requirement that this reorganization incur no additional costs to the University.

**Recommendation:** That the Board approve the proposed reorganization and implementation plan for the Office of the President, University of Hawai'i and Office of the Chancellor, University of Hawai'i at Mānoa, as described and reflected in the attached organization charts, with the understanding that this action shall remain within existing resources and subject to applicable policies and statutes.
*Position redescribed (formerly Senior Vice President and Executive Vice Chancellor, UH Mānoa).

**New position created.
CHART 2 (proposed)

- Office of Community Relations
- Office of EEO/AA
- Office of Planning & Budget
- Chancellor UH Mānoa
- Faculty Senate
- Council, Deans & Directors
- Intercollegiate Athletics
- Vice Chancellor for Instruction and Research
- Vice Chancellor for Student Affairs
- Vice Chancellor for Academic Services
- Vice Chancellor for Administration
Tuition Proposal 2001-2005

UHCC Proposal

Undergraduates: No UHCC tuition increases are proposed for the next two years. Beginning in 2003-04, resident tuition increases of $2 per credit are proposed. Beginning in 2001-02, Community College resident and nonresident students will pay for all credits for which they are registered. This will affect the 24% of UHCC students who enroll for more than 12 credits.

<table>
<thead>
<tr>
<th>Per Credit Rate</th>
<th>2000-01</th>
<th>2001-02</th>
<th>2002-03</th>
<th>2003-04</th>
<th>2004-05</th>
<th>2005-06</th>
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<tbody>
<tr>
<td>Resident</td>
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<td>$43</td>
<td>$43</td>
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<td>$47</td>
<td>$49</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>$242</td>
<td>$242</td>
<td>$242</td>
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<td>$242</td>
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Summer Session: Continue a Community College rate which is lower than that charged at the baccalaureate campuses, but increase it each year by amounts equal to the baccalaureate increases.

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<tr>
<th>Per Credit Rate</th>
<th>2000-01</th>
<th>2001-02</th>
<th>2002-03</th>
<th>2003-04</th>
<th>2004-05</th>
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<tr>
<td>Resident</td>
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<td>$105</td>
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<td>$113</td>
</tr>
<tr>
<td>Non-Resident</td>
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<td>$130</td>
<td>$134</td>
<td>$138</td>
<td>$142</td>
<td>$146</td>
</tr>
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Apprentice and Journey Worker Charges: Increase charges in increments of no less than five cents in order to minimize complexity in the fee collection process. An annual adjustment of 4% results in a five-cent increase in 2001-2002 and again in 2005-2006.

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<td>$0.30</td>
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<td>$0.40</td>
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Anticipated Benefits

Assuming enrollment changes of less than 1% either plus or minus, but a change in course taking pattern of those students who enroll in more than 12 credits, the proposed tuition increases will generate approximately $0.5M to $1M-plus additional revenue each year across the community colleges. This means additional revenues of $2.5M to $5M over a five-year period—a small but very important contribution to a roughly $85M annual operating general fund and tuition budget.

Additional revenue will be used to support unfunded requirements from the University's Strategic Plan for Information Technology as included in the University's financial plan. Initial projects funded through tuition revenue enhancements will emphasize programs that directly enhance student learning. This will include funds for items such as: purchase, maintenance, and regular replacement of equipment to support the use of networked information technologies in the classroom; maintenance and regular replacement of networked
computers and software in computer labs and libraries; and equipment, software, and professional development to support the development of technology-mediated course materials to enhance instruction. Anticipated tuition revenues will not cover all of the required personnel and operational costs even for these items, so additional costs will continue to be requested through other initiatives.

Questions and Answers

Why have the community colleges proposed to charge for all credits taken?

- A review of tuition practices at our peer institutions indicates the overwhelming majority charge a per-credit-hour tuition for each credit a student enrolls. Of 25 states responding to a survey on practices concerning full-time tuition rates, about 1/3 charge as UH currently does (a full-time rate that applies to 12-plus credits). One-third have full-time rates with upper limits, usually 18 credits. After 18 credits, the student pays a surcharge or per-credit-hour charge. And about one-third charge for all credits on a per-credit-hour basis. (Tuition-Setting: Fall 2000 and Beyond Policy Issues (UH OVPP))

- An analysis of student course-taking patterns over the last three years indicates about 24% of our students enroll in more than 12 credits per semester. Waiving tuition for courses taken in excess of 12 credits has resulted in a foregone revenue of more than $1,600,000 per year for the 1997-98 and 1998-99 Academic Years.

- Our current policy of capping tuition at 12 credits provides those who enroll for 13 or more credits with a substantial financial benefit and causes us to increase our per credit tuition to off-set the loss of tuition revenue. This is necessary since each course we offer incurs costs whether we collect tuition or not. This is a practice that is not fair to the 76% of our students who take 12 or fewer credits per semester, and a practice we can no longer afford to continue.

Why is it that only community colleges are charging for all credits taken?

- Community college tuition is very low compared with the costs incurred in offering a course. The costs for supplies, materials, services and equipment at the community colleges are similar to the costs incurred for similar courses offered by baccalaureate campuses, but the tuition collected for each course is less than 1/3 the amount collected at the baccalaureate colleges. Therefore, the community colleges have less ability to provide a subsidy to those who enroll for 13 or more credits than do the baccalaureate colleges.

What provisions have been made to assure access to a community college?

- UH tuition rates are scaled by mission; consistent with their open-door mission and in order to maintain affordable higher education access tuition, the lowest tuitions are at the UH Community Colleges.

- The proposed increases for the next five years, coupled with available financial assistance, will continue to afford access for Hawaiʻi's residents.

- Access tuition (minimum tuition needed to enter public higher education in a state) is low in Hawaiʻi. The UH Community College resident tuition rate ranked 41 out of 48 states for 1999-00. (Attachment 1)

- The UH Community College tuition rate as a percent of Hawaiʻi’s lowest median quintile income (9%) is below the comparable share (11% to 16%) at peer institutions in other states.
• In 1998-99, $89 Million in federal, state, institutional, and other aid was available systemwide for UH students. This exceeds tuition revenues for that year ($62M). The various forms of tuition assistance represented approximately $29 million in foregone revenue in 1998-99. System-wide, one out of every six students receives either a full or partial need- or merit-based waiver of tuition.

• Financial assistance also is available in the form of tax credits that offset tax owed; tax assistance that provides for various deductions and exclusions; and through a Hawaiʻi state savings plan. The Hope credit can offset almost one whole year of tuition at a UH community college. Families and students are strongly encouraged to seek the advice of tax professionals and take advantage of these assistance programs.
TUITION AND FEE COMPARISONS, 1999-00
UH Community Colleges and State Averages
Annual Rates

<table>
<thead>
<tr>
<th>Rank</th>
<th>Resident</th>
<th>Rank</th>
<th>Non-Resident</th>
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<tr>
<td>1</td>
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<td>New York $2,554</td>
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<td>Massachusetts $8,241</td>
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<td>Louisiana $1,116</td>
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<td>48</td>
<td>California $330</td>
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</tbody>
</table>

* Rank to which tuition is closest. Hawaii proposed resident tuition for 2005-06 falls at the midpoint and was assigned the lower rank.

UNIVERSITY OF HAWA'I TUITION PROPOSAL
2001-2002 Through 2005-06

HIGHLIGHTS

1. A University of Hawai'i education will remain an exceptional value for the people of Hawai'i.

2. The University will use the additional revenues ($2M to $3M a year) from tuition increases to support student information technology services, including networked information technologies in the classroom, computer labs and libraries, plus replacement of equipment and software, and the professional expertise needed to use technology to enhance instruction. Anticipated revenues will not cover all needs; campuses that can are also reallocating to address needs.

3. Adopting a modest five-year tuition schedule gives students and families advance notice so they can plan for a multi-year degree, not just one year of study.

4. A five-year schedule will bring stability to campus financial planning relative to enrollments and tuition. Tuition revenues are retained by the UH campuses and knowing their amount will help campuses plan.

5. The University MUST and IS seeking to increase revenues from all other sources: general funds, private giving, federal support, other revenue generation sources, and through internal efficiencies.

6. The University must also help itself by increasing revenues from tuition by small amounts.

7. The University is requesting an increase of $31M from the state; this leaves $43M to $63M in unfunded requirements. The University seeks to redress only $2M to $3M of these needs through tuition increases.

8. The proposed increases approximate the impact of inflation (3.5%) on the cost of goods and services that colleges and universities purchase for current operations.

9. Hawai'i's higher cost of living is taken into account by keeping access tuition low. The minimum tuition to enter public higher education in Hawai'i will be below more than 40 other states.

10. Proposed tuition will keep ALL public undergraduate education affordable for Hawai'i residents. Hawai'i's higher cost of living is taken into account by proposing future tuition rates (5 years from now) that are below last year's average mainland rates.

11. Enrollments are influenced by factors such as the economy, budget cuts, overall image, program changes, and policy changes; tuition increases have had limited impact.
12. Students have a responsibility to share the cost of their college education with taxpayers. The proposed undergraduate increases mean that resident students will pay approximately 13% to 26% of the cost of their education.

13. A Hawai'i resident with a UH bachelor's degree will earn $1M more over his or her lifetime than a resident with a high school diploma.

14. It is fair and responsible to ask nonresidents to pay a higher share of the cost of their education (approximately 37% to 100%).

15. Expecting students in advanced professional programs to pay higher tuition is reasonable, given the higher cost of these programs and higher earnings potential.

16. The proposed tuition increases for the four UHM professional programs reflect UH strategic plan priorities—generation of a larger share of their revenue from tuition.

17. Charging on a per-credit-hour basis at the Community Colleges provides access to the largest number of Community College students at the lowest tuition. Students taking more than 12 credits will pay for those credits. There will be no other increases for all other students for two years, and then only minimal $2 per-credit-hour increases.

18. Proposed dollar increases for undergraduates are minimal, ranging from $0 to $4 per credit hour. The $4 increase at UH Mānoa means a 3 credit undergraduate course would cost $12 more each year for the duration of the schedule.

19. The proposed 3% to 3.5% average annual increases for most four-year undergraduates compare very favorably with the 3% to 5% average increases that college students are experiencing nationally.

20. In 1998-99, $89M in federal, state, institutional, and other financial assistance went to students at UH campuses; this exceeded total collected tuition revenue ($62M).

21. System-wide, one out of every six students receives a full or partial tuition waiver.

22. The value of tuition waivers increases as tuition increases. Given the proposal, it is estimated that the value of tuition waivers will increase annually by about $600,000 or 3.8%.

23. Federal grant dollars are increasing. Pell awards are available without limit to needy UH students. The maximum Pell award level will be $3750 in FY 2002, an increase of $450, or nearly 14% over the FY 2001 level. This is more than the proposed UHM undergraduate full-time resident tuition.

OVPPP: 01/16/01
University of Hawai`i

Open Public Meeting Schedule

Students and others are invited to present testimony on the University's tuition proposal at open public meetings that will be held at the times and places listed below.

1. UHM Professional School Proposals—Law, Medicine, Graduate Nursing and Undergraduate Nursing and Dental Hygiene fee, Business Masters:
   - O'ahu  Monday, February 5, 2001  3:00' UH Mānoa Campus Center Ballroom

2. All other undergraduate and graduate tuition proposals:

<table>
<thead>
<tr>
<th>Island</th>
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<th>Time</th>
<th>Place</th>
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<td>3:00'</td>
<td>UHH Wentworth 1</td>
</tr>
<tr>
<td>O'ahu</td>
<td>Tuesday, February 6, 2001</td>
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<td>Leeward CC GT 105</td>
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<tr>
<td>Maui</td>
<td>Wednesday, February 7, 2001</td>
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<td>Maui CC Student Lounge</td>
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<tr>
<td>O'ahu</td>
<td>Thursday, February 8, 2001</td>
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<td>Friday, February 9, 2001</td>
<td>3:00'</td>
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</tbody>
</table>

1The public meetings will begin promptly at 3 p.m. and end when all present have had the opportunity to testify.

2Testimony on the UHM Professional School Proposals will also be accepted at all of these meetings.

Copies Available:


Copies are on file at campus libraries.

Copies are available at the following:

Office of Provosts/Deans of Students, each campus.

Office of the Vice President for Planning and Policy, Bachman Hall 110.
University of Hawai‘i

Hawai‘i Interactive Television System (HITS)
Briefing for Students

WHEN: Monday, January 29, 2001
1:30 to 3:30 p.m.

AGENDA:

1. Tuition Proposal and Rationale (Vice President for Planning and Policy);

2. Questions and answers (Vice President for Planning and Policy and campus administrators).

LOCATIONS WHERE STUDENTS MAY ATTEND:

<table>
<thead>
<tr>
<th>Island</th>
<th>Campus and Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawai‘i:</td>
<td>UH Hilo Media Center, Room 359</td>
</tr>
<tr>
<td></td>
<td>University Center-West Hawai‘i, Kealakekua, Building 4, Room 3</td>
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<tr>
<td>Maui:</td>
<td>Maui Community College, Media Center, HITS Room</td>
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<td>Kaua‘i:</td>
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<tr>
<td>O‘ahu:</td>
<td>UH Mānoa, Kuykendall 201</td>
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<td></td>
<td>Honolulu Community College, Building 4, Room 3</td>
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<td></td>
<td>Kapi‘olani Community College, Naio Building, Room 206</td>
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<tr>
<td>Hawaii:</td>
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MEMORANDUM

January 19, 2001

TO: President Kenneth Mortimer
    University of Hawaii

FROM: Council of UH Community College Chairs

RE: Postponement of UH-Manoa General Education Core/Graduation Requirement Changes

In December of 1999, the University of Hawaii - Manoa Faculty Senate approved major modifications of its General Education Core/Graduation Requirements.

“Consultation” with community college representatives prior to UHM Senate approval was limited to a November 1999 briefing/discussion of the specifics of the proposal; however, community college faculty support the core/graduation requirement modifications. Since this initial “consultation,” CC faculty leaders have requested direct involvement in the development of the criteria for the various core distribution/graduation requirement categories. Furthermore, since the June 2000 Board of Regents approval of the UHM Core Proposal and the Fall 2001 implementation, CC faculty leaders have repeatedly emphasized the importance of developing these criteria expeditiously to facilitate changes for Fall 2001/Spring 2002 schedules and catalogs.

Unfortunately, for whatever reason, core/graduation criteria (with or without CC involvement) are yet to be developed despite the fact that all UH campuses are in the final stages of preparing Fall 2001/Spring 2002 academic catalogs and schedules.

Community college campuses only recently (this week) became aware of UHM Faculty Senate “stopgap” actions (10/18/00 and 12/6/00) that identify “old core” courses that will, at least, temporarily meet “new core” categories, despite the fact that the “new core” criteria committees are only now being formed (January, 2001). Furthermore, since there are no “old core” Focus Graduation Requirements, and these committees have yet to be formed, these courses will not be identified in the Fall 2001 schedule. Community colleges are initiating annual (rather than semester by semester) Schedules of Classes (Fall 2001 and Spring 2002). The lack of “focus area” criteria at this point translates to our inability to pre-identify courses that meet these requirements for either Fall 2001 or Spring 2002.

UH Community Colleges anticipated a short fuse between criteria development and campus review to qualify courses for new core categories like HAP (Hawaiian, Pacific, Asian), so last October some of our curriculum committees formed and staffed the various review committees necessary to insure an expeditious review of course proposals for these new Core/Graduation categories. Despite this mobilization, we now find ourselves at the very end of that fuse, preparing next academic year’s schedules, but still unable to address these critical core/graduation issues for lack of criteria/guidance.
We, therefore, request that you invoke governance responsibilities as defined in your June 23, 1998 Executive Memorandum 98-8 that updates Executive Policy E5.209.

Section II.B.6 of E5.209 requires that UH campuses insure that curriculum/requirement changes on one campus be implemented in such a manner as to assure that other UH campuses affected by such changes have sufficient time to prepare for the changes:

II.B.6. Coordination and Communication. (Page 4 of 26)

Changes in degree requirements, curriculum, and other academic policies at one campus which affect students transferring from other campuses must involve prior consultation with the campuses affected by the changes. Those making major changes in degree requirements at one campus shall allow other UH campuses sufficient time to consider appropriate action.

While every UH campus has the defined right (E5.209) to control its own core and curriculum, there can be no transfer issue more central to transfer/articulation in the UH System than that of UH-Manoa’s General Education Core and Graduation Requirements. The overwhelming majority of UHCC students who transfer to four year colleges/universities matriculate at the University of Hawaii-Manoa. The original timetable for the UHM new General Education Core was very tight - just over a year from the June 2000 Board of Regents approval - just nine months before Fall 2001 schedule due dates. It is now January of 2001 and UH Community Colleges have drafted their Fall 2001 and Spring 2002 schedules. Because we still lack the criteria for the new core categories/graduation requirements, none of the courses in these schedules can be identified as meeting the new UHM Focus Graduation Requirements and we are dealing with “old core” criteria to identify General Education Core fulfilling courses. We believe that UH Community Colleges (and other units of the UH System) have had insufficient time to consider appropriate action to prepare students for the new realities of transferring to UH-Manoa.

The Council of Community College Chairs, therefore, requests that you work with the University Council on Articulation and the Faculty Senate of UHM to postpone the implementation of UHM’s new General Education Core/Graduation Requirements to Fall 2002 to provide sufficient time to coordinate the development of new core category/graduation criteria and to review course proposals to identify courses that meet these criteria. A Fall 2002 implementation date will allow all campuses in the system (including UH-Manoa) the time necessary to assure an orderly transition to the new General Education Core /Graduation Requirements and insure the preparation and fluid transfer of students throughout the University of Hawaii.

Sarah Hodell
Employment Training Center

Pamela Hudson
Hawaii Community College

David Panisnick
Honolulu Community College

Barbara Ross-Pfeiffer
Kapiolani Community College

Carmela Tamme
Kauai Community College

Robert Hochstein
Leeward Community College

Vinnie Linares
Maui Community College

Paul Field
Windward Community College
What is the University of Hawaii Foundation (UHF)?

The University of Hawaii Foundation was established in 1955 to encourage private support for the University. Since that time, millions of gift dollars have provided opportunities for Hawaii's students to attain access to quality education and training, faculty members to attend conferences, researchers to continue their pursuit of inquiry, art exhibits to be mounted, and books and publications to be added to our libraries. In short, private gifts have helped to sustain excellence and create opportunities not otherwise available through state and general funds.

UHF is a private, non-profit corporation designated by the IRS as a 501 (c) (3) organization, a legally separate organization from the University of Hawaii, the UH Alumni Association and all other UH affiliates. UHF works in partnership with all of these exclusively for the benefit of the University of Hawaii.

UHF operates solely to advance the University's mission by administering private gifts to the University and raising and stewarding those gifts. All of its efforts are focused on assisting the University in its philanthropic enterprise.

If a unit at the College wants to do its own fundraising, do we have to go through UHF? Why?

Yes, working through UHF is necessary and beneficial to donors, faculty, staff and students of the University of Hawaii and directly benefits Leeward Community College. For example:

- A unit not familiar with fundraising practices and IRS rulings may inadvertently and unintentionally misuse private funds or provide donors with inaccurate information or documentation. By working independently of the Foundation, units may also miss opportunities to develop meaningful relationships with potential donors and friends.

- Working with UHF can be to the College's advantage. UHF is another means of promoting Leeward Community College to prospective donors. When interested donors and volunteers learn about the campus, the College can reap tremendously in the form of new friends, donors and gifts.

- Working with UHF adds credibility to our “ask” for a gift. The Foundation is governed by a Board of Trustees, separate from the Board of Regents, who ensure that the Foundation operate with strict adherence to related State and IRS guidelines.

- Leeward Community College and its students can benefit from enriching existing programs and relationships by private gifts. Private gifts are the outcome of good relationships with a diverse group of people who have the highest aspirations for what a community college can do for its community. Creating a culture of philanthropy at our college creates opportunity for people to engage in and participate in our worthy cause.

UHF will accept all properly documented gifts from non-government sources to the University, its affiliates and the UH Foundation. Gifts accepted by the Foundation include the types on the following list. Please consult your development officer on UHF gift acceptance policies before accepting any gifts.
• Cash
• Marketable securities
• Closely held stock
• Pledges of cash (to be collected in five years)
• Grants in which the donative nature exceeds any quid pro quo relationships
• Certain types of gifts-in-kind that is intended to be sold, including real and personal
  property
• Deferred gifts (life insurance, charitable remainder trusts, pooled income funds, etc.)

What is the minimum donation required to open an account with UHF?

Expendable accounts:
A minimum of $1,000 is required to open a new account. Expendable accounts do not earn
interest.

Endowment accounts:
General endowment (unnamed): Minimum level of $10,000.
Such endowments may be used for faculty support, supplies, equipment, travel, or virtually any
purpose that would support the broad objectives of the unit.

"Named" Scholarship Endowment: Minimum level of $25,000.
Such endowments may be used for student scholarships, student awards, and student travel.

"Named" Program Endowment: Minimum level of $35,000.
Such endowments may be used for any purpose that would support the objectives of a program.

If the initial gift is less than $10,000, all monies will be held in an expendable account until total
gifts equal $10,000. No expenditures will be allowed from this account and no earnings will
accrue to the account.

Once the endowment account has reached a minimum level of $10,000, it will be invested and
earnings will accrue to the account. With the exception of general endowments, no
expenditures will be allowed from the account until gifts accumulate to the specified minimum
gift level (see above) within five years of the initial gift. Endowment principal may not be
expended.

Payout rate: The current payout rate is approximately 5% of the endowment's market value and
is distributed quarterly to an expendable account for usage.

If a unit has fundraising activity on campus, can we deposit the proceeds into an existing
"R" account?

No. Revolving accounts are established and maintained by the University. The Foundation has
no control over "R" accounts; in the same way that the University has no control over UHF
accounts. These two accounting systems are mutually exclusive of one another.

What are UHF administrative fees?

Accounts are assessed a one-time administrative fee of 2% of the gift amount upon receipt.
UHF Services to the University of Hawaii and Leeward Community College

The Foundation is the central fundraising agency for the University of Hawaii. It conducts campaigns for University priorities, and provides central services to raise funds, manages assets and administer gift accounts for the University.

The Foundation:

- provides resources and specialists in major gifts, corporate and foundation giving, annual giving and planned giving;
- solicits contributions to benefit all units and campuses of the UH system;
- conducts feasibility studies for proposed fundraising campaigns;
- manages relationships with more than 5,000 prospective major donors;
- acknowledges and thanks all donors;
- produces fundraising proposals;
- produces and sponsors events to recognize donors and volunteers;
- maintains a central records service for all donors and alumni;
- offers professional services to UH departments, donors and their advisers of planned gifts, wills and trusts;
- provides training for development officers, volunteers and administrators;
- responds to more than 200 requests per month for research and reports;
- manages investments with a total market value of approximately 120 million;
- provides accounting services for more than 2,300 accounts;
- responds to more than 4,000 account services a request per month;
- administers more than 800 scholarships and loan accounts for the benefit of UH students; and
- provides IRS auditable receipts.
Leeward Community College Campaign Initiatives

To fulfill its responsibility to its students and our community, the College seeks private as well as public support to assist us in:

- Preparing students for new workplace technologies to insure an adequately educated and trained workforce for our future local economy
- Insuring a scientifically literate community of learners from kindergarten through college
- Creating an educational environment which incorporates cultural values and maximizes the positive benefits of arts in education
- Providing financial assistance that insures affordable educational opportunities to all students

To meet these challenges, Leeward Community College developed six major Campaign Initiatives:

### A Center for the Performing Arts at LCC

Leeward Community College Theatre was built on the dreams of a determined coalition of community and college leaders. Today, we dream of a world class performing arts center, building upon the proven success of the Theatre's programs which inspire over 95,000 school children and community members annually through performances and unique outreach activities. Our goal is to expand our offerings of music, dance and drama from Hawai'i, the mainland, and the rest of the world, as we celebrate the rich heritage of our islands.

**GOAL:** $450,000

### The LCC Observatory Park

Leeward’s two-acre Observatory Park, boasting five observatories and internet access, will be the only observatories for teaching, undergraduate research, K-12 education programs, and public use in the State. This dream is becoming a reality with one observatory already in operation and the second observatory to be completed in April. Through technology, all students and residents of the State will have access to the telescopes and its programs. Serving as a link between mainland and Pacific Rim communities, the LCC Observatories will integrate Hawai'i into the international community of science and education. Our school children will peer into the universe, sparking a curiosity and excitement about the wonders of science and technology.

To transform Hawai'i's plantation-based economy to a technology-based economy, exciting local students about science and technology is of inestimable value.

**GOAL:** $500,000

### Center for Innovation and Excellence in Teaching and Learning

The magnitude and rate of the social, economic and technological changes occurring around us greatly impact the needs of business and industry. Our graduates will be expected to learn new skills on a continuing basis as part of their careers. To prepare students for the 21st century, we need to develop and revise curriculum, use innovative teaching and learning tools, and discover new ways to bring students together as a community of learners. To meet this challenge, Leeward Community College must insure that our faculty and staff are afforded the opportunity to experiment in new methods of instructional delivery and curriculum development.

**GOAL:** $250,000

### Technology Center: Preparing Today's Students for Tomorrow's Jobs

Employers on Oahu have never faced a greater need for a highly educated, creative workforce. Today's businesses are rapidly incorporating new technologies into their operations. Over the past two decades, technological advances have been phenomenal. According to the Bureau of Labor Statistics, 76.8% of all employment opportunities in the year 2006 of new jobs will require education and training at the 13.8 grade level—the level of an Associate's degree. According to the Hudson Institute's Report, Workforce 2000, half of all workers will hold new jobs within the next five years. To meet this challenge, the College must respond quickly to integrate new technologies and acquire state-of-the-art equipment in order to adequately train tomorrow's workforce and tomorrow's leaders.

**GOAL:** $500,000

### Library Fund

Changing technology for informational retrieval means that today's library is more than a print collection. It is a dynamic learning center requiring specialized equipment where students learn how to access information with new electronic tools. The annual budget is currently insufficient for expansion into critical new areas, including on-line information technology.

**GOAL:** $11,250

### Scholarships

As tuition costs rise, student will lose access to the College. Currently, student need far exceeds available dollars. A Scholarship Fund is an investment in human capital for future generations. Our mission is to make education accessible and affordable to students who have limited opportunities and resources for pursuing higher education.

**GOAL:** $56,250

Leeward Community College annually touches the lives of nearly 6,000 credit students and 14,000 non-credit students, as well as over 100,000 school children and community members who take part in our many activities on campus.