



January 30, 2015

The Honorable Matthew S. LoPresti
Representative, Forty-first District
State of Hawaii
State Capitol
415 Beretania Street, Room 328
Honolulu, HI 96813

Dear Representative LoPresti:

I appreciated your taking time to meet with Kristeen Hanselman and me. Following up on our conversation, and at your invitation, I'm outlining my idea for a reorganization of the University of Hawaii System. The elements of this outline could, as you suggested, be put together in a legislative resolution that authorized a study to be conducted by the Board of Regents, et al.

There has been a UH System Office at Bachman Hall from the beginning of my tenure as the Executive Director of UHPA. The argument was since the addition of the community college system and the Hilo College campus, there needed to be a System to coordinate the growing and diverse components of public higher education in the state. Further, the System could offer an efficiency of services, purchasing, and coordination of programs. In reality, those laudable goals have never been achieved, save the efforts to articulate course credit transfers between the campuses—a task that continues at the programmatic level.

I have come to my conclusions with respect to the proposed reorganization of the UH after decades of both observation and work under two substantially different models. The current organizational structure of the campuses is the product of the former UH President Evan Dobbelle, and in my opinion, reflects the rather cynical view he brought to UH. In large part, Dr. Dobbelle proposed the current UH System model to curry favor amongst certain administrators and faculty; it was not done to advance public higher education per se. Prior to the Dobbelle era, the President of the University of Hawaii was also the Chancellor of the Manoa campus. Going back to the 1960s, prior to the establishment of the community college system that Dr. Dobbelle disassembled, there was only the University of Hawaii with its President.

UNIVERSITY OF HAWAII PROFESSIONAL ASSEMBLY

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The following outline does not describe all the elements of the reorganization, but it does point to the key functional changes in authority. Basically, there would be three major academic centers comprising the University of Hawaii System; the University of Hawaii on Oahu, a unified University of Hawaii Community College with campuses on Oahu, Maui, and Kauai, and the University of Hawaii-Hilo that would provide all post-secondary education on the Island of Hawaii. The three centers are each headed by a President having authority over all the operations of the campuses. Each President would report directly to the Board of Regents. The Chief Executive Officer of the Board of Regents would become the Chancellor of the UH System.

Although the University is constitutionally established, and certain programs have been established by state statute, the Board of Regents has been given wide authority to organize the various campuses and delegate authority to various executive administrators. I believe that the UH System could be reconstructed per the suggestions I am making without changes to the Constitution, although there would be some necessary statutory amendments, e.g., changing the description of the Employer votes over approval of contract settlements set forth in HRS Chapter 89.

The proposal is as follows.

1. Expand the Board of Regents Office to become the UH System Office
 - a. Create a Chancellor for the UH System, eliminating the title President
 - 1) The Secretary to the Board of Regents and the office functions would be under the supervision of the Chancellor reporting to the BOD
 - b. Under the Chancellor, create five staff (not line) executive positions:
 - 1) Institutional Research
 - 2) Budgeting & Internal Auditing
 - 3) Policy & Compliance Office
 - 4) Human Resources & Negotiations
 - 5) Academic Offerings, Degrees & Diplomas
2. Establish a single Community College headed by a President, with campus Provosts at:
 - a. Honolulu Community College
 - b. Maui College
 - c. Kauai Community College
 - d. Kapiolani Community College
 - e. Leeward Community College
 - f. Windward Community College



3. Establish Hawaii State University on the Island of Hawaii with responsibility for all post-secondary education, headed by a President:
 - a. The baccalaureate, Master's and professional degree campus on the Hilo campus
 - b. The two year certificate and degree campus in Hilo with a fully integrated four-year degree with the Hilo campus
 - c. A two plus two certificate and baccalaureate degree campus in Kona
4. The University of Hawaii would be headed by a President, with campuses in:
 - a. Manoa Valley
 - b. West Oahu

The functions of the Board of Regents shall be:

- The granting of degrees and diplomas
- The hiring, evaluation, and dismissal of the Chancellor and the Presidents
- The establishment, approval, and elimination of academic programs
- Upon submission of proposals by the Presidents, the approval of the biennium budget request to the Governor and State Legislature
- Approval of the fiscal year budgets proposed by the Presidents
- The granting of academic tenure to the faculty upon the recommendation of the Presidents
- The acceptance of grants and gifts, and the approval of capital contracts
- The establishment of policies governing the responsibilities of the all the campuses, e.g., affirmation action hiring, Title IX compliance, etc.
- The BOR shall have two statutory votes in negotiations of contracts for Bargaining Units 7 & 8.

The functions of the Chancellor shall be:

- The internal financial auditing of the three academic units
- Auditing of compliance with federal and state regulations.
- The presentation of a unified biennium budget proposal to the Governor and the State Legislature.



- Representing the BOR in all negotiations subject to HRS Chapter 89 (*the one statutory vote currently held by the UH President would be given to the three Presidents*)
- System-wide human resource functions, i.e., payroll, benefits, oversight of compliance with state and federal statutes
- The staffing of the BOR UH System Office
- Assist the BOR in the evaluation of the unit Presidents

The Presidents of the University of Hawaii, the Hawaii State University, and the UH Community College shall be the chief executive officers of the respective units with the following authority:

- Hiring and supervision of all administrators, staff, and employees
- The appointment, reappointment, and promotion of all faculty, subject to the provisions of negotiated contracts
- The recommendation of faculty to be granted tenure by the Board of Regents
- Registration and acceptance of students to the various academic programs
- The management and supervision of the property and facilities of campus or campuses.
- The procurement of goods and services
- Oversight of the academic programs, degrees, research projects, grants, and other functions of the university or colleges
- Preparation and presentation of the annual operating budgets for approval by the Board of Regents
- The preparation of biennium budget requests to the Board of Regents for submission to the Governor and State Legislature
- Participation in negotiation of contracts for Bargaining Unit 7 & 8 through sharing of one statutory vote
- The implementation of the negotiated contracts pursuant to HRS Chapter 89
- All compliance with federal and state statutes and regulations

I would repeat that this outline does not fully describe all of the elements of the proposed reorganization. From it, a study could be conducted to evaluate the impact of such reorganization with respect to the effective administration of the academic enterprise, which includes instruction, service, and research. Further, the plan should be reviewed from the perspective of the efficient use of human and capital resources, and accountability to the public and the respective student bodies.

If I can provide you with any additional information or background, please don't hesitate to let me know. As I mentioned to you in our meeting, I have over the years discussed these

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broad ideas with many Regents, Legislators, and UH Administrators. In the spirit of openness, I am copying both President Lassner and Chair Moore on this letter.

Respectfully,

A handwritten signature in black ink, appearing to read 'J. N. Musto', with a large, sweeping flourish at the end.

J. N. Musto, Ph.D.
Executive Director

cc: Randy Moore, UH Board of Regents Chair
David Lassner, UH President