

**Administrative Decision on Vacant E/M Position
Leeward Community College
September 11, 2019**

The Purpose: The Administrative Team convened a professional development opportunity for current and future leaders at Leeward Community College. Solicitation for participants was made via the governance groups and representative areas on campus. See flyer for information on the initial plan.

The training sessions included problem solving skill building training over two days and an applied training session on November 13, 2018. An applied training opportunity was provided in order to engage campus leaders and collect input on the vacant Executive Managerial (E/M) position. A follow up applied training session was held on May 29, 2019 to review the two recommended options and provide feedback to the Admin Team. The Admin Team met to deliberate on June 4, 2019 and make a final decision on a campus reorganization that involves placing a currently vacant and unassigned E/M position, in a role equal to a Dean.

The Process: During the applied training session, two distinct options were developed based upon a collaboratively developed set of criteria. The criteria indicated the E/M position should be used in a way that:

- Carries out the mission of the College (Work together, nurture and inspire students, student goal attainment, global citizenship, support for Native Hawaiians)
- Advances strategic campus priorities (collaborative capacity, increase enrollment and retention, shorten time to completion)
- Has clear campus-wide or major campus program managerial and leadership responsibilities
- Supports efficiencies and synergies
- Support areas of needed growth or attention
- Impact community needs (economic and social)

In a later meeting, the Admin Team identified additional criteria (to augment the previous criteria) to inform their decision making. Those additional criteria included:

- Offers optimized solutions, creates mutual gain, leaves everyone OK if not whole.
- The right leader can be found to lead the re-organized unit
- Avoids unwinnable, unnecessary battles with resisters
- Has sufficient financial stability to be successful and sustainably viable
- Can win Union support
- Meets system expectations for comparable work load/responsibility concerns
- Costs are reasonable and manageable
- Generally, viable

The Decision: A conclusive decision was reached by the Admin Team regarding their preferred option, using a (Modified) Consensus Process. Their decision included:

1. The College will create a unit of Native Hawaiian Affairs (or a Title TBD). The title needs to effectively convey that it serves Hawaiians AND non-Hawaiians. The title also needs to communicate this decision as a symbolic and substantive commitment by Leeward CC to its mission and to supporting and advancing Native Hawaiians, Native Hawaiian culture and the indigenization of the entire campus, its programs and services, in a holistic, comprehensive, and non-exclusive manner.
2. The vacant E/M position will be re-described as a Dean to lead the unit of Native Hawaiian Affairs (NHA).
3. The Dean will report to the Vice Chancellor for Academic Affairs (VCAA). Though the Dean will not report directly to the Chancellor, the VCAA is to facilitate the Dean's direct access to the Chancellor and system level leaders in order to best position the unit of NHA for maximum impact and sustained support. (This reporting line may be revisited in the future.)
4. NHA may include the following disciplines and areas, subject to consultation. Appropriate discipline and unit-level leadership will be provided through discipline and unit coordinators.
 - a. Hawaiian Language
 - b. Hawaiian Studies
 - c. Wai'anae Moku Education Center
 - d. The Native Hawaiian Center at Pu'uloa
 - e. Title III/Native Hawaiian Grants
 - f. Indigenization of curriculum and campus (new, to be created)
5. The position description will be written to ensure the selected candidate allocates their time according to the campus priorities for indigenization of the institution and strategic planning for Wai'anae Moku.

Campus feedback on the implementation of this plan will commence in October. The VCAA will meet with each of the four campus governance groups to refine the plan. A campus wide announcement will be made the week of October 21, 2019. Once the implementation plan is finalized, then the hard work of a campus re-organization process begins. If all goes well, we hope to put the new dean position out for recruitment by the end of the spring 2020 semester with a planned start date of August 1, 2020.