



December 21, 2016

All Campus Council of Faculty Senate Chairs
University of Hawai'i

Dear ACCFSC Members:

RE: Proposed Reorganization of the University of Hawai'i Office of the Vice President for Research and Innovation (OVPRI)

Pursuant to University of Hawai'i Board of Regent's Policy RP 1.210 – Regents' Policy on Faculty Involvement in Academic Decision-Making and Academic Policy Development, and the Memorandum of Agreement between the University of Hawai'i and the University of Hawai'i Professional Assembly Regarding the Roles and Consultation Protocols Involving UH Administration, UH Professional Assembly, and UH Faculty Senates, I hereby respectfully transmit to the All Campus Council of Faculty Senate Chairs (ACCFSC) a proposed reorganization of the University of Hawai'i, System Office of the Vice President for Research and Innovation (OVPRI).

BACKGROUND:

Upon my appointment to the position as Vice President for Research and Innovation back in September 2013, it was my vision and objective to review the UH System OVPRI office's organizational structure. While the OVPRI has taken in new programs, functions, and services over the past several years, it has not undergone a comprehensive reorganization that truly reflects its current organizational structure, operations, and services.

In addition, other drivers and expectations subsequently arose thereafter that emphasized our office's necessity to review our current organizational structure and to recommend changes to meet the desired expectations and outcomes of:

1. The Western Interstate Commission on Higher Education (WICHE) report dated April 30, 2015, which recommended that the University of Hawai'i's administrative effectiveness and efficiency could be improved by clearly defining and delineating the roles and responsibilities of system and campus-level administrative units;

2. The University of Hawai'i Board of Regents (BoR) directive to President David Lassner to seek administrative reorganizations designed to "reduce costs, establish clear lines of authority and responsibility, minimize duplication of effort, and improve efficiencies and effectiveness" via the consolidation and realignment of system-level and campus-level offices;
3. The University of Hawai'i Strategic Directions, 2015-2021, Hawai'i Innovation Initiative (HII) goal to "Create more high-quality jobs and diversify Hawai'i's economy by leading the development of a \$1 billion innovation, research, education and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world", and
4. The recommendations noted in the Research Compliance Task Force (RCTF) Report dated October 1, 2015, which recommended that the University of Hawai'i: a) build and effective research community in compliance with regulations; b) improve compliance efficiency for the UH Research community; and c) reorganize to enable the UH research community to be more successful and efficient, while maintaining compliance with regulations.

In light of these mandates, in July of 2016 I convened a work group consisting of OVPRI Directors to specifically provide *"input, comments, and recommendations to the OVPRI as we move towards a decision on the overall reorganization structure to fulfill the overall objectives of the OVPRI to have the Office of Research Compliance (ORC), the Office of Research Services (ORS), and the Office of Technology Transfer and Economic Development (OTTED) be situated and housed physically together in close proximity to increase the efficiency and effectiveness of a one-stop collective services approach to better service and support the research community."* With the shift in focus from a campus-level to system level approach, our offices needed to develop and implement an organizational structure with an emphasis on increasing transparency, accountability, consistency, and proactivity in research compliance and services to the research community.

SUMMARY OF PROPOSED OVPRI REORGANIZATION:

The purpose of the OVPRI reorganization is threefold:

1. Update the organizational structure and functional statements of the University of Hawai'i System Office of the Vice President for Research and Innovation (OVPRI);
2. Review the current organizational structure due to the recent incorporation of the Office of Research Compliance from the University of Hawai'i at Mānoa (UH Mānoa) to OVPRI;

3. Meet the expectations and desired outcomes of:
 - a) the Western Interstate Commission on Higher Education (WICHE) report dated April 30, 2015, which recommended that the University of Hawai'i's administrative effectiveness and efficiency could be improved by clearly defining and delineating the roles and responsibilities of system and campus-level administrative units;
 - b) the UH Board of Regent's directive to the UH President to seek administrative reorganizations designed to reduce costs, establish clear lines of authority and responsibility, minimize duplication of effort, and improve efficiencies and effectiveness via the consolidation and realignment of system-level and campus-level offices;
 - c) the University of Hawai'i Strategic Directions, 2015-2021, Hawai'i Innovation Initiative (HII) goal to *"Create more high-quality jobs and diversify Hawai'i's economy by leading the development of a \$1 billion innovation, research, education and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world"*; and
 - d) the recommendations noted in the Research Compliance Task Force (RCTF) Report (RCTF) dated October 2015, which recommended that UH: a) build and effective research community in compliance with regulations; b) improve compliance efficiency for the UH Research community; and c) reorganize to enable the UH research community to be more successful and efficient, while maintaining compliance with regulations.

In addition, the major elements of the OVPRI reorganization are as follows:

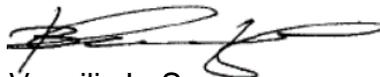
1. Formally recognizes the Academy for Creative Media (ACM) and the STEM Pre-Academy as legislatively implemented under the OVPRI pursuant Act 134, SLH 2013, and combines these two programs under a newly created Office of Strategic Initiatives.
2. Formally recognizes the Office of Export Controls (OEC) which was created in OVPRI in 2011 and adds OEC into the organizational structure of the Office of Research Compliance (ORC).
3. Formally recognizes the Applied Research Laboratory (ARL) which was created in 2008 as a recognized unit under OVPRI.
4. Creating a new Fiscal and Administrative Services operations unit in OVPRI that will combine all administrative and fiscal positions.
5. Moving the Financial Conflicts of Interest and Commitment (FCOIC) responsibilities from the Office of Research Services (ORS), Fiscal Compliance,

- to the ORC, Research Integrity Program, and renames the ORS Fiscal Compliance to Financial Compliance.
6. Establishment of the Office of Innovation and Commercialization; renaming the Office of Technology Transfer and Economic Development to the Office of Technology Transfer; and the creating of the Office of UH Ventures and the Strategic Grants Development Office.
 7. Title changes within ORC for the: Assistant Vice President of Research Compliance to the Director of the Office of Research Compliance; and all ORC Program Directors to ORC Program Managers.
 8. Title change for ORS Associate Director of Cost Studies to the ORS Cost Studies and Rate Analysis Manager to be consistent with all other ORS section titles.
 9. Title change and bargaining unit exclusion of Faculty Specialist, S5M11, Pos. No. 88934T, to an Executive Managerial, Administrative Program Officer, SM-2, Pos. No. 89557.

Attached for your review and information is the reorganization Narrative, Allocated and Authorized BJ/BT Positions Impacted by the Reorganization, and the current and proposed OVPRI organizational chart and functional statement. These documents provide further details and information on the proposed reorganization proposal and impacted positions.

If you have any questions or require any further clarification and/or information regarding the proposed reorganization to assist you in your review of this proposal, please feel free to contact me at (808) 956-5006 or via email at syrmos@hawaii.edu. Otherwise, I would appreciate any comments you or your senates may have in regards to this proposed reorganization. Thank you for your time and consideration.

Sincerely,



Vassilis L. Syrmos
Vice President for Research and Innovation

Attachment