

Center for Maunakea Stewardship:
Internal Restructuring Plan for Management Operations of Maunakea Lands

desktop research looking at other models of management within State government. We also conducted interviews with the State Office of Planning, DLNR, and NELHA.

Restructuring Objectives

Based on our review and the feedback we received, the primary issues regarding UH's current management are: (1) lack of trust in decision-making; (2) UH's regulatory, stewardship, and advocacy roles create confusion and perceived conflicts-of-interest; (3) given the current reporting lines of our management units, authority and responsibility are not always clear leading to concerns about transparency; and (4) these independent reporting lines create differences in priorities between management units.

The following objectives for the internal restructuring plan were identified to address the above concerns:

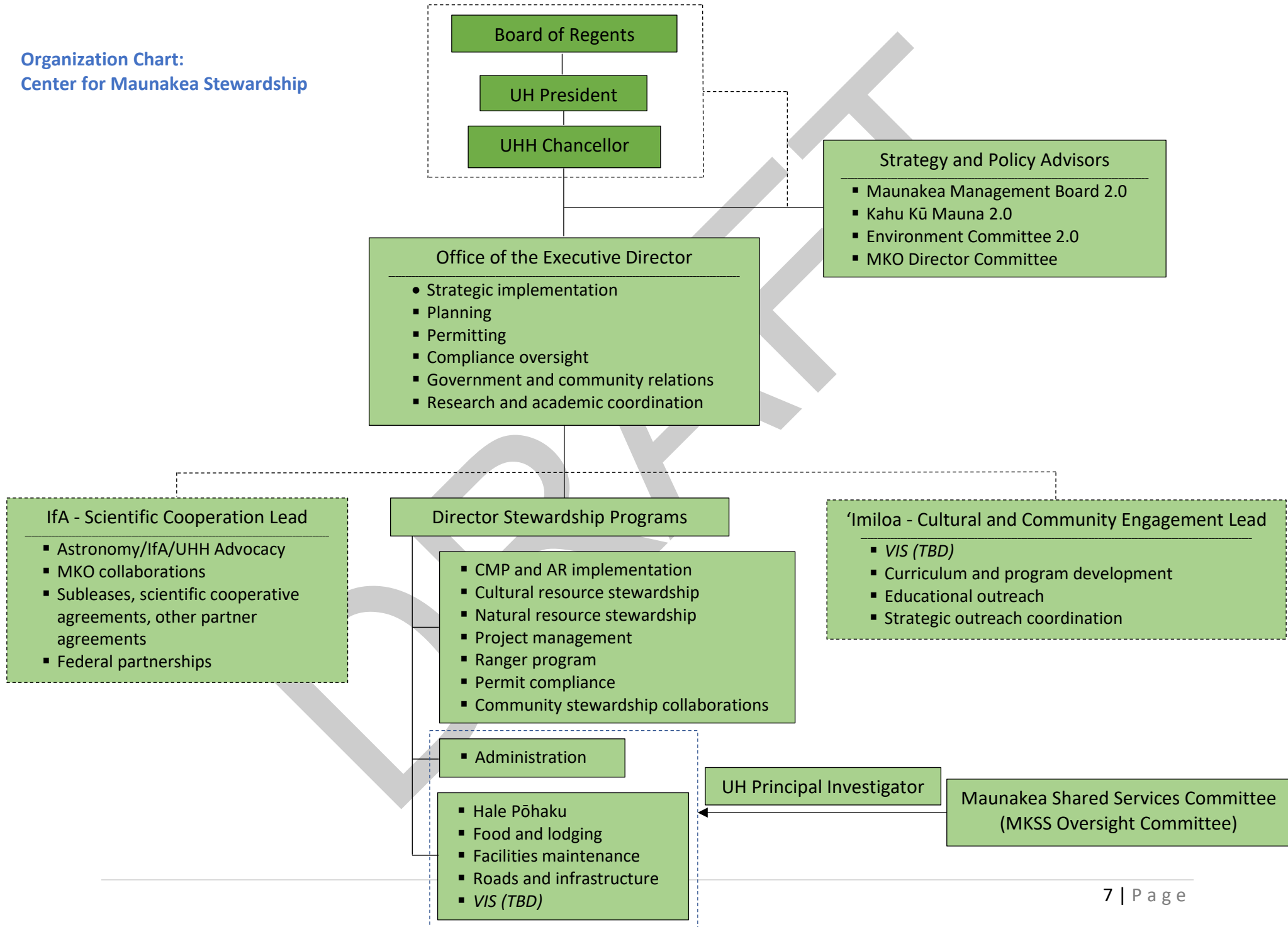
- Improve transparency and lines of accountability
- Organize UH functions around mission-critical activities
- Clarify UH's regulatory, stewardship, and advocacy roles by separating those functions in our organization
- Leverage and optimize existing networks and partnerships
- Broaden, diversify, and elevate stakeholder input into decision-making
- Maintain governance continuity and minimize disruption as much as possible

Center for Maunakea Stewardship Organization and Description

This section describes the creation of the CMS, which aligns existing units with the restructuring objectives identified in the previous section.

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Organization Chart:
Center for Maunakea Stewardship



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Key Elements of Internal Restructuring

Restructuring activity will include the following elements to be completed by July 1, 2020:

- Rename to CMS
- Centralize leadership under the Office of the Executive Director
- Organize around mission-central activities.
- Optimize existing UH and MKO resources, competencies, and relationships through collaborations and networks.
- Reformulate how MKMB, KKM, and the EC are comprised to improve stakeholder representation, including:
 - Establish MKO Director Committee
 - Integrate advisory groups into strategic planning and policy discussions

Overview of Roles and Responsibilities

This section discusses in greater detail the roles and responsibilities of the various entities and units depicted in the proposed restructuring.

Strategy and Policy Advisors

General Responsibility

With the adoption of the 2000 MP and the formation of UH's current management structure, community input into decision-making was formalized with the creation of the MKMB, KKM, and the EC.

The goal of this restructuring is to refresh those groups by broadening their representation and elevating their engagement in policy and strategy discussions, particularly on matters that are of high interest and importance to the community and key stakeholders.

Functions

Our current advisory bodies include MKMB, KKM, and EC.

To this group, we will add the MKO Director Committee. The MKOs would determine membership on the Committee.

As vacancies on the MKMB, KKM, and EC arise, we will seek to diversify committee membership and representation to ensure we are reflecting the changing interests of the community. Further, committee charters and by-laws will be reviewed and amended as needed to clarify roles and responsibilities, reflecting the strategic nature of the input we seek from these bodies.

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Office of the Executive Director

General Responsibility

OED directs the overall integration, coordination, and strategic implementation of the MP, CMP, and AR.

OED provides leadership in building the internal and external partnerships required to engage and weave a cohesive, collaborative management network with stakeholders and the community.

Functions

- Policy and strategy implementation
- Planning
- Permitting
- Regulatory and compliance oversight
- Government and community relations
- Research and academic program coordination

Director of Stewardship Programs

General Responsibility

The DSP implements programmatic and operational functions required to fulfill UH's Maunakea stewardship responsibilities.

A newly created DSP would lead all CMS stewardship functions and programs. As depicted in the organizational chart, there is a natural clustering of OMKM and MKSS functions to be integrated in this functional unit. However, the DSP who would be responsible for developing and implementing the final restructuring and integration of current OMKM and MKSS functions.

The DSP is a direct report to the executive director and is a key member of the CMS management team. This unit serves as the operational and implementation arm of the policy, strategy, programmatic, and stakeholder/community engagement responsibilities of the CMS.

Key to the operation of this unit is the MKOs who fund critical stewardship activities provided by MKSS. Currently, the primary vehicle for decision-making on budget and certain operational matters occurs through the MKSS Oversight Committee (MKSSOC) with IfA serving as Principal Investigator (PI) overseeing implementation. The proposed restructuring would rename the MKSSOC to the Maunakea Shared Services Committee with the OED serving as PI and IfA serving as Co-PI.

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Functions

- CMP implementation
- Administrative and fiscal management services to support the CMS
- Enforcement of plans, permits, leases, AR, and other relevant UH policies
- Development and implementation of all cultural/natural resource management programs, including current community outreach and potential future resource management collaborations with community stakeholders
- Hale Pōhaku operations, facility maintenance, and infrastructure maintenance
- Ranger program
- VIS operations – Given current resource constraints, ‘Imiloa will provide content/program development expertise to support the expansion of educational activities at the VIS and Hale Pōhaku. They will also support staff training of VIS personnel. As resources permit, responsibility for VIS operations would gradually be assumed by ‘Imiloa.

Institute for Astronomy

General Responsibility

The IfA is a world leader in astronomy research and training.

This leadership is the result of the State’s commitment to astronomy on Maunakea in conjunction with strong scientific partnerships with Federal agencies and each of the existing MKOs.

Cultivating these relationships is critical to maintaining a sustainable research enterprise for the State, and the IfA is the natural UH unit to lead these efforts in coordination with the OED.

Functions

As an organized research unit at UHM, IfA maintains its administrative and programmatic independence in this management structure and does not formally report to the CMS.

The IfA Director, serving as the Scientific Cooperation Lead, is a key member of the CMS management team. The IfA would provide strategic leadership of the following functions and activities on behalf of the CMS and UH:

- Advocacy for astronomy interests statewide, and for UH and the MKOs in particular
- UH/MKO operational and programmatic collaborations
- Partner agreements (e.g., cooperative agreements, subleases, fiscal agreements, etc.)
- Partnerships with federal agencies

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‘Imiloa Astronomy Center

General Responsibility

‘Imiloa’s mission is to honor Maunakea by sharing Hawaiian culture and science to inspire exploration.

Their vision is to be a place of life-long learning where the power of Hawai‘i’s cultural traditions, its legacy of exploration, and the wonders of astronomy come together to provide inspiration and hope for generations.

‘Imiloa has developed the expertise to create unique culture-based educational experiences for residents and visitors alike that is cross-disciplinary, multi-sensory, and which respond to community interests and needs. As such, they are ideally positioned to develop and provide cultural and educational programming in support of CMS’s mission.

Functions

As an educational unit at UH Hilo, ‘Imiloa maintains its administrative and programmatic independence in this management structure and does not formally report to the CMS.

The Director of ‘Imiloa, serving as the Cultural and Community Engagement Lead, is a key member of the CMS management team and would provide strategic leadership of the following functions and activities on behalf of the CMS and UH:

- VIS operations - Given current resource constraints, ‘Imiloa will provide content/program development expertise to support the expansion of educational activities at the VIS and Hale Pōhaku. They will also support staff training of VIS personnel. As resources allow, responsibility for VIS operations would gradually be assumed by ‘Imiloa.
- Develop and implement new, “high-touch” programs targeting resident and visitor groups using our Hale Pōhaku and VIS facilities.
- Continue and expand support for CMS outreach through curriculum/program development that can be deployed across CMS functions.
- In partnership with the MKOs, coordinate and conduct educational outreach on behalf of astronomy and UH.

Next Steps

While current resource constraints will dictate the pace of implementation, moving this plan forward will include the following near- and mid-term steps.

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- Assess impacts of COVID 19 budgetary and human resource restrictions.
- Delegation of RCUH/MKSS principal investigator authority to ED.
- Develop a DSP position description.
- Include this new management structure in the update to the MP.
- Continue to communicate and clarify the purpose of this internal restructuring
- Continue to work with the Governor and State on the broader analysis of alternative governance models.

Future Amendments

Any substantive or significant changes or modifications to this plan will be presented to the BOR before its implementation, consistent with Resolution 19-03, section 8.

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