

## ACCFSC RETREAT: FALL 2011

August 26, 2011; 9:00 -3:00 p.m.; Honolulu CC - Building 2-201

### MINUTES

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ATTENDANCE: BRIGGS, Paul; CHESNEY-LIND, Meda; CHINEN, Joyce; CODIER, Estelle (for John Casken); COONEY, Robert; COX, Sharon; CRAVEN, Tom; DRENT, Gigi; GREEN, Evelyn; HAMASAKI, Joyce; HERRICK, Kristin; HIPPENSTEELE, Susan; ITANO, Joanne; JOHNSRUD, Linda; JOHNSTON, Suzi; LEONARD, Barbara; MARTIN, Drew; MATTHEWS, Bruce; NGUYEN, Thanh Truc; OKUMA, Ellen; RANDOLPH, Rick; SINCLAIR, Gwen; SINGH, Amarjit; TODO, Howard; VANAIRSDALE, Dennis; YAMASHITA, Elaine; YOUNG, Libby

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### ANNOUNCEMENTS

Co- Chairs Hippensteele and Young called meeting to order at 9:10 am. Attendees were asked to provide updated membership information on a sign-in sheet and introductions were made.

### MISSION/ROLE OF ACCFSC - Libby Young and Susan Hippensteele

*Governance: Linda Johnsrud; Handouts: BOR Chapter 1 page 1-6;*

*<http://www.hawaii.edu/offices/bor/policy/borpchl.pdf>*

*Charter and Bylaws: <http://www.hawaii.edu/accfsc/about.html>*

- The Charter & Bylaws of ACCFSC were provided and excerpts explaining the role of ACCFSC in the UH System were read aloud;
- While ACCFSC's governing documents contain language to address ACCFSC's role in the UH system, the extent to which ACCFSC represents or speaks on behalf of all UH faculty is unclear because: (1) individual Senates have different consultative processes and time restraints; and (2) the relationship between positions of individual Senates and the ACCFSC position is unclear, though the governing documents delegate ultimate authority to individual Senates.
- Administrator evaluations were discussed as an example of an issue that was brought to ACCFSC by individual campus Senates last year. Individual Senates discussed their campus' administrator evaluation procedures, which enabled the group to share ideas and ensure the legality of evaluations. BOR policy contains language concerning the faculty's ability to participate in making policy for the evaluation of faculty and campus academic administrators. The group discussed ways to conduct the administrator evaluations to comport with state privacy law and also to protect Senate Chairs from liability.
- There was also a question concerning the dividing line between Union issues and ACCFSC issues, since the BOR Bylaws only delegate to the ACCFSC purview over issues that are not subject to collective bargaining. Union is primarily concerned with wages, working conditions and service. One issue that may be relevant to both is campus administrators asking faculty to increase class size – which is both a workload issue and a potential violation of certain academic policies. ACCFSC's purview is limited to the academic issue, and workload/ collective bargaining is left to the Union.
- Faculty, administrators, and the BOR may not share a common definition of "shared governance." Some Regents have a corporate mindset, valuing efficiency, and may not understand the processes and time restraints required for faculty consultation. In light of State Sunshine Laws, BOR outgoing Chair Howard Karr thought ACCFSC should consult with BOR through the President and System offices.
- Joanne Itano and Linda Johnsrud view it as their job to liaison between the UH system and BOR and to continue a collaborative relationship, and discussed the history and evolution of ACCFSC throughout Presidents. A historical issue has been whether ACCFSC should act as a system-wide Senate that speaks on behalf of UH system faculty. After meeting with ACCFSC, can the President say that they consulted with the faculty or faculty leaders?

- Some view ACCFSC as a purely consultative body, while others would like to strengthen the voice of ACCFSC because members are elected leaders. Some view the distinction to be whether ACCFSC should act as a Senate, in that members vote on substantive issues, or as a Council, in that members consult with individual Senates to bring their opinions to the group. Some thought the distinction was not black and white, and that each issue should be addressed differently based on time restraints and importance. The scope of “academic purview,” as noted in BOR policy, may be defined narrowly or broadly. In light of past issues concerning the perception that decisions may be Manoa-centric, the ACCFSC, if converted to a Senate, should have a super majority vote to ensure that the Universities work together for the System as a whole. Another idea to be discussed more in depth later at this meeting is whether ACCFSC should initiate action items independently and proactively, rather than relying on the System to provide action items.

## SUMMARY 2010-2011 WORK OF ACCFSC

### Budget

- Budget Workshop: The primary issue initiated by ACCFSC last year resulted in the January ACCFSC Budget Workshop. At the UHPA-sponsored event, national experts on university budgets provided faculty with baseline knowledge of university budgets in light of the current budgetary issues facing the university, state and federal governments. The University was not initially amenable to the idea, but UHPA made the event possible by providing funding. Overall, the event was very helpful by not only providing insight into UH’s budget, but also by filling gaps in UH fiscal reporting. Because of UH’s unique budgeting process, however, the consultants were not able to fill-in all the gaps. The consultants concluded that they didn’t see evidence of the type of deficits being claimed by the University, but the University’s unique reporting system may account for this finding. Some commented about the lack of transparency in UH’s budget, and this may have contributed to the consultant’s inability to comment on some items. Another overarching concern is that the University continues to increase the number of administrators, and not faculty – but this is also unclear due to lack of transparency. There was some indication that the workshop may have had an unintended effect at the legislature.
- Johnsrud noted that G-funds no longer cover personnel costs across the University system and that tuition and fees are now covering operating expenses and a portion of personnel costs. Since the source of funding is evolving, UH needs to do a better job of clarifying the role of reserves and determining which are encumbered. In terms of administrator salaries and numbers increasing, Johnsrud offered to bring in statistics that show that the number of executives are not increasing, but APT positions are increasing, in part, to support faculty research. Civil Service professionals at UH are the hardest hit group.
- ACCFSC needs data to determine the portion of administrative costs that are actually serving the University’s academic mission. The data should show both increase in numbers and salaries. It seems that administrators are being paid competitively, but faculty are not being paid competitively on a national level. Johnsrud noted that the AAUP recently released its latest report on faculty salaries. Community Colleges and Hilo are in about the 70-80 percentile, but UH Manoa full-time professors are only being paid in the 50<sup>th</sup> percentile. These figures do not account for the cost of living. Implementation of Kualii will help immensely in disaggregating the data.

### COMMITTEE UPDATES

- Business Processes - Meda Chesney-Lind
  - Travel - This project emerged from a study at UH-Manoa in which faculty pointed to fiscal problems and procedures within the travel system. Data shows that UH went from 3 months until reimbursement to 1 month until reimbursement, and the change occurred in faculty behavior rather than fiscal officer behavior. The Administrative Procedures Manual (APM) was over 100 pages long, while the new APM [A8.851] is just 20 pages long. The required receipts are now

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clearly enumerated – boarding passes and badges are no longer required. UH was auditing faculty travel at least 3-5 times in the process, which likely was not necessary. There has been a major attitude change about the need to audit faculty travel – and the Business Process Council is now committed to streamlining and expediting non-problematic travel. The other source of frustration is that the University Research Council still has an old paper process for travel that can take up to half/day to complete and is separate from the University process. They are now working to streamline these two processes. Unfortunately, there is very little money in the URC account since RTRF has diminished. One concern expressed was whether clerks have been trained on the new travel APM.

- **Kuali** – UH needs to change our procedures to align with national best practices, rather than changing the Kuali system to meet past UH practices that are out-of-date. Kuali should address ACCFSC, rather than only having training workshops.
- **Governance** –The issue addressed last year was how consultation could best be facilitated. There were three primary issues (1) DLAC; (2) G-mail; and (3) BOR policy review.
- **CCCFSC** – Libby Young  
Some issues being addressed are common course numbering, academic probation, use of the W-grade, and distance learning. Community College representatives are asked to continue participating in the process to ensure that this committee remains active and effective. Overall, there is more recognition at the system level of enrollment growth in Community Colleges and its impact on enrollment growth at the 4-year colleges. 41% of Community College students are Native Hawaiian as a result of the outreach campaign that was very effective, and this demographic shift is likely to extend to the 4-year colleges. Johnsrud added that 22.4% of our students across the University system are Native Hawaiian, which is more than any other demographic group. Maui College recently introduced an amendment to the SEC charter to include a Native Hawaiian representative from the Pukoa Council. As a certified Native Hawaiian serving institution, new programs are now in place including peer mentoring and Ready-Set-Grow - a new program aimed to bring adults into the system in order to address gaps in basic skills.
- **DLAC** – Joanne Itano  
Distance Learning Advisory Council (DLAC) was recently re-invigorated and meetings will resume in September. Ellen Okuma and Jenny Wells are members and the group has met three times. DLAC's mission is to help UH work together to extend higher education throughout the state. In 2010-2011, 1,659 online courses were offered throughout the system. DLAC discussed (1) revising the policy on distance education by reducing it in length, making it broader, and defining distance education; and (2) federal regulations for distance education. UH System sent letters to all states to inquire about requirements for providing distance education in that state – and responses have been varied. The court recently ruled that the federal government failed to provide sufficient time to comport with this law. DLAC also formed a faculty DLAC that included one representative from each campus and met once or twice to address distance-learning issues. ACCFSC needs to decide if these members will continue.
- **UCA** – Joanne Itano  
University Council on Articulation (UCA) is the official forum for resolving operational issues involving the implementation of the Executive Policy on Articulation. ACCFSC needs to appoint a representative to this committee that usually meets once/semester – and sometimes only once/year. There is a policy being implemented this fall stating that general education requirements for one institution in UH system will transfer to another. When a community college student is 96% finished with an associates degree, UH will send them a letter in an effort to recruit them to a 4-year college. Reverse credit transfer will let community colleges know who is eligible to receive an Associates Degree, but UH has not yet awarded any of these degrees. UCA will run faculty discipline meetings, the effort on common course numberings, articulation agreements, and the system wide advisors group.

## CURRENT ISSUES

- **Kuali** – Howard Todo

History: In 2005, a number of Universities across the nation, including Indiana U., Cornell, and Michigan State, initiated the Kuali project. The idea was to create a coalition of schools in a joint effort to develop software – the first of which is the Kuali Financial Management System (KFS). FMIS, UH’s current financial management system, is 20-30 years old and cannot be modified since it is no longer supported by the original system. KFS is reasonably priced because it is a joint development process and the cost is shared between multiple Universities. KFS builds on open, community source software that is not licensed or propriety. In addition to KFS, there are now more projects/ modules being developed. 6-7 Universities have already implemented KFS, and we are currently on version 4.0.

Future Plans: UH hired Michigan State’s former project Director –John Sponaugle- and he started in early August. UH intends to implement KFS 4.0 on July 1, 2012. A permanent project team is located in Hawaii Hall and three co-directors are UH Manoa VCAFO Kathy Cutshaw, UH Community Colleges’ Associate Vice President for Administrative Affairs Mike Unebasami, and UH Comptroller Paul Kobayashi. There is also an Executive Committee that is chaired by Howard Karr and David Lassner. There is also a Kuali Advisory Committee that includes an ACCFSC’s representative. They are currently trying to find a date in September to meet and this group will likely meet quarterly and will include user representatives – including faculty and students. Kuali has workload processes incorporated, and will provide for transparency on the department & unit level. An account equals a budgetary unit – so UH will be able to track accounts individually. KFS will provide budget to actual numbers. The intent is to eliminate the need to keep shadow systems or their own records. FMIS is only geared to top-level reporting and our accounts are currently not standardized, which makes it difficult to disseminate information under FMIS. UH is considering using Euthority as a report-writing package to supplement KFS. ACCFSC voiced concern that the Advisory Group may be too far removed from the process. Todo noted that functional teams are in place and that we will work with Lassner to ensure that the ACCFSC’s representative, Shirley Daniel, is included. Kuali Kois (My Grant) is a grants application package or a “pre-award” package that helps to prepare and submit grants – on the financial side, rather than the technical side and UH is hoping to go live with in November. The idea is to standardize the process and to create an automated, rather than manual system. ACCFSC voiced concern that it’s representative should be involved with Kuali Kois. There is likely to be a learning curve and the system is asking for University-wide patience and support.

**Tuition** – Linda Johnsrud

Johnsrud provided slides that she presented to the BOR to explain the rationale for why the proposed 5-year schedule which must comport with the state’s fiscal situation. Since both the state and individuals benefit from higher education, both the state and individuals should contribute. For Manoa, where there is a large research component, the state subsidy should be about 50% and tuition should be about 50%, but at W.Oahu it should be 60%/40%; and at Community Colleges 80%/ 20%. Ideally, there should be more G-funds at the community colleges. Tuition increases under the current schedule have had no impact on enrollment growth. Figures show that Native Hawaiian and other minority groups have increased significantly at both the undergraduate and graduate levels, though not as much at the graduate level. While tuition has an impact on enrollment, other factors – like the economy and image – also factor in. The Federal Government increased the amount of Pell Grants, but UH also had 10,000 more students getting Pell Grants than before as a result of our financial aid officers and the grass roots recruitment program. Today, more money is given for need than merit at the community college level, but it is about 50/50 at Manoa. As a result of the debt ceiling debate, there have been some changes to graduate student loans – but we’re still unsure what exactly that is. The goal is to have the tuition for non-residents cover the cost because taxpayers in the state should not subsidize them. There is differential tuition at the graduate level, but at the undergraduate level for professional programs there is just an additional fee. A suggestion was made to provide lower tuition rates for in-demand fields in the state of Hawaii. Our non-resident rates are higher than other private universities in HI. There is real merit in creating a 5-6 year advanced tuition schedule because it enables people to plan ahead. Halfway through the schedule UH System

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will revisit the numbers to see if their projections hold up and to determine if there is need for revision. BOR can change tuition at any time – notwithstanding any tuition schedule. The proposed 5-year schedule includes modest increases and aims to align tuition at W. Oahu and UH Hilo. Programs may raise program fees - but only in line with resident tuition rate increases without going to the board. System will be out in the next two months to all of the campuses and would like to have BOR approve in October. It would go into effect next fall to provide about a year's notice.

## **Federal Distance Education Regulations and Credit Hour policy** – Linda Johnsrud

An Executive Policy on Credit Hour has been adopted and is posted on the ACCFSC site. Recent federal regulations require Universities to adopt a definition of credit hour by July 1, and to implement a process for assuring reliability and accuracy of credit hour assignments across all activities earning credit. Under the federal requirement, 2 hours of out-of-class-time is required for each credit in a 15-week period. The Campuses are responsible for implementing a process for tracking the out-of-class requirement. UHPA expressed concerns that the Policy may impact workload since the national standard is based on 15 weeks and our faculty members teach 16 weeks. One idea for tracking out-of-class-time is to survey students by asking how many hours they work outside of class. It is unclear how out-of-class-time will be computed for distance learning courses.

## **ACCFSC 2011-12 AGENDA ITEMS**

- Policies for ACCFSC Review: see: <http://www.hawaii.edu/accfsc/documents.html>
  - Proposed Policies for ACCFSC review:
  - Proposed Amendments to BOR Bylaws
  - Proposed revision to E1.202 Non discrimination, anti harassment and affirmative action
  - E5.228 Credit Hour
- System-wide General Education Committee
  - ACCFSC must determine if this is a good idea. The Director of General Education at Manoa welcomed the idea of a system-wide committee. Community colleges have a committee working on common student learning outcomes and perhaps the proposed system-wide General Education Committee can merge into this group.
- Campus representative to System wide committee on common course numbering by September 30, 2011 to Joanne Itano ([itano@hawaii.edu](mailto:itano@hawaii.edu))
- Representative to the University Council on Articulation

## **ELECTION OF ACCFSC CO-CHAIRS**

- Community College Co-Chair nominee(s): Dennis Vanrairsdale
- 4-year campus Co-Chair nominee(s): Robert Cooney; Amarjit Singh
- Robert Cooney was elected as Co-Chair on behalf of the 4-year campuses; Dennis Vanrairsdale was unanimously elected as Co-Chair on behalf of the community colleges.

## **NEXT MEETING TIMES**

Friday after the BOR Meetings; September 30; 9-11:30  
The December meeting will be on December 9.

## **BOR MEETING DATES** (Wednesdays or Thursdays)

- August 25, 2011 University of Hawai'i-Maui College
- September 29, 2011 University of Hawai'i at Hilo
- October 26, 2011 University of Hawai'i-West O'ahu
- November 30, 2011 University of Hawai'i at Manoa
- January 19, 2012 Kaua'i CC
- February 23, 2012 Windward CC

- March 15, 2012 University of Hawai‘i at Manoa
- April 19, 2012 Kapi‘olani CC
- May 17, 2012 University of Hawai‘i at Manoa