



Personal Testimony on IAFP

Marguerite Butler <mbutler808@gmail.com>
To: Board of Regents <bor@hawaii.edu>

Wed, Apr 19, 2017 at 12:50 PM

Aloha Regents, please accept this personal testimony on the Draft IAFP.

Sincerely,
Marguerite Butler

Marguerite A. Butler
Associate Professor

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Personal Testimony: Draft Integrated Academic and Facilities Plan

Marguerite Butler, Associate Professor, Member Manoa Faculty Senate Executive Committee

Aloha Chair Sullivan, Regents, and President Lassner,

Thank you for the opportunity to testify on the Draft Integrated Academic and Facilities Plan. I would like to comment on the disconnect between the perspective of the faculty and the perspective of President Lassner as to faculty consultation.

One point of difference is that the Manoa Faculty Senate considers faculty consultation to go through the approved shared governance body -- the Manoa Faculty senate. As you know, we are a representative body elected from all ~1900 faculty. Official consultation requires vetting, usually through one of our committees, deliberation in front of the full senate, and a vote. The vote constitutes the will of the faculty, and the SEC is careful to distinguish between personal opinion and the opinion "of the faculty", just as Chair Sullivan is careful to distinguish her opinion from that of the Board.

President Lassner has extensive personal connections throughout the Manoa campus, which is the culmination of his decades of work here. It is natural that he obtain input from various faculty. However, this is not the "response of the faculty". It is troubling that votes of the Faculty Senate are repeatedly ignored, and responses of faculty body as a whole simply ignored or characterized as the opinion of "some faculty", which I have heard presented as testimony. The problem is that selective consultation can lead to serious problems or ignoring critical needs. We have had decades of weak leadership, and over time, some have been rewarded by seeking political solutions rather than process-based solutions through deliberation and academic decision-making. Nothing will improve until the proper processes and channels of consultation are respected.

We recently conducted a wide-ranging survey of faculty on the future of the chancellor position at UHM and the recent decisions. It is the collective opinion of ~750 faculty. It is quite substantial and the concerns quite consistent. Please read it.

I heard President Lassner state that he sent the draft IAFP to faculty in September. However, what was provided at that time was a very early draft, without much detail and without any context. There were no community meetings or any open discussion on it, and as a consequence, many faculty have told me that there was not much to respond to. The latest draft which contains more content was circulated quite recently on a very short timeline (end of March with deadline of April 7th). A true process of consultation would involve more discussion and back and forth feedback with the faculty governance bodies.

Please consider delaying adoption of this plan. My major concerns are:

- (1) Lack of an explicit shared governance process for major academic decision-making such as a) Movement of programs or reorganization, b) lack of accountability for facilities

planning -- who will ensure that academic needs are met? c) removal of program approval from the campuses where the academic decision-making should be concentrated as per BOR policy, d) centralization of enrollment management, without explicitly indicating the control of the Chancellor for enrollment management

- (2) Removal of all of these authorities from the campuses and the Chancellors is essentially collapsing the President and the UHM Chancellor positions. The danger is the creation of a lame-duck chancellor position.

While many agree that the problems identified in the draft IAFP are valid and important, their solution is not simple. The danger in hurried consultation is that sub-optimal proposals might be acted upon for complex problems. Here are a few examples:

-- **The proposal claims that we do not attract the best graduate students, and the solution is to recruit world-class faculty.** In actuality, we do attract many world-class graduate student applicants already. However, we are not competitive to obtain commitments to attend because our grad student stipend is so low -- \$17,500/yr whereas stipends nationally range from \$24,000 to over \$33,000. <http://www.phdstipends.com/results> We pay well below our competition. We can certainly attract high-profile faculty, but they will be similarly frustrated with the difficulty in attracting graduate students. A better strategy for our University is to continue to attract talented junior faculty and grow our talent from within. We have great people, but we all need the proper supports in order to succeed. Equitable funding for our graduate students is the easiest and most cost-effective means to raise our research stature. Indeed graduate students are the engine of research and any university.

-- **“We are not the destination of choice for the best students”**, but claimed without any data. While we do serve a very diverse student body, there is evidence to indicate that we do lose many of our best students within the first year. These high-GPA students were attracted to UHM, but leave for various reasons, including frustration with administrative bureaucracy and many other reasons. This is corroborated by my colleagues who teach in the first year and say that after the first month of excitement at being in Hawaii, these bright out of state students start to experience many frustrations and lose their glow. This is an important problem that is hard -- it requires a full-time Chancellor and strong leadership to delve into, and involve the faculty and staff in solving.

-- **Lack of recognition of administrative obstacles in these problems.** The plan suggests that new programs are prevented by an overly cumbersome approval process, without acknowledging that there may be real impediments to progress, some of which are administratively created. For example, it is very difficult to faculty in different colleges to teach collaboratively because only one program will obtain “credit” for the effort, therefore it is difficult to create programs such as “Sustainability” which are inherently interdisciplinary. Efforts have been around for over 10 years. Currently tuition dollars do not follow students or instructors, so there is no reward for the effort. There are many administrative obstacles that hinder interdisciplinary collaboration, that will not be fixed by a new program approval process.

Similarly, it is extremely difficult for a faculty member to offer a course that serves both upper level undergraduates and graduate students as is common at other universities. This is because extreme workarounds are required to offer a course with both 400- and 600- level designations because of antiquated data systems.

-- The statement that **"Research activities and the undergraduate experience need to be more fully integrated across disciplines and the campus as a whole."** is tone deaf to the efforts of hundreds of faculty across campus, and frankly, demoralizing. There have been tremendous efforts across campus in all colleges that sponsor undergraduate programs to integrate research and teaching, as was presented to the President and Board of Regents in January in the presentation entitled "The UH Manoa Educational Ecosystem":
http://prezi.com/gavcwtlhfu05/?utm_campaign=share&utm_medium=copy&rc=ex0share
Manoa "Brag Book" <http://goo.gl/H9etU0>

Where research and teaching are less well integrated is in the Organized Research Units, for the simple fact that they do little undergraduate teaching.

What follows below are the comments that I submitted to President Lassner by the April 7th deadline:

Comments on Draft integrated academic and facilities plan

This is a very sweeping plan that will determine the academic fate of all campuses of the UH System. It is good to see consideration of all aspects of university success, including long-range planning of budgets, personnel, academic organization, and facilities. However it is very concerning that it does not acknowledge the important role of shared governance.

For Manoa, who will determine which programs should be merged, relocated to other campuses, eliminated altogether, or created anew? There is no specification for the role of faculty governance in this, whereas BOR policy and the best practices of every higher education national organization recognizes the primacy of faculty on academic oversight (e.g., Western Association of Senior Colleges, American Association of University Professors, American Council on Education, Association of Governing Boards)

There is little mention of quality -- this is a tremendous concern to faculty. A recent survey of faculty indicates that damage to our standing as a Research I University is the greatest current concern with respect to our administrative leadership. The current plan does not emphasize academic excellence. It will not be possible to maintain quality programs with inadequate support. If further damage to our academic excellence occurs, I fear that we will not be able to retain or recruit quality faculty. Decisions are currently being made without consultation of faculty. There is grave concern among our faculty about what this style of leadership will do to our Research I university.

While the plan purports to lay out guiding principles, the line of demarcation between principles on the one hand and prioritization needs to be made clear, and how the decision-making will be shared among the BOR, the System administration, the Manoa Campus administration, and the faculty, or else it will be a very top-down process. Typically, guidelines for university governance specify the Governing board, administration, and faculty, but the University of Hawaii is a system. Therefore it is important to differentiate campus autonomy and the role of campus-level decision making. For the time being, the System President and the campus Chancellor is one and the same, and the feeling among many faculty is that we are experiencing a hostile takeover by eliminating Manoa autonomy.

The plan focuses on efficiencies, transferability, and articulation, which is at odds with campus autonomy. Autonomy of the research campus is important because this is the means by which paths to excellence are pursued. Maximum transferability with community colleges will often be at odds with achieving excellence by the flagship campus. Increasing efficiencies are a fine principle, SO LONG AS THEY DO NOT DAMAGE OUR MISSION. Campus autonomy must be respected to find acceptable efficiencies. There must be respect for the input of the campus and our ability to determine the tradeoffs that will support our missions. We must be allowed to set and follow our own mission, or Hawai'i's only Research University will suffer great harm.

It is of grave concern that:

-- Program review and academic planning will be moved to system, whereas BOR policy (and best practices for university governance) specify that this is the purview of the faculty, for obvious reasons for the impact on academic quality.

-- Facilities planning will be centralized at the system level. Academic facilities is fundamental to academic success, and the campus must have the primary role in setting facilities planning and priorities. It is of grave concern that long-range master plans are mentioned with no process specified that includes shared governance.

-- Enrollment management is centralized. The campus must have the ability to direct its own priorities. The health of the student body as well as the composition of the student body is critical to the academic success of the campus and the fulfillment of our academic missions.

-- The faculty were not consulted at an earlier phase of development. For example, faculty were not consulted regarding what major issues or priorities are most pressing for UH.

Recommendations:

It should be clarified what support services will be provided by system, and what authorities will be respected for the campus for each element of this plan (Academic Planning, Programming, Facilities Planning, Enrollment Management, etc.).

The plan should support campus autonomy in academic decision-making, as supported by WASC standards, and the WASC site visit reports, and the 2015 WICHE report.

A plan for the formal inclusion of shared governance in decision-making and priority setting, and in particular the role of faculty governance (and which body will be involved) must be articulated. It is highly discouraging that the plan was released with insufficient time for the Manoa Faculty Senate to respond, the only recognized faculty governance body for the Manoa campus. The President/interim Chancellor continues a practice of informal consultation which does not constitute official consultation (the elected representatives of MFS must deliberate, develop a consensus opinion, and vote at an official meeting).

It should be clarified that this plan will not be finalized or implemented until approved by the faculty shared governance bodies of all campuses.

Sincerely,
Marguerite Butler
Associate Professor
Member, Manoa Faculty Senate Executive Committee

Testimony Presented at the UH Board of Regents,

Kauai, April 20, 2017

Madam Chair, Regents, President Lassner, Good Morning. First of all I would like to look at two of the major concerns of faculty.

You will be receiving or may have already received copies of the Resolution of the Manoa Faculty regarding the proposed Framework for Academic and Facilities Planning. As a System-wide initiative, Manoa faculty are fully aware that there are many forces at play here. However the faculty vote – almost 98%, indicated that we are very concerned that academic changes will be made that affect the quality of the education and research at the State's only Research I University. So we would respectfully remind Regents that, by your policy, academics are clearly the *kuleana* of faculty. So we look forward to an expansion of language in the Framework that recognizes that policy.

You will also be receiving the results of a comprehensive survey of Manoa faculty on your decision to retain President Lassner as Interim Chancellor for up to an additional two years. As I intimated at your last meeting, most Manoa faculty are seriously concerned about the lack of an independent voice for Manoa – a position that we note is held by some of the Regents. As the Survey was completed by almost 40% of the faculty - broadly spread among disciplines, longevity and tenure we feel that the results do call for careful consideration. We look forward to your comments back on the Survey.

However, in spite of these two major concerns, Manoa faculty are also still very engaged when it comes to the issues of teaching and research as both these involve students – the reason that most faculty chose this profession. So in spite of our major concerns there are many areas where the Regents, Administration and faculty can find common ground. I would note that early this week VC Bruno was involved in a meeting of Manoa Department Chairs looking at ways to strengthen recruitment and

retention of students. There was palpable excitement in the room as faculty began to suggest ways that, at the beginning of this Fall semester, we could work on welcoming students to the Manoa campus and thus build a firm foundation for these new students' success.

Similarly I would note that on May 1st the faculty nominees for Excellence will be honored. And this includes the Regents medals for Excellence. The short paragraph that accompanies each awardee does not do justice to the incredible achievements of your awardees. These faculty represent the face of Manoa that should be celebrated. If you have the opportunity to be present on May 1st I would urge you to attend the celebration.

We must all continue to strengthen the ways in which Regents, Administration and faculty can work together to ensure Manoa's continued excellence. Thank you.



MFS Resolution on the Draft Integrated Academic and Facilities Plan (IAFP) for the UH System

UHM Faculty Senate <uhmfs@hawaii.edu>

Tue, Apr 25, 2017 at 1:31 PM

To: BOR@hawaii.edu, David Lassner <david@hawaii.edu>, Michael Bruno <mbruno2@hawaii.edu>

Cc: John Casken <casken@hawaii.edu>, Amy Luke <aluke@hawaii.edu>, Karen Ikoma <ikoma@hawaii.edu>, Robyn Chow-Hoy <chowhojr@hawaii.edu>

Aloha,

The Mānoa Faculty Senate approved the [Mānoa Faculty Senate Resolution on the Draft Integrated Academic and Facilities Plan \(IAFP\) for the UH System](#) at the April 19, 2017 Senate meeting with 44 votes in favor of support, 2 votes against support, and 0 abstentions.

The transmittal and resolution documents are attached.

Mahalo nui loa,

on behalf of

John Casken, Ph.D., MPH, RN

Chair, Mānoa Faculty Senate

John Kinder

Administrative Officer

Mānoa Faculty Senate | 2500 Campus Road | Hawai'i Hall 208 | Honolulu, HI 96822 | Ph: (808) 956-7725 |

uhmfs@hawaii.edu | Senate Website: www.hawaii.edu/uhmfs

2 attachments



BOR_Transmittal_Draft_IAFP.PDF

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20170419_MFS_Reso_Draft_IAFP_for_UH_System.docx

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April 24, 2017

MEMORANDUM VIA E-MAIL

TO: Jan N. Sullivan, Chair
Board of Regents

David Lassner, President
University of Hawai'i

David Lassner, Interim Chancellor
University of Hawai'i at Mānoa

Michael Bruno, Interim Vice Chancellor for Academic Affairs
University of Hawai'i at Mānoa

FROM: John Casken, Chair
Mānoa Faculty Senate

RE: **MĀNOA FACULTY SENATE RESOLUTION ON THE DRAFT INTEGRATED ACADEMIC
AND FACILITIES PLAN (IAFP) FOR THE UH SYSTEM**

The Mānoa Faculty Senate approved the **Mānoa Faculty Senate Resolution on the Draft Integrated Academic and Facilities Plan (IAFP) for the UH System** at the April 19, 2017 Senate meeting with 44 votes in favor of support, 2 vote against support, and 0 abstentions.

The resolution is attached.

Please feel free to contact me if you have any questions or need additional information.

A handwritten signature in black ink, appearing to read 'J. Casken', enclosed within a circular stamp or seal.

John Casken, Ph.D., MPH, RN *Mānoa Faculty Senate Chair*

A handwritten signature in black ink, appearing to read 'Sarita Rai'.

Sarita Rai, Ph.D. *Mānoa Faculty Senate Secretary*



Presented to the Mānoa Faculty Senate by the Senate Executive Committee (SEC) for a vote of the full senate on April 19, 2017. A Mānoa Faculty Senate resolution on the Integrated Academic and Facilities Plan for the UH System DRAFT (IAFP). Approved by the Mānoa Faculty Senate on April 19, 2017 with 44 votes in favor of support, 2 votes against support, and 0 abstentions.

MĀNOA FACULTY SENATE RESOLUTION ON THE
DRAFT INTEGRATED ACADEMIC AND FACILITIES PLAN (IAFP) FOR THE UH SYSTEM

WHEREAS, the University of Hawai'i at Mānoa is Hawai'i's only Research I University, internationally recognized in a wide variety of disciplines as acknowledged in the Draft IAFP; and

WHEREAS, the UH System includes not only this research focused campus but also two additional baccalaureate degree conferring campuses and seven community college campuses, as well as the UH System offices which supply shared services to support the academic missions of the campuses; and

WHEREAS, the IAFP realistically notes that the needs, aspirations and foci of each of these campuses differ considerably; and

WHEREAS, the IAFP was conceived as a framework to attempt to demonstrate how each of the 10 components of the UH System not only differ but also can relate to each other; and

WHEREAS, faculty involvement in academic decision-making is a widely-appreciated best practice to maintain academic quality recognized by [Regents Policy 1.210.III.B](#) and every higher education national organization; and

WHEREAS, Regents Policy further recognizes that faculty through shared governance must have a strong role in the initiation, review, and evaluation of academic and research programs, budget planning and implementation, student-faculty relations, evaluation of faculty and campus academic administrators, establishing and maintaining a canon of professional ethics, and other academic matters; and



WHEREAS, Regents policy further recognizes that primary oversight of academics is at the **campus level** via the recognized faculty governance organization and that Chancellors have leadership responsibility for “governance of their respective campuses within board governing and presidential administrative policies”, and

WHEREAS, the IAFP identified major academic decisions such as merging, relocating, eliminating and creating new academic programs, the planning of facilities for academic programs, and enrollment management that impacts the composition of the student body without clarifying who will make these decisions and at what level; and

WHEREAS, there is a major concern that while attempting to show the relationships among the campuses, this lack of clarity may lead to unintended negative consequences and potential conflicts; therefore,

BE IT RESOLVED, that the UHM Faculty Senate urge the UH Board of Regents and the President of the UH System to recognize an appropriate role for bottom-up processes at each campus to seek the optimal level of mission differentiation versus shared efficiencies between campuses;

BE IT FURTHER RESOLVED, that the UHM Faculty remind the UH Board of Regents and the President of the UH System of the need for an independent voice for UHM to represent the interests of the research campus lest some of the changes implicit in the IAFP could irrevocably harm the preeminence of the UHM as a world-class research institution;

BE IT FINALLY RESOLVED, that the UHM Faculty reaffirm that changes in the academics of UHM must be done in consultation with the UHM faculty senate and not imposed administratively without faculty involvement or recognition of each campus as the appropriate locus for academic consultation.



UHM Faculty Survey on Interim Chancellor Position

UHM Faculty Senate <uhmfs@hawaii.edu>

Fri, Apr 21, 2017 at 10:23 AM

To: BOR@hawaii.edu

Cc: John Casken <casken@hawaii.edu>, SEC <uhm-mfs-sec@lists.hawaii.edu>

Aloha Regents,

At the request of Chair Casken, I am forwarding for your reference a soft copy of the revised Survey of the UHM Faculty that was presented in the 4/19 Mānoa Faculty Senate meeting and referenced in Chair Casken's BoR testimony on April 20, 2017.

If you have any questions or comments feel free to contact Dr. Casken at (808) 956-5750.

Mahalo nui loa,

John Kinder for John Casken

Administrative Officer

Mānoa Faculty Senate | 2500 Campus Road | Hawai'i Hall 208 | Honolulu, HI 96822 | Ph: (808) 956-7725 |
uhmfs@hawaii.edu | Senate Website: www.hawaii.edu/uhmfs

 MFS Presentation 4-19-17.pptx
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Survey of the UHM Faculty
on the Combined President/Interim
UHM Chancellor Position
Conducted March/April 2017

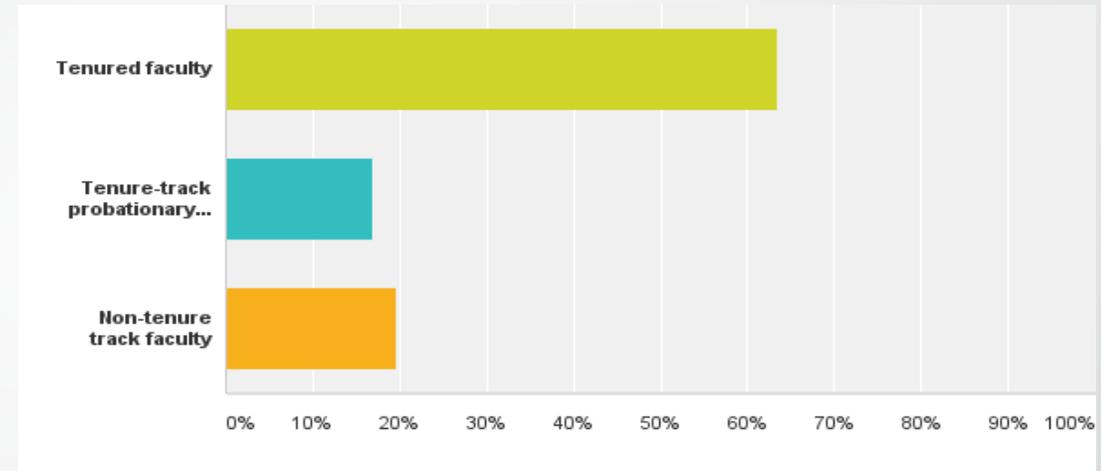
Survey Basics

- A survey regarding the Mānoa Chancellor position was sent to 1,960 faculty email addresses.
- The survey was open for March 3 – 7, and March 23 – April 6, 2017.
- A total of 747 faculty responded to the survey for a response rate of 38%.

747 Respondents

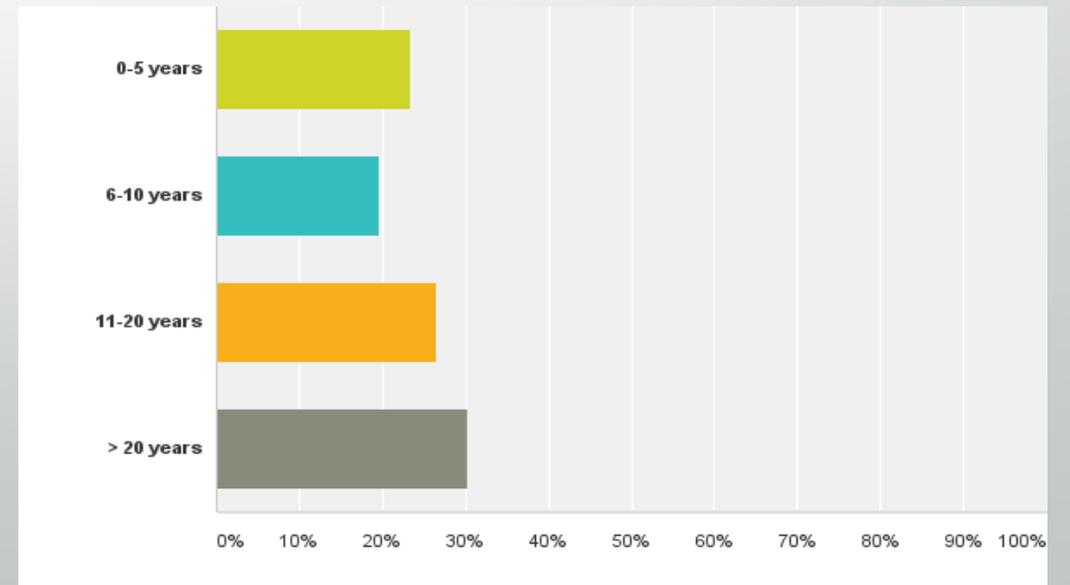
Tenure Status

- 63% tenured faculty;
- 17% tenure-track;
- 20% not on a tenure-track.



Years at UHM:

- 23% 5 years or less,
- 20% 5-10 years,
- 27% for 11-20 years,
- 30% over 20 years.

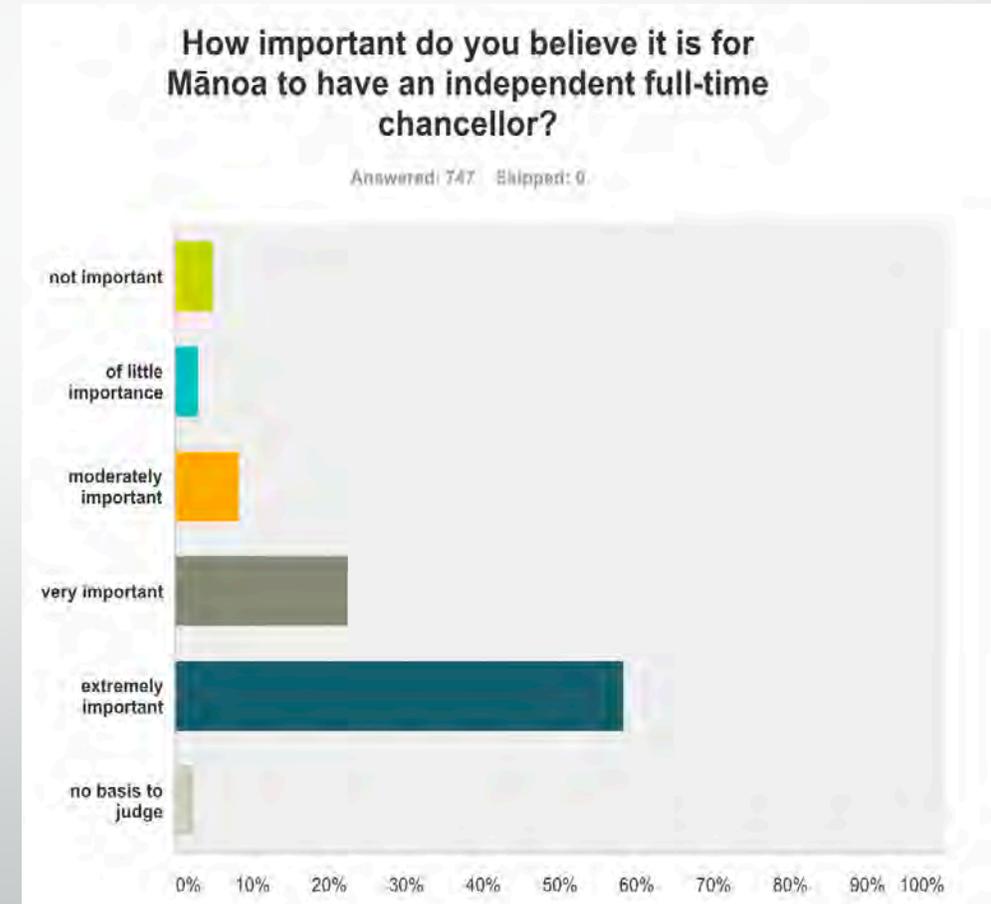


22 Academic, Research, & Support Units

Units with 60+ Respondents	Units with 50-59 Respondents	Units with 20-29 Respondents	Units with 10 -19 Respondents	Units with < 10 Respondents
<ol style="list-style-type: none"> 1. Education (73) 2. Ocean and Earth Sciences & Technology (SOEST) (71) 3. Language, Linguistics and Literature (66) 4. Natural Sciences (61) 5. Arts and Humanities (60) 	<ol style="list-style-type: none"> 1. Social Sciences (59) 2. JABSOM (52) 3. Tropical Agriculture and Human Resources (CTHAR) (50) 	<ol style="list-style-type: none"> 1. Academic Affairs /A & S Advising (22) 2. Business (21) 	<ol style="list-style-type: none"> 1. Social Work (17) 2. Student Affairs (16) 3. ORUs (15) 4. Nursing & Dental Hygiene (14) 5. Law (14) 6. Engineering (13) 7. Library Services (13) 8. Hawaiian Knowledge (11) 9. Outreach College (11) 10. Pacific and Asian Studies (10) 	<ol style="list-style-type: none"> 1. Architecture (6) 2. Travel Industry Management (5)

Importance of having an independent full-time Chancellor for UHM

- 59% extremely important
- 22% very important
- 8% moderately important
- 8% not important or of little importance
- **Total of 89% said moderately, very, or extremely important**



Reasons for Their Ratings: Important to have independent full-time Chancellor (n=189)

Theme 1: Need for Independence and Autonomy from the System (n=100)

- Need for Mānoa to have an independent voice (N=37)
- Conflict of interest serving in both roles (N=25)
- Equity with other campuses (N=23)
- Autonomy needed for the flagship campus(N=9)
- Too much power (N=6)

Theme 2: Unique Needs of a Flagship Research Campus (n=71)

- Unique needs of a complex research university (N=45)
- Too big a job for one person (N=26)

Theme 3: Accreditation (n=18)

- Endangers accreditation (N=17)



**Theme 1: Need for Independence and
Autonomy from the System (n=100)**

Independent Voice

- *An independent Chancellor will make sure that Mānoa remains the flagship campus of UH, and not subordinate its needs to other campuses. It needs someone to advocate for it and not someone who has to balance other campuses.*
- *An independent full-time chancellor would be able to act and make decisions that reflect interest of both the UH Mānoa at large and the state as a whole.*
- *The campus needs an independent chancellor who is able to advocate for the needs specific to this place/campus and whose attention is focused solely on the campus.*

Conflict of Interest

- *How can a Mānoa chancellor - whose responsibility is to advocate to the fullest extent possible for Mānoa - carry out his/her job duties if he/she is also the UH System President - whose responsibility is to weigh the needs of all campuses, not just Mānoa? Either the UH System suffers, UH Mānoa suffers, or both if there is no independent chancellor for Mānoa.*
- *We have gone far too long without a campus specific leader that would ensure our dedication to our campus mission. An individual with dual roles is a clear conflict of interest for the campus and the other 9 campuses.*

Equity with Other Campuses

- *Mānoa's needs are not the same as the system's needs. If we recognize that for every other campus, we should for Mānoa as well.*
- *It is essential that Mānoa have the same degree of independence as every 4-year and community college*
- *Given the size of the campus, budget, and the communities it serves locally, nationally, and internationally. If Mānoa does not need a full-time chancellor, then all the other institutions (colleges and campus) in Hawaii surely do not need them either.*
- *Manoa should have its own chancellor as long as all other campuses have their chancellors.*

Autonomy for the Flagship

- *Without a chancellor, independent of the president, conflicts of interest arise, lines of communication and authority are blurred, and most of all Mānoa's autonomy is compromised. It will have no real voice.*
- *Although people seem to shy away from this, UHM is a flagship campus, which in most institutions are treated with a measure of appropriate and reasonable autonomy and respect, while respecting system needs and collaboration.*
- *Mānoa autonomy is essential both for excellence and for WASC accreditation and AAUP standards*

Too Much Power

- *The combination of President and Chancellor is a collection of two very different positions under a single individual. This results in a collection of power, potentially blurred responsibilities, and potentially a lack of action necessary for system or UHM without being politically questionable.*
- *Mānoa needs to have its own voice and ability to run its own affairs without being strong armed by someone who is getting too much power. That is very dangerous.*



Theme 2: Unique Needs of a Flagship Research Campus (n=71)

The Needs of a Research Campus

- *Manoa is the only research I institution in the UH system. Because of this, Manoa's needs as a campus community vary greatly from other institutions in the system. The Manoa campus needs its own leadership, visionary, and steward to position the institution statewide, nationwide and worldwide.*
- *My research has brought in >\$10 million in extramural funding since I have been at UH, and I think lack of a permanent chancellor jeopardizes the Manoa environment necessary to maintain such research efforts*
- *Mānoa is the flagship of the UH system. It is the campus that brings innovation to expand the state economy, enhance its reputation nationally and internationally. Over the years, the BOR and Bachman adopted policies that erode the stature of Manoa. They are clueless in the direction and focus of Mānoa. It resulted in the UH system being only good for training workforce for a service industry.*

Too Big A Job

- *The campus is complex. Success depends on informed and networked leadership. This is a full-time plus commitment to know and work with the units. The demands of administrating the system are equally complex and require full-time attention-- unfortunately, the two sets of tasks are not one in the same. A single administrator charged with both must compromise at least half of each job description.*
- *Mānoa is a complex conglomerate that needs someone to devote to its demands and problems full time. A President cannot do that....*
- *At the least, the Manoa Chancellor should be full-time, otherwise routine things that need doing won't get done,*

Theme 3: Accreditation (n=18)

- *The recommendations of the 2015 WICHE report, the 1999 and 2007 WASC site visit reports (our accreditation authority), and the 2013 WASC standards (esp. 3.8; links at: <http://goo.gl/2gLs2Z>) which are clear about separating and clarifying roles of System and UHM; the need for an independent Chancellor; and strengthening the Chancellor's authority. Our WASC accreditation mid-review is in 2020 with a site visit in 2021.*
- *UHM has been down the dual position set up before and it was a miserable failure that threatened WASC accreditation.*
- *This is such a basic matter that any justification would seem superfluous. Obviously, the failure to have an independent chancellor could even impinge on our accreditation*



Reasons for Their Ratings: Not important or low importance to have independent full-time Chancellor (n=42)

- Theme 1: It hasn't worked to have a separate Chancellor (n=19)
- Theme 2: Saves money and reduces administrative bloat (n=14)
- Theme 3: It doesn't matter (n=9)

Theme 1: It hasn't worked to have a separate Chancellor (n=19)

- *As we've seen with the past two chancellors, they have no power anyway. Why have one?*
- *I think history has made it clear that a Manoa Chancellor has little power. An outside Chancellor, the usual choice, even less so. The office is also expensive. I don't see the point. We need clear lines of authority; a Chancellor doesn't provide that and is costly.*
- *Hasn't worked before - don't expect it to be effective in the future.*

Theme 2: Saves money and reduces administrative bloat (n=14)

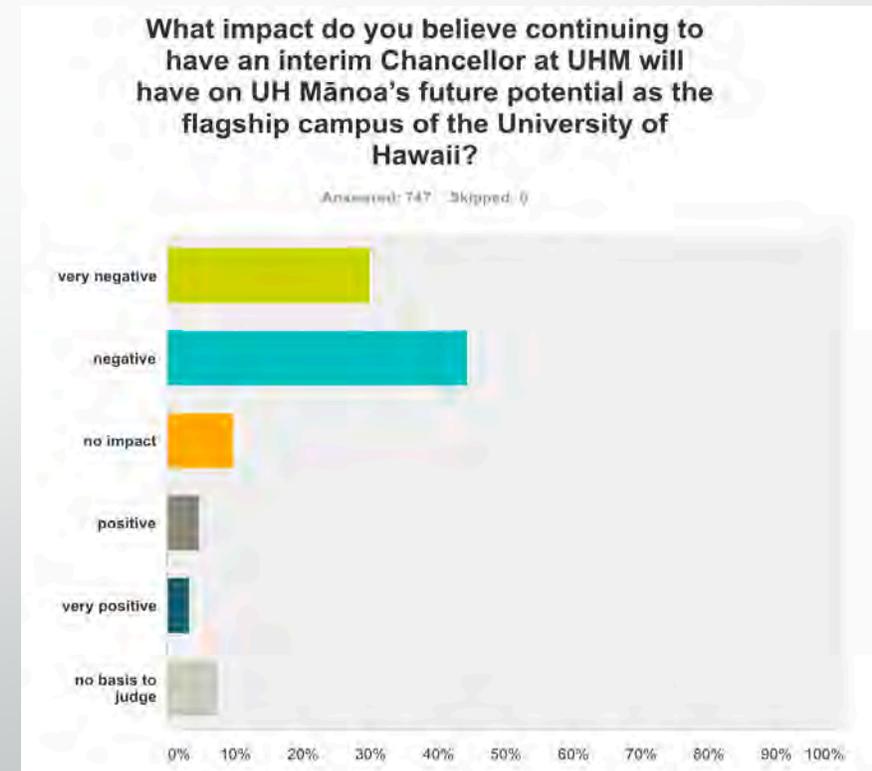
- *Too much duplication of services in uh system - too top heavy already. Should combine more not less*
- *There are many conversations that are easier to move forward with one position. I don't think it is a long-term solution but if it gives us the perception of cutting cost and reducing admin than I support that interim decision.*
- *I think the university as a whole is far too top heavy with high salaried administrators. Let's get the focus back in the class rooms.*

Theme 3: It does not make a difference (n=9)

- *I've been here through times when we had a president and chancellor and times when the two were separate. Neither seems better than the other.*
- *I've not seen much difference since we split the positions.*
- *The most important issue is for the BOR, legislature, and the system to recognize that Manoa should be a priority and it should have a strong voice and representation. Without that, it does not matter if the positions are separated/combined.*

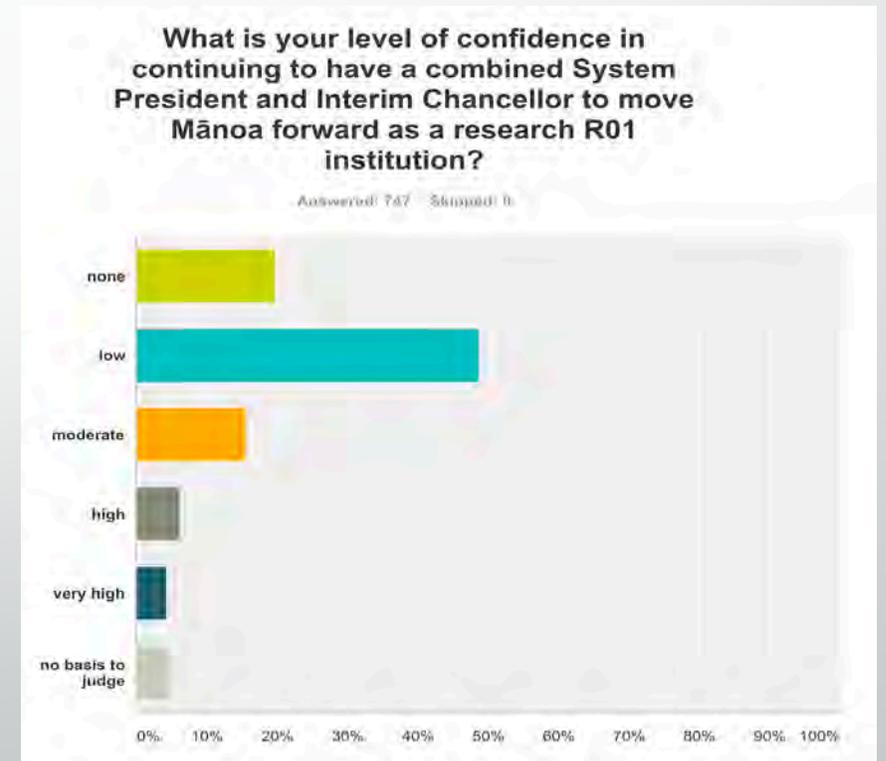
Impact of continuing Interim Chancellor on UHM's future as flagship UH campus

- 74% said negative or very negative impact
- 10% no impact
- 8% positive or very positive impact
- 8% no basis to judge



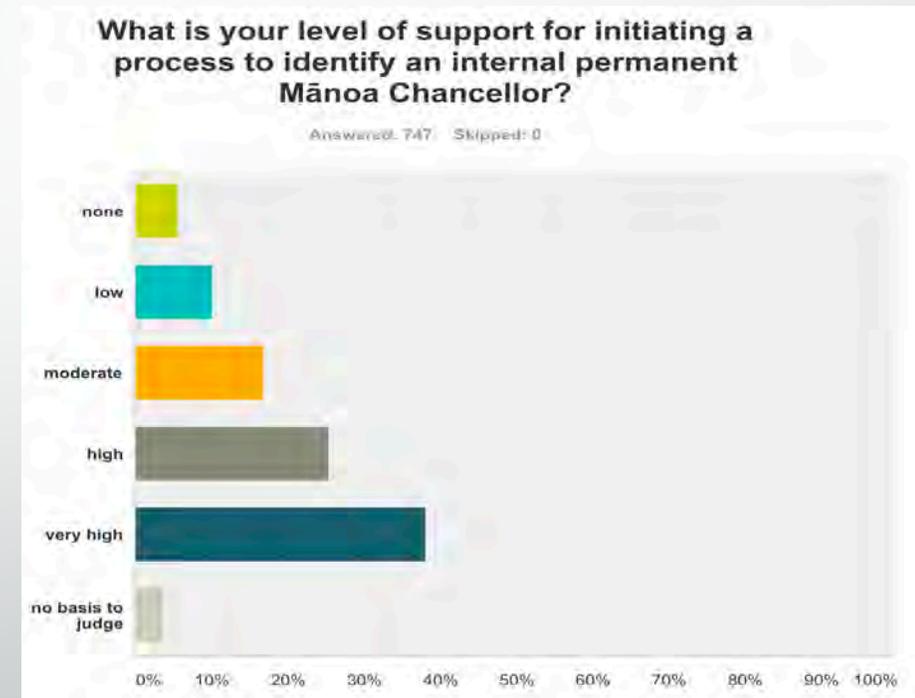
Confidence that having a combined President/Interim Chancellor will move UHM forward as research institution

- 69% had no or low confidence that maintaining the shared position would move UHM forward
- 16% moderate confidence
- 11% had high or very high confidence that it would move UHM forward



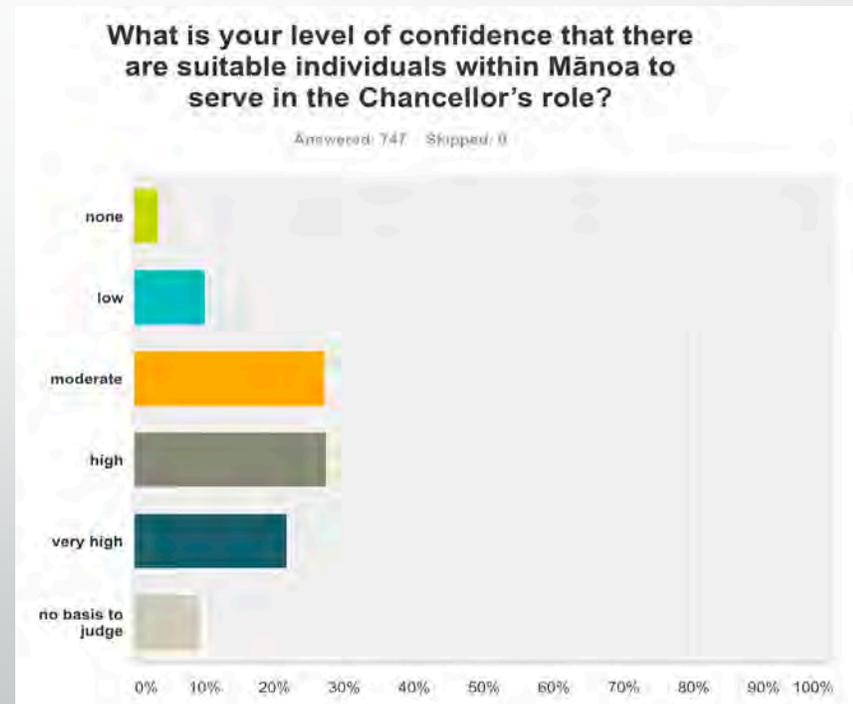
Support for process to identify an internal permanent Chancellor

- **64% high or very high support**
- 17% moderate support
- 16% low or no support



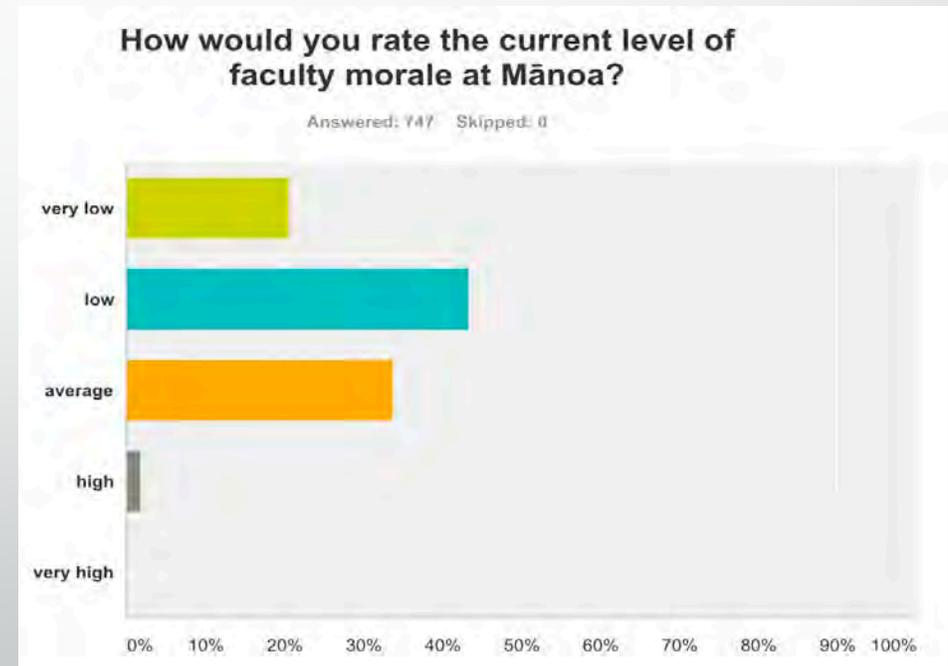
Confidence in suitable UHM individuals to serve as Chancellor

- 49% high or very high confidence
- 27% moderate confidence
- 14% low or no confidence



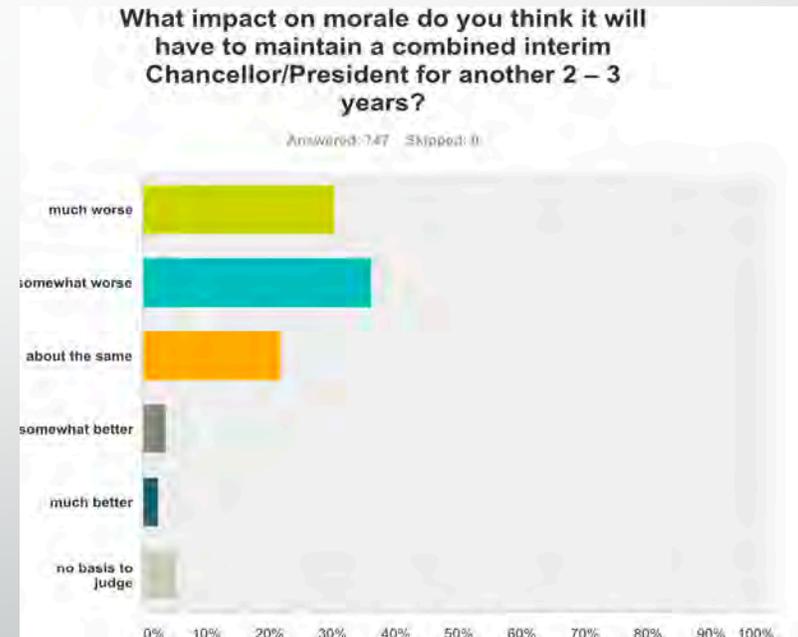
Current UHM Faculty Morale

- **64% said low or very low morale**
- 34% average
- 2% high or very high



Impact on morale of continuing combined President/Interim Chancellor role for 2-3 years

- 30% said it would be much worse
- 36% said somewhat worse
- 22% about the same
- 6% better or much better



Impact of combined position for 2-3 more years on

Topic	Negative/ very negative	No impact	Positive/ very positive
Recruiting high quality administrators	71%	15%	7%
Recruiting high quality faculty	57%	32%	6%
Retaining faculty	61%	28%	6%
Retaining capable personnel	56%	32%	6%
Attracting high quality students	35%	54%	5%
Advancing research	67%	17%	8%
Establishing an equitable budget process	75%	9%	9%
Maintaining WASC accreditation	64%	18%	5%

Impact of combined position for 2-3 more years on

Topic	Negative/ very negative	No impact	Positive/ very positive
Improving facilities	65%	15%	13%
Improving responsiveness of offices to Mānoa	66%	16%	11%
Public perception of Mānoa	64%	23%	8%
Legislature perception	63%	16%	13%
Shared governance	74%	12%	8%
Campus climate	69%	20%	7%
National reputation as a research university	69%	19%	6%
Ability to act as an autonomous campus	84%	8%	5%

Over 70% Negative or Very Negative Impact

- Mānoa 's ability to act as autonomous campus (84%)
- Establishing an equitable budget process (75%)
- Shared governance (74%)
- Recruiting high quality administrators such as a chancellor, vice chancellors or deans (71%)

60% – 70% Negative or Very Negative Impact

- Mānoa 's national reputation as a research university (69%)
- Advancing research (69%)
- Campus climate (69%)
- Responsiveness of key offices (HR, communications, facilities, etc.) to Mānoa (66%)
- Improving facilities (65%)
- Maintaining WASC accreditation (64%)
- Public perceptions (64%)
- Perceptions of the legislature (63%)
- Retaining faculty (61%)

50% – 59% Negative or Very Negative Impact

- Recruiting quality faculty (57%)
- Retaining other capable personnel (56%).



Only one area where less than 50% felt it would have a negative or very negative impact

- **Over one-third believed it would have a negative or very negative impact on attracting high quality students (35%)**

Not many believed it would have any positive effect

- Less than 10% indicated a positive or very positive effect on 13 of the 16 areas
- Three areas slightly higher – improve facilities (13%), legislature perceptions (13%), improving responsiveness of key offices (11%)

Open Ended Question: Any other comments?

10 categories

- 1. Support for Separate Positions (n=32)**
- 2. BOR/Legislature Does Not Value/Understand the Research University (n=25)**
- 3. Administrative Bloat and Poor Resource Management n=23)**
- 4. Inability of UHM to Recruit High Quality Chancellors (Past and Future) (n=18)**
- 5. Survey Related Comments (n=16)**
- 6. Support for Shared Position (n=12)**
- 7. Other Suggestions/Concerns Related to Leadership Changes (n=9)**
- 8. Problems with Faculty Leadership (n=8)**
- 9. Get Rid of President/Revolution (n=8)**
- 10. Other Comments (n=9)**

Support for Separate Positions (n=32)

- *First, I hope the faculty's beliefs will be taken into consideration by the BOR. I hope this is not a waste of time doing this survey because they already made up their minds and they are not listening anymore. Sigh. Second, it's sad to see everyone wasting time on issues that we spent so much time on before (I was here for the last split and creation of the UHM Chancellor office). Sad to see history repeat itself and all of us fighting again for what's right for the students and faculty. Sigh*
- *This feels like a coup. There was no discussion, no details have been provided, and the idea that the "interim" role will continue for *years* is unacceptable.*

BOR/Legislature Do Not Value/Understand the Research University (n=25)

- *The BOR has totally let the university down by allowing the president (not president/chancellor) to centralize so many functions and get involved in issues that should be only Mānoa 's*
- *I have no hope. The problem is systemic, state-wide. You cannot fix UH and UHM without fixing the state (i.e. state government and state culture/knowledge). This state does not understand and has no intention to understand the value of an R1 institution. I have given up any hope that the community will ever embrace their university or that the state will ever come to value their university.*
- *The lack of transparency in the decision-making re: the combined Chancellor/President position is dismaying, and counterproductive to the work that so many others have done in ensuring that UHM follow accreditation recommendations, etc. This is no way to run a system or a flagship, and reflects a lack of understanding of the effective administration of both. An R1 university should also be run by a candidate who has had extensive teaching, research and administrative responsibilities/experience, which our current president does not have.*

Administrative Bloat and Poor Resource Management (n=23)

- *Why in the world are we spending money on system when we have gone back to having the President serve as Chancellor? We may as well save all the money that system takes up and go back the way it was!*
- *We will die as a university if this continues. We need to turn it around and institute more robust ground-up policies to make sure that we are moving in the right direction to support academics. It is very demoralizing to see content growth in administration while talking about cuts to departments. Especially when the highly-paid central admin is not competent and wouldn't be competitive at the national level. It is like the emerald kingdom in the central admin, and the ghetto in the academic departments. Even our secretaries and admin officers in the departments are poorly paid. Doesn't admin understand that the faculty determine the quality of the university? They need to stop playing with UH resources as though this is the new "Bishop Estate"*

Inability of UHM to Recruit High Quality Chancellors (Past and Future) (n=18)

- *External candidates can look at the half-life of recent chancellor appointees and the circumstances of their defenestration and will, entirely sensibly, decide that this is not an "opportunity".*
- *Under XXX, System has transferred HR, PR, facilities, and budget control from UHM to UH System. IT was already there. Who in their right mind would want to be Chancellor of a campus with so little control and decision-making autonomy? UHM Chancellorship is now a puppet role.*

Survey Related Comments (n=16)

- Survey related comments expressed thanks for seeking faculty feedback, cautioned against over interpretation, asked about follow up and reporting, or expressed cynicism that a survey would change anything.

Support for Shared Position (n=12)

- *I think having XXX as Chancellor will be a good idea since he understands the place (unlike a new person coming in) and he also knows what the real problems are. In addition, he knows the legislature and is more likely to get things out of them than a mainlander who has not lived here.*
- *I'd rather have this situation than an ineffective chancellor. I respect President XXX for this decision*

Other Suggestions/Concerns Related to Leadership Changes (n=9)

- There were suggestions to promote an internal candidate and concerns expressed about doing that. There were concerns about combining the vice chancellor for research and vice chancellor for academic affairs positions. And there were comments about the academic experiences a chancellor should have.

Problems with Faculty Leadership (n=8)

- *MFS SEC should engage in collective introspection concerning its inability to engage and impact UH president's and BOR actions. There are a multitude of reasons why the SEC is so ineffectual. Vilification, for one, of the UHM and UH administration, and by extension the BOR, totally undercuts the possibility. MFS SEC misunderstands the meaning of shared governance and how judicious, thoughtful, and respectful action can work favorably for promoting faculty interests. A faculty vs. them hostile posture cannot*

Get Rid of President/Revolution (n=8)

- There were suggestions that *"It is time to get a new UH President and a new Mānoa Chancellor"*, a comment that *"If the UHM faculty senate does not call for XXX resignation now after he has ignored the vote, then he will crush all opposition"* and a call for *"revolution."*

Other Comments (n=9)

- Other comments included those that did not fit into the other categories. Some were questions about the past organizational structures and lessons learned, one related to UHPA, one made comments about recent reorganizations, and one noted *"It seems that UH can do what it wants at higher levels but, as always, the rest of us are stuck with little room for implementing changes."*

NOTE: ALL DATA & COMMENTS
ARE AVAILABLE IN THE APPENDIX
OF THE REPORT

THE REPORT WILL BE POSTED ON THE
MANOA FACULTY SENATE WEBSITE
AFTER TODAY'S PRESENTATION





- Providing results to campus
- Providing results to President
- Providing results to Board of Regents
- Other ideas??



**Thank you for participating in the
survey and for your time and
attention today!**

You may email us with additional ideas and feedback



UHM Faculty Survey on Interim Chancellor Position

UHM Faculty Senate <uhmfs@hawaii.edu>

Fri, Apr 21, 2017 at 10:57 AM

To: BOR@hawaii.edu

Cc: John Casken <casken@hawaii.edu>, SEC <uhm-mfs-sec@lists.hawaii.edu>

Aloha Regents,

In addition to the Chair's earlier PowerPoint presentation of the UHM Faculty Survey, I've been asked to attach the full report of the UHM faculty survey for your consideration.

Mahalo,

John Kinder

Administrative Officer

Mānoa Faculty Senate | 2500 Campus Road | Hawai'i Hall 208 | Honolulu, HI 96822 | Ph: (808) 956-7725 |
uhmfs@hawaii.edu | Senate Website: www.hawaii.edu/uhmfs

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MĀNOA FACULTY SENATE

**REPORT ON THE MĀNOA FACULTY SENATE SURVEY REGARDING THE
CURRENT UHM CHANCELLOR STATUS**

Conducted by the Senate Executive Committee

of the

Mānoa Faculty Senate

March – April 2017

Presented to the Mānoa Faculty Senate

April 19, 2017

REPORT ON THE MĀNOA FACULTY SENATE SURVEY REGARDING CURRENT UHM CHANCELLOR STATUS

Executive Summary

Both the quantitative results and the qualitative comments indicate that the majority of the 747 faculty at UHM who responded to the survey are opposed to continuing to have a combined System President and interim Chancellor. They view this situation as detrimental to both the short-term and long-term health of the university, and particularly a threat to the status of Mānoa as the flagship research campus. The greatest concern among faculty respondents was damage to the research mission of Mānoa, with many noting the unique needs of an R1 institution in Hawai‘i and the qualifications of its leader as distinct from a System President. There also was recognition of the impossible workload required to do both jobs well. Furthermore, maintenance of the current situation is viewed as perpetuating a conflict of interest in which Mānoa will be the loser. Multiple respondents noted that all other campuses of the UH system have chancellors to manage their internal affairs, whereas the larger and more complex flagship campus does not. Others identified the history of System intervention in Mānoa affairs as a primary impediment to Mānoa’s success.

In addition, respondents noted that Mānoa does not have, and indeed has never had, the autonomy necessary for a research campus to thrive, with faculty expressing a sense of despair that the administration will never have the will to correct this structural problem. This is consistent with the finding that nearly two-thirds of respondents (64%) believe that faculty morale is low or very low and only 2% believe that morale is high or very high. The vast majority support finding an internal permanent chancellor and a majority believe such a candidate can be found among Mānoa’s existing personnel. Among the minority of respondents who expressed support for combining the two positions, there was an interesting split between those who thought it would be more efficient and cost-saving to combine the two versus those who have given up hope, as having an independent chancellor has never worked before.

Given these findings, the Mānoa Faculty Senate encourages the President and the Board of Regents to re-consider the February decision to allow the system President to remain as Mānoa’s interim Chancellor for another two years before review and possibly initiating a search for a

permanent Chancellor.

Introduction

In March, 2017 a survey regarding the Mānoa Chancellor position was sent to 1,960 faculty email addresses with an open period of five days (March 3-7). 545 faculty responded (28%) and results were presented at the March 15 Faculty Senate Meeting. A suggestion was made to re-open the survey to allow more faculty to respond. The survey was re-opened from March 23 until April 6 and reminders sent to those who had not yet responded. A total of 747 faculty responded to the survey for a response rate of 38%. The average response rate reported in the literature for internet surveys is 24.8%.

In describing the respondents, 63% were tenured faculty while 17% were tenure-track and 20% were not on a tenure-track. In terms of the number of years an individual had been at UH Mānoa, there was a fairly even spread: 23% had been here 0-5 years, 20% had been here 6-10 years, 27% for 11-20 years, and 30% over 20 years.

Twenty-two academic and research units were represented with the larger units having more respondents. Five units had 60 or more responses each: College of Education (n=73), School of Ocean and Earth Sciences and Technology (SOEST) (n=71), College of Languages, Linguistics and Literature (n=66), College of Natural Sciences (n=61), and College of Arts and Humanities (n=60).

Units with 50-59 respondents included: College of Social Sciences (n=59), John A. Burns School of Medicine (JABSOM) (n=52), and the College of Tropical Agriculture and Human Resources (CTHAR) (n=50).

No units had between 30 and 49 respondents. Two units had between 20 and 29 respondents: Academic Affairs and A & S Advising (n=22) and Shidler College of Business (n=21)

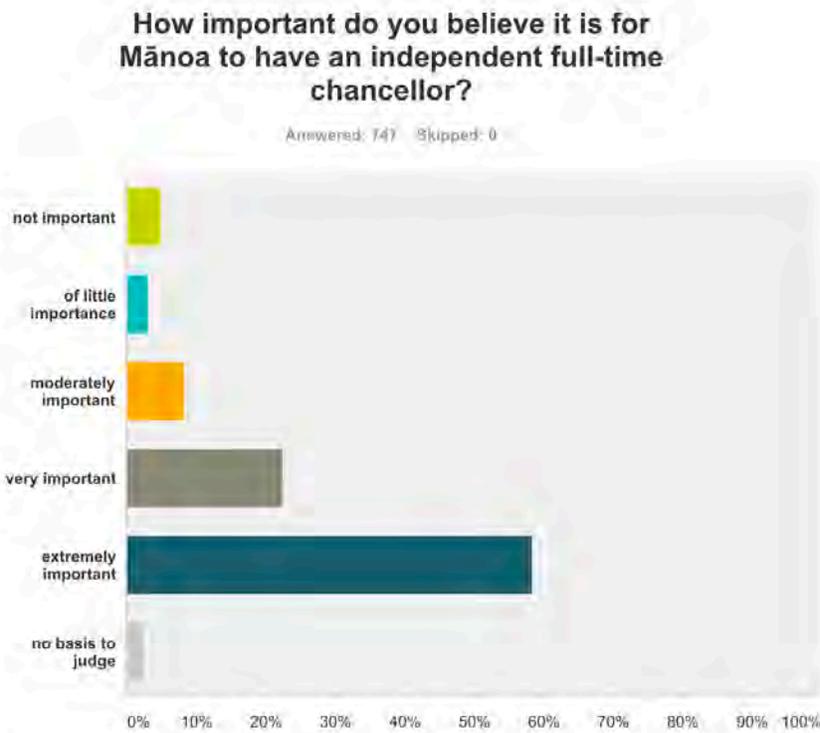
Units with 10-19 respondents included: Myron B. Thompson School of Social Work (n=17), Student Affairs (n=16), Other Organized Research Units (IFA, UHCC, etc.) (n=15), School of Nursing and Dental Hygiene (n=14), Richardson School of Law (n=14), College of Engineering (n=13), Library Services (n=13), School of Hawaiian Knowledge (n=11), Outreach College (n=11), and School of Pacific and Asian Studies (n=10).

Units with fewer than 10 respondents included School of Architecture, (n=6) and the School of

Travel Industry Management (n=5). Sixty-seven respondents declined to identify their unit.

Quantitative Findings

The first question asked respondents to rate how important it was for Mānoa to have an independent full - time chancellor on a scale from not important to extremely important. A total of 81% (n=605) said it was very or extremely important with the majority of those (58.5%) saying extremely important. An additional 8.3% indicated moderately important. Only 8.2% (n=61) said not important or of little importance. Nearly 90% said it was moderately, very or extremely important. Nineteen faculty (2.5%) said they had no basis to judge.



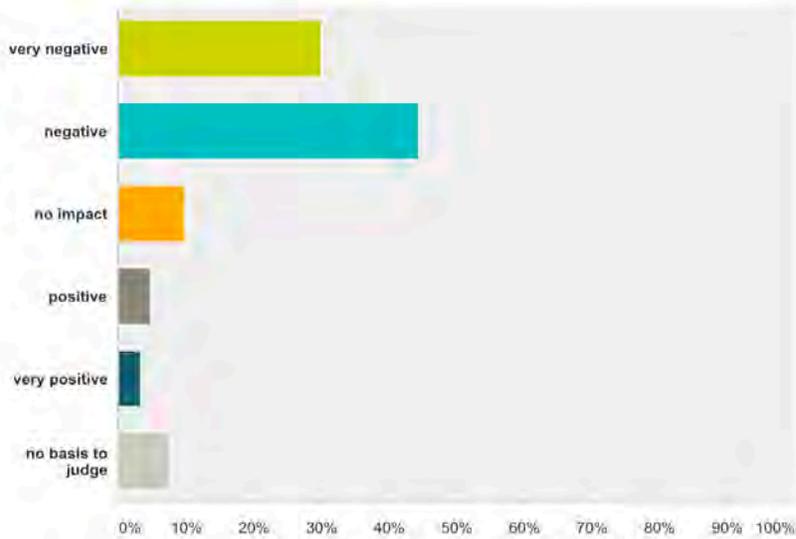
When asked, what impact continuing to have an interim chancellor would have on Mānoa’s future as the flagship campus, 74.4% (n=556) believed it would have a negative or very negative impact. Ten percent (n=74) thought it would have no impact, and 8.1% (n=61) thought it would have a positive or very positive impact. 7.5% indicated they had no basis for judging.

The third question asked about the level of confidence that having a combined president and chancellor position would help to move Mānoa forward as a research institution. Five percent (n=37) indicated no basis to judge, while 10.7% (n=80) said their confidence was high or very high that it would have a positive impact. 15.6% (n=117) said they had moderate confidence

while 68.7% (n=513) indicated low or no confidence that maintaining the shared position would help move the institution forward.

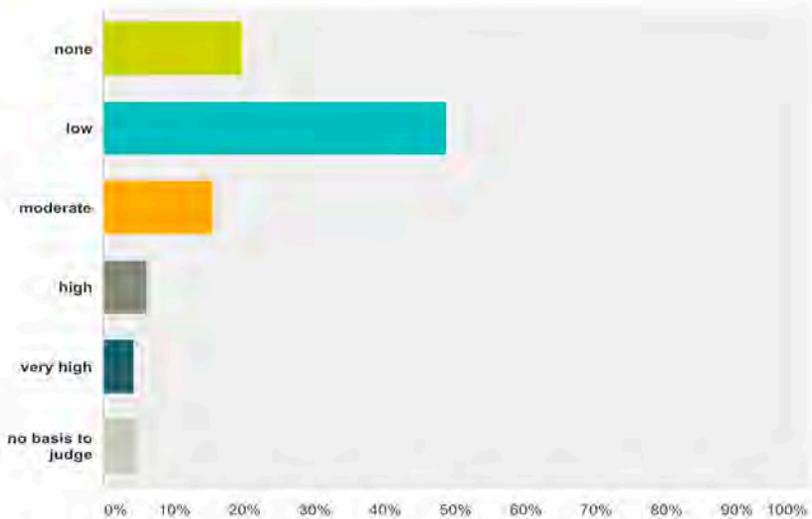
What impact do you believe continuing to have an interim Chancellor at UHM will have on UH Mānoa's future potential as the flagship campus of the University of Hawaii?

Answered: 747 Skipped: 0

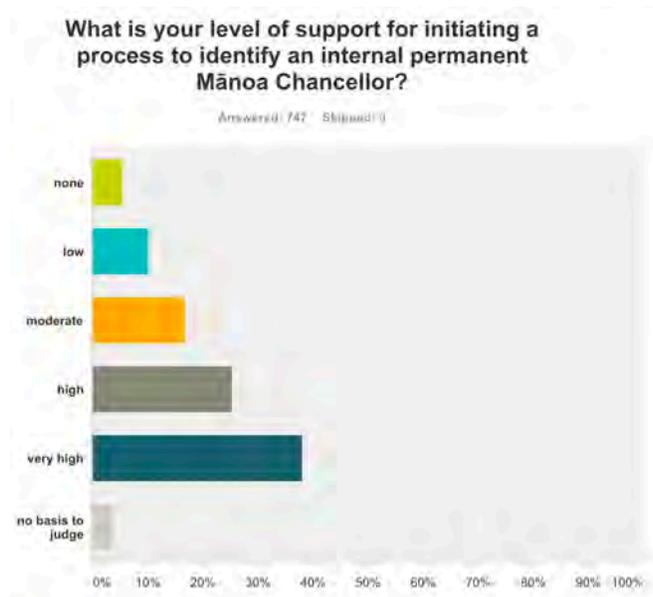


What is your level of confidence in continuing to have a combined System President and Interim Chancellor to move Mānoa forward as a research R01 institution?

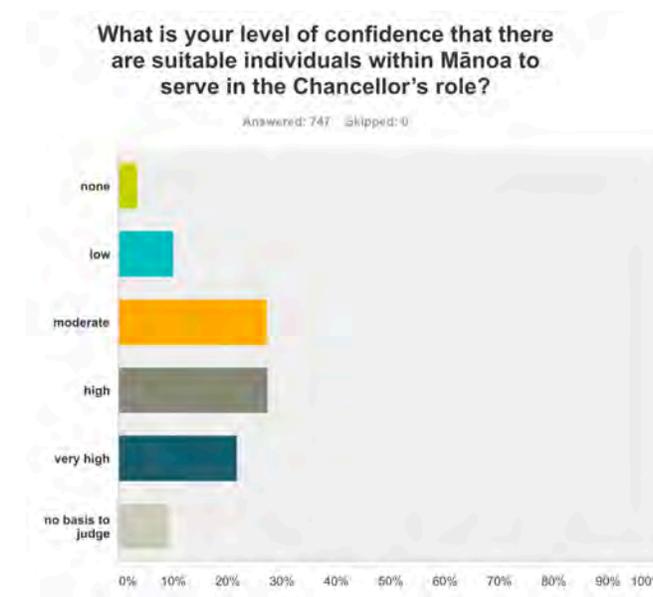
Answered: 747 Skipped: 0



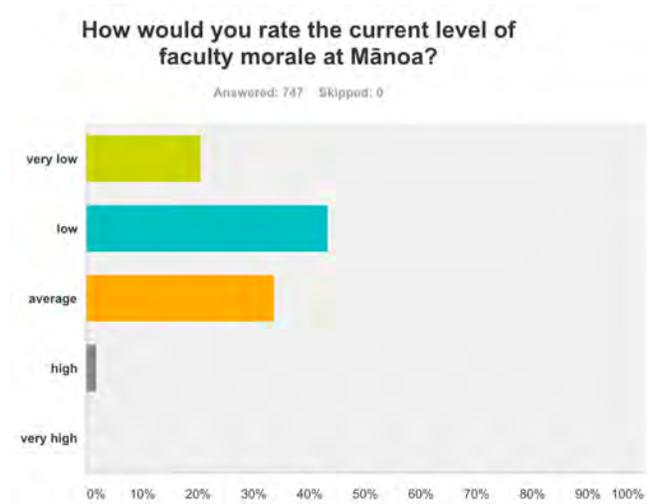
In terms of level of support for initiating a process to identify an internal permanent Chancellor, nearly two-thirds (63.6%; n=475) indicated high or very high support with an additional 16.9% (n=126) having moderate support, indicating 80% of respondents would support such an effort. Only 15.8% (n=96) indicating low or no support and 3.7% percent (n=28) said no basis to judge.



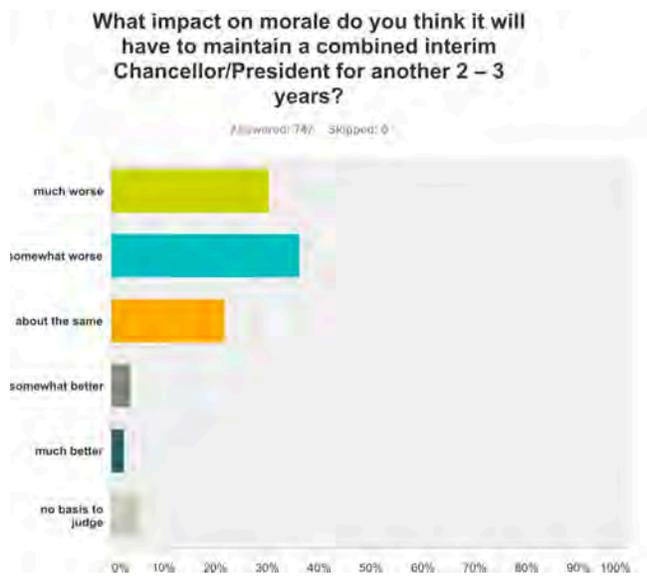
A majority of faculty respondents reported confidence there are suitable individuals within Mānoa who could serve as chancellor. 49.4% (n=369) had high or very high confidence that there are qualified internal candidates and another 27.4% (n=205) had moderate confidence. 13.8% (n=103) had little or no confidence and the remainder (9.4%) no basis to judge (n=70).



Respondents were asked about the current level of faculty morale at Mānoa and the impact they thought it would have on faculty morale to continue a combined president/interim chancellor for another 2-3 years. 64% (N=478) said morale was low or very low and 34% (n=253) said it was average. Only 2% (N=16) said faculty morale was high or very high.



The impact on morale of continuing the combined interim position for an additional 2-3 years was perceived as negative. 30.4% (n=227) said morale would be much worse and 36.3% (n=271) somewhat worse. Overall, two-thirds thought the already low morale would be even lower. 21.8% thought it would be about the same (i.e. low; n=163). Only 6.2% (n=46) thought morale would be better or much better and 5.3% said no basis to judge.



In addition to impact on morale, faculty were asked to indicate the impact maintaining a combined interim position for the next 2-3 years would have on a number of other factors. The scale was from 1 (very negative) to 5 (very positive). Table 1 below shows the summarized results. As can be seen in the table, half or more of the faculty responders believe continuing the status quo will have a negative or very negative effect on Mānoa in every area, with the exception of attracting students where about one-third (34.8%) thought it would have a negative effect and just over half thought it would have no impact (53.8%).

For 11 of the 16 items, more than a quarter of the faculty thought the impact would be very negative. The most negative effect was on Mānoa's ability to act as an autonomous campus with 84% believing it would have a negative impact (54% said very negative).

Areas where 70 – 80% of faculty believe there will be a negative or very negative impact include establishing an equitable budget process (75.3%), shared governance (74.1%), and recruiting high quality administrators such as a chancellor, vice chancellor or deans (70.9%),

Areas where 60-69% believe there will be a negative or very negative impact include Mānoa's national reputation as a research university (68.9%), campus climate (68.7%), advancing research (68.6%), responsiveness of key offices (HR, communications, facilities, etc.) to Mānoa needs (65.9%), improving facilities (64.5%), public perceptions of Mānoa (64.4%), maintaining WASC accreditation (64.1%), perceptions of the legislature (63.2%), and retaining faculty (60.5%)

There were two areas where over half of the faculty believed there would be a negative or very negative impact: recruiting high quality faculty (57.2%) and retaining other capable personnel (55.6%).

For all but three items, less than ten percent of the faculty indicated they believe this combined president/interim chancellor position would have a positive or very positive impact. The three items where slightly more than 10% thought it would have a positive impact were improving facilities (13%), improving perceptions in the legislature (13%), and Improving responsiveness of key offices (e.g. purchasing, HR, travel, communications, etc.) to the needs of Mānoa (10.8%).

With the exception of one item, less than 10% indicated no basis to judge (impact on WASC accreditation was 12.3%).

Table 1: Impact of maintaining a combined Interim Chancellor/UH President Position

Factor	Very negative/negative impact	No Impact	Positive/very positive impact	No basis to judge
1. Recruiting other high quality administrators (deans, vice chancellors, etc.)	70.9%	14.7%	6.7%	7.7%
2. Recruiting high quality faculty	57.2%	31.5%	6.1%	5.2%
3. Retention of faculty	60.5%	28.2%	5.8%	5.5%
4. Retention of other capable personnel	55.6%	32.1%	6.3%	6.0%
5. Attracting high quality students	34.8%	53.8%	5.2%	6.2%
6. Advancing research	68.6%	17.0%	8.2%	6.2%
7. Establishing an equitable budget process	75.3%	8.9%	9.4%	6.4%
8. Maintaining WASC accreditation	64.1%	17.5%	6.1%	12.3%
9. Improving facilities	64.5%	15.9%	13.0%	6.6%
10. Improving responsiveness of key offices (e.g. purchasing, HR, travel, communications, etc.) to the needs of Mānoa	65.9%	16.0%	10.8%	7.3%
11. Public perception of Mānoa	64.4%	23.3%	8.3%	4.0%
12. Legislature's perception of Mānoa	63.2%	15.8%	13.0%	8.0%
13. Shared governance	74.1%	11.5%	7.6%	6.8%
14. Campus climate	68.7%	19.9%	7.2%	4.2%
15. National reputation as a research institution	68.9%	18.5%	5.5%	7.1%
16. Mānoa's ability to act as an autonomous campus	84.0%	8.3%	4.7%	3.0%

Overall, the quantitative data indicate that a broad group of faculty from across colleges, schools, research and support units and who have been at Mānoa varying numbers of years all perceive the continuation of a combined president and interim chancellor for Mānoa to be a poor choice that will have negative impacts on Mānoa as a whole and particularly on its role in the state as a flagship research campus. Analysis of the qualitative comments may provide more insight.

Summary of Open Ended Questions

FIRST SURVEY QUESTION: IMPORTANCE OF FULL-TIME PERMANENT CHANCELLOR

As noted at the beginning of this report, the first question on the survey asked the 747 respondents to rate how important it was for Mānoa to have an independent full - time chancellor on a scale from not important to extremely important. A total of 89.3% (n=667) said it was moderately, very or extremely important with the majority of those (n=437 or 58.5%) saying it was extremely important. Following that question, faculty were asked to comment on the reasons for their rating. All comments are listed at the end of this report (Appendix B and Appendix C) by theme (names of individuals referenced within comments have been removed). Below is a brief summary with sample quotes.

Comments indicating little or no importance in having a full-time independent Chancellor

Among 42 comments indicating it is of no or little importance to have an independent full-time chancellor, three primary themes emerged as reasons they felt that way: (1) it hasn't worked to have a separate chancellor, (2) it would save money and reduce administrative bloat, and (3) it makes no difference.

It Hasn't Worked to Have a Separate Chancellor (n=19)

By far the most responses (n=19) among this group of people fell into the first category. Some commented that they would rather have no chancellor than a poorly qualified one and many felt that the lack of success in getting and keeping a successful chancellor was a factor of the chancellor having little power, system interference, and lack of role clarity between the chancellor and president. Some examples follow:

- *Mānoa has difficulty attracting qualified candidates - I would rather have no Mānoa Chancellor than a poorly qualified one.*
- *As we've seen with the past two chancellors, they have no power anyway. Why have one?*
- *Mānoa is better off with the combined positions, although the occupant MUST then be an academic. So, while I do not feel the current occupant is capable of the combined position, I believe Mānoa is helped by having the positions combined. The Chancellor has no access to the BOR, except with the President already present. This leads to lots of disinformation and 'dissing' of UH-Mānoa to the BOR. There is also a very anti-Mānoa feeling among the Bachman Hall crowd of VP's and their underlings. Both of these negatives dissolve when one combines the positions.*
- *I think history has made it clear that a Manoa Chancellor has little power. An outside Chancellor, the usual choice, even less so. The office is also expensive. I don't see the point. We need clear lines of authority; a Chancellor doesn't provide that and is costly.*
- *Hasn't worked before - don't expect it to be effective in the future.*

Saves Money and Reduces Administrative Bloat (n=14)

In the second theme, there were 14 comments. The comments referenced both duplication of administration between System and Mānoa and a sense that the chancellors of the past were not worth the investment. Sample quotes include:

- *Experience has shown that past Chancellors have been a waste of time and money.*
- *I feel the duplication of administration between Mānoa and System is a waste of money.*
- *There are many conversations that are easier to move forward with one position. I don't think it is a long-term solution but if it gives us the perception of cutting cost and reducing admin than I support that interim decision.*
- *Waste of valuable resources. Too many administrators are a burden on our budget.*

- *Too much duplication of services in uh system - too top heavy already. Should combine more not less*
- *There are many conversations that are easier to move forward with one position. I don't think it is a long-term solution but if it gives us the perception of cutting cost and reducing admin than I support that interim decision.*
- *I think the university as a whole is far too top heavy with high salaried administrators. Let's get the focus back in the class rooms.*

It Makes No Difference

Nine comments that reflected the sense that it makes no difference if Mānoa has an independent chancellor or a combined system and Mānoa administration as exemplified below:

- *I've been here through times when we had a president and chancellor and times when the two were separate. Neither seems better than the other.*
- *The most important issue is for the BOR, legislature, and the system to recognize that Manoa should be a priority and it should have a strong voice and representation. Without that, it does not matter if the positions are separated/combined.*
- *I've not seen much difference since we split the positions.*

Comments from those indicating it is important to have a full-time independent Chancellor

Clearly the vast majority of those commenting believe it is important to have an independent full-time chancellor at *Mānoa*. There were 189 comments reflecting this importance. Eight categories emerged from these comments, although some were overlapping. The eight categories were organized into three overarching themes as noted below:

Theme 1: Need for Independence and Autonomy from the System (n=100)

1. Need for Mānoa to have an independent voice (n=37)

2. Conflict of interest serving in both roles (n=25)

3. Equity with other campuses (n=23)

4. Autonomy needed for the flagship campus (n=9)

5. Too much power for one person(n=6)

Theme 2: Unique Needs of a Large Flagship Research Campus (n=71)

6. Unique needs of a research university (n=45)

7. Too big a job for one person (n=26)

Theme 3: Accreditation (n=18)

8. Endangers accreditation (n=18)

Theme 1: Need for Independence and Autonomy from the System (n=99)

Five of the categories related to the need for Mānoa to be independent from the system and to have its autonomy with a leader whose voice is independent from that of system. Having one person in both the role of system president and Mānoa chancellor was seen as creating a conflict of interest where the needs of Mānoa might become subservient to the system and it was seen as having too much power in the hands of one person. In addition, such an arrangement was seen as treating Mānoa inequitably in relation to other campuses that each had their own chancellor and independent voice. One hundred comments were coded into this theme. Below are example quotes that convey these ideas. All quotes are included in the appendices.

Independent voice

- *An independent Chancellor will make sure that Mānoa remains the flagship campus of UH, and not subordinate its needs to other campuses. It needs someone to advocate for it and not someone who has to balance other campuses.*
- *An independent full-time chancellor would be able to act and make decisions that*

reflect interest of both the UH Mānoa at large and the state as a whole.

- *The campus needs an independent chancellor who is able to advocate for the needs specific to this place/campus and whose attention is focused solely on the campus.*
- *I think we need someone looking out for and speaking on behalf of Mānoa independently of the rest of the UH system*
- *As the primary research campus in the UH system, the Manoa has interests and needs differ (are in addition to) those of the other campuses. It is thus important to have a chancellor who can identify these interests and needs, and represent them at the UH System level. If the state of Hawaii values maintaining a top-quality research university, a Manoa chancellor is very important*

Conflict of Interest

- *How can a Mānoa chancellor - whose responsibility is to advocate to the fullest extent possible for Mānoa - carry out his/her job duties if he/she is also the UH System President - whose responsibility is to weigh the needs of all campuses, not just Mānoa? Either the UH System suffers, UH Mānoa suffers, or both if there is no independent chancellor for Mānoa.*
- *We have gone far too long without a campus specific leader that would ensure our dedication to our campus mission. An individual with dual roles is a clear conflict of interest for the campus and the other 9 campuses.*
- *The UH system offices should be focusing on the system alignment and enhancement across the TEN campuses, not just Mānoa. By having such an entrenched relationship between the system and the Mānoa campus through a president operating as chancellor, the danger is that the Mānoa campus then becomes the president's own little incubator, to tinker with and manipulate. An independent chancellor allows for Mānoa to stay Mānoa and not an arm of system.*
- *The interests of the Mānoa Campus and the interests of system-wide do not always coincide. It is important to have two separate positions, if only for this reason.*

Equity with Other Campuses

- *Mānoa's needs are not the same as the system's needs. If we recognize that for every other campus, we should for Mānoa as well.*
- *It is essential that Mānoa have the same degree of independence as every 4-year and community college*
- *Given the size of the campus, budget, and the communities it serves locally, nationally, and internationally. If Mānoa does not need a full-time chancellor, then all the other institutions (colleges and campus) in Hawaii surely do not need them either.*
- *Manoa should have its own chancellor as long as all other campuses have their chancellors.*
- *We are the only R1 institution in the state. It doesn't make sense that (much) smaller UH campuses have chancellors and Mānoa doesn't.*

Autonomy for the Flagship

- *Without a chancellor, independent of the president, conflicts of interest arise, lines of communication and authority are blurred, and most of all Mānoa's autonomy is compromised. It will have no real voice.*
- *Although people seem to shy away from this, UHM is a flagship campus, which in most institutions are treated with a measure of appropriate and reasonable autonomy and respect, while respecting system needs and collaboration.*
- *Mānoa autonomy is essential both for excellence and for WASC accreditation and AAUP standards*

Too Much Power

- *The combination of President and Chancellor is a collection of two very different positions under a single individual. This results in a collection of power, potentially blurred responsibilities, and potentially a lack of action necessary for system or UHM without being politically questionable*
- *Mānoa needs to have its own voice and ability to run its own affairs without being strong armed by someone who is getting too much power. That is very dangerous.*

Theme 2: The Unique Needs of a Flagship Research Campus (n=71)

Comments were coded into a theme about the unique needs of a research campus. These comments reflected the ideas that a research campus not only has unique needs that must be clearly understood by its leader, but also that the sheer size and complexity of a research campus with its own set of competing needs requires the concerted attention of a full-time chancellor. Trying to meet the leadership needs of a large research campus while still trying to lead a system with ten campuses was seen as an unrealistic expectation for one person. The following quotes reflect this theme.

Needs of a Research Campus

- *Manoa is the only research I institution in the UH system. Because of this, Manoa's needs as a campus community vary greatly from other institutions in the system. The Manoa campus needs its own leadership, visionary, and steward to position the institution statewide, nationwide and worldwide.*
- *My research has brought in >\$10 million in extramural funding since I have been at UH, and I think lack of a permanent chancellor jeopardizes the Manoa environment necessary to maintain such research efforts*
- *Mānoa is the flagship of the UH system. It is the campus that brings innovation to expand the state economy, enhance its reputation nationally and internationally. Over the years, the BOR and Bachman adopted policies that erode the stature of Manoa. They are clueless in the direction and focus of Mānoa. It resulted in the UH system being only good for training workforce for a service industry.*
- *As UH's flagship campus, Mānoa needs full-time attention; this cannot be a part-time job*
- *The campus is complex. Success depends on informed and networked leadership. This is a full-time plus commitment to know and work with the units. The demands of administrating the system are equally complex and require full-time attention--unfortunately, the two sets of tasks are not one in the same. A single administrator*

charged with both must compromise at least half of each job description.

- *Mānoa, as the primary research campus of the UH system, has a complex, and unique, set of issues. We need a Chancellor focused on those issues, freeing the President up to view the system as a whole*
- *This should be beyond debate. It is best practice for the flagship U. to have proper leadership and representation. We need genuine leadership, not only to represent UHM to Hawaii but to the larger world.*
- *I doubt there is another major public research university in the country that is run by an administrator whose primary responsibility is for the entire state system. This is a foolish way to run the state system, and Mānoa, and it basically gives community colleges and their needs (quite legitimate but quite different ones), an absurd level of control over the decisions that should shape a Research 1 university like Mānoa. Again, I doubt this kind of situation exists anywhere else in the country. It's a recipe for mediocrity and further decline.*

Too Big a Job

- *The campus is complex. Success depends on informed and networked leadership. This is a full-time plus commitment to know and work with the units. The demands of administering the system are equally complex and require full-time attention-- unfortunately, the two sets of tasks are not one in the same. A single administrator charged with both must compromise at least half of each job description.*
- *Mānoa is a complex conglomerate that needs someone to devote to its demands and problems full time. A President cannot do that....*
- *At the least, the Manoa Chancellor should be full-time, otherwise routine things that need doing won't get done*
- *I cannot see how a person can have the time devoted to multiple positions and perform any of them well. It is imperative to have a chancellor who is devoted full-time to the*

position

- *Workload. Assuming the role of the chancellor would be rolled into that of the president, how can one person do two full time jobs? 3. We need someone who is local, present on campus, to address all concerns. We don't need someone who will be dealing mostly with larger issues, interacting with the governor, BOR, public, etc. and only thinking about Mānoa when needed. As the flagship of the system we need a strong leader.*

Theme 3: Accreditation (n=18)

The third theme captures the concern that having one person serving in such dual roles might threaten the accreditation of the university. Some mention the WASC standards specifically. Eighteen quotes reflected this theme. Two are highlighted here.

- *The recommendations of the 2015 WICHE report, the 1999 and 2007 WASC site visit reports (our accreditation authority), and the 2013 WASC standards (esp. 3.8; links at: <http://goo.gl/2gLS2Z>) which are clear about separating and clarifying roles of System and UHM; the need for an independent Chancellor; and strengthening the Chancellor's authority. Our WASC accreditation mid-review is in 2020 with a site visit in 2021.*
- *UHM has been down the dual position set up before and it was a miserable failure that threatened WASC accreditation.*
- *This is such a basic matter that any justification would seem superfluous. Obviously, the failure to have an independent chancellor could even impinge on our accreditation*

Other Comments

There were a few other comments (n=18) that seemed to not fall into any of the categories or themes. A few of these (n=3) indicated that while a full-time, independent chancellor was the ideal, there were some reasons for keeping the combined roles temporarily.

- *I believe that it is important long-term to have an independent full-time chancellor, but short-term I believe that the president will have the security and stability to make some decisions that a new chancellor may be unable to execute.*
- A couple (n=2) felt it was a good idea to combine the two roles permanently.

- *We did fine before this idea was implemented after XXX left. BUT HAVING AN INTERIM CHANCELLOR SHOWS A VACCUM IN LEADERSHIP. IT IS BETTER TO MERGE THE POSITION WITH THE PRESIDENT.*

The remaining comments were either difficult to interpret or seemed not to address the question.

FINAL SURVEY QUESTION: ANY OTHER COMMENTS?

The final question of the survey asked simply if there were any other comments the respondent wished to make. As might be expected, a wide range of comments were made. These were categorized (see Appendix C) resulting in eight categories that are summarized below in the order of frequency of coded comments, with the exception that two additional categories (survey related comments and other miscellaneous comments) are presented last. All comments are presented in the Appendix with individual's names removed if they were mentioned in the comment.

Theme 1: Support for Separate Positions (n=32)

There were different reasons given in the comments for beliefs in the importance of keeping the president and chancellor positions separate. Reasons included being a threat to shared governance, being a conflict of interest, ethical concerns, unrealistic expectations given the scope of the positions, the instability of long term interim leadership, and a sense that we have had this discussion before and it was clear that these positions needed to be separate.

- *There are systemic problems at the University caused by the administration. President XXX having dual roles is just part of the problem. But such an oligarchical system should not be supported or tolerated. President XXX [playing a] direct hand in our University reflects the most significant threat to our faculty governance at this University.*

I believe this centralization of power is negatively impacting morale in such a way that faculty, staff, and students are all suffering in some form or another. While I appreciate all the work done by President XXX, he already has too much on his plate that I think it would be better for all parties to separate the two positions.

- *I don't understand what happened with the last search for a chancellor--candidates*

came and then we were getting an email from XXX that he decided he was going to continue to be interim chancellor because he didn't feel there was a good fit. Essentially, he's just appointing himself to the dual position and locking himself into the position for 2-3 more years-- anyone have any ethical concerns with that? Also, how do we move forward with our institution if we don't have separate leadership for 2-3 more years?

- First, I hope the faculty's beliefs will be taken into consideration by the BOR. I hope this is not a waste of time doing this survey because they already made up their minds and they are not listening anymore. Sigh. Second, it's sad to see everyone wasting time on issues that we spent so much time on before (I was here for the last split and creation of the UHM Chancellor office). Sad to see history repeat itself and all of us fighting again for what's right for the students and faculty. Sigh*
- This feels like a coup. There was no discussion, no details have been provided, and the idea that the "interim" role will continue for *years* is unacceptable.*

Theme 2: BOR/Legislature Do Not Value/Understand the Research University (n=25)

There were quite a few comments that seemed to express frustration that the Board of Regents, the legislature, and at times even the state did not seem to value Mānoa as a research campus and did not understand its unique needs for leadership. There was a sense that there was not an understanding of the inherent conflict of interest in one person serving in dual roles as system president and chancellor of the research campus, a few references to perhaps political motivations for the decision and some comments related to reorganizing the BOR or to Mānoa leaving the system.

- The BOR has totally let the university down by allowing the president (not president/chancellor) to centralize so many functions and get involved in issues that should be only Mānoa 's*
- I have no hope. The problem is systemic, state-wide. You cannot fix UH and UHM without fixing the state (i.e. state government and state culture/knowledge). This state does not understand and has no intention to understand the value of an RI institution. I have given up any hope that the community will ever embrace their university or that the state will ever come to value their university.*

- *The lack of transparency in the decision-making re: the combined Chancellor/President position is dismaying, and counterproductive to the work that so many others have done in ensuring that UHM follow accreditation recommendations, etc. This is no way to run a system or a flagship, and reflects a lack of understanding of the effective administration of both. An R1 university should also be run by a candidate who has had extensive teaching, research and administrative responsibilities/experience, which our current president does not have.*
- *The core problem is that the Legislature has squeezed UHM to the breaking point. There is little or no financial support for its mandate as an R-1 university, nor any real interest or understanding of the importance of research, scientific or otherwise, to the health and future of society. As a result, everyone is fighting for the budgetary scraps that are given us. Only the wiliest and most self-interested win in this scenario. Hence XXXX hold on power, and his lack of interest in relinquishing it.*

Theme 3: Administrative Bloat and Poor Resource Management (n=23)

There was expressed frustration with what is perceived as the growth in administration and the expense of a constant stream of failed administrators. There also were concerns about the perceived poor management of resources and failure to invest in faculty and students as well as in the colleges that serve large numbers of undergraduate students.

- *Unfortunately, the campuses inability to hire a chancellor after coming up to the final stages of the hiring process was a display of how this administration wastes too many resources at the administrative level. There are actual students and faculty that work directly with students that could use the resources that was spent on bringing those candidates to our campus only to end up not hiring anyone.*
- *Why in the world are we spending money on system when we have gone back to having the President serve as Chancellor? We may as well save all the money that system takes up and go back the way it was!*
- *The Humanities are being gutted at Mānoa. This institution is not providing resources to humanities faculty consistent with the mission of a research one institution.*

- *There are way too many administrators who are ill qualified and paid way too much, to the detriment of faculty who actually have the expertise and do the work.*
- *We will die as a university if this continues. We need to turn it around and institute more robust ground-up policies to make sure that we are moving in the right direction to support academics. It is very demoralizing to see constant growth in administration while talking about cuts to departments. Especially when the highly-paid central admin is not competent and wouldn't be competitive at the national level. It is like the emerald kingdom in the central admin, and the ghetto in the academic departments. Even our secretaries and admin officers in the departments are poorly paid. Doesn't admin understand that the faculty determine the quality of the university? They need to stop playing with UH resources as though this is the new "Bishop Estate"*

Theme 4: Inability of UHM to Recruit High Quality Chancellors (Past and Future) (n=18)

There were comments expressing concern with Mānoa 's inability to attract high quality chancellors in the past and skepticism or even pessimism about the institution's ability to do so in the future. Respondents pointed to several factors that they believed were creating this unstable leadership situation including politics and treatment of former chancellors, short careers of previous administrators, lack of control over key offices that a chancellor would normally have (e.g. facilities, communication, etc.), salary caps and university (system) management.

- *There is something seriously flawed with the management of the university if they cannot attract and hire high quality individuals to serve as Chancellor.*
- *I assume our reputation of eating up Chancellors combined with budget woes makes it difficult to recruit externally.*
- *External candidates can look at the half-life of recent chancellor appointees and the circumstances of their defenestration and will, entirely sensibly, decide that this is not an "opportunity".*
- *Under XXX, System has transferred HR, PR, facilities, and budget control from UHM to UH System. IT was already there. Who in their right mind would want to be Chancellor of*

a campus with so little control and decision-making autonomy? UHM Chancellorship is now a puppet role.

- *Anyone who would want that job, we would not want as chancellor!! Whatever you think about his performance, the UHM chancellor position was poisoned by the treatment of XXX 3 years ago. Until the dust settles some more, I don't believe we will attract good external candidates. Since it appears it was nasty politics that tanked XXX, and XXX was beaten up as*
- *Well, anyone internally who wants this position is highly suspect IMO. There are good administrators but they are too smart to walk into a no-win situation. While I think XXX staying on as chancellor is not a good idea, there are no good options right now.*

Theme 5: Survey Related Comments (n=16)

Survey related comments expressed thanks for seeking faculty feedback, cautioned against over interpretation, asked about follow up and reporting, or expressed cynicism that a survey would change anything.

Theme 5: Support for Shared Position (n=12)

Some who supported the shared position noted that they felt the current president “*understands the place*” and “*knows the legislature*” while others indicated they would rather have the shared position than another “*ineffective chancellor*” and a few suggested going back permanently to the shared position.

I was here for very many of the pendulum swings between the Manoa Chancellor also being the System President and the two offices being separate. What I'd really like to see, frankly, is the shrinking of the System and the return of Manoa to the status of a true flagship campus, where the Manoa "commodore" could also be the System "admiral."

Change needs to happen, and layers of administration need to be reduced. Both can be accomplished by this 2-3-year arrangement, at which point a chancellor can be hired to run a reorganized Manoa campus. To dismiss out of hand the idea that a combined president/chancellor can implement positive change before the details are known makes the faculty look like we fear change, not that we're taking a principled stand for shared governance.

- *I think having XXX as Chancellor will be a good idea since he understands the place (unlike a new person coming in) and he also knows what the real problems are. In addition, he knows the legislature and is more likely to get things out of them than a mainlander who has not lived here.*
- *I'd rather have this situation than an ineffective chancellor. I respect President XXX for this decision*

Theme 7: Other Suggestions/Concerns Related to Leadership Changes (n=9)

There were suggestions to promote an internal candidate and concerns expressed about doing that. There were concerns about combining the vice chancellor for research and vice chancellor for academic affairs positions. And there were comments about the level of academic experience a chancellor should have.

Theme 8: Problems with Faculty Leadership (n=8)

There were a few comments about faculty leadership and infighting within the faculty with specific reference to the Mānoa Faculty Senate and Senate Executive Committee. Several of the comments implied that one of the problems with Mānoa administration was the lack of MFS support.

- *Think that if we had a decent Faculty Senate that would support administrators instead of constantly trying to undercut, second guess and micromanage them, maybe something could be accomplished at this institution*
- *MFS SEC should engage in collective introspection concerning its inability to engage and impact UH president's and BOR actions. There are a multitude of reasons why the SEC is so ineffectual. Vilification, for one, of the UHM and UH administration, and by extension the BOR, totally undercuts the possibility. MFS SEC misunderstands the meaning of shared governance and how judicious, thoughtful, and respectful action can work favorably for promoting faculty interests. A faculty vs. them hostile posture cannot*

Theme 9: Get Rid of President/Revolution (n=8)

There were suggestions that *"It is time to get a new UH President and a new Mānoa*

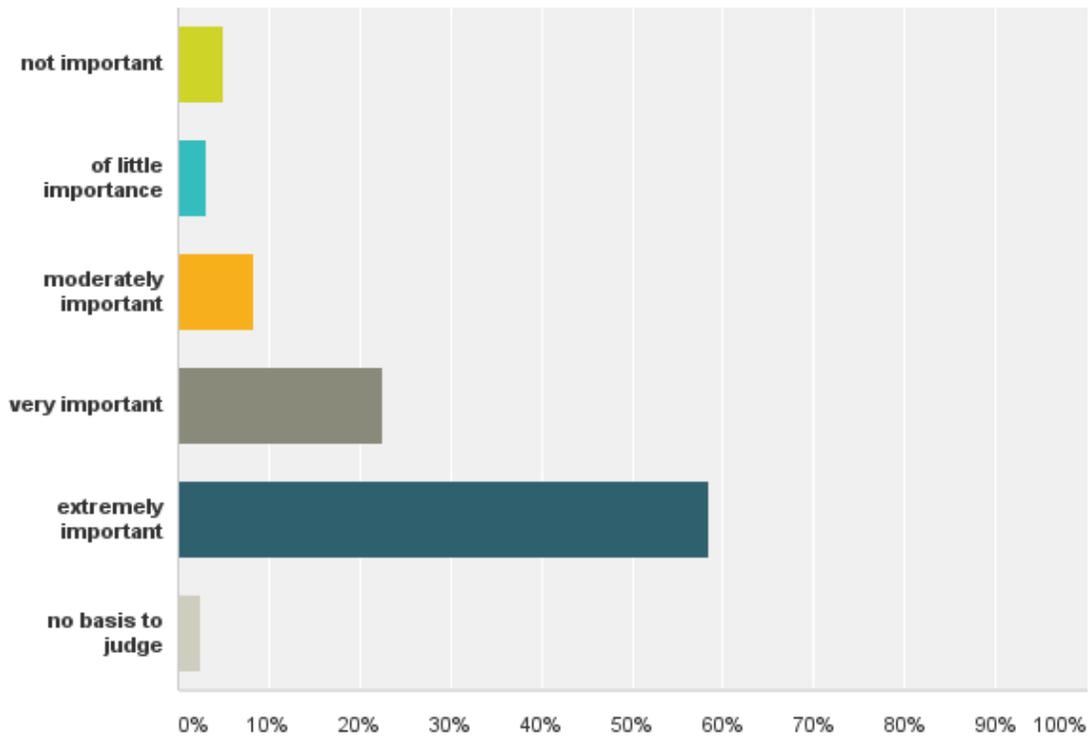
Chancellor”, a comment that “If the UHM faculty senate does not call for XXX resignation now after he has ignored the vote, then he will crush all opposition” and a call for “revolution.”

Theme 10: Other Comments (n=9)

Other comments included those that did not fit into the other categories. Some were questions about the past organizational structures and lessons learned, one related to UHPA, one made comments about recent reorganizations, and one noted *“It seems that UH can do what it wants at higher levels but, as always, the rest of us are stuck with little room for implementing changes.”*

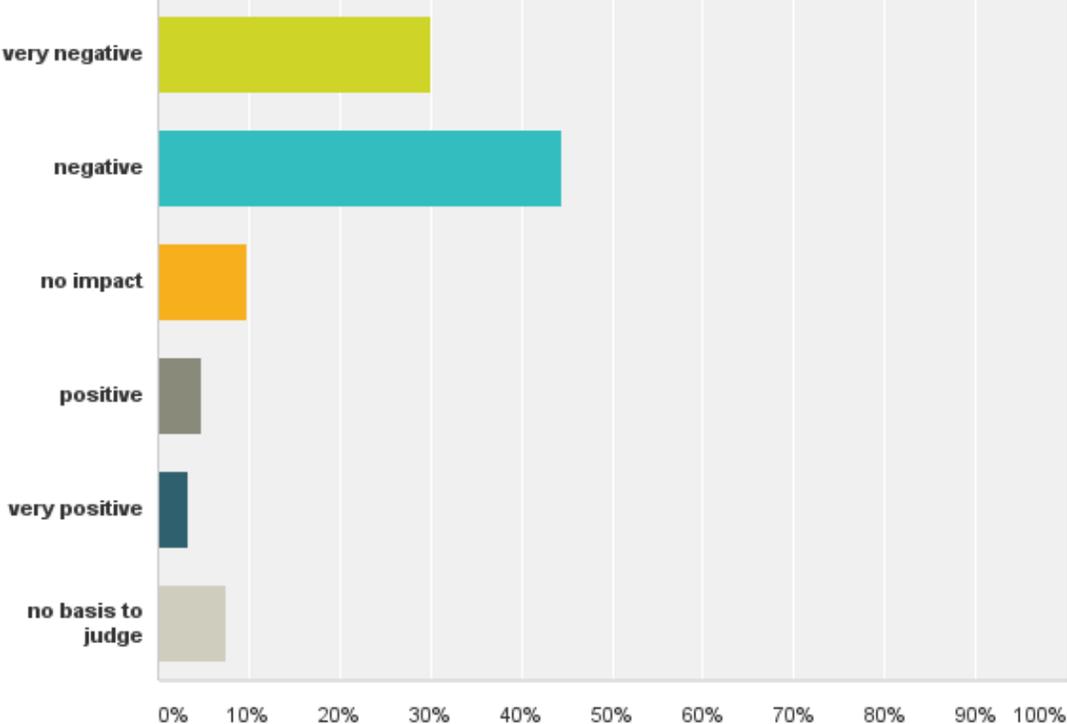
APPENDIX A: Quantitative Survey Results

Q1: How important do you believe it is for Mānoa to have an independent full-time chancellor?



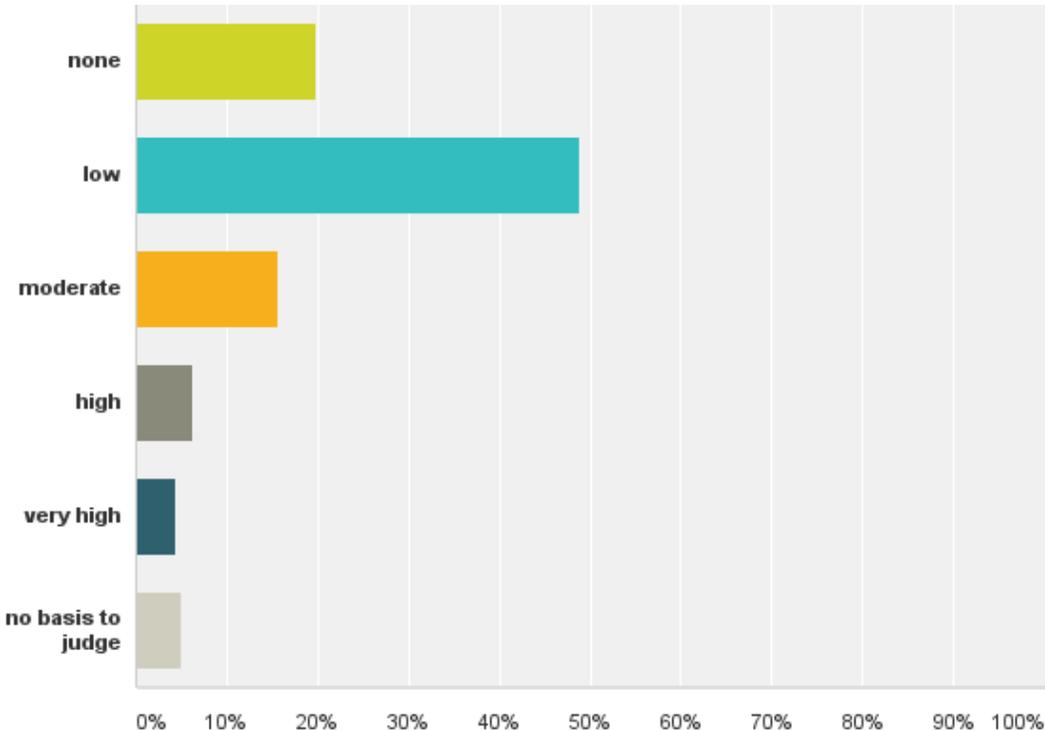
Answer Choices	Responses
not important	5.09% 38
of little importance	3.08% 23
moderately important	8.30% 62
very important	22.49% 168
extremely important	58.50% 437
no basis to judge	2.54% 19
Total	747

Q2: What impact do you believe continuing to have an interim Chancellor at UHM will have on UH Mānoa’s future potential as the flagship campus of the University of Hawaii?



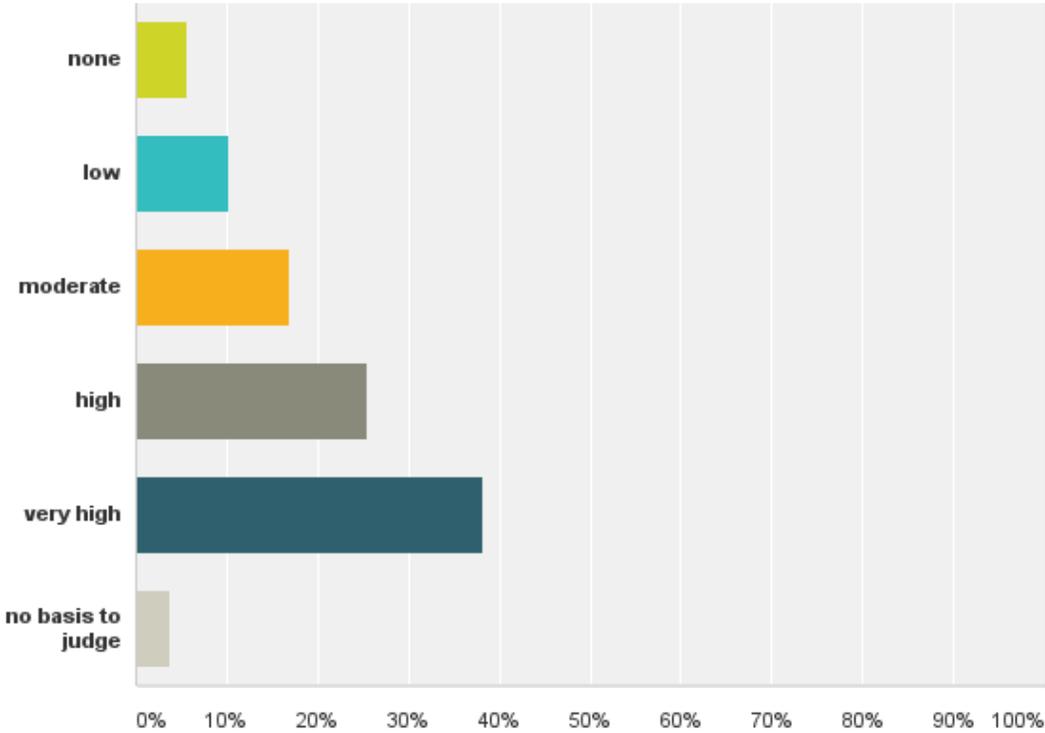
Answer Choices	Responses
very negative	29.99% 224
negative	44.44% 332
no impact	9.91% 74
positive	4.82% 36
very positive	3.35% 25
no basis to judge	7.50% 56
Total	747

Q3: What is your level of confidence in continuing to have a combined System President and Interim Chancellor to move Mānoa forward as a research R01 institution?



Answer Choices	Responses	Count
none	19.81%	149
low	48.86%	365
moderate	15.66%	117
high	6.29%	47
very high	4.42%	33
no basis to judge	4.95%	37
Total		747

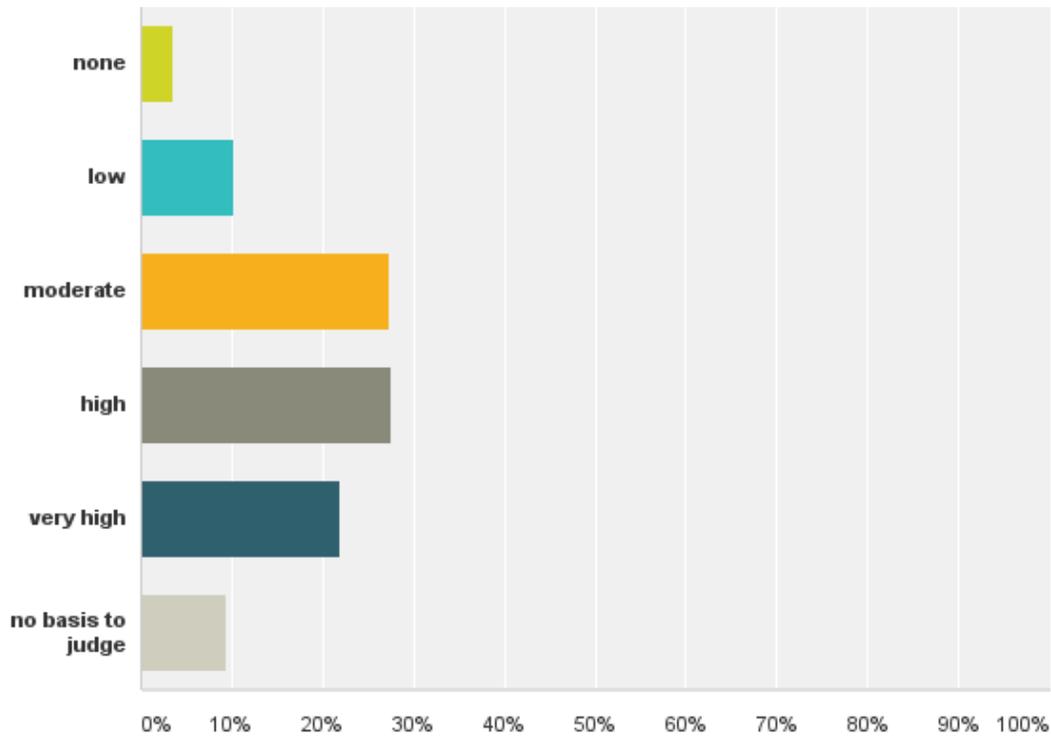
Q4: What is your level of support for initiating a process to identify an internal permanent Mānoa Chancellor?



Answer Choices	Responses
none	5.62% 42
low	10.17% 76
moderate	16.87% 126
high	25.44% 190
very high	38.15% 285
no basis to judge	3.75% 28
Total	747

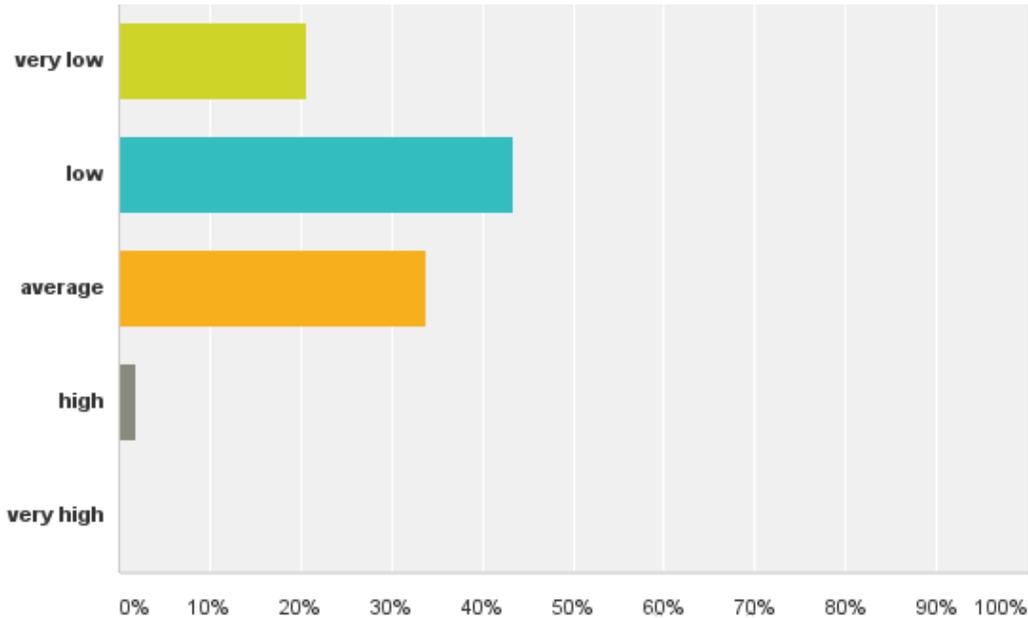
Q5: What is your level of confidence that there are suitable

individuals within Mānōa to serve in the Chancellor's role?



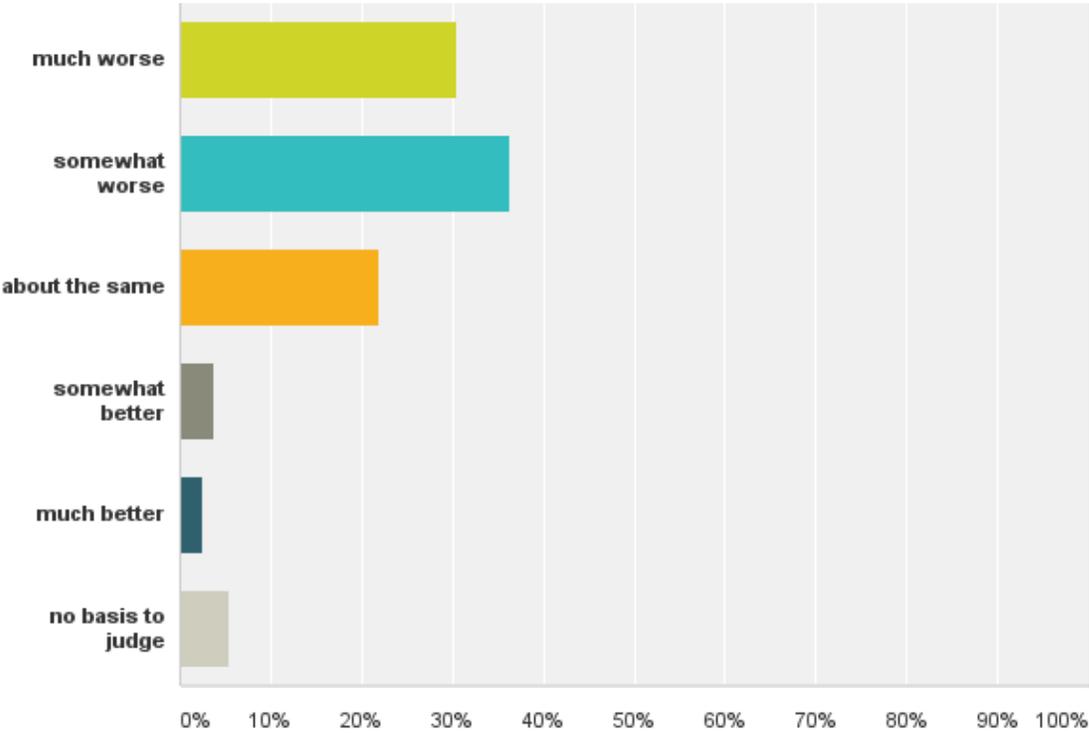
Answer Choices	Responses
none	3.48% 26
low	10.31% 77
moderate	27.44% 205
high	27.58% 206
very high	21.82% 163
no basis to judge	9.37% 70
Total	747

Q6: How would you rate the current level of faculty morale at Mānoa?



Answer Choices	Responses	
very low	20.62%	154
low	43.37%	324
average	33.87%	253
high	1.87%	14
very high	0.27%	2
Total		747

Q7: What impact on morale do you think it will have to maintain a combined interim Chancellor/President for another 2 – 3 years?

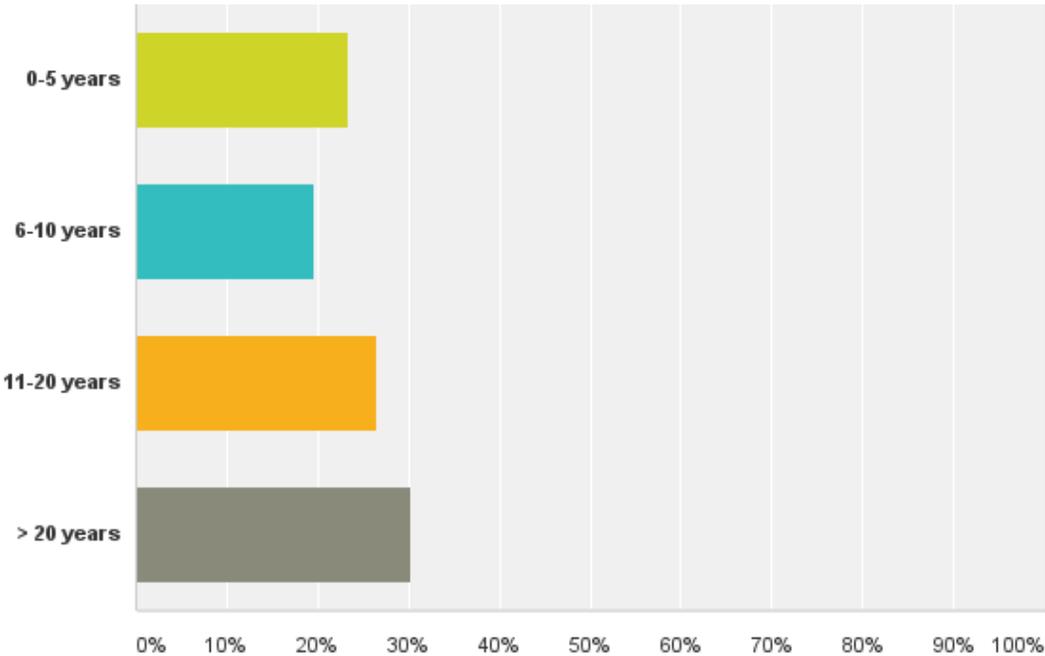


Answer Choices	Responses
much worse	30.39% 221
somewhat worse	36.28% 271
about the same	21.82% 163
somewhat better	3.75% 28
much better	2.41% 18
no basis to judge	5.35% 40
Total	747

Q8: Using the scale below, indicate the impact you think maintaining the current combined interim Chancellor/President for another 2-3 years will have on each of the areas noted:

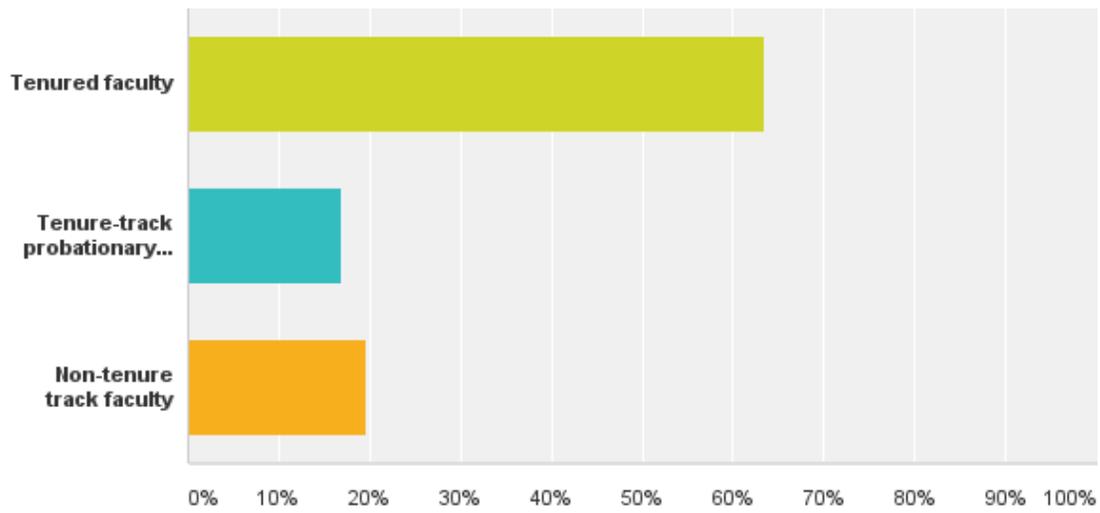
	very negative	negative	no impact	positive	very positive	no basis to judge	Total	Weighted Average
recruiting other high quality administrators (deans, vice chancellors, etc.)	26.10% 180	44.78% 326	14.70% 107	3.98% 29	2.75% 20	7.69% 56	728	1.89
recruiting high quality faculty	14.03% 102	43.19% 314	31.50% 229	3.03% 22	3.03% 22	5.23% 38	727	2.22
retention of faculty	15.45% 112	45.10% 327	28.14% 204	3.03% 22	2.76% 20	5.52% 40	725	2.16
retention of capable personnel	13.62% 99	41.95% 305	32.05% 233	3.58% 26	2.75% 20	6.05% 44	727	2.22
attracting high quality students	7.18% 52	27.62% 200	53.73% 389	2.62% 19	2.62% 19	6.22% 45	724	2.47
advancing research	23.09% 166	45.48% 327	16.97% 122	4.59% 33	3.62% 26	6.26% 45	719	2.01
establishing an equitable budget process	36.39% 262	38.89% 280	8.89% 64	5.00% 36	4.44% 32	6.39% 46	720	1.83
maintaining WASC accreditation	25.62% 185	38.50% 278	17.45% 126	3.46% 25	2.63% 19	12.33% 89	722	1.82
improving facilities	25.86% 187	38.59% 279	15.91% 115	9.68% 70	3.32% 24	6.64% 48	723	2.06
improving the responsiveness of key offices (e.g., purchasing, HR, travel, communications, etc) to the needs of Mānoa	27.35% 198	38.54% 279	16.02% 116	6.63% 48	4.14% 30	7.32% 53	724	2.00
public perception of Mānoa	25.10% 182	39.31% 285	23.31% 169	4.69% 34	3.59% 26	4.00% 29	725	2.10
legislature's perception of Mānoa	27.70% 200	35.46% 256	15.79% 114	9.00% 65	4.02% 29	8.03% 58	722	2.02
shared governance	38.04% 275	36.10% 261	11.48% 83	5.12% 37	2.49% 18	6.78% 49	723	1.76
campus climate	22.53% 162	46.18% 332	19.89% 143	4.59% 33	2.64% 19	4.17% 30	719	2.06
national reputation as a research institution	27.80% 201	41.08% 297	18.53% 134	2.35% 17	3.18% 23	7.05% 51	723	1.81
Mānoa's ability to act as an autonomous campus	53.73% 389	30.25% 219	8.29% 60	2.76% 20	1.93% 14	3.04% 22	724	1.60

Q9: How many years have you been a faculty member at UH Mānoa?



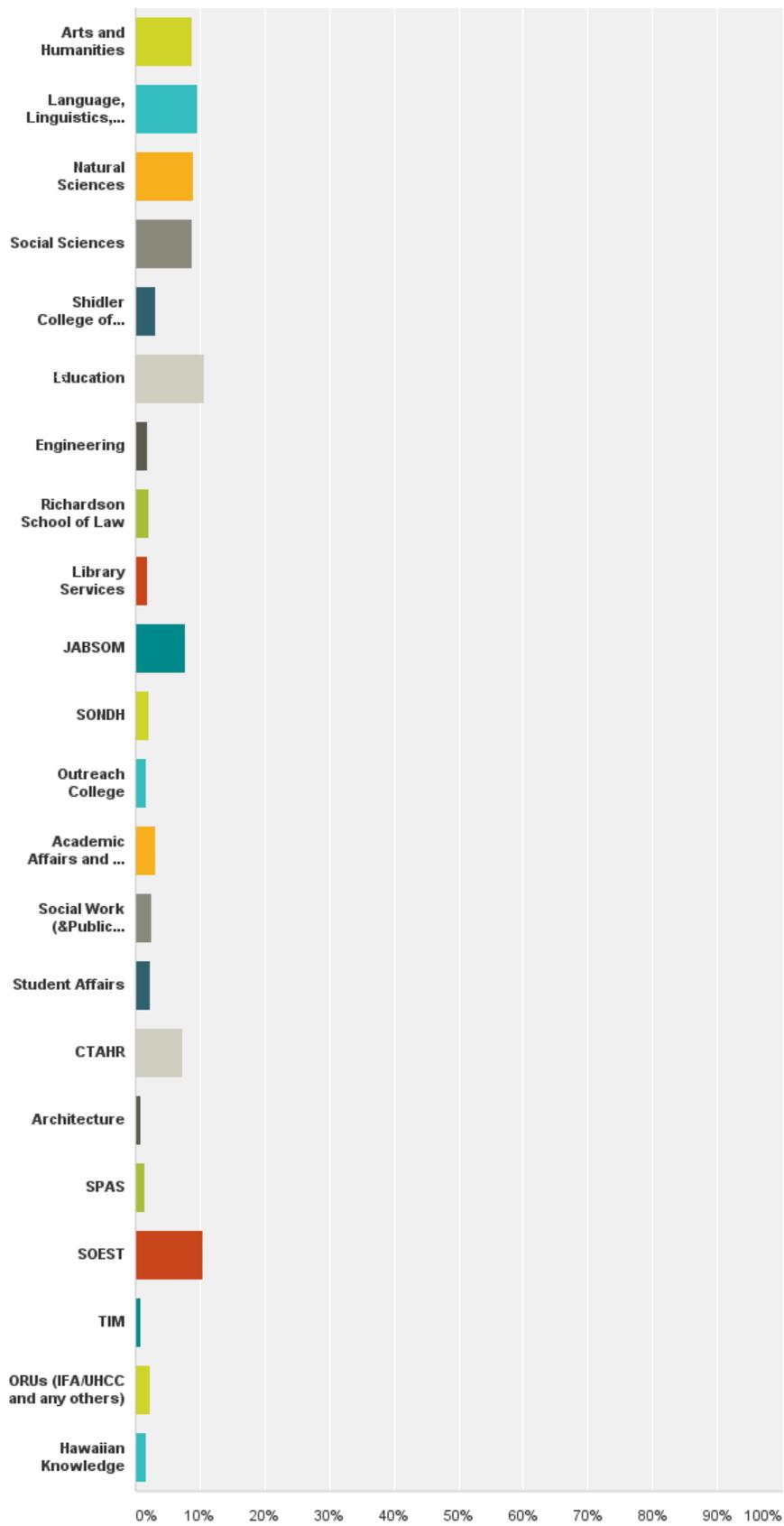
Answer Choices	Responses	Count
0-5 years	23.35%	173
6-10 years	19.70%	148
11-20 years	26.59%	197
> 20 years	30.36%	225
Total		741

Q10: Are you:



Answer Choices	Responses
Tenured faculty	63.40% 486
Tenure-track probationary faculty	17.01% 125
Non-tenure track faculty	19.59% 144
Total	735

Q11: Which College/School/Level 5 unit do you belong to?



Answer Choices	Responses	
Arts and Humanities	8.82%	60
Language, Linguistics, and Literature	9.71%	66
Natural Sciences	8.97%	61
Social Sciences	8.68%	59
Shidler College of Business	3.09%	21
Education	10.74%	73
Engineering	1.91%	13
Richardson School of Law	2.06%	14
Library Services	1.91%	13
JABSOM	7.65%	52
SONDH	2.06%	14
Outreach College	1.62%	11
Academic Affairs and A&S Advising	3.24%	22
Social Work (&Public Health)	2.50%	17
Student Affairs	2.35%	16
CTAHR	7.35%	50
Architecture	0.88%	6
SPAS	1.47%	10
SOEST	10.44%	71
TIM	0.74%	5
ORUs (IFALUHCC and any others)	2.21%	15
Hawaiian Knowledge	1.62%	11
Total		680

APPENDIX B: Q1 Qualitative Results

Comments related to Question 1 on the importance of having a full-time, independent Chancellor for Mānoa (n=198)

Comments from those indicating little or no importance in having a full-time independent Chancellor

Theme 1: Quotes: it hasn't worked to have a separate chancellor (n=19)

1. Doesn't it really depend on whether it is a good chancellor, in the end? I'd rather have none than an ineffective and ill-equipped chancellor.
2. Mānoa has difficulty attracting qualified candidates - I would rather have no Mānoa Chancellor than a poorly qualified one.
3. What you mean by "independent" Kimo Sabe? The chancellor serves at the pleasure of the president. The three or four most recent incumbents of the chancellor position apparently did not please the president. So, what does that tell you?
4. Full-time chancellors, both permanent and interim, have not improved conditions within UHM, nor improved the relationship of UHM with the public.
5. Mānoa is better off with the combined positions, although the occupant MUST then be an academic. So, while I do not feel the current occupant is capable of the combined position, I believe Mānoa is helped by having the positions combined. The Chancellor has no access to the BOR, except with the President already present. This lead to lots of disinformation and 'dissing' of UH-Mānoa to the BOR. There is also a very anti-Mānoa feeling among the Bachman Hall crowd of VP's and their underlings. Both of these negatives dissolve when one combines the positions. This is a normal union at other university systems with only one research university (Minnesota, Penn State etc.). We have a system that's more appropriate for UC, where you have many research campuses.
6. There has been little success and no consistency in the recent chancellor hires.
7. I have been a graduate student and tenure-track faculty at UHM for more than 16 years. All the permanent chancellors that we hire during this period resulted in some sort of scandal or fiasco. All the colleges and units on campus pretty much functions independently. Our current situation with XXX is actually moving the campus forward. I do not feel that it is important to change the situation. On the other hand, the faculty senate has stopped a lot of good work on this campus which ensures high quality education and student learning. The faculty senate attacks offices without understanding the functions of these offices and the fundamentals of higher education. The ignorance and arrogance of the leaders in faculty senate is a disgrace to the faculty community.
8. it's not clear that Mānoa will benefit from having a Chancellor. A Chancellor is likely to run into many conflicts with the President, who will want to have substantial control over Mānoa operations, and the current President seems to value the research mission of Mānoa more than the previous Chancellor
9. In the abstract, probably very important. Past history has shown, however, that the chancellor has been at best ineffective, in truth probably doing more harm than good.
10. For over a dozen years now, they come and go-glorified at the front end until they are screw up

and paid off to leave.

11. Given the quality of past leadership how can anyone argue that we need our own chancellor?
12. During the years that UHM has had an independent Chancellor, it has lost enormous ground as our "flag ship" campus, and is being rapidly replaced by other UH 4-years institutions who are in competition with UHM for resources, graduate level programs etc. The UHM Chancellors we have had have performed more as political powerbrokers that curry favor with different UHM coalitions and group, rather than rolling up their sleeves and being executive managers who get the operations of UHM done effectively. In addition, the Vice-Chancellor level has put in an addition layer of administration that has cause more confusion and in-fighting rather than facilitate the effectiveness of the different units and their deans/directors. I think we have had the UHM Chancellorship long enough to realize it is not a model that is working and is terribly expensive. It should be replaced with another model that does work, and having the UH President do both role for the next 1-3 years will allow him to get a direct assessment of how things are working and not working, and address the key problems (which his last message outlined very astutely) that need to be fixed. Having the UH president do this will achieve 2 important tasks: (1) Assess first-hand what model in lieu of a Chancellor work, e.g., would a Provost (Chief Operating Officer analog) be better; (2) The UH President could set as a top priority fixing the problems at UHM so that recruitment of a Chancellor or Provost will attract the best people
13. As we've seen with the past two chancellors, they have no power anyway. Why have one?
14. Some in the past have done little to nothing aside from shooting out mass emails about plans that were never initiated. XXX comes to mind.
15. In the past, Mānoa has been handicapped because the Chancellor has little power within the system. Mānoa is the largest campus with the most students, outreach, etc. We should have a strong voice at the System, not one-vote.
16. Whether or not it is a good idea depends on the person chosen for the job. We haven't had a great chancellor at UH-Mānoa yet.
17. The level of competence in the Chancellor's office for the last decade or so has been so bad that being independent has not been a plus for many years.
18. Hasn't worked before - don't expect it to be effective in the future.
19. I think history has made it clear that a Manoa Chancellor has little power. An outside Chancellor, the usual choice, even less so. The office is also expensive. I don't see the point. We need clear lines of authority; a Chancellor doesn't provide that and is costly.

Theme 2 Quotes: Save money and reduce administrative bloat (n=14)

1. Experience has shown that past Chancellors have been a waste of time and money.
2. I feel the duplication of administration between Mānoa and System is a waste of money
3. In principle, it is a waste of resources to have two different positions in a small state like Hawaii. One person can do the roles well depending on the person's qualifications/perspectives.
4. The ones we have had have all been useless and a complete waste of money
5. Saves money not to have Chancellor
6. We did not have one before, we don't need one now. Eliminate bureaucratic bloat. We need to downscale the administration and their salaries to improve the quality of education, not administration. The salary in 1999 was 130,000 for UHM president. These people are faculty,

not business executives. UHM simply followed mainland universities self-administering higher salaries and the bloat exploded. Now you raise tuition, and let all necessary needs go to pay salaries. Really. Where's the long-term business plan in all of this. How do you justify these \$300,000 salaries other than say everyone else is doing it? And now you need to compete? Compete for what? More faculty with no experience in business? Get a BUDGET. Keep the salaries down, reduce them, and stop this insane monetary expansion that can't support itself. And part of the insanity is starting a NEW 4-year college in Kapolei. How many state universities on the mainland have another university 45 minutes away? 130M+ and rising, taken from UHM which is the mother ship. And you give those students in that area, who deserve just as much opportunity as other students, less than what UHM can offer (in faculty, research, labs, programs, clubs, sports, everything). Really? For politics? And you further isolate their mental world to that part of the world. No expansion mentally, and no expansion society wise either. Travelling a whole 45 minutes is a problem? Really? Been to California? What was rail for then? No, we don't need a chancellor.

7. It's a good idea to have a Chancellor looking out for the Research 1 campus, but in reality, there has been very little continuity in the position and the administrative apparatus to support the position is expensive.
8. I think the university as a whole is far too top heavy with high salaried administrators. Let's get the focus back in the class rooms.
9. I have been at UH Manoa before the "chancellor" period when there was no chancellor. Since then I have had direct inaction with two. XX and XX. I have a very low opinion of these to people. I know XX personally. XX played the faculty to try to save himself. And many of the naive faculty fall for it. I do not want another highly paid worthless bureaucrat.
10. Historically, we have had a Chancellor; however, I recall that that position was replaced by the office of President. The office of Chancellor is a redundancy and is not cost effective.
11. There are many conversations that are easier to move forward with one position. I don't think it is a long-term solution but if it gives us the perception of cutting cost and reducing admin than I support that interim decision.
12. Waste of valuable resources. Too many administrators are a burden on our budget.
13. 1 administrator good 2 administrators bad
14. Too much duplication of services in uh system - too top heavy already. Should combine more not less

Theme 3: It does not make a difference (n=9)

1. I've been here through times when we had a president and chancellor and times when the two were separate. Neither seems better than the other.
2. In the past, there was no chancellor. The new system has improved the UHM administration, but with limited impact
3. What difference does it make?
4. I remember when the president functioned as chancellor and things were not any worse then. Except for XXXX, our chancellors have been mediocre.
5. I've seen it both ways and it doesn't matter. What matters is the mess of changing it.
6. Just another layer of the decision making. No difference whether someone is in this position or not so far. They were replaced too often so far.

7. I've not seen much difference since we split the positions.
8. I did experience a time when there was no Manoa chancellor, and a period when we had both our own chancellor and a President. There were pluses and minuses to both situations, usually determined by the people in the positions. It's a worthy goal to aim for both, but I wouldn't just hire a person to fill the position if they're not the right fit. For me, it's not a question of importance, but of timing. Sometimes we need a period of stability and equipoise to enable the faculty to make some progress and gain their footing. Not forever, though. At THIS time, it's at least as important to shape the national administration and policy. Filling the Chancellor position is a deck chair if the Federal government is anti-science. I'm in favor of doing some national and UH soul-searching before frantically seeking to fill Chancellor and/or President positions.
9. The most important issue is for the BOR, legislature, and the system to recognize that Manoa should be a priority and it should have a strong voice and representation. Without that, it does not matter if the positions are separated/combined.

Comments from those indicating it is important to have a full-time independent Chancellor

Theme 1: Independence and Autonomy from System (n=99)

Category 1: Independent Voice Needed (n=36)

1. Representation of interests in system
2. The system vs Mānoa campus have different priorities, which in the current system are not evenly represented. Whether or not intended, the current status (extended for 2 years) has the appearance of a way for system/outside forces to reshape the campus without giving the campus any real way to resist when it matters.
3. WE need an independent voice for the UHM campus and someone who is devoting their efforts to UHM.
4. We need leadership to focus on Mānoa - System needs to focus on the collective.
5. There should be a separation in administration from the UH system to assure that Mānoa gets the attention it requires
6. I think we need someone looking out for and speaking on behalf of Mānoa independently of the rest of the UH system.
7. An independent full-time chancellor would be able to act and make decisions that reflect interest of both the UH Mānoa at large and the state as a whole.
8. The campus needs an independent chancellor who is able to advocate for the needs specific to this place/campus and whose attention is focused solely on the campus.
9. Mānoa needs a full-time champion not an administrator with divided sensibilities.
10. Important to keep the System and Mānoa interests distinguished.
11. An independent Chancellor will make sure that Mānoa remains the flagship campus of UH, and not subordinate its needs to other campuses. It needs someone to advocate for it and not someone who has to balance other campuses.
12. We need an independent chancellor!
13. We need someone dedicated to Mānoa to represent us and not each campus.

14. The President needs to be an independent entity from the University. Specious arguments about how we need to trim the bloat of management is not intelligent in this case. The President should overlook the system and the Chancellor should be concerned with the internal affairs of Mānoa only.
15. I am concerned that despite being the flagship campus, our requests tend to be diluted out, unless we have a strong independent chancellor. But it appears that the President is choosing to go back to the XXX days.
16. UHM needs a strong independent advocate to the BOR, Leg, and community, to give a positive view of what we are and can do.
17. Advocacy and representation for Mānoa programs, policies, initiatives and priorities
18. UHM has needs apart from the system and from the other campuses.
19. One job of the Mānoa Chancellor is to be an advocate to the University President for things needed at Mānoa. Serving as both Chancellor and President weakens the effectiveness of Chancellor's advocacy for UH Mānoa.
20. Past experience has shown that Mānoa needs its own separate leadership to be the advocate for the campus within the system.
21. Who is to advocate for Mānoa? Mānoa always seemed to be punished for being the original and flagship University of Hawaii.
22. How can a Mānoa chancellor - whose responsibility is to advocate to the fullest extent possible for Mānoa - carry out his/her job duties if he/she is also the UH System President - whose responsibility is to weigh the needs of all campuses, not just Mānoa? Either the UH System suffers, UH Mānoa suffers, or both if there is no independent chancellor for Mānoa.
23. Mānoa needs an independent advocate who is not predisposed to temper decisions on how they will or will not benefit the system
24. Separate Representation for UHM
25. The Board of Regents is too political. We need an independent person who responds to faculty.
26. 1. Independence from the system. We can't have the flagship campus be influenced by considerations from other campuses, and that is guaranteed to happen if there is no single advocate for the concerns of Mānoa.
27. It is crucial to have someone advocate for the needs of the campus who is separate from the system.
28. As the primary research campus in the UH system, the Manoa has interests and needs differ (are in addition to) those of the other campuses. It is thus important to have a chancellor who can identify these interests and needs, and represent them at the UH System level. If the state of Hawaii values maintaining a top-quality research university, a Manoa chancellor is very important.
29. Manoa needs someone to represent its own interests independently of the broader UH System.
30. The university needs strong support separate from the system
31. Past chancellors have done more harm than good, but an effective chancellor could be an important advocate for UHM.
32. We need an independent voice.
33. There should be an independent entity that can rule fairly and with an overview of campus needs.
34. R1 university needs to have its own voice and identity

35. It is important for Manoa to have a voice at the table in order to support Manoa needs.
36. We need a leader who focuses his or her time only on Manoa and represents the campus specifically, not the system more generally.
37. An independent chancellor is necessary to have full responsibility for advocating for Mānoa

Category 2: Conflict of Interest (n=25)

1. We have gone far too long without a campus specific leader that would ensure our dedication to our campus mission. An individual with dual roles is a clear conflict of interest for the campus and the other 9 campuses. It is a disservice to Mānoa and system to avoid hiring a chancellor at this time.
2. History has shown that one person can be both president and chancellor. But what about conflict of interest?
3. Although a rising tide should lift all boats, history has proven it does not in many cases, especially within this University System. The Mānoa campus needs an independent chancellor whose focus is the Mānoa Campus. Furthermore, it will be impossible for Pres. in a joint appointment to look at many issues (e.g. budget) objectively and ethically while carrying both allegiances.
4. The Chancellor is needed as an advocate for the campus without worrying about a conflict of interest caused by a dual appointment.
5. This is deja vu. We've already seen what happens when you have a system administrator also assume the responsibilities of serving UHM...Mānoa was poorly represented and administrative decisions were not made in the best interest of this campus.
6. I don't believe one person can/should serve in more than 1 position. There should be some checks and balances, especially with executive positions.
7. the uh system offices should be focusing on the system alignment and enhancement across the TEN campuses, not just Mānoa. By having such an entrenched relationship between the system and the Mānoa campus through a president operating as chancellor, the danger is that the Mānoa campus then becomes the president's own little incubator, to tinker with and manipulate. An independent chancellor allows for Mānoa to stay Mānoa and not an arm of system.
8. I was at UHM when the Chancellor and President were the same and there were always questions regarding bias and fairness
9. The needs of the Mānoa campus are different than the overall system. Having one person fill both rolls may lead to conflicts of interest that will impact our campus.
10. UH System consistently prioritizes itself over the well-being of UHM. The president has never done an effective job of advocating for Mānoa needs in the face of competition for resources from other system campuses.
11. Representing the interests of Mānoa rather than system interests.
12. It took this campus almost a decade to get the Chancellor position and it should remain so, separated from the President's position. It's a conflict of interest to have the President of the system also be the Chancellor of Mānoa.
13. UHM needs a leader who can both represent our needs and push back against over- reach by the System and the BOR
14. The interests of the Mānoa Campus and the interests system-wide do not always coincide. It is

important to have two separate positions, if only for this reason.

15. This division represents the separation of church and state and a cross, check and balance.
16. The role of President is to provide leadership for all 10 campuses of the UH System. The role of UHM Chancellor is to provide leadership for the Mānoa campus, which is the flagship campus of the 10 campuses of the UH System.
17. Big job and avoids inherent conflict of one person leading both the full system and one campus within that system. That said, I've not seen any disasters arising from one person doing both jobs. I suspect a team of excellent vice-chancellors could keep the boat afloat. But having one person wear both hats is not ideal.
18. An independent full-time Chancellor would reasonably be expected to represent the campus and all its components. In short, there would be no conflict of interest, as one might perceive with someone who is either not full time, or who is not full time but also holding another position in the university. The concern would be amplified if the interim Chancellor were not full time, but also held a position that is not a 'Manoa' position, such as a System-level position. There is far too much potential for conflict of interest in a Manoa Chancellor who is also a System employee.
19. As many operational aspects of similar management duties at individual campuses are consolidate under the UH system, it is important that the Manoa campus leadership is clearly differentiated from system leadership. If efforts to make a new hire fell through b/c none of the applicants deemed qualified wanted the job, I would interpret this as evidence that UHM interests are being subordinated relative to system goals.
20. Obvious conflict of interest between System and individual campuses. Conflicts are always eliminated in functional institutions.
21. for complete advocacy of the flagship campus, which impacts the most students; to help minimize bias towards other system campuses at the detriment of Manoa
22. My concern is that the merging of the two positions disadvantages Manoa when looked at in the context of budget crisis and the business model being put in place by the UH Regents/administration. If we had a more enlightened leadership and policy the combined position as an interim strategy would not concern me as much.
23. The chancellor must not have a conflict of interest with the System.
24. Reduces chances for conflicts of interest. Other campuses have their own full time chancellors.
25. is there any alternative that would enable & ensure objective governance?

Category 3: Equity with Other Campuses (n=23)

1. *Unfair to other campuses when our Chancellor and UH President are the same person. System President and UHM Chancellor work most effectively when are two separate positions; unfair to UHM when the same person wears both hats since our Chancellor is not focusing on our campus fulltime*
2. *Mānoa needs a champion in relation to other units of UH.*
3. *Chancellors from other colleges have a lot of power. UHM needs a chancellor in order to protect our interests here at Mānoa. The System is NOT the same as UHM.*
4. *It is essential as it leaves Mānoa as the only campus without an individual Champion - our chancellor is also the head of the system.*
5. *Mānoa's needs are not the same as the system's needs. If we recognize that for every other campus, we should for Mānoa as well.*

6. *I believe that the System President needs to be able to rely on Chancellors across the board, at each institution. But I also believe that, too often, the Chancellor UHM has felt a need to justify himself/herself at the expense of efficiency, and sometimes at the expense of common sense. So, Bad + Good.*
7. *Important if other campuses including CCs have their own chancellor.*
8. *I do not know enough about what the two roles, system president and Mānoa chancellor, are to be confident in my selection, but it seems to me that each of the other campuses has a chancellor under. I can understand the need for VCAA and VCR.*
9. *every other campus has one, and Mānoa regularly is expected to endure cuts, while other campuses are not*
10. *Because we are part of a university system, each unit should have its independent chancellor to ensure full representation and transparency in overall decision making.*
11. *Each and every campus requires unique representation.*
12. *Increasing demands for autonomy by the other campus centers puts the President in a poor position to be a Mānoa advocate.*
13. *It is essential that Mānoa have the same degree of independence as every 4-year and community college*
14. *Given the size of the campus, budget, and the communities it serves locally, nationally, and internationally. If Mānoa does not need a full-time chancellor, then all the other institutions (colleges and campus) in Hawaii surely do not need them either.*
15. *There needs to be someone involved with the entire UH System and someone to just supervise Mānoa operations. All the other campuses have a chancellor, Mānoa should too. Also, it is recommended by our accrediting agencies.*
16. *We are the only R1 institution in the state. It doesn't make sense that (much) smaller UH campuses have chancellors and Mānoa doesn't.*
17. *UH Mānoa is a separate entity from the UH System in total, just as the other campuses are, and as such needs its own independent administrative structure, especially as the flagship campus.*
18. *Each campus, especially a "flagship" campus need a Chancellor who can exclusive focus on the matters of the campus.*
19. *UH Manoa requires the same level of oversight provided by chancellors at other sites throughout the state.*
20. *If each of the other campuses have a chancellor to oversee that campus, Manoa should too. The chancellor should focus primarily and solely on Manoa operations and issues.*
21. *We need our own leader to focus on Manoa issues only. Other campuses have their own "heads" to make independent decisions that are right for each learning community.*
22. *UHM needs an advocate for the Manoa campus. The other campuses have their own chancellors.*
23. *Manoa should have its own chancellor as long as all other campuses have their chancellors.*

Category 4: Ability to be an autonomous campus (n=9)

1. Separation of responsibilities and focus needs to be established between the Chancellor and UH President
2. No confidence in the integrity and autonomy of System. Also, no confidence that System understands the needs and importance of Mānoa.

3. XX XXX is killing UH Mānoa. XX XXX is not respecting the concept of "shared governance", and regularly makes decisions that dramatically affect Mānoa without consulting Mānoa
4. Without a chancellor, independent of the president, conflicts of interest arise, lines of communication and authority are blurred, and most of all Mānoa's autonomy is compromised. It will have no real voice.
5. UHM should have independence and autonomy from UH system.
6. Although people seem to shy away from this, UHM is a flagship campus, which in most institutions are treated with a measure of appropriate and reasonable autonomy and respect, while respecting system needs and collaboration.
7. autonomy of money, educational policies, research
8. Mānoa autonomy is essential both for excellence and for WASC accreditation and AAUP standards
9. Let the President focus on the whole system and let our Chancellor focus on Mānoa only.

Category 5: Too Much Power (n=6)

1. Too much power in the hands of one individual
2. need for multiple and independent voices, not dictatorship
3. The combination of President and Chancellor is a collection of two very different positions under a single individual. This results in a collection of power, potentially blurred responsibilities, and potentially a lack of action necessary for system or UHM without being politically questionable.
4. Because power should not be concentrated in the hands of a single individual.
5. Mānoa needs to have its own voice and ability to run its own affairs without being strong armed by someone who is getting too much power. That is very dangerous.
6. In my view, it is always dangerous to have too much power concentrated in the hands of one individual.

Theme 2: Unique Needs of a Large Flagship Research Campus (n=71)

Category 6: The needs of a complex research campus (n=45)

1. *Mānoa, as the primary research campus of the UH system, has a complex, and unique, set of issues. We need a Chancellor focused on those issues, freeing the President up to view the system as a whole.*
2. *The expertise and credentials necessary for a chancellor to lead Hawaii's premier research campus effectively are unique.*
3. *It is the flagship research campus and has special infrastructure requirements.*
4. *We need a true academic to lead UH Mānoa with experience as a scholar and researcher. The current interim chancellor does not value quality.*
5. *Mānoa is the only research campus in the system facing significantly more 'issues' than other campuses.*
6. *UH Mānoa with its research infrastructure needs a full-time Chancellor to further enhance UHM research and education profile nationally and internationally.*
7. *Mānoa is the flagship of the UH system. It is the campus that brings innovation to expand the*

state economy, enhance its reputation nationally and internationally. Over the years, the BOR and Bachman adopted policies that erode the stature of Manoa. They are clueless in the direction and focus of Mānoa. It resulted in the UH system being only good for training workforce for a service industry.

8. *There are many issues that are specific to UH Mānoa that are better addressed that way.*
9. *UH Mānoa has different responsibilities to the rest of the system. It would not be so important if I trusted the system president to take those responsibilities seriously, but with the current president I don't.*
10. *Mānoa has numerous concerns that are specific to its campus, particularly in regard to its graduate programs and research component.*
11. *The largest campus in the system with the largest research component cannot be run by someone who is also running the entire system, for two reasons: possible conflict of interest, and sheer magnitude of the tasks.*
12. UHM is a research focused institution and need someone who can be our advocate rather than treating us as one of the 9 campuses.
13. UH Mānoa has an R1 designation and as such is a different entity with different priorities compared to the community colleges.
14. Mānoa is the comprehensive RESEARCH university in the system and as such has a different purpose from other units in the system. The Mānoa Chancellor's job is to provide leadership and promote the mission of UHM.
15. Given that UH Mānoa is the only research intensive university in the UH system, I think it is extremely important for UHM to have an independent chancellor who can address the various issues specific to UHM and to ensure the success of UHM and the success of the entire UH system. Because of the challenges brought about by the geographic location and the high living expenses, recruiting and retaining world class researchers are already challenging. A chancellor and leadership who understand these challenges and willing to work to address these challenges will be critical to ensure the success of our students and faculty members.
16. A rather complicated major university, definitely not for moonlighting.
17. Mānoa has and does many things that the other campuses do not, so the Mānoa Chancellor needs to deal with many Mānoa-specific issues. Second, they have been 2 full-time jobs in the past few years, so how can they be combined into a single job now? Third, if I were at one of the other campuses, I'd be pretty upset that the supposedly campus-neutral System President is also wearing a Mānoa hat. Finally, however, XXX has been a better part-time chancellor than our previous 3-4 full-time chancellors; I would rather keep him than get another loser.
18. I doubt there is another major public research university in the country that is run by an administrator whose primary responsibility is for the entire state system. This is a foolish way to run the state system, and Mānoa, and it basically gives community colleges and their needs (quite legitimate but quite different ones), an absurd level of control over the decisions that should shape a Research 1 university like Mānoa. Again, I doubt this kind of situation exists anywhere else in the country. It's a recipe for mediocrity and further decline.
19. We need a chancellor *qualified* to lead a research institution.
20. We are the only research university and we need a leader to ensure that we maintain our scholarship and quality
21. UHM major research/flagship campus

22. This is about self-governance and the preservation of UHM research and graduate teaching.
23. A research University has different priorities than the State U as a whole. It needs a leader to advocate for its interests.
24. UH is one of the few R1 unis in the world beholden to the competing interests of CC and State level. The UC system is an example of how an R1 should be run. The legislature needs to independently fund UH and leave UH business to UH. Someday we should fight for this seriously. Otherwise, we will always be a poor stepchild. Period.
25. Mānoa is the research campus and has different needs than the other campuses.
26. Mānoa needs an independent advocate looking out for its interests. It is the sole research campus in the UH system. Support for UHM's budget, particularly its research-related funding priorities (library, lab facilities, faculty research grants) have been consistently starved in favor of the BOR and state legislature's narrow, purely pedagogical understanding of UH.
27. It is the flagship campus, the nucleus of research, graduate programs have the largest UG and Grad enrollment. UHM's building portfolio (>\$4B) is roughly equivalent to 2/3s of the entire UH system, The UHM operating and capital budgets, number of programs, number of personnel and students its research dollars and enterprise is equal to and greater than all other UH campuses combined.
28. The position of the chancellor was originally created to deal with the special needs of Mānoa as the flagship campus and it is research-intensive nature. This argument has not gone away since.
29. It is especially important for the Mānoa chancellor to have experience as a faculty member, particularly when the president has no experience with teaching or research at that level. Otherwise the chancellor cannot relate to the people s/he manages.
30. Mānoa is a large and complex university. We need a full-time administrator to deal with the many issues we face. We also need an advocate whose first priority is our campus.
31. Mānoa is the major research campus of the state. Many things are quite unique and need a full-time chancellor to manage.
32. As a research university, UH Mānoa is quite different from the community colleges and other campuses.
33. As the flagship institution of the system, and the leading research institution of the state - there needs to be an independent vision for UHM separate from the system. The idea that all of other branches have independent leadership but Mānoa does not is troubling, esp. since UHM has absorbed a far greater percentage of the budget cuts to the system than any other part.
34. This should be beyond debate. It is best practice for the flagship U. to have proper leadership and representation. We need genuine leadership, not only to represent UHM to Hawaii but to the larger world.
35. UHM is the flagship and only R1 campus. Its needs and priorities are different from other campuses. Not more important, but different. It needs someone whose job it is to think about these needs and advocate for its uniqueness. Also, if other campuses have a chancellor, why shouldn't UHM?
36. Mānoa campus needs an advocate dedicated solely to supporting the goals of our research I institution.
37. We do need someone to advocate for UHM--we are NOT a community college and our teaching and research activities must be recognized as joint parts of our jobs
38. We need someone who is knowledgeable of the Manoa campus and can advocate for the campus

39. I find it important since Manoa is the main research campus in the UH system that our needs are properly addressed and advocated for.
40. Manoa is the flagship and we need a CEO who understands this mission
41. UHM is too large an institution as well as our flagship and land grant institution to not have its own chancellor. The priorities and focus of the UHM chancellor are very different from the UH System president and should not be combined, even on an interim basis.
42. Manoa is the only research I institution in the UH system. Because of this, Manoa's needs as a campus community vary greatly from other institutions in the system. The Manoa campus needs its own leadership, visionary, and steward to position the institution statewide, nationwide and worldwide.
43. UHM is a major research institution and the flagship campus in the UH System. I think XX can do an okay job as UHM Chancellor, but leadership of UHM should not be a secondary responsibility for the UH System President.
44. Manoa is a top National and International University which requires and independent and focused vision to best guide and address the needs of the institution into the future in order to maintain our status and impact, best enhance student outcomes and motivations to enroll in the first place, and support the broad range of faculty and unit initiatives and contributions to the community, state, nation, and region.
45. As the only Carnegie Doctoral Extensive Research institution in the state of Hawaii, it is important that UHM has its own independent full-time chancellor.

Category 7: Too Big a Job for One Person (n=26)

1. Running the system and running Mānoa is too much for one person. (2) Fairly balancing the interests of Mānoa vs. the rest of the system would be difficult for someone doing both roles
2. One person cannot do two jobs
3. It is not feasible to have System President do his job effectively while serving dual role as UHM Chancellor. A Chancellor needs to have the time to devote to running, and tending to the specific needs of their campus
4. This is an extremely important position that should not be held in addition to another important position.
5. There is more than enough work to do for a full-time chancellor at Mānoa. Having one person to do two jobs does not make sense.
6. Conflicts could arise between the positions and the time required to both equally would be difficult.
7. Management of campus and of system as whole cannot adequately be performed by single person, both in terms of conflict of attention and of interest.
8. It's too much work for one person to be both president and chancellor, and there's a potential for bias.
9. The position is very demanding and cannot be effectively conducted on a half-time basis.
10. It is important for this position to be filled so that the person chosen to assume this position is totally focused on their responsibilities. Having a dual position seems very counterproductive.
11. I cannot see how a person can have the time devoted to multiple positions and perform any of them well. It is imperative to have a chancellor who is devoted full-time to the position.
12. Two distinct positions and need to be two different individuals.
13. Some duties seem to be falling through the cracks. However, the salary savings could

potentially be passed on to the rest of the campus and help multiple individuals instead of ONE administrator.

14. Being Chancellor is a full-time job. The quality of the work done will undoubtedly suffer if it takes second place to another job.
15. As we have seen in the past few months, XXXX is much too busy as president to take care of UHM as chancellor. Half the time he can't even make regularly scheduled meetings. Worse he has too much power as Pres/chancellor and chooses to ignore the votes of the faculty senate. This is very dangerous. We should call for his resignation.
16. Because when the positions are combined both the 4 and 2 year campuses will suffer from the lack of attention
17. Need someone who can devote full attention to the needs of the flagship campus. Especially true at this time with contract negotiations (or lack of) at this time.
18. Workload. Assuming the role of the chancellor would be rolled into that of the president, how can one person do two full time jobs? 3. We need someone who is local, present on campus, to address all concerns. We don't need someone who will be dealing mostly with larger issues, interacting with the governor, BOR, public, etc. and only thinking about Mānoa when needed. As the flagship of the system we need a strong leader.
19. The campus is complex. Success depends on informed and networked leadership. This is a full-time plus commitment to know and work with the units. The demands of administrating the system are equally complex and require full-time attention-- unfortunately, the two sets of tasks are not one in the same. A single administrator charged with both must compromise at least half of each job description.
20. Mānoa is a complex conglomerate that needs someone to devote to its demands and problems full time. A President cannot do that....
21. As UH's flagship campus, Mānoa needs full-time attention; this cannot be a part-time job.
22. UHM is a large institution, we need a full-time visionary leader
23. Mānoa has governance issues that do not completely overlap with the UH system office run by the president, and that require a full-time manager of.
24. Manoa requires the full and exclusive attention of a chancellor.
25. At the least, the Manoa Chancellor should be full-time, otherwise routine things that need doing won't get done, unless XX can clone himself. But that "independent" adjective is also important: XX, for instance, was way too much of a team player and therefore didn't represent Manoa very well.
26. It's a billion-dollar institution. Having no one in charge with authority is absurd.

Theme 3: Category 8: Accreditation (n=18)

1. *The size of both the research and academic ventures warrants an independent Chancellor, as do the recommendations from our WASC accreditation*
2. *It is a violation of WASC guidance and the independent governance of Mānoa to have a combined chancellor and president position*
3. *WASC accreditation*
4. **"...the recommendations of the 2015 WICHE report, the 1999 and 2007 WASC site visit reports (our accreditation authority), and the 2013 WASC standards (esp. 3.8; links at: <http://goo.gl/2gLs2Z>) which are clear about separating and clarifying roles of System and UHM;*

the need for an independent Chancellor; and strengthening the Chancellor's authority. Our WASC accreditation mid-review is in 2020 with a site visit in 2021."

5. *UHM has been down the dual position set up before and it was a miserable failure that threatened WASC accreditation*
6. *Accreditation and integrity of UH Mānoa programs.*
7. *The way the system is set up, Mānoa has no voice. In addition to potentially losing our accreditation.*
8. *This is such a basic matter that any justification would seem superfluous. Obviously, the failure to have an independent chancellor could even impinge on our accreditation. All of the recent candidates were great. It's a tragedy that we weren't able to attract one of them.*
9. *Are we going to lose accreditation for it since WASC recommended separate positions? It basically merges Mānoa and the system and there should be a separation.*
10. *We risk WASC accreditation and destroy Mānoa's autonomy.*
11. *Required not merely for WASC accreditation, but for any functioning university*
12. *It may affect the accreditation status of UHM. We cannot attract good students, faculty and administrators if our accreditation status is negatively affected.*
13. *For representation of Mānoa interests, to maintain accreditation and improve UH Mānoa (the deplorable condition of the facilities being one example of issues not being resolved as things are). Additionally, stretching the UH President's role to interim chancellor also dilutes that important role and infringes on those responsibilities.*
14. *It is essential to our accreditation and status as Research I institution. If we do not have a UHM Chancellor, then in any vote and UH System executive committee our Mānoa UH System Executive representatives (VC Research, VC Academic Affairs, and VC Admin, Finances and Oper. should be given a seat and weighted vote score by a proportion that reflects SSHs tuition dollars (e.g., 50% SSHs) brought by UH and Research dollars (e.g., 90%) secured by UHM faculty to fully represent the interests of UHM.*
15. *The presence of an independent full-time chancellor was stated by WASC as a very important condition for continued accreditation.*
16. *Ignoring this will put our accreditation in jeopardy.*
17. *It could mean our accreditation.*
18. *This impacts our accreditation*

OTHER Comments

1. I believe that it is important long-term to have an independent full-time chancellor, but short-term I believe that the president will have the security and stability to make some decisions that a new chancellor may be unable to execute.
2. I feel that it is important, another search should be opened. In the meantime, I think it is very RATIONAL for XXX to be the interim chancellor. XXX is an excellent leader with a clear vision. He is one of the few people I feel comfortable with as interim chancellor.
3. Agree with Wiche study on long term benefits to UHM from focus provided by independent Chancellor. Disagree with all findings, however, such as recommendation to move system office downtown. Flagship campus benefits from having system president who is fully in touch with flagship campus. For #2 below, future potential will be negative going beyond 2-3 yr. interim Chancellor role.

4. It is important, but the timing is also important. Let XXX be the hatchet man and fix our budget problems. There's no internal person who wants to be the bad guy.
5. Since the University of Hawaii is a multi-campus institution, it is very important to have a full-time chancellor that would serve as system-wide chief.
6. It is the faculty that should provide leadership and not the chancellor. The chancellor should be the one who facilitates the work of the faculty.
7. Should not be the current President serving also as UHM Chancellor.
8. No nepotism or ties that cloud decisions or judgment.
9. broadens attention span
10. I feel so removed from administration I really have no idea
11. UHM<>UH System.
12. Difficult to conduct planning without chancellor, and many decisions require chancellor's approval. Also, budget priorities should be set at campus level, not system level.
13. It would work with the faculty more closely and solve real issues
14. For the reasons already stated by The Mānoa Faculty Senate (MFS).
15. Preserve the integrity of a University system to show case the public that we embrace share governance. Public perception is important, this is where UH can get more supports. A university can't function well without public supports.
16. Without it we are floundering and not taken seriously.
17. No one in admin knows what is really going on in our departments, and thus no one is in a position to advocate. Senior faculty with international reputations are not known by name, their work unappreciated. This is one reason we don't get legislative support.
18. I believe it is actually an advantage to have systems president also UHM chancellor 15. We did fine before this idea was implemented after XXX left. BUT HAVING AN INTERIM CHANCELLOR SHOWS A VACCUM IN LEADERSHIP. IT IS BETTER TO MERGE THE POSITION WITH THE PRESIDENT.

APPENDIX C: OTHER COMMENTS

Support Separate Positions (n=32)

1. None except to emphasize that I feel that separate (independent) chancellor and president roles are essential.
2. I believe this centralization of power is negatively impacting morale in such a way that faculty, staff, and students are all suffering in some form or another. While I appreciate the work done by President XXX, he already has too much on his plate that I think it would be better for all parties to separate the two positions.
3. It is important for UH to have a chancellor. This chancellor should come from outside of University of Hawaii. When we had XXX appointed as Chancellor, it was a disaster. Please do an outside search for a chancellor so this process will have a chance of being fair to everyone
4. This is an extremely important issue. We must stand together and make the issues known to other faculty and students.

5. It's rather frustrating that after months in the Search, the President decides to re-appoint himself. What's wrong with this picture? Bad search? Incompetent search Committee? Or the President who just wants to assume more power. This is not good. And we need to have an Interim Chancellor ASAP. The President just wouldn't be able to act as both Chancellor AND President. It's not good for Mānoa, it's not good for UH.
6. There are systemic problems at the University caused by the administration. President XXX having dual roles is just part of the problem. But such an oligarchical system should not be supported or tolerated. President XXX direct hand in our University reflects the most significant threat to our faculty governance at this University.
7. We need an independent voice to be vibrant and well-represented within the system.
8. We should not repeat bad decisions...this one was a bad idea before and it's a bad idea today.
9. First, I hope the faculty's beliefs will be taken into consideration by the BOR. I hope this is not a waste of time doing this survey because they already made up their minds and they are not listening anymore. Sigh. Second, it's sad to see everyone wasting time on issues that we spent so much time on before (I was here for the last split and creation of the UHM Chancellor office). Sad to see history repeat itself and all of us fighting again for what's right for the students and faculty. Sigh.
10. Single individuals working two job titles doesn't do justice to either position, ex. Dean SPAS/International Ed. If the position exists it should be FULLY funded and filled at full time to perform its role and serve the campus community at full capacity
11. Especially since all those offices and personnel are moving to the System, we need someone who can be a clear voice for Mānoa as we will need to compete with other campuses for attention and funding more than ever. Incidentally, it seems to me that leadership should not be fostering the sense that we are competing -- either among Mānoa departments, or among campuses in the System -- but rather implementing policies that will foster closer collaboration and cooperation among us. The current climate at Mānoa, where the new budget model means departments are fighting to keep students in their own classes rather than encouraging them to explore other courses and disciplines that may actually enhance student learning, is a prime example of this. I fear this re-org will be more of the same, but at the system level. It's really misguided and bad for our students.
12. It is extreme hubris to think that one can do a second, high profile job better than anyone else who might take the job.
13. I don't understand what happened with the last search for a chancellor-- candidates came and then we were getting an email from XXX that he decided he was going to continue to be interim chancellor because he didn't feel there was a good fit. Essentially, he's just appointing himself to the dual position and locking himself into the position for 2-3 more years--anyone have any ethical concerns with that? Also, how do we move forward with our institution if we don't have separate leadership for 2-3 more years?
14. Over the years this has been tried several times...one head of Mānoa and System. It is best that Mānoa has its own Chancellor
15. I think XXX is doing a good job under difficult circumstances, but ultimately it would be better to have an independent full-time chancellor
16. This feels like a coup. There was no discussion, no details have been provided, and the idea that the "interim" role will continue for *years* is unacceptable.
17. My responses are based upon eventual permanent separation of the President and Mānoa

Chancellor positions.

18. While I am in favor of having a permanent chancellor, in the near term, the large number of interim administrators is more problematic. I want someone permanent to lead us. If the BOR decides to go back to the old way, then do it and let's move forward. The uncertainty of all the interim leadership is more problematic to me.

19. Continuing to have an interim chancellor signals to the legislature that UHM doesn't need a full-time independent chancellor. It seems like we are setting ourselves up to lose the position.

20. We are living a dangerous moment, nationally and internationally, for self-governing institutions dedicated to investigating and disseminating truth. We have a responsibility to maintain our independent capacity to do so judiciously and effectively. This requires a firm and public commitment to responsible self-government.

21. I appreciate the leadership Dr. XXX offers to our University System and feel that he needs to have finding a Chancellor from the UH Manoa Campus community a top priority for our flagship campus.

22. Manoa should have an independent chancellor to speak for its needs just as the community colleges have theirs.

23. The position of Chancellor is a full-time job that needs to be given its full attention. Dividing the position with the president, equally intensive, also needs to be given full and undivided attention. The system of checks and balances is disrupted as well. With budgetary cuts looming more, it is imperative we find a full-time chancellor.

24. I can understand the arguments being made for not immediately re-opening the chancellor search, but I do not agree with having the system president also serve as the interim chancellor. I believe an interim chancellor should be appointed from within the Manoa faculty if there is going to be a 2-3 year wait before conducting another search.

25. Obviously, you need leadership positions at the other campuses. We do not need a Manoa Chancellor. We need a champion (not a chancellor) for UH. I have not seen this for the whole of 30 years that I have been here.

26. It is highly problematic that the UH President is taking on two full-time positions for the next two years. I see future problems with all areas that these two positions govern, not a very good idea as in the long run our institution will be damaged irreparably.

27. We need a permanent chancellor.

28. WASC accreditation would be at risk if the situation stays as it is.

29. Manoa should have a separate chancellor position. If we don't do it soon, we'll have a difficult time recruiting high quality leaders, even those from within the system.

30. I agree, in principle, that UHM should have an independent chancellor. However, I think XX is doing a pretty good job compared to our last two Chancellors.

31. My opinions at this time are strongly shaped by the fact that the new federal administration in abandoning many aspects of basic and applied science that are critical to the future of our state's environmental and economic well-being. Manoa needs a powerful advocate to advocate for state support to maintain some of this effort rather than simply accept the cumulative impact of simultaneous diminishment of federal and state support for the University

32. My research has brought in >\$10 million in extramural funding since I have been at UH, and I think lack of a permanent chancellor jeopardizes the Manoa environment necessary to maintain such research efforts

BOR/Legislature Do Not Value/Understand the Research University (n=25)

1. Shame on President XXX. Shame on the Board of Regents. The University of Hawaii needs to wise up.
2. We also need to do a better job educating the BOR how the institution works best and that actions taken in this matter cannot be acts on anyone's political agenda.
3. What troubles me is what is on the agenda of those already in positions of power (i.e., BOR and the President), and how that affects Mānoa. Without a clear and distinct leader/representative for Mānoa who carries legitimate administrative authority and faculty support, I question the motives and competency of the BOR and President to make well-informed decisions for Mānoa that are within the best interests of Mānoa.
4. If the president does not understand the importance and value of UHM and has not enough work to do as the UH president, then perhaps BOR can move all the resources and funding in that office into UHM Chancellor's office and hire someone who understands and values faculty, staff, students and have a true vision for UHM, UH, and Hawaii in the 21st century. Mahalo!
5. BOR needs to recognize that UHM serves the community and the state powerfully. But its core strength is its faculty and students. We need someone who knows how to run the R1 institution and advocates for it.
6. I have no hope. The problem is systemic, state-wide. You cannot fix UH and UHM without fixing the state (state government and state culture/knowledge). This state does not understand and has no intention to understand the value of an RI institution. I have given up any hope that the community will ever embrace their university or that the state will ever come to value their university.
7. The lack of transparency in the decision-making re: the combined Chancellor/President position is dismaying, and counterproductive to the work that so many others have done in ensuring that UHM follow accreditation recommendations, etc. This is no way to run a system or a flagship, and reflects a lack of understanding of the effective administration of both. An R1 university should also be run by a candidate who has had extensive teaching, research and administrative responsibilities/experience, which our current president does not have.
8. Allowing the UH President to also serve as Mānoa Chancellor is an extreme conflict of interest and I am disappointed in the BOR members who allow this to continue. What does it say that all of the other campuses EXCEPT Mānoa are deserving of having a Chancellor to advocate for and lead their campuses? How is this justifiable?
9. I cannot believe that the majority Regents are willing to have System of demonstrated incompetence to manage more and more of troubled Mānoa operations. All those who are for easy, faux fixes should agree to separate BORs into one for Mānoa vs. teaching/community colleges and recuse themselves from Mānoa management decisions. Has the System not done enough damage to Mānoa?
10. The core problem is that the Legislature has squeezed UHM to the breaking point. There is little or no financial support for its mandate as an R-1 university, nor any real interest or understanding of the importance of research, scientific or otherwise, to the health and future of society. As a result, everyone is fighting for the budgetary scraps that are given us. Only the wiliest and most self-interested win in this scenario. Hence XXXX hold on power, and his lack of interest in relinquishing it.
11. These changes are completely political. There are nefarious agendas at play. This reflects the lack of perceived value for higher education in the state of Hawaii at the UHSystem,

Administration, BOR, LEG and outside interest levels. This is the dismantling of UHM. This chancellor search was never intended to be successful. The UHM Faculty Senate is being ignored. This diminution of UHM is intentional.

12. Hawaii has ONE R-1 University, yet we are treated like a community college and our funding is regularly cut in favor of other campuses. Maybe Hawaii just wants to be the only state in the nation with only community colleges? This is how the BOR behaves. Mainland universities will be more than happy enough to take our research dollars and our best students.

13. The current President-Chancellor & the BOR don't appear to understand the arts & humanities and tend to overly favor "fashionable" STEM units.

14. It's a question of emphasis: "University of Hawaii" emphasizing "University" (hence research) or emphasizing "Hawaii" (hence shared governance with community colleges etc.). XXX as a graduate of UH himself and president of all 10 campuses represents emphasis on "Hawaii" in my impression, even though he has also been involved with research.

15. The BOR has totally let the university down by allowing the president (not president/chancellor) to centralize so many functions and get involved in issues that should be only Mānoa's great example was the President dealing with the Athletic Director issues in the Stevie Wonder blunder. Until the BOR sees the difference between a University President and a campus Chancellor for UHM it makes no difference if the two positions are the same or separated. And the UHM Faculty Senate has not helped in this regard.

16. We need an independent chancellor with the autonomy necessary to lead a research campus. We also need a chancellor who understands academic and research work.

17. This is just plain annoying. A Pranc(h)ellor who does not advocate for UHM, who thinks we deserve no priorities over community colleges and does not truly respect or value research is not an appropriate leader for this institution.

18. The incumbent of a position canceled the search for a successor. This is an unacceptable conflict of interest. It is also a power grab by a person who does not have the minimum academic credentials to lead a research institution.

19. There is so much immanent potential at UHM to be an excellent university, which is constantly thwarted by very inappropriate top-level decisions. We should pay attention to our ranking and really try to get to a level that we deserve. We need an ambitious plan, a critical outlook, and vision to overcome the inertia. There is some chance that a viable candidate could come from within, but there is more danger that such candidate will be entrenched in the old way of doing things. The recent chancellor-candidates, especially XXX, brought rays of hope, quickly eclipsed

20. I strongly believe that a well-qualified independent chancellor for UHM is paramount to the success of the faculty, the students, and the staff of UHM. Having UHM continue to move up its reputation as a research-intensive institution will not only benefit the students and faculty members of UHM but also, will have positive spillover effects for the entire UH system. Given the special nature of UHM as the flagship campus, the implications of having the system president serving as the interim chancellor will be much different than having the system president serving as the interim chancellor for another campus of UH. I believe the negative effects can be long lasting or even irreparable. For that, I strongly support that we find a separate and permanent chancellor for UHM, whether externally or internally.

21. It is clear by activities underway that academic programs are being harmed by the placement of Mānoa facilities at a system level. System initiatives take precedent over campus

priorities. Keeping Mānoa without a Chancellor for the next two years seems to be a necessary step to push through the system driven reforms of the Mānoa campus that are underway. It would appear the intention is to do all of this without Mānoa faculty and students direct involvement, other than informative meetings that explain what is being done, rather than allowing discussion about the changes and allowing for the final solution to be driven by students and faculty. This top down management of the campus is a hallmark of private industry not research universities and it damages our ability to function as such

22. I think we need a strong internal chancellor--one who is smart and able to handle the complex politician situation that has developed among the deans, with the Regents, and downtown. Currently, I don't think there's anyone smart or experienced enough at Mānoa to handle it all. Furthermore, we need someone to be the hatchet man to get rid of underperforming programs and reorganize Mānoa administration to save money. We are about to go over a fiscal cliff, and no one is telling the faculty. There's going to be a five percent restriction announced shortly. That seems equal, but it is not equitable. In fact, it is random. It is random because it is dealing with the budget blindly. Programs have been differentially hurt by attrition over the years. So, it would be better to be strategic in budget cuts than to just make an across the board restriction. Someone needs to be the bad guy and be more surgical in the cuts. Also, I'm afraid without our own chancellor, we are going to become a simple four-year institution, and not remain an R01. But, the Regents are proving their point that Mānoa doesn't need a chancellor by keeping XXX in place for three years--or more. You watch: He's likely to be there longer.

Thanks for your efforts. Good luck

23. Although a president/UHM Chancellor may have Mānoa 's interests at heart, the president leader position puts it in conflict with other chancellors who answer to the president. On the other hand, an independent UHM Chancellor who acts in the best interests of UHM can be removed from office by the president who is under the influence of the BOR/legislature as seen in recent financial conflicts between the med school and UHM. UHM faculty and students are thus buried deeply, as is the likelihood of meaningful change in operations at the academic level.

24. Mānoa should become independent of the UH System should be broken into Mānoa (Research University), Hilo, West Oahu, & Maui (Four year colleges), and each of the community colleges should have their own board as they specialize in different areas, and their funding will come from the local government to prepare the workforce for the local businesses, or they could be all supervised by one board.

25. If there is a combined President/Chancellor position, then why attempt it with the flagship and by far the largest campus? Combining the two positions creates a clear conflict of interest. The president advocates for the whole system. The chancellor advocates for campus specific needs. If it's the same person, they can't do both. If the BOR thinks there's no need for a chancellor at the largest campus - the one that has instruction, research and outreach/extension missions - what is their justification for the need of chancellors at tiny campuses with a couple thousand students and only an instruction mission? This system has made some asinine decisions in the 9 years I've been here, but this is amongst the worst.

Administrative Bloat and Poor Resource Management (n=23)

1. Unfortunately, the campus' inability to hire a chancellor after coming up to the final stages of the hiring process was a display of how this administration wastes too many resources at the administrative level. There are actual students and faculty that work directly with students that

could use the resources that was spent on bringing those candidates to our campus only to end up not hiring anyone.

2. think there are too many administrators at UH and too much bureaucracy. If XXX thinks he can do both positions for two more years, it must be because one of the positions is unnecessary. So, eliminate it. And take a good look at reducing administration and bureaucracy. Make UH great again!

3. The Humanities are being gutted at Mānoa. This institution is not providing resources to humanities faculty consistent with the mission of a research one institution.

4. The administration must learn to value quality over quantity. Ultimately, the standing of any university relies entirely on the quality of research and teaching.

5. There are way too many administrators who are ill qualified and payed way too much, to the detriment of faculty who actually have the expertise and do the work.

6. Efficiency-aimed consolidation of administrative positions is understandable, restructuring decisions should be made through a process that is evidence- based and demonstrably rational, based on the objective of maintaining or improving UHM's standing as a scholarly institution. This has been absent from recent major proposals.

7. We need a bold chancellor who will support the liberal arts base of UHM and consider some radical ways to approach funding (as Christopher Newfield has suggested). Hawai'i could lead the way nationally in rethinking higher education as a public good.

8. We will die as a university if this continues. We need to turn it around and institute more robust ground-up policies to make sure that we are moving in the right direction to support academics. It is very demoralizing to see content growth in administration while talking about cuts to departments. Especially when the highly-paid central admin is not competent and wouldn't be competitive at the national level. It is like the emerald kingdom in the central admin, and the ghetto in the academic departments. Even our secretaries and admin officers in the departments are poorly paid. Doesn't admin understand that the faculty determine the quality of the university? They need to stop playing with UH resources as though this is the new "Bishop Estate"

9. Why in the world are we spending money on system when we have gone back to having the President serve as Chancellor? We may as well save all the money that system takes up and go back the way it was!

10. This not such a big deal--think about all those teachers and students in Hawaii's public school without air condition, resources, and low pay compared to UH faculty. We must reduce costs--no chancellor reduces costs.

11. Get rid of the damn athletic department subsidies for failing programs (i.e. football)

12. In 30 years, I've never seen the UHM in worse condition. IE: why are most "R" faculty not teaching but earning a pay role paid by "I" Faculty? Why is there unequal distribution of tuition revenues to departments relative to teaching contact hours?

13. Not a single step has been taken to correct inequities in salary and working load among colleges or even within colleges in the last ten years. Time for change or we will all move elsewhere, to institutions that recognize the needs of faculty members and show at least minimal respect for their hard work and dedication!

14. Probably too many administrators with high salaries as is.

15. Yes, PLEASE not only stop the bureaucratic bloat at artificially inflated prices, but trim the fat, and reward the meat.

16. The UH also needs to address the issue of compression (salary) for senior faculty or it reinforces the notion that "UH does not care for the contributions of senior faculty" and once you are tenured, go seek another job.
17. I think that Mānoa campus needs a champion who is separate from President of entire UH system. But, funds are tight right now & I would prefer to spend \$ in more needed areas than hiring another highly paid administrator. Too many highly paid administrators at Mānoa!
18. The outrageous severances paid out to failed Chancellors has soured the opinions of the community and the legislature regarding UH Mānoa 's ability to direct its budget and exercise fiscal responsibility. The community's trust has been broken. This has been compounded by tuition increases. UHM needs to actively address this problem not continuously lobby for more funds while the admin and faculty are so grossly top heavy.
19. The situation is hopeless, at least in the instructional units with which I am most familiar. I have, sadly, given up entirely on UHM being anything other than a mediocre institution.
20. This is mostly much ado about nothing. What will determine Mānoa's fate is money, or the lack thereof, or the misallocation thereof to the extent there is any. The leg is not going to give more. they are not interested in funding an R1 institution. And given the level of mismanagement at Mānoa in recent years, can one blame them? We had an internal chancellor, one of the MFS' own, XXX. How did that work out? Do we really need to repeat this experiment? Why would I support that?
21. A strong and independent chancellor should trickle down to the vice chancellor level, calling into question the need for what seems like duplicative administrators and functions.
22. It's important to have fairness, or the perception of fairness. In our current situation, faculty see rampant nepotism in a time of scarcity. There are people here who can be fair, and so spending a lot of money on outside searches for people who cruise through for a few years on their way to another posting is a disaster all the way around. We also don't need so many layers of Deans. Just decent and competent people.
23. I think the reduced administrative duplicity will improve some operations and make things move more easily across the system.

Inability of UHM to Recruit High Quality Chancellors (Past and Future) (n=18)

1. There is something seriously flawed with the management of the university if they cannot attract and hire high quality individuals to serve as Chancellor.
2. I am pessimistic that highly qualified people outside UH would want this job.
3. The University of Hawaii has a deservedly bad reputation for its treatment of administrators by the political factions in the state. A period of stability and absence of high drama might allow the skepticism to abate somewhat.
4. External candidates can look at the half-life of recent chancellor appointees and the circumstances of their defenestration and will, entirely sensibly, decide that this is not an "opportunity".
5. Under XXX, System has transferred HR, PR, facilities, and budget control from UHM to UH System. IT was already there. Who in their right mind would want to be Chancellor of a campus with so little control and decision-making autonomy? UHM Chancellorship is now a puppet role.
6. Anyone who would want that job, we would not want as chancellor!! Whatever you think about his performance, the UHM chancellor position was poisoned by the treatment of XXX 3 years ago. Until the dust settles some more, I don't believe we will attract good external

candidates. Since it appears it was nasty politics that tanked XXX, and XXX was beaten up as well, anyone internally who wants this position is highly suspect IMO. There are good administrators but they are too smart to walk into a no-win situation. While I think XXX staying on as chancellor is not a good idea, there are no good options right now. Plus, the legislature is only looking at the \$\$ to fill the position -- there is a bill filed for the Leg to make this organizational decision!! We need more time for things to cool off. The goal should be to make (and keep) the Chancellor position viable in 2 years and hold admin to the commitment to filling it.

7. I would like to better understand what the Board of Regent's reasoning is for making this decision. What are they thinking?

8. Our search processes have often delivered a selection of folks being helped out of their existing institutions for malfeasance. We do have a serious problem of the people qualified and honest enough to do the job not wanting to come here.

9. If the tight budget is the problem, Mānoa may not be able to attract a good candidate for the position of Chancellor.

10. Dr. XXX knows the campus well and enjoys decent relationships with the BOR, leg, and public. So, given the current situation, we are in reasonable hands. But it is an inherent conflict of interest to serve Mānoa and the system and we know who is likely to be shortchanged. I assume our reputation of eating up Chancellors combined with budget woes makes it difficult to recruit externally.

11. The faculty have selected chancellors for many years, and we have had failed chancellor after chancellor. We have proven that the chancellor system doesn't work. How foolish is our optimism that it will be different?

12. It would be nice if the administration could figure out how to run the university. We are getting sick and tired of their six-figure incompetence. If they keep it up, we will all find out what it's like to run what was a major research university into the ground. Pathetic.

13. For the UH System to flourish, all the campuses need a shared and coordinated vision, which has been absent with the string of failed UHM "independent" Chancellors.

14. We need quality at the top level, people who have the visibility, charisma, and leadership to bring in the funds, and to command the respect of the faculty and students, and communicate effectively with the BOR. Without top down quality, we will continue to go through good folks with only the lame staying here in management.

15. I have seen administrators come and go over the years and generally it is hard for anyone to get much done. The hard problems are too difficult and the smaller/easier problems get ignored.

16. President XXX is doing a fine job in a difficult situation. If the Regents don't allow us to offer a sufficiently high salary to attract a decent external candidate, then promoting from within seems like a good idea.

17. Administrators at UH Manoa haven't inspired me. The faculty do. We are not going to find anything better than XXX. I think we probably need more consolidation of administrative personnel. Next step: combine colleges.

18. Past chancellors have done more harm than good, but an effective chancellor could be an important advocate and asset for UHM.

Survey Related Statements (n=16)

1. Does anyone listen to us? Who will see this survey?

2. I don't see what purpose this survey is going to serve. The BOR has voted on this. It's a done deal.
3. I am not sure what this surveys are good for. Nothings is ever done and nothing ever changes and only the people on the top make the changes that are convenient for them and their disproportionate salaries.
4. Thanks for doing this.
5. Like so many such surveys, your participation is likely to be skewed towards those who are unhappy with the current situation (this tends to be true no matter what the current situation is). Please keep that in mind
6. Thank you for conducting this conversation about an issue that concerns me greatly.
7. Good luck.
8. Mahalo for seeking our opinions.
9. Thank you for gathering our feedback regarding this very negative decision.
10. Greatly appreciate your tireless efforts in this travesty. 11. A few loaded questions above.
12. Will there be a follow up report on this survey?
13. not having a sense of what the alternatives are makes answering these questions difficult.
14. Thank you for your interest in collecting faculty views.
15. This is difficult to answer from the perspective of a faculty member. Most don't have that much direct interaction at this level to be able to answer these questions. I suspect this is why most faculty aren't responding. I didn't respond after the first solicitation because I felt I would answer "no basis to judge" on most questions and didn't think this would be useful.
16. Rather than having a survey for public opinion, mainly with individuals who do not participate in the administrative decisions, it would be helpful for faculty members/employees be able to ask questions about how the combined offices (chancellor and president) will be implemented. I don't personally feel qualified to make a judgment on the positive or negative impacts of this combined position in the university; however, I do have many unanswered questions about how it will work, and where different areas of accountability lie. Both seem like extremely big jobs with huge responsibilities, and I have no doubt about Dr. XXX's dedication and hard work to try to do the best for the university. There do, however, seem to be many unanswered questions, and it seems most useful to be able to have a platform where these questions can be asked in the first place.

Support Shared Positions (n=12)

1. I think having XXX as Chancellor will be a good idea since he understands the place (unlike a new person coming in) and he also knows what the real problems are. In addition, he knows the legislature and is more likely to get things out of them than a mainlander who has not lived here.
2. I'd rather have this situation than an ineffective chancellor. I respect President XXX for this decision.
3. XXX is an excellent leader. There may be leaders on lower levels that need to be removed, but not XXX.
4. Of the permanent Chancellors that we have had at UHM, I did not hear a lucid understanding from any of them about How UHM works? How they would restructure the operations to serve Units which in turn serve students and faculty? What are their top 3-4 priorities for each academic year? How will they increase Native Hawaiian Instructional faculty? How will they

lower tuition for students? How will we build an effective Research Engine that makes investments in faculty? How does administration work with UH Faculty Assembly union to create value for faculty in terms of their salaries, fringes and additional benefits that recruit and retain faculty? How will they strengthen our College of Education so that it will produce outstanding teachers for Hawaii's workforce while building bridges to transform Hawaii's Dept. of Education system? How will UHM invest in its Hawaiian School of knowledge to make it an academic beacon for indigenous scholarship and produce graduates who are not only masterful at their understanding of Hawaiian culture and learning, but are able to be responsible and knowledgeable social activities to advance Native Hawaiians in their Homeland? How will they re-energize our School of Tropical Agriculture that was once a leader in economic development, and could become a leader in ecological/agricultural sciences that transform Hawaii's agricultural industry into levels of sustainability that Hawaii needs if it is to not be so dependent on imported goods and oil from the US continent? How will UHM support the important role that its Medical School plays to provide high quality health care, top level health sciences research to address problems that Hawaii and the Pacific need to address to advance cures, prevention, and health and wellness promotion and produce smart, well trained physicians who are dedicated to stay in Hawaii and serve our communities and eliminate the terrible physician shortages we have? Instead, with every Chancellor, except for Dr. XXX, I saw terrible power-struggles and personality cults develop that benefited a few chosen groups (most of whom were "squeaking wheels"), but failed to serve the overall priorities such as students and faculty who demonstrated hard work and dedication to advancing UHM that went beyond self-serving agendas? UHM was once a source of hope for our mostly working class families who wanted their children to have a better life and be the leaders to determine the future of our Islands; our Chancellors of the past 20 years have, in my opinion, acted more like political powerbrokers who have acted more like "wanna be" University Presidents who ostensibly advocated for higher education, but then acted like Corporate CEOs running a large corporation, rather than conveying a profound understanding of academic and what makes for an excellent university that could become a great university. To have the latter kind of leader, does not require a Chancellor. It requires person of substance who can work effectively and seamlessly with the UH President, BOR, and the Deans and Directors of UHM's units to transform the operations of UHM so that its faculty and students can work in environments of creativity and academic excitement. I think what President XXX is doing by combining the President and UHM Chancellor roles shows his understanding of what it requires to systematically address the problems in operations and management that need to be addressed. He has my support.

5. Current interim is engaged. Overload for him, but doing an impressive job.

6. I suggest separating the position from the occupant. With a strong academic in the combined position, Mānoa could thrive. Remember also that we used to be configured this way.

7. There are too many layers between students, faculty and the top of the management chain. Go back to the old system with President's office at UHM.

8. Two chief in the same lodge sing a song of discord.

9. I was here for very many of the pendulum swings between the Manoa Chancellor also being the System President and the two offices being separate. What I'd really like to see, frankly, is the shrinking of the System and the return of Manoa to the status of a true flagship campus, where the Manoa "commodore" could also be the System "admiral."

10. Change needs to happen, and layers of administration need to be reduced. Both can be accomplished by this 2-3-year arrangement, at which point a chancellor can be hired to run a

reorganized Manoa campus. To dismiss out of hand the idea that a combined president/chancellor can implement positive change before the details are known makes the faculty look like we fear change, not that we're taking a principled stand for shared governance.

11. I do have some sympathy for the situation in which XX finds himself given the XXX misfire. Performing double duty for a short time and with a clear path forward to appointing a new Chancellor could be acceptable. However, such a path is anything but clear.

12. Our current president has shown the ability to hold both positions (President and Chancellor) without major new problems (except the perception that this arrangement was the plan all along.) I am far more interested in having a capable person in charge - someone who understands the complexities of the University, our local community and interactions with the legislature. The most recent internal appointment Chancellor was not effective in that role. We have had other appointments from the mainland who have done at least an adequate job as Chancellor. Thus, it really comes down to having the 'right' person. I'd prefer to consider all options in a search for Chancellor.

Other Suggestions/Concerns Related to Leadership Changes (n=9)

1. One of the most negative aspects of the interim chancellor-president arrangement is its connection to the interim VCR-VCAA arrangement, which is just as damaging and impracticable.
2. I'm also extremely concerned that the positions of OVCAA and OVCR not be combined. These also require independence from one another, and involve more careful work than can be done by any one individual for very long.
3. We need distinguished scholar and experienced university administrator for both UH system and UHM Mānoa. It can be one position, or two positions.
4. Appointing XXX as Chancellor doesn't achieve anything since he will do what XXX wants since he is his guy. Nice person but the chancellor has to be stronger than he is or XXX was
5. This is soooooo sad!! XXX could fill the role and we could hire new VCAA and VCR and would be on solid footing.
6. Make XXX Chancellor of Mānoa, then shut down UH West O'ahu.
7. The chancellor should have experience as a tenured faculty member.
8. What is the reason for not advertise? What is the reason for not accepting internal well capable candidates?
9. In general, I am ignorant about issues related to upper-level administrators in universities. However, I strongly believe a national search needs to be undertaken to replace any and all administrators. "This isn't the mainland" is too often used as an excuse to not make progress at UH. We need competent administrators, not people whose primary qualification is understanding local culture.

Problems with Faculty Leadership (n=8)

1. I highly encourage faculty Executive Senate Committee to do a self-evaluation, asking faculty what we think about how it has functioned and what its impact on faculty morale.
2. I wish the faculty senate would do something positive. Seems like it is always against initiatives or pushing back on something.
3. Stop harping on this point -- it is counter-productive and harmful to the university as a whole...If you have a hidden agenda, get over it.

4. Oh, this will get me in trouble. But it's overdue: I have found the Faculty Senate SEC to be the single most divisive and contentious, morale-defeating organization within the University. I am not certain why, but suspect that it is because of the selection biases for Senators and SEC. It tends to favor those with envy of the established command and control structure. This is a problem that I believe could be solved with a mandatory rotation basis to membership, possibly even with a random selection process
5. Think that if we had a decent Faculty Senate that would support administrators instead of constantly trying to undercut, second guess and micromanage them, maybe something could be accomplished at this institution.
6. MFS SEC should engage in collective introspection concerning its inability to engage and impact UH president's and BOR actions. There are a multitude of reasons why the SEC is so ineffectual. Vilification, for one, of the UHM and UH administration, and by extension the BOR, totally undercuts the possibility. MFS SEC misunderstands the meaning of shared governance and how judicious, thoughtful, and respectful action can work favorably for promoting faculty interests. A faculty vs. them hostile posture cannot.
7. I am not telling you what school as it is irrelevant and just seeks to set one part of the Faculty against others, which is what the SEC seems to be intent on doing all this last year.
8. Stop the negativity, and support the President
9. IXXX has done at least an adequate job as Chancellor. Thus, it really comes down to having the 'right' person. I'd prefer to consider all options in a search for Chancellor.

Get Rid of President/Revolution (n-8)

1. I don't have any confidence at all that anything I say will make a difference. Until we collectively act, SSDD until we do.
2. Just kick this President out of UH Mānoa
3. It is time to get a new UH President and a new Mānoa Chancellor
4. We need a new system President. The search that gave us XXX was very flawed. Some might say it was a sham designed to install him. The UH students, staff, and faculty deserve so much better. How many people remember that as interim President, XXX was not supposed to be a candidate for President. Now he says that he does not want to be Mānoa Chancellor. Should we expect history to repeat itself?
5. Yes. The administration is sitting on a tinder box.
6. It's time for revolution.
7. If the UHM faculty senate does not call for XXX resignation now after he has ignored the vote, then he will crush all opposition
8. Mānoa led, faculty driven. That's how UH should operate, now more than ever.

OTHER (9)

1. I'd like to find out about past experiences. What were the outcomes when we had an independent Mānoa chancellor? What about when we had a chancellor who was also UH president? Is there any study of the topic? We want to learn from the past.
2. I feel uneducated about the role of the Chancellor. XXX seems well-intentioned.
3. If moving services to UH system would expedite improvement of administrative processes or infrastructure to support them, and improve the service goal of these processes, it is a positive

change.... good (e.g., development of integrated data bases-HR personnel, academic and curriculum processes, research. However, if movement of services to UH system adds another layer of administration and approvals, BIG problem because it will cause delays and nothing will be accomplished without much FRUSTRATION.

4. Simple things like greeting new faculty and recognizing major student and faculty accomplishments are going undone. Can the president even name any Mānoa students or faculty other than those in his own field?

5. Le plus ca change. . .

6. I don't feel that UHPA is independently evaluating proposals as they come along. There seems to be a knee jerk, often amateurish negative reaction to every proposal that come out of the administration. It means that UHPA comes off as the boy who cried wolf, and has little say in the actual decision-making process.

7. It seems that UH can do what it wants at higher levels but, as always, the rest of us are stuck with little room for implementing changes.

8. If a national siege on agencies like EPA, NOAA, NIH, CDC coincides with a period with interim UHM Chancellor and President, don't blame any downturn in morale, retention, etc. wholly on the lack of permanent people in those positions.

9. Morale is low due to uncertainty each semester about course assignments and if one will even have a job next semester due to decision to admit small nursing cohorts only once a year. Other new programs in the state have grabbed our potential students and clinical sites.