October 29, 2012

TO: Bonnyjean Manini, Chair
UH Mānoa Faculty Senate Executive Committee

FROM: Linda K. Johnsrud, Acting President
University of Hawaii System

SUBJECT: Memo of October 15, 2012, from the Committee on Administration and Budget

Thank you for the opportunity to address the concerns expressed by the Committee on Administration and Budget (CAB) in their memo of October 15, 2012. I am responding on behalf of President M.R.C. Greenwood who is in Washington D.C. on University business.

President Greenwood is firmly committed to shared governance. She was happy to be invited to the UHM Senate Executive Committee meeting on October 8 and to the UHM Senate meeting on October 17. As she has stated, the President is available to meet with any faculty senate should they so desire. At the same time, she is cognizant of the importance of distinguishing between the role of the UH-Mānoa Chancellor and the UH System President. The faculty senates are primarily advisory to their campus leadership, and she is careful to ensure that campus leaders are informed and involved when she engages with campus senates.

The faculty body that interacts on a regular basis with the system leadership is the All Campus Council of Faculty Senate Chairs (ACCFSC). This group includes the senate chairs (or designees) of every duly chartered senate in the system. The ACCFSC currently includes 13 representatives from UH Mānoa and 13 from the other nine campuses. I serve as the liaison to this group for the President, and in years past, I have worked directly with the ACCFSC co-chairs to ensure that the agenda includes system level items that may be of concern and/or interest to the faculty and their campuses.

ACCFSC has been steadfast in articulating and maintaining their role as a council of faculty leaders who do not act as a senate; that is, they do not take a position on any issue without taking the issue to their respective senates for review. As a result, the primary role of the ACCFSC is communication. The group meets monthly, and there is always system leadership in attendance. The President attends whenever she is invited and able
to discuss issues, broach ideas, and take questions. ACCFSC agendas and minutes are available at: http://www.hawaii.edu/accfsc/.

If the Mānoa Senate would like additional sessions with the President then we would be happy to schedule them and, as noted above, we would want to ensure that the UHM Chancellor is invited and engaged.

In regard to the specific issues raised in the CAB memo:

- The Biennial Budget Proposal is a system-wide initiative and document. It began with a Budget Policy paper that was reviewed in draft form and vetted through the Council of Chancellors, which includes the UH- Mānoa Chancellor. This document reflects the philosophy and plan for the budget proposal to the Legislature, and since 2008 the system leadership has aligned the budget priorities with the system wide strategic outcomes and the performance indicators that were identified in the system strategic planning process involving faculty from every campus. The resulting 2013-15 Budget Policy paper was then presented publicly at an open meeting of the Board of Regents where a robust discussion took place. Modified with the input from the Board of Regents, this paper was used as the basis of crafting a biennial budget for the UH System. ACCFSC representatives, including from the Mānoa faculty, were included in all meetings of the 2013-2015 Biennial Budget Committee. The system-wide Biennial Budget Committee reviewed and provided input on the Biennial Budget Proposal before it was finalized for presentation to the Board of Regents. Campus processes for input from faculty vary, but every campus could engage its faculty via their chancellor and their ACCFSC representation. That said, if the Mānoa Senate would like its own review of the system-wide biennial budget and process, please let me know if you would like to schedule a discussion with the CAB, SEC, or other Senate body of your choice.

- The proposal “to hire 50 high profile researchers” has evolved over time. President Greenwood introduced three initiatives in her address to the Legislature in February of 2010, and one of the three was the initiative to build an innovation economy in Hawaii. Later that year she convened an Innovation Council made up of nationally recognized experts from Hawaii and the mainland, including from UH Mānoa, to develop recommendations to grow the state’s knowledge-based economy. The Council’s initial report was launched at a major symposium in Hawaii in January of 2011 convened in partnership with the National Academies Board of Science, Technology, and Economic Policy. That 2-day event drew together the state’s political, academic, and business leadership, along with federal officials and national experts to identify key steps toward meeting the Innovation Council’s objectives. The symposium proceedings were published in a monograph entitled “Building Hawaii’s Innovation Economy,” 2012, National Academy of Sciences, which is publicly available at: 

This is the foundation for the goal of creating in Hawaii a 21st century capability for innovation and a billion dollar research industry in Hawaii. The proposal to significantly increase the number of high profile researchers is in support of this objective as well as the longstanding goal embedded in the UH strategic outcomes of doubling our extramural awards over the next ten years. Although this is a system initiative, there is no doubt that UH Mānoa will be the primary player in achieving this goal, which has been embraced by both the private sector and government. President Greenwood from the very beginning sought the input of former Chancellor Hinshaw, and since his arrival, Chancellor Apple. This initiative has involved distinguished individual researchers and research administrators from UH Mānoa who have provided advice to President Greenwood. This effort is still in the formative stages, and there is much work yet to be done to realize the goals of increasing the capacity of the University to expand the state's knowledge-based economy. The President would welcome the UHM faculty senate's input, so please let me know if you would like to schedule a meeting with the CoRGE, SEC or other Senate body to discuss this evolving initiative.

- A second initiative launched by the President in 2010 is the Hawaii Graduation Initiative, which addresses the goal adopted by the UH Board of Regents and embedded in our strategic outcomes of increasing the number of degrees and certificates awarded by the UH campuses by 25% (from 2008 until 2015). The “15 to Finish” campaign is a tactical approach to addressing this goal that grew out of an analysis of graduation data which indicated that of the full-time students in the system, the majority take 12 to 14 credits. At the March, 2012 meeting of the ACCFSC, we discussed the impact of taking less than 15 credits and the proposed campaign to encourage students to take fifteen credits in order to graduate “on time.” We also consulted with the council of chancellors, joint councils of chief academic officers and chief student affairs officers, the academic advisors and transfer network, registrars and financial aid officers, all of which include UHM representation, to ensure alignment with campus interests and capabilities. We have already seen a 14.7% increase in the number of first time freshman enrolled for 15 credits in fall 2012 as compared to fall 2011, which bodes well for increasing UH graduation rates. This is a shared goal across all baccalaureate campuses, which are supporting the effort by increasing the number of needed courses offered to the extent possible. We have had no reports of impact on faculty workload, which is addressed in policies and practices that are largely independent of aggregate student enrollment. Nonetheless, please advise me if you would like to schedule a discussion of this system-wide initiative.
• The need for external legal advice and public relations support, particularly during the past few months, is regrettable. When the President spoke to the UHM faculty senate on October 16th, she described the political pressure she experienced as the result of a personnel decision made in the wake of the concert cancellation. The threat of a lawsuit, the preparation for Senate hearings, the need to respond to copious requests for information in a short period of time, and the handling of the media—all added up to the need to seek external assistance. As the President explained to the senate, she was doing what she believed necessary to protect the university and its independence.

In closing, I want to assure you on behalf of President Greenwood, that she deeply respects the faculty and its role, and is committed to involving the faculty in matters of concern to them in accord with longstanding principles of shared governance. At the same time, as the President of the UH system she must also honor the integrity of the campuses and their internal processes of consultation and governance. Clearly, communication can be improved. At the system level we maintain our commitment to sharing ideas, issues and plans with the ACCFSC in a timely manner. If additional communication is needed with the UH-Mānoa Senate, then I would be pleased to work with you to develop appropriate processes.

We all share a role in creating a bright future for the University. We may or may not agree on the specific paths to excellence. But it is vital that we recognize, despite any differences in our perspectives, that we are all committed to a University that is the best it can be for our students, the advancement of knowledge, and service to the entire State of Hawaii.