

Minutes

University of Hawaii at Manoa faculty Senate

September 15th, 1999

Law School Classroom 2

49 senators were present: Barry Baker, Robert Bart, Horst Brandes, William Burgwinkle, Robert Cooney, John Cox, Thomas Craven, James Dator, Marilyn Dunlap, Ernestine Enomoto, Andrea Feeser, David Flynn, Agnes Fok, Donna Fukuda, Carolyn Gotay, William Haning, Manfred Henningsen, Casey Jarman, Robert Joseph, Nanette Judd, Karl Kim, Peter Kim, Irvin King, William Lampe, Edward Laws, Bruce Liebert, Joy Marsella, Matthew McGranaghan, Chris Measures, Jane Moulin, John Mount, Charles Mueller, Joseph O'Mealy, Mary Pateman, Robert Paull, Teresita Ramos, Thomas Schroeder, Martha Staff, Virginia Tanji, Mary Tiles, Robert Valliant, Richard Varley, Frank Walton, Charles Weems, Joel Weiner, John Wendell, David Yount, Sylvia Yuen

6 senators were excused: Iqbal Ahmed, Patricia Fryer, Laurence Kolonel, Emily Hawkins, Takeo Kudo, Glenn Man, David McClain

14 senators were absent : Belinda Aquino, Patricia Burrell, John Halloran, Joel Hanna, Randall Hensley, Fred MacKenzie, John Melish, John Rieder, Stanley Saiki, Brent Sipes, Thomas Speitel, Jane Tribble, Janice Uchida, Ming-Bao Yue

6 administrators were present: Dean Smith, Roseanne Harrigan, Thomas Bopp, Judith Inazu, Joanne Clark, Michael Graves

12 others signed in: Rahul Chattergy, John Reider, Jim Tiles, Carolyn Gotay, Eldon Wegner, Robert Bart, Jeanne Oka, Jennifer Matsuda, Sandy Davis, Rich Kennedy

Chair Mary Tiles opened the meeting at 3:08

1. Mary Tiles welcomed new and returning senators.

The members of the 1999/2000 faculty senate executive committee (SEC) were introduced and it was noted that they had been meeting over the summer with the former SEC who were thanked for their participation in these meetings during that time.

It will be a busy year and all senators were urged to attend meetings so that information will flow to their constituents and their responses will be transmitted back to the senate.

Senators were reminded that each senator is a member of one of the standing committees, each of which will have a considerable work load.

2. The minutes of the Faculty Senate's May 5th 1999 meeting were approved unanimously by voice vote.

3. By unanimous voice vote, the date for the Faculty Congress was set for November 10th, one week before the November 17th Faculty Senate meeting. This date was set after

discussion concerning the desire to hold an open discussion on the core reform task force report at the Congress and the time that would leave to conduct a Senate meeting.

4. Chair Tiles reported that during the summer members of the old and new SEC had participated in Dean Smith's Council of Deans and Director's budget meeting. Among the issues discussed had been the request from Governor Cayetano for a prioritisation of UH programs. No prioritisation was made, but further communication from the Governor made it clear that elimination of the Lab School and increasing Faculty workload were important items to the Governor. It was also reported that the Governor had stated that higher education was not a high priority item for the State's budget.

Since the Fall semester had commenced, Faculty participation in the budget committee had been modified to include two members from a sub-committee of CAB and two members of the SEC.

Dean Smith has invited the appropriate Manoa Faculty Senate sub-committee to meet with Council of Deans' Student Affairs Committee to explore the issue of establishing a senior administrative position (Vice-Chancellor/ Dean/Vice President) to oversee undergraduate education.

Two members of the new SEC (Mary Tiles and Bob Cooney) had participated in the Deans and Directors retreat with the administration.

Roseanne Harrigan, a member of the council of Deans and Directors and a participant in the retreat, reported the main results of the retreat were:

- 1) Identification of common problems and mechanisms to solve them.
- 2) Identifying problems of moving things through the system.

The Deans and Directors (D&Ds) have forwarded a request to the Board of Regents (BOR) requesting delegation of certain authorities to the President so that they in turn could be delegated to the D&Ds. A further request was to be made that appointments to committees reflect the involvement of other groups.

5. Chair Tiles reported on the Faculty Senate's retreat with the Administration held on Sept. 10th and 11th. Tom Bopp, Michael Graves and Bill Lampe were thanked for helping Mary assemble the report that was distributed to the Senate.

Broad topics discussed at the retreat were vision and governance. While there had not been much resolution of vision, governance issues had received a lot of attention.

A flow diagram was shown to the Senate indicating the nature of the current decision making process at UH Manoa in the Senate and the Administration. The process was such that it gave neither party much opportunity for active participation in the policy development of the other group. In many cases, it appeared that the only role Faculty had was to approve or oppose Administration initiatives. Faculty initiatives were also not always received well by the

administration, and there was a feeling amongst faculty that they were not acted upon or the results of Administrative actions were not visible to Faculty.

A second flow diagram was presented indicating a new proposal for developing policies. The diagram indicated a central policy working group composed of various interested parties (Administration, Deans and Directors, Faculty, Students, and other unnamed groups). Under the proposed system, the constituent representatives on the policy working group would receive input from and communicate back to the various constituencies, thus developing a sense of shared communication and governance. It was anticipated that specific tasks would be assigned by the policy working group to subsidiary committees that would be composed of relevant interested parties.

In order to achieve the objectives of this new system, the Faculty Senate would need to examine its own committee structure and to decide which constituencies should participate. The SEC plans to pursue dialogue with the administration on formulating such a system unless the Faculty Senate objects. The Senate was then asked to comment on this proposal.

Irvin King asked if these committees would replace the current FS committee system. Mary Tiles suggested that participants in mixed committees would be drawn from existing Senate committees or sub-committees. In some cases, e.g., the Core task force, FS would initiate discussions but would incorporate input from other constituencies before developing finalised ideas.

Further discussion addressed whether FS charter and by-laws would need to be changed, and it was suggested that all committees would need to be looked at.

M. Henningsen pointed out that in the flow diagram the D&Ds were shown as separate from the Administration but that they were in essence related. Roseanne Harrigan replied that FS made decisions that affect D&Ds and that the D&Ds were not always allied with the Administration.

Karl Kim expressed support for the new approach.

R. Chattergy asked about the role of the BOR, and Mary Tiles responded that at the retreat Regent Ah Quon McElrath and BOR secretary David Iha had expressed an interest in meeting with faculty representatives on a regular basis to discuss strategic issues.

6. Dean Smith was invited to give his impression of the retreat his comments follow:

The WASC report was released at the end of the Spring semester and is posted on the web site. All Faculty were urged to read it for themselves. Accreditation was reaffirmed, as was our status as a Carnegie 1 university. The accreditation team had suggestions for improvements in four areas.

- i) Leadership- should there be a chancellor for Manoa
- ii) Budget planning, the need to restructure in the wake of budget restrictions
- iii) Governance

iv) Assessment, the need to define what we expect of our students and our success in achieving it

An overall theme of the report was the need to, Communicate, Communicate, Communicate.

The administration is taking steps to address these concerns. The WASC team will return in three years because they are interested in our progress: this is not a sanction. Dean Smith pointed out that 1/3 to 1/2 of all accreditations are for less than the full 10-year term. Nevertheless, this is a "match between our toes."

The Administration is addressing concerns through a series of retreats. The first was held with APT staff, a second with the D&Ds and the third with the Faculty Senate's SEC.

The formation of a joint budget committee between the Administration, the D&Ds, and Faculty Senate's SEC is an attempt to engender direct communication amongst parties and to obtain cross-fertilisation of ideas. This will continue, and more committees will be set up to investigate issues such as distance learning, undergraduate instruction, etc.

Dean Smith then listed forthcoming issues that would face UH Manoa, these included:

- 1) Completion of the Core review
- 2) Governance structure of Manoa: President Mortimer will start discussions about separating the chancellorship: it is expected that this should be completed this academic year.
- 3) The need and structural position of a senior administrator to oversee undergraduate affairs: this would be combined with a review of the need for four Arts and Science's Deans.
- 4) CTAHR phase II
- 5) CBA/TIM consolidation
- 6) Tenure and Promotion criteria: there is a need to look at the relationship between teaching, research and entrepreneurial activities
- 7) Strategic Plan: we have one, and it has received good external reviews, however there are issues to do with buy-in by faculty. In addition, budget cuts have modified circumstances.

Questions from Senators followed:

Will you examine administrative structure at the Vice President's level? Smith: Yes, we should look at this.

A discussion ensued about the relative merits of considering the administrative structure at the same time as the need for an undergraduate Dean/Vice president. It was pointed out that the position the individual held in the administrative structure was an important part of the question and that communication between the senate and the Administration was needed in order to proceed effectively.

7. Mary Tiles asked for email comments from faculty on the retreat report, which issues are most important, and which should be proceeded with first.

The SEC has met with representatives of ASUH and GSO to discuss joint concerns about the future of UH Manoa. Manoa United, a joining of ASUH, GSO and the FS on the issue of a Manoa Chancellor was an outcome of these meetings. It was also pointed out that the D&Ds shared many of the same concerns.

8. Interim report of the task force on the reform of the Manoa Core by Eldon Wegner

The task force held forums last year, with participation from ASUH and the administration.

A general framework of the task force's work was reported to the senate on April 21st, 1999.

Commitment to general education and a reduction in the number of required courses, more flexibility.

A draft of a sub-committee of the task force on diversification was made available to the Senate (copies are available in the FS office).

A request for widespread input was made and Mary Tiles agreed to contact the chairs of other Manoa Faculty Senates to pass on preliminary documents and get input into the recommendations.

Open faculty forums will be held at a variety of times.

Final recommendations will be brought to the FS in November, and different opinions in the task force may lead to the presentation of more than one model at that time.

Open discussion ensued concerning whether the draft report really indicated a reduction in core requirements (it does) and whether it reflected all core requirements (it did not). It was stated that the reform of the core was overdue (it dates from 1965) and that the reform of the language requirement was to bring us into line with other Research 1 Universities.

8. R. Kennedy of the Aloha United was introduced to the FS. He urged faculty to avail themselves of United Way material available in the Law Library and informed senators of two

phone numbers (956-6977; 956-8411, with voice mail) where further information on Aloha United Way could be obtained.

9. There being no other business, the meeting was adjourned at 4:50 p.m.

Respectfully submitted

Chris Measures
Secretary