

Minutes

Mānoa Faculty Senate
Meeting of 20 February 2002
Law Classroom 2

There were forty-four Senators who signed in: Denise Antolini, Roger Babcock, Elaine Bailey, Rhonda Black, Kent Bridges, Glenn Cannon, Lonny Carlile, Catherine Cavaletto, Paul Chandler, Craig Chaudron, Hong-Mei Chen, Meda Chesney-Lind, Joanne Cooper, Thomas Craven, Katalin Csiszar, James Dator, Sandy Davis, Eric DeCarlo, H Gert DeCouet, Nancy Dowling, Ernestine Enomoto, Carl Evensen, Charles Fletcher, David Flynn, Michael Forman, Pamela Fujita-Starck, Michael Garcia, Jon Goss, Tony Guerrero, Amelia Jenkins, Merle Kataoka-Yahiro, Stacey Marlow, Thomas Morelli, Roy Nishimoto, Jeanne Oka, Robert Paull, Frank Sansone, Brent Sipes, Wayne Smith, Dan Spears, Mary Tiles, Jean Toyama, Frank Walton, and Sylvia Yuen.

Four Senators were excused: Richard Frankel, Emily Hawkins, Val Kanuha, and Peter Manicas.

Twenty-two Senators did not sign in: Cristina Bacchilega, Robert Bley-Vroman, Douglas Bomberger, G D Bryant-Greenwood, Patricia Fryer, Donna Fukuda, Robert Grace, John Hardman, Spencer Leineweber, John Melish, Neal Milner, Damon Sakai, David Sanders, Irwin Schatz, Richard Schmidt, Jane Schoonmaker, Gwen Sinclair, John Stimson, Elizabeth Tam, Charles Weems, Lynne Wilkens, and Kelley Withy.

In addition: VPA & CFO Wick Sloane and VPEA & UR Paul Costello signed in as speakers; Interim Chancellor Deane Neubauer and Interim VCAA Karl Kim and the following others signed in: Agnes Fok, Maqsudul Alam, Denise Konan, Ken Tokuno, Bruce Liebert, Chuck Hayes, Phil Kinnicutt, Mona Chock, Sarita Rai, Matt McGranaghan, Barbara Polk, Barry Baker, and Tim Tricas.

Chairma'm Joanne Cooper opened the meeting at 3:08. A quorum had not yet been attained, so the approval of the minutes was delayed.

Chair. Cooper introduced the first guest speaker, Vice President for External Affairs and University Relations Paul Costello and presented him with a lei. VP Costello said that he felt privileged to address the senate, and explained that he would speak to his role and the vision he had for that. He explained that he had not served in academe prior to this appointment, that he had served in various commercial and political positions (He mentioned Webber-Sharwick of NYC, a vice-presidency at Home Box Office, Marshall Field Department Stores on the commerce side and press secretary to Mrs. Carter, and for the Governor of Ohio and a particular mayor of Washington, DC -- he commented that one was obliged to note which this was [unfortunately I did not catch this detail]). He noted that his sister had earned a master's degree from the School of Social Work in the 1970s, and that his friendship with the Dobelles' dated back to their days together in the Carter White House.

He identified his role as work in branding, marketing, and advertising. He talked about the various ways his mother could identify herself: as eight-five years old, as a Chicagoan, as Irish Catholic from the South Side, etc. He said that people identify in terms of brands, that they have emotional attachments to brands. He asked the Senate to consider: How do we define ourselves? He said it was his role to tell the UH story, to use the stories he is uncovering to tell about the work faculty do. He asked that we call him and give him material with which to weave these stories.

He asked if senators had noticed the accelerating rate in administration's efforts to tell these stories, mentioning a recent newspaper story on Engineering's involvement with kids and the building of a satellite. He underscored his view that there are great opportunities to talk about the uniqueness of UH. He noted that this was to be accomplished both nationally and internationally.

One of his efforts will be to attract prominent news people to visit the campus. He mentioned White House correspondent Helen Thomas, Frank Rich of the New York Times, and Leslie Stahl.

He said: "Wick and Deane and I are here because you are here. Help us with the anecdotes. Let us help you tell the stories, both here and on the mainland."

Then he told a little anecdote of his own: the son of a prominent figure came home and told his parents about an incident at one of the city's premier high schools. This boy's teacher was annoyed with something that had happened in her classroom, and she vented her feelings by saying that the particular miscreants would never be able to attend Yale or Princeton, that they would "have to go to UH." VP Costello commented: "If that is the image UH has, we'd better change it." It was not acceptable to have UH thought of as an institution one should not aspire to attend.

On the other hand, newly arrived, he has discovered that there is no money for marketing or advertising, that we're "completely broke". He said he wanted to create a buzz (he mentioned Tina Brown of New Yorker and TALK magazine), a feeling that something was taking place, that students would come to feel the changing dynamic of the place. He spoke of UH as an "incredible door", one that various people might

use in different ways. A working woman re-entering school might open that door to one of the community colleges, a high-achiever might open the Mānoa door, and so on.

He said that his job is to help us do our job. He expects to have a budget and to spend in a way that reflects the quality of the institution. He contrasted his present budget situation, however, with that of Chaminade, "The University of the Pacific" [It became clear in a few minutes that he did mean "The University," i.e., Hawai'i Pacific University] and Phoenix University (or is it University of Phoenix?). He said we would be trying to attract more than students who work during the day and study or teach at night, that we would be trying to attract students from the mainland, but that we also needed "to do our job here first." (I.e., to address the needs of local students)

Senator Sansone asked if he was giving thought to the University's "web presence"? In the exchange between Sansone and Costello, it became clear that Costello's "University of the Pacific" was actually "Hawai'i Pacific University". Costello said that he had been examining various presentations. He mentioned USC and said that much of the UH presentation was "really antiquated, old, tired, not hip", that we ought to be finding forms of presentation which would be seen as "the hippest, the coolest". He emphasized that we were marketing the university to customers.

Senator Chesney-Lind tossed out: "It's Hawai'i, stupid." and VP Costello noted the link to former-president Clinton. Then he said he would be willing to "rip off anything that works."

He tried again to attract supporters for the brand "The University of Hawai'i at Honolulu", offering his opinion that the use of Mānoa was "foolish" because people who didn't already know O'ahu (not his words) would not recognize this place name.

Senator Garcia commented that word-of-mouth marketing was perhaps more important, that we needed first to target high school students who are already here (and who do recognize "Mānoa"). Senator Garcia said "we don't satisfy the freshmen (we already have)" and these are the problems we have to address first.

VP Costello said that he had gone out kayaking and on this occasion, without identifying himself, had elicited comments on UH from a group of young people. He said that financial aid was an important concern to these young people. He had asked Doris Ching, and from her he has the idea that answers to surveys do not suggest that we really have the problems people think we have. One problem we do have "the dorms are eighteenth-century"!

Interim Chancellor Neubauer, called on by VP Costello, commented on the conflict as a matter of culture change. Senator Garcia asked about length of time to graduation. Neubauer provided a little anecdote about a student who said he was taking seven years to graduate because Hawai'i was such a nice place to go to school. The impatience in Senator Garcia's voice was palpable as he retorted that it was an amusing little story but it did not really address his concerns. Neubauer insisted that

he was trying to reply seriously. He mentioned availability of courses, and there was some back-and-forth about courses like English 100. There are multiple data sources that have to be studied. One of the hardest kinds of questions to find answers to is what the reasons were of the people who left the university before graduating.

VP Costello regained the floor and expressed the view that we are not treating students sufficiently as “customers”. He said too often we act like “we built it so they should come.” As to his own expectations, he said he had arrived expecting to find “flowers everywhere, but it’s a different environment.” This system, he said, has been cut to the bare bones. It is evident that Chaminade and HPU have a much bigger budget for marketing than he does. “We sit here with zip, zero!”

He ended his remarks with thanks for the lei. It was 3:25pm.

2. Quorum had been attained just a few minutes into VP Costello’s talk. At this point, Chair. Cooper asked for approval of the minutes. There was no discussion and the minutes were approved by voice vote.

3. Interim VCAA Karl Kim was invited to speak. He opened with a few comments on the recent report released on Wa’ahila Ridge and the issue involving HECO plans to erect a power line there. This is an arena involving a community activism for which Professor Kim in another role is well-known). He noted past involvement of the Faculty Senate and in particular of Senator Garcia.

Then he shifted to his report on the strategic planning effort. He spoke and showed Powerpoint slides for twenty minutes. [Your Senate Secretary is considering making a request for audio and video back-up to assist in the preparation of Senate minutes. It is a challenge to keep up with both the spoken and the visible word presented simultaneously. But enough whining here - - - Recommended: Consult the website at

<http://www.uhm.hawaii.edu/vision>]

Our Strategic Planning Effort

background

principles

process

mission, vision, goals / objectives, strategies, evaluative measures

SYSTEM INTEGRATION

TIMELINE

Why plan? We already have a plan. It has been circulated, and feedback has been sought. It was discovered that many did not know we had a plan and had not been involved in efforts to revise that plan. Do we really need a new one? One big reason to review where we are, and a not so subtle one, is WASC. Areas of planning, governance, and communication have come under WASC criticism. We are trying to

address weaknesses pointed out in the last WASC visit. Furthermore, there is a new leadership on campus, so there are opportunities, and we should attempt to enhance institutional effectiveness.

Planning PRINCIPLES

shared governance -- an effort is being made to involve all the recognized stakeholders, and it took time to consult -- this in pursuit of open communication and the fostering of this openness

make this planning data-driven

involve key constituencies, even the whole community

"Dream the dream," as President Dobbelle has said.

Just Say Yes.

encapsulate

PROCESS

formal steering committee and working groups

The Listening Project (see the web)

Strategic Planning Workshops, using Open Space Technology (2/1)

a draft of the strategic plan (to be completed this spring, 5/1 the target)

a May Day Celebration

STRATEGIC PLANNING TIMELINE

but then September 11 happened

The Listening Project

Defining Our Destiny 2/1

Our Plan 5/1

There is an active bulletin board now. (UH Info page for link)

VC Kim's next slide had the names of the steering committee members

(see the web for this information)

Publicizing -- and this slide showed Kirk Matthews and the big red couch

Defining Our Destiny -- some of these groups are still meeting. 1400 attended

and lots of people helped

hopes/barriers, obstacles/commitment

ITS involvement

and all this generated data

but the most important lesson: Feed Me!

At Open Mic Night there was a lot of talent, but there is a need for more of this.

What's next? sorting of the information and categorizing it. preparation of a Quick-Fix list (much misinformation uncovered, such as the request for a Peace Studies Center, when we already have one); sorting into short-term, mid-range, and longer; addressing institutional responsibility, costing out what the plans will require. Some of the ideas that came out will not cost a lot to do.

Then DRAFTING THE STRATEGIC PLAN, to be followed by COMMUNICATING THE VISION, coordination with the system plan; INTEGRATION (Here Barbara Polk advised Karl Kim that there has been some slippage in the dates he was presenting; Kim said he was just following what he had down-loaded from the web). The goal is a presentation to the Board of Regents at their May meeting

A Senator asked, at 3:45, how this would interface with unit plans. Kim asked for clarification. Within Mānoa, units have to initiate their own planning. For now his office is trying to look across commonalities, themes, and visions, trying to integrate with unit plans. The Senator asked, Was it not a chicken-and-egg problem? Which should come first? Kim said that the broad strokes were to be articulated first, and the details worked out in time.

Senator Chesney-Lind commented on the magnitude of the work assigned through the efforts of Senator Rhonda Black and the Committee on Faculty Service, and she noted that trying to find faculty to staff all the new committees had meant asking much extra of them this semester. Senator Chesney-Lind expressed her sincere gratitude to them.

Senator Garcia raised the matter of budgetary priorities, asking if these plans would be taken care of with all new monies, or would draw from existing funds? VP Kim said: "We don't know yet." He talked about the task of costing out the plans. Senator Garcia mentioned newspaper reports projecting budget cuts. Kim distinguished general fund cuts from others and said that there were other sources of revenue. With that, he relinquished the floor. It was 3:49.

4. Chair Cooper then introduced Vice President for Administration and Chief Financial Officer Wick Sloane and presented him with a lei. Mr. Sloane opened by asking: "What do you want to know?" This led to a string of questions from the floor which Mr. Sloane proceeded to write on the board until he had reached a dozen questions.

Senator Dator opened the questioning with: Where's the money coming from? Other questions which followed involved delays in reimbursement, more general questions about re-structuring the payroll system, cuts, G-funds, faculty salaries, and improvements in administration efficiencies; also repair and maintenance, administration views on the "1% 'merit' allocations [Don't ask me how I heard the quotation marks!], the UH Foundation, whether or not S/R funds could be swept, and what might be done to reduce software costs across campus.

VP Sloane asked if the Senate wanted to hear the question he has. He stated that the key question in his mind is: "Why is Hawai'i so awful to public school students?" He said that Hawai'i is a "tremendously wealthy state". He then said that UH had a better reputation in Cambridge, Massachusetts than he is finding it has at home in Hawai'i. "How did things get so bad?," he asked. There is "more than enough money here to fix it", he opined.

Senator Dator asked: “Is the state that rich? Mr. Sloane said that the state itself could afford a bit more than it was offering. We know, he said, how to educate people. The problem is that “some get it all, some just get stuffed.” The money is a very serious question just now. “What I don’t get,” he said, is “how did so many get so rich?” He said that at the Legislature now, budget cuts “are based on fears rather than on facts.” He urged each Senator to call a legislator and voice concern. He said that tourism is OK, that the general excise tax revenues are coming in, that the legislature was waiting on a new projection from the Council on Revenues. Then he said that being a legislator was an overwhelming job, and that the members of the legislature had his respect. He said that the President was going to emphasize to the Legislature that things are not so bad. There is no need to cut the budget. We need, he said, a louder voice. We needed to shout back. But the legislature needs our help, not our criticism. He projected a turn-around in the next twelve months.

At that point VP Sloane made some comments about his personal background, saying that he had been an English major and that much of his work involved working with stories. He talked about making people want to invest. He said that people should be lined up wanting to be accepted at the University of Hawai’i.

Senator Dator asked about some possible “change in the mix of money”, and VP Sloane responded that he hoped the G fund would not go down. He mentioned Barry Raleigh in the context of talking about enrollment increase, and then he asked: “What happened to enrollment?” Why had it dropped from above 20,000 to a present 18,000?

He asserted that “if we can get organized on the story, the money will follow.”

Sloane next took up the question that had been asked about payroll. He said that he personally had received bills for parking and for the health fund before receiving a single paycheck. He said, to laughter, that this was the first job he had ever taken where upon arrival he was declared to be “a major cost overrun”. Then he asserted that 82% do get their paychecks on time, and that where there were problems, it is “a two-way street.” He mentioned the Legislature, and the payroll lag. He asked if Senators realized how much it would cost to install the sort of system that would fix the problem. He said the answer was \$15 million. Then he said that there was a “priority pay” system in place for cutting checks quickly in emergency situations. He said Russ Miyake was the person to contact in such cases.

Senator Garcia then asked how long it should take. VP Sloane said to figure on six weeks, but that if secretaries were informed in a timely manner it might be possible to plan on a month, except for consideration of the payroll lag.

Another Senator declared “a disconnect” and said that the stories of problems are legion. Senator Garcia declared that “the administration has no commitment, no one cares.”

VP Sloane said that he could use \$100 million just to solve the problems he already knows about. He said that there had been cut after cut in what the current

administration had to deal with, that the goal for now was to preserve what it is that the faculty do, and to prevent the roofs from falling in. He talked about ours being “a most antiquated system,” as if, he said, it were being operated with pencils and an abacus.

Another Senator told about a student who did not have his social security card, despite having other firm forms of identification. They didn’t trust him, he said, and would not move on his paperwork until a social security card was in hand.

Sloane said we could help to insure that we got the paperwork moving. We had to remain mindful that this is a public entity, operating under government regulations.

This comment seemed to provoke the next comment, a story about an affiliated graduate faculty member (who is not paid). Despite the absence of any links to payroll, it was still necessary to fill in complete sets of paperwork.

Immigration and Naturalization requirements drive this.

There is a “culture of non-excellence” involved. Down through the levels that Senators were talking about, it was asserted, it is the administration work which drives this view.

VP Sloane talked about arranging a workshop by noted Silicon Valley success Guy Kawasaki. He found people who should have gone to the workshop who used these kinds of stories to explain the fact that they did not go.

Senator Sansone commented that administrative behavior was related. We have new administration now, he said, so it was time for leadership, for Sloane to take steps to let people know that things would change, that in the new order we were trying to accomplish things together. There was a need, Sansone said, for “a change in corporate persona.”

VP Sloane responded that Rodney Sakaguchi had gathered a group of thirty-some fiscal officers to talk with him. Their version of the story was that they were “the Rodney Dangerfields of UH,” that everybody just hammers away at them.

Senator Garcia urged a change: “Not their rules, your rules.”

VP Sloane challenged Senator Garcia to head an administrative task force, composed of “fewer than six of you”. He turned to Chairma’m Cooper to ask, “Can he be chairman?” We should, he said, pick the problems we can knock off, and fix them first.

Cuts by the Legislature, Sloane said, were causing us to be “drifting toward disaster.”

Question 5, about G funds, was taken up next. A story about a department without sufficient funds to operate was told. Sloane said that the department chair might not be doing a proper job.

Sloane ran very rapidly over the next questions: repair and maintenance has been “a disaster”; he didn’t know about the issue raised as a matter of allocations; his wife as new director of the Foundation was the real reason he had been hired, that he

knew that when he spoke before the Legislature he was seen as “just a new haole.” But, he said “enough is enough”, there is money in the bank that wasn’t touched. Time was up, he declared, but he was willing to come back any time. The time was 4:20.

5. A Resolution from CAPP was presented next. Senator Gert DeCouet presented the Resolution for Bachelor of Science in Marine Biology. Natural Sciences Dean Hayes and Agnes Fok, Director of the Biology Program, both were present and spoke for the resolution.

Senator Oka asked about something she perceived as “an inconsistency with other BS majors,” the matter of C or better, vs. D or better, in transferring credits. Professor Fok explained that the faculty wanted a program that was “very rigorous”, hence this provision. Senator Chaudron pointed to the fifth WHEREAS in support of this.

Another Senator questioned the availability of funds. Dean Hayes spoke to this question. He said that there was significant implication for funding. He mentioned a figure of \$374,000 and noted that three faculty positions and advisers would have to be committed. He said that a couple of weeks ago he was certain his office could handle the increased costs, but now discussion of the University budget and of whether to use or not use the hurricane fund had complicated the picture for him. Still, he said, if just 200 students signed up for this -- and the information was that there were 180 enrolled in a similar program at HPU -- then this was do-able. He also mentioned the possibility of a split position with HIMB and said that he had talked to someone who was interested. The bottom line, according to Dean Hayes, was that “this is so important that we have to come up with the funds.” It was, he assured the Senate, his “highest priority” and he does plan to fund it.

A vote was taken. The vote was thirty-three in favor, none opposed, none abstaining. The time was 4:31.

6. Chair. Cooper gave her Chair’s Report next. She made this brief, given the hour. She mentioned the progress of the Chancellor’s search, the situation with Gen Ed -- that work was proceeding on procedures for change and for governance matters in the future; she reported that the Deans and Directors are still discussing questions about student grievance procedures, the Legislature’s involvement with “performance judging” of untenured faculty and the UHPA support for this, resulting in UH administration withdrawing its earlier opposition; she noted that there were 131 CIP projects in the hopper, that we could as a result expect noise and disruptions during the summer; she mentioned feedback on the campus conversations, and the work on the atrategic plan.

A Senator queried her on selection of the chancellor search committee. She replied that we were awaiting the naming of a final member, the representative for community.

Senator Chesney-Lind commented that this process was entirely open and much more transparent than the last such search had been under the previous administration. Seven of the fifteen members are faculty, and the chair of the committee is the Chair of the Senate.

Another question was about deans. Two deans will be members of the committee.

Adjournment was at 4:35.

Respectfully submitted,

Michael L Forman
Secretary of the Senate