“In a Hierarchical Organization, the higher the level, the greater the confusion”

CHAIR’s REPORT
Bob Cooney

I want to thank all senators for their hard work in the Fall 2015 semester. These are trying times for UH Mānoa and the importance of the Faculty Senate has never been greater. The issues that are described below are critical to the future of Mānoa as a research-intensive university and as the flagship higher educational institution for the State of Hawaii. It is a credit to the Senate that its committees have stepped up to address these important issues from the perspective of faculty with openness and fairness. The SEC has worked hard to empower Senate committees to take responsibility for areas of concern appropriate for their purview. In particular we have urged Senate standing committees to meet regularly with relevant administrators responsible for various areas of concern and to bring forward resolutions and motions they deem appropriate in order to establish our position on record and communicate to administrators and regents the official faculty view on issues of university function. As the only BoR-sanctioned faculty governance body for Mānoa, the MFS is vital for faculty to participate in determining priorities for the university. The SEC has made it a point to attend and testify at every Board of Regents meeting, as well as invite regents to our SEC meetings in order to communicate faculty perspectives on many issues. While we still may disagree on some matters, I do feel that this improved communication has had a dramatic effect on the level of understanding by regents of the problems facing Mānoa. In particular a message that needs to be heard is that a university is not a corporate hierarchy and that the concept of faculty governance is inherent to both the success and longevity of academic institutions. The SEC is working hard to make this one of the more momentous years in the history of faculty governance at UH and in the process help solve some of the major issues currently facing UH Mānoa.

The Faculty Have Spoken

On January 20, 2016, the Mānoa Faculty Senate approved a resolution stating a lack of confidence in the executive performance of VCAA Reed Dasenbrock. The resolution passed with an overwhelming majority (81%), and is an historic and rare vote for MFS. [http://goo.gl/aGzILs](http://goo.gl/aGzILs)

Several additional actions were approved in January: Faculty also voted overwhelmingly to ask that the contract for Academic Analytics be cancelled (over $300,000 was already spent by Mānoa over the last 3 years). This company, via their proprietary algorithm, purported to be able to assess individual and departmental productivity and impact. Reports of inaccuracies in their database, uncertainty with respect to the intended use by UH administrators, and the failure to consult with faculty and their bargaining unit were all factors in requesting an end to the contract. The recently hired VCR, Michael Bruno, has agreed to cancel the contract immediately.

Hallmarks for the Foundations Quantitative Reasoning General Education Core Requirements, which were hammered out over several months by the General education Committee and CAPP and approved by the full senate with overwhelming support. Details can be found at [http://goo.gl/hO0pYR](http://goo.gl/hO0pYR).

CAB studied the proposed reorganization of research compliance activities into the UH System and opposed the plan on the grounds that no significant savings or improvement in efficiency could be demonstrated. This reorg is part of a larger ongoing effort to streamline System/Campus administrative operations and reduce overlap and inefficiency. Faculty need to be aware of proposed actions and weigh in on what is optimal for Mānoa operations.
Mānoa Organization and the Search for a Permanent Chancellor

The Longanecker Report commissioned by the BoR was released in 2015 and emphasizes the importance of continued leadership at the Chancellor level for UH Mānoa (http://goo.gl/QKHczU). It also highlighted the need to eliminate duplication between the UH system and Mānoa administrations. It is anticipated that MFS committees will be actively involved in any proposed reorganizations to improve lines of authority and operations as a result of this review. In addition it is vital that a search for a permanent chancellor be initiated ASAP under the primary guidance of the MFS in collaboration with student governance organizations and administrators. The importance of the primary role of faculty in the hiring and firing of chancellors is highlighted on the MFS website, which features the AAUP recommendations along with other critical information relating to faculty governance principles (http://goo.gl/Jsd9Pj). The SEC will continue to monitor progress on the search for a permanent chancellor as well as insist on major faculty involvement.

Reforming the UHM Budget Process

The Mānoa budget crisis remains a serious problem for the foreseeable future. It is now clear that major changes must be made in the manner in which budgets are determined for schools, colleges and research units. The past method of using historical budgets without regard to need, resource generation, or sustainability is no longer acceptable. The Committee on Administration and Budget (CAB), as well as the MFS, have gone on record in support of an RCM model. Currently CAB is working closely with the administration to forge a compromise budget process that will lead to greater return of tuition moneys to the units that generate it, along with equitable distribution of G funds. In the absence of a full RCM model it will also be imperative that faculty, through the MFS, also play a major role in the prioritization and distribution of university resources. Greater transparency in the way money is spent at Mānoa along with greater faculty participation in determining budgets and needs at the department level will be key components that are essential to restoring faculty governance. In coming months we will be posting relevant information regarding budget on the MFS website.

Minimizing Bureaucracy and Restoring the Role of Faculty in University Governance at all Levels

Minimizing the growth of administration and restoring more equitable pay differentials between faculty and administrators is vital if we are to achieve fiscal sustainability and restore the integrity of Mānoa’s academic mission. Greater participation of faculty in the selection and evaluation of deans, directors and high-level administrators is essential to re-establishing the proper role of faculty in governance. The SEC has fought vigorously for the right of affected faculty to select their representatives on search committees and play more than just an advisory role in the process. In addition the SEC has offered testimony opposing the appointment of administrators until after the assessment of the manner in which Mānoa and System functions will be reorganized. The growth of administration, particularly at the System level, needs to be carefully evaluated and justified.

Academic Reorganizations

Some significant reorganizations have been approved, are under review, or are about to be submitted for review by the MFS. Most notable was the reorganization of the Pacific Biosciences Research Center into SOEST as a level 5 unit after approval by the MFS this last summer. Other reorgs under review include the transfer of research compliance units from Mānoa to the UH System and the reorganization of the Office of Public Health Studies and Center on Aging into the School of Social Work. Future reorgs to be reviewed by MFS may involve the Cancer Center with JABSOM, and various administrative function throughout the university. In the future it is expected that closing and creation of new facilities as well as transfers of permanent positions between units will also involve faculty review by the MFS to ensure faculty involvement in the prioritization of scarce university resources.

Welcome New College Senates

Faculty consultation is most effective in advocating for the needs of programs when it begins closer to home. A number of colleges/schools/ORUs have faculty senates at the unit level, but many do not. This semester we welcome the newly formed UH Cancer Center senate. The formation of this body is particularly timely in the light of the JABSOM-UHCC merger proposal that is coming soon, and provides an opportunity for UHCC faculty to express a collective voice on these important matters. In progress is a College of Natural Sciences Faculty Senate. The SEC stands ready to welcome or advise any faculty wishing to form a faculty senate for their units.

Challenging the Apparent Bypassing of Faculty Consultation

The SEC is concerned about the increasing lack of consultation with faculty in the decision-making regarding major issues affecting the university. Board
of Regents Policy 1.210 affirms the vital role of faculty in academic decision making. However preliminary reports are already being delivered to the BOR on Mānoa /System administrative reorganization plans based on discussions between the President, VPs, Chancellor, and VCs, but without substantive participation of Mānoa Faculty Senate, ASUH, or GSO. The following are a selection of examples:

1. **Strategic Plan:** Changes in the Strategic Planning process such that it is administratively driven. Selected individual faculty and liaisons are present, but the actual planning is driven by administrators.

2. **System Small Programs Policy:** Developed by the VPAA without early consultation with the faculty. MFS was presented with the completed policy, which was poorly justified and was redundant with existing extensive procedures for program review. CAPP’s resolution opposing the new System policy was overwhelmingly supported by the MFS and delivered in oral testimony to the BOR by the SEC. We continue to communicate with the BOR and legislators on the importance of academic decision making by the faculty, as well as the lack of any correlation between program size and budgetary burden.

3. **Dual E/M Positions:** The MFS passed a resolution that an individual cannot serve in two E/M positions simultaneously. It has been ignored. For example, the dean of JABSOM remains serving simultaneously as interim director of the Cancer Center.

4. **Snyder Prime:** In July 2015 a new plan was announced for a $50M “Design and Build for a New Snyder”. The new program (identification of which faculty will occupy the building, space allotted, and types of facilities) was developed by administration without substantive consultation of most of the faculty occupants. MFS overwhelmingly passed a resolution calling for faculty inclusion in the design “charettes”, which occurred, but the information gathered was subsequently ignored in favor of the original administrative plans. The plan was cancelled (not approved to move forward) at the end of 2015.

5. **5% RTRF Tax:** The Vice President for Research and Innovation declared a 5% withholding on RTRF funds systemwide, and the Interim Chancellor of Mānoa agreed to the plan without prior faculty consultation. The stated reasons for the tax were to support astronomy programs systemwide and to offset costs associated with the TMT. The Committee on Administration and Budget brought forth a resolution vigorously opposing the plan, supported overwhelmingly by the MFS, but the faculty opinion was ignored.

6. **Automated Advising:** Perhaps the most alarming example is the recent revelation via the Civil Beat (http://goo.gl/Qo6Db) of the administrative plan to pilot new registration software that will propose “a list of five suggested courses each semester that put them on the best path toward graduation.”

This plan has not been shared with MFS SEC, despite several years of ongoing testing, with full implementation by April 2017. It appears to be a computer algorithm determining what is 'optimal' for the students, based on getting them through their major and Gen Ed requirements as quickly as possible. Potential concerns include attainment of subject mastery, quality liberal education, and an encroachment on the academic and curriculum responsibilities of faculty and advisors. As per BOR policy 1.210, faculty have the primary role in ensuring curricular excellence. In addition, students must “opt out” if they wish to take different courses and agree to face possible financial penalties including loss of financial aid. Finally, with the new Mānoa budget model planned to reward units with resources to support enrollment, any computer program that has such a heavy hand in determining course enrollment will have serious budgetary implications.

The MFS SEC welcomes faculty input on all of these matters as we continue to advocate for the university we hold dear.

**MFS Administrative Assistant**

**John Kinder**

The MFS gained much-needed stability with the hiring of John Kinder as its administrative assistant in 2015. John has reinvigorated the Senate office, both physically and spiritually. While he has had to learn much of the history and idiosyncrasies of Senate procedures in a relatively short time, John has done so with distinction and in the process has streamlined many functions and helped us to optimize the work we do. While those of us in leadership positions of the MFS come and go, John is the face of the MFS on a daily and hopefully long-term basis and all faculty are encouraged to get to know John and stop by the Senate office (HH 208) to get to know him. As a reminder, HH 208 is available to all faculty for reservation and use as a meeting place.

**2015-2016 MFS Senate Executive Committee Members**

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