

Insights on Faculty Governance

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Insights on Shared Governance at UH

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About this same time [A.D. 1209] a certain clerk who was studying in Arts at Oxford slew by chance a certain woman, and, finding that she was dead, sought safety in flight. But the mayor and many others, coming to the place and finding the dead woman, began to seek the slayer in his hostel which he had hired with three other clerks his fellows; and, not finding the guilty man, they took his three fellow-clerks afore-said, who knew nothing whatsoever of the homicide, and cast them into prison; and, after a few days, at the king's bidding but in contempt of all ecclesiastical liberties, these clerks were led out from the city and hanged. Whereupon some three thousand clerks, both masters and scholars, departed from Oxford, so that not one of the whole University was left; of which scholars some pursued their study of the liberal Arts at Cambridge, and others at Reading, leaving Oxford utterly empty.

— Roger de Wendover (d. 1236), *Flores Historiarum*

Some UH history.

Early History

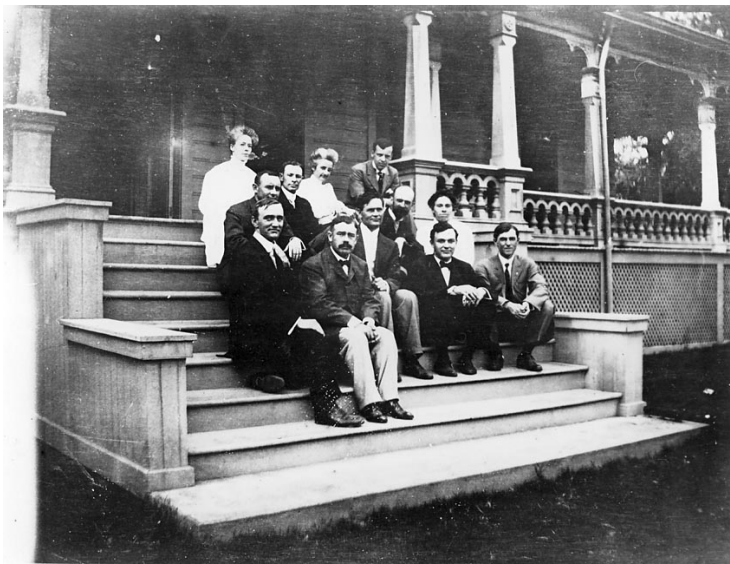


Figure : UH faculty, 1908

Early History



The first football team, practicing in front of the Maertens House in 1909, included faculty members Arthur Keller, Severance, and Porter. The College defeated neighboring McKinley High School but lost to Punahou.

Figure : Football, 1909

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1919-1929 Governing Board (renamed *Faculty Council* in 1928) created, consisting of permanent full professors. Independent of the Faculty Meeting.

1927 GB now consists of President, the deans of the various colleges, director of graduate study, five (OTHER) full professors elected in secret ballot by the entire faculty.

1929 Organization of the separate college faculties. Establishment of *University Senate* (President, deans and directors, all teaching faculty at associate and full ranks, the treasurer, and the librarian).

1951-3 Senate now includes elected faculty representation from academic units/departments

1962 Senate takes nearly current form: faculty only (no administration), representative (including from the Hilo campus)

Some historical events with relevance to shared governance.

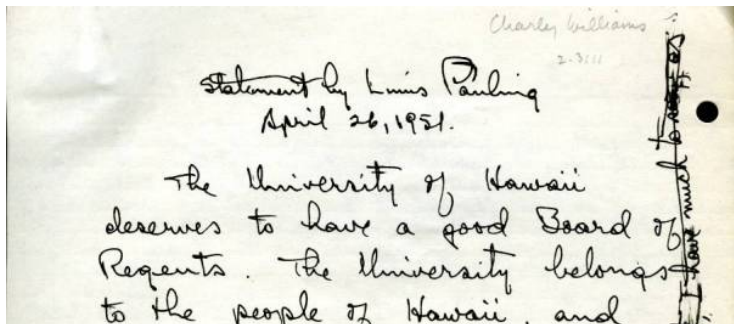
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Charley Williams
2-3-11

Statement by Linus Pauling
April 26, 1951.

The University of Hawaii
deserves to have a good Board of
Regents. The University belongs
to the people of Hawaii, and

[Vertical text on right margin:]
I have given my best to
the University of Hawaii

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- 1951? Loyalty oath provides opening for HEA and HGEA to make union pitch to faculty.

Oliver Lee and the “Student Partisan Alliance” case.

- AAUP monitors closely
- Spring 1968 Bachman Hall sit-in. Students and admin come to agreement, but arrests happen anyway. Bachman remains an open building.
- Thomas Hamilton resigns: “It is time for someone to stand up for academic responsibility, and I do so now.”

This ended Hamilton’s presidency (1963-1968), and what was probably the healthiest period of shared governance and cross-stakeholder communication in modern UH history. It isn’t a coincidence that UH funding more than doubled under Hamilton, that UHM became a serious research university, that vocational schools became CCs under the BoR, forming the System. Change is possible when we pull together like this, and only when we do so.

1969-1974: Harlan Cleveland's Presidency

- Selected over clear faculty choice. (Wytze Gorter, later UHM Chancellor)
- Frustrated faculty by ignoring procedure and org charts.
- Replaced policy and plans painstakingly developed though shared governance with vague policy drafted by his staff. (EG Development Plan II, which the BOR had approved)
- Ignores BoR-approved policies on faculty consultation and on forwarding Faculty Senate resolutions to the BoR.
- “Creative ambiguity”
- Introduced the position of UH-Manoa Chancellor, but gave the position no clear authority. Seven UHM chancellors between 1971 and 1985.
- 1971: IRC survey of faculty across System overwhelmingly condemned administration's representation of the faculty in dealing with the governor and the legislature.
- UHPA, jointly formed from AAUP and NEA, elected and certified to bargain for the faculty.

Return of the Manoa Chancellor

The September 2000 BoR minutes reports on the question of a Manoa Chancellor:

Under the current organizational structure of the University, the President is directly responsible for the operations of the Manoa campus while heading the University of Hawai'i System. This structure was approved by the Board in 1985 amidst long standing complaints from Manoa about excessive "red tape" and administrative bureaucracy. As a result, the major objective of the new organizational structure was "... to combine the Manoa campus-wide functions with those of the President's Office thereby reducing the number of levels of review." Despite this change however, dissatisfaction with the administration of the Manoa Campus continued unabated and actually increased.

The minutes go on to quote a report from Ernest L. Boyer, President of the Carnegie Foundation for the Advancement of Teaching:

Complaints about "bureaucracy" have been replaced by complaints about "fairness." Indeed, many asked if it was possible for an administrator responsible for one campus also to carry the weight of the entire system.

These BoR minutes also contain a 1999 UHMFS resolution supporting a Chancellor, and a similar May 2000 resolution from the Manoa Council of Deans and Directors joint wit the Senate:

The proposed structure brings UH-Manoa into parity with the University of Hawai'i at Hilo, the University of Hawai'i-West O'ahu, the University of Hawai'i Community Colleges, as each of the other entities currently has its own Chancellor. The structure provides increased clarity for the distinctly different natural roles of Chancellor and President and benefits the students, the system, and the State in allowing increased opportunity for fulfillment of our respective missions.

In December 2000 Harold Masumoto (Special Advisor to President Mortimer) came to the Manoa Senate, and told them (from the minutes):

the resolutions supporting the creation of the Chancellor position required that it be done "within existing resources"—that is to say, at no extra expense, which is a significant constraint.

Faculty asked him related questions:

William Lampe again raised the issue of how it was possible even to search for a new president when the structural relationship between the president and the chancellor had not been worked out.

Masumoto responded that the search is for a president, and not a president and chancellor

Francis Sansone exclaimed he was surprised to hear [VP] Smith say that the chancellor is not to be responsible for the day to day administration of the Manoa Campus. He thought that was indeed the purpose of the new chancellorship.

Smith replied that the faculty has declared it wants the chancellor to speak for Manoa, and thus the chancellor needs to be free to get out in the community to show the face of Manoa. If he does that, he cannot also run the campus in detail.

In February 2001 David Iha, BOR secretary, came to the Manoa Senate. From the minutes:

Bruce Liebert wondered if the office of the chancellor was still going to be possible on a "no additional cost" basis and Iha replied that this remains the intention of the BoR.

In response to the question whether it was possible for UH to offer a competitive salary for a president, Iha said he believed it was.

At least one of the two statements above turned out to be true.

The Dobelle model

- Added a Chancellor layer to the CCs but keeps the VP for CC layer.
- Added a Manoa Chancellor, but the roles for the Chancellor vs. President on Manoa issues (athletics, Med school, research programs) remained (and remain) muddy.
- Duplicated Manoa offices (eg, VPSA) which make no sense at System level.
- The effect of this model on governance is best exemplified in the UARC decision.

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- Duplicated Manoa offices (eg, VPSA) which make no sense at System level.
- The effect of this model on governance is best exemplified in the UARC decision.
- This is the model in force today.

The recurring question of whether we should reintegrate the Manoa and System administrations is interesting, but it neglects the obvious alternative question of whether to change to the system as envisioned by the groups that supported the creation of a Manoa chancellor in the first place, and away from the Dobelle model.

Challenges and dangerous trends:

1. Lack of unity between university stakeholders.

- Unity gives an institution strength to fend off attacks and weather budgetary or political trouble; cf UVA.
- Problem: Exaggerated battles over funding, over location of programs, over articulation drive wedges between campus and program faculties. Heavy-handed administration, unitary decisions, salary divides and bad-faith bargaining contribute to a culture of mistrust between faculty and administration.

Challenges and dangerous trends (cont):

2. Decreased communication across governance levels:

- Decreased faculty access to BoR
 - ▶ Face time
 - ▶ Presentation time at Board meetings
- Diminished access to System administration (symbolized by guard at entrance to Bachman)
 - ▶ Dobelle layers
 - ▶ Use of artificial “protocol” considerations to limit contact with senates except through ACCFSC and access to President by concerned stakeholders.
- Unwieldy network of Faculty Governance organizations
 - ▶ Multiplicity of campus and collegiate senates
 - ▶ Specific interest faculty groups: UHPA, UHARI, Pukoa and Kualii Councils
 - ▶ Increasing use of ACCFSC as policy body instead of organ of communication

Challenges and dangerous trends (cont):

3. Faux faculty representation

Principle: “Faculty representatives” on a committee or task force do not genuinely represent the Faculty if they are not selected by representative faculty organizations. Common issue on executive search committees.

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5. Increased use of executive session and other anti-transparency dodges.

How to steer an administrator around the room.

Some references:

- Robert Kamins and Robert Potter, **Malamalama: A History of the University of Hawai'i** (1998, UH Press)
- David Yount, **Who Runs the University?: The Politics of Higher Education in Hawaii, 1985-1992** (1996, UH Press)
- James Cartwright, *History of the Evolution of Faculty Participation in the Governance of the University of Hawaii, 1908-1962*, <http://scholarspace.manoa.hawaii.edu/> (6 pp.)
- Minutes of the U-Manoa Faculty Senate, the UHM Senate Executive Committee and Committee on Administration and Budget, the ACCFSC, and the UH Board of Regents