

RE: Interim Appointment of President Lassner as Chancellor of UH Mānoa
August 17, 2016

Aloha Regents and President Lassner,

I just returned from a visit to the University of Tennessee Knoxville, the flagship of the UT system and very much a peer-institution for us. In the past decade they have experienced tremendous growth -- modern, new buildings (no deferred maintenance), and new programs including a new National Institute of Math Biology Synthesis, and new faculty. It was inspiring. In the same decade, UH Manoa in contrast has ever declining facilities, our faculty are in tatters, morale is low and our programs are in trouble.

What is the difference? UT has a 4-campus system, with a board of Trustees with sitting faculty trustees. UTK has experienced multiple Presidents and Chancellors, some bad, but some excellent. Their most successful leader was a *highly respected* senior faculty member who was promoted to the chancellor position in a time of need. He was a truly a people-person who had the trust of campus, was excellent at listening, could understand the workings of complex programs and their needs, and working out conflicts to the mutual benefit of all. He was promoted again to President in another moment of crisis. When he stepped down to return to the faculty after two years, the Board of Trustees begged him to stay.

I come before you today as the newly elected chair of the Mānoa Faculty Senate. We very much appreciated that President Lassner met with UHM SEC on the interim chancellor appointment, and will work with administration regardless of the outcome today. We discussed the demands of the Chancellor's position particularly at this critical juncture: issues spanned very serious concerns (some of which are articulated by my colleagues), the erosion of good-will that has already occurred between the President's office and faculty, the enormity of the "Task list" assigned by the Regents that have major implications for the campus, and the lack of UHM-specific as well as academic expertise. It should therefore come as no surprise that the faculty cannot support a dual President/Interim Chancellor appointment.

If the BoR proceeds against the recommendation of the faculty, however, the SEC remains committed to doing all we can for the best for our beloved UH Mānoa. With that in mind, we have the following recommendations.

Duties of Chancellor:

- 1) Schedule of meetings with faculty governance.
 - a) Monthly - Manoa Faculty Senate: The Chancellor is expected to attend the monthly meetings of the MFS, provide a progress report to the faculty, and take questions from the faculty. These meetings are open to the public.

- b) Bi-weekly - MFS SEC: The Chancellor meets with the executive committee to go in depth into developing or ongoing issues that concern academics, research, facilities, budgeting, or administrative response to issues that concern campus.
 - c) Monthly - 2 on 1 meetings with MFS Chair and Vice Chair : The Chancellor meets monthly with the chair and vice chair to brainstorm, or discuss longer-range planning.
- 2) Host monthly "Campus Conversations" -- public meetings with the entire campus to present or address major ideas with a significant Q&A component.
 - 3) Visits with each Unit -- Starting with the most troubled units, to understand the operations, function, and needs of units, and to gather information regarding potential solutions. Chancellor must start with high-enrollment units with dire staffing shortages requiring cancellation of courses.
 - 4) Visits with other shared governance Governance Organizations (ASUH, GSO, Kualii Council, Staff) -- Mānoa would be well-served to develop a staff governance organization (e.g., at Kapiolani CC).
 - 5) Meetings of the Executive Committee -- the Chancellor convenes a meeting of the leadership team, including deans, vice chancellors, and faculty leadership. In recent years the MFS chair has been excluded, leading to breakdown in communication. The MFS chair should be included in these meeting.
 - 6) The Chancellor must be familiar with and institute AAUP guidelines on University Governance. A review of the state of shared governance at UHM using tools provided by AAUP is recommended.
 - 7) Convene a task force on University Governance, involving representatives from all shared governance organizations.
 - 8) Provide requested data (complete and accurate) to the Manoa Faculty Senate in a timely fashion. Unanswered data requests have included: permanent position counts by unit and department, and employee designation; faculty workload; credit hours taught; etc.
 - 9) Develop policies that affect faculty in consultation and collaboration with the faculty (e.g., resource allocation, workload, planning, etc.).

In order to meet these objectives, it is necessary for the Chancellor to sit a majority of the time in Hawai'i Hall (with respect to the dual nature of the appointment). *It is not possible to delegate the meetings -- the Chancellor must attend.*

We stand ready to help in any way possible. We attach for your information (1) our list of SEC recommendations for interim Chancellor, and (2) our report on "successes" and "failures" at UH Mānoa that was reported to the All Campus Council of Faculty Senate Chairs.

Sincerely,

Marguerite Butler
Chair, Manoa Faculty Senate

On Jun 24, 2016, at 2:09 PM, Marguerite Butler <mbutler808@gmail.com> wrote:

Dear David,

In response to Robert's announcement, the SEC has met to discuss an interim chancellor to replace Robert beginning September 1, 2016. We developed a list of nominees which I am forwarding to you. These individuals are unanimously acceptable as interim chancellor to us.

Bob Cooney
Alan Lau
Michael Bruno
David McClain
Neil Milner
Juanita Liu

As you consider these appointments, you will have our full support if you work with this list. If you find that you cannot, we invite you to come to our SEC meeting on Monday anytime after 2pm to discuss the selection process for an interim chancellor.

Sincerely,

Marguerite Butler, Vice Chair of MFS SEC

August 15 ACCFSSC Retreat: Report to the ACCFSC on one success and one challenge at UHM

Aloha Kākou,

The University of Hawai'i at Mānoa has a number of continuing challenges.

Our biggest successes are two-fold:

(1) The development of a campus budget model from the faculty which was approved by the Manoa Faculty Senate at the end of last semester. The Committee on Administration and Budget is in the process of discussing the model with central administration, deans, regents, and key legislators.

(2) Increased communication with different faculty groups, administrators, regents, and legislators about the workings of the university, our successes and concerns.

Continuing challenges fall into two categories:

- 1) Immediate - Interim Chancellor and VCAA to step down August 31. As we head into the new year there is currently a vacuum of leadership at our campus and to address major issues. The President has announced his intention to serve as both President of the System and Interim Chancellor of Mānoa. There are a number of concerns about this proposal, but the most immediate is how is it possible for one person to serve both functions well at the same time?
- 2) Major Long-Term Issues --
 - a) Budget Model - The campus as a whole is facing dangerously declining reserves, with years of arrested spending in many units despite need. Many units are in dire straights, at dangerously low staffing levels to the point of losing their faculty core and graduate programs. Classes have had to be cancelled. There is currently a "spaghetti model" proposed by the outgoing Interim Chancellor and a model proposed by the Mānoa Faculty Senate, but there has been little progress toward finalizing any budget model or significant changes to the allocations to slow or reverse the damage to programs and revenue streams, or to ensure that the budget model is sustainable and supports the mission of UHM.
 - b) Budget Process -- need to reinstate an inclusive budget prioritization process that involves discussion amongst all stakeholders and joint collaborative planning.
 - c) Strategic Planning -- Lack of progress on strategic planning (1) that is informed from all levels of campus, and (2) that involves all academic stakeholders. The current SERG plan is designed by an administrative committee which does not address the needs of most programs, or works towards a common vision for the missions of UHM.
 - d) Leadership -- Lack of effective leadership climate. UHM has suffered recently from a climate of intimidation and rampant bullying by multiple administrators. There is much work to be done to turn the culture around to one of

professionalism, respect, and aloha for all to be able to freely and productively contribute.

- e) UHM vis-a-vis UH System -- The powers of the UHM Chancellor position as separate from the UH System remain ill-defined. This is quite problematic because it does not ensure sufficient autonomy of the UHM Chancellor to act in the best interests of his or her campus. This ambiguity is harmful to the aspirations of UHM for excellence and to be the best research university possible for the state of Hawai'i.
 - i) Ambiguity, duplication, and redundancy also exists at many levels of campus and system administration. This is problematic as it results in waste as well as confused jurisdiction on many academic (including research) and governance matters.
- f) Facilities -- Need to have a comprehensive and inclusive process for campus-wide facilities and planning. Many units are in dire straights. Deferred maintenance is a major problem, many must work at the risk of health and safety.
- g) Governance and Communication -- Need to reexamine the structure of faculty governance (the structure of the faculty senate) as well as governance at UHM to be more representative, increase the flow of communication, and be more responsive to challenges facing UHM.
- h) Review of the Academic Program -- It has been many years (over a decade) since the academic program (including research) has been reviewed especially with regard to better serving students. Losses and attrition continue to be a major challenge to delivering programs, much less planning for the future. Immediate priorities for review include general education and advising.

Mahalo Nui Loa,

Marguerite Butler
Chair, Mānoa Faculty Senate