Faculty Senate Meeting  
Palanakila 117  
3/18/08  
12:40pm-1:20pm  

MINUTES  

Present: Jean Shibuya, David Ringuette (Presiding Chair), Paul Briggs (Recording Chair), Libby Young (Off-Campus Chair), Letty Colmenares, Emi Troeger, Winston Kong, Toshi Ikagawa, Ellen Nagaue, Ron Loo, Tara Severns, Frank Mattos  

Not Present: Ryan Perreira, Mari Nakamura  


1. Approval of Minutes  
   a. Motion-Winston, Second-Frank  
   b. Minutes approved unanimously  

2. CCAAC Report  
   a. Motion-Frank, Second-Letty  
   b. Minutes approved unanimously  

3. Faculty Senate election results for the 2008-2009 Academic Year  
   a. Pam DaGrossa will be the new recording chair  
   b. Dave Ringuette will be the continuing presiding chair.  
   c. Paul Field will be the new CCAAC chair.  
   d. Libby Young will be in the second year of her two year term as off-campus chair.  

4. WCC Faculty Senate formation of advisory/action groups  
   a. KCC Faculty Senate has sent a copy of their FS constitution and their draft Shared Governance document to the WCC Faculty Senate. The WCC Faculty Senate will study this and modify it to best meet their objectives.  
   b. Letty Colmenares interviewed the KCC FS Chair about the sharing of governance with the Chancellor. His response was that KCC FS committees have advisory committees that meet with the Chancellor. The KCC Chancellor meets with advisory council once a month to go over any new strategic initiatives. WCC does not have levels of review and opportunities for discussion when new programs are introduced. The KCC model is working-strong support and relationship between KCC FS Chair and the KCC Chancellor.
c. The WCC Faculty Senate brought up a number of points in discussion:
   i. Shared governance means constant communication (advise and consent) the Chancellor says that decisions have to be made quickly, often there is not time for advise and consent.
   ii. Doesn’t WCC have the mechanisms for shared governance already? But is there a real exchange happening or is the faculty and the administration just presenting their various positions?
   iii. We need a process of advise and consent that needs to be followed and/or accountability on the part of the Chancellor.
   iv. What is the process for changing a policy and/or process?
      Answer-WCC does not have a process for changing a policy and/or process.
      1. An example of the communication breakdown is the issue of reassigned time resolution from the WCC Faculty Senate to the Chancellor. The WCC Faculty Senate submitted a resolution and it took nearly a year to for the Chancellor’s office to respond to the resolution.
      2. There is also a perceived lack of dialogue between the Chancellor and the Faculty Senate regarding the resolutions.

d. For the WCC Faculty Senate-please read the KCC model on shared governance that was forwarded over by Letty Colmenares.

5. KCC Memorandum of Understanding (Kaʻieʻie)
   a. KCC is going to sign off on the MOU between KCC and UH Manoa. A speaker from KCC was going to come over to WCC to discuss the MOU but is coming the day before the signing of the MOU. The question for the WCC FS to consider is whether the KCC person should still come over and discuss the MOU?
6. **University Partner Response**  
   a. How will the proposed FS-UP subcommittee work?  
      i. The FS-UP subcommittee will branch off of the main FS committee. It should also be a smaller subcommittee than was envisioned by the Chancellor. Thus there will be more conversations with their Chancellor in a proactive manner, not reacting to things in a crisis manner.  
      ii. No action taken.  

7. **Libby Off-Campus Report**  
   a. The Faculty Senate is strongly encouraged to read the off-campus reports (included in these FS minutes), especially the budgetary items.  
      i. For next biennium budget, the focus will be on repair and maintenance (R&M) of buildings.  
         1. The UH campus budgetary constraint is to keep system wide PCR requests to a minimum (approximately $10 million), each campus will be asked to take stock of their top three PCR requests, somewhat like a business plan.  
         2. For WCC, our departmental requests need to come out by April 7\textsuperscript{th} for the Strategic Plan. Top PCR requests for WCC need to come out by the end of April.  

Meeting adjourned at 1:30 pm
March 18, 2008

To: Faculty Senate Co-Chairs  
From: Jean Shibuya, Credit Committee on Academic Affairs Committee Chair

The CCAAC met on Tuesday, March 11 and approved the following actions:

1. Deletion and archiving of BMAC 20C electronic Calculator  
2. Deletion and archiving of BUS 44 Survey Invest  
3. Deletion and archiving of BUS 50 Principles of Insurance  
4. Deletion and archiving of BUS 55 Business Math  
5. Deletion and archiving of BUS 70 Human Relations in Business  
6. Deletion and archiving of Bus 120 Principles of Business  
7. Deletion and archiving of BUS 197 Entrepreneurship  
8. Deletion and archiving of Bus 197B Entrepreneurship Essentials  
9. Deletion and archiving of ICS 50 Introduction to Micro Skills  
10. Deletion and archiving of ICS 97B Introduction to WIN 98 Operating System  
11. Deletion and archiving of ICS 97C Introduction to Word Processing  
12. Deletion and archiving of ICS 97D E-Mail  
13. Deletion and archiving of ICS 97E Internet Research  
14. Deletion and archiving of ICS 121C Microcomputer Topics  
15. Deletion and archiving of ICS 160 Elementary Basic  
16. Deletion and archiving of ICS 160L Elementary Basic Lab  
17. Deletion and archiving of ICS 167 Introduction to Computer Science I  
18. Deletion and archiving of ICS 197 Tech Survey Course  
19. Deletion and archiving of ICS 197F Introduction to Input Devices  
20. Deletion and archiving of OAT 20B Basic Keyboarding, Part I  
21. Deletion and archiving of OAT 21 Keyboarding  
22. Deletion and archiving of OAT 21B Keyboarding I  
23. Deletion and archiving of OAT 21C Keyboarding II  
24. Deletion and archiving of OAT 21D Keyboarding III  
25. Deletion and archiving of OAT 23 Document Format  
26. Deletion and archiving of OAT 25B Numeric Keypad  
27. Deletion and archiving of OAT 30 Information Processing  
28. Deletion and archiving of OAT 31 Information Processing Applications  
29. Deletion and archiving of OAT 93V Cooperative Education (over)  
30. Deletion and archiving of OAT 99V Independent Study  
31. Deletion and archiving of TYPW 20D Beginning Type III  
32. Deletion and archiving of TYPW 30B Intermediate Type I  
33. Modification in credits for MATH 135 Pre-Calculus: Elementary Functions from 4 credits to 3 credits  
34. Modification in credits for MATH 140 Pre-Calculus: Trigonometry and Analytic Geometry from 4 credits to 3 credits  
35. New course proposal for IS 204 Themes in Popular Culture (3 credits)

Please bring these actions before the Faculty Senate for further action. (over)
In addition, the committee is reviewing a revision of the WCC course proposal form that includes information for the Banner system and that reflects the changes in the UH system articulation procedures. The committee also is discussing which departments will oversee the proposed Ocean Recreation Program (OCNR).
The meeting focused on a legislative update from Stephanie Kim, director of government relations, and Howard Todo, UH vice president for budget and finance, who also outlined future UH budget policy.

Summary of legislative proposals affecting the University of Hawaii

Procurement (HB 2431) – VP Todo explained the need for having the UH system exempt from public procurement code requirements because of the often unique, complex nature of many of the projects among 10 campuses on several islands. He has been working with legislators to try to gain support for such an exemption, especially since it also requires an audit as one of the conditions. However, he said UH may not gain passage of the bill this year because of legislative concerns about the process that would be used to award bids.

Commercial Enterprise (HB 2245) – This bill would reinstate a vehicle to authorize transfer of non-general funds into a UH Commercial Enterprises Revolving Fund to finance the establishment of new enterprises, such as Kapiolani CC’s use of the Cannon Club as the site of a culinary training facility and four-star restaurant.

Repair and Deferred Maintenance (HB 2521) – This bill would require 1 percent of general revenues accrued from July 1, 2008 to June 30, 2014 to be deposited into a newly created UH Repair and Maintenance Special Account for UH system facilities. The 1 percent amounts to about $50 million and the funds wouldn’t lapse. It attempts to address on-going concerns about the condition of all campus facilities. VP Todo said it’s been estimated that UH would need at least $75 million a year just to stay current. Members of the ACCFSC also asked whether a health and safety case could be made for some of the buildings in disrepair.

VP Todo added that a survey at UH-Manoa showed 30 buildings with leaking roofs and aging infrastructure throughout the UH system. The position of UH is that repair and maintenance can end up saving the state money if buildings are made more energy-efficient and are maintained.

Funding Formula Task Force (HB 2978) - This bill calls for the establishment of a funding formula task force to develop “an equitable, consistent, and responsive funding formula for the distribution of fiscal resources throughout the UH system, with the assistance of an independent consultant. The UH system has developed a long-term finance plan (see below) that addresses some of the issues referred to in the bill.

Long-term Comprehensive Financial Plan for UH system

VP Todo’s research showed that, while there is no one model or “best practice” in higher education nationwide, he is proposing a model for the UH system based on North Dakota
University System’s long-term financial plan as a starting point. VP Todo said the plan would have three parts: base operations (what campuses are doing now and including adjustments for inflation and pay increases), capital infrastructure (repair and maintenance, new buildings) and incentive funding to achieve specific goals to meet state needs.

The UH system strategic plan, developed by VP Linda Johnsrud, identifies target areas for incentives, based on strategic outcomes and performance measures, 2008-2015: improving Native Hawaiian educational attainment, increasing Hawaii’s educational capital (involving all students, particularly low-income, underserved regions), contributing to the state’s economy, addressing critical workforce shortage areas and a globally competitive workforce and managing resources and stewardship.

*2009 – 2011 Biennium budget policy paper and strategy*

The paper states that, “given the expected slower growth in state revenues . . . it was incumbent on the university to develop a realistic budget request that recognizes the financial condition of the State.” To this end, the following budget development guidelines will be employed:

• The 2009-2011 budget “will focus on repair, renewal and replacement of current facilities and equipment. The intent is to “reduce deferred maintenance during the biennium to the maximum extent possible.”

• In addition, “each campus will be allowed to propose a maximum of three requests for additional general funds, congruent with UH strategic outcomes and must have quantifiable and measurable goals. The dollar amounts of the requests recommended to the Board of Regents will be based on the merit of the proposal . . . However, to manage expectations . . . it is envisioned that all requests by the University for this category will total no more than $10 million in each year of the biennium due to current economic conditions.”

(To put this amount in perspective, VP Todo said in the last biennium these PCR’s totaled $26 million and $37 million respectively for each of the fiscal years for the UH system).

Other new initiatives or program changes would be funded through reallocations or other revenue sources, such as tuition and fees.

*Stocktaking* – In April, each campus will be asked to develop a budget proposal and make a “stocktaking” presentation to an audience of all other campuses, system-wide groups, the UH president and other interested parties. This stocktaking would include the budget requests making the case for the three G-funded requests as well as the “3 r’s” of repair, renewal and replacement.
*VP Todo said the stocktaking process is like the college’s business plan, matching strategic outcomes to a plan to reach those outcomes.* The plan would be based on how feasible is it for a campus to reach its stated goals and how would it be measured. He also said quality is the key. How would you get there in the right way and focus resources?

*Biennium Budget Review Process* – An advisory committee will be established and charged with making recommendations on the biennium budget and transmit its preliminary recommendations to the President so he can present them to the Board of Regents in August with formal presentation and approval in September.

UH-Hilo Faculty Congress chair Barbara Leonard presented her campus’s new General Education proposal, in part, to make it easier for community college students to transfer. According to the proposal, students who transfer with an AA degree will be admitted with junior-level standing and be considered to have completed all the GE requirements except for the Hawaiian/Asian/Pacific requirement, the global and community citizenship requirement and two required writing intensive courses.
Update on Board of Regents appointees – A task force has forwarded recommended names to Gov. Linda Lingle, who will make her appointments, to be confirmed by the state senate. Twelve seats need to be filled. A search committee also will be formed in the fall to select the next UH system president.

Student Learning Outcomes – A discussion ensued on the status of student learning outcomes at the various campuses. VP Morton said he considered the SLO’s to be the basis of commonality for comparing courses across the CC system. He said his office hopes to facilitate discussion of commonalities among courses so students can be assured that courses with the same alpha and number have similar content.

Summer School and Distance Ed Tuition – The issue of what tuition to charge for courses that are taken in the summer through distance ed was raised. VP Morton referred to Chapter 6 of the BOR policy on tuition and fees, but he said to make these courses competitive, a non-resident tuition may not have to be charged (with the president’s permission).

*CC Senate Charters and Role – Currently, there is no language in any of the CC campus senate charters that refers to the CCCFSC. VP Morton said his office will draft verbiage to do two things: 1) acknowledge the existence of the CCCFSC in its system role and 2) begin to address the question of how much authority is vested in the CCCFSC in advising the VP for Community Colleges on issues and what process should be used to seek advice from campus faculty senates.

*Strategic Planning, Biennium Budget Policy – As a follow-up to VP Todo’s presentation, VP Morton suggested that campus budget requests that supported strategies related to Achieving the Dream (remedial and developmental support), analyzing issues connected to college persistence (especially having students continue for a second year at a campus), and STEM field program support would be among the highest priorities since they support major UH system and CC system strategic outcomes.

Ka‘ie‘ie Degree Pathway – VP Morton said KCC Chancellor Leon Richards is close to getting Manoa to accept the Ka‘ie‘ie program for all of the CC campuses.

Faculty Turnover/ Emerging Educators Academy – Graduate students and community individuals who are Master’s qualified could join a cohort in an Emerging Educators Academy to address future faculty recruitment needs. The individuals would be provided a stipend while still in grad school or other incentive to participate. There would be no promise of employment and those chosen would be based on recruitment needs at the campuses, but those participating would receive mentorship and an opportunity to be groomed for community college teaching.
Administrative Consultation with the Kapi`olani Faculty Senate
Draft 11/8/07
Harry Davis (harryd@hawaii.edu, 808-734-9186)

This document provides practical guidelines. It is intended for use by not only the Kapi`olani administration, but also the Vice President of Community Colleges (in a similar agreement) when consulting the Kapi`olani Faculty Senate on matters which have potential impact on Kapi`olani or on the relationship of Kapi`olani to the Community College System or to the University of Hawai`i System.

The Chancellor of Kapi`olani Community College and the Faculty Senate agree to abide by these guidelines to the extent possible. We adhere to the concept of “Shared Responsibility” wherein it is the responsibility of the Chancellor to obtain recommendations from the Senate in order to make informed and responsible decisions using input from the faculty. It is the responsibility of the Senate to provide the Chancellor with the most informed recommendation possible from the faculty.

Limitations of Senate’s Capabilities
The Senate meets only once per month on the first Monday. Since the Senate does not meet during the summer, this limits the Senate to four meetings per semester or eight per year (February, March, April, May, September, October, November, and December). At this time, the Senate Executive Committee also meets only once per month to set the agenda.

Consultation under Normal Circumstances
Under normal circumstances the Chancellor will disseminate documents to both department chairs and to the Senate. The department chairs and the senators will disseminate same documents to the general faculty and will stimulate discussion and fact-finding. Senators will have time to formulate an informed decision on how to respond to the Chancellor. This would require a Senate meeting before the Chancellor renders a decision. This process would require a minimum of two weeks before the Senate meeting. The Chancellor can expect a response from the Senate within one week of its meeting. The Senate would like to be informed in writing of the Chancellor’s decision within a reasonable period time. If the Chancellor’s decision is not consistent with the recommendation from the Senate, the Senate will expect to be informed in writing as to the reasoning behind the decision. This procedure is expected to promote an atmosphere of mutual respect and collegiality.

The Senate may refer a matter to a standing committee, or create an ad hoc committee, to further study and solidify the position of the faculty. In this case a second senate meeting would be required resulting in a one-month increase in the time required to respond to the Chancellor.

In cases where the Senate makes a resolution on a matter requiring further administrative review, it is appropriate for the Senate Resolution to be forwarded to the next administrative level (Vice President of Community Colleges, President, or Board of Regents) along with the recommendation of the Chancellor.

Informal Discussion when a Rapid Response is Necessary
When timing of decisions does not allow for the consultation process, input from senior faculty leaders that are elected members of the Senate can be obtained quickly. Depending upon the time available the Chancellor may initiate discussion with the Senate Executive Committee, or with the Chair. Discussion with the Executive Committee as a group would yield a wider and more representative opinion of faculty sentiment than with the Chair alone. It should be clear that this discussion is not to be confused with the formal process of consultation.

Informal Discussion with the Senate Leadership in General Meetings
The Senate Chair attends regular meetings conducted by the Chancellor and Vice Chancellor. These meetings are designed to disseminate information within the administration and to collect input from representatives from the faculty, staff, and students. The Senate Chair is often asked for opinion and advice, and the Chair may offer opinion from his or her perspective. However, it is clear that this informal
exchange of ideas does not involve the governance structure of any of these groups and therefore should not be construed as consultation or discussion with the Senate.

**Obtaining Senate Recommendations during the Summer and other Non-Duty Periods**
To be determined

**Involving the Senate in policy-drafting and informal advisory groups**
The formal consultation process will occur more smoothly and quickly if the Senate is kept informed of administration plans, even as new proposals are being floated and policies are being drafted. Working with the Senate in the early stages ensures that proposed actions are not sprung on the Senate as last-minute surprises that require emergency response. Early Senate involvement also means that faculty will rely less on unfounded rumor as the means of discerning administration intents. This would often shorten the formal approval period from two Senate meetings to one.

The administration can facilitate early involvement by inviting one or more representatives of the relevant Senate standing committee as liaison to any working group preparing policy drafts. The standing committee representatives can often foresee problems that could complicate and prolong the formal consultation process. Members of the Senate Executive Committee may be available for such service or will suggest names of potential representatives. Participation of a representative to an informal administration policy-drafting group is not a substitute for formal Senate consultation.

**Evaluation of this Agreement**
The Chancellor and the Senate will evaluate the efficiency and purpose of this agreement on a regular basis, possibly once per year. Changes can be requested by either party, and if agreed upon by both, will be made. This agreement is meant to be flexible and amenable to improvement.

**Source of the Shared Responsibility Concept**
The Constitution of the Kapi‘olani Community College Faculty Senate states in Article IV Section 3A that the “The Chancellor, in advance, will seek the advice of the Senate in formulating College policy.” The term consultation has a specific meaning in the context of academic governance and is different than discussion. Consultation requires 1) a formal procedure or established practice, 2) recognition of the authority of the Senate to speak for the faculty by the administration, and 3) a provision for the response of the Senate to affect a decision made by the administration. Thus, the Senate must make a formal judgment before any decision on policy is made. The consultation process requires adequate time for deliberation and access to documentation and materials so that the Senate can develop a constructive response.

Here are relevant definitions from the AAUP/ACAD “2001 Survey on Higher Education governance”
“Consultation: Consultation means that there is a formal procedure or established practice which provides a means for the faculty (as a whole or through authorized representatives) to present its judgment in the form of a recommendation, vote or other expression sufficiently explicit to record the position or positions taken by the faculty. This explicit expression of faculty judgment must take place prior to the actual making of the decision in question. Initiative for the expression of faculty judgment may come from the faculty, the administration, or the board.”
“Discussion: Discussion means that there is only an informal expression of opinion from the faculty or from individual faculty members; or that there is a formally expressed opinion only from administratively selected committees.”

The requirement for Senate input into decision-making is stated in the BoR Policy Section 1-10, 3. As stated previously by the Board, the faculty has primary responsibility for such fundamental academic areas as curriculum content, subject matter, and methods of instruction and research. On these matters the power of review and concurrence or final decision lodged in the Board of Regents or delegated to administrative officers should be exercised adversely only in exceptional circumstances and for reasons communicated to the faculty.
The BoR Policy is implemented by Executive Policy E1.201 and in Section II,
1. In order to implement the Regents Policy in the spirit with which it was adopted, each Chancellor and Provost shall seek the advice of the campus faculty organizations (CFO) early in the development of general academic policy and prior to recommending a new or revised academic policy to the President of the University. Within an allowable and mutually agreed upon time frame, advice should also be obtained prior to the issuance of a new interpretation of a major academic policy.

The concept of Shared Responsibility is also founded in the Accreditation Standards of the ACCJC/WASC.
Standard IV: Leadership and Governance, part A,
2. The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision-making processes. The policy specifies the manner in which individuals bring forward ideas from their constituencies and work together on appropriate policy, planning, and special-purpose bodies.
   a. Faculty and administrators have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise. Students and staff also have established mechanisms or organizations for providing input into institutional decisions.
   b. The institution relies on faculty, its academic senate or other appropriate faculty structures, the curriculum committee, and academic administrators for recommendations about student learning programs and services.

Chancellor, date                                        Chair of Faculty Senate, date

Vice Chancellor, date                                     Vice Chair of Faculty Senate, date