

REPORT OF THE GOVERNANCE COMMITTEE
ON THE STRUCTURE OF ARTS AND SCIENCES
MAY 16, 2000

COMPARISON TO PEER INSTITUTIONS: 1998-1999.

During the 1998-1999 academic year the committee conducted a survey, including phone interviews, of all UHM Benchmark and Peer Institutions as well as Pac 10 universities to ascertain their structures for Arts and Sciences departments. Our survey revealed a wide variety of organizational formats ranging from one dean and two associate deans (Iowa State) to seven deans with several associate deans (Louisiana State). Some institutions are dividing arts and sciences and others are consolidating, with no trend observable.

INTERNAL SURVEY OF FACULTY OPINIONS IN ARTS AND SCIENCES: 1999-2000

During the 1999-2000 academic year the committee constructed a questionnaire designed to elicit A&S faculty opinion regarding (1) number of deans appropriate to A&S at UHM, and (2) an undergraduate administrator. Reasons for and against various plans that had been raised earlier were presented. The committee also presented information about the administrative structure of UHM. First the committee met with the chairs of the four A&S colleges, then with faculty in most of the departments. Because of scheduling conflicts, the committee was not able to meet with all departments and not all faculty attended the meetings in their departments. Faculty in some small programs and departments were invited to join larger meetings. A summary of chairs and faculty responses follows:

NUMBER OF A&S DEANS

The chairs of A&H and Natural Sciences were unanimously opposed to consolidating four deans into one, Social Science chairs were predominantly opposed, and LLL chairs were opposed unless the consolidation took place in conjunction with consolidation of the professional schools into two or three large units. Several also thought the questions were too narrow to be valuable.

Faculty in attendance unanimously opposed consolidation of the four colleges in the departments of History, Speech, American Studies, Art, European Languages and Literatures, Linguistics, Religion, Music, Philosophy, Math, ICS, Microbiology, Botany, Zoology, Theatre and Dance, Journalism and Communication, Sociology, Urban and Regional Planning, ESL and A&S Academic Advisers. A majority of faculty opposed consolidation in the departments of Political Science, Women's Studies and Ethnic Studies. Faculty in English and East Asian Languages and Literatures were divided in preference.

Faculty reiterated a number of themes. The most persistent comment was that the current structure is working well for the faculty, so why change it, and a concomitant question as to why Bachman Hall wants the change. There was deep distrust of the rationale that the change was to save money and strong sentiment that if that was the reason, smaller schools and colleges should

be consolidated, not colleges in A&S which are already the largest on campus. Those faculty who had been at UH prior to 1980 recalled that it was the Dean of A&S, David Contois, who had pushed the division of A&S because he had found his position in the councils of the upper level administration eroded as more professional schools and organized research units and their deans and directors were added to Mānoa. In addition, faculty like accessibility to the dean, having a person who is more accountable to them, who knows their particular needs and can articulate those needs to the upper administration, and who can spend time fundraising for the departments. The data indicate that A&S is already underrepresented administratively in relation to numbers of faculty and students and the faculty oppose a further decrease.

Some faculty in East Asian Languages and Literatures wanted more contact with faculty in A&S and suggested a combination of LLL, A&H and SHAPS. They also said if there was a consolidation, smaller schools and colleges should be merged otherwise A&S would be further underrepresented. Some faculty in English are unhappy with the current arrangement and want more ties with A&H. They feel that because of the Strategic Plan they are being turned into a service department. They think one strong A&S dean would serve their needs better. Faculty in some departments opposed consolidation into a single Arts and Sciences college but felt that different groupings of disciplines within Arts and Sciences would be preferable to the current organization.

In summary, a large majority of faculty in A&S are opposed to consolidating the colleges.

UNDERGRADUATE ADMINISTRATOR

There is strong support in A&S for improving undergraduate education. However, the faculty are quite divided on the question of whether to have a high level administrator (dean or vice president) or to improve the current arrangement.

Faculty in American Studies, Art, English, European Languages and Literatures, Religion, Music, Microbiology, Theatre and Dance, Women's Studies, Political Science, and Ethnic Studies oppose the idea of creating a new office.

Most faculty in Philosophy and History support the idea; faculty in Math, Urban and Regional Planning Botany, Zoology, Journalism and Communications, Sociology, ICS, Speech and Psychology were divided. A&S Student Academic Advisers favor an undergraduate college but if that is not possible, they feel having someone to coordinate changes in the undergraduate curriculum and to be responsible for transfer students is very important.

Particularly in the context of years of severe budget cuts, those who oppose the concept believe the position is not necessary, would take funding away from undergraduate education which would be counter-productive, and oppose more administration. They suggest improving the current structure, establishing groups to coordinate activities relating to undergraduates, encouraging faculty to become more involved in advising, and having a chancellor for Mānoa

Two departments said the basic problem was a flow of resources to the Community Colleges because Joyce Tsunoda is an effective spokesperson and Mānoa does not have a champion either publicly or in system-wide meetings.

Those who support a position are concerned about the lack of coordination in the undergraduate effort, believe the position has to be outside of A&S, and that if it is to be effective it needs resources and to bring about needed changes.