

Arts and Sciences: Four Colleges or One—and what about a Dean for Undergraduate Education?

The A&S Governance Committee has been asked to consider a number of organizational and governance questions and seeks your thoughts. The questions on this sheet identify the three issues we have been assigned and, for the first two, a preliminary list of responses.

1. Should the Arts and Sciences be combined into a single college with a single dean, or should the four-college structure with four deans be retained?

What organizational structure offers the most economic use of administrative positions? The best faculty support? The most effective student support?

Some numeric comparisons may be useful as these issues are pondered. As our data sheet shows, there are in addition to the A&S colleges 14 other schools and colleges on the UH Mānoa campus, each with a representative in all the administrative meetings, plus several directors of research units. The Arts and Sciences faculty combined has 677 members (not including lecturers); the other Mānoa schools and colleges combined have 568 members (again not including lecturers). The smallest faculty size of the four A&S colleges is 128 (Natural Sciences). The faculties outside of A&S range in size from 133.87 (Medicine) to 9.83 (TIM). Arts and Sciences courses account for 63% of all the credit hours of course work students take in a semester (SSH). At last tally, 5962 students had their majors or were working for graduate degrees in the Arts and Sciences colleges, compared with 6222 for the other 14 schools and colleges combined.

Arguments for keeping the A&S structure as is:

- Four deans have more voice for A&S in weekly consultative meetings with the Vice President for Academic Affairs and in monthly meetings with the president: even four is underrepresentation, given our faculty sizes, student numbers, and budgets; one would be extreme underrepresentation compared to the professional school and research institute heads
- Faculty and deans know each other and deans can act as advocates for faculty in higher level administrative meetings
- The deans come from the broad areas they represent and thus can better represent the different issues and needs of their own colleges
- Deans are active in fund-raising for departments and for A&S students and faculty in general and might lose those ties if all of A&S were in only one college
- Deans are increasingly active in the community, working with alumni groups, community volunteers, the DOE and College of Education and this work might dry up
- A&S issues that affect all four colleges are not neglected but dealt with jointly by the deans and associate deans
- Consolidation would save little money if any

Arguments for consolidating the Arts and Sciences into one college with one dean:

- Having fewer deans and consolidating administrative staffs would save money, perhaps substantial amounts
- Bachman Hall would have more confidence in the administrative structure of the Arts and Sciences and would perceive the system as more streamlined
- Fundraisers at UH Foundation could deal with one person rather than four
- A&S would have one coherent voice speaking for it in administrative councils and in the community

- Cross-departmental faculty collaborations would be facilitated
- Savings from the consolidation would be available to for other important purposes, such as supporting learning communities, creating a new dean for undergraduate education, or possibly hiring a teacher-scholar-administrator of considerable renown to be the new A&S mega-dean. (If the savings were used for the last of these options, this well-paid international star would be able to act as an academic leader in ways that none of the separate, less famed deans currently can.)

2. Should the Manoa campus have a high-level administrator responsibility for undergraduate education?

Yes, in order to

- Focus campus resources and attention on undergraduate education
- Take decisive action to increase undergraduate enrollment, especially now that budgeting is partly tuition based
- Provide leadership for excellence and innovation in undergraduate education
- Send a strong message to students and the community that undergraduate education is a priority at Manoa and that good teaching is valued, a matter of particular importance in light of the restructuring of Carnegie rankings currently underway
- Speak with one voice for undergraduate education
- Rectify serious quality problems in the undergraduate program that the current system seems unable to address
- Marshall departmental and college resources for undergraduate education

No, there is no need for a dean or VP of undergraduate studies because

- Serious initiatives for improvement through core reform and learning communities are already being undertaken without this office
- Another layer of bureaucracy between ideas and action is both stifling and unnecessary, especially since many A&S departmental decisions already are impacted by outside colleges (such as SHAPS) and Graduate Division as well as by the college's dean.
- The resources to pay for such an office are likely to come from already depleted A&S departments
- A dean for undergraduate education with enough clout to be effective will undermine departmental autonomy in such matters as planning undergraduate offerings, matters that have an impact on departmental budgets and the rest of departmental offerings
- Manoa as an institution conducting research and graduate education--as well as teaching undergraduates--already has plenty of resources devoted to students and teaching
- The way to produce order and forward movement among the many different offices currently dealing with undergraduate education is to have more effective management by existing administrators, not a further proliferation of administrative positions.

3. What other A&S governance issues should be addressed now?

- planning
- decision-making
- implementation of decisions and evaluation
- faculty role in dean selection process.

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