



COMMITTEE ON ADMINISTRATION AND BUDGET
MEETING MINUTES

MEETING DATE: 5 April 2017
LOCATION: St. John 106
ATTENDANCE: [P = Present; A = Absent; E = Excused; L=late]

MEMBERS		MEMBERS		MEMBERS		VISITORS	TIME
Brian Glazer (BG), Chair	P	Ann Sakaguchi (AS)	P	Garrett Apuzen-Ito (GI), Secretary	P	VCR/VCAA Michael Bruno	1:33
Adrian Franke (AF)	L	Kara Miller (KM)	E	Douglas Vincent (DV)	P		
Ruth Hsu (RH)	L	Robert Paull (RP)	P	Sarita Rai (SR)--SEC Liason	P		
Judith Inazu (JI)	L	Hyoung-June Park (HP)	P	Robert Cooney, (RC)	E		

SUBJECT	DISCUSSION / INFORMATION	ACTION / STRATEGY / RESPONSIBLE PERSON
CALL TO ORDER	2:33	
APPROVAL OF PRIOR MINUTES	Minutes for 3/22/17 approved (vote: 7 for, 1 abstention, 0 against)	
VCAA/VCR Michael Bruno (MB)	<u>MB</u> wants to ensure research is well supported. The roles of the VCAA can be overwhelming and MB must be careful not to let them overshadow the roles of the VCR. Thankfully, the OVCR has an outstanding professional staff—better than any he's ever worked with before at other universities. He had meetings with staff in both the VCAA's and VCR's offices to manage expectations. A regular meeting schedule has been established for both offices. Chad Walton is a valuable new team member of the VCR's office (Research Program Officer). He has a very diverse and successful background in medicine.	

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Creighton Litton is now onboard to support undergrad research. They have finalized a research strategic plan and will be presenting it to the BOR subcommittee on 4/6/17.

MB is scheduled to meet with SEC about starting to implement strategic actions, and he will be forming committees (including faculty) to decide how to begin. Actions will begin in the undergrad research office.

Campus re-organizations: Chancellor has eight re-org committees and there are about that many ideas for organizational charts. Two primary goals: (1) Continue efforts to integrate research and academics (2) All things related to students must be better coordinated, from recruiting all the way to helping them get jobs after they leave UH. There are too many offices involved with certain aspects of students (e.g., international student recruitment), and in these cases no one office takes full responsibility.

SR Shouldn't international recruitment be at the faculty/departmental level? MB this is presently done only at the graduate level; it must be centralized for undergrad students. RP exorbitant cost of living and tuition are hindering international student enrollment. MB Recently of the ~150 international student applicants a large % were offered merit scholarships. It's more effective to have a high tuition and offer partial scholarships. Many different things have been tried and they are evaluating which practices worked or not.

RP We can better advertise internationally.

SR Which countries are being targeted? MB Indonesia—UH just got on their list of government-approved universities six months ago. Vietnam: Shidler is their go-to business school. China and Japan. SR why are we not emphasizing Europe? Many of those countries have EU government funding for international students. MB went to Germany to meet about the Falling Walls competition and is excited about the potential of



Europe for recruitment. But his enthusiasm didn't transfer in a conversation with D. Lassner. Lassner's initial reaction is that our emphasis should be on the Pacific. MB disagrees... "we should be a global university". SR Yes, we can recruit globally for strengths in studies of Asia and the Pacific. Some European countries (Denmark, Germany) have government scholarships for supporting international studies. A potential disadvantage with focusing only on Asia is their cultural tendency to seek top ranked universities. Europe does not have such a cultural issue and so UH could do well with them.

RP Where could we work with you? MB We are considering "radical ideas". We need to share resources such as classrooms and other facilities, and even teaching. We need to break-down silos associated with ORS and other instruction-oriented units, as well as I vs R. We need to facilitate cross-unit teaching. The challenge is to overcome the erosion of trust within UHM, such as between faculty and administration. MB gives an example of a world-renowned scientist in in one school offering to teach a class in another school for free. The department receiving the offer declined it and even elected not to teach the course that semester. MB found funds to give to that department so they could hire a new faculty member. This proved his support for that department, that department has since allowed the scientist from the other college to teach the class. This is an example of how renewed trust can lead to improved inter-departmental teaching. GI. But there are new incentives that may present headwinds to cross-unit cooperation: budget allocations are being linked closely to SSHs and faculty positions are controlled centrally and allocated to departments based on need (also linked to student FTE). How can we better incentivize cross-unit collaboration? MB For example, split of student SSHs between department holding the major (25%) and the department doing the teaching (75%). If a department sends a teacher to teach in another department, the tuition can be shared similarly. DV there's a deep seated culture in UHM amongst department chairs for protecting



<p>M. Bruno leaves 3:32</p>	<p>what you have and keeping one's cards close to one's chest in doing so. Also, cross-department resource sharing has been done with equipment but *not* with personnel. <u>MB</u>'s has been trying to promote split hires. <u>RP</u> so how to deal with tenure? <u>MB</u> A 75/25 split is easier to address the tenure issue.</p> <p><u>MB</u> sensitive equipment could be housed in specially equipped buildings. <u>RP</u> such facilities would also need technical staff. <u>MB</u> yes, and that is well suited for shared building/facility space.</p> <p><u>MB</u> <u>R vs I</u>. There appears to be a misperception that R faculty are numerous. That's not true: R are only ~10% (~120) of the I (~1200) faculty. His office is collecting information to answer questions like, What does the data really show about teaching load of I and R faculty? How much salary is being raised by R faculty? They are currently compiling data and he will present it publically. <u>DV</u> & <u>RP</u> CTAHR splits R, I, S. <u>MB</u> recommends looking at CTAHRs workload policy (VC's website). <u>MB</u> we should just have "faculty" without the I and R designation, just faculty. <u>RP</u> there not necessarily differences in cost or impact between 9-month and 11-month faculty, but benefits vary when retiring.</p> <p><u>JI</u> what problem are we trying to solve with regards to "R" faculty? <u>MB</u> The job definitions for roles and responsibilities specified, e.g., in appointment letter, are not clearly defined. So the amount of \$ funding and instruction by R faculty has been a concern. Through conversations with the union, UHM now has standardized appointment letters.</p> <p><u>MB</u> would like to meet more often. Wants to meet prior to academic re-organization.</p> <p>Post MB discussion- <u>DV</u> Should we be optimistic after Lassner's talk yesterday and our</p>	
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discussion with M. Bruno today? RH Issues related to A&S are complex and the overall feeling is of more pessimism about budget, position numbers. It is not clear what will be the cost-savings of the re-org. How will moving units off-campus influence A&S? Judging workload solely on number of courses taught undervalues the diversity of roles these faculty serve.

HP M. Bruno did not talk about improving 'quality' of research.

DV consolidating research functions in OVPRI's may not be advantageous. RP the main priority expressed by OVPRI is RTRF and research dollars. But the opportunity to raise extramural funds is not level between disciplines.

JJ UHM needs to decide what it wants to be good at and prioritize those areas. UHM cannot be everything to everyone; West Oahu, Hilo and strong community colleges fill other important roles.

RH If UHM decided to build in an area that supports core knowledge in a variety of other disciplines in a coordinated fashion then this could be very beneficial. There is a divide between solving immediate needs (e.g., teaching Chinese because there are many Chinese tourist) and supporting core knowledge of diverse disciplines.

RP What is Bruno going to present to the BOR tomorrow? (BG later pointed us to

https://www.hawaii.edu/offices/bor/research/materials/201704060900/Cmte_on_Research_and_Innovation__04_06_17__Meeting_Materials__FOR_UPLOAD.pdf)

JJ Bruno is bringing an external advisory committee visiting to evaluate research activities. Deans will have 30 minutes to present to the committee in this dog and pony show. April 26-28.



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NEXT MEETING	TBD	
ADJOURNMENT	4:05	

Respectfully submitted by Garrett Apuzen-Ito, Secretary

Approved on 4/13/17 with 9 votes in favor of approval, 0 against and 1 abstention.

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