



Sunyeen Pai <sunyeen@hawaii.edu>

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## Fwd: Board of Regents Reference Guide - Evidence re: Governance

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Salvatore Lanzilotti <ssl@hawaii.edu>

Fri, Jul 29, 2011 at 11:01 AM

To: Sunyeen Pai <sunyeen@hawaii.edu>

Sunyeen:

Upon rereading this message I realized (after I sent it earlier) that I had omitted quotation marks in two instances where they were needed to end quotes. I wanted to be certain that I clearly demarcated anything taken from the *BOR Reference Guide* so I inserted the two quotation marks and am resending the message.

Mahalo.

Sal

----- Forwarded message -----

From: **Salvatore Lanzilotti** <[ssl@hawaii.edu](mailto:ssl@hawaii.edu)>

Date: Fri, Jul 29, 2011 at 9:47 AM

Subject: Board of Regents Reference Guide

To: Sunyeen Pai <[sunyeen@hawaii.edu](mailto:sunyeen@hawaii.edu)>

Sunyeen:

Attached please find the *BOR Reference Guide* August 2009. Pages 14 to 18 discuss governance and are most pertinent to our discussion. On page 16, Section C. *Faculty Participation in Shared Governance* states, "The academic world differs from the corporate world in several respects. Most notably, important policy decisions are the result of consultation among the BOR, the chief executive, and the faculty, among others. This decision making process is referred to under the rubric of shared governance. There are different views about the meaning of shared governance, depending on the emphasis placed on fully collaborative/joint decision making, consultative decision making, or a separation of decision making jurisdiction."

The document goes on to state: "The standard institutional reference for desirable academic governance is the "Statement on Government of Colleges and Universities" jointly formulated in 1966 by the American Association of University Professors (AAUP), the American Council on Education (ACE), and the Association of Governing Boards (AGB). This statement calls for governance based on a community of interdependent parties—the governing board, administration, faculty, students, and others. The statement recognizes that the governing board has final institutional authority, and recommends sharing authority with the understanding that some areas of decision making require joint endeavor and that others are essentially separate jurisdictions in which one constituency has primary, but not exclusive, responsibility."

The above statement suggests that the BOR is establishing a shared governance policy, not just with faculty, but with students and others, in which governance can be "shared" in different ways, i.e., decision making can be a joint endeavor or can be established through separate jurisdictions, where there is primary but not exclusive authority. The document states offers examples of the concept of *separate jurisdictions*, i.e., "A few examples illustrate the concept of shared governance. The BOR has the responsibility to appoint and assess the performance of the chief executive, husband the endowment, and obtain needed capital and operating funds. Long-range planning is usually considered an area for joint efforts. The faculty have primary responsibility for the curriculum, methods of instruction, research, and faculty status."

Page 15, d. and e. of this document, *B. Administration*, state, "d. University of Hawai'i Student Caucus (UHSC). This body is composed of representatives from the student government organizations of each UH campus. The caucus meets monthly. Its purpose is to support collaborative problem solving among student leaders and to serve as a consultative body to the

administration on matters involving the educational experience of students. The associate vice president for student affairs serves as liaison to the group.

e. Pūkoʻa Council. A systemwide council that provides consultation to the president on programs and services for Native Hawaiians. The council meets monthly, typically in conjunction with Board of Regents meetings."

In the above two sections, the BOR document uses the terms "consultative body" for the UHSC and "consultation" for the Pūkoʻa Council. The consultative quality of the relationship between these bodies and administration is another type of shared governance, as stated on page 16 of the *Reference Guide*.

Thus, it is my understanding, based on *BOR Reference Guide*, that the three BOR authorized organizations, Faculty Senate, Student Congress, and Pūkoʻa Council are included in the shared governance policy, as the BOR has established them for the purpose of either consultation or primary, but not exclusive jurisdiction in the decision making process.

Let me know if this clarifies the issue; and thanks for the discussion.

Mahalo.

Sal

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The universe is change; our life is what our thoughts make it.  
Marcus Aurelius Antoninus (121 AD - 180 AD) *Meditations*

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