Chapter 9. New UH Leadership and a New UH Organization for Marine Programs: From Simone to SOEST



"Give me a long enough lever and I'll move the world"
Archimedes
(287 B.C. – 212 B.C.)

9.1. Mackey's Short-lived Reign

"Don't fall before you are pushed"
(English proverb)

In November 1982, UH President Fujio Matsuda announced that he would recommend to the UH-BOR the appointment of Albert J. Simone, then dean of the College of Business Administration at the University of Cincinnati, as the new UH vice president for academic affairs – the #2 position at UH. A few weeks later, the UH-BOR approved the appointment of the 46-year old, MIT-educated Simone, effective 1 March 1983.

Thus began the UH career of Al Simone, who would later go on to assume the UH presidency and eventually lead a significant and comprehensive reorganization of UH marine programs under a new School of Ocean and Earth Science and Technology (SOEST). These historic events, however, were non-linear and, by some calculations, against all odds.

In late 1983, President Matsuda announced he would retire at the end of May 1984. At the regular March 1984 UH-BOR meeting it was decided that Vice President Simone would serve as acting UH President when Matsuda retired. It was well known at that time that Simone would also seek the permanent post, and some faculty believed that there may be a potential conflict of interest. However, appointment of the academic vice president to acting president was standard UH-BOR policy – so that is what was done. The deadline for applications and nominations for UH president was 30 April 1984; a search committee was already in place.

About this time, then State Senator Neil Abercrombie was actively campaigning for the top UH post; he had already submitted petitions to the BOR with signatures of more

than 1,500 UH students who supported his candidacy. In a Thomas Kaser article published on 19 May 1985 in *The Honolulu Advertiser*, Abercrombie complained in writing that the search was "rigged" and that search committee Chairman George Chaplin, who was also the Editor-in-chief of *The Honolulu Advertiser*, was in conflict because as Editor his newspaper would be asked "to comment on the president and write stories on the university…"

UH-BOR Chairman Stanley Mukai responded to Abercrombie's criticism of the search process saying that his memo "will have no credibility with the Board of Regents." Chaplin added that the search process "should not be diverted by uninformed or self-serving statements." He characterized Abercrombie's memo as "too ridiculous to dignify by further comment."

On 15 July 1984, the list of eight finalists for the UH presidency was released to the community; four were mainland candidates and four were "locals"; Abercrombie's name was not listed. By most accounts, David Adamany, then president of Wayne State University in Detroit, was considered the top choice.

While the search was underway and while he was both a candidate for the permanent post and the acting UH president, Simone submitted a comprehensive "strategic plan" to the UH-BOR for their approval. Despite objections from the faculty senate and the council of academic deans and directors who both thought it was wiser to wait until the next president was in place, the BOR unanimously approved Simone's vision for the future. The 10-year strategic plan emphasized high technology research and science training, as well as Asia-Pacific studies. Some pundits considered this a vote of confidence, by the BOR, in Simone's candidacy for president.

By 30 October 1984, the "short" list of potential candidates was reduced to two: Mary Bitterman, director of the East-West Center's Institute of Culture and Communications, and Albert Simone, acting UH president. Most observers felt it was Simone's job to lose. However, on 6 December 1984 *The Honolulu Advertiser* headline read: "Mackey to head UH if terms reached."

On 4 January 1985 the UH-BOR formally approved the appointment of M. Cecil Mackey, outgoing president of Michigan State University, as the 10th president of the UH system, effective 1 July 1985. Later that day *The Honolulu Advertiser* headline read, "It's Official: UH Post is Mackey's" – the UH-BOR vote, which took 3 minutes, was unanimous.

This culminated the nearly one-year search and selection process for President Matsuda's successor. With a salary of $130 K Mackey would become the highest paid state employee. The state would pay $80 K in direct salary, and the UH Foundation – and other private sources – would provide the remainder as a "benefits package."

State Senator Milton Holt immediately complained that this salary exceeded the spirit of the $95 K salary ceiling for UH president that was set by the legislature, and that this

could lead to conflicts of interest. In anticipation of hiring a new, world-class administrator as president, the UH-BOR had asked the legislature to set the UH president's annual salary to a maximum level of $95 K, which they agreed to do. Before that time, the UH president received a state government cabinet-level salary of $50,490 per year. About one week later, State House Finance Chairman Ken Kiyabu threatened to call off a hearing on the UH's budget because he, too, was angry over the Mackey salary deal. This acrimony would soon take its toll.

By early June 1985, just one month prior to joining UH as president, Mackey began to have second thoughts about coming. Then in a 7 June 1985 *Honolulu Star-Bulletin* article it was revealed that on 29 May UH-BOR Chair Julia Frohlich had received a letter from Mackey informing her that he had decided not to accept the UH job. He listed several reasons for his decision but all of them ultimately had to do with the actions, or inactions, of the state legislature.

A last ditch effort was made by then Governor George Ariyoshi, the UH-BOR, State Senate President Richard Wong and House Speaker Henry Peters to convince Mackey to change his mind, but to no avail.

In the aftermath of the bungled Mackey appointment, many wondered whether this might have long-term consequences regarding the reputation of UH. In a 10 June 1985 *The Honolulu Advertiser* article, UH regent and chairman of the board of Pacific Resources Inc., James Gary, said that others potentially interested in the senior UH post "see the University of Hawaii as having a lot of potential but they also see it as being a political University, subject to all sorts of pressures from the legislature." He went on to say that Mackey's rejection of UH puts us back 10 years in our ability to attract excellence.

Throughout this very public debate about UH and state politics (the "Mackey mess"), acting President Albert Simone had remained quiet on the matter of the presidency. After all, he had been a finalist in the search that selected Mackey and he still sought the permanent post.



9.2. Enter Albert Simone: UH's Ocean President

On 21 June 1985, the UH-BOR extended to 31 December 1985 the term of acting UH President Albert Simone. No decision had yet been made on how to proceed with the search for a new president. Then, on 9 August 1985, the BOR unanimously approved the appointment of Albert Simone, 49, as the 10th president of UH at an annual salary of $95 K – with no private funding supplements!

It did not take President Simone very long to get down to the difficult task of university reorganization. On 24 September 1985 he disclosed a plan to eliminate the Manoa chancellor's office and three vice chancellors. The new administration would be smaller and more responsive to the faculty.

On 28 September 1985 the *Honolulu Star-Bulletin* published "Focus for the Future of UH", the verbatim text of Simone's report to the UH-BOR. The report begins, "A tremendous opportunity exists right now for the University of Hawaii to move forward." Among other objectives, Simone had great plans to finally put UH on the road to excellence in marine sciences, a vision that would eventually lead to the creation of a new school.

However, there is always someone to defend the *status quo* and before too long Simone found himself deep in political hot water. State Senator Malama Solomon, chair of the Senate Higher Education Committee, felt that Simone's strategic plan and academic vision for the future – especially his focus on excellence in graduate education and research for programs such as oceanography – were not "focused on the needs of the State." Notwithstanding this high-level objection, Simone and his administration, including David Yount – then vice president for research and graduate education – Anthony Marsella – then vice president for academic affairs – and Madeleine Goodman – then assistant vice president for academic affairs – were to have a major impact on the course of events at UH, including the promotion of marine sciences.

9.3. The UH Marine Council II: 1985-1989



"So little done, so much to do"
Alexander Graham Bell
(last words)
(1847-1922)

In August 1984, Lorenz Magaard, then chairman of the Department of Oceanography, established a new *ad hoc* marine steering committee to enhance communications among UH marine scientists. The committee's mission was to increase cooperation on existing projects and to develop new joint research programs. Desired goals were to stimulate long-range planning and trans-disciplinary collaborations and to optimize use of facilities and resources to maximize marine research productivity. The committee members were Magaard (chair), Fred Duennebier (geology and geophysics), Chuck Helsley (director, HIG), Ralph Moberly (geology and geophysics), Don Hussong (HIG), Fred Mackenzie (oceanography), and Dave Karl (oceanography). The inaugural meeting was held at 1400 hrs on 16 August 1984 in MSB 305. The activities of this smaller, and more focused, group of marine researchers complemented the much broader and mostly advisory mission of the standing Marine Council (see section 6.6).

Then on 22 March 1985, acting UH at Manoa Chancellor Richard H. Kosaki created a new Marine Council (Marine Council II, hereafter called the Marine Council or simply the Council). In his invitation letter to the prospective members Kosaki wrote, "I would appreciate your considering yourselves the new Marine Council, under the leadership of Chairman Lorenz Magaard. I encourage you to set your own agendas and initiate activities as you think proper, as well as to respond to requests from this office." The reporting structure was to be directly to the chancellor's office via the vice chancellor for research and graduate education (VCRGE) who, along with the vice chancellor for academic affairs (VCAA) would serve as *ex officio* council members. At that time, David Morrison was acting VCRGE and Alison Kay was acting VCAA.

The new Marine Council members were Jack Davidson (director, UH Sea Grant College Program), Frans Gerritsen (ocean engineering), Richard Grigg (HIMB), Philip Helfrich (director, HIMB), Chuck Helsley (director, HIG), Don Hussong (HIG), Dave Karl (oceanography), Lorenz Magaard (oceanography and Marine Council chair), Alexander Malahoff (director, HURL), Dennis Moore (director, JIMAR), and Frank Peterson (geology and geophysics); Fred Kamemoto (zoology) and Pat Takahashi (director, HNEI) were later added to the Marine Council membership. Although it was not explicitly stated in Kosaki's invitation, the new Marine Council (II) would replace the existing Marine Council (I), and several members of the new group were Marine Council I "hold-overs." The implication was that Marine Council I had not been an effective committee and the UH administration was still seeking a comprehensive reorganization of marine programs.

About this same time, UH President Simone was considering a system-wide administration reorganization, one that could eliminate the position of UH at Manoa chancellor. Primarily for this reason, Kosaki went on to say that the reporting for the Marine Council may change with pending plans for UH reorganization but, he emphasized, "no matter how our administration is constituted, our commitment to marine programs and our need for your counsel will continue." Kosaki would prove to be correct on both points – reorganization of the UH administration and continued support of marine sciences.

Following the UH reorganization that eliminated the UH at Manoa chancellor's office in November 1985, the Marine Council reported to the president via the VPRGE, David Yount. Both Yount and Assistant Vice President for Academic Affairs Madeleine Goodman continued to serve as *ex officio* Marine Council members in their new administrative posts. Despite these major changes in administration, the University remained committed to excellence in marine programs. However, no one on the Marine Council, or anywhere at the university for that matter, could have predicted the events that would unfold beginning with the historic 23 April 1986 Marine Council meeting. This would become a turning point for UH marine science programs.

The inaugural meeting of the Marine Council was held on 18 April 1985 in MSB 305. At that meeting the council debated their mission, and even discussed whether they

needed their own stationery. (note: Marine Council I under John Craven's leadership did have its own stationery; Marine Council II Chairman Magaard printed agendas, minutes, and official correspondence on Department of Oceanography letterhead until circa 14 January 1987 when a new UH Marine Council stationery suddenly appeared.)

In April 1985 Magaard took the initiative to prepare a draft mission statement. Two noteworthy objectives that he listed were "to develop plans for an adequate organizational structure of marine scientific activities within the UH system. Such a structure could, for example, be a School of Marine Science or a School of Earth and Marine Science," and "to be a focus for UH marine scientific activities before a new organizational structure for such activities is established." It was also decided that the Marine Council would meet monthly.

In December 1985, UH President Simone responded favorably to the Marine Council's suggestion to organize a new School of Marine Sciences and invited the council to come forward with such a proposal. However, marine scientists both on the council and dispersed across the state were very skeptical about the possibility of any real progress in this important area. After all, several governors, UH presidents, and other key administrators over the past three decades had tried, and failed, to bring about any meaningful and comprehensive reorganization of UH marine programs – why should this attempt be any different?

As reported by Helen Altonn in her 13 February 1986 *Honolulu Star-Bulletin* account of a breakfast meeting at the UH president's residence, College Hill, on the relationships between marine sciences at UH and economic development in Hawaii, Marine Council Chair Magaard publicly challenged UH President Simone, "I hope under the present administration of the UH there will be a change from lip service to actual service to oceanography and help us make marine sciences grow." Now was the time for Simone to make a major and lasting contribution, to fish or cut bait as it were!

On 14 April 1986, Magaard circulated the agenda for the next Marine Council meeting, scheduled for 1400 hr on Wednesday 23 April 1986; this would be the eighth meeting of the council. There was really nothing out of the ordinary planned for this meeting: reports and discussion on the marine certificate program, marine policy, our "wish list" of marine items for the UH Foundation, and "item #6", Organization of Marine Programs at UH. This last topic was an ongoing discussion and one of the major long-range mission goals of the Marine Council. To the council's surprise and delight, agenda item #6 would emerge as the primary topic for discussion and for action, both at the 23 April meeting and until a new school was created two years later.

According to the meeting minutes and eyewitnesses, at exactly 1515 hrs, UH President Albert Simone and Bob Pecsok, dean of the College of Natural Sciences, entered the meeting room without any advanced notice. President Simone addressed the Marine Council and requested that they come up with a new organizational structure for marine programs, one that would create a separate College of Marine Science, much in line with the 1977 recommendations of the Byrne Report (see section 6.4). He wanted

the Marine Council to address what UH is presently doing in the area of marine sciences research, how this fits into overall plans for UH and the state of Hawaii, and what new areas need to be developed. His challenge, and the eventual mantra for this grand vision, was "We want to be known as the #1 in 5 years."

President Simone assured the council that he was very serious about all this and that he would promote the establishment of the new college in the next biennium budget and will make a sales pitch of the strategic plan to the state legislature. He also indicated that he would need a comprehensive planning document, including budget estimates, by mid-June, just two months away. He answered a few questions then departed as quickly as he had appeared.

The shell-shocked Marine Council decided to defer discussion on the remaining agenda items until the next meeting. They also decided that, given the magnitude and significance of the President's charge, that they would meet weekly until the prospectus for a new college was completed.

The agenda for the next Marine Council meeting, 30 April 1986, had only one bold-face item: "**PLANNING A NEW COLLEGE AND MAKING UH NUMBER ONE IN MARINE SCIENCE**." This goal was not a new one and many UH marine scientists remained skeptical that anything – much less a major reorganization – would ever occur. But the Marine Council members who were present at the historical 23 April 1986 meeting sensed that this time, under this leadership, something good may really happen.

(note: All council members were present at the 23 April 1986 meeting except Fred Kamemoto who had sent Ernst Reese as his representative, and Frank Peterson who had sent Mike Garcia as his representative; *ex officio* member David Yount did not attend the meeting which suggests that Simone's appearance was not planned or otherwise orchestrated with other UH administrators. Yount, discusses this point in his 1996 book, *Who Runs the University*?)

The next few Marine Council meetings were filled with excitement and grand visions of the future. Subcommittees were formed to deal with substance of the new college (D. Karl, chair), structure of the new college (D. Moore, chair), and recruitment of the new leader (D. Karl, chair). Comments and opinions were invited from across the campus. The council prepared several draft organizational charts and also debated the name. Simone had expressed a desire to include ocean technology in the college so the logical name was College of Ocean Science and Technology. Unfortunately with the acronym COST (CO$T?) it might have been doomed from the start. Other proposed names were College of Marine Science and Technology and College of Marine and Earth Sciences.

At the 11th meeting of the Marine Council, 14 May 1986, the council approved an initial "working title" – College of Marine and Earth Science. However, Simone demanded that "technology" appear in the title -- and he was the president! The working name soon became College of Ocean and Earth Science and Technology. As Yount discusses in his book, *Who Runs the University?*, it was awkward to have "and" appear

twice and he too was inclined to drop the words "and technology" at the end. When questioned on this point, according to Yount's written account of these events, Simone quipped, "our job was not to write poetry but to acquire and transfer knowledge."

The intense planning efforts and time commitments soon began to take their toll and the council composition started to change. On 14 May 1986, it was announced that Hans Krock would permanently replace Frans Gerritsen and that George Losey would replace Phil Helfrich who would soon begin a 6-month sabbatical leave. A few weeks later, Don Hussong resigned from the council; Fred Duennebier was recommended by the Marine Council as Hussong's replacement.

The most hotly debated issue involved the proposed administrative structure for the college. In a 27 May 1986 memo to the Marine Council, "structure" subcommittee Chair Dennis Moore wrote: "The committee has met again, for the third time, and reconsidered plans X, Y, Z, V, W, another W, and miscellaneous sketches that look like the orbit of Halley's comet." The memo went on to state: "After prolonged discussion, we are recommending to the Marine Council that they adopt and forward to President Simone a structure which combines the marine and earth sciences into one college under one dean, but within that college preserves existing departments and research institutes. This is our previous "plan Y." It is the least disruptive plan we have discussed."

This proposed structure would include a School of Marine and Earth Studies housing the existing UH departments of oceanography, geology and geophysics, ocean engineering, meteorology, zoology, and botany, and an Institute for Marine and Earth Studies housing the existing UH organized research units HIG, HIMB, and HNEI. Moore's plan Y was discussed by the full council at their 12th meeting, 28 May 1986, but no final decision was made at that time.

(note: In the end, neither zoology nor botany were included in the new school. This was a decision of those departments rather than the Marine Council or the UH administration. As already discussed and well-documented in previous sections of this historical account, marine sciences at UH emerged largely from leadership in marine botany and zoology, so the loss of these departments to SOEST was significant. Without the inclusion of these two largely marine-focused academic units, no one could legitimately claim success in the consolidation of <u>all</u> marine programs on the UH at Manoa campus.)

The essence of the disagreement among Marine Council members was reported in a 3 June 1986 *The Honolulu Advertiser* article by Jim Borg. Critics of the *status quo*, including Marine Council Chairman Magaard, felt that lack of a single voice has affected both research funding and the establishment of an otherwise well deserved international reputation in oceanography, the same argument that Stan Margolis had articulated during the Oceanography independence movement (see section 8). Others, including HIG Director Helsley, felt that "we aren't going to be any more efficient under a different organization than we are now" and added, "We are basically running (marine research)

under a minimal management, maximum science arrangement." Helsley correctly characterized the Marine Council opinions on administrative restructuring as "very split."

A 12 June 1986 *Honolulu Star-Bulletin* interview with President Simone, reported by Helen Altonn, appeared just prior to the transmittal of the Marine Council's initial report on the reorganization of UH marine programs to the UH president's office. In this interview, President Simone said he "expects the process to be controversial because it is complex and involves strong leaders with different interests in research institutes and academic departments." He also said, "Historically there are turf problems… You expect sparks to fly." In the same article, HIG Director Helsley reiterated his concern that neither the integrity nor the viability of the research enterprise be weakened. Quality in research, after all, is what establishes a national and international reputation in the area of marine sciences; there was no disagreement among the council members on that key issue.

On 13 June 1986, Lorenz Magaard – on behalf of the Marine Council – submitted a report to President Simone entitled, "Plans for the Development of Marine Sciences at the University of Hawaii." In the cover letter, Magaard correctly stated, "Rome was not built in a day, and a new school or college is not completely planned in less than two months." He went on to say, "I hope that our preliminary plans as submitted herewith will mark a first step in a continuing dialogue between the UH administration and the Marine Council." He ended by thanking Simone for his "truly outstanding commitment to the development of marine sciences at UH." The members of the council were equally grateful to Marine Council Chair Magaard for his leadership and efforts during this exciting but somewhat stressful initial planning period.

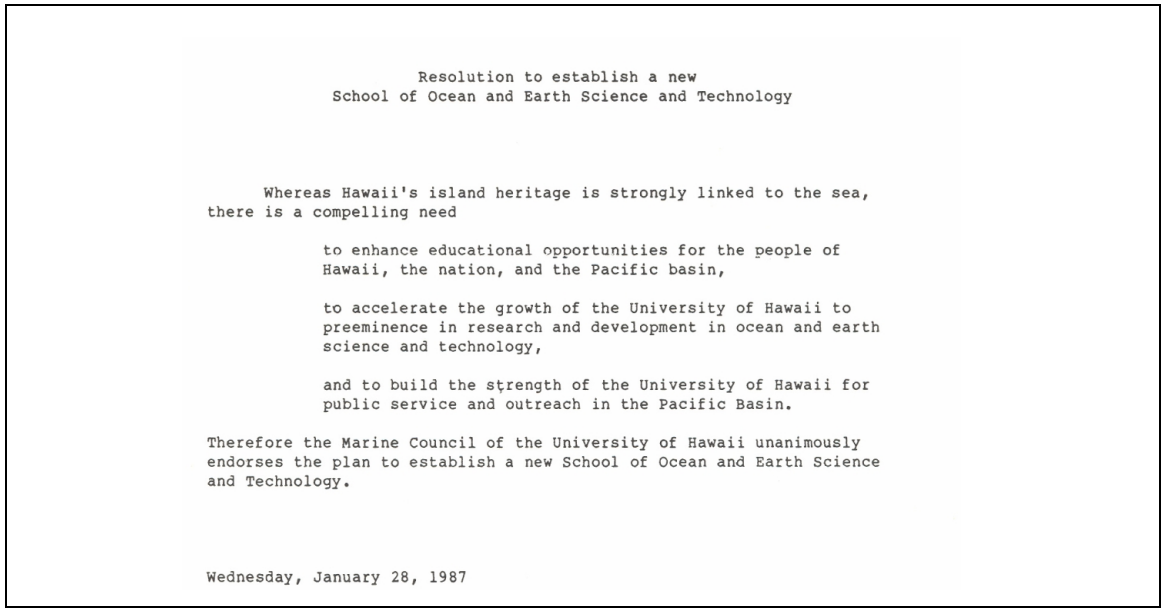
With the planning document submitted, the council had little to do but await comments and any further marching orders from President Simone. In the interim there was a somewhat bizarre debate initiated by Vice President Yount regarding Magaard's statistical handling of the council's vote on the organization of the college. This frivolous set of memos following such a potentially monumental prospectus led to intense frustration among some council members and finally, on 5 August 1986, Dave Karl wrote a memo to President Simone complaining about the Yount et al. memos and asking for a status report on the council's initial plan for a new college. At this point in time, the Marine Council had not even received an acknowledgement of its receipt!

On 12 August 1986, Yount responded to the Karl complaint by sending a memo to the full council explaining his (Yount's) memo to Magaard. Yount claimed that this was all in jest and that he had indeed been working very hard on the reorganization. He also reiterated that President Simone "remains an enthusiastic supporter of marine programs." He ended his defensive response by stating, "Considering that the Marine Council was not able to decide on a single plan after months of intense deliberation, we should not expect that the office of the president will come up with a unique and satisfactory solution in a matter of weeks."

On 20 August 1986, President Simone also responded to Karl's "call for action" memo. He reassured the council that they should feel "exhilarated over the response and impact your work has achieved," and continued by stating, "I am sorry for the lack of communication which evidently has not conveyed this view."

By 8 October 1986, the council had finalized their full prospectus for a new College of Ocean and Earth Science and Technology and it was transmitted to the President's office. Simone had a few suggested changes, the most significant one had to do with reporting from the dean of the new academic unit to the president's office. With the potential prestige (not to mention funding) of the soon-to-be-created college, there were the usual turf battles for administrative "ownership" and control. Anthony Marsella, then UH at Manoa senior vice president for academic affairs – the #2 person at UH – tried to persuade President Simone that the new academic unit should be under his jurisdiction. David Yount, senior vice president for research and graduate education, reasoned that nearly all of the academic and organized research units that were to be consolidated already reported to him, and that's the way it should remain. Simone agreed that since the emphasis of the school's activities would be research and graduate education it made sense to have a single line VP, namely VPRGE, as the responsible reporting authority. Yount won the "big prize." President Simone also decided that the new academic unit should be a "school" not a "college" so it immediately became the School of Ocean and Earth Science and Technology (SOEST).

On Wednesday, 28 January 1987, President Simone attended the Marine Council meeting to present the final plan and to witness the council's unanimous endorsement of the new school. A resolution was then prepared by Chair Magaard (Figure 9.1).



Resolution to establish a new
School of Ocean and Earth Science and Technology

Whereas Hawaii's island heritage is strongly linked to the sea, there is a compelling need

to enhance educational opportunities for the people of Hawaii, the nation, and the Pacific basin,

to accelerate the growth of the University of Hawaii to preeminence in research and development in ocean and earth science and technology,

and to build the strength of the University of Hawaii for public service and outreach in the Pacific Basin.

Therefore the Marine Council of the University of Hawaii unanimously endorses the plan to establish a new School of Ocean and Earth Science and Technology.

Wednesday, January 28, 1987

Figure 9.1: A copy of the resolution dated 28 January 1987, prepared following the unanimous approval of the SOEST proposal by the previously split Marine Council. This action was – to that date – the most important benchmark in the history of marine sciences at UH.

Next, the plan needed to be approved by the faculty senate and the UH-BOR. On 29 January 1987, June Watanabe reported in a *Honolulu Star-Bulletin* article that the council's unanimous approval of the reorganizational plan was "significant because there had been strong disagreement among the research and academic administrators…" Watanabe also quoted Simone as saying, "the proposed school will provide a focus this university has always needed."

Simone also indicated that he would seek $30-40 M in state and federal construction funds to build a new laboratory facility connecting HIG and Holmes Hall, the engineering building. This new facility, eventually named the Pacific Ocean Science and Technology (POST) building, would plague administrators and scientists alike for many years to come; it was later dubbed the POST-poned building because of significant construction delays (see section 10.4).

At a 8 May 1987 HIG council meeting, Director Helsley presented a revised statement of authority and responsibility to the research division chairs. According to his plan, each division chair would be analogous to the chair of an academic department; the division chairs are responsible for encouraging and coordinating high-quality, grant-competitive research, preparing budgets, evaluating faculty, and hiring new staff. These new responsibilities were to begin 1 July 1987. This effectively created a more visible HIG, perhaps in an attempt to make this strong organized research unit appear even stronger, as reorganization planning for SOEST moved forward.

It's been said that timing is everything in life. During the summer of 1987, Marine Council Chair Magaard traveled to Europe for a previous commitment; during his absence Phil Helfrich served as acting chair of the Marine Council and presided over the 28 July 1987 meeting. That same day, President Simone sent an urgent memo to Helfrich expressing concerns regarding lack of any formal administrative arrangements for dealing with school matters, including the preparation of a supplemental budget for review by the UH-BOR and the legislature.

On 3 August 1987, acting Marine Council Chair Helfrich responded, in writing, to President Simone indicating that HIG Director Chuck Helsley would be responsible "for all long-range planning for the school as well as for all administrative and fiscal activities." As fate would have it, Helsley was also on travel when Simone declared him "in charge" on 3 August, and it was not clear who should serve in this capacity in his absence. In a follow-on memo dated 25 August 1987, from Vice President Yount to the members of the Marine Council, Magaard – who had by that time returned to Honolulu – was given the authority to respond to official matters related to the school, at least until Helsley returned to UH on 14 September.

The minutes of the 19 August 1987 meeting began by Magaard reminding the membership that as far as he knows, "the Marine Council still exists and he is still its chairman." He went on to state that a "pseudo-school" also now exists with Dr. Helsley acting as "pseudo-Dean of a pseudo-school," and so on. This struggle for leadership,

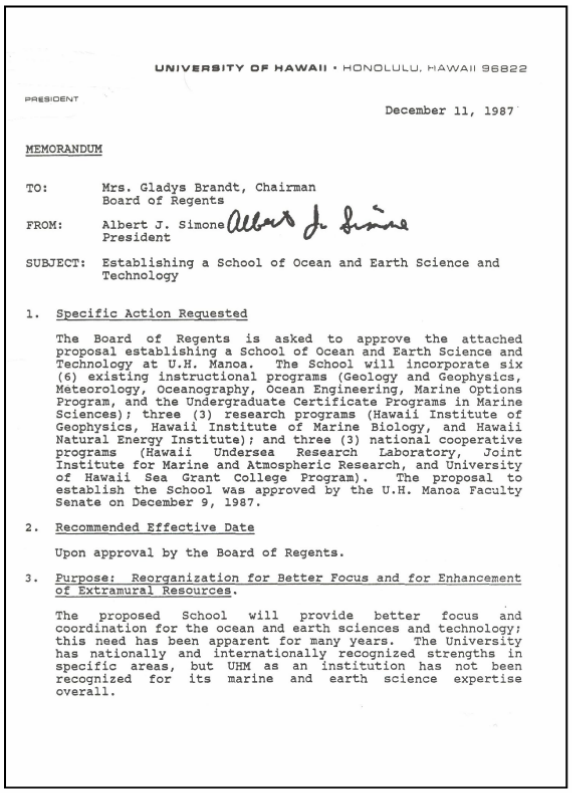
even before the school was approved by the faculty senate or the UH-BOR, would continue later during the international competition for dean of SOEST; both Magaard and Helsley would emerge as finalists for the position of inaugural dean of SOEST.

Later in a 30 August 1987 newspaper article, Tom McCord, then chairman of the Planetary Geosciences Division of HIG, said that a reorganization as complex as the one envisioned for the new school "inevitably will provoke some disagreement." He emphasized that, despite some overlap, the two broad fields of ocean and earth science are basically separate. To some extent you're putting apples and oranges in one basket." He concluded that the test for the new school will be "if it can bring more resources to bear more efficiently."

On 9 December 1987, the UH Faculty Senate approved the plan to establish SOEST after an hour-long debate – the next steps included selling the concept to the UH-BOR and to the state legislators who would ultimately need to approve the continuing resources for 60 new faculty positions and other facilities costs. The interim dean of SOEST, his executive council and staff in the UH vice president's and president's offices were largely responsible for "selling" the school concept. Two days later, Simone sent his prospectus for creating SOEST to BOR Chair Gladys Brandt to begin the formal process of creating the school (Figure 9.2). He also thanked the Marine Council members and, especially chair Magaard for their "excellent work" (Figure 9.3). As Simone so aptly stated, "It appears that, now, the future is ours."

After the appointment of Chuck Helsley as the interim SOEST dean in August 1987, the role of the Marine Council began to diminish. Between 19 August 1987 and 22 June 1988 the council did not even meet. At the 22 June 1988 meeting it was decided that the Marine Council would probably cease to exist after 31 December 1988. At that time, or maybe even before it, there would be a new school in place and perhaps a Marine Council successor organization. It was widely thought that the new school would be on the BOR agenda for June 1988, but it was not. It was uncertain when it would appear.

Finally, on 22 July 1988 SOEST was approved by the BOR, just three years after President Albert Simone had presented his grand vision to the Marine Council. In a 13 August 1988 *Honolulu Star-Bulletin* article by Helen Altonn titled "Ocean-Earth Science School Called Triumph," Marine Council Chair Magaard is quoted as saying, "Hawaii is finally getting its act together, finally capitalizing on its geographical and environmental advantages…" Altonn had also interviewed President Simone who said "while the various units were ironing out their differences, he was selling the concept to the governor (John Waihee), state legislators and Hawaii's congressional team." The latter was still trying to secure additional funding for the proposed laboratory building (see section 10.4).



UNIVERSITY OF HAWAII • HONOLULU, HAWAII 96822

PRESIDENT

December 11, 1987

MEMORANDUM

TO: Mrs. Gladys Brandt, Chairman
Board of Regents

FROM: Albert J. Simone
President

SUBJECT: Establishing a School of Ocean and Earth Science and Technology

1. Specific Action Requested

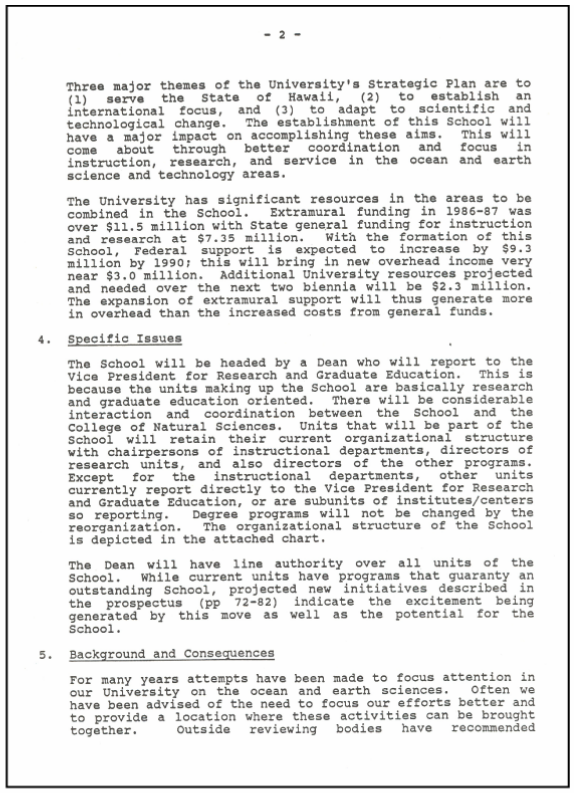
The Board of Regents is asked to approve the attached proposal establishing a School of Ocean and Earth Science and Technology at U.H. Manoa. The School will incorporate six (6) existing instructional programs (Geology and Geophysics, Meteorology, Oceanography, Ocean Engineering, Marine Options Program, and the Undergraduate Certificate Programs in Marine Sciences); three (3) research programs (Hawaii Institute of Geophysics, Hawaii Institute of Marine Biology, and Hawaii Natural Energy Institute); and three (3) national cooperative programs (Hawaii Undersea Research Laboratory, Joint Institute for Marine and Atmospheric Research, and University of Hawaii Sea Grant College Program). The proposal to establish the School was approved by the U.H. Manoa Faculty Senate on December 9, 1987.

2. Recommended Effective Date

Upon approval by the Board of Regents.

3. Purpose: Reorganization for Better Focus and for Enhancement of Extramural Resources.

The proposed School will provide better focus and coordination for the ocean and earth sciences and technology; this need has been apparent for many years. The University has nationally and internationally recognized strengths in specific areas, but UHM as an institution has not been recognized for its marine and earth science expertise overall.



- 2 -

Three major themes of the University's Strategic Plan are to (1) serve the State of Hawaii, (2) to establish an international focus, and (3) to adapt to scientific and technological change. The establishment of this School will have a major impact on accomplishing these aims. This will come about through better coordination and focus in instruction, research, and service in the ocean and earth science and technology areas.

The University has significant resources in the areas to be combined in the School. Extramural funding in 1986-87 was over $11.5 million with State general funding for instruction and research at $7.35 million. With the formation of this School, Federal support is expected to increase by $9.3 million by 1990; this will bring in new overhead income very near $3.0 million. Additional University resources projected and needed over the next two biennia will be $2.3 million. The expansion of extramural support will thus generate more in overhead than the increased costs from general funds.

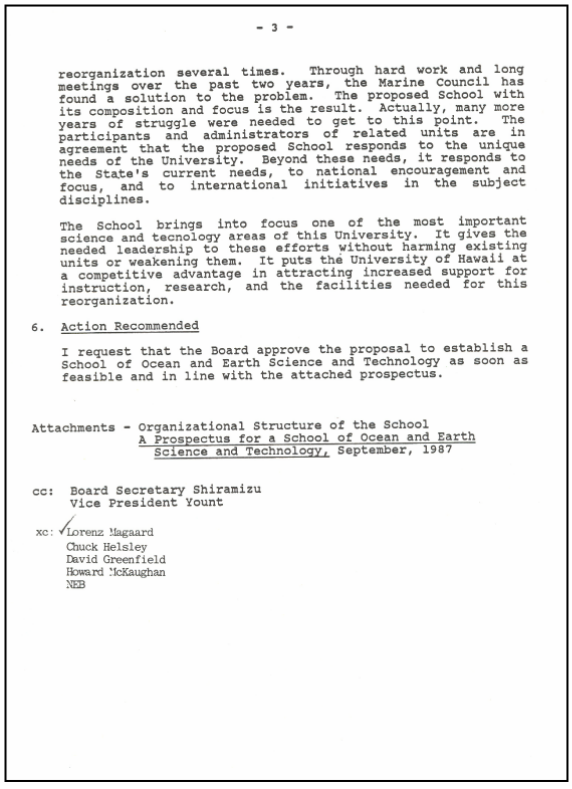
4. Specific Issues

The School will be headed by a Dean who will report to the Vice President for Research and Graduate Education. This is because the units making up the School are basically research and graduate education oriented. There will be considerable interaction and coordination between the School and the College of Natural Sciences. Units that will be part of the School will retain their current organizational structure with chairpersons of instructional departments, directors of research units, and also directors of the other programs. Except for the instructional departments, other units currently report directly to the Vice President for Research and Graduate Education, or are subunits of institutes/centers so reporting. Degree programs will not be changed by the reorganization. The organizational structure of the School is depicted in the attached chart.

The Dean will have line authority over all units of the School. While current units have programs that guaranty an outstanding School, projected new initiatives described in the prospectus (pp 72-82) indicate the excitement being generated by this move as well as the potential for the School.

5. Background and Consequences

For many years attempts have been made to focus attention in our University on the ocean and earth sciences. Often we have been advised of the need to focus our efforts better and to provide a location where these activities can be brought together. Outside reviewing bodies have recommended



- 3 -

reorganization several times. Through hard work and long meetings over the past two years, the Marine Council has found a solution to the problem. The proposed School with its composition and focus is the result. Actually, many more years of struggle were needed to get to this point. The participants and administrators of related units are in agreement that the proposed School responds to the unique needs of the University. Beyond these needs, it responds to the State's current needs, to national encouragement and focus, and to international initiatives in the subject disciplines.

The School brings into focus one of the most important science and tecnology areas of this University. It gives the needed leadership to these efforts without harming existing units or weakening them. It puts the University of Hawaii at a competitive advantage in attracting increased support for instruction, research, and the facilities needed for this reorganization.

6. Action Recommended

I request that the Board approve the proposal to establish a School of Ocean and Earth Science and Technology as soon as feasible and in line with the attached prospectus.

Attachments - Organizational Structure of the School
A Prospectus for a School of Ocean and Earth Science and Technology, September, 1987

cc: Board Secretary Shiramizu
Vice President Yount

xc: Lorenz Magaard
Chuck Helsley
David Greenfield
Howard McKaughan
NEB

Figure 9.2: Copy of memo sent by then UH President Albert J. Simone to then chair of UH-BOR Gladys Brandt proposing the establishment of SOEST.

UNIVERSITY OF HAWAII • HONOLULU, HAWAII 96822

PRESIDENT

December 11, 1987

Dr. Lorenz Magaard
Department of Oceanography
University of Hawaii at Manoa
1000 Pope Road
MSB, Room 307
Honolulu, Hawaii 96822

Dear Lorenz:

I want to congratulate you and thank you so very much for your excellent work with the Marine Council and the Faculty Senate. This creative and energetic effort on your part led directly to the overwhelming faculty senate endorsement of the proposed School for Ocean and Earth Science and Technology.

While I congratulate you, I also express my appreciation for what has been accomplished so far organizationally and in terms of bringing programs and people together. Please convey this sense of appreciation and congratulations to Chuck Helsley, and others on the Marine Council on my behalf.

It appears that, now, the future is ours. We must go forward with the next steps. These include a presentation to the Board of Regents for formal approval, securing the necessary funds for CIP, personnel, and operations, and, most importantly, attaining the high standards of excellence that we have established for ourselves in this field.

Cordially yours,

al

Albert J. Simone
President

AJS:sj

cc: Vice President Yount
Dr. Charles Helsley

Figure 9.3: Congratulatory letter sent by UH President Albert J. Simone to Marine Council Chair Lorenz Magaard for his efforts in the creation of SOEST.

Unfortunately, an international search for the inaugural SOEST dean did not begin for some time after the UH-BOR gave their approval to the reorganization plan. During this hiatus there was a concern among many UH marine scientists that the momentum for creating excellence in earth and ocean sciences that took so long to develop would wane and the morale among SOEST faculty would deteriorate. After all, we had all been promised a new organization, new leadership, and new opportunities.

In September 1988 a SOEST dean search committee was established to prepare a job description, screen nominations and applications, conduct interviews and make a final recommendation to President Simone. Vice President David Yount appointed the committee members, including Michael Antal, Gillian Bryant-Greenwood, David Greenfield, Charles Hayes, Alexander Malahoff, Dennis Moore, Kazutoshi Najita, Frank Peterson, Stephen Smith, two student representatives (Brian Okamura and Philomena Verlaan), and a staff person (Rudolf Schmerl); David Greenfield, then dean of Graduate Division and professor of zoology, served as committee chair.

On 29 November 1988 the advertisement for "Dean, School of Ocean and Earth Science and Technology / University of Hawaii at Manoa" appeared in *EOS, Transactions of the American Geophysical Union*, and elsewhere. Among other minimum qualifications, the successful candidate must have a "distinguished international reputation in research; a commitment to the importance of teaching" in addition, she/he should be able "to exercise academic leadership at the university, national and international levels; establish and maintain effective and harmonious relationships with students, faculty, administrators, support staff and representatives of public groups and officials of national and international organizations" and, of course, walk on seawater!

A number of highly qualified individuals applied for this position or were nominated by their peers. In April 1989 an initial short list of six candidates was announced: four "outsiders" (Peter Betzer, Dennis Hayes, C. Barry Raleigh, and Rita Colwell) and two "locals" (Charles Helsley and Lorenz Magaard). Prior to their interviews, both Hayes and Colwell withdrew, leaving Chuck Helsley, then interim dean of SOEST (interview dates: 26-28 April), Lorenz Magaard, then professor of oceanography (interview dates: 1-3 May), Peter Betzer, then chair of the Department of Marine Sciences at the University of South Florida (interview dates: 16-18 May), and Barry Raleigh, then director of the Lamont-Doherty Geological Observatory at Columbia University (interview dates: 5-7 June) in the running. Each interview consisted of meetings with faculty, staff and students, tours of campus and off-campus facilities, two public presentations (one "science" talk with topic selected by the candidate and one on the topic of "The Future of Ocean and Earth Science and Technology"), and the usual receptions/dinners and other social events. On 21 July 1989 the long wait was over – C. Barry Raleigh was selected the inaugural dean of SOEST (see section 10).

The Marine Council continued to serve in an advisory capacity to the president until Barry Raleigh joined the university on 1 October 1989. In a memo to the council members dated 21 September 1989, President Simone expressed his gratitude for

distinguished service, perseverance, and professionalism. He also stated, “I consider Dr. Raleigh’s recruitment and the creation of SOEST among the significant achievements of my administration.” He then retired the Marine Council in order to give the new dean a free hand in establishing whatever internal administration he thinks best, thus ending an exciting, worthwhile, but extended committee assignment for all those who were involved.