Budget Prioritization Workgroup (BPW)
Summary Points of Meeting
October 9, 2009
Hawai‘i Hall Room 309
9:00 am – 10:00 am

Attendees: Kathy Cutshaw, Francisco Hernandez, Marla Acosta, Denise Antolini, Maenette Benham, Tom Bingham, Mary Boland, David Chin, Myrtle Ching-Rappa, Carl Clapp, Pat Cooper, Peter Crouch, David Duffy, Gregg Geary, Debra Ishii, Ashley Maynard, Tim Merrill, Tom Ramsey, Vance Roley, David Ross, Ann Sakuma, Gregg Takayama, Alan Teramura, Mike Unebasami, Donna Vuchinich, Jeffrey Rich, and Matthew Inouye.

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Two (2) student representatives have joined the committee:
- Jeffrey Rich – Graduate Student Organization (GSO)
- Matthew Inouye – Associated Students of the University of Hawai‘i (ASUH)

Subcommittee Reports:
Position Control
- Completed canvassing peer benchmarks.
- Will be meeting on October 19, 2009 to discuss findings and draft recommendations.

Graduate/Professional Tuition
- Beginning to look at current tuition rates and to understand increases.
- Will be meeting next week to share

Redundancy:
- Identifying areas of duplication thru available reports. This includes duplication of programs doing similar things, duplication of services, identical course descriptions, tutoring, and advising (academic advising report).
- Will also be having discussions with Student Academic Services, English as a second language, HELP, and NICE.
- Advising takes place at different schools and also at OVCS. Are they doing the same thing? How does each work?
- What are the missions of these programs? Some programs seem to service non-Mānoa students.
- Will also follow-up with Reed to see what OVCAA is doing to avoid duplications in work.
Other Matters:

- The BPW data spreadsheet was shared and reviewed at the dean’s meeting.
  - Conversations took place regarding how deans look at efficiencies, economies of scale, the fiscal side of work ahead for this campus, and using other indicators to help assess effectiveness and quality.
  - Centrality or value of the work the school or program serves and the link to the core mission of the University should be considered in the evaluation process. The impact the school has on the University and community.
  - Concern was raised regarding the conversation on small colleges and schools. There is only one dean from the small colleges on this committee, which is a concern.
  - What would be a better aggregate of colleges if UH Mānoa strives for a streamlined and smaller number of colleges? The number of schools and colleges of our size should be less. We should consider what areas should be consolidated or streamlined to be more efficient and to increase quality.
  - Based upon the information collected, many of the small schools and colleges are operating efficiently. This could be mainly due to reduced overhead. The smaller schools rely on fewer staff to get work done. The downside is the lack of back-up support in small schools.
  - Deans have taken the data back to their schools and colleges to review the info and to discuss with their staff. The data is one that the university can collect. If another set of data were to be used, the question becomes “Can we obtain it?” For example, what are the top ten (10) ways to detect a center?

- It was suggested that recommendations on mergers include information on the financial impact of the action to the campus. Reorganizations of this type needs to be reviewed by the faculty. Documentation and transparency is important. It was noted that increased efficiency and meeting the mission and goals of this University should be the driving force behind this type of decisions and not cost savings. Merging small schools into big ones flatten management structures and should be done to increase the overall quality of the school.

- Donations to the University
  - The majority of donor’s invest where there is a vision, an impact and betterment of the University, and not on the size of the college or school.
  - The sciences have been a challenging area for donor support because it is too spread out. There is no solid vision for the sciences as a whole.
  - Consolidating the School of Travel Industry Management (TIM) with the Shidler College of Business (COB) will increase the appeal to donors because COB is strong in international business and TIM has a strong link to international services. It seems a large number of TIM students are against the merger, as are business students.
However, industry people, including the banks, have called to support the merger between TIM and COB. Donors look at the merger differently from academia.
- COB is doing matching funds and has been successful raising money this way.
- In order to meet donor needs, the university should organize itself to have maximum impact. Donors are interested in quality. Thus, decisions need to improve the quality of the University.
- Large monetary gifts mainly come from wealthy individuals and not corporations which make-up a small sector.

- **Budgetary authority:**
  - Level IV: UH Mānoa
  - Level V: Schools and Colleges
  - Level VI: Departments

- OVCAFO is in the process of pulling staff support data of department structures to evaluate efficiency. Kathy will have the information available in two (2) weeks on October 23, 2009. Number of support staff vs. size of department. Based upon UHERO’s data which was done several years ago, UH Mānoa is understaffed overall compared to peer institutions. However, how are we doing at the department level?

- Concern that parts of the campus community has the impression that the BPW is responsible for identifying people for layoffs. Decisions on personnel and how budget cuts are met at the school/college are made at the Dean/Director level and not by this committee.

**Next Meeting: Friday, October 16, 2009 in Hawai‘i Hall 309 at 9:00 am.**