Budget Prioritization Workgroup (BPW)
Summary Points of Meeting
November 6, 2009
Hawai‘i Hall Room 309
9:00 am – 10:00 am

Attendees: Virginia Hinshaw, Kathy Cutshaw, Francisco Hernandez, Reed Dasenbrock, Marla Acosta, Carlos Andrade, Denise Antolini, Maenette Benham, Tom Bingham, David Chin, Myrtle Ching-Rappa, Carl Clapp, Pat Cooper, Peter Crouch, David Duffy, Nancy Foster, Gregg Geary, Debra Ishii, Tim Merrill, Tom Ramsey, Leon Richards, David Ross, Ann Sakuma, Christine Sorensen, Gregg Takayama, Alan Teramura, Donna Vuchinich, Barry Weinman, Jeffrey Rich, and Matthew Inouye.

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Highlights of Chancellor’s Message:

- Change is hard. Recent article in The Chronicle talked about the need for change but necessary changes are not happening. Based upon feedbacks received, one of the biggest fears on campus is that there will be no change.
- In our strategic plan, UH Mānoa is an institution of change.
- At University of Wisconsin-Madison, there was a graduate degree that generated only a few graduate students in 15 years. The university merged five (5) different programs which provided a more beneficial recruiting tool.
- There seems to be an added fear present here in Hawai‘i if something interferes with a person’s activity, the person cannot just go to the next city…the person would have to go to the mainland. A 22 year old once told me he wanted to get a job with the state for security. How do we counter this fear at UH Mānoa?
  - There is plenty to do here. What is important is to put our energy in the right places and to value time which cannot be reproduced.
  - It will take change to succeed.
- Handout: What is UH Mānoa about?
  - Destination of choice
  - Enhancing student success – learning for undergraduates
  - Research
  - Asia Pacific connection
  - Respectful inclusive community
  - Maximizing resources
  - Generating new funds – opportunities.
- Handout: The principles, prerequisites, and criteria of the prioritization process.
• There are many changes already taking place on this campus – homecoming (many more units are taking part in getting people engaged), PBRC, IRC, etc.
• It is the big changes that need to be addressed. It is the reason this group was put together. Where does the campus want to go?
  - Priorities drive this decision, not just the budget.
  - Having internal and external views to answer this question is important (diversity).
  - We need to refocus on what our mission should be and to do it well.
  - UH Mānoa needs to improve to be competitive.
  - Every little change we make will make the difference.
• My message to the legislatures is always: “If you can’t give us money, give us freedom.”
• We need visible signs of change for others to get excited about this campus.
• Smaller groups tend to be more productive and thus, recommend sub-groups review and propose changes to move this university forward and to make this campus stronger.
  - What are we not going to do?
  - What are we going to do well?
• Options for revenue generation include putting graduate students and administrative costs onto grants. Change usually involves a mixture of savings, new investments, reduced load, etc.
• Michigan State – faculty leading the changes.
• Washington State facing big cuts - getting rid of their forestry program.
• Learn from history
  - Understand the areas we are not good in or not doing well in.
  - What areas do we need to invest in to get better as a University? To offer students better success? To get the community involved with the campus?
  - Lack of leadership stability and little to no change seems to have been a problem here at UH Mānoa. Thus, we need to have a sense of movement – both internally and externally. If we don’t move, we won’t get better.
• The biggest plus going to the legislature was the prioritization process. We need to get students involved and move as one (1) unified group to put decisions into actions.
• UH Mānoa also needs to be marketed – to advertise to the world what UH Mānoa is all about.
• It is also critical to improve communication and understanding between the university and business community.

Other Discussions:
• Losses will remain random, not strategic, if hard choices are not made. Recommend looking at the situation from the top down. Another option is to ask ourselves, “If we create a new university here in the middle of the Pacific, what would this institution be like? What are the key elements needed to make this university an outstanding one?
• Recommend a subcommittee on Centrality: What do other institutions have as centrality? What does the Hawaiian community see as central?
• There are faculty members making hard choices to improve this university. They should be highlighted and these are the areas where investments should be made. Good changes are happening which needs to be shared with everyone.
• An $11M budget shortfall needs to be met by 2012 based upon the assumption that there will be no further cuts.
• Review data collected to identify areas that do not make sense.
  - If there is only one (1) program in a school or college, does it make sense?
  - Look at redundancy and consolidate/eliminate.

In order to move suggestions forward and to obtain results, the committee decided to focus on the CANs and not the CAN’Ts by establishing ground rules to say positive things about suggestions/recommendations put on the table. Please send your comments to Kathy at cutshaw@hawaii.edu who will compile the suggestions received on how this organizational structure or process should be to ensure that all suggestions made are considered and the most constructive ones get moved forward to be implemented.

Next Meeting: Friday, December 4, 2009 in Hawaiʻi Hall 309 at 9:00 am.