

## **Budget Prioritization Workgroup (BPW)**

Summary Points of Meeting

December 4, 2009

Hawai'i Hall Room 309

9:00 am – 10:00 am

Attendees: Kathy Cutshaw, Francisco Hernandez, Reed Dasenbrock, Gary Ostrander, Marla Acosta, Carlos Andrade, Maenette Benham, Tom Bingham, David Chin, Myrtle Ching-Rappa, Carl Clapp, Pat Cooper, Peter Crouch, David Duffy, Nancy Foster, Gregg Geary, Debra Ishii, David Lassner, Tim Merrill, Tom Ramsey, Vance Roley, David Ross, Ann Sakuma, Christine Sorensen, Gregg Takayama, Alan Teramura, Barry Weinman, Matthew Inouye, and Joey Nikaido.

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### **Subcommittee Reports:**

#### Budget Workgroup (BW) Subcommittee (Kathy Cutshaw):

The original BW convened and came up with a list of considerations for the BPW (see Attachment 1 below). The recommendations presented are topics suggested for further review. In addition to dollar (\$) savings, gaining efficiencies was a key consideration when this list was formed.

- The subcommittee is not recommending the suggestions be implemented, only to bear more discussion and to review the feasibility and impact of the suggestions.
- This is an evolving list which warrants further discussion and to concretely work toward furthering the recommendations under “Highlighted Suggestions (data available).”
- Based upon the list provided, the group seeks to get the discussion items to the Chancellor before the holiday break.
- There is a lot of misinformation out there and thus, the evolving list is hoped to facilitate discussions and clarify information.

#### Redundancy Subcommittee (Gregg Geary):

The group focused on three (3) major areas and provided a progress report (see Attachment 2 & 2A):

- Identify existing centers at UH Mānoa
  - List of current centers (see attachment 2A)
- Understanding the structure of advising at UH Mānoa
  - To address cost savings and efficiencies

- Tutoring at UH Mānoa
  - In-progress: group to report when details gathered

The BPW agreed to move forward with the online survey for Deans to complete on Centers (gather data for further review).

Position Control Subcommittee: Tom Bingham

The group researched peer institutions and found that six (6) out of ten (10) handle vacancies at the unit level. See Attachment 3 for details on assumptions and recommendations.

- Currently with appropriated positions, the fringe benefits are covered by the state. There have been discussions regarding the state giving UH funds to cover both the salary and the fringe but nothing concrete has materialized.
- The subcommittee highly recommends that UH pursue independence from the state's "position count" policy.
  - The autonomy legislation currently on the table is for procurement. Recommend to take this opportunity to incorporate position count into the autonomy legislation.
  - UH Mānoa seeks no position control from the state, just the allocation.

Data Analysis Subcommittee: Peter Crouch

Taking the data provided by OVCAFO, this group presented charts to identify where UH Mānoa's personnel is distributed as an attempt to use and understand the data (see Attachment 4). Now that we know where the people are, the next step will be to see where the money is.

Other Matters:

Legislative Update: For the next three (3) years, no additional funding is expected and there may be additional cuts forthcoming before the economic situation improves. Legislative members are seeking input from the University regarding our needs and priorities. They would like us to be present down at the capitol to explain what the University is doing and where we want to go.

At the next meeting, we will confirm a process these recommendations will need to flow thru to ensure appropriate consultation and transparency.

**Next Meeting: Friday, December 11, 2009 in Hawai'i Hall 309 at 9:00 am.**

**Budget Workgroup (BW) Subcommittee**

**Recommendations to the Chancellor for further analysis and discussion.**

**Highly recommended (data available):**

- Increase in-state and out-of-state student enrollment
- Merge schools with less than 30 faculty with another larger school (friendly merger)
- All revolving fund operations become self supporting
- Increase retirements (including non-financial incentives)
- All schools/programs move toward becoming more self supporting
- Analyze programs that have recurring and significant deficits
- Privatize transportation

**Suggestions currently under review by other subcommittees:**

Graduate/Professional Tuition Subcommittee (Lassner)

- Consider any appropriate adjustments in tuition and/or fees for professional programs
- Eliminate/reduce graduate student tuition subsidies

Calendar/Outreach Subcommittee (Dasenbrock/Hernandez):

- Expand summer school (increase by 30%)
- Increasing non-credit summer income activities
- Switch to a trimester system
- Calendar reform
- Increase fees (tuition, fees, other income sources)

Space Allocation (Cutshaw):

- Commercialize space
- Identify all non-UH and non-Mānoa operations on campus and charge rent and facilities use fees to non-Mānoa operations (System Offices, UH Foundation, etc.)
- Cancer Research Center operations and new building

System Issues:

- Increase overhead charges to state agencies to at least federal rate levels

## Attachment 2

Report and Recommendations from the Redundancy Committee – 12/4/09

The Redundancy Committee has focused on three major areas to date:

1. Identifying Centers at UHM
2. Investigating academic advising at UHM
3. Tutoring at UHM

The Committee has made progress in each area and can report the following.

### I. CENTERS

- a. We identified over 100 Centers
- b. We have created a brief online survey for the appropriate Dean to complete. It asks the following questions:
  - i. Purpose of Center
  - ii. Year established
  - iii. Authority by which it was established
  - iv. Sunset date and explanation if no sunset date exists
  - v. Total budget amount, sources and percentages of funding
  - vi. Staffing details (numbers and classification)
  - vii. Contact information for person in charge of the center
  - viii. Should the center be retained, reorganized, or eliminated? If retained or reorganized, provide justification of not more than 250 words.
- c. The committee drafted a process to take action on the centers.
- d. The committee recommends that no new centers be established without a sunset date that is renewable upon review every 3-5 years.

### II. ACADEMIC ADVISING

Academic advising is primarily located within the various Colleges but there are numerous exceptions. There is no perfect balance of distributed v.s. centralized models but we are able to make the following recommendations.

- a. Strengthen the Council of Academic Advisors (CAA) as a central, unifying authority. It is newly formed and appears to be working well and must continue. Chair of this Council must have direct contact with VCAA.
- b. Require all advising units to automate. The STAR system is not perfect but shows great promise. STAR will be improved as it is used and operations will modify as they are automated but automation is essential if students are to become more engaged in the advising process. This will increase efficiency and transparency, and ultimately cut costs.
- c. Academic advising units should standardize assessment of their operations and use STAR to administer these assessments.

- d. While the committee does not have specific recommendations for eliminating any units at this time, it notes that several units seek to hire more advisors. The committee recommends that, due to the current fiscal constraints faced by the University, new academic advisor hires be APT rather than faculty positions and hires be delayed until automation of academic advising is completely implemented.

### III. TUTORING

The committee has not completed its work on review of tutoring operations but can make the following observations.

- a. The University needs to do a cost-benefit analysis of offering free tutoring versus fee-for-services. Could a tutoring service function on a cost recovery basis? Should a third party vendor be considered?
- b. There are departments that provide professional tutors and other units that provide graduate and undergraduate students as tutors. Some are paid and some unpaid. There are no minimum standard qualifications set for tutors across campus. Students should expect some minimum standard.
- c. There are a number of redundancies that the committee is investigating and problems of “mission creep” where units tasked with tutoring are branching out into other operations that overlap with other units.

# Attachment 2A

School/College	Program Name	
<b>ARTS AND SCIENCES</b>	Osher Lifelong Learning Institute Museum Consortium (UHMC)	<a href="http://www.all.hawaii.edu/">http://www.all.hawaii.edu/</a> <a href="http://www.museum.hawaii.edu/about.html">http://www.museum.hawaii.edu/about.html</a>
<b>Nat Sci</b>	Pacific Cooperative Studies Unit Cooperative Ecosystems Studies Unit Joseph F. Rock Herbarium	<a href="http://www.botany.hawaii.edu/faculty/duffy/PCSU.htm">http://www.botany.hawaii.edu/faculty/duffy/PCSU.htm</a> <a href="http://www.botany.hawaii.edu/faculty/duffy/HICESU.htm">http://www.botany.hawaii.edu/faculty/duffy/HICESU.htm</a> <a href="http://www.herbarium.hawaii.edu/">http://www.herbarium.hawaii.edu/</a>
<b>College of Language, Literature and Linguistics</b>	Center for Biographical Research (CBR) Center for Interpretation and Translation Studies Center for Second Language Classroom Research Language Learning Center Charlene Sato Center for Pidgin, Creole and Dialect Studies National Foreign Language Resource Center Writing Center  First year Composition Center Kuykendall 415 Korean Language Flagship Center	<a href="http://www.hawaii.edu/biograph/">http://www.hawaii.edu/biograph/</a> <a href="http://cits.hawaii.edu/">http://cits.hawaii.edu/</a> <a href="http://www.hawaii.edu/csrf/">http://www.hawaii.edu/csrf/</a> <a href="http://llc.manoa.hawaii.edu/">http://llc.manoa.hawaii.edu/</a> <a href="http://www.hawaii.edu/satocenter/">http://www.hawaii.edu/satocenter/</a> <a href="http://nflrc.hawaii.edu/">http://nflrc.hawaii.edu/</a> <a href="http://www.english.hawaii.edu/writingcenter/">http://www.english.hawaii.edu/writingcenter/</a>  <a href="http://www.english.hawaii.edu/writingcenter/centers-chart.pdf">http://www.english.hawaii.edu/writingcenter/centers-chart.pdf</a> <a href="http://koreanflagship.manoa.hawaii.edu">http://koreanflagship.manoa.hawaii.edu</a>
<b>Social Sciences</b>	Center for Cognitive Behavior Theory Center for Oral History <u>Spark M. Matsunaga Institute for Peace</u> Center for Youth Research Globalization Research Center Social Science Research Institute (SSRI) Public Policy Center  Center for Sustainable Coastal Tourism UH Economic Research Organization  Office of Women's Research  Psychosocial Rehabilitation Center PEACESAT Research Center for Future Studies	<a href="http://www2.hawaii.edu/~cmueller/about.html">http://www2.hawaii.edu/~cmueller/about.html</a> <a href="http://www.oralhistory.hawaii.edu/">http://www.oralhistory.hawaii.edu/</a> <a href="http://www.peaceinstitute.hawaii.edu/">http://www.peaceinstitute.hawaii.edu/</a> <a href="http://www.ssri.hawaii.edu/pages/Youth.html">http://www.ssri.hawaii.edu/pages/Youth.html</a> <a href="http://www.socialsciences.hawaii.edu/grc/">http://www.socialsciences.hawaii.edu/grc/</a> <a href="http://www.ssri.hawaii.edu/">http://www.ssri.hawaii.edu/</a> <a href="http://www.publicpolicycenter.hawaii.edu/">http://www.publicpolicycenter.hawaii.edu/</a>  <a href="http://www.hawaii.edu/search/?cx=008945998903415758105%3A4nrwh9-26ni&amp;cof=FORID%3A11&amp;q=Center+for+Sustainable+Coastal+Tourism+&amp;sa=search#1010">http://www.hawaii.edu/search/?cx=008945998903415758105%3A4nrwh9-26ni&amp;cof=FORID%3A11&amp;q=Center+for+Sustainable+Coastal+Tourism+&amp;sa=search#1010</a> <a href="http://www.uhero.hawaii.edu/">http://www.uhero.hawaii.edu/</a> <a href="http://www.hawaii.edu/offices/app/reportcenters/2005-Dec-281_report.pdf">http://www.hawaii.edu/offices/app/reportcenters/2005-Dec-281_report.pdf</a> <a href="http://www.hawaii.edu/offices/app/reportcenters/2005-Dec-281_report.pdf">http://www.hawaii.edu/offices/app/reportcenters/2005-Dec-281_report.pdf</a> <a href="http://obake.peacesat.hawaii.edu/">http://obake.peacesat.hawaii.edu/</a> <a href="http://www.futures.hawaii.edu/index.php">http://www.futures.hawaii.edu/index.php</a>
<b>ARCHITECTURE</b>	Asia-Pacific Center for Architecture (APCA)	<a href="http://goten.arch.hawaii.edu/site/index.php?id=23">http://goten.arch.hawaii.edu/site/index.php?id=23</a>
<b>EDUCATION</b>	Center on Disability Studies Hawai'i University Center For Excellence In Developmental Disabilities Education, Research, and Service (UCE) Maternal and Child Health Leadership Education in Neurodevelopmental and Related Disabilities (MCH LEND) Interdisciplinary Training Program National Center for the Study of Postsecondary Educational Supports (NCSPEs) A Rehabilitation Research & Training Center (RRTC) National Center on Secondary Education and Transition (NCSET) A Collaborative National Technical Assistance Partnership with the University of Minnesota National Technical Assistance Center to Increase Employment Opportunities for Asian Americans and Pacific Islanders with Disabilities (NTAC-AAPI) Pacific Basin University Centers for Excellence in Education, Research, and Service for Individuals with Developmental Disabilities (PBUCE) Hawai'i Educational Policy Center (HEPC)	<a href="http://www.cds.hawaii.edu/">http://www.cds.hawaii.edu/</a> <a href="http://www.cds.hawaii.edu/main/centers/sites/site01.php">http://www.cds.hawaii.edu/main/centers/sites/site01.php</a> <a href="http://www.cds.hawaii.edu/main/centers/sites/site02.php">http://www.cds.hawaii.edu/main/centers/sites/site02.php</a> <a href="http://www.cds.hawaii.edu/main/centers/sites/site03.php">http://www.cds.hawaii.edu/main/centers/sites/site03.php</a> <a href="http://www.cds.hawaii.edu/main/centers/sites/site04.php">http://www.cds.hawaii.edu/main/centers/sites/site04.php</a> <a href="http://www.ntac.hawaii.edu/">http://www.ntac.hawaii.edu/</a> <a href="http://www.cds.hawaii.edu/main/centers/sites/site06.php">http://www.cds.hawaii.edu/main/centers/sites/site06.php</a> <a href="http://www.hawaii.edu/hepc/index.html">http://www.hawaii.edu/hepc/index.html</a>

School/College	Program Name	
	Institute for Teacher Education Center for Economic Education	<a href="http://www.coe.hawaii.edu/ite">http://www.coe.hawaii.edu/ite</a> <a href="http://www.hawaii.edu/cee/">http://www.hawaii.edu/cee/</a> <a href="http://manoa.hawaii.edu/hshk/kawaihuelani/projects_hookulaiwi.html">http://manoa.hawaii.edu/hshk/kawaihuelani/projects_hookulaiwi.html</a>
	Ho'okulāiwi: 'Aha Ho'ona'auao 'Ōiwi, Center for Native Hawaiian and Indigenous Education Hawaii Institute for Educational Partnerships	<a href="http://www2.hawaii.edu/~hiep/">http://www2.hawaii.edu/~hiep/</a>
<b>Engineering</b>	Hawaii Center for Advanced Communications	<a href="http://hcac.hawaii.edu/">http://hcac.hawaii.edu/</a>
<b>John A Burns School of Medicine</b>	Area Health Education Center (AHEC) Asia-Pacific Institute for Tropical Medicine and Infectious Diseases	<a href="http://www.ahcepacific.com/">http://www.ahcepacific.com/</a> <a href="http://apitmid.hawaii.edu/programs.html">http://apitmid.hawaii.edu/programs.html</a>
	Hyperbaric Treatment Center Institute of Biogenesis Research (IBR)	<a href="http://jabsom.hawaii.edu/jabsom/about/news.php?articleid=772">http://jabsom.hawaii.edu/jabsom/about/news.php?articleid=772</a> <a href="http://www.ibr.hawaii.edu/">http://www.ibr.hawaii.edu/</a>
	John A Hartford Center of Excellence in Geriatrics Native Hawaiian Center of Excellence Telehealth Research Institute (TRI) Center on Aging (co-listed with Sociology) Pacific Research Center for Early Human Development Pacific Center for Emerging Infectious Diseases Research	<a href="http://www.hawaii.edu/geriatrics/html/menu_pages/edgrants.html">http://www.hawaii.edu/geriatrics/html/menu_pages/edgrants.html</a> <a href="http://www.hawaii.edu/nhcoe/">http://www.hawaii.edu/nhcoe/</a> <a href="http://www.tri.jabsom.hawaii.edu/tri/">http://www.tri.jabsom.hawaii.edu/tri/</a> <a href="http://www.hawaii.edu/aging/">http://www.hawaii.edu/aging/</a> <a href="http://www2.jabsom.hawaii.edu/PRCEHD/contact.html">http://www2.jabsom.hawaii.edu/PRCEHD/contact.html</a> <a href="http://www.hawaii.edu/pceidr/">http://www.hawaii.edu/pceidr/</a>
	Pacific Islands Geriatric Education Center (GEC) Research Centers in Minority Institutions (RCMI) Program Research Centers in Minority Institutions Clinical Research Center Pacific Basin Rehabilitation Research and Training Center Health Careers Opportunity Program Pacific Center for Sex and Society (PCSS) The Biostatistics and Data Management Facility Center for Genomic, Proteomic and Bioinformatic Research Clinical Research Center	<a href="http://www.hawaii.edu/geriatrics/html/menu_pages/edgrants.html">http://www.hawaii.edu/geriatrics/html/menu_pages/edgrants.html</a> ? ? <a href="http://manoa.hawaii.edu/pbrtc/">http://manoa.hawaii.edu/pbrtc/</a> <a href="http://www.hawaii.edu/diversity/about/programs/hcop.htm">http://www.hawaii.edu/diversity/about/programs/hcop.htm</a> <a href="http://www.hawaii.edu/PCSS/index.html">http://www.hawaii.edu/PCSS/index.html</a> <a href="http://www5.pbrc.hawaii.edu/bdmf/">http://www5.pbrc.hawaii.edu/bdmf/</a>
<b>School of Nursing and Dental Hygiene</b>	The School of Nursing and Dental Hygiene's P-20 Exploratory Center for 'Ohana Self-Management of Chronic Illness Center for the Advancement of Health Disparities Research Hawai'i Quentin Burdick Rural Health Interdisciplinary Program Hawaii State Center of Nursing Hui Ola Pono	<a href="http://manoa.hawaii.edu/p20/">http://manoa.hawaii.edu/p20/</a> <a href="http://www.son.washington.edu/centers/hdc/">http://www.son.washington.edu/centers/hdc/</a> <a href="http://www.nursing.hawaii.edu/qbhome.html">http://www.nursing.hawaii.edu/qbhome.html</a> <a href="http://www.hawaii.edu/news/article.php?aid=588">http://www.hawaii.edu/news/article.php?aid=588</a> <a href="http://www.nursing.hawaii.edu/hui-ola-pono.html">http://www.nursing.hawaii.edu/hui-ola-pono.html</a>
<b>School of Ocean and Earth Science and Technology</b>	Center for Marine Microbial Ecology and Diversity (CMMED) Center for Study of Active Volcanoes Hawaii Center for Volcanology Hawaii Mapping Research Group (HMRG) Hawaii Undersear Research Laboratory (HURL) International Center for Climate and Society (ICCS)	<a href="http://www.cmmmed.hawaii.edu/">http://www.cmmmed.hawaii.edu/</a> <a href="http://www.uhh.hawaii.edu/~csav/">http://www.uhh.hawaii.edu/~csav/</a> <a href="http://www.soest.hawaii.edu/GG/hcv.html">http://www.soest.hawaii.edu/GG/hcv.html</a> <a href="http://www.soest.hawaii.edu/HMRG/index.php">http://www.soest.hawaii.edu/HMRG/index.php</a> <a href="http://www.soest.hawaii.edu/HURL/">http://www.soest.hawaii.edu/HURL/</a> <a href="http://www.soest.hawaii.edu/ICCS/">http://www.soest.hawaii.edu/ICCS/</a>

School/College	Program Name	
	Pacific Regional Planetary Data Center (PRPDC)	not found at <a href="http://www.pgd.hawaii.edu/prpdc">http://www.pgd.hawaii.edu/prpdc</a>
	International Pacific Research Center (IPRC)	<a href="http://iprc.soest.hawaii.edu/">http://iprc.soest.hawaii.edu/</a>
	Sea Grant College Program	<a href="http://www.soest.hawaii.edu/SEAGRANT/index.php">http://www.soest.hawaii.edu/SEAGRANT/index.php</a>
	Joint Archive for Shipboard ADCP (JASADCP)	<a href="http://ilikai.soest.hawaii.edu/sadcp/">http://ilikai.soest.hawaii.edu/sadcp/</a>
	Joint Institute for Marine and Atmospheric Research (JIMAR)	<a href="http://www.soest.hawaii.edu/jimar/">http://www.soest.hawaii.edu/jimar/</a>
	Hawai'i Institute of Geophysics and Planetology	<a href="http://www.higp.hawaii.edu/">http://www.higp.hawaii.edu/</a>
	NASA Pacific Regional Planetary Data Center (PRPDC)	
	Hawai'i Institute of Marine Biology	<a href="http://www.hawaii.edu/himb/index.html">http://www.hawaii.edu/himb/index.html</a>
	Hawaii Natural Energy Institute	<a href="http://www.hnei.hawaii.edu/default.asp">http://www.hnei.hawaii.edu/default.asp</a>
	National Coastal Data Development Center (NCDDC)	<a href="http://uhslc.soest.hawaii.edu/HILO/">http://uhslc.soest.hawaii.edu/HILO/</a>
	National Oceanographic Data Center (NODC)	<a href="http://www.nodc.noaa.gov/">http://www.nodc.noaa.gov/</a>
	Pacific Research Center for Marine Biomedicine (PRCMB)	<a href="http://www.prcmb.hawaii.edu/">http://www.prcmb.hawaii.edu/</a>
	Sea Level Center	<a href="http://uhslc.soest.hawaii.edu/">http://uhslc.soest.hawaii.edu/</a>
	US Dept of Energy Center of Excellence in Hydrogen Research	<a href="http://www.hnei.hawaii.edu/hydrogen.asp">http://www.hnei.hawaii.edu/hydrogen.asp</a>
	Center for BioEnergy Research and Development	<a href="http://www.hnei.hawaii.edu/template2.asp?userID=sturn">http://www.hnei.hawaii.edu/template2.asp?userID=sturn</a>
	Center for Marine Resources and Environmental Technology	??
	National Center for Island, Maritime & Extreme Environment Security	<a href="http://www.cimes.hawaii.edu/">http://www.cimes.hawaii.edu/</a>
<b>Outreach College</b>	Conference Center	<a href="http://www.outreach.hawaii.edu/Conference/">http://www.outreach.hawaii.edu/Conference/</a>
<b>School of Pacific and Asian Studies</b>	Center for Chinese Studies	<a href="http://www.chinesestudies.hawaii.edu/">http://www.chinesestudies.hawaii.edu/</a>
	Center for Hawaiian Studies	<a href="http://www.catalog.hawaii.edu/schoolscolleges/hawaiian/kamakakuo_kalani.htm">http://www.catalog.hawaii.edu/schoolscolleges/hawaiian/kamakakuo_kalani.htm</a>
	Center for Japanese Studies	<a href="http://www.hawaii.edu/cjs/">http://www.hawaii.edu/cjs/</a>
	Center for Okinawan Studies.	<a href="http://manoa.hawaii.edu/okinawa/">http://manoa.hawaii.edu/okinawa/</a>
	Center for Korean Studies	<a href="http://www.hawaii.edu/korea/">http://www.hawaii.edu/korea/</a>
	Center for Pacific Island Studies	<a href="http://www.hawaii.edu/cpis/">http://www.hawaii.edu/cpis/</a>
	Center for Philippine Studies	<a href="http://www.hawaii.edu/cps/courses.html">http://www.hawaii.edu/cps/courses.html</a>
	Center for South Asian Studies	<a href="http://www.hawaii.edu/csas/">http://www.hawaii.edu/csas/</a>
	Center for Southeast Asian Studies	<a href="http://www.hawaii.edu/cseas/">http://www.hawaii.edu/cseas/</a>
<b>Shidler College of Business</b>	Asia-Pacific Center for Executive Development (APCED)	??
	Asia-Pacific Economic Cooperation Studies Center (APEC)	<a href="http://www.apec.org/">http://www.apec.org/</a>
	Asia-Pacific Financial Markets Research Center (FIMA)	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=978">http://www.shidler.hawaii.edu/Default.aspx?tabid=978</a>
	Pacific Asian Center for Entrepreneurship and E-Business (PACE)	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=390">http://www.shidler.hawaii.edu/Default.aspx?tabid=390</a>
	Center for International Business Education and Research (CIBER)	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=930">http://www.shidler.hawaii.edu/Default.aspx?tabid=930</a>
	Pacific Asian Consortium for International Business Education and Research (PACIBER)	not relevant
	Center for Japanese Global Investment and Finance	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=371">http://www.shidler.hawaii.edu/Default.aspx?tabid=371</a>
	Family Business Center	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=374">http://www.shidler.hawaii.edu/Default.aspx?tabid=374</a>
	Hawaii International Conference on Systems Sciences (HICSS)	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=375">http://www.shidler.hawaii.edu/Default.aspx?tabid=375</a>
	Hawaii Real Estate Research and Education Center	<a href="http://www.catalog.hawaii.edu/07-08/schoolscolleges/business/special.htm">http://www.catalog.hawaii.edu/07-08/schoolscolleges/business/special.htm</a>
	Honolulu Minority Business Enterprise Center (subprogram of Pacific Business Center Program?)	<a href="http://pbcphawaii.com/Default.asp">http://pbcphawaii.com/Default.asp</a>
	Pacific Asian Management Institute	<a href="http://www.shidler.hawaii.edu/Default.aspx?alias=www.shidler.hawaii.edu/pami">http://www.shidler.hawaii.edu/Default.aspx?alias=www.shidler.hawaii.edu/pami</a>
	Pacific Research Institute for Information Systems Management (PRIISM)	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=509">http://www.shidler.hawaii.edu/Default.aspx?tabid=509</a>
	Advanced Information Management Systems	not found
	Pacific Business Center Program	<a href="http://pbcphawaii.com/Default.asp">http://pbcphawaii.com/Default.asp</a>
	University Economic Development Association (UEDA)	not found, see <a href="http://pbcphawaii.com/Default.asp">http://pbcphawaii.com/Default.asp</a>

School/College	Program Name	
	Asia Pacific Risk Institute	<a href="http://www.shidler.hawaii.edu/Default.aspx?tabid=978">http://www.shidler.hawaii.edu/Default.aspx?tabid=978</a>
	Executive Education Center	<a href="http://www.catalog.hawaii.edu/07-08/schoolscolleges/business/special.htm">http://www.catalog.hawaii.edu/07-08/schoolscolleges/business/special.htm</a>
<b>Travel Industry Management</b>		
	Center for Tourism Policy Studies	<a href="http://www.catalog.hawaii.edu/schoolscolleges/tim/facilities.htm#ctps">http://www.catalog.hawaii.edu/schoolscolleges/tim/facilities.htm#ctps</a>
<b>College of Tropical Agriculture and Human Resources</b>		
	Agricultural Diagnostic Service Center (ADSC)	<a href="http://www.ctahr.hawaii.edu/adsc/">http://www.ctahr.hawaii.edu/adsc/</a>
	Center on the Family	<a href="http://uhfamily.hawaii.edu/">http://uhfamily.hawaii.edu/</a>
	Agribusiness Incubator Program (AIP)	<a href="http://aip.hawaii.edu/default.aspx">http://aip.hawaii.edu/default.aspx</a>
	Insect Museum	<a href="http://www.ctahr.hawaii.edu/peps/museum/index.htm">http://www.ctahr.hawaii.edu/peps/museum/index.htm</a>
<b>LAW</b>		
	Ka Huli Ao Center for Excellence in Native Hawaiian Law	<a href="http://www.law.hawaii.edu/kahuliao">http://www.law.hawaii.edu/kahuliao</a>
	Hawaii State Procurement Institute (HPI)	<a href="http://www.law.hawaii.edu/uhipi">http://www.law.hawaii.edu/uhipi</a>
	Center for Island Climate Adaption and Policy	<a href="http://www.law.hawaii.edu/node/1841">http://www.law.hawaii.edu/node/1841</a>
	Culture and Jury Project	<a href="http://www.law.hawaii.edu/cajp">http://www.law.hawaii.edu/cajp</a>
	Family Court Project	<a href="http://www.law.hawaii.edu/familycourt">http://www.law.hawaii.edu/familycourt</a>
	Hammurabi Legal Forum	<a href="http://www.law.hawaii.edu/hammurabi-legal-forum">http://www.law.hawaii.edu/hammurabi-legal-forum</a>
	Hawaii Innocence Project	<a href="http://www.law.hawaii.edu/hip">http://www.law.hawaii.edu/hip</a>
	Health Law Policy Center	<a href="http://www.law.hawaii.edu/health-law-policy-center">http://www.law.hawaii.edu/health-law-policy-center</a>
	Institute of Asian-Pacific Business Law	<a href="http://www.law.hawaii.edu/iapbl">http://www.law.hawaii.edu/iapbl</a>
	Medical Legal Partnership for Children in Hawaii	<a href="http://www.law.hawaii.edu/mlpc">http://www.law.hawaii.edu/mlpc</a>
	University of Hawaii Elder Law Program	<a href="http://www.law.hawaii.edu/uhelp">http://www.law.hawaii.edu/uhelp</a>
<b>PBRC</b>		
	Bekesy Laboratory of Neurobiology	<a href="http://www5.pbrc.hawaii.edu/bln/">http://www5.pbrc.hawaii.edu/bln/</a>
	Center for Conservation Research and Training	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Home.html">http://www.hawaii.edu/ccrt/CCRTOnline/Home.html</a>
	Kewalo Marine Laboratory	<a href="http://www.kewalo.hawaii.edu/">http://www.kewalo.hawaii.edu/</a>
	Kewalo Basin Marine Mammal Laboratory (defunct?)	<a href="http://www.outreach.hawaii.edu/Conference/">http://www.outreach.hawaii.edu/Conference/</a>
<b>HAWAIIAN KNOWL</b>		
	Kawaihuelani Center for Hawaiian Language	<a href="http://www.catalog.hawaii.edu/schoolscolleges/hawaiian/kawaihuelani.htm">http://www.catalog.hawaii.edu/schoolscolleges/hawaiian/kawaihuelani.htm</a>
	Mary Kawena Pukui Hale Center for the Promotion and Survival of Hawaiian	<a href="http://manoa.hawaii.edu/hshk/kawaihuelani/projects_MKPH.html">http://manoa.hawaii.edu/hshk/kawaihuelani/projects_MKPH.html</a>
<b>SOCIAL WORK</b>		
	Hā Kūpuna, the National Resource Center for Native Hawaiian Elders	<a href="http://manoa.hawaii.edu/hakupuna/">http://manoa.hawaii.edu/hakupuna/</a>
	Center on Aging	<a href="http://www.hawaii.edu/aging/">http://www.hawaii.edu/aging/</a>
	Pulama I ke Ola Project	<a href="http://www.uhh.hawaii.edu/depts/nursing/pulama/index.php">http://www.uhh.hawaii.edu/depts/nursing/pulama/index.php</a>
	Ho'omohala-Pulama Project	<a href="http://www.hawaii.edu/sswork/faculty&amp;staff/malina.html">http://www.hawaii.edu/sswork/faculty&amp;staff/malina.html</a>
	International Programs (has director)	<a href="http://www.hawaii.edu/sswork/faculty&amp;staff/ssw1.html">http://www.hawaii.edu/sswork/faculty&amp;staff/ssw1.html</a>
	Indigenous Affairs (has director)	<a href="http://www.hawaii.edu/sswork/faculty&amp;staff/mataira.html">http://www.hawaii.edu/sswork/faculty&amp;staff/mataira.html</a>
	Training Academy	<a href="http://www.hawaii.edu/sswork/faculty&amp;staff/ctn.html">http://www.hawaii.edu/sswork/faculty&amp;staff/ctn.html</a>
	Federal Eligibility Quality Assurance Center	<a href="http://www.hawaii.edu/sswork/faculty&amp;staff/nshirato.html">http://www.hawaii.edu/sswork/faculty&amp;staff/nshirato.html</a>
	Center for Training and Evaluation Research of the Pacific (CTERP)	<a href="http://www.hawaii.edu/sswork/welcome.html">http://www.hawaii.edu/sswork/welcome.html</a>
	Social Welfare and Evaluation Research Unit	<a href="http://www.hawaii.edu/sswork/swertu.html">http://www.hawaii.edu/sswork/swertu.html</a>

School/College	Program Name	
CANCER CENTER		<a href="http://www.crch.org/">http://www.crch.org/</a>
INDUSTRIAL RELATIONS CENTER		<a href="http://manoa.hawaii.edu/irc/">http://manoa.hawaii.edu/irc/</a>
INSTITUTE FOR ASTRONOMY		<a href="http://www.ifa.hawaii.edu/">http://www.ifa.hawaii.edu/</a>
LYON ARBORETUM		<a href="http://www.hawaii.edu/lyonarboetum/">http://www.hawaii.edu/lyonarboetum/</a>
WAIKIKI AQUARIUM		<a href="http://www.waquarium.org/">http://www.waquarium.org/</a>
WATER RESOURCES RESEARCH CENTER		<a href="http://www.wrrc.hawaii.edu/">http://www.wrrc.hawaii.edu/</a>
	Environmental Center	<a href="http://www.hawaii.edu/envctr/">http://www.hawaii.edu/envctr/</a>
Queen Lili'uokalani Center for Student Services		<a href="http://www.catalog.hawaii.edu/student-life/supportservices.htm">http://www.catalog.hawaii.edu/student-life/supportservices.htm</a>
	Bridge to Hope	"
	College Opportunities Program	"
	Graduate and Professional Access (GPA)	"
	Health Careers Opportunity Program	"
	KOKUA Program (Disability Access Services)	"
	Kua'ana Student Services	"
	Lesbian, Gay, Bisexual, Transgender Student Services Office	"
	Office of Multicultural Student Services	"
	Office of the Ombuds (closed September 2009)	"
	Program Against Violence to Women	"
	School and College Services	"
	Senior Citizen Visitor Program	"
	Office of Student Equity, Excellence, and Diversity	"
	Women's Center	"
	Veterans Affairs	"
	Pre-Health and -Law Advising Center (PAC)	<a href="http://manoa.hawaii.edu/pac/">http://manoa.hawaii.edu/pac/</a>
LIBRARY		
	Student Success Center	<a href="http://gohere.manoa.hawaii.edu/">http://gohere.manoa.hawaii.edu/</a>
PBRC		
	Greenwood Molecular Biology Facility (GMBF)	<a href="http://core.biotech.hawaii.edu/">http://core.biotech.hawaii.edu/</a>
	Center for Conservation Research and Training	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Home.html">http://www.hawaii.edu/ccrt/CCRTOnline/Home.html</a>
	Hawaii Stream Research Center	<a href="http://www.hawaii.edu/hsrc/home/welcome.htm">http://www.hawaii.edu/hsrc/home/welcome.htm</a>
	Hawaiian Evolutionary Biology Program	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	Palmyra Atoll Research Consortium	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	Hawaii Biodiversity and Mapping Program-may be extinct	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	Hawaii Seed Conservation Laboratory	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	Hawaiian Drosophila Research Stock Center	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	Pacific Island Forest and Wildlife Ecosystem Restoration	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	Pacific Plant Propagators	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>
	The Hawaii Conservation Alliance url is 404, listed at <a href="http://www.hawaii.edu/ccrt/CCRTOnline/Home.html">http://www.hawaii.edu/ccrt/CCRTOnline/Home.html</a>	<a href="http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html">http://www.hawaii.edu/ccrt/CCRTOnline/Programs.html</a>

School/College	Program Name	
	Malama Hawaii, listed at <a href="http://www.hawaii.edu/ccrt/CCRTOnline/Home.html">http://www.hawaii.edu/ccrt/CCRTOnline/Home.html</a> NSF GK-12 PROGRAM-extinct? Partnership for Advanced Marine and Environmental Science Training for Pacific Islanders Undergraduate Research and Mentoring in the Biological Sciences Haumana Biomedical Program The MARC U*STAR Program Pacific Region Diabetes Education (PRIDE) Program	<a href="http://malamahawaii.org/">http://malamahawaii.org/</a> <a href="http://www.hawaii.edu/ccrt/CCRTOnline/People.html">http://www.hawaii.edu/ccrt/CCRTOnline/People.html</a> <a href="http://www5.pbrc.hawaii.edu/nsf-ate/">http://www5.pbrc.hawaii.edu/nsf-ate/</a> <a href="http://www5.pbrc.hawaii.edu/urm/tracking.html">http://www5.pbrc.hawaii.edu/urm/tracking.html</a> <a href="http://www.pbrc.hawaii.edu/pride/">http://www.pbrc.hawaii.edu/pride/</a> <a href="http://www.pbrc.hawaii.edu/pride/">http://www.pbrc.hawaii.edu/pride/</a> <a href="http://www.pbrc.hawaii.edu/pride/">http://www.pbrc.hawaii.edu/pride/</a>
<b>Asst. VC for Undergraduate Education</b>	Learning Assistance Center Nagatani Academic Center Manoa Advising Center Pre-Health and -Law Advising Center (PAC)	<a href="http://manoa.hawaii.edu/learning/index.html">http://manoa.hawaii.edu/learning/index.html</a> <a href="http://www.hawaii.edu/cgi-bin/vtour?Manoa=a=17">http://www.hawaii.edu/cgi-bin/vtour?Manoa=a=17</a> <a href="http://manoa.hawaii.edu/mac/">http://manoa.hawaii.edu/mac/</a> <a href="http://manoa.hawaii.edu/pac/">http://manoa.hawaii.edu/pac/</a>

Charge

The committee is charged to address two questions:

Is position control a reasonable approach to implementing prioritization?

If so, what is the best combination of centralization and decentralization to manage the resources?

Peer Institution Survey

Although realizing that our relationship with and the degree of involvement by the legislature is somewhat unique to Hawaii, we still felt it would be instructive to get a feel for how our peer institutions handle vacant positions.

§ Ten peers responded.

§ Six handle vacant positions at the unit level.

§ Two have central position control.

§ One has central control but is in the process of moving the handling of vacant positions to the unit level.

§ One has vacancies created by retirement go to a central pool and all other stay with the unit.

Assumptions

§ Vacancies and funding need to be addressed separately

§ Salary savings created by vacancies are a central component of dean's and director's budget management

§ For the purposes of this report, only appropriated positions are being addressed.

§ With all hires being approved by the Chancellor, UHM currently has defacto centralized position control

§ A pool of positions already exists at the disposal of the Chancellor as of approximately September 1, 2009:  
22 faculty; 14 APT; 11 Civ Serv; 3 Exec; 2 GA  
14 are part time

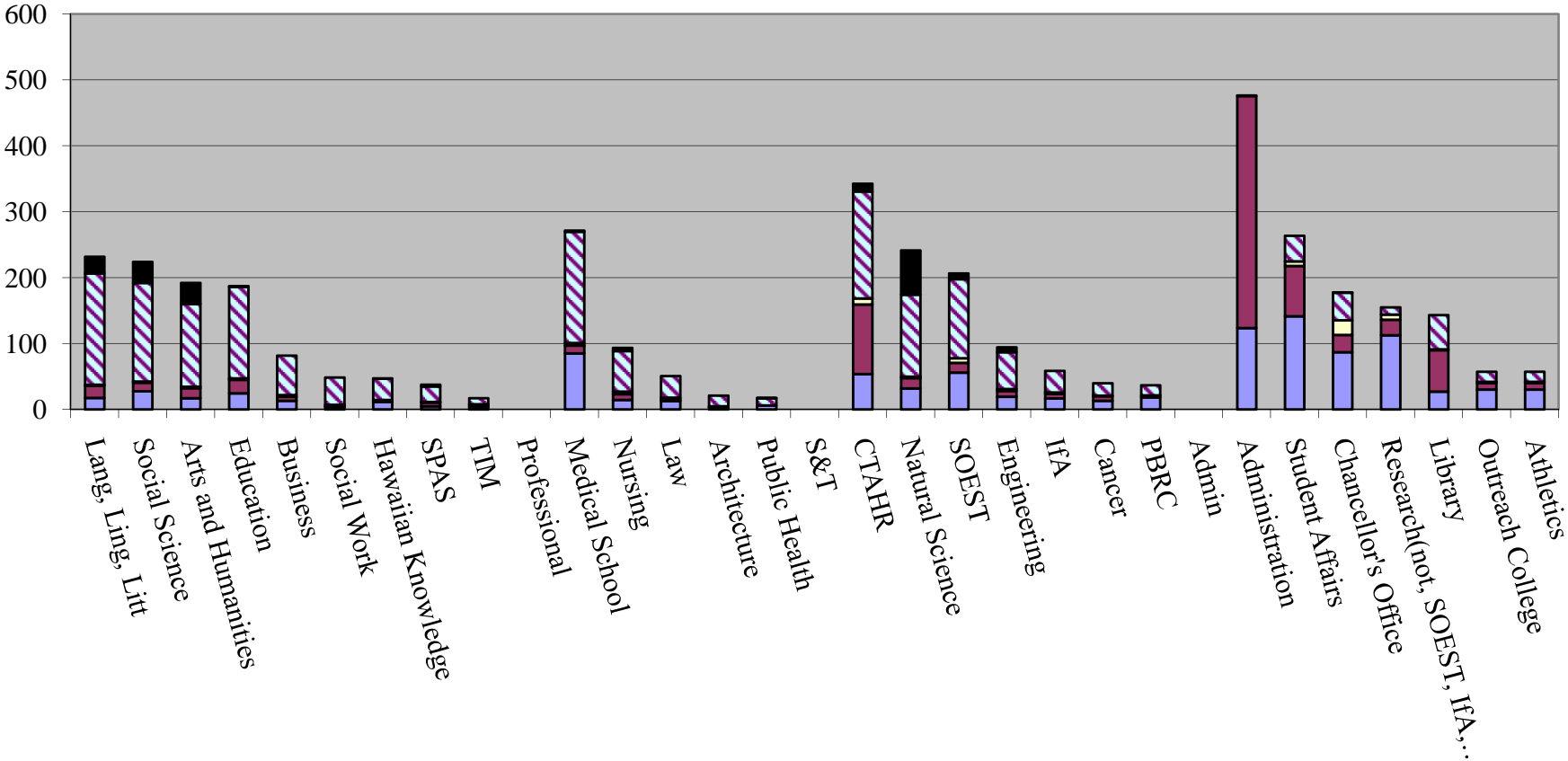
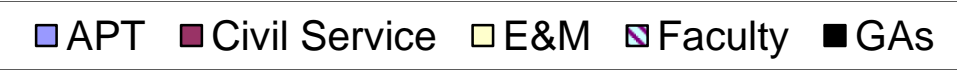
Conclusion

Given the current State policy regarding control of position counts, a central pool of resources is a reasonable approach to implementing prioritization.

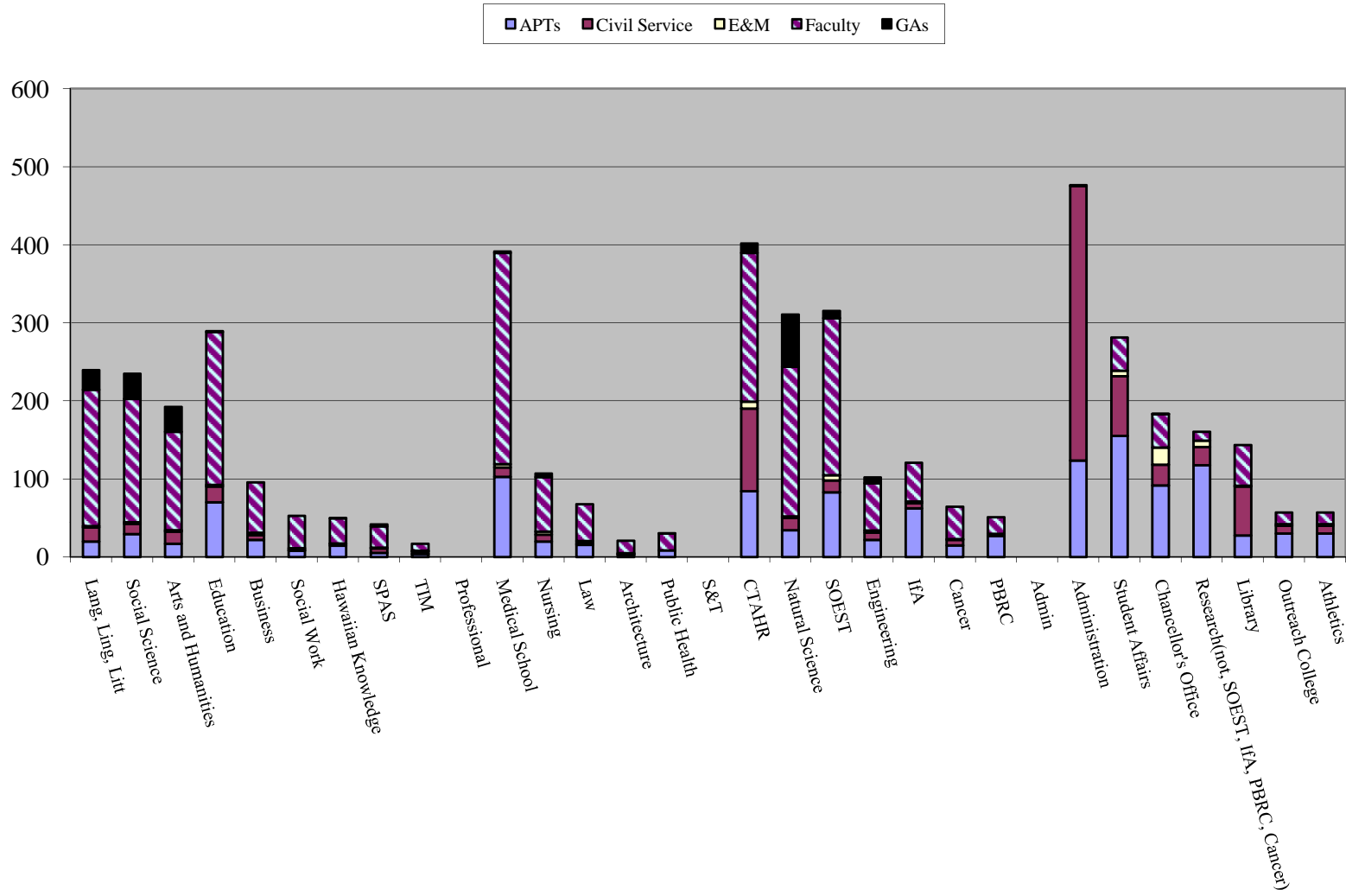
Recommendations

1. Vigorously pursue independence from the State's "position count" policy
2. Assert independence from legislative control of positions  
2001 amendment giving us relative autonomy  
Leg should not be able to sweep positions
3. Take no funds from units for prioritization reallocation at this time  
Distinct from the retirement incentive currently being proposed, which addresses anticipated budget cuts.
4. Work now to create a process for requesting funding from the pool, so that the process will be in place once resources are available

# Personnel Distribution - Appr Source



# Personnel Distribution - All Funding Sources



Personnel distribution by function

