

Budget Workgroup (BW)

Summary Points of Meeting

January 30, 2009

Hawai'i Hall Room 309

8:00 am – 9:30 am

Attendees: Kathy Cutshaw, Christine Sorensen, Klaus Keil, Annette Chang, Tom Bingham, Ross Christensen, Gary Ostrander, Peter Crouch, Peter Quigley, Francisco Hernandez, Maenette Benham, Alan Teramura, Marla Acosta, Ann Sakuma

Yesterday, the Governor announced an additional two percent (2%) reduction in general funds for this fiscal year (FY09). While at this point in time we are not sure of the exact dollar impact to our budget, given past reduction methodologies, this could mean an immediate additional reduction to Mānoa's general fund base of approximately \$1.3M. Options to meet this budgetary restriction will be discussed at both the System-wide and Mānoa Campus leadership levels. Decisions will need to be made and implemented within the next few weeks. The BW listed various options for Mānoa which included across-the-board, using special funds, and using dollars from unfilled positions. The BW will revisit this conversation at their Feb 6th meeting after System and Mānoa management have had initial conversations on final dollar amounts and potential strategies.

Given the composition of the current BW membership, the SEC recommends adding an additional committee member from instructional faculty to ensure that instruction is represented in the budget discussions. The BW concurred and asked the SEC Chair to submit a list of 4-5 names to the Chancellor for her consideration and selection.

The CAB Campus Priorities Survey, which was completed by UH Mānoa faculty members in October 2008, has been sent to APT and Civil Service personnel for their feedback and input. The deadline for submission is Friday, February 6, 2009. It was recognized that this survey was originally developed for faculty and that some staff might not be fully cognizant of some of the issues. However, given our commitment to inclusiveness and transparency, and the extremely short timeframe that we must operate in, it was decided the survey be sent out in its current form and to address staff questions on a one-by-one basis. Data collected will be tabulated and presented to the BW for inclusion in their discussions.

It was recommended that the BW web page be more interactive to allow a continuous comment/feedback/suggestion mechanism for the campus community to engage as fully as possible in this process.

As discussed at our last meeting, each BW sub-group agreed to meet prior to our group meeting today and initiate the development of a list of possible budget discussion items. The sub-groups had been instructed to put everything “on the table” and to start the conversations about implementation timelines (short, intermediate or long term), as well as financial and operational impact. Further, the sub-groups were encouraged to be as inclusive as possible in adding additional members to their respective sub-committees.

The following is a summary of the initial issues that the individual sub-groups discussing:

- **Administration & Self-Supporting Activities: Kathy, Marla, Alan, Ann**
 - Review critical mass and develop administrative clusters by centralizing functions to gain efficiencies
 - Review revenue generating units to ensure appropriate level of general fund support and overhead cost coverage
 - Review campus services to determine if other fund sources are appropriate for cost-sharing
 - Evaluate the need level of services on campus
 - Instate a minimal fee to ride the shuttle or eliminate the shuttle
 - Review personnel cost options (non-contract, overtime, overload, stipends)
 - Utility savings
 - Invest in energy efficiency for increased campus sustainability
 - Facility work order process
 - Facilities recharge operation
 - Promote volunteerism on campus to meet service needs (adopt-a-site program, etc.).
 - Transition to laptops for increased mobility and efficiency
 - Go paperless via electronic documentation and form-fillable submission forms
 - Promote sustainable forms of transportation (bike sharing, cycling, etc)
 - Redistribute space on campus for greater efficiency (designate classroom buildings, labs, servers, etc.)

- **Student Services: Francisco, Ross, Maenette**
 - Tuition Waivers
 - Centralization of administrative services
 - Remove barriers to reorganization
 - Reduce some face-to-face services
 - Reduce shuttle service
 - Consolidate extra-curricular activities after hours – limiting access to buildings
 - Look at student services which might be able to be funded by revenue generation

- Shorten semester weeks for Fall and Spring so summer session is longer and will generate increased revenues
- Flexible enrollment cap for out-of-state students
- Increase enrollment
- More aggressive fundraising for scholarships

- **Research: Gary, Klaus, Peter C.**
 - Review allocation of RTRF
 - Review size and number of Organized Research Units and consider consolidation and/or centralize functionality (e.g. administration) where appropriate
 - Review numbers of graduate programs, quality of programs, and numbers of graduate students
 - Consider alternative way of supporting graduate students
 - Tuition waivers
 - Indirect cost recovery
 - Conversion of 11-month faculty to 9-month faculty
 - Cost of research administration

- **Instruction: Peter O., Chris, Tom, Annette**
 - Evaluate number of courses being offered
 - Class size
 - Course enrollments
 - Critical mass
 - Curriculum streamlining
 - Sabbaticals, release time, overloads
 - Administrative staff size
 - Consolidation of lecturers
 - Graduate assistants
 - Budget incentives tied to performance
 - Review Tuition and Fee policy
 - Eliminate duplication of class offerings
 - Have a centralized grant writing office
 - Eliminate remedial services under community colleges
 - Centralize advising services
 - Shift to on-line courses and services where possible

Each subgroup will continue to brainstorm additional alternatives and to attach a \$ figure (cost savings/revenue enhancement) to the options, especially proposed short-term suggestions. Each sub-group will also work on identifying operational impact, legal barriers, and the workload impact of suggested items. Each sub-group to report progress at next meeting.

Next Meeting: Friday, February 6, 2009, Hawai'i Hall Room 309, 8:00am – 10:00am