Budget Workgroup (BW)

Summary Points of Meeting
April 9, 2009
Hawai‘i Hall Room 309
8:00 am – 10:00 am

Attendees: Kathy Cutshaw, Christine Sorensen, Tom Bingham, Ross Christensen, Peter Quigley, Marla Acosta, Tom Ramsey, Gary Ostrander, Maenette Benham, Annette Chang, Francisco Hernandez, Klaus Keil, Reed Dasenbrock, Alan Teramura, Ann Sakuma
Not in Attendance: Peter Crouch
Guest: Peter Tanaka – Outreach College

Budget Update:
The Senate is scheduled to deck the budget today. The Senate version of the budget recommends a 20% reduction in our g-fund base which is $19.4M for Mānoa. In addition, they recommended using $14.7M in one-time federal stimulus money.

Outreach College:
Outreach subcommittee review and recommendations presented by Chris. Recap dated March 12, 2009 attached.

Presentation points by Peter Tanaka (handout attached):

- Outreach is a $17M operation of which 96% is externally generated (S-funds) and 4% is G-funds
- Sectors/programs that are not self-supporting have not been eliminated due to two (2) tenured s-faculty members overseeing these two programs. Questions to answer include: Why have they not been reassigned to a productive program? What programs are not making money?
- Community service programs will never make money.
- Outreach College is drafting a multi-year plan for each program to improve their financial position in three years.
- In the next 2-3 weeks, Peter to develop a business plan for the committee’s review, which will include how the non-credit side can at least break-even. Peter to confirm available date of the business plan.
- Conference center has separate revolving funds.
- Credit program side originated from continuing education.
- Summer session + continuing education returned $4.5M to colleges.
Other discussion points:

- More emphasis should be put into recruiting prospective students.
- Student services will relook at providing better services to students during the summer.
- Target is for UH Mānoa to graduate more students. How can programs be redesigned to graduate more students?
- Hawaii needs to have a more educated population.
- In order to meet the proposed $33M target reduction (House version of the budget), it is anticipated that 2/3 can be covered from central Mānoa resources (majority of this is proposed to come from projected tuition revenues and RTRF revenues) and the balance 1/3 ($11M) will be covered by the School/Colleges. Each unit has been given their target general fund reduction numbers which equates to approximately 4% of their base budgets.
- Recommend that a plan be developed for a one-time injection of additional funds. For example, if UH Mānoa were to get stimulus monies, how would the funds be used?
- Invite UH Press and International and Exchange Programs to speak with the committee.
- Find out status of Athletic’s business plan.
- Kathy to update group on final WAM outcome.

Next Meeting: Friday, April 17, 2009 in Hawai‘i Hall Room 309 at 8:00 am.
Outreach Subcommittee
Preliminary Findings
March 12, 2009
Christine Sorensen, Bill Chismar, Marie Ohta

Outreach College runs summer session, a portfolio of credit and non-credit programs, and some special programs. In FY 08, net of its G-Fund allocation ($715,700), Outreach College ran a deficit of just over $264,000. With the exception of International Programs, all non-credit programs lost money. Over time the deficit on the non-credit side has built to in excess of $4 million (see separate sheet “Outreach College –FY 2008 Financial Information). The credit programs portion generates revenue and has generated surplus tuition funds that are carried forward.

The 30% fee for credit programs that Outreach College charges academic units for credit courses and programs lacks particular justification and appears to be in excess of funds necessary for Outreach operations. There is a perception that Outreach has too many money losing non-credit programs, and charges high fees on credit programs to cover its operations.

There seems to be a lot of duplication of activities and services with other units on campus. Examples include the following:

- Student registration with the registrar’s office
- Tuition collection with the cashier’s office
- Management of credit courses and programs with academic colleges
- Student services with UHM and college student services
- International programs with Study Abroad and LLL
- Conference Center services with Auxiliary Services
- Information Technology support with ITS and CIS
- Room scheduling with UHM Scheduler

The elimination of some of these duplications of activities provides opportunities for savings. Improving the performance of the non-credit programs has the potential to bring in significantly more revenues.

Specific actions to consider:

1. **Remove all credit programs and courses from Outreach College (only if a different financial model can be developed to reward colleges for entrepreneurial activities)**

   The Summer Session primarily consists of standard courses being taken by UHM degree seeking students as part of their degree programs. No special advertising of the courses is needed, the students are advised within their college, and registration and tuition collection can be handled
through the registrar and cashier’s office. Degree programs currently under Outreach College could be managed by the academic college offering the program with support from the appropriate UHM offices. There is recognition that resources would need to be provided to current campus operations in order for them to serve student needs.

Agreements for tuition sharing between colleges and the chancellor’s office are necessary. Such agreements should provide for an appropriate fee for service to cover the cost of support services provided by UHM office, a percentage return to the chancellor’s office, and incentives to the colleges to generate good programs and to manage them efficiently.

2. **Focus Outreach College on non-credit courses and programs**

   Non-credit programs provide opportunities for revenue generation and community service. Currently, Outreach College is not capitalizing on these opportunities. By focusing all of its efforts on such programs, Outreach College could become more successful.

3. **Move the Conference Center from Outreach College to Auxiliary Services**

   Conference center operations and management is a purely business function, which, if well managed, could produce significant income to UHM. As a purely business unit, Auxiliary Services should be better equipped to run the conference center program.
Welcome to Outreach College

Presented by:
Peter Tanaka
Interim Dean

http://www.outreach.hawaii.edu
Introduction

Outreach College (OC) is the product of the merger of the College of Continuing Education and Community Service (CCECS) and Summer Sessions (SS) in 1998. It consists of the following:

Five (5) program departments:
  Credit Programs (includes Summer Sessions),
  Conference Center,
  Noncredit (includes Pacific New Media),
  International Programs, and
  Community Services Programs

Four (4) support services
  Office of the Dean,
  Business Office,
  Computer Services,
  Student Services, and Creative Services/Marketing.

http://www.outreach.hawaii.edu
Features of Outreach College:

1. 96% self-supporting
2. Revenue Sharing
3. OC meets the educational needs in the community through strong collaboration with and support of Manoa's academic units and their faculty
4. Outreach College targets non-traditional students who cannot attend day school classes (Fall and Spring)
5. Outreach College's strengths rests in our ability to be flexible in customizing courses and programs
6. Much of OC's entrepreneurial activities support our public service activities.
7. OC includes support services critical to the implementation of its programs.

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Organization Chart

OUTREACH COLLEGE
OFFICE OF THE DEAN

COMMUNITY
PROGRAMS

CREDIT
PROGRAMS

INTERNATIONAL
PROGRAMS

NON-CREDIT
PROGRAMS

OFFICE OF
ACADEMIC
SUPPORT &
SERVICES

CONFERENCE
CENTER

STUDENT
SERVICES

COMMUNICATION/
COMPUTER
SERVICES

BUSINESS
OFFICE

Staff:
2 Executive Management
15 Faculty
29 APT
15 Casual Hires (8 FTE)
10 Civil Service
20 Student Employees

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OC Program – Conference Center

A. Conference Center Services – Statewide

1. Provides meeting management services with support in planning, logistics, registration, and fiscal management.

2. Revolving fund was established by the Legislature in 1990

3. Serves:
   • University of Hawaii at Manoa & UH System
   • State Agencies
   • Non-profit Organizations (with a community focus)

   a. 6510 participants
   b. 25 conferences managed

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OC Program – International Program

B. International Programs

1. Provides non-credit English courses (NICE & SEP), seminars & workshops (both set-term and custom-made)

2. Services:
   - International schools/students
   - Local immigrant populations

   1. Student employment for undergraduates & graduates
   2. Clients for: Summer student housing
      - Bookstore and cafeteria on campus

   a. 3,465 students from abroad
   b. 53 groups

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OC Program – Community Programs

C. Community Programs – Cultural Outreach

Provide:
Statewide access to cultural and educational events featuring local and visiting artists and scholars

1. Statewide Cultural Extension - cultural outreach to the community w/ Grant from:
   - Hawaii State Foundation on Culture and the Arts
   - National Endowment for the Arts
   Scope (2008):
     a. Reached over 19,760 audience
     b. 214 programs

2. Summer Lectures
   Educational outreach
   Sakamaki Lecture Series & the Amioka Lectures (supported by endowments)
   Scope (2008):
     a. 963 participants
     b. 10 programs

3. World Performances Series:
   Workshops, master classes & lecture demonstrations.

   Collaboration with other units Theatre & Dance, Music, Ethnic studies on campus and the Honolulu Chamber Music Series.
   Scope (2008):
     a. 4,956 attendance
     b. 32 programs

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OC Program – Noncredit Programs

D. Noncredit Programs – Lifelong learning for professional or personal growth

1. Business and Professional Development

2. General Education
   Professional development courses, business and management courses, test preparation in GMAT, Math preparation courses, as well as language courses in French, Japanese, Italian, Hawaiian

3. Pacific New Media
   Seminars, workshops on film, video, photography, digital media, web -design, etc.
   Digital photography, photo shop, web design.

Collaborated with:
Museum Studies Program Center for Aging, Dental Hygiene, geography, psychology departments, Center for Interpretation and Translation Studies, Dept. of Microbiology, Library and Information Science., etc., Art Department, Theatre and Dance, and Information Technology Department.

Scope (2008):
  a. 4180 enrollment
  b. 392 programs/courses

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OC Program – Credit Programs

E. Credit Programs

1. Summer Sessions
3. Extension courses during Fall, Spring and summer:

   Summer Session:
   a. Enrollment: 12,174
   b. Number of courses: 2,017

   Extension:
   a. Enrollment: 9,770
   b. Number of courses: 1,411

   Included: Legislatively mandated programs:
   Legislative Intern Programs
   Maui Outreach Programs
   Assist with University Center on Maui
   Summer Scholar Programs

4. Benefits to offering courses through OC - Flexibility
   a. Varied date courses (non-standard time periods)
      Time – evening, weekend
      Duration – not regular set semester length
   b. Lack of funds (when short of allocated funds and do not have start-up funds for course offering)
   c. Location (off campus)

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OC Program – John Young Museum of Art

F. John Young Museum of Art

Outreach College manages the JYM, on behalf of UH Manoa fulfilling the agreement signed between John Young Foundation (JYF) and President/Chancellor Mortimer.

JYFoundation contributes over $100,000 annually to the UH scholarship fund.

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OC Program – Support Services

G. Support Services

1. Student Services
2. Business Office
3. Creative Services*
4. Computer Services*

* Formally in Communication/Computer Services

http://www.outreach.hawaii.edu
## Outreach College – FY2008 Financial Information

### Department Allocation and Expenditure

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>ALLOCATION</th>
<th>EXPENDITURE</th>
<th>REVENUE</th>
<th>EXPENDITURE</th>
<th>TRANSFER TO SPONSOR</th>
<th>BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8  Dean's Office</td>
<td>$618,043.00</td>
<td>$518,043.00</td>
<td>$87,014.00</td>
<td>$1,855,995.00</td>
<td>$1,823,009.00</td>
<td></td>
</tr>
<tr>
<td>9  Credit Programs</td>
<td>$85,398.00</td>
<td>$66,398.00</td>
<td>$15,722,082.50</td>
<td>$5,623,289.00</td>
<td>$7,733,980.00</td>
<td>$2,364,633.50</td>
</tr>
<tr>
<td>10 Non-Credit Programs</td>
<td>$88,602.00</td>
<td>$66,602.00</td>
<td>$320,539.00</td>
<td>$362,371.00</td>
<td>$37,345.00</td>
<td>$(79,177.00)</td>
</tr>
<tr>
<td>11 Pacific New Media</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>12 Community Service</td>
<td>$47,816.00</td>
<td>$47,816.00</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>13 Conference Center</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>14 International Programs</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>15 International Bridge Program</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$715,700.00</td>
<td>$715,700.00</td>
<td>$18,860,631.50</td>
<td>$10,235,966.00</td>
<td>$8,171,666.00</td>
<td>$481,679.00</td>
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</table>

### Revenue by Fund Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Funds</td>
<td>4%</td>
</tr>
<tr>
<td>Non-General Funds</td>
<td>96%</td>
</tr>
</tbody>
</table>

[http://www.outreach.hawaii.edu](http://www.outreach.hawaii.edu)
Outreach College – FY2008 Financial Information continued

TOTAL REVENUE BY DEPARTMENT

Credit Programs 91%

International Bridge Program 0%
Dean's Office 2%
International Programs 9%
Conference Center 3%
Community Service 1%
Pacific New Media 2%
Non-Credit Programs 2%
### Historical Background of on Revenue-Sharing, Outreach College

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1927 - 1998</td>
<td>SS has been self-supporting (No g-fund allocation)</td>
</tr>
<tr>
<td>1995 - 98</td>
<td>CCECS was mixture of g-fund and s-fund, lost g-fund support from $1.67M (1995) to $736,000 (1998)</td>
</tr>
<tr>
<td>1996</td>
<td>Bess Commission's Report presented</td>
</tr>
<tr>
<td>1998 June</td>
<td>CCECS and SS merged</td>
</tr>
<tr>
<td></td>
<td>1. g-funded and tenured positions of CCECS inherited</td>
</tr>
<tr>
<td></td>
<td>2. Financial conditions:</td>
</tr>
<tr>
<td></td>
<td>CCECS $900,000 deficit – previous year</td>
</tr>
<tr>
<td></td>
<td>SS Credit $730,000 net/previous year</td>
</tr>
<tr>
<td>1999 Summer</td>
<td>SS Revenue sharing scheme imposed</td>
</tr>
<tr>
<td></td>
<td>65% to Colleges</td>
</tr>
<tr>
<td></td>
<td>30% to OC</td>
</tr>
<tr>
<td></td>
<td>5% to University Administration</td>
</tr>
<tr>
<td></td>
<td>SS loses all surplus from summer operation</td>
</tr>
<tr>
<td>2000 Summer</td>
<td>SS Revenue sharing scheme rates revised</td>
</tr>
<tr>
<td></td>
<td>67% to Colleges</td>
</tr>
<tr>
<td></td>
<td>30% to OC</td>
</tr>
<tr>
<td></td>
<td>3% to Chancellor Office</td>
</tr>
</tbody>
</table>

[http://www.outreach.hawaii.edu](http://www.outreach.hawaii.edu)
### Revenue Sharing data (2005-2008)

<table>
<thead>
<tr>
<th>Year</th>
<th>Extension Programs</th>
<th>Summer Sessions</th>
<th>Return to Colleges/Dept.</th>
<th>To Chancellor's Office</th>
<th>Total return to Manoa</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2006</td>
<td>$585,762</td>
<td>$1,255,974</td>
<td>$1,255,974</td>
<td>$172,830</td>
<td>$2,014,566</td>
</tr>
<tr>
<td>FY 2007</td>
<td>$1,244,354</td>
<td>$2,003,201</td>
<td>$3,247,555</td>
<td>$209,824</td>
<td>$3,457,379</td>
</tr>
<tr>
<td>FY 2008</td>
<td>$2,074,084</td>
<td>$2,224,738</td>
<td>$4,227,939</td>
<td>$222,042</td>
<td>$4,520,863</td>
</tr>
</tbody>
</table>

http://www.outreach.hawaii.edu
Future: Example of what OC can do: Sustain your Brain theme for Summer 09

The unique characteristics of Outreach College – our flexibility and ability to collaborate with various entities on campus and off to offer credit, noncredit and community programs—drive our mission to extend the rich resources of the university to the community and beyond.

Outreach College has developed a programmatic theme for Summer Sessions 2009, Sustain Your Brain, which builds upon projects and research on sustainability, energy, and the environment already underway by students, faculty, staff and administrators at the University of Hawai‘i at Mānoa. By showcasing campus faculty, departments and activities with vigorous marketing and public relations, and through broad collaboration with partners within the university, government, and business, Outreach College utilizes its resources to reinvest in the UH Mānoa experience.

SUSTAIN YOUR BRAIN, SUMMER SESSIONS 2009

• Hawai‘i Clean Energy Day
  June 6 - A daylong program of speakers, panels and discussion centering on the Hawai‘i Clean Energy Initiative.


http://www.outreach.hawaii.edu
Future: Example of what OC can do: Sustain your Brain theme for Summer 09

- **Sakamaki Extraordinary Lecture Series (6)**

  Summer-long series of free lectures provides a multi-dimensional examination of Hawai‘i's progress in the development of clean and renewable energy.

  Collaborative partners/speakers: UHM Hawai‘i Energy Policy Forum; Kanu Hawai‘i; Sopogy; Dr. Hans Krock, UHM Ocean and Resources Engineering; Dr. Denise Eby Konan, Department of Economics; Maria Tome, DBEDT; Hawaii Bioenergy; Kuehnle Agrosystems; UHM Hawai‘i Natural Energy Institute; Pacific Biodiesel; Ramsay Taum, UHM School of Travel Industry Management; Pono Shim; Rep. Mina Morita; Sen. Mike Gabbard; Myron Thompson, 21st Century Technologies; Mike Kaleikini, Puna Geothermal; Davianna McGregor, UHM Ethnic Studies; Noe Kilipi, First Wind; UHM Halau o Haumea, Kamakakuokalani Center for Hawaiian Studies.

  Funded in part by the Shunzo Sakamaki Extraordinary Lecture Endowment at the University of Hawai‘i Foundation and the UHM Hawai‘i Energy Policy Forum's Koaniani Fund at the Hawai‘i Community Foundation.

- **Additional Lectures (4)**

  Free and open to the public

  Collaborative partners/speakers: Dr. Stephen Meder, UHM Sea Grant College's Center for Smart Building and Community Design, UHM School of Architecture; Sarah Robinson, Funeral Consumers Alliance (FCA) of Hawai‘i; Luciano Minerbi, UHM Department of Urban and Regional Planning; Paepae o He‘eia; Sean Priester, executive chef, Top of Waikiki; Laurie Carlson, Honolulu Weekly.

  [http://www.outreach.hawaii.edu](http://www.outreach.hawaii.edu)
Future: Example of what OC can do: Sustain your Brain theme for Summer 09

- **Earthdance Short-Attention-Span Environmental Film Festival**
  Sunday, July 26/Saturday, August 1 – Presented in two parts, with Sunday’s films geared towards families, the Festival invites audiences to celebrate their relationship to the natural world.
  Collaborative partner: Hawai‘i Conservation Alliance

- **Non-Credit Workshops (20)**
  An array of non-credit workshops for business and community members.

  **Sustainability for Business**
  Collaborative partners/speakers: Gail Suzuki-Jones, DBEDT; Shanah Trevenna, UHM Sustainable Saunders; Mark Duda, Sunetric, Hawai‘i Solar Energy Association; George Benda, Chelsea Group, Ltd.

  **Growing Green**
  Collaborative partners/speakers: Glenn Martinez and the staff of Olomana Gardens

  **Sustain Your Self**

- **Sustainability on the UH Mānoa Campus**
  We’ve compiled an impressive list of links to UH Mānoa websites with information on sustainability/energy efforts, activities and research. To access the list, visit the Outreach College website at [www.outreach.hawaii.edu/summer/sustain](http://www.outreach.hawaii.edu/summer/sustain).

  [http://www.outreach.hawaii.edu](http://www.outreach.hawaii.edu)
Summary Features of Outreach College

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Thank you

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