

Campus Priorities Survey, October 2008

1. In approaching this situation, please indicate your support for each approach below, on a scale of 1 to 5, with 1 indicating “no support” and 5 indicating “strong support”.

	1	2	3	4	5	Rating Average	Response Count
Identification of core areas that must be preserved, with priority ranking for the remainder	5.8% (51)	4.2% (37)	10.0% (88)	23.7% (208)	56.2% (492)	4.20	876
Across-the-board cuts that hold facilities harmless	27.1% (223)	17.6% (145)	32.9% (271)	13.5% (111)	9.0% (74)	2.60	824
Across-the-board cuts that include facilities	38.6% (320)	20.1% (167)	23.3% (193)	9.6% (80)	8.4% (70)	2.29	830
	<i>answered question</i>						890
	<i>skipped question</i>						24

2. Regardless of your answer to the first question, please indicate your degree of support for each of the measures below, using a scale from 1 to 5, with 1 indicating “no support” and 5 indicating “strong support”.

	1	2	3	4	5	Rating Average	Response Count
Invest aggressively in energy efficiency to reduce future energy bills	2.1% (19)	2.0% (18)	6.1% (55)	16.0% (145)	73.8% (669)	4.58	906
Adopt a 4-day class schedule, allowing AC to be turned off in some buildings for 3 days a week	13.4% (121)	9.2% (83)	15.1% (136)	21.9% (197)	40.3% (363)	3.66	900
Introduce wider use of 40% post-retirement employment	11.3% (96)	10.0% (85)	32.7% (277)	23.7% (201)	22.3% (189)	3.36	848
Introduce an early retirement incentive scheme	5.9% (52)	8.2% (73)	20.6% (183)	25.7% (228)	39.6% (352)	3.85	888
Centralize and streamline administrative service functions such as procurement, fiscal oversight, human resources	6.2% (56)	4.9% (44)	17.3% (155)	22.4% (201)	49.2% (441)	4.03	897
Consolidate programs to reduce administrative overhead	10.6% (95)	12.3% (110)	25.7% (230)	22.9% (205)	28.5% (255)	3.46	895
Streamline curricula within graduate and undergraduate majors	15.7% (138)	16.0% (141)	27.8% (244)	22.3% (196)	18.2% (160)	3.11	879

Increase teaching loads for non-research faculty	28.1% (250)	20.9% (186)	21.7% (193)	16.9% (150)	12.4% (110)	2.64	889
Increase class sizes	29.0% (258)	24.0% (214)	26.1% (232)	14.9% (133)	6.0% (53)	2.45	890
Explore outsourcing potentials for operations such as the health service	21.1% (187)	16.2% (143)	27.7% (245)	22.6% (200)	12.4% (110)	2.89	885
Change distribution of tuition revenue	6.3% (52)	7.6% (63)	43.4% (359)	24.3% (201)	18.4% (152)	3.41	827
Change distribution of RTRF	13.4% (104)	10.6% (82)	45.9% (357)	15.8% (123)	14.3% (111)	3.07	777
Increase tuition	20.0% (179)	16.5% (147)	25.2% (225)	22.2% (198)	16.1% (144)	2.98	893
	answered question						913
	skipped question						1

3. Given that we have to generate savings, which of the following areas should or should not be considered for budget cuts? Please assign a score from 1 to 5, with 1 indicating “should not be considered for cuts” and 5 “should definitely be considered for cuts”.

	1	2	3	4	5	Rating Average	Response Count
Lectureships	28.3% (251)	20.4% (181)	27.7% (245)	13.7% (121)	9.9% (88)	2.56	886
Teaching assistantships	49.6% (445)	20.2% (181)	18.3% (164)	7.8% (70)	4.2% (38)	1.97	898
Repair and maintenance	40.6% (364)	26.8% (240)	20.4% (183)	6.6% (59)	5.7% (51)	2.10	897
Tuition waivers for GA's	52.1% (463)	17.9% (159)	18.7% (166)	6.9% (61)	4.4% (39)	1.93	888
Athletic and band scholarships	6.7% (60)	9.7% (87)	21.1% (189)	25.1% (225)	37.5% (336)	3.77	897
Low enrollment programs	9.6% (85)	13.1% (116)	28.8% (255)	24.2% (214)	24.4% (216)	3.41	886
Athletic Programs	5.7% (51)	8.9% (80)	20.9% (187)	22.7% (203)	41.7% (373)	3.86	894
Off campus operations (such as Lyon Arboretum, Waikiki Aquarium...)	11.4% (101)	15.7% (139)	31.4% (279)	23.2% (206)	18.4% (163)	3.22	888

Libraries	59.3% (533)	20.8% (187)	12.7% (114)	3.7% (33)	3.6% (32)	1.71	899
<i>answered question</i>							910
<i>skipped question</i>							4

4. Where or how else might we make substantial savings?	
	Response Count
	476
<i>answered question</i>	476
<i>skipped question</i>	438

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Where or how else might we make substantial savings?

#	Response Date	Response Text
1.	10/16/2008 7:57:00 PM	Disable the cooling element in water fountains.
2.	10/16/2008 7:57:00 PM	Truly streamlining administration and not having so much overlapping jobs can trim costs the most. Clearly making sure everyone knows their roles and responsibilities and being held accountable for them will almost guarantee a cost savings. This sucks and is hard to do, but will absolutely benefit this great institution in the long run.
3.	10/16/2008 7:58:00 PM	most buildings, cafeteria, and libraries are freezing cold, regulate the AC invest in solar
4.	10/16/2008 7:59:00 PM	The colleges of LLL, Social Sciences, Arts and Humanities should be combined into one college with a single dean. Natural sciences should be allowed to determine its own core curriculum.
5.	10/16/2008 8:00:00 PM	Reduce administrative positions at the college and campus levels.
6.	10/16/2008 8:00:00 PM	Reduce or streamline administrative overhead; this is an admin-heavy university, with salaries for administrators far outstripping faculty salaries, not just by a small amount but by a LOT. And INCREASE TAs as a means of growing graduate programs while reducing dependency on lecturers. More TAs, fewer lecturers.
7.	10/16/2008 8:00:00 PM	We need to streamline administration and cut costs of AC. There are so many buildings that most people agree (most of my students, anyway) are far too cold. Some Professors put space heaters in their offices because they are kept too cold from the AC. Shut off the AC everywhere except where absolutely needed to protect archives or technological equipment. Put in fans, open windows, etc.
8.	10/16/2008 8:00:00 PM	Let faculty spend less time on administrative junk so that they can direct themselves at obtaining grants.
9.	10/16/2008 8:01:00 PM	Increase parking fee. Reduce security. Turn up the thermostat in places like Hamilton and Post!
10.	10/16/2008 8:01:00 PM	Reduce the number of top administrators and don't pay them so much
11.	10/16/2008 8:01:00 PM	The early retirement incentives must be pursued. Many old faculty and APT staff are already retired on the job. Department Chairs and Deans seem unable to motivate these employees to share the workload. These employees must be identified and held to standards.
12.	10/16/2008 8:01:00 PM	Reduce size of administration as part of operations streamlining. Reduce number of maintenance employees - can empty wastebaskets, sweep leaves, etc. somewhat less often. Reduce number of schools/colleges via reorganization. This will reduce the number of highly paid deans and their admin staff. Reduce paperwork - currently insane amounts of paper forms are used.
13.	10/16/2008 8:01:00 PM	Reducing our energy consumption, and therefore our energy bills, should be the # 1 priority. Conservation is the cheapest way to save money, period.
14.	10/16/2008 8:02:00 PM	Football coach salary? Top administrator salaries. Laboratory fees to support costs of running the labs.
15.	10/16/2008 8:02:00 PM	It seems to me that the sports programs spends a ridiculously high amount of money, which could be better spent. Do we really need to, for example, fly the sailing team around the country as frequently? Same with other sports. This is a university, and while sports are important to the university, the entire point of a university is teaching, not sporting. Also, judging by the bureaucracy t UH and the excess administration, rather than cutting GA, TA, RA, or faculty positions, better decisions could be made regarding administrator, secretary, etc positions. Do we really need so many levels of bureaucracy?

16. 10/16/2008 8:02:00 PM LINUX for computers and servers, especially servers.
17. 10/16/2008 8:02:00 PM 1 -Cut Chancellor & Vice Chancellors salaries. 2- Put tenured faculty to work; too many see tenure as early retirement.
18. 10/16/2008 8:03:00 PM Research and instructional faculty teaching loads should float with sponsored research commitments. Those with no research commitments or limited reseach commitments should be required to teach more.
19. 10/16/2008 8:03:00 PM No matter what you think, cutting athletic scholarships distances us from the community. This is a TERRIBLE idea, and won't really save much money anyway. You need to look at issues that have the potential to save millions instantly. Maybe David McClain will refuse his recent salary increase. Maybe Gary Ostrander and Chancellor Hinshaw will accept a salary decrease. Units need to be closed, but these savings will still take 5 years. The immediate savings will come from stopping repairs, and the library. Where else can savings be found immediately? In the sciences, early retirement does little since new faculty in the sciences come in at fairly high salaries and require significant start-up packages. Merging units saves NOTHING. You have to actually close units and fire people. This isn't going to be pretty. Nothing will be done. Everything will get worse. No one has enough testosterone to lead us through this. Stop West O'ahu. Close a community college. Good luck.
20. 10/16/2008 8:04:00 PM Looking at 4-day work weeks which would allow campus electricity, etc to be shut off. Freezing administrative wage increases (President, Deans) Increase non-resident tuition
21. 10/16/2008 8:04:00 PM Shut down the Law School and let JABSOM become a privately-funded medical school. Both decisions should be easy to justify. More lawyers are not going to do anything good for the state's economy, and Queen's Medical Center can assume (full) responsibility for JABSOM.
22. 10/16/2008 8:04:00 PM use of "green"er energy sources - ie. solar, wind, bulbs
23. 10/16/2008 8:05:00 PM Energy savings must be a priority. Dramatic cuts are possible with only modest investment if the University can make a commitment to sustainability.
24. 10/16/2008 8:05:00 PM If someone actually went around and made sure lights in building lobbies and restrooms were turned off when the doors were locked for the night it would save a bundle. Also, just putting signs in the restrooms that say, please turn off the light-even one minute off saves money, then people would know why they should do it and would probably comply. that too would save a lot of money. Most of us don't know what it costs to run lights or anything else for that matter. it is not a good idea to turn off the AC in buildings over the weekend, at least not in the research buildings. We have so much equipment that is computer controlled and other things like refrigerators and freezers that generate a lot of heat. The computers go nuts when the AC is off, the equipment breaks down, and the researchers who are often here 7 days a week are even more stressed than usual. No one pays for our equipment repairs. no one even cares what the effects are of turning the electricity on and off multiple times in a month even in a week sometimes--compressors do not like that (and imagine the electrical surge when the electricity goes back on). Faculty already teach enough, and often too much as it is. How will large class sizes and fewer instructors help education, which is, after all, our primary mission. Research is also a mission of this one and only research university in the state whether one is in English or Physics. How about fewer administrators and lower salaries for them?
25. 10/16/2008 8:05:00 PM Reduce the number of administrators.
26. 10/16/2008 8:05:00 PM The temperature setting for AC in Biomed!
27. 10/16/2008 8:06:00 PM Continue movement toward electronic library Reward entrepreneurship (that supports UH mission) at every level of organization
28. 10/16/2008 8:06:00 PM Increase tuition - enrollment is up and the rate is still very competitive.
- The paperwork generating capacity of this institution is beyond any other with which I have been affiliated (2

- 29. 10/16/2008 8:06:00 PM large research universities, 2 regional comprehensive universities, 1 Ivy League). The administrative functions of the university could be much more efficient, if that was valued in the university culture. There is rigidity in "this is the way we do things" and no effort to make things more efficient. Regrettably, this is not a short-term fix, but addressing it could create long-term efficiencies. In a time when staff cuts are inevitable, empowering the remaining staff to create ways to work more efficiently might help morale.

- 30. 10/16/2008 8:07:00 PM Getting rid of all these administrators (i.e., interim positions). Why doesn't the provost conduct an external review of all departments. There are a lot of "unproductive" faculty, graft, nepotism, and low standards at this university. Why are the deans so hesitant about conducting external reviews of departments????????????????????

- 31. 10/16/2008 8:07:00 PM Cut the salary of the dean of the college of social sciences to minimum wage (\$7.25/hour). He would still be overpaid, but he does need to eat.

- 32. 10/16/2008 8:07:00 PM Charge more for daily parking on campus, and even more on upper campus than lower campus. If people can pay \$4 per day to ride the bus, they can pay at least \$4 to park in the lower campus parking structure (I would argue that it should be \$5). And if they feel they really need to park on the upper campus, then they should be willing to pay a premium. If you use a comparison to peer institutions to justify doubling tuition, then you should be willing to use a similar comparison to determine parking costs. The University of Washington, for instance, charges \$12 for a 1-day parking pass. Coupled with an expanded U-pass program, you could not only increase UH revenue, but you could also reduce traffic congestion and benefit Oahu more generally.

- 33. 10/16/2008 8:08:00 PM Get rid of motor pool and turn bookstore over to private company. Eliminate (or at least greatly reduce) campus shuttle bus service since it's a small campus and people can walk/bike/skateboard in reasonable time. Monitor bidding on food service contract so not rigged for Sodexo; instead, try to make some money on food.

- 34. 10/16/2008 8:08:00 PM We can save by cutting administrators' pay. The administrators should be put on the salary scale that should not exceed the comparable faculty's pay on 11 months. The faculty and the programs are the life of the university, and they should not be cut. We need to make sure that the cut does not affect the undergraduate experience negatively.

- 35. 10/16/2008 8:09:00 PM As I understand it, our electric bill is one of our chief costs. Therefore, our chief goal should be to reduce energy and become more energy efficient, either by investing in renewable energies or by adopting the 4 day a week schedule and only lighting a few buildings for meetings. Additional comment though not an answer to question 4. I did not answer question 1 because I believe it is worded poorly and will not give you much meaningful data. My first impulse was to respond in favor of "identification of core areas that must be preserved, with priority ranking for the remainder" but there is no place for comments and no indicator of what those core areas are. The 'core areas' will differ from person to person. Good luck with this important issue of how to face financial crises.

- 36. 10/16/2008 8:10:00 PM Administrator salaries: slash them by 15%. Don't mess with the Health Center. Investigate large spending at the campus level. The UHM budget crisis might be a myth that is being exploited by the Manoa Chancellor: UH funding reduced by \$30 million for this year, but we had an increase in student enrollment of 6,000 students. You do the math. The increase in enrollment resulted in about \$48 million additional revenue this year. Thus, not only does UH have enough money for all its programs, but has money left over to fund a salary increase of 3% from this excess. Given the 3% per year salary increases built into the UH base budget rec'd from the legislature, UH can afford a 6% salary raise for its professors. In years past, students have been classed as the #1 priority on campus; It's high time that professors were classed as #1. Focus on the professors, CAB, and ge something done for them.

- 37. 10/16/2008 8:11:00 PM Although there were a few items that related to administrative functions, there didn't seem to be much emphasis on general administrative infrastructure. I think that basic support functions are already over taxed, but upper level administrative structures should be examined as to need and efficiency.

- 38. 10/16/2008 8:11:00 PM Off-campus sites, i.e. Leahi, etc., should be on the radar screen for infrastructure support.

39. 10/16/2008 8:12:00 PM Why must all the buildings on campus be freezing? Let's set all the classroom and office temperatures up 5 degrees. I've met people that need heaters in their offices. The 'red tape' at this University is worse than anywhere else I've been. In most places administration works to support the work of the faculty and students, while here acts to impede that work at every turn. Pruning the bureaucracy would save everyone's time and money.
40. 10/16/2008 8:12:00 PM Increase energy efficiency. Find ways to reduce the extreme air conditioning in many of the buildings. Green roofs, solar panels; water efficiency; share the electricity costs of buildings with users of the buildings - right now there is no incentive to cost electricity usage because there is no way to pass on the savings to the units that are doing it well. Find ways to out source services. Unfortunately the only way to do strategic cuts or priority setting will be a declaration of financial exigency and institute a RIF.
41. 10/16/2008 8:12:00 PM Look at the salaries and job descriptions of management and see if these cannot be cut - there is are lot of duplication. Second, look at all the Assistant VCs within Academic Affairs, Research and Graduate Division, Students Affairs, VC for finance and operations; Human Resources and other Assistants within the Manoa Chancellor's offices. Salaries saved from these positions can be utilized for instruction and meet the educational needs of the students.
42. 10/16/2008 8:12:00 PM The effect of making our campus more energy efficient cannot be underestimated.
43. 10/16/2008 8:13:00 PM Reduce regulations to lower administrative workload. For example, it is required but pointless to carry out a full recruitment process to extend the stay of scholars paid by federal grants.
44. 10/16/2008 8:13:00 PM UH Manoa is Hawaii's premier academic institution, the only one which is on a par with universities nationwide. If we "outsource" education by requiring our best and brightest students to go to the mainland we will be digging our own grave. Hawaii faces significant challenges in the near future about how to cope with energy, overcrowding, and natural resources, and if we lose our best and brightest to the mainland we cannot expect a happy outcome. Universities traditionally use athletic programs as a means of bolstering school spirit, although UH does very poorly compared to other state universities in terms of contributions and endowment from alumni. The computer and internet age means that traditional libraries will soon be as relevant as slide rules -- librarians therefore must adapt or become irrelevant. UH has steadily improved its academic quality over the past 40 years, and therefore has a substantial cadre of aged professors who are far from being world-class educators or researchers. Therefore I believe that we need to retain our core academic programs intact above all else in order to provide a university which will attract the best and brightest students in Hawaii. The athletic program, the libraries, and the less productive faculty are less important.
45. 10/16/2008 8:13:00 PM AC temperatures to higher degrees.
46. 10/16/2008 8:13:00 PM Install light timers. Hallways should be 1/2 lit after 5 or 9PM (depending on classroom vs. offices), and local override for exceptions. This is easy and relatively inexpensive. Put bright stickers around every restroom light switch "Last one out? Please shut off lights" - most people need the reminder.
47. 10/16/2008 8:13:00 PM We need to make a serious effort to support entities that have been successful at garnering grant support and/or are developing salable intellectual property. This particularly includes the better investigators at the Med school, SOEST, Engineering, etc. These folks need to be protected and encouraged.
48. 10/16/2008 8:13:00 PM If you reduced the requirement for writing intensive and oral intensive classes then class sizes could be increased. For example my class size was 40 last year and is now 20 because it is writing intensive. That would allow me to cover the equivalent of 4 sections this semester instead of just two.
49. 10/16/2008 8:14:00 PM energy, energy, energy, buildings are cold cold cold... how much money can be saved by just maintaining a reasonable indoor temperature?
50. 10/16/2008 8:14:00 PM eliminate mid level management positions. increase accountability among all staff and faculty employees--all staff and faculty need to work at optimal effort and efficiency. full professors need to teach full loads. make better use of specialists. there is a culture of underachieving at UHM and it needs to stop in times like these.

51. 10/16/2008 8:14:00 PM Like Obama has been stressing, I feel going for energy efficiency in any way possible is important - turning off unused equipment when not in use, a 4 day class week, or cutting air conditioning in certain places. I know UHM has a priority to in-state tuition level students but if the university continues to raise tuition for out of state students and not in state, out of state students will realize they can get far more worth for their money elsewhere and do so, making the financial situation worse. Administration and HR on this campus is nowhere near as streamlined as it could be (look at the "Work at UH" page and compare it to similar universities' job application systems, for example). I have run into many problems where paperwork - in this digital era - was misplaced or lost, which causes me to waste other employees' time and the university's money trying to set the situation right. The WASC report made it clear that UHM is not treating its graduate students or its libraries well - please don't make that situation worse either. Hamilton Library roof leakage severely inconvenienced many students and destroyed precious materials.
52. 10/16/2008 8:15:00 PM Across-the-board cuts make every program ineffective. It's time to make some hard choices and lop off programs that aren't attracting students. Maybe we also need to ditch a sport each for women and men. But we mustn't make every department limp, so a good education can't be had at UH.
53. 10/16/2008 8:15:00 PM Energy efficiency and mold prevention. Central air is much more efficient than dozens of units in the windows. BUT the systems need to be modern, high efficiency ones, and maintained well. Move to eliminate classroom doors that open directly to the outside - very wasteful. Monitor buildings for mold - always use mold preventative paint and materials. Monitor humidity levels to prevent mold. Invest in clean alternative energy/heating/cooling sources. Look for ways that heat from AC can be used in place of other sources of heat Design/modify building doors and corridors so that wind can't blow through at high speed (e.g. POST building). Put in some attractive baffles at least. Modify landscaping so that leaves are blown into holding areas. Increase recycling availability.
54. 10/16/2008 8:15:00 PM Take the initiative to go 'paperless', many other universities are attempting to do so. (Examine Univ. of WA plan.) Consolidate any offices or buildings possible. Streamline administrative processes and HR services to be accessible online.
55. 10/16/2008 8:15:00 PM reduce #s in higher level of administration negotiate an agreement w/ phone service: bills are outrageously expensive
56. 10/16/2008 8:15:00 PM Perhaps consolidate classes into fewer buildings, then A/C could be running in fewer buildings at once, if the 4-day class schedule doesn't fly.
57. 10/16/2008 8:16:00 PM Energy efficiency is by far our most promising avenue for reducing costs, and one that we should be aggressively pursuing anyway. I am also in favor of consolidating and streamlining low-performing programs within the university to best serve the needs of our clients who are the students.
58. 10/16/2008 8:16:00 PM Manoa should focus on graduate education programs and "outsource" the first two years of the undergraduate programs to the CC's and West Oahu. Manoa should consolidate programs into fewer, basic, inclusive programs. E.g., a single biology degree instead of microbiology, zoology, botany, marine biology, horticulture, etc. fewer social science programs, business areas, and humanities programs. The smallest academic unit should be a "school", not departments and programs. Pull back the manini units like Architecture, TIM, Hawaiian Studies, into larger units like Engineering, Business, and Social Sciences. The focus should be fewer, stronger, better, more versatile academic units that can readily adapt to changing demands and needs. Allow flexibility in the administration of programs to respond to new ideas and needs. Faculty should be able to organize across discipline boundaries to provide instruction and conduct research on the emerging interdisciplinary areas like bioinformatics, medical informatics, educational technology, financial engineering, interactive immersive virtual worlds, etc. Give lots of early retirement benefits and options. This is going to be a great time to recruit new talent in many areas. UH needs to get the older faculty off the books in order to obtain the resources to hire strategically.
59. 10/16/2008 8:17:00 PM I would suggest: 1)more on line classes 2) slowly transfer to "teaching only buildings" so AC can be turned off for 3 days.

60. 10/16/2008 8:18:00 PM The upper administration do a lot of travel with the excuse of having to show "face" or to observe projects that will be of value in Hawaii. That is a waste of our money. They have huge problems here and should stay here and fix them or get out. The Deans' travel funds should be strictly scrutinized like the rest of the faculty.
61. 10/16/2008 8:18:00 PM Manoa has too many faculty of retirement age [including me]. Some are still working in order to take advantage of the back-loaded pay increases in the most recent contract. Giving such faculty incentives--such as additional years credit--to retire now could reduce personnel costs. [My own motives are mixed. I love my work--but I would certainly consider retirement if the incentives were right].
62. 10/16/2008 8:19:00 PM the salaries of the administrators are large as well as the amount of administrators could be cut. Non-instructional faculty who serve in administrative/support capacities should also teach a course on a pro-bono basis as part of their duties to help maintain the amount of courses offered.
63. 10/16/2008 8:20:00 PM Reduce overhead and cut positions. Close small and fringe programs. UH has nearly 5,000 people serving 20,000 students. City of Honolulu has about 10,000 staff to serve a million people incl. the de facto tourist population.
64. 10/16/2008 8:21:00 PM Consider making better use of existing facilities, specifically while upgrading existing buildings (or replacing them) make initial moves to integrate life-sciences using underutilized or poorly utilized space in Biomed Tower. When Kaka'ako was built and populated, many faculty maintained or expanded large research labs at Biomed Tower. We should rearrange (integrate) the natural sciences into Biomed Tower to 'turn-off' Edmundson and Snyder halls while they are remodeled. This would create cost-savings in energy as well as allow UH to improve in natural sciences. The rest of the faculty in Biomed (with exception of public health) that aren't part of Integrated Biology should either 'integrate' along with Zoology, Microbiology and Botany or they should move to more appropriate homes such as Kaka'ako. An additional source of space at Kaka'ako would be to move administrators out of corner-offices and into the Gold-Bond building, making more space available for faculty from Biomed that move to make space for on-campus Integrative Biology.
65. 10/16/2008 8:22:00 PM I would like to make a note here that programs that are only offered here in the UH system should not be considered for budgetary cut as they make our University distinct from others. For example, Hawaiiinuiakea School of Hawaiian Knowledge is a new school that will set the bar for indigenous studies in the world and is housed here at Manoa. At no other university can one learn things Hawaiian at the BA and MA levels. Cutting programs like those of Hawaiiinuiakea would be a travesty for our institution.
66. 10/16/2008 8:22:00 PM I'm confused by some of the jargon which is used in this survey. What is an RDRF? What is the 40% post-retirement employment? I note that several vital programs have been included in this survey. The campus is falling apart. Something must be done to address this issue. Cutting the budget here will mean that the university physically collapses, which nullifies this concern. There will be no university to maintain. Cutting lectureships, TAs and tuition waivers for GA's will reduce the appeal of the university as well, reducing the number of students who are paying tuition. Reducing the ability of the library to procure books, articles, etc. will also reduce the value of the library as a research institution. I am already making plans to study at a different university because of this problem. It is not clear to me that there is a significant return benefit produced from the athletic programs, and from providing athletic and band scholarships. Is the university benefitting financially from these programs? If not, is it time to reevaluate the role of athletics within the university? It is particularly disturbing to me that administrative costs, salaries and overhead as well as slush funds / nest eggs have not been addressed within this survey. Surely these areas should be analyzed just as critically as library, maintenance, and athletic programs?
67. 10/16/2008 8:23:00 PM Improve fiscal management. Streamline ORS.
68. 10/16/2008 8:24:00 PM Reduce administration overhead Reduce campus security budget Reduce or eliminate campus shuttle service Instill new energy saving policies (after hours lights, non-essential computers, escalators, elevators, etc, should be powered down all over campus) Install energy efficient lighting in libraries Consider reducing air conditioning in some buildings (Hamilton library for example) Whatever you do, make sure that academics is the top priority and least susceptible to cuts

69. 10/16/2008 8:24:00 PM I don't understand why we would want to generate savings during a financial crisis. Planning for the future is important but if we cut programs today there won't be anything left to spend on tomorrow.
- Note: for #3 above, "Low enrollment programs", this should be qualified as "Low enrollment, Low Research" and Low enrollement, High Research". If a program is internationally ranked in research and brings in millions in research dollars, it should NOT be cut, even if its enrollment is low. If a program has neither high enrollment nor high research productivity, it should be trimmed. Administration is now quite bloated! Every Vice Chancellor has Asst and Assoc Vice Chancellors and all have admin assistants and secretaries. Look at numbers of faculty now vs 10 years ago as well as numbers of administators now vs 10 years and bring those numbers back in line.
70. 10/16/2008 8:25:00 PM
71. 10/16/2008 8:25:00 PM Advertising the message of energy saving- saving the environment and reducing energy cost- Now is more important than ever! Switch off lights and air-conditioning in the classrooms when not in use! Unplug electronic that are not in use, even standby mode takes up energy! Use the stairs and reduce use of the elevators, increase physical activity and save electricity cost! Change the light bulds on campus to energy efficients compact flurescent bulbs!
72. 10/16/2008 8:26:00 PM In recent years (8), UH administration has grown. The top 212 administrators costs the state >\$31.5 million. What do they generate in terms of income/revenue to the system? Grants and tuition dollars are generated by faculty. Bureaucracy has increased, repairs and maintainance needs have increased, the hurts of the 4-4-4 across cuts have yet to heal, faculty have increased teaching loads since positions vacated by retirements and faculty leaving for other job have yet to be filled, etc. yet administrators are rewarded for with higher pay raises (e.g. the president got a \$21+k raise in June) for their inabilities manage resources. a) why is there a need for duplication of roles e.g. VP for research and VCR when more than 95% of res. is done in UHM b) why is there a need to duplication in PR (for Bachman and for Hawaii Hall and I bet UHWO, UHH and CC have their own) c why are deans allowed to higher APTs when there are assoc. and assist. deans and a full pool of sec. support staff? d) why can't respective fiscal staff within a college do the work vs the need for ORS, percurment office, etc. Lastly, it is time to consider if the state can really afford a UH-WO with another layer of administrative bureaucracy or would the state be better off with UHM-WO campus where some of the classes can be taught there (directly or via telecommunication), have the space for faculty housing, etc. Cuts in administration must be on the table to be considered as well.
73. 10/16/2008 8:26:00 PM Review performance of facilities and maintenance crews for time on task, efficiency, and job completions (work ethic). In vest in sustainable campus transportation such as golf carts for smaller jobs. Install sensors in all rooms to turn off lights when nobody is in the room. Install ceiling fans to help with air circulation. Weather proc all buildings that are airconditioned to help keep the cooler air inside (e.g., caulk the windows and close the gaps under the doors). Replace the toilets with more efficient tankless toilets and install sinks with senors to control water use. Turn off water sprinklers between 8 am and 5pm and use a more efficient watering method of water-absorb-water. The off-campus operations listed -- Lyon Arboreteum & Waikiki Aquarium -- are all on the historic list. They can be incredible educational outreach and money making ventures if managed properly. THEY SHOULD BE A PRIORITY FOR THE UNIVERSITY! Integrate these facilities into your curricula! UH is missing an opportunity here!!!!
74. 10/16/2008 8:27:00 PM Based on what I do know, energy savings should be a top priority for a number of reasons. In many buildings the air-conditioning can be turned down, especially in the cooler months of the year. We should invest in energy-saving light bulbs across campus, and encourage people campus-wide to be conscientious about turning off lights when not in use (eg. in bathrooms when no one is in there), etc. I see how much money went into celebrating the 100 year anniversary of Manoa, the banners and parties; perhaps we can make cuts for putting on those types of events, rather than cuts that affect anything academically. I appreciate this survey, bu it would be very helpful if the university would publish a synopsis of where most of the monies are allocated for the above categories that are listed, particularly when it comes to energy efficiency. For example, what is the current distribution of tuition revenue? I have no idea, so it is difficult to provide an informed answer. thank you!
75. 10/16/2008 8:29:00 PM We have too many administrators who are completely out of touch. I'd recommend sending them back to their respective departments to teach introductory courses and do the regular work of faculty from time to time. Administrative salaries are way too high compared with the faculty. We are all being asked to tighten our belts,

- so let's see some leadership from the top in that area. What are THEY willing to give up and reduce?
76. 10/16/2008 8:30:00 PM Reduce energy costs through LOW-TECH (& hence low cost) conservation measures: less AC (adjust thermostats up), green roofs. Allow competitive bidding for repair/maintenance work. Raise parking fees. Reduce coaching salaries. Prioritize the maintenance of existing programs and campus over the expansion and development of new ones.
77. 10/16/2008 8:30:00 PM Raise parking fees - this will raise revenues and encourage other forms of transportation to and from campus.
78. 10/16/2008 8:30:00 PM Cut salaries for coaches. This is an *educational* entity, not a Pro Franchise.
79. 10/16/2008 8:31:00 PM The very first question is ambiguous.
80. 10/16/2008 8:31:00 PM Do you truly need so many people to police the parking structure? Frequently, see them standing around or on their cell phones doing what I would perceive as nothing. Now is the time for Manoa to separate from the entire system and be a stand alone entity. I think centralizing some of the key administrative functions is a very good idea IF done correctly where you have people who are trained in customer service and who see their position as supporting the University faculty. Without the faculty they need to remember they would not have a job. - many seem to forget that.
81. 10/16/2008 8:32:00 PM Reducing to a 4-day work week is a great idea but it should be coupled with increasing evening class options in all fields to continue to accommodate the non-traditional working students. How about increasing revenue by introducing short (semester-long) certificate programs for international students, business leaders, researchers etc... in specialized fields.
82. 10/16/2008 8:33:00 PM Increasing expected daily workload for the custodial personnel on campus. Charge a student fee for undergraduate laboratory courses. Increase the parking fees for "premium" parking locations. Encourage a "green" campus by working with the transit community to make bike routes safer and opening a service shop for students.
83. 10/16/2008 8:33:00 PM Mandatory age for retirement. We have faculty over 80 who can't teach because they are so frail yet can't get fired, so we are essentially paying them big bucks to do nothing. Invest in a huge parking structure so that we can reliably generate a source of income. Sell off the UH West Oahu Campus and use the money for this one. The UH fundraising team needs to be more seriously held accountable for their efforts. We have faculty in our department who have graduated from UH as undergrads over 7 years ago and have never even received one letter asking for money. To put that in perspective, my grade school from the mainland has tracked me down and has hit me up for money. Why do we never hear about successful fundraising efforts from this University?
84. 10/16/2008 8:34:00 PM not an easy question, will have to think about it more. regardless, the decision process must be transparent.
85. 10/16/2008 8:34:00 PM Few bus runs Energy efficient lights. Turn lights off when not in use. Don't water the lawns. Cut hours for some offices (example parking office)
86. 10/16/2008 8:34:00 PM Energy saving is a key area. By adopting a 4 day work week, closing campus on thanksgiving and the day after, reducing campus operations during the holidays to 2 days a week, close for spring break, and close for larger segments during the summer- all will all be an important methods to reduce costs. Ask administrators to cut the salary increase they just received. Cut the coaching salaries - such as the 1 million for the football coach. Move all sports except football, Men's basketball, Women's volleyball and one other women's sport to division 2 or 3. Or just keep a few sports and remove the others. This is great to ask for faculty feedback!
87. 10/16/2008 8:34:00 PM Reduce printed materials as much as possible (catalogues, brochures, etc) and use automated processes.
88. 10/16/2008 8:35:00 PM Most universities on a semester system have a 14- or 15-week semester. We have a 16-week semester. We should drop down to a 14 week semester, and then increase summer classes. This would increase revenue from the summer sessions, and increase time for faculty to do research and grant writing. This is not a cost savings idea, but one that would increase revenue for the university.

89. 10/16/2008 8:35:00 PM Energy efficiency and waste reduction seem the most obvious candidate for significant savings to the university. Investing in outside adornment that does not require regular watering would save significant sums of money, as well as maintenance costs (from not having to mow and trim so often). There are many species of Hawaiian native plants and trees that would survive on the manoa campus without watering and still provide a pleasant green environment, and would be an added bonus to the universities local status and environmental policy. Using widespread motion sensor switches in all corridors and classrooms would also save significant electricity and at around ten dollars per switch seems an obvious choice. Simple things like fixing hinged doors so they close correctly would save on AC costs also.
90. 10/16/2008 8:36:00 PM 1) Identify and streamline multiple layers of paper-shuffling and paper-shufflers. The amount of paperwork (and people) required to purchase, or to amend purchase orders, is insane and crushing. Duplication, multiple levels of approval, return of papers for some obscure technical reason, all contribute to inefficiency and frustration; faculty have better things to do than chase down paperwork and complete form after form for something that should be achievable either without approval, or with a minimum of fuss. 2) Rather than streamline APTs at the bottom of the chain, it's clear that removing just one position higher up, one that duplicates others' duties, could be achieved by reassigning those duties to the one, two or three others doing essentially the same job. That would save a lot of money in salary and benefits, and time and suffering for the 'victims' of this position's officious obstructionism. 3) Have someone enforce timelines in which administrative tasks, or responsibilities should be completed. We have important tasks charged to ill-qualified administrators (low-level, entire career in the system) who have no understanding of what they've been charged to do. The result is delay, more delay, half-assed reporting of progress, half-assed summaries of what they've been doing for months, then a year, and ultimately nothing gets done. Until someone recommends hiring outside consultants, which costs more money while delaying the time in which action should be taken. By the time it's all done we're in the next bad economic cycle and there's no money anyway! That's it... it's the UH strategy to save money... delegate to one person who has no clue, have them obfuscate for months, take a vacation, stick rigorously to 40 hours per week and lunchtime, prepare to go home at 3:50... Submit a draft that takes forever, revise over another few months, and c'est voila, by the time a solution that requires money is recommended through increasing pressure from those who really care, it's too late because the economy has turned sour again. It's an 8-10 year cycle :-). Examples? Upkeep of buildings, mortgage assistance... In short, establish some performance expectations. If non-tenured faculty don't perform, they don't get tenure and they are 'let go'. What about everyone else, especially 'administrators', or those who entered the system when they were 20-something, then retire by the age of 50... just as faculty are paying off their student loans! 4) How many Chancellors do we really need? One \$250,000 position buys a lot of paint, fixes a lot of termite damage, replaces windows, pays a whole team of custodians to catch up with cleaning in some buildings, repairs leaks, ceilings, fix classrooms... 5) etc...
91. 10/16/2008 8:36:00 PM This university has one of the most bloated administrations I've ever seen. Cuts to the number of administrators and ancillary staff should be considered well before cutting programs, teachers, professor or GA-ships. Increase tuition!!! UH has some of the lowest tuition in the USA.
92. 10/16/2008 8:36:00 PM We might make substantial savings by downsizing athletics. UH is a university and athletic programs are not degree programs. I am not suggesting we eliminate them entirely, but they do not need to be as heavily funded as they are at present. The Lyon Arboretum, Waikiki Aquarium and other off-campus operations, could probably be better funded by revenue from their interactions with the public. While I feel that we should maintain our ties to these operations, probably they could be more profitable, if we raised admission costs, etc.
93. 10/16/2008 8:37:00 PM Have security patrols turn off unused lights, check windows and close classroom and outside or fire/stairwell doors to conserve A/C, especially at night. This would not require extra salaries, and would save substantial energy costs. Consult with individual building occupants and adjust A/C levels, so that doors are not left open during class and at other times: Hawaiian Studies classroom doors are always open; perhaps air flow can be adjusted so the cold does not blow out the doors so much? Classrooms are so cold that people have to wear jackets and sometimes hats and gloves.
94. 10/16/2008 8:37:00 PM Take a look at our administrative bureaucracy - do we have too many people at the top?
- Consider reducing AC levels in buildings. Or make it possible for individuals to adjust AC levels on a room-by-

95. 10/16/2008 8:38:00 PM
 room basis. My office in Sakamaki is kept at frigid temperatures. The students in the classrooms where I teach wear sweaters and scarves to class. We'd all love to turn the AC down, but we can't because the system is centralized. There is no reason for classroom buildings to be kept so cold in a climate as comfortable as Hawai'i's.
96. 10/16/2008 8:38:00 PM
 1) Cut number and size of administration executive salaries! Administration costs have surely been the greatest increases in the cost of running UH in recent years, except maybe for electricity. Why do we not hear more discussion of cutting administration? 2) Meanwhile we are busy rearranging the deck chairs on the Titanic, in this foolish College of Arts and Sciences reorganization plan. Clearly this will only cause further difficulties, and I suppose costs during this difficult period. 3) Forget about UH in West Oahu! 4) Encourage the Outreach College, with more night classes and lifelong education initiatives. 5) Make a substantial change in the UH Foundation leadership and put on a real campaign to raise the endowment at UH. There is a large wealthy community in Hawaii that is untapped. 6) Make a campus wide campaign to utilize electronic resources for homework, helping out with the lack of TA labor for grading. 7) Do away with some antiquated lab courses, such as that in Physics.
97. 10/16/2008 8:38:00 PM
 Re-double efforts toward introducing energy efficiency throughout campus. Consolidate classroom space to increase utilization in energy efficient buildings. Explore public-private partnerships to bring resources to campus. Shift University operations model to a more business based model and away from a state run enterprise.
98. 10/16/2008 8:38:00 PM
 Turnoff lights and air conditioning in classrooms when class is over. As I was leaving one evening (about 7 p.m.), I walked by two class rooms in Sakamaki Hall with all lights on, and one of the class room doors was wide open. Four day work week may possibly be a win-win. We can be as effective and productive with one day of work at home.
99. 10/16/2008 8:39:00 PM
 -Raise the temperature to which AC systems cool for most buildings (ie: it doesn't have to be freezing inside for it to be comfortable). Many students have to bring sweatshirts to class, which is ridiculous in Hawaii. This represents a huge energy cost for the university. -Consolidate admin/staff that are redundant. Some of the bureaucracy here is astounding. -Reduce the amount of cash wasted on Athletics. This is an academic institution. The library being able to afford journals/books MUST be more important than a decent head football coach. It is much more important for the longevity of the University to attract quality faculty and students, not athletes. -Reduce/Reorganize the campus security budget. More people riding around on golf carts and motorized tricycles (seriously!?) isn't going to make this place any safer. Another small thing would be getting rid of the guards at the gate during the day. They serve no purpose.
100. 10/16/2008 8:39:00 PM
 Savings is important, however not at the expense of quality. From quality we obtain renew... more national recognition attracting both students (tuition) and philanthropy for academic and sports programs as well as more research funding/overhead. We should strive to be independent of state funding.
101. 10/16/2008 8:39:00 PM
 Streamline the process and restrictions regarding terminating unused phone lines, equipment (under the current procedures, it is difficult to terminate such lines. Also it is very difficult to restore as well. All these prohibit the administration to do take actions and promote "as it is" attitudes.) Utilize more student workers/assistants. That's more efficient and jobs are done quickly. However, under the current union restrictions, we are forced to use permanent workers. It took nearly 2 years to dispose several broken typewriters and equipment. A broken table has been left at the public space for months. Outsourcing cleaning services in the buildings. More efficient and effective. Most of these services are done during non-operating hours within certain agreed time periods. It is inefficient and destructive as the current cleaning is done during the operational/public hours. Prohibit each faculty and office workers from using personal water heater, fridge, microwave oven, etc. in their offices to store and cook food. Old fridge consumes more energy as well. Close some facility during the winter break. Most of the universities in the cold regions in the mainland close the holiday seasons to save heating costs. Consider such options here as well.
- It's difficult to turn a big battleship like UH on a dime, so short-term cuts that won't damage the institution or its academic reputation will be hard to do. Probably cuts in lectureships (NOT GA's/tuition waivers), some close scrutiny of new physical plant stuff (to postpone, not cancel plans), and continuation of the hiring freeze will

102. 10/16/2008 8:40:00 PM help immediately. (As will a freeze on plans for the West O'ahu campus....politically difficult, but REALLY necessary.) Difficult as times are now, however, we should be planning for the longer haul, because there's not a lot of sunshine ahead. Obviously, in this financial climate, faculty retirements may not occur as planned...UNLESS there are serious incentives offered. Given the large difference in salary between senior full professors and new assistant professors, an investment in a good retirement incentive plan that includes (but is not limited to) a genuine commitment to a 3-year 40 percent post-retirement option should result in major long-term expenditure reductions within five years or so. The problem with previous retirement incentive plans (including the 3-year 40 percent scheme) is that they have been insufficiently ambitious and badly underfunded. We should either do it right (aggressively) or not waste time and money doing it at all.
103. 10/16/2008 8:40:00 PM 1. re-consider the design of the telecommunication system on campus. We have the infrastructure for digital communication already, yet we pay millions to a phone company that provides yesterdays' technology at an outrageous price. 2. Condemn buildings with inefficient energy use (window A/C units, lack of insulation) and high maintenance costs entirely. 3. Replace subscriptions to hard copy journals with on-line versions, where possible 4. More proactive student recruitment - why do we see HPU ads during in-flight movies from the mainland? Offer evening classes for working students
104. 10/16/2008 8:40:00 PM Don't air condition the buildings so much, or make it possible adjust the temperature of rooms independently. I have to keep a sweater in my office because many of the rooms in St. John and BioMed are so cold.
105. 10/16/2008 8:40:00 PM Don't build the Kapolei Campus or any more community campuses. It is truly beyond me why you would build an entire campus within less than one hour from the main campus. I do understand that the main supporter obtained political support and that was all that was needed - not the voting majority. This is where the real waste lies. And to say that students in that area will not attend college as result is incredulous. Those faculty and students just don't want to commute. Are we that enabling? Are they not going to commute for their job too? If people on the mainland built campuses at every 45 minute road intervals, they would be not only be not funded, but fired. We need to see a budget before making determinations or where to cut or at least a pie shee to see where the funds are being allocated. Three questions with an assortment of choices is not sufficient except as a meager motion to include the faculty in getting their current status taken away. If you are serious, we need to see where the serious expenses are and I would start with that \$100,000 to \$1,000,000 coaches salary bump. The entire community except a few sports fanatics (not fans) see this as ridiculous. Bump that salary back down and show Hawaii taxpayers that we are not reckless spenders of "their" money. How dare this happen! Please fix it or at the very least take a vote... There are faculty at UH Manoa teaching 1 class, maybe squeezing in two, a semester for decades. They show up for class and take off at 2pm. The Human Nutrition faculty are a prime example. Just count their class loads and arrival/departure times. Knock on their doors at 8 am. A few even have positions out of the department and are double-dipping. How can you keep a faculty line open when you have a full-time position elsewhere? Is this person getting paid? And faculty loading their teaching 'load' with those 699 courses or internship never show up in class courses should not have those classes counted equal but rather weighted less. A sweep of teaching faculty should be done and if they are not producing 1 poster presentation, 1 paper a year, (don't expect grants during these hard times) they should teach more. However, if you increase the teaching load, they deserve in writing that their research output can drop without affecting T&P. This is absolutely fair. If research faculty are not producing double the amount posters/papers than "I"s for whatever reason, they need to teach more classes and their salaries lowered appropriately since "I"s make less than "R"s, but do all the teaching which is of paramount importance to the students and the university...and this has been and is now not equitable to all "I"s. No new position in a department should be provided by the administration unless a teaching/research load analysis is conducted of the current faculty. These faculty all graduated from programs teaching most of the courses in their department, and if they haven't taught a class before, they can learn...that's their business. Give them a sabbatical to get it together. Most of these courses are pre-prepped in PPT with handouts that can be purchased for a fee. You also have loads of nepotism positions that would not even exist except to create a spousal or significant other position. Not to mention that this is illegal. Get rid of these first before you start upsetting the core faculty slots. Most were hired without advertising the positions. These jobs, often busy filler positions providing no real contribution to the state, should have never been created in the first place but there they are in broad daylight for everyone to see. What's worse is that some of faculty use their partner's nepotism position to contribute to their own P&T work. UH needs a "pass the mustard test committee" to ensure that anything over a certain amount cannot be purchased without

- passing a common sense test and ensuring (or at least promising) that the cost/benefit ratio comes out positive. That will save you a dollar or two. We need accountability and that is rarely alive in a politically funded entity. Now's your opportunity to change that....as Obama would say, "We need change :)."
- Change some "policy" and budgetary decision-making rules. For example, look into the grant purchase order system so that when great deals for equipment can be found online but does not take POs (sometime 60% off the bookstore and other local stores) a purchase could be made with grant money and then be reimbursed, and change ridiculous rules like one that recently applied in my department, where a faculty was told he couldn't buy a \$200 under-the-desk file cabinet and instead purchased a \$700 free standing file cabinet!?
- \$20,000 dollars for security psudo-segways... bright idea instead of meeting the needs of obese security guards with expensive equipment, require that the security guards are fit and able to be chase someone in the wrong... Lifeguards are required to perform physically, why not hold security personal to that same standard.... Its is a win in every way, fit employes that can do there job well, less cost of heath care for fit people ... and on and on and on....
- 1.) All contracts for maintenance and services should be re-bid bi-yearly to allow aggressive competition by contractors. 2.) Consider outsourcing, through competitive bidding, in all possible areas. 3.) Get the most "bang for our buck" in the area of facilities upkeep by insisting on a strong work ethic among groundskeepers/maintenance persons. 4.)Mandate teleconferencing rather than travel to meetings whether local, inter-island or out-of-state. 5.)Mandate a paperless office/classroom. If documents are needed in hard-copy, departments can print as needed and students can print from their own printers. 6.)Mandate that student provide their own paper at campus computer labs. 7.)Offer many, many more online courses. This is a huge revenue generator as the expense of the course consists almost entirely of the salary of the instructor, and the number of students per class is theoretically unlimited. 8.)Raise parking fees by a small amount (\$25.00). Any more than that and there will be a revolt! 9.)Raise student activity fees by a small amount. Ditto above. 10.)The most important thing is to increase efficiency and streamline processes to maximize value within the system we already have. Empower employees to find solutions to inefficiency problems by creating monetary or priviledge incentives linked to savings they generate. We can do much more with much less if we just rethink how we work, travel, and teach.
- GA, TA, RA must NOT be considered for cuts. We need to protect graduate students to be a more competitive university
- Renovate and landscape so that AC not always required. Do not continue building program Cancel West Oahu Elimnate the Med school and possibly the Law school - State's population to small to justify At least forget the further development of Med School researh which is not directly related to tropical medicine. Minimize the use of outside contractors (Security Parking?) Clarify the role of community colleges, emphasize preparation for trades Tighten admission standards and work with DOE to better prepare college applicants. Early retirement incentive scheme OK if Departmental operation is not impaired,. Hire the best
1. Cut administrative staff. 2. Reduce paper work - particularly regarding fiscal.
- Offering early retirement incentives IS A MUST, cut the losses now... We are presently holding onto 15-20% faculty (which are waiting the three yrs to max. retirement return), of which about 30-40% DO NOT contribute to teaching, supervision or generate overhead NOW, or WILL NOT DO so in the next 3 yrs, when it going to hit UH the hardest. Wake up people. WE MUST ACT NOW. I see this 'death wood' daily and how with our limited resources draining daily, if we are not going to do anything about this we'll be moving UH back to 'South Pacific-Style Community College status' - it will take yrs to repair the faculty pool. Unfortunately it is starting to show
1. Have fewer deans and deans' offices. 2. Cut 'faculty services' like centralized evaluations, videotaping of lectures for self-evaluation, etc. These may be nice, but they're not necessities. 3. Cut student services.
- The administrative reorganization that instituted VCs, Asst. VCs, Asst. to the Asst. VCs and so on needs to be

114. 10/16/2008 8:49:00 PM brought back to the drawing board. There was no evaluation plan attached to assess or measure whether developing this top-heavy system was worth the extra investment. Streamlining from the top should be the priority before stripping those services and resources that directly impact students. No more comp tickets or airfare for administrative families to attend football games!
115. 10/16/2008 8:49:00 PM There are units on this campus that are neither central to the mission of the university nor of high quality when compared to their peer units at other universities. They should be closed. This issue has been faced before and each time the Administration has failed to muster the courage to follow this obvious advice. Reports have been written and units identified, in the case of President Mortimer, he even refused to read the report! There are also units that are central to the mission of the University, because they provide service teaching, but that perform poorly in the estimation of those who use their services (both Math and Chemistry fall into this category, there may be others). In this case there are two choices: First, outsource as much of the service teaching as possible to the community colleges where feedback suggests service teaching is taken more seriously and outcomes are better. Second, restructure service teaching by taking it out of the cognizant Departments who consider it a burden, and place it in an Undergraduate College where meaningful supervision and feedback based on outcomes can improve the quality of this much needed work. I have served on CAB many times in the past, and on the SEC, we have constantly made these kind of recommendations to the Administration only to have them ignored. Good luck this time! Chris Measures
116. 10/16/2008 8:50:00 PM Completely eliminate UH West Oahu campus. Consolidate the Community Colleges on Oahu and redirect their emphasis to local food & energy production programs. The tourism-travel industry programs may as well be downsized or eliminated. Depending on how bad the economy becomes, eliminate all state Community Colleges and support higher education in Hawaii at the state University campuses (Manoa, Hilo, Maui?) and private Community Colleges for business and agriculture related activities. Not a cost savings per se, but emphasize DoD high-tech sector with existing and planned military-security programs.
117. 10/16/2008 8:50:00 PM How many high paid administrative positions can be cut? The administrative tier at Manoa appears top-heavy with a lot of busy work sent down to the rest of us to justify these many offices/sub offices/sub sub offices etc. Remember when administrators came from faculty ranks and went back to those ranks? Maybe we should return to this system instead of paying extraordinary salaries to professional administrators This could also some provide some stability in the administrative ranks rather than the current of musical chairs at the chancellor's level and in some instances, the deans' level as well. We also need to decide whether the extraordinary costs we are paying to some accrediting agencies can be cut. I realize that programs must be accredited, but the amount of resources this self perpetuating system requires needs to be reconsidered. A good incentive program for retirement of very high paid faculty should be considered. We seem to have a lot of these folks and if they retired we could hire 2 or even 3 or more people to replace them without increasing costs. or simply delete the position and save the money.
118. 10/16/2008 8:50:00 PM Redesign systems to increase efficiencies. There is tremendous redundancy and levels of bureaucracy that create the need for more employees to essentially do the same function. Increase efficiency in decision making (connected to above) and streamline processes so that there are no barriers to accomplishing outcomes These options allow more dollars to be directed to the core mission of education and research. Include senior faculty in teaching
119. 10/16/2008 8:50:00 PM More successful fundraising with the private sector is needed--Hawaii is home to more millionaires per capita than other states, but it seems UH has relatively few scholarships, fellowships, endowments, internal research grants, etc. One potentially good model to follow would be that of UC Berkeley, one of the nation's preeminent public universities, which has raised over a billion dollars in three years as part of an 8-year, \$3B fundraising campaign.
- If you are cutting athletic and band scholarships, they should be evenly cut or preserved. (ie., not just band scholarships cut) Can't comment on distribution of tuition revenue or RTRF since I'm not sure how they are currently distributed I just can't see cutting many of the items that are mentioned in this survey or endorsing some of the proposed ideas. What I find a waste of money are ineffective "state" employees who just take up breathing air--well, no, actually valuable resources--who are shuffled from unit to unit just to save their jobs, and serve no purpose. These type of employees need to be dismissed so we can hire motivated,

- productive, and effective employees. Many of our units needs positions and people to fill them because we are short staffed as is, but instead, we are put on hold because of budget cuts. It's very frustrating to see money suckers who barely work, have poor attitudes, and just collect pay checks in their "protected" jobs. I'm talking about both "high" (management/administration) and "low" end jobs. I firmly support the unions, but come on, the idea is that the unions are there to protect employees, not give employees an excuse to do sub-par work or get paid for doing nothing. Addressing this will save us a good chunk of money. Centralize and streamline administrative services. In theory, sounds good if you have GOOD employees who are qualified/know their job, efficient, and pleasant. Also, you need enough employees to actually be able to move things. Everything seems to get backlogged once it's sent off the "system."
120. 10/16/2008 8:51:00 PM
- Without ANY investment other than aggressive propaganda, energy expenditures on campus could be slashed. Everyone should be reminded to TURN OFF LIGHTS when leaving a room, and where possible, to turn off AC. NEVER run AC with the door or windows open; that is an absolutely appalling practice. Finally, power supply to all drinking fountains on campus that use electric current to refrigerate water should be disconnected immediately. They represent a shocking waste of money.
121. 10/16/2008 8:52:00 PM
- UH has been operating on a shoe-string budget for years--seems that CAB is approaching this problem from the wrong end in crisis mode--what is the UH Foundation doing these days? There should be a reserve that's specifically available during rough spots; if there isn't, then the Foundation isn't doing its job. You can't continue pruning a tree that has no branches left. The questionnaire is asking us to choose where to cut chunks out of the tree trunk. That's absurd. The university will take decades to recover from that kind of excision. You might as well close the doors now.
122. 10/16/2008 8:53:00 PM
- Do not initiate (or delay) new construction, use the money for operations instead. Attrition and retirements are probably the kindest way to determine which programs or offices get smaller. Streamline equipment disposal. Charge more for parking (while removing the advertising from the parking structure). Stop making people cold. Do not water most lawns (I am not sure if UH pays for the water it uses).
123. 10/16/2008 8:53:00 PM
- I am unable to comment on some questions as I am new to UH, and do not really understand yet the full implications. I have noticed a very heavy bureaucracy here - with what seems to me to be a lot of 'busy work'. I think this could be streamlined.
124. 10/16/2008 8:54:00 PM
- Create if not already in place an oversight committee to manage funding and control waste within the budget allowed. Facility upkeep and overall campus Maintenance must be a priority to ensure safety for our Students and Faculty.
125. 10/16/2008 8:54:00 PM
- Based on my casual but prolonged observation, large amounts of maintenance staff resources appear to be used rather inefficiently, i.e. unnecessary daily emptying of trash cans. There seems to be a culture of inefficiency surrounding much of the maintenance and administrative staff. Services such as Transcripts are plagued with inexplicable foot-dragging and gross inefficiency, despite a room full of idle staff. Also, given the recent mugging of a rent-a-cop, the outsourced security situation is a joke. Some greater liaison between HPD and Campus Security might be more effective and cost-effective. Other than energy costs and consolidation of administrative redundancy, further cuts of educational programs would only help accelerate UH's downward spiral. Core programs that contribute to UH's national and international competitiveness- Asia Pacific studies & languages, Marine Science etc.- these should definitely not be weakened or the whole campus will lose whatever claim to excellence it can still boast.
126. 10/16/2008 8:55:00 PM
- Re-merge the UHM and System administration.
127. 10/16/2008 8:56:00 PM
- Eliminate administrative positions.
128. 10/16/2008 8:57:00 PM
- Eliminate office telephones on an individual basis where these are not required (many faculty have cell phones). Explore alternatives to air conditioning.
129. 10/16/2008 8:58:00 PM
- reduce administration
130. 10/16/2008 9:00:00 PM

131. 10/16/2008 9:01:00 PM Take action to reduce future energy bills. For example, adjust air conditioning in QLCSS building; certain areas are FREEZING, prompting staff to use space heaters ALL DAY. Transition to 4-day work week for students, faculty, and staff for costs savings.
132. 10/16/2008 9:03:00 PM Look at the revenue side. Accept more students. Make it easier for students to take courses in other units. Find a way to make it easier to non-matriculating students to take courses. Think about eliminating the writing intensive designator. Many classes with over 20 students have more writing than the required amount but can't be designated because of the 20 student limit. The same goes for the oral designation. It should be 40. Ways to generate revenue in the evening, Sat. and Sun should be explored.
133. 10/16/2008 9:03:00 PM -Do not increase the number of administrators -Do not hire the "executive dean" for the Colleges of A & S.
134. 10/16/2008 9:04:00 PM Cut the outrageously high salaries for administrators and the football (?) coach. Do NOT institute an Arts & Sciences super dean. That position adds another layer of costly expenses, is entirely superfluous (the current structure is flexible enough to afford all the interdisciplinary cooperation we want), and against faculty wishes. Listen to the faculty. Many of us have been here long before the Chancellor and will be here for a long time after she has gone. Repair those facilities pronto. Get grants to sustain the library subscriptions. Get your priorities right: the UHM is for faculty and students. The faculty not the administrators bring in the grant money. It is because of some outstanding graduate programs that we attract the brightest students internationally. UHM will only be able to continue generating revenue if the excellence of the grad programs is maintained and enhanced.
135. 10/16/2008 9:05:00 PM Consolidate administration of free-standing research institutes under appropriate Dean. CRDG under C of Education PBRC and Cancer Center under JABSOM IFA under SOEST Aquarium, Environmental Center and Lyon Arboretum under Natural Sciences SSRI under Social Sciences This will attain economies of size and scale in administrative support positions. Salary savings will result from using Managerial or Faculty positions as Directors. Overall, there has been 'administrative creep' resulting in too many high level administrators and not enough support personnel. Expect Executives to accept responsibility for a wider and more complex span of control. Critically examine the functions of the Office of the Vice Chancellor for Research and Graduate Education; take it down to emphasis on core support functions (Compliance, ORS, Lab Animal Services, and one high level administrator who can advise and assist the Chancellor with government relations and fundraising.) Examine the need to continue Outreach College in its current form. Since the campus can retain its tuition and fees, there is no longer a need for a parallel structure to run summer school and credit courses. The registration and student services functions could be integrated within the Office of Student Affairs. Curriculum planning and delivery could be administered through the Schools and Colleges. Other Outreach College Programs should be evaluated for continuation and integrated into appropriate School or College. Support services (marketing and the Conference Center, for example) could be consolidated under an appropriate Vice Chancellor. Re-examine vigorously the need for five deans and four associate deans to administer Arts and Sciences (including Pacific and Asian Studies.) As with organized research, there are economies of size and scale to be achieved by merging fiscal and personnel support operations, salary savings through reduction of administrators. One Dean and some number of Associate Deans should be sufficient, if you have the right people. Is there a solid discipline based rationale for separate administration of LLL and A&H? Critically examine the need for a free-standing TIM. They could be a School within the College of Business. Continue to use web based technology to streamline operations. Eliminate excessive levels of paper based approvals. Require the Office of the Ombudsman to document extent and type of services provided. Look critically at whether a value added justification exists for continuation of this office. Whatever we do, we should do at the highest possible level of quality. Identify weak departments and either bolster or eliminate them. Strategic decisions should be made on the basis of fundamental academic importance (e.g. Mathematics), State need (e.g. professional schools) or distinction within the higher education community (e.g. SOEST; and Hawaiian, Pacific, and Asian studies, unless we have already lost our competitive advantage there. Lessen the expenditure for recruitment of mainland students and focus on meeting needs of Hawaii. Look at the retention statistics for out of state students and place it in the context of a cost benefit analysis. How many are paying the full non-resident tuition (i.e. not WUE or WICHE) Serious mainland students will come to enroll in outstanding academic programs. We don't benefit from the ones who come to surf, etc. Examine differential between non-resident tuition and costs of education, including hidden costs such as loss o

capacity to provide on campus residence for Hawaii students. Focus recruitment of international students on strategic fields. Relative to mainland students, the campus overall benefits more from inclusion of the international students. Assess whether 'devolution' has been in the best interest of the campus and the system. Maybe one strong office at the system level is more effective and efficient than ten small offices at each college. I am well aware that all of these suggestions are political mine fields. They are do-able only if there is clear communication about mission/strategic rationale, sensitivity to concerns of individuals, and leadership with vision and the willingness to WORK HARD through the tough parts. P.S. I can think of others but this agenda should be more than enough....

136. 10/16/2008 9:05:00 PM Trim upper administration. Despite what some might think, we have way too many administrators getting large salaries. Frankly, we don't have enough I personnel to actually do the work of teaching and research. We are way too top heavy.

137. 10/16/2008 9:06:00 PM Require all qualified administrators to teach at least one class every semester. In fact, this change would greatly benefit the university, since in addition to the courses that would be covered without additional cost overlay, the administrators would actually come in contact with students, and therefore experience directly the primary task of the university.

138. 10/16/2008 9:06:00 PM Organize an efficient university office with the primary charge to identify and obtain outside support for new buildings and enhance endowments. This would require identification of new and specific academic/research goals by university faculty, deans and administrators that can enhance these funding opportunities, rather than seeking a handout for infrastructure refurbishment.

139. 10/16/2008 9:09:00 PM Research Grants

140. 10/16/2008 9:09:00 PM Reduce paper, increase electronic forms, including use of esignatures. Use lower paid staff more effectively. It is cheaper to pay clerical staff to do paperwork than it is to have faculty do it. Lecturers are cheaper than paying faculty overload. And so on. Put athletics and off-campus operations on revolving funds and expect them to generate income to cover their costs to the extent reasonable. Charge more for parking. Improve coordination and articulation among campuses.

141. 10/16/2008 9:10:00 PM It seems we are at the juncture where the administration and the state need to make a decision on whether UH can remain a viable research institution in the areas we are involved in now. The answer to this question, as well as the questions above depend on the answer to this critical question. While UH is a currently a quality institution for a state with a tax-base of just about 1M people, this is the time to examine whether it is possible to continue being everything we want to be. While this question should probably have been examined and answered 10-15 years back, a clear answer at this time is absolutely crucial to arrive at a sensible decision not just for the short term, but also to allow students, faculty and people of the state to get a longer term perspective on their university. Sadly, other than Q. 1, there is little in the questions above that suggests there is serious thought being given to this.

142. 10/16/2008 9:10:00 PM (1) Eliminate the "Systems Office" and return to the "pre-Dobelle" president/chancellor model with a real reduction of size, budget, and salaries. (2) Stop the chancellor's foolish Arts and Sciences "reorganization." This includes the "executive dean" model. (This is a "Peter Principle" escalation scheme. Other colleges will want to have an "executive dean" too. What's next? A super-executive dean?. A current acting interim dean who is drooling for the job says it should pay at least \$300K. How ridiculous.) (3) Eliminate (yes, completely eliminate) the so-called "UH-West Oahu" campus and program. It has no academic value. It is just political pork with lipstick. (4) Cut, cut, cu the bloated administration and staff. (5) Force the athletic programs to live within their means. The academic programs have to do so. No subsidies, sorry, but this suppose to be an academic institution. Let the community pay for it. All the above should be permanent reductions, not reinstated when the "good times" return (if they ever do).

143. 10/16/2008 9:15:00 PM I don't understand this statement for #1 - "Across-the-board cuts that hold facilities harmless" so I didn't answer it. You may want to clarify for others for better responses. I also don't understand what "Change distribution of RTRF" is. Not answered because not understood. My responses to

- "Change distribution of tuition revenue" would depend on what the current distribution is and what the change would be. Also not answered because it is not clear.
- Eliminating wasteful spending would be my main priority. Energetic campaigns to get people to turn off lights and use less energy are needed. Next would be increasing productivity and asking departments to raise expectations for their staff. Ex.: When our custodian was out, two men came to my office to empty my wastepaper basket. When a data jack needed repair, three people came...one to do the work and two who didn't seem to have a role. At the same time it is difficult to get folks to come and do work. The reason given is lack of staff. It is very frustrating to try to get things done. It often takes months.
144. 10/16/2008 9:15:00 PM
- As the only research-intensive institution in the State and one of two graduate degree-granting institutions in the System, I think we need to stay the course to support these key functions. Also, we need to limit the duplication of effort in supporting lower-division courses when our system counterparts at the UHCCs do a fine job at preparing students for transfer into the "second half" of their baccalaureate degrees at UHM. When times call for belt-tightening, we cannot be all things to all people. We must focus on our unique qualities and support those things first and foremost.
145. 10/16/2008 9:15:00 PM
146. 10/16/2008 9:16:00 PM - Impose laboratory and technology fees -
- We have to remember that university enrollments increase during economic difficulties, so we want to accommodate these students as efficiently as possible and use the increased tuition revenue ideally. This means lowering administrative costs, freezing hiring of new faculty, but also marketing to attract students. Many science programs bring in large outside revenue, but lack in student revenue, so tuition revenue is not a sole discriminator. The two crowning programs within the UH system are astrophysics and oceanography; however, both lack a substantial number of students. So, we need to find a balance to protect our strengths while building up the rest of the University. Increased enrollment, increasing class sizes, slightly fewer TAs, and administrative cutbacks (move some full-time to part-time positions, etc.) may be enough to get us through difficult times.
147. 10/16/2008 9:17:00 PM
148. 10/16/2008 9:17:00 PM Encourage all faculty to stay home and telecommute when not actively teaching thereby reducing travel to UHM; have virtual office hours via Halawai; offer more online asynchronous classes to reduce carbon footprint.
- restructure the administrative offices to reduce the administrative staff (including administrators) and make the system more efficient restructure various policies (including but not limited to fiscal procedures) to streamline the process and thus require less intervention by the faculty involved (who are tearing their hair out trying to do all this and teach and do research) and will also reduce the need for administrative personnel Emphasize retirement incentives to shed some of the highest-income (and in many cases least productive) faculty members reduce the number of departments on campus in systematic and thoughtful ways (why do we have 94 departments) AND WITH FACULTY CONSULTATION reduce the number of athletic programs that UH supports (keep football because people love it but cut some other programs)
149. 10/16/2008 9:19:00 PM
- It is above Manoa's level, but perhaps the system needs to rethink duplication, internal competition, and access convenience to scale and locate higher education for economy and sustainability. Are we moving toward the right right balance of access to programs and affordability for the state? Get some more of those stickers from circa 1973 that were on every light switch to remind people to turn off lights etc when they weren't not needed. Revisit the administrative structure for the system with an eye toward flattening administrative levels. (We seem to be becoming more vertical these days.) Offer more flexibility in employment arrangements, like tenured not retired, but formally part-time. Perhaps as one semester per year. Adjust work hours to use buildings outside of the heat of the heat of the day --- more early and late classes, less AC demand. Re-open air flow in buildings that have been partially sealed and piece-meal air conditioned to re-establish the designed air through flow. Retrofit buildings that were designed for AC to provide shaded walls and windows and open air ventilation. Bar leaf blowers and other noise sources during class hours, so that open-window classrooms are quiet enough to function.
150. 10/16/2008 9:19:00 PM
- Downsize and streamline the administration at all levels. Decrease funding for underperforming departments and programs and transfer these funds to those departments and programs who are performing as or better

151. 10/16/2008 9:19:00 PM than expected with the funds currently at their disposal. (Note: this is not a call to axe smaller departments and programs that struggle to perform adequately with already small and decreasing budgets; many desperately need lost tenure lines and lectureships replaced as their enrollments soar.) Limit the number of teaching reductions that can be claimed by senior faculty. Increase admissions standards to counteract the inevitable increase in college applications that follow an economic downturn.
152. 10/16/2008 9:20:00 PM Instead of shutting down some buildings one day per week, close down the entire campus for 3 consecutive business days and a weekend per month.
153. 10/16/2008 9:20:00 PM Telephones! (Getting very cheap cell phones -- e.g., for GA offices -- and pay-as-you-go plans could result in a cost of around \$8-10 per month per phone, instead of the current phone charges of \$20+/month) Adjustments to amount of water used for each toilet flush. Use of energy efficient lighting throughout campus. Raise awareness about getting everyone to turn off lights, computers, printers when they leave their offices to teach classes, attend meetings, etc. More electronic, form-fillable forms that can be submitted electronically for a wide variety of UHM purposes. This could require hiring a few ITS GAs whose job it is to create form-fillable versions of forms for offices around campus.
154. 10/16/2008 9:20:00 PM reduce waste in landscaping (water, energy) institute sustainable building technologies (low flow toilets, motion sensor lighting systems, alternatives to air conditioning, power saving alternatives for computer labs such as smart strips or UPS)
155. 10/16/2008 9:21:00 PM How about investing in green roofs (also known as garden roofs) to reduce building temperatures and, consequently, the need for air conditioning? It's one of the current initiatives in sustainable building and an effective way to reduce energy consumption. I would also like to see the cost/benefit analysis of using solar and/or wind power on campus. We have abundant sunlight here - it would seem that there would be some role for solar panels or even a solar farm here on campus. And even now I can see the trees swaying from my Saunders office window - rooftop wind turbines should move beyond the simplistic model here in our rooftop and be utilized throughout campus. However, I think solar holds the most promise. While it is no doubt a heavy initial investment, the return on that investment would likely be an incredible cost savings and enable the university to avoid some unnecessary budget cuts elsewhere.
156. 10/16/2008 9:22:00 PM Reduce salaries of administrators. Institute post tenure review for full professors who serve as instructional faculty; those who are no longer productive in terms of research and scholarship should be asked to take on higher teaching loads. This is fair since full professors are paid so much more than the assistant and associate professors who are, in some cases, more active in their research/scholarship activities than full professors. If the university threatens all instructional faculty members (including assistant and associate professors) with higher teaching loads/larger class sizes, then these assistant and associate faculty members should demand renegotiations of requirements for tenure and/or promotion since it can not be expected that these faculty members would be able to produce the same amount of research/scholarship with increased class size and/or higher teaching loads. UHPA should be involved in such renegotiations. If these workload considerations are not addressed responsibly, then young faculty members (assistant/associate professors) who can leave will do so. What will be left at UH-Manoa will be costly full professors--some of whom represent very expensive dead wood. The result will be that UH's reputation as both a teaching and research institution will continue to decline precisely at a moment in which the chancellor hopes to recruit Hawaii's best students.
157. 10/16/2008 9:23:00 PM Coordination and streamlining of distance education efforts: Outreach College, Library, Financial Aid, CAFE', Laulima, tuition levels all conflict with each other at various points. We could be much farther ahead on less money if there were a system-wide coordination effort. Similarly, Interactive TV is dead and needs to be moved aside to make room for web conferencing. Retrain the staff. Sell the old, outdated TV infrastructure. Move on to something like Elluminate which the College of Education, Nursing School, and School of Social Work are using very successfully.
158. 10/16/2008 9:24:00 PM Encourage retirements by removing the "last three years" calculation for final salary. That way the large number of faculty that are waiting for the 11% raise to be factored into their last three years would retire. Raise tuition. Longer term: Study the models of "public" schools like the university of Virginia that have more or less weened themselves from public funding.

159. 10/16/2008 9:25:00 PM
 These suggestions address not cuts or savings, but rather emphasizes efforts to increase the sources of support for long-term stability by: a. university/faculty being more aggressive in seeking research grants from public and private sources, seeking additional foundation support for maintaining and improving facilities, and continuing the activities already in place to increase financial support from alumni; b. increasing efforts to develop a stronger relationship with the community, including political leadership (Governor, legislators), community leaders (e.g., CEOs of important corporations, institutions), and residents of the state who may not feel a strong connection with the university; c. increasing efforts to develop community leaders through university programs that reach out to the community to identify and recruit students from all segments of the local population who are the most likely to remain in Hawaii and feel a sense of loyalty and ownership to our university and a willingness to support it during difficult financial times (e.g., Gear Up project by SEED).
160. 10/16/2008 9:26:00 PM
 increase cost of on-campus housing, encourage academic programs to partner with community business/services, utilize health students in providing services to the community, cut the 'school newspaper' its useless, increase charges for vendors selling crap on campus
161. 10/16/2008 9:26:00 PM
 I think most agree that the first missions of UHM are research, graduate education, and undergraduate education. Every effort should be made to ensure that these three components survive the bad times that are coming. If necessary, this may mean sacrificing something that is popular with the public, such as the football program or even the entire athletic department. I hope the situation does not become that bad, but when we are asked to face 20% budget cuts (or more), we had better be prepared to amputate an arm to avoid cutting out the heart. On a smaller scale, we should try to fix all the leaky plumbing on campus. For months I have heard water running in the mens' room of my building. Many sinks have dripping fixtures. I imagine this is just the tip of the iceberg for plumbing problems.
162. 10/16/2008 9:27:00 PM
 Layers and layers of administration should be stripped away. Many of these people spend all of their time trying to prove the need for their existence. Instead, they do nothing but interfere with our primary mission of teaching students, and of course, they make sure that they regularly get spectacular raises. All the necessary cuts can be done in the administration without touching any academic programs. Also, stop all planning and actions for the consolidation of multiple colleges into one "super" Arts and Sciences college. It is a lunatic plan that claims to save money, but won't in the long run. Proponents also claim to have faculty support, but they do not. Over-riding the faculty as the Chancellor has already done (and is no doubt continuing to do) will teach her a great deal about the power of faculty passive resistance. She must be stopped before she creates yet another disaster.
163. 10/16/2008 9:28:00 PM
 Reduce Administrator salaries! Or reduce their numbers...
164. 10/16/2008 9:28:00 PM
 In any savings plan, serious consideration needs to go to not providing incentives to cut classes and decrease tuition dollars. At present, it seems departments could choose paths that did not help retain and increase enrollment. Further, finding ways to be entrepreneurial and innovative need to be rewarded to increase new areas that can raise additional dollars. Too much emphasis is on what to cut, not how to increase revenues.
165. 10/16/2008 9:30:00 PM
 Requiring faculty to be at work instead of working downtown or at so many university-paid national and international conferences.
166. 10/16/2008 9:31:00 PM
 This is hard to answer because we have already cut in areas where there was a clear way of cutting without major structural damage to the campus. We are at the bone now. The fat is gone. Perhaps some small programs or schools must be closed or consolidated. Perhaps it's time for a dramatic proposal that would alert the public about how dire the situation has become, but anything of that sort will probably not be practical in the long run, and it will demoralize those in the targetted area. We need to think about recommending cuts that will not result in massive departures of our leading faculty members, the new faculty, and prevent our recruiting and retaining top graduate students. That sort of proposal may not be possible now, but we have to try to avert a disaster that will set the place back for decades.
167. 10/16/2008 9:31:00 PM
 Eliminate the Sociology Department.
- Reduce ADMINISTRATIVE SALARIES & PERSONNEL the level and number of administrators keeps

168. 10/16/2008 9:31:00 PM growing; They are NOT involved in student learning & retention? How many program officers & "Vice-whatevers!" does Hawaii Hall need? The same goes for UH System Admin Personnel. The bureaucratic paper pushers at the top earn excessive salaries. I don't know what "40% post-retirement means"? An aggressive retirement program that encourages high-salary, low-productive faculty to move on (but NOT return to double-dip as happened in the 90s) this would free up salary funds for new faculty at reasonable salaries
169. 10/16/2008 9:34:00 PM Consider going paperless. It saves on having to buy paper, which does amount to a lot of money. Many of the paper we use is only to print out things that we already have saved on our computers. Eventually those pieces of paper may get lost and another one has to be printed for whatever reason. This is a waste. All staff and faculty receive paper print-outs of their pay stubs. I believe there is no need for this. Have it available online. The military does this with their soldier's pay and it works out well.
170. 10/16/2008 9:34:00 PM Cutting administrative functions is preferable to cutting mission-critical aspects of the University. Seeking private support/donations.
171. 10/16/2008 9:36:00 PM The questions on energy and air-conditioning puzzle me. Why can't we simply be selective about where and when we run AC? I work in the Art building which has virtually no AC--only classrooms and none of the offices. When I visit many other buildings on campus, I find people complaining constantly about how cold it is while I sit in my office sweating. If AC and energy costs are really such an issue, then there need to be considerable upgrades to bring various offices and buildings into parity and greater efficiency. Either everyone should have access to energy-efficient AC or no one should. Instead of contemplating a shorter teaching week so that AC can be turned off, why not just turn off AC throughout campus periodically and continue business as usual. What, for example, are the energy expenses for off-peak hours in buildings and offices that are more or less empty? And/or, why not only run AC in instructional spaces and in environments where temperature and humidity control is essential to maintain and preserve University resources (archives, libraries, galleries, etc.). It is simply not fair that most faculty offices in my building (and others) have absolutely no climate control, while administration and most other departments experience excessively cold temperatures. It is a ridiculous, wasteful, and unfair situation.
172. 10/16/2008 9:37:00 PM Cut administrative overhead.
173. 10/16/2008 9:37:00 PM --by not doing the proposed re-org of Arts and Sciences. It seems fiscally irresponsible to undertake such an operation during the worst financial market we have seen since 1929!
174. 10/16/2008 9:38:00 PM 1. When centralizing and streamlining administrative service functions using IT solutions, less signatures, IT automation of object codes in IT platforms at centralized level not departments, including date stamps. Have errors corrected at central location (personnel and fiscal) without sending back hardcopy forms (eliminate extension time for reimbursement from 3 months to 3 weeks, and lost paperwork) to speed processing of personnel and fiscal actions/reimbursements. 2. Streamline academic scheduling, course listing and modification, catalog, and other academic/course listings with IT input and correction from departments. Save staff time making changes on paper, checking and rechecking things 3+ times for each transaction. 3. Have paychecks, travel and relocation checks directly deposited in faculty members checking accounts with email notification and reimbursement forms. Relocation expenses should be pre-paid moving expenses at maximum amounts and any over that amount approved by Chancellor to be reimbursed.
175. 10/16/2008 9:39:00 PM By eliminating programs with few students that do not generate much grant revenue, especially if there are programs that do not have strong academic reputations. UH should also press harder to see where we might increase funding rather than just looking at budget cuts. Could UH increase alumni contributions, for example? Could UH get more contributions from local businesses?
176. 10/16/2008 9:40:00 PM By cutting administration personnel and not doing administration restructuring as is being done now in Humanities. Stop it!
- Invest in training graduate students to teach introductory courses--traditionally, they work at lower paycales with which they are still able to support themselves, yet research shows that instructors who are closer to

177. 10/16/2008 9:40:00 PM students' age and stage of learning can connect with students and explain more clearly at their level; plus, the TAs themselves can gain teaching experience for future job applications. The excessive salaries for certain individuals might be voluntarily or institutionally reduced; e.g., the Chancellor.
178. 10/16/2008 9:40:00 PM Tenured administrators, APT and Faculty should be included--this is where the biggest potential savings can be found. Dead wood abounds at UH and it is gold-plated dead wood. The university would be much more efficient with a more rigorous cost-benefit analysis.
179. 10/16/2008 9:46:00 PM We have to stop thinking about "savings" as the only way to survive. It's one important area in tough financial times, but generating program funds is another area that must be considered. With this in mind, we should make entrepreneurship a priority across the UH system. That means that the fiscal system needs to be radically revamped to allow for greater flexibility (within a proper business structure) in all areas of access to and use of "S" and RTRF funds and other expendable accounts (and the legislature needs to understand how this benefits UH and the state). We can keep cutting and cutting and like a tree that's had all of its branches lopped off, we'll just end up as a stump. We have many budding business minds here that have their entrepreneurial spirit crushed by a fiscal system that begins each dialogue with the word "NO."
180. 10/16/2008 9:48:00 PM Do more to conserve water, electrical use; reduce, reuse, recycle wherever possible;
181. 10/16/2008 9:50:00 PM 1. Collaboration among Manoa, Hilo, West Oahu and community colleges so as to NOT duplicate services. 2. Consider giving some Manoa undergraduate program to West Oahu - like Dental, Nursing and Teacher Education.
182. 10/16/2008 9:57:00 PM A more aggressive staff monitoring program to help replace and reduce admin and staff time wasting and inefficiency.
183. 10/16/2008 10:02:00 PM Streamline the bureaucracy--for example anything that has to be done in person in registering for a class could be done electronically
184. 10/16/2008 10:04:00 PM Eliminate or suspend non-essential courses that are being taught by non-tenure track faculty. Increased course load for non-research-active tenured faculty. Lab Fees - Students should bear the cost of the lab supplies and broken equipment and glassware. This is standard (and has been for decades) at most major public universities. Reduced air-conditioning use. AC units should be set to higher temperatures. Some buildings and rooms really don't need AC, especially in the winter.
185. 10/16/2008 10:04:00 PM Simply turn down the air conditioning by 4 degrees, please!
186. 10/16/2008 10:08:00 PM Increase number of out-of-state students. Raise and level entry standards which would then could justify increase in tuition. Continue devolution and lobby to leave the UH System with its redundant Presidential administrative layer and set up UHM as an entity unto itself.
187. 10/16/2008 10:08:00 PM 1. Increase tuition but also increase need-based scholarships. 2. Get better fund-raising people.
188. 10/16/2008 10:10:00 PM All buildings converted to wind, solar and green power immediately...paid for by the gates foundation as a living laboratory in innovative education.
189. 10/16/2008 10:10:00 PM Increase payments for graduate students, this way they do not need to get extra jobs to support themselves. Otherwise they get extra jobs and end up spending longer on their projects. This leads to longer stays for graduate students.
190. 10/16/2008 10:10:00 PM I find this survey potentially harmful in its indiscriminate and/or unexplained listing of options. Things are much more complicated than this simplistic survey suggests.
1. Install lights-off timers in all buildings so that lights will be shut down at night between, say, 12:00 and 5:00 AM. 2. Shut the campus down at night after perhaps 10:00 PM. Clear and lock the buildings, and shut down unneeded systems (AC, lights) where possible. 2. Eliminate or mothball some or all athletic programs that do

191. 10/16/2008 10:11:00 PM not pay for themselves. Reduce large salaries for head coaches. Permit athletic programs only if they are 100% privately funded. 3. Raise tuition and fees significantly so that they are more in line with comparable institutions 4. Retrofit campus buildings so that energy use is conserved (seal AC leaks, install insulating glass, replace inefficient light fixtures, install water faucets that shut off automatically after a few seconds, etc, etc). 5. Hire competent professionals to conduct aggressive fund-raising for the University, as other universities do. 6. Explore naming opportunities for schools and buildings. 7. Implement a long-range plan to become at least partially independent of Legislative funding whims, with the ultimate goal of becoming self-supporting. 8. Raise parking fees significantly and use the additional income to preserve programs. 9. Maintain campus buildings and facilities on an aggressive and ongoing basis. Deferred maintenance for short-term financial savings has produced our currently enormous and hugely expensive repair backlogs.
192. 10/16/2008 10:12:00 PM While savings are fine, I would like you to consider making Voter Registration and Voting a high priority for the UH system. It could easily be done, with NO EXPENSE, by simply having a check box on the UH Registration Form, saying that the student wishes to Register to Vote. This is done when you apply for a Driver's License. Why not when you register at UH? The On-Site Voting at UH Manoa and Windward Community College are Great! But we need the University System to publicize and advertise that it is available. Very few students are aware of this. The message sent recently on UH Email was very good. But student awareness is still low. Aloha Dave Spafford UHM Botany RA 383-0942
193. 10/16/2008 10:12:00 PM 1. Reduce the amount of parking attendants 2. Rent out facilities for concerts and conferences 3. Open eating areas to outside vendors for rent and % sales.
194. 10/16/2008 10:13:00 PM • Diminish the incredible amount of useless paperwork. A much better use of electronic resources could be conceived. • Implement mandatory recycling in every single department. • Make the A/C adjustable at the micro-level, if possible in every room. Now, the A/C is running day and night in buildings that are poorly isolated and this generates an incredible waste. Cutting it across the campus is ridiculous, because many faculty such as myself come during the weekend to do their research. • Public transportation, such as shuttles, should use engines running on electricity or non-fuel gas and be available after 6 p.m. • A permanent endowment for UH should be established, similar to what is available in all reputable universities, so that our institution is no so miserably affected each time the conjuncture changes.
195. 10/16/2008 10:13:00 PM While many functions of the university fulfilled by student-workers require legal compensation, other functions could be covered by student volunteers. I would like to see more opportunities for student volunteers to help their departments with volunteer labor. Non-paid volunteer work could include: *anonymous data entry *phone & reception services *representation at campus and community events *RECYCLING!!! *building maintenance *energy use checkers (ex. students who volunteer to check that lights are turned off after classrooms have at least one hour of non-use)
196. 10/16/2008 10:16:00 PM There are significant numbers of out of date positions.
197. 10/16/2008 10:17:00 PM I don't know how the Rainbow shuttle fits in, but I would be for using that only for students who qualify for mobility issues. When I was an undergraduate, we walked or biked. We didn't have a shuttle.
198. 10/16/2008 10:18:00 PM Increase requirements for enrollment- higher GPA. 4 day week won't work as so many students work part time, delay getting the classes they need. 4-5 years to graduate. Air con essential in science labs for equipment- microscope lenses damaged by mold. Adjust large air con systems to more reasonable temp (ie not freezer lockers). More web based classes- but if you do this provide faculty with the staff/help to get their course on the web. Charge a Lab fee for lab courses- cover supplies and specimens etc. DO NOT CUT- health care, psych care, campus security (essential service), advising staff for Arts and Sciences.
199. 10/16/2008 10:20:00 PM Invest in facilities to make building temperatures controllable. We need the AC, but some buildings are so cold that people run space heaters and wear coats indoors. It's essential for the units in the UH system to collaborate and agree on the programs they offer to eliminate duplication.
200. 10/16/2008 10:21:00 PM Start with the BOR/System Staff pages in the current UH Directory. It runs to nine pages in the 2007-08 version. Then go to the UHM Administration page and count the number of VCs and Associate VCs and

201. 10/16/2008 10:24:00 PM Assistants to people needing assistants, etc. etc. Fat, fat, fat.
201. 10/16/2008 10:24:00 PM Do not build a new campus at West Oahu - it is not needed, especially with Rail going in Decrease inefficiency with Fiscal offices following needless/mindless rules of the State. Go back to independence of RCUH w/o DUOs etc
202. 10/16/2008 10:28:00 PM PLEASE PLEASE PLEASE consider turning down the Air Conditioning in the buildings!!!!!! The buildings are so unbelievably cold that students are constantly bringing blankets and wearing sweatshirts and jeans to class!!!! This is NOT NORMAL for any university!!!! We, the instructors, are FREEZING and half the time the windows are open to warm it up!!!! We have no control over the thermostats for our classrooms and our students are complaining about it. Windows & doors to the buildings are left open (either purposely or accidentally) to warm them up.....WHAT A WASTE OF MONEY!!!!!!!!!! PLEASE DO SOMETHING ABOUT THIS- NO ONE, I MEAN NO ONE, NEEDS TO BE THIS COLD WHILE TAKING OR TEACHING A CLASS!!!!!! It is extremely uncomfortable to work (whether teaching or learning) in this kind of environment!!! From what is advertised on the internet, the electric bill for the University of Hawai'i is \$1.5 million dollars every month!!!!!! \$18 million a year???? This is ABSURD!!!!!! WE COULD FEED A STARVING COUNTRY WITH THIS MONEY!!!!!! This is where you can get the most substantial savings for the University of Hawai'i. PLEASE DO SOMETHING ABOUT THIS!!! At least look into the proposals..."According to the audit recommendations, if the University installed various conservation and renewable energy measures, at the cost of \$1,024,000, the energy load at Saunders would be reduced by 39%, and the renovation would pay for itself in 6 and 1/2 years." If this would be taken seriously, perhaps we wouldn't have to "face very significant financial challenges"!!!!!!!!!!!! DO SOMETHING!!!!!!!!!!
203. 10/16/2008 10:29:00 PM -- more energy-saving measures: turning off lights, etc. -- increase information for extramural grants, fellowships, etc.
204. 10/16/2008 10:31:00 PM Need to increase public-private partnerships! Even though we are a "state school," UH is too reliant on legislature funding and too tied into the fluctuations of the state's economy. More aggressive fundraising and targeting of corporate and foundation funding (i.e. the same way that U of Michigan has Ford Foundation money, Rockefeller Foundation money, and so on) can help UH weather the state's ups and downs. Of course, in economic bad times, private sources of money might decline, but in general, there are still foundations, corporations, and individuals who are willing to take part in higher education partnerships. No need to re-invent the wheel here -- there are dozens of other "state schools" that have been very akamai about tapping into the few-to-tens-of-millions-of-dollars that foundations are willing to give away for good causes. Talk to Michigan! Talk to some of the more financially successful divisions of the University of California system! We don't necessarily have to "prostitute" ourselves, per se, but UH (and even the State of Hawai'i in general) can do much more in courting foundation dollars for a number of different causes -- especially education! (As a side note, I wish our current governor would think less about what can be cut from the DOE at the K-12 level and more about what corporations and industries could do in revitalizing our schools from the pre-K level, all the way up to the post-graduate level.)
205. 10/16/2008 10:34:00 PM AC could be turned off or down even during the week, especially in very cold buildings that don't have a specific reason for being kept at such a low temperature. For instance, Moore and Kuykendall don't have any (science) lab requiring low temperature. Lectures, TAs and GAs do the job at a cheaper cost than faculty. Doesn't seem in the university's interest to cut them. Many administrative services/departments overlap and should be centralized. Whenever you have to turn in a form, you have to turn in the same info to grad division, personnel, library, and more. They should share info. Whenever the terms of my contract have changed in the past, I had to run from place to place because the divisions don't share info.
- 1) It is more important for us to staff our classes than to have telephones; turn off all but a few phones in each department; we all have cell. phones anyway. 2) Can evening and weekend classes and activities be combined into a certain few buildings, allowing others to be (partially) shut down after certain times? 3) Improve how retired faculty are paid: 1 retired prof. in our dept. could only be paid as a lecturer, so we did not ask him to teach a graduate class for us; the students lost out. 4)Can faculty in low-enrolled programs be asked to teach 1-2 extra classes per year to help justify their programs (albeit in related programs, Writing Intensive, for Honors, Service Learning, etc.)? 5)Classrooms are NOT available NOW, making a 4-day schedule nearly

- impossible? 6)How do we know how to respond to the TUITION REDISTRIBUTION and RTRF REDISTRIBUTION items when we currently do not know how they are used? 7)If my department generates \$726,120 in tuition by teaching 30 classes with temporary lecturers earning the lowest salary = \$117,000, what happens to the other \$509,120 tuition money? Why does our Dean say there may be no money to pay those lecturers? A downward spiral will occur if we start teaching less sections, generating ever less tuition money. 8) What happens with Summer Sessions and Outreach? Do they pay for themselves? Should we try to INCREASE the number of classes we are teaching through Outreach for credit? Or are they not so profitable? Would the public pay a bit more for those night/weekend classes? 9)Can a formula be developed by the University to recoup some of the funds generated by our somewhat expensive study abroad programs? Some of the money should go back to support the programs of the students and professors participating as a reward. Students pay a lot for some average experiences, while the study abroad center makes a good deal of money off of each student. (i.e., can some of those monies be sent back to the Departments sending the students and professors oversease to reward/support the programs?) 10)Many mainland schools teach 14-15 weeks rather than UH's 16+ week calendar. While this may require BOR/Legislative approval, we could save some money by reducing the calendar to 14, 14.5, or 15 week semesters, allowing us to shut campus down for 2-3 more weeks each year. 11)Our seniors citizens attend classes for free. We have dozens of them sitting in our classes. Is it time we AT LEAST asked for some sort of minimal, first time fee or donation. They should be willing to help us out with at least a one-time donation. If we show them how much a resident pays for the class, they might voluntarily offer a one time payment equivalent to one credit (\$119.80) Or perhaps we could finally get credit for all those seniors through a one-time application fee, the same as our students pay. It may add up to more than we realize! We can survey the senior citizens in our classes to get their reactions?! This could be two-tiers: one application fee for alumni, versus a slightly higher application fee for non-alumni, to be more respectful of our alums. And, we could make it a Suggested Donation, rather than an obligation. Or try something like a mimimum student fee per class (a \$25 processing fee) 12) please reach out to the Western schools we have agreements with and reconsider the tuition agreements we have. Maybe too many students are enjoying life in Hawaii for the same price as living and studying in Arizona or Oregon. It could be set up so that there is a more expensive NON-RESIDENT, middle-tuition for participating Western state schools and a RESIDENT tuition--giving us three tiers. 13)Can we offer any type of incentive to studetns who finish on time to save space for others? Not sure how this would affect our bottom line. 14) CAUTION: Class sizes should not be increased in most disciplines--we would end up increasing our drop out rates so that our retention and graduation rates would deteriorate rather than improve. 15) If we do raise slightly our entrance requirements, we would shrink our student population by having more students start at the community college.
206. 10/16/2008 10:35:00 PM
207. 10/16/2008 10:44:00 PM Huge cuts in the number of administrators, eg assiatnt and associate deans,, etc.
208. 10/16/2008 10:47:00 PM We should be looking to reduce the number of administrators—system-wide—before we consider cuts in programs. The role of President and Manoa Chancellor could be combined, as it was in the past. There is a lot of administrative bloat that could do with trimming.
209. 10/16/2008 10:49:00 PM early incentive retirement to encourage high paying full professors to retire seriously review provisional programs, programs that are low enrolled and consolidate programs
210. 10/16/2008 10:54:00 PM Get rid of West Oahu. Cut back on the higher ups, i.e., upper level administration. Generally, they screw things up.
211. 10/16/2008 10:57:00 PM Cut back on sabbatical leaves. Analyse "productivity" , "quality" and "outcome". Analyze using ONLY a business model...without "quality" only "quantity" and ability to generate income. Seek entreprenreurial proposals which can be adopted and initiated quickly.
212. 10/16/2008 10:57:00 PM Cut the staff employed by the UH System.
213. 10/16/2008 11:01:00 PM Is there a way to adjust the temperature of the buildings? There are offices that are so cold, folks are bringing floor heaters to warm themselves! Ouch!\$\$\$\$\$
214. 10/16/2008 11:03:00 PM Reduce Hawaiian Studies budget.

- 215. 10/16/2008 11:06:00 PM

I am amazed at the effort it takes to get recurring bills paid--i.e. subscriptions where you have already demonstrated the value of the resource and you are now renewing the subscription at of course a percentage increase from the year before. Personnel--hiring, etc. Surely this process can be streamlined and made a more cost-effective operation. Imbalance of workloads among even the teaching faculty. there must be a way to get it handle on this and make it more fair and equitable for all...some of this would have to come from a more effective evaluation process.
- 216. 10/16/2008 11:12:00 PM

Reduce the number of administrators at Bachman, reduce the salaries of the highest paid E/M. Aggressively promote recycling and reuse Implement a technology fee paid by students to cover cost of buying new computer and network equipment for classrooms, ITS and the Libraries Without knowing how much of the campus or system budget is "discretionary" it is difficult to make informed suggestions. For instance, is non-federal-research-funded travel a large expense? If yes, then substitute virtual conferences and meetings rather than traveling might save money, if it is not a large expense it would not make a difference.
- 217. 10/16/2008 11:16:00 PM

By not spending money unnecessarily and making investments in areas that will benefit the long term. For example, it was a complete waste of money to purchase two segways for security. The university could also save a lot of money by looking at their electricity bill. UHM could create MORE GAships and TAships to eliminate lectureships while strengthening their graduate programs and therefore faculty research. It would also be useful to hire people who can actual manage the budget properly. The tendency of this university to cut budgets and not plan long term and think about investment will ultimately cause its demise.
- 218. 10/16/2008 11:16:00 PM

Charge a lot more for UH parking to generate money for the University. This would also promote people to use alternative transportation, i.e. the boat, the bus, carpool, bike, walk, etc. Come up with a campaign to recycle for UH. Cans and bottles collected would be donated to UH and would be used to help pay for lectures and renovations. Design future buildings and renovate old buildings (i.e. MOORE HALL) so that they do not rely on AC to keep cool. Windows that open and close that would channel wind through the building. Better architecture. Redesign the semester; make it shorter. This would reduce our energy costs. Award prizes (free laptop, free semester of parking, etc.) for the best idea of how the University could successfully save UH money without cutting back on small programs, lecturers and raising tuition too much.... Open UH up to give more concerts. Focus more on academics than on sports! Perhaps, lower tuition significantly in order to attract students from mainland and the islands.
- 219. 10/16/2008 11:17:00 PM

Given that you have to wear a sweater in most buildings with air conditioning, the first step might be to set the air conditioning at 75. This would still eliminate humidity without freezing out occupants. Increase parking fees? It seems like the best way to save is to eliminate as many layers of administrative bureaucracy as possible - the number of hoops you have to jump through here to do anything is pretty high.
- 220. 10/16/2008 11:21:00 PM

Allow competitive bids from off-campus vendors to compete with on-campus facilities for maintenance and repair.
- 221. 10/16/2008 11:22:00 PM

fire administrators, stop giving chancellors huge paychecks and bonuses.
- 222. 10/16/2008 11:24:00 PM

INCREASE PARKING FEES INCREASE PRICE OF PARKING PERMITS MORE EFFICIENT CAMPUS SECURITY BUDGET CUTS ON CLIC-LAB MONITORS (MAJORITY OF THE TIME THEY ARE PLAYING GAMES)
- Could research grants be placed in interest bearing accounts such as Mega Money at the UHFCU, and interes be put into overhead accounts receivable? In terms of energy savings, so much could be done, from solar and wind generators on every building, to installing green roof systems to help keep buildings cool and even generate research data in this burgeoning field, and lead to federal grants in energy efficiency. As for athletic programs, it seems that the big ticket item sports could be managed better such that the entire program at leas breaks even without having to draw on general university funds. I attend football games, and based on the NFL style pricing of attending games at Aloha stadium, it is surprising that the program finishes in the red every year. I do not understand the finances, but after a fat payout from the BCS Sugar Bowl last year, it is inexcusable to be in debt once all the invoices and salaries are paid for the season. I can only hope Donovan is looking towards making he program self sustaining, because as much as I'd hate to see any cuts, it will be

223. 10/16/2008 11:26:00 PM increasingly hard to justify the huge salaries of head coaches and taking money from the general fund to pay these salaries. Areas such as fund raising from alumni and ethnic minority funding sources should be explored to the fullest. In terms of tuition, UH is still a bargain and I think tuition should be raised. A quality university degree should be expected to cost a bunch of money. This idea that it should be cheap, or free, is unrealistic, and is part of the mentality that has led to the current status of some of the poor academic programs and woeful condition of the facilities. Hard decisions need to be made. You cannot get something great in life without paying for it. If we want the academic environment at UH to be great, tuition has to be increased, period. If this weeds out 10% of the student body, I think it is worth it to streamline and improve curricula and infrastructure. Also, I am in favor of tenure review. Of the 3 or 4 universities that I have been associated with including large public mainland universities such as the University of California and Texas A&M University UH has the most serious faculty "dead wood" problem, and I understand that a big part of that situation might be accounted for by the 6 year, end loaded contract that kept older faculty on until the contract finished, but the problem is severe in many departments and should be addressed aggressively. Younger, more vigorous faculty need to be given the opportunity to invigorate this institution, while simultaneously bringing in more grant money, for lower salaries (starting asst professor salaries vs. large unwieldy senior faculty salaries), and this accomplishes a number of important objectives to improve the overall quality of this university. As
224. 10/16/2008 11:28:00 PM Develop a merit program where faculty can voluntarily (1) increasing teaching loads, (2) help with landscaping (with students also), (3) help with maintenance, (4) organize and lead student groups in service learning to help with the operation of the university and (5) conduct tours; After accumulating sufficient points, merit increases will be awarded. [At a future date after this economically difficult period]. Instead of "cutting"; can we develop programs that generate income for the university? Increase community learning for a fee; night or weekend classes; many seniors need classes to attend; Use students as volunteers to help teach some of these classes. Have integrated programs (That is, a course on medicinal plants for example; how to grow and propagate them; how to prepare them; how to communicate in another language about them; what products can be made; what environmental designs will allow urban gardens with these plants; math concepts using this plant and its production; religious and philosophical considerations, etc).
225. 10/16/2008 11:34:00 PM You simply cannot cut on certain things having to do with the core "business" of our University: that is teaching and learning and research. If you cut teachers, or even lecturers or GA's, this will set a precedent, and many that maybe initially kept their jobs, will think of leaving as they will think their position is shaky. Many grad students will think of other schools if they cannot count on TA ships. So what will happen to graduate programs? What will happen, hence, to the reputation of our university? Stop providing free buses to football games. Do we really need a shuttle service within campus? Cut the salary of the football and other high profile coaches. Reduce waste in administration, if anything, but you cannot touch the teaching and learning! I am a concerned Teaching Assistant, by the way! Aloha.
226. 10/16/2008 11:39:00 PM Landscaping that requires less maintenance - i.e. using groundcovers that don't require frequent mowing like grass does. Less frequent mowing of grass. Reducing A/C temperatures but using more fans for air circulation. Require the use of thinner (cheaper) paper for non-official printing purposes, and changing all printer settings to print double sided. Requiring all printer replacements to be capable of printing duplex. Streamline campus shuttle operations. Don't improve facilities that are in dire need of replacement within a few years. Improve the ones that will not be replaced for a long time.
227. 10/16/2008 11:39:00 PM Reduce spending on non-utilitarian landscaping.
228. 10/16/2008 11:39:00 PM Form a student volunteer organization - something that will be "prestigious" or "honorable" to be in so that the students can put it on their resume/CV for applications for jobs and graduate/professional school. The volunteer organization should be committed to betterment of the University of Hawaii (at Manoa). Students can volunteer their time to maintaing the grounds, cleaning the classroom, volunteering wherever there is a campus need. Perhaps some expense can be cut down. The leader(s) of the organization should be one that holds considerable respect.
1. provide for added cost/course fee system with money collected going directly to the department incurring additional expenses for some courses; 2. Sell West Oahu campus land & buildings. Why do we need a

- 229. 10/16/2008 11:41:00 PM

"branch office" when our home office is falling apart but has the most outstanding workers? This was a terrible idea in the first place--supported by partisan legislators that no UH President has had the guts to tackle. 3. Increase admissions standards at Manoa if you raise class sizes. 4. Provide for entrepreneurial development of financially profitable online programs and courses. Our system-wide distance learning program needs a "czar" with the funding to motivate---organize---and promote cash friendly educational opportunities that also meet our mission. Allow departments to keep at least a portion of revenue from entrepreneurial activities such as distance learning. Otherwise--why bust our butts? Just more work with fewer resources. West Oahu could "go away" with sufficient online opportunities for local residents AND the Asia/Pacific Rim residents that we need to better serve away from our campus. Economics will prevent travel to our institutions...let's take the institution to the student via distance learning.
- 230. 10/16/2008 11:42:00 PM

Mandate use of E-College type courses where feasible. Offer courses on weekends to increase enrollment w/o increasing faculty salaries or overload. Offer tuition waivers to dependents of UH faculty and that faculty member does not get a salary increase or modified salary increase depending on the amount of tuition amount used.
- 231. 10/16/2008 11:45:00 PM

I believe a 4 day work week would save a tremendous amount of money if enforced properly. Hiring security to walk around to make sure lights and computers are off. Fine departments when these devices are left on after hours. This is the only way to make sure the facilities are truly shut down and accomplish the goal of saving the greatest amount of money.
- 232. 10/16/2008 11:50:00 PM

generate income by increasing parking fees and tuition campus wide education re: energy efficiency, shutting off phantom power loads, turning off lights,etc.. install PV and solar hot water where possible
- 233. 10/16/2008 11:51:00 PM

Reduce administrative costs: do not hire additional deans and other administrators. In fact, eliminate a number of administrative positions.
- 234. 10/16/2008 11:51:00 PM

Cut outrageous salaries for administrators. Our history shows that our best administrators have come from the faculty, and such people should be well rewarded, but not with salaries incredibly above that of regular faculty. Think of the capable people who serve for free as leaders of the faculty senate. Cut the size of the faculty and student body so as to raise standards of the students (which now border on educational fraud) and faculty; the coming wave of retirements should make this possible. To be implemented successfully such a program would require sophisticated administrative leadership by true scholars, not by the current class of "professional administrators". Favor areas that give more bang for the buck, either because they are incredibly valuable yet cheap to fund, like mathematics, or bring in big research dollars, like oceanography. (But be wise in predicting the future; groups that depend on our senior senator's ability to steer money to nonpeer reviewed projects may face a difficult period with his coming retirement.) Immediate incentives for early retirement; enlist creative faculty to draft a plan that will really save the University money in the long run.
- 235. 10/16/2008 11:53:00 PM

Eliminate the Manoa Chancellor & associated office & revert back to the pre-Dobelle University administration model.
- 236. 10/16/2008 11:54:00 PM

Every program has to be re-evaluated based on some enduring guiding principles that provide direction for the University. Adding more administrative layers does not help us achieve this outcome. Identify our priorities for excellence in undergraduate and graduate education and use that as the basis for moving forward. Coordinate changes system-wide in order to strengthen higher education cooperatively in the state rather than duplicate and divide our efforts.
- 237. 10/16/2008 11:55:00 PM

Outsource administration. Cyber teaching Hiring freeze Tenure freeze Eliminate entertainment athletics - Ok to keep academics (Phys ed etc) Greatly increase parking fees (e.g. daily parking \$10; monthly rates parking X 3) Completely outsource bookstore. use buildings as tourist dorms at night (only) end lawn maintenance completely initiate separate (administrative) charge for degree.... say \$2000 (give credit) reduce top 25% of salaries to some fixed amount. sell assets (aquarium, arboretum)
- 238. 10/16/2008 11:58:00 PM

Diversity and outreach type programs are nice ideas and things that should be maintained when money's available but aren't critical to the function of the university as an educational institution. Programs and

- administration services not directly related to the education of students should be the first to go. Campus security probably doesn't need any more of those fancy Segway scooters either.
239. 10/16/2008 11:59:00 PM Electricity. It is time to make aggressive changes in the use of energy on campus. Solar energy has not been explored enough.
240. 10/16/2008 11:59:00 PM 4-day class week...would be great except for situations where the classroom is in the admin/dept building Cut in repair & maintenance could result in serious hazardous situations (health/safety) that could result in a law suit What about UHM community volunteer clean up/repair sessions around campus Increase in tuition may become a reality, however we need to keep in mind how this will impact enrollment, how much more can we increase tuition without turning off potential students (economic/ affordability issues for students) Perhaps make off campus operations more accountable/participatory for their fiscal status (raise more funds on their own via fundraisers, grants, endowments, etc.) Streamline/consolidate services to make them more efficient & make supervisors/section head/director responsible/accountable for ensuring work is done, done correctly and efficiently (prime example custodial staff/groundskeepers) Streamline paperwork/forms - instead of manually filling the forms and sending 3-4+ copies of the completed form, set up an electronic system where the forms are form fillable and submitted electronically
241. 10/17/2008 12:24:00 AM get rid of the campus shuttle
242. 10/17/2008 12:25:00 AM 1. Are all faculty who are supposed to "teach" actually teaching? We might do away with many lecturers. 2. When a "leadership team" in a dept or college cannot "move" or "motivate" faculty and staff (for a number of reasons), many suggestions, especially from the top down won't get supported. This is unfortunate but true among some faculty and staff. 3. If there were a way to get everyone to buy into working together, there might be synergy to do more with less. However, when faculty feel alienated and unsupported, when chairs and college administrators are chosen not for their ability to lead, support, and/or motivate people, when they make decisions not carefully thought out (in terms of ramifications of proposed actions), or when these individuals are looking at their leadership positions to further their personal gain (or boost their egos), the faculty quickly see this and it becomes every man/woman for him (her)self. I sense that morale is not the best, even though we got unheard of raises in the last two years.
243. 10/17/2008 12:28:00 AM Spend a lot less money on football and football related activities and direct some of this money to other athletic programs.
244. 10/17/2008 12:31:00 AM Through REAL business process improvement we can save a lot of time. We cannot continue to use the excuse that "we've always done it this way." We have to change the systems and retrain all the staff to process things in the same efficient way. Every department/fiscal office has their own little rules. This is ridiculous and inefficient. We could adopt many of the improvements already developed by RCUH rather than having 2 systems. We should integrate the best of UH and RCUH processing and make them as much alike and efficient as possible so that personnel don't have to know 3 ways to do the same thing.
245. 10/17/2008 12:32:00 AM Reduce the number of administrative positions, at all levels (low management and executive lines).
246. 10/17/2008 12:37:00 AM Outsource some services so that we do not have to pay union wages and benefits.
247. 10/17/2008 12:41:00 AM Energy conservation should be a huge priority. Putting a freeze on administrators--not apt and secretarial help in those areas--but actual administrators.
248. 10/17/2008 12:50:00 AM 1) Decrease middle and upper management positions so they go back to doing teaching or research!!! 2) Make faculty responsible for turning off electricity and/or air if last person or have it on a timers. But need to look if resulting mildew etc is worse than just increasing the temperature of air conditioned rooms. We need better air conditioning management. 3) Have program look at efficiency and cost effectiveness of especially low enrollment programs or programs that do not meet state needs. Have everyone teach including administrators and "faculty."
249. 10/17/2008 1:02:00 AM Vertical cuts in programs. We can't do everything at UHM! Enhance the strong programs and cull out the weak

- ones.
250. 10/17/2008 1:08:00 AM Renting out certain facilities such as the stadiums and the Imin Center for international conventions, concerts, etc.
251. 10/17/2008 1:17:00 AM Make every effort to opt for digital communication instead of printing on paper. We can save on postage. Decrease number of phones in each department. We can forward calls to cell phones instead.
252. 10/17/2008 1:22:00 AM Commitment to open source software wherever feasible; faculty and students may buy microsoft if they desire Energy savings should redound, in part, to departments; in other words, make incentive for energy savings END THE WEST OAHU NIGHTMARE BEFORE MANOA IS KILLED!!!!!!!!!!!!
253. 10/17/2008 1:32:00 AM Streamline operations and staff in facilities. There is redundancy in some positions, resulting in low relative work loads for some staff. Provide part-time employment for UH students to work on campus for a wider variety of service functions, including facilities. Transition large, introductory lecture classes to distance education. This will reduce burdens on UH facilities, reduce scheduling conflicts, and potentially increase enrollment by part-time students looking to complete required courses for programs at other UH campuses.
254. 10/17/2008 1:37:00 AM Use a rake/broom, not leaf blowers. Mandate formation of energy -saving committees at each department - prizes for best energy savers. Solicit ideas for energy saving from campus community. Replace all bulbs with CFL where possible, Postpone or cut West Oahu campus plan. Postpone or delete new programs. Reduce use of paper - use more online resources. Increase sharing of resources across campus.
255. 10/17/2008 1:53:00 AM Cut administration....deans, associate deans etc....preserve faculty and student priorities and needs... NO TUITION INCREASES!!!!
256. 10/17/2008 1:58:00 AM - Utilize state of the art distance education technology such as Elluminate (synchronous web, real-time teaching platform) or other effective programs to deliver courses, meet with students, hold conferences and workshops. - Place most non-required courses in the Outreach college so they can pay for themselves. - Give reward incentives to units/schools with strong rates of graduation and enrollment. - Give reward incentives to units/schools that bring down their building electricity costs each year.
257. 10/17/2008 2:01:00 AM More efficient use of expensive high level administrators (E/M). Consider using more APT personnel for high level support services that do not require E/M level personnel. We should look for external funding more aggressively, and make sure that the necessary infrastructure for supporting efforts to seek external funding is preserved. Also, aggressively lobby with the State government to limit the cuts for the UHM.
258. 10/17/2008 2:11:00 AM Cut back on unnecessary events for students. I understand that there is a push to improve the "Manoa Experience," but nothing would undermine that experience as much as fewer professors, larger classes, old technology, and overworked teachers. Cut back on the fluff to provide the substance. I also think that athletics is a budget that should be cut back on. We are an institution of learning and research, not a professional sports team.
259. 10/17/2008 2:17:00 AM cut layers of administration in all areas--ie assoc dean, vice chancellor. have all administrators take a 15% cut in salary
260. 10/17/2008 2:22:00 AM Reduce the extreme bureacrcacy and administrative procedres in carrying out administrative matters, e.g., travel, hiring, purchasing, etc. Calibrate better temperature control in buildings & classrooms. Seems like some savings could be had there if ACs were not running at full blas.
261. 10/17/2008 2:25:00 AM Increase parking fees for faculty and administration; not for students. Rent out Andrews Amphitheater and other facilities for fundraisers, etc. Require everyone to use power strips and turn them off every evening - unless of course essential for operations. Sorry, can't think of anything else!
262. 10/17/2008 2:31:00 AM Consolidation of community college operations should be considered. This is a Statewide system and to consider building additonal colleges (West Hawaii) and new additions ot exisiting colleges really does not make

- sense.
263. 10/17/2008 2:35:00 AM definitely cut high salary administrator positions in UH system and UH Manoa Chancellor's office. Most of these positions do no teach or bring in extramural research dollars.
264. 10/17/2008 2:40:00 AM It is difficult to respond to may of the items in #2 without further explanation.
265. 10/17/2008 2:47:00 AM Cut unnecessary positions, like special directors, special assistants, etc. There's a lot of waste and fat in many of the UH offices, particularly in the system or central offices.
266. 10/17/2008 3:01:00 AM If we had exercised the foresight some of us have been calling for, and had engaged in a community-wide discussion of what the University of Hawaii should be like over the 21st century (an activity for which the Centennial provided a wonderful opportunity) we might have been able to have avoided this crisis or at least have been prepared for it by having a systemic, community-based, and yet realistic vision of a "University of Hawaii" fit for the new challenges and opportunities ahead. Without that preparation, the task will be protective, bloody and futile (especially if we are under the delusion that this is a temporary "storm" that we must "weather" for a while, rather than the beginning of a major transformation in the political economy of the state and the world).
267. 10/17/2008 3:01:00 AM i like the shutting off the a/c idea...or maybe even set the thermostats to a higher degree since it's usually freezing in classrooms anyway. but please do not cut the ga tuition wavers. there is no way the university would be able to attract competitive graduate researchers with this cut. as important as research interests are, food on the table is more important, and with the ridiculous cost of living in hawaii, without that support grad student would be smothered in the environment. increasing parking sticker costs might also help. or if the university recycled at all, it would get the refunds from that too.
268. 10/17/2008 3:04:00 AM Set thermostats lower in buildings (it is usually freezing) or rely on open windows or fans. Streamline beaurocracy in university programs (sometimes I am referred to three different offices until I find someone who can help me...after that office tries to refer me back to where I started) A University recycling program could bring in revenue.
269. 10/17/2008 3:08:00 AM stop increasing salaries for the administrators
270. 10/17/2008 3:10:00 AM I estimate that fifteen thousand dollars each year can be saved by downsizing the telephone system for the individual offices in Kuykendall (not the data links). The individual office phones are expensive with features and almost never used. Route calls through the main office switchboard number. Set up programs for each building in which faculty and students spend one weekend a semester enhancing the physical surroundings somehow -- cultivating plants, painting walls. Handled in the right way, b&g saves money and we build pride and respect for our place of learning. We will be entering an ear of enthusiastic volunteers.
271. 10/17/2008 3:10:00 AM energy, lights off in dorms, schools and buildings, recycling, overall making the campus greener, early retirement and drop tenure
272. 10/17/2008 3:14:00 AM In my experience with a product selection committee for a national health care organization, I found that large purchasing contracts are not always as good as they sound in theory. While commodity pricing may be guaranteed, equivalent products at lower pricing could often be found on a local level. You also may end up having to purchase something with features you do not need, because you are obligated to use a particular supplier (e.g., copy machines). In other words, take a look at contracts for things like furniture, office machines, vehicles, etc. Sometimes these lead you to be required to purchase the "500 ash tray";
273. 10/17/2008 3:15:00 AM The choice between staff cuts and maintenance budget cuts is truly a rock and a hard place. The physical plan at Manoa is generally a disgrace, with buildings that waste an enormous amount of energy everyday or are out of code and even dangerous. In the long run, investing in rebuilding "green" would save lots of money, but that doesn't help us short-term. Yet, we seem to be facing the possibility of firing all non-tenured instructional faculty and cutting back on staff in units that have already seen human resources significantly decline over the last ten years. Across the board cuts, however, are intrinsically dumb.

274. 10/17/2008 3:33:00 AM Is there truth to the rumor that administrative salary increases for 09-10 were recently approved by the BOR? If so, where do the resources for these increases come from and how are they justified in the current fiscal climate?
275. 10/17/2008 3:39:00 AM Look at moving to a less expensive (e.g. party line, no frills) telephone system for faculty. Printers shared by several faculty members
276. 10/17/2008 3:40:00 AM reorganize campus center, administratively and spatially. completely inefficient organization; huge drain on student and general funds. conserve water: invest in low-flow toilets, sinks, etc., cut back on sprinkler usage. LOWER the a/c in many buildings. it's no secret that Moore Hall for example is a frickin ice-box. capitalize the campus by renting out areas of certain buildings (e.g.: art bldg., dorms) to clothing, novelty, snack, sporting goods and other companies; turn the campus into a real college town.
277. 10/17/2008 3:43:00 AM ask administrators to take a 2-3% cut in salaries
278. 10/17/2008 4:38:00 AM Cut administration. Size has apparently increased phenomenally, to the point where initiatives etc are being created to justify such jobs vs supporting the missions of the UH. Bureaucracy at its worst. Rethink new campuses. Such facilities create more fixed expenditures without commensurate benefits. The system cannot adequately care for existing campuses, even without a fiscal crisis.
279. 10/17/2008 4:39:00 AM re-evaluate unproductive staff and faculty. Large numbers of administrative staff are likely to be unproductive, based on performance reviews conducted by their stakeholders (not fellow administrators) offer early retirement or terminate poor performing staff. based on my experience this must be at least 20% of current clerical help and admin people. Cut groundskeeping staff as well. I have never seen so many people wandering around doing so little, and with so little to be done.
280. 10/17/2008 5:05:00 AM Seek money from businesses by offering them advertising or other incentives. Expand the non-reserved parking lot, and increase the daily cost to park (in Canada, cost of parking at Universities can be as high as 7 dollars/day). Increase recycling of HI-5 and save the money. Increase continuing Ed classes for non-students. Increase tuition for the first two years. Sell patents.
281. 10/17/2008 5:22:00 AM This is a University where I-faculty receive course releases for any number of initiatives. Perhaps this should be revisited. Is the benefit to the University monitored to make sure the course release was a good trade-off? There appears to be a culture-lag in the use of hard copy vs electronic copies of articles, syllabi and other forms of teaching tools. Perhaps there should be more emphasis on making sure faculty are on board with the latest use of cost saving measures such as Laulima. Some of the smaller programs are afraid that, if they trim too close to the bone, the Administration will penalize them by viewing them as expendable or able to function on a shoestring even when the economic situation changes. Mahalo for allowing us to weigh in on this important initiative. Take care.
282. 10/17/2008 5:27:00 AM I think conservation of energy would help a great deal. Also, conservation of resources--paper, equipment (make do for longer w/ the older equipment until such time that something Punahou could afford might be within our grasp). We must remain accessible to the general populace--i.e. low-income service industry worker family member who wishes something better for the next generation. Cutting teaching positions doesn't make sense, nor does cutting support for students. I personally don't think that so much of our small resource pool should go to supporting athletics--whether it be vastly inequitable salaries for coaches, or millions for resurfacing a track that seemed perfectly functional as is...
283. 10/17/2008 5:29:00 AM As a new faculty member, I've been frankly appalled by the quantity and repetition in paperwork for everything from getting on the state payroll to proposing a new course. It is time consuming, inefficient, and expensive to process. Though I realize some is beyond your control (state system paperwork, for example), the paperwork burden is far in excess than any other university I've ever worked for. Can't some be consolidated (without creating yet more committees and more paperwork in the process)?
284. 10/17/2008 5:51:00 AM Tremendous waste of energy resources with AC being centrally controlled. One small thing would be to put timers on lights in libraries and in restrooms. This is commonplace everywhere else I have been. Invest in solar

- as a long term solution. It is getting cheaper as fuel prices rise, and Hawaii is nothing if not sunny. Put the roofs to use for us.
285. 10/17/2008 6:04:00 AM Fix Electrical and Airconditioning system to save \$
286. 10/17/2008 6:08:00 AM Administration - why do we need so many vice-chancellors and assistant vice-chancellors??
287. 10/17/2008 6:52:00 AM What about reconsidering all the administrative positions with salaries above 100.000\$, including all the athletic employees, instead of cutting on lectureships and teaching assistantships?
288. 10/17/2008 7:16:00 AM make faculty teach! Even tenured faculty should be teaching 2-4 classes/year--
289. 10/17/2008 8:34:00 AM Must preserve areas of excellence.
290. 10/17/2008 8:58:00 AM Reduce the number of administrators. Flatten the hierarchy. Clearly assess the return on investment of some administrators/managers. Centralize, consolidate, outsource some technology functions on campus. For example, use thin-clients for the library's and ITS's computer labs. This will reduce not only cost/maintenance of the hardware and software, but also reduce greatly electrical costs.
291. 10/17/2008 9:48:00 AM Administrative services, purchasing, overhead, wasteful spending
292. 10/17/2008 11:13:00 AM Fire the entire administration
293. 10/17/2008 2:09:00 PM Eliminate wasteful administrative positions. Reduce salaries 20-30% for administrators across the board. Reduce size and bureacracy of fiscal staffs. 10% reduction in faculty salaries. 1-2 day per month furlough for al
294. 10/17/2008 2:34:00 PM We need to cut the salaries of our obese, overpaid administrators. MCclain for instane should not be getting \$414,000, etc. We must lobby against West Oahu and other projects which will shred our finances.
295. 10/17/2008 4:51:00 PM 1. Dump the intercollegiate athletic program which adds absolutely nothing to the academic missions of the university, teaching, research and service, and eliminate our obscenely overpaid head football coach position. The University of Hawaii is a teaching and research institution, not part of the entertainment industry! And if the public cries "foul" because their Friday night fun has been curtailed, they may start to understand that they need to support the university [with cold hard cash], rather than take it so much for granted. NO FOOTBALL after the fall semester of 2008 is something that is guaranteed to get the attention of both legislators and voters. 2. Reduce the number of administrative positions and devolve administrative and self-governance functions to the faculty, as has been standard operating procedure in most major European universities for centuries. For example, the idea of adding yet another layer of bureaucracy at the A & S level [the proposal currently on the table] is going to be very difficult for the Chancellor's Office to defend, especially if day-to-day faculty members are going to take the hit. Expect a considerable push back from faculty and the faculty union, if this Hawaii Hall tries to implement this change without demonstrating clearly and publicly that the A & S super-dean office will be totally expense neutral. 3. A great deal of waste occurs during the fiscal administrative process, making it difficult to do purchasing at the best available price. The entire UH system needs to eliminate red-tape in procurement. This may mean that the top administrators will have to go to the Governor and the Legislature to secure much greater independence from state regulations in this area, but a bit of leadership in this area [especially in these times when the economic crisis should give them more leverage] is sorely needed. 4. Just turn off much of the air-conditioning or at least turn it down. Places like Hamilton Library need to keep the temperatures down to preserve their collections and this is probably the case in certain laboratories, too. But buildings like Moore Hall are kept at such ridiculously cold temperatures that people who work long hours in those buildings [secretaries, for example] have to wear sweaters. The thermostats in Moore simply do NOT work. If the work space gets a bit warmer, a lot of our faculty and staff will both understand and support the efforts of the administration. Ask for some sacrifices in areas such as these so we can keep on delivering the really important services of teaching, research, and service.
296. 10/17/2008 5:17:00 PM Turn down air conditioning across campus and especially at night. Students are freezing in the classrooms and

- the library during even the hottest days. It is a big waste to keep the rooms so cold.
297. 10/17/2008 5:26:00 PM Consolidating evening classroom use to 1 or 2 buildings. Closing buildings after 5pm to save energy. Limit/restrict faculty travel paid by UH funds.
298. 10/17/2008 5:50:00 PM Reduce salaries and benefits for the highest administrators, Deans and Department Chairs campus wide by 12%. Have them also teach at least one core class to remain current in the field of academia. Increase salaries of the lowest paid workers on campus by 10%.
299. 10/17/2008 5:54:00 PM We need to look towards alternative energy now, not in 5-10 years. We should be leading the state in modeling conservation, recycling and alternative energy. In certain disciplines the student's energy should be focused on providing actual physical support to the colleges. Why are we having to contract out equipment maintenance when there are students who could do the job and get valuable experience while doing so. We need to partner with more businesses and look within our own staff and students to help maintain and improve our campuses.
300. 10/17/2008 6:31:00 PM reduce overhead and unnecessary paperwork
301. 10/17/2008 7:09:00 PM Note that this survey only considers the University's teaching role, and ignores the importance of the University's research role, which brings in more than \$200 million of dollars in funding each year! I recommend that research productivity and success in bringing in extramural funding also be added to question 3 of this survey. Indeed, it was a gross oversight not to include any research component in this survey, because some of the lower enrollment programs in the university in fact bring in the largest amount of extramural funding.
302. 10/17/2008 7:10:00 PM 1) All administrators (deans, chancellors, vice-chancellors, sub-deans, whatever) who are academically qualified to do so should have to teach one class per semester in addition to what they are doing, with no extra pay. If they can't or don't want to teach, they shouldn't be at a university; let them go into business or government. 2) Procurement and management of funds at the university is a mess. Surely there can be some streamlining of functions within these offices that would result in savings that won't have an adverse effect on the university community (e.g., people having to wait months for reimbursements). 3) Drop that idiotic student exercise center or whatever it is that's supposed to be built next to the Campus Center. For a fraction of the cost, existing facilities in the quarry can be expanded & upgraded to allow for both athletes' and university community's use. The quarry facilities were not meant to be an exclusive fiefdom for the athletic program; we all pay for that and we were meant to have access.
303. 10/17/2008 7:24:00 PM Why do we need to keep Hamilton Library so cold? Also, the library hours of operation should be more evenly distributed. Instead of 7-12 M-F and only limited hours on the weekend, why not 7-10 M-F and 9-9 Sat and Sun? Students should be encouraged to study more on the weekend, rather than after 10pm during the week.
304. 10/17/2008 7:28:00 PM Reconsider positions at the administrative level.
305. 10/17/2008 7:28:00 PM A substantial part of the problem is that facilities are built with no long-term commitment to maintain them properly. I would suggest a moratorium on building any new facilities, including the UH West Oahu campus, until a serious commitment to maintenance is made.
306. 10/17/2008 7:40:00 PM Comment: On Question 3, it is a two-part question that I cannot really answer appropriately. I would keep band scholarships, but cut athletic scholarships. Athletics are overdone in higher ed institutions, but that's the State and UH money game that is played. To really save money, what about asking admin to cut their salaries by 10-20 percent. Look at the UHPA website under exec/managerial salaries...they are way out of line when compared to what admin does and compared to what faculty do and what faculty actually accomplish that can be measured. Admin could cut back their salaries by that amount and still make a very, very good living.
307. 10/17/2008 7:44:00 PM Some of our janitorial staff take extended (hour-long) breaks several times a day--maybe we don't need so many janitors.
308. 10/17/2008 7:54:00 PM Decrease the amount of AC used on a daily basis. The classrooms and buildings are unnecessarily cold. By changing the degree at which the AC is running the electric bill will significantly decrease. Turning off the AC 3

- days a week in addition to decreasing the amount of AC used on the other 4 days a week should seriously be considered.
309. 10/17/2008 8:11:00 PM I am no expert in these matters, but I think UH should consider raising tuition and then using a sizeable fraction of the increased revenue to expand need-based financial aid. I would not object to all of the increase going into financial aid. In that way, tuition would better reflect the real cost of what UH is providing. Students needing aid would be protected, provided they continued to make good use of their time, as reflected by acceptable grades
310. 10/17/2008 8:20:00 PM It is my understanding that some high level administrative salaries became bloated under President Dobbelle.
311. 10/17/2008 8:27:00 PM Fix dripping water faucets, leaking AC, turn AC down (we're freezing in offices and classrooms), install auto shut-off on lights, solar everywhere (why don't we already have it?!); fix broken old-boy facilities dept. (extremely slow to respond, frequent attitude problems, hanging around smoking in public areas (no one dares stop them apparently), creepy girl-watching, gatherings of electric carts to talk story, giving the impression they rest and hang out a lot, and don't claim we can't point to these things and have to be grateful for their work--the campus doesn't look good or clean enough to give them a pass on their poor attitude and low productivity, making us grovel for the slightest repairs); permit students in relevant programs to develop proposals and choose winners to implement their ideas, students can contribute a lot of creative solutions and learn in the process, UHM is an ideas laboratory so let the smart people on campus develop solutions, especially with students. Encourage telecommuting, telework, allow staff and faculty work from anywhere, trust employees to do their jobs without having to be in an office in a seat being observed. Employer distrust is destructive and costly because it is a fantasy that workers will under-perform, all evidence is to the contrary. Give us freedom and we will over-perform. Most jobs can be done with a hybrid schedule of on and off-campus presence. Purchase a large plot of land in Second Life (virtual world) for UH for distance learning and research (it is an inexpensive and fabulous simulation environment for experiments), for distance learning and collaborative work and international conferences, allow any program or faculty or researcher to utilize a portion of the land to develop educational and research projects--it is already working at San Jose State U. and hundreds of other universities are in SL, more joining all the time. Make it an institutional priority to develop work in SL to save millions\$. There are many faculty who would gladly become involved in this innovation for the betterment of education and research. Do not cut libraries further, they are the centerpiece of distance learning, FTF learning and research, and have endured the deepest cuts on campus over many years. They need to be cutting edge because IT is moving fast, invest in libraries to stay relevant in a digital and virtual world. Allow the UH libraries to join other university libraries in Second Life to extend services and digital collections to students and researchers.
312. 10/17/2008 8:34:00 PM Fewer administrators Dont build a new, second, unnecessary student gym next to campus center Energy efficiency, photovoltaic Open windows and use fans, no more frigidized buildings like Wist where the faculty wear sweaters
313. 10/17/2008 8:41:00 PM Alumni donations and grants
314. 10/17/2008 9:29:00 PM Limit and prioritize rigidly new programs. Repair and maintenance must be given high priority. Forty plus years of decay and maintence must not be overlooked, particularly lecture halls and laboratory facilities. Some of these facilities are simply atrocious and a disgrace for a top research and teaching institution.
315. 10/17/2008 11:30:00 PM Evaluate roles and functions of all UH administrators and determine which positions can be cut, consolidated or reclassified.
316. 10/17/2008 11:49:00 PM Require faculty to go "green" on all paper-related interactions with students except exams.....i.e., all documents emailed. Too many vice chancellors of this and that.....very expensive to keep these folks around They should teach one course per year.
317. 10/18/2008 12:22:00 AM What is RTRF?
318. 10/18/2008 1:09:00 AM Energy Efficiency. This is one of the worst campuses for energy efficiency I have ever been to.

319. 10/18/2008 1:19:00 AM Simplify everything, including all administrative procedures. Make more extensive use of IT services, such as going totally paperless. Provide funds for projects (of all sorts) that will yield future savings (such as developing IT services). Promote "telework" in creative ways that increase faculty and student productivity but save on the use of campus resources (such as power, water). Relocate some research facilities to inexpensive warehouse-like buildings that are not on campus. Emphasize preventative maintenance so that costly repairs are avoided.
320. 10/18/2008 2:36:00 AM Streamline the administration
321. 10/18/2008 3:00:00 AM cuts in the number of administrators.
322. 10/18/2008 3:06:00 AM increase parking fee from \$3.00 a day to \$5.00
323. 10/18/2008 3:22:00 AM Our paperwork processing system is inefficient to say the least--requiring multiple layers of signatures and long, lengthy delays. Our secretaries are overburdened with forms to fill in, process and file. As a faculty member (full professor), I've had to wait months and months to be reimbursed. Let's get some private industry efficiency experts in to help us streamline paperwork. Time too is money....And, it's certainly lost opportunity when faculty must spend so much time completing paperwork. Also, do a cost-benefit analysis on the current efforts at "accreditation". Take an honest look at how faculty time is being swallowed up and diverted from research, teaching and writing grants-- to produce data to feed the "accreditation" movement and produce another report that few will actually read or use. This is not a trivial matter!
324. 10/18/2008 4:43:00 AM It will be crucial that whatever plan we adopt be data driven and involve full consultation, e.g., any changes to academic programs MUST involve faculty decision making and follow MFS shared governance procedures. Implications of any reduction in support for graduate students must be considered, and current efforts to improve undergraduate education, which will ensure a steady tuition base, must continue/expand. The current plan to reorg A&S is a needless expenditure; claim that it will save money is unconvincing and no data driven basis for the reorg has been presented to the campus.
325. 10/18/2008 4:54:00 AM Adding West Oahu as a major campus has really hurt all of the others. The commute is not that far and with online program, Manoa is very assessable. It has been crazy to expand to another campus when we can't take care of the ones we have. In addition, adding the additional layer of administration by having a system President and all that goes with it must have cost a tremendous amount. Go back to each campus having their own administrators. Consider having the Manoa Campus as an independent unit.
326. 10/18/2008 5:34:00 AM go paperless. many FOs still insisting on paper backups for electronic, this is deeply stupid. insist on 10% increase in efficiency in research and other admin for existing dollars. base number of FOs on size of programs, not on programs. insist on openness and accountability for compliance programs.
327. 10/18/2008 4:36:00 PM Cap administrator salaries.
328. 10/18/2008 5:24:00 PM With energy consumption being a huge financial burden, the campus ought to really focus on this area. David Hafner's recent presentation to the Manoa faculty senate was fascinating and surprisingly new information to me personally given that I've been at this campus for many years. There ought to be a much stronger push to get individuals and Colleges to look at and modify their consumption behaviors. I truly believe that we can make changes in energy and resource consumption that would make a large financial and carbon footprint impact and yet would have minimal impact on the quality of campus life or the daily routine of campus individuals. I applaud the efforts Manoa is making in this area at the facilities level but the word isn't out there about what others can do, and how what they do fits into the bigger picture. I see this also as a marketing opportunity to "go green" and become a campus that is a model of sustainability. Just think what Manoa could be if the entire campus went the route of the Sustainable Saunders project. Young students want to do their part and become involved, a green Manoa campus would be very attractive to them. This might take time and effort up front but would benefit the campus in many many ways in both the short and long terms.
- streamline and consolidate administrative support functions. Have administration reduce bureaucratic layers and provide necessary staffing to help academic units rather than either (1) deny or apply many rules; or (2)

329. 10/18/2008 7:02:00 PM allow faculty especially research faculty with grants and contracts to harass administrators into allowing what should be disallowed. Solution: make simple understandable rules and train everyone to follow them and enforce them. instructional faculty with class sizes less than 10 should teach another class that is requirement for graduation. Let's focus on the students --all effort should be focused on giving them a well-rounded, sound undergraduate education that they can take with them and in 4 years. Graduate students likewise should be assisted in meeting the requirements for graduation in the standard timeframe -- tuition waivers should be awarded and with requirements for some community/university benefits if not a RA or TA -ship. All faculty and staff should be required to help in the campus community in some way. Administration should be working on incentives and support that engender feeling of pride and desire by all members of the campus community to contribute toward making this truly a world class and quality learning and teaching and growing environment.
330. 10/18/2008 7:25:00 PM Cut air conditioner (coldness, time in operation). De-lamp. Athletics is a luxury, and luxuries should not be extravagant in times of difficulty. Electricity reduction can do so much for savings. It should be top priority.
331. 10/18/2008 8:45:00 PM Reduce top administrators salaries, stipends & fringe benefits (from Department Chairs upward through the President and their staff-whoever makes more than \$100K, including all other campuses and UH system personnel) with the highest % cut at the top to lead by example in these extreme times of need - but to be restored when the economy turns around. Governor & Department Heads and staff and anyone who makes more than \$100K should lead by example.
332. 10/18/2008 9:29:00 PM Why are campus security folks riding around on expensive two-wheeled "things"? It seems a bicycle would be cheaper and a lot healthier.
333. 10/19/2008 1:24:00 AM lower salaries for highest paid execs.
334. 10/19/2008 3:52:00 AM High administrative positions and salaries
335. 10/19/2008 8:48:00 AM Consider making better use of space on campus. I suspect that if space were better allocated, that there could be savings. Perhaps sections that require air conditioning can be consolidated into a few buildings and some buildings opened. Perhaps if enough space can be recovered by better space management, reopening Saunders could be pushed back.
336. 10/19/2008 8:54:00 AM Get rid of gas-guzzling and pollution-spewing campus shuttles. Outsource janitorial services; use performance-based contracts. Convert the present central visitor's parking lot into a multi-level structure and charge \$5 or more per day for parking centrally on campus. There is a huge demand for CENTRAL parking on campus and people are willing to PAY for the convenience. This structure would make money year after year. Increase faculty housing rent after more than 16 months of occupancy. These units were never intended for permanent occupancy and the charged rates are below market rates. Faculty often need below-market rates when they first arrive but this subsidy should not continue indefinitely. More aggressive marketing of UH facility use, including Stan Sheriff Center, by paying customers. Every night that the Stan Sheriff center is "dark" is lost revenue.
337. 10/19/2008 8:00:00 PM Reduce administrative overload at top level. Discontinue bus service to Manoa faculty housing. Residents can walk or use bicycles. Athletic programs are not essential. Lyon Arboretum support is essential. Focus on Pacific programs in the botanical sciences. Here we have a geographical responsibility. Reduce emphasis on other regions by making a survey of faculty research priorities.
338. 10/19/2008 10:34:00 PM Find ways to replace non-productive tenured faculty. There are a number of faculty who teach a minimal (2-2) load, conduct no research, and provide very little in the way of service. These individual drag down morale in the department and reduce the motivation for junior faculty to be more productive.
339. 10/20/2008 12:10:00 AM How about not funding UHWO campus and instead invest in UHM? Energy savings is probably the most important area to look at saving money for both environmental reasons and cost savings. Instead of simply agreeing that change and cost cutting must happen I think that UH needs some real leadership to say enough. The idea that all state programs have across the board cuts is both simplistic and poorly thought out. UH already lags behind many universities and the fact is it will continue to decline if there is not a fight to stop such

cuts. Why not raise tuition? Why not go the legislature or governor and indicate that UH cannot survive this type of cut? If you can't do it well, then perhaps it shouldn't be done. Our facilities are already in bad shape and while there are areas that can be trimmed, it is very poor to be building another university on this island right now. I very much disagree that we just have to sit and let this happen.

340. 10/20/2008 1:14:00 AM

- Stop the implementation of monetary raises of higher-administrative personnel and tenured faculty who are most likely better positioned to weather these uncertain financial times.
- Implementation of and/or Continued efforts and assessment of energy saving requirements.
- Slight reduction in salary for higher-administrative personnel and tenured faculty (perhaps those making more than a certain amount of money?).
- Switch all land-line phone services to Skype for \$2.99 per/month + a minimal (one-time) fee for telephones. (This would save hundreds of thousands of dollars each year - university wide)
- Work with all stakeholders to better increase holistic awareness of alternative financial support from the university as well as other outside sources.
- Provide each department and/or UH entity an itemized list of all the services they are provided from the university and potentially the cost of these services. Each department could then cross-check these supposed provided services with actual services being implemented as well as the actual need for such services.
- Encourage each department to double efforts in seeking funding from alumni. Make it easier and/or easy for appropriate UH departmental personnel to identify and locate alumni from all relevant departments.
- Increase awareness of financial crisis without inciting fear and irrational consequences and reactions.
- Utilize the Arts, Languages, Athletics, and all relevant departments to promote UH as an outstanding institution of learning.
- Fund-raisers - Better promotion of UH events from all departments and organizations
- Better overall management and understanding from higher-administration.
- Work towards better self-sufficiency
- Promote all entities that generate their own funding and support those entities with the potential for generating their own funding.

341. 10/20/2008 1:53:00 AM

Across the board cuts will likely lead to contract specified retrenchment should the budget fail to rebound quickly, This is a result of the fact that some college, department and program budgets are already at >95% salary. Should formula based retrenchment be implemented programs are decimated in a random way with little consideration of how best to spend the public's money and minimize the impact on the University. When I hear this spinless nonsense from our administrators (this approach is the preferred one at CTAHR) I am want to tell them they are abdicating the the management and leadership responsibilities they were hired to provide to the University. They should immediately reduce their rank and pay to the Assistant level where such decision making responsibilities are not expected. This is perhaps the biggest savings we can make. Sincerely, Paul Singleton CTAHR - Dept Tropical Plant and Soil Science

342. 10/20/2008 5:32:00 AM Less units, less air conditioning, less administrators.

343. 10/20/2008 6:08:00 AM Close entire campus during holiday and spring breaks.

344. 10/20/2008 8:22:00 PM

Utilize energy saving devices such as solar energy & low flush toilets; allow windows to be open during cooler months instead of AC; have students man the on-campus health facility and expand it to provide outpatient care (geriatric, pediatric, women's health, psychiatric etc.) on campus to provide clinical opportunities for nursing, medical, and psychiatric/psychology students and employment for students and faculty. Have faculty provide a documented log of activities accomplished during their working hours, then look at ways to facilitate a more efficient work day.

345. 10/20/2008 8:47:00 PM More instructional faculty time for faculty that will teach.

346. 10/20/2008 9:32:00 PM

- Decrease the number of vice chancellors (but keep the staff!).
- Improve efficiency of maintenance workers.
- Use faculty members on a temporary basis to help with core administrative functions (e.g., as we're currently doing with preparing for the WASC report/visit).
- Consider whether Student Affairs offices could be consolidated. (There's a lot of faculty specialists there. Could they be combined to save on overhead administrative costs?)
- JABSOM and SOEST have the largest expenditures. Does what they bring in make up for what they cost us? They have the fewest students. I think energy costs could be greatly reduced over the long term (low flush toilets, ability to control AC, light bulbs, etc.)

347. 10/20/2008 9:50:00 PM We need to take a look at the top administrative positions and see if these positions can be cut or consolidated

348. 10/20/2008 10:15:00 PM examine the productivity of clerks and other non teaching employees, make decisions accordingly.
349. 10/20/2008 11:10:00 PM Cut administrator salaries.
350. 10/21/2008 12:04:00 AM More efficient administration. Increased support for faculty to bring in research grants.
351. 10/21/2008 12:05:00 AM Close one or more community colleges on Oahu. Freeze all but essential hiring when positions are due to retirement/voluntary departure.
352. 10/21/2008 12:05:00 AM Note that non-research faculty have other responsibilities, like supervising practicum or heading the admissions and student services. Adding teaching a class to their already full workload may make their job un-doable. Each situation needs to be looked at differently--one new rule (such as requirement of teaching a class) should not apply to all non-research faculty.
353. 10/21/2008 12:07:00 AM Suspend development of UH West Oahu. I know that this is not something that Manoa can accomplish but it seems obvious that this is not the time for the state to be building another campus when we can't even afford to maintain what we have now.
354. 10/21/2008 12:08:00 AM I just want to be able to turn off my air condition in my office (Saunders 422) so that I will not get sick while saving a lot of money for the university.
355. 10/21/2008 12:08:00 AM We are way over staffed....cut administration...especially in areas like HR and fiscal
356. 10/21/2008 12:09:00 AM Facilitate flexibility in accounting systems permitting Departments to generate money through Continuing Education programs. as it stands now, we have to work the Outreach who takes a significant cut for virtually no support. My department could generate significant operating costs for the department, yet we are unable to do so since all \$ generated from CE must go back to the CE program. all we gain is extra work instead of being able to use the money for faculty salary adjustments, equipment and supplies for undergraduate courses, etc. i would be of great help if the money we could generate could go back to our own departmental G/S account. also, i am not clear on "change distribution of tuition revenue" since no one is willing to tell me how much my department generates in tuition. i am not clear on "change in distribution of RTRF" since my department has never received RTRF even though significant federal grant monies have been generated.
357. 10/21/2008 12:10:00 AM Trim administrative bloat at the System level. Why have a VP of Research, for instance, when almost all of the research takes place under the supervision of the VC for Research? Delay West Oahu.
358. 10/21/2008 12:10:00 AM Some buildings, such as Gartley Hall, are designated for complete renovation when all that is really needed is better upkeep and refurbishment. Encourage taking advantage of the trade winds by opening windows instead of using air conditioning. Encourage people to turn off lights, computers, etc. when not in use.
359. 10/21/2008 12:11:00 AM Hire fewer maintenance and cleaning staff, but be more rigorous about supervision and prioritization of their work
360. 10/21/2008 12:12:00 AM salaries for administrators are too excessive - cut them down!
361. 10/21/2008 12:13:00 AM If anything can be saved, cut athletic programs. Athletic programs do not belong at a university.
362. 10/21/2008 12:13:00 AM 1- Have a "fall break" similar to spring break. During the fall semester there are no long holidays until Thanksgiving and it is too late in the semester. The students are very tired and their attention and work declines drastically after mid October. This would save electricity, cleaning service, ... 2- Reduce the cleaning service. In Moore Hall for example the cleaning crew, cleans for about 4 hours and then go in their small rooms to talk for the rest of the day.. They do not really work more than 4 or 5 hours. They never clean the offices or do floors, so I think if their work time gets reduced to have, they would still more than enough time to do their job and we would save a lot of money in an area that would not affect education, research, or the students. 3- Change the lights in campus to sun-power light posts. We could have lots of them even if they were smaller. They would be self sufficient and we would have a more secure, better lit campus that students, faculty, and

- the community could enjoy after dark. 4- Reduce the AC in the buildings. It is ridiculously cold in most of them (Specially Hamilton lib.)
- Overall, the UH bureaucracy is unnecessarily large and should be reduced. This would also reduce the time demand on faculty for dealing with paper and issues that are generated by unnecessary bureaucrats. OTTED would be a good place to start. Many of their activities are unnecessary and duplicate efforts that were efficiently handled by ORS. OTTED takes too long to deal with simple contracts that are unrelated to intellectual property, inventions, etc. RCUH and UH seem to be doing many of the same things; make it one or the other. I.e., why are things like travel reimbursements on grants that are awarded to UH and handled by ORS handled by RCUH?
363. 10/21/2008 12:15:00 AM
364. 10/21/2008 12:21:00 AM Energy retrofits!!! More efficient use of energy & building resources. LESS AC.
365. 10/21/2008 12:21:00 AM The many levels & numbers of deans ,and their support staff Salaries paid to athletics Too many housekeeping staff who only work less than 50% of their hours Secretaries promoted to ATP simply and only because they have a bachelor's degree Analyze what faculty do, and you'll find that they simply have titles Overstaffed departments
366. 10/21/2008 12:25:00 AM reduce the salaries of administrators and other people who make six-figure salaries that don't interact directly with students - dobelle for instance was making a huge salary, and it didn't have the retention effect that was intended, since he still ended up going to SMU
367. 10/21/2008 12:26:00 AM Rather than looking for ways to turn off ACs, we need an aggressive program of energy conservation for all of our electrical uses. Reduce red tape and pare down civil service staff required to handle it.
368. 10/21/2008 12:27:00 AM Decrease length of semester to FIFTEEN WEEKS. Decrease CLASS LENGTH. The 16-17 week semester is ABSURD. SEMESTERS ARE 15 WEEKS LONG. Last Spring semester including exam week was a FULL 18 weeks. This was outrageous. And in my department the class lengths are 2:45. THIS IS INSANE. REDUCE TC 2:30, and go to a 4 day per week teaching schedule. ALSO FIX AIR CONDITIONERS across campus and STOP PAYING FOR PLANE TICKETS FOR ATHLETES!!!!!!
369. 10/21/2008 12:27:00 AM The institution needs to realize that not all parts of it are the same. Many scientists conduct research on weekends and at nights. Turning off the lights and ac at night will not work there. On the other hand, some forms of scholarship do not involve weekend work or do not actually need AC, these should be clustered into facilities where AC is either not needed or can be turned off at night and on weekends. The administration needs to THINK about the variation in the faculty and programs and not just consider them as if they are all the same sort of birds running around in the yard. Stop being stupid and start thinking. This is step one to energy savings. Shuffling curriculum is a foolish waste of time that makes administrators look busy but really just wastes the faculty members time. Get real and do some REAL work or get a real job. If any plan is put in place to increase revenue, then it needs to be associated with a very clear plan for how the money will be spent. If not, some foolish administrator will find a foolish hole to flush it down. This is the history of this institution.
370. 10/21/2008 12:31:00 AM We should be looking at means to increase revenues, such as support for facilitating the submission of inter/multidisciplinary grants and contracts. Units should be able to have revolving accounts into which contractual funds can be deposited for faculty willing to take on work to support their units and students. UH needs to get out of the cutting mindset and get into entrepreneurial efforts. A proactive VC for research with vision would be beneficial.
371. 10/21/2008 12:32:00 AM We should have a larger number of GA including TA and RA to keep our programs attractive to graduate students
372. 10/21/2008 12:33:00 AM I must admit that for me "making savings" sounds like a euphemism for cutting personnel, services, and programs. I suppose if we accept that the university must drastically slash its own budget, and run "more efficiently," like a corporation, I'm more in favor of deciding what we basic services our students need and getting rid of low-demand areas, even though this will be basically the death of the university as an intellectually diverse and viable entity.

373. 10/21/2008 12:41:00 AM
 There are faculty drawing salaries in many departments that are hanging on until they put another year in after this latest raise before they retire. They do no teaching, have no grants, are doing little research and occupy a position that can be filled by a younger, more motivated individual who can do all these things and at a lower salary. There are other faculty who do strictly research, but perhaps should be pressed into teaching, in particular many of the core courses that are now taught by lecturers that must be paid out of departmental funds. Perhaps administrative costs can be reduced by cutting back on positions at this level. I believe that the best place to be for a young person during these tough economic times is in school, so I would recommend that all efforts be made to accommodate students' financial needs in order for them to attend school. This includes paying TAs and giving tuition waivers to GAs as well as offering more scholarships and loans to undergraduates.
374. 10/21/2008 12:43:00 AM
 1. Turn up the temperature for the air conditioning at least 4 degrees higher. I'm sure there is an engineer somewhere who can figure this out--how to not have undue cooling with air-conditioning in so many of our classrooms and offices. Students and faculty are very uncomfortable in these chilled rooms and this interferes with student learning. 2. Think about using the tradewinds and natural cooling in some buildings by making the windows capable of being opened and planning for cross trade wind ventilation in new buildings. 3. Create retirement options where faculty can be guaranteed a 2 year contract for 40% work during the first two years of retirement when their services are considered of value to the college or dept. Create a contract stating this before the faculty agrees to retire. 4. Reward programs, depts., and colleges for increasing enrollment in their classes -- tie enrollment to funding going to colleges, especially the College of Education. 5. Improve the public relations of UHM with the community so that Manoa will receive more support from the legislature. 6. Cut down on the paperwork throughout the university-- have a campaign for this!
375. 10/21/2008 12:44:00 AM
 It seems like the highest paid individuals are those in Athletic programs....as opposed to instruction. I am not asking for mileage this year and will write that into my deductions for IRS... Sensible use of our copying equipment and supplies is not too much to ask. Set the temp a bit higher in WIST classrooms...might cut energy bills. Just some thoughts...
376. 10/21/2008 12:46:00 AM
 Have more rigorous 5-year review of senior faculty making large salaries but conducting little or no research. Use this to remove unproductive senior faculty; do not reward them with special retirement incentives.
377. 10/21/2008 12:49:00 AM
 1. Explore more franchising opportunities on campus; for example, allocating and renting space to additional restaurants, stores, etc. in the student center. Why has it so far been limited to only a few vendors? Can the bookstore merge with Barnes and Noble? 2. Are athletic programs being adequately exploited in terms of commercial potential? Can we get some big-name sponsorship from financial institutions or retail chains by renaming facilities and putting logos on athletic uniforms? (e.g., Staples Center, Xerox Plaza, Wal-Mart Arena, golden arches on the football team's equipment...or has that been done?). Exploration of some additional "commercializing" measures is a good idea and should not be scrapped because of ideological or dogmatic views about state education. We should be able to "sell out" marketable aspects of the campus, athletic program, etc. in order to support the fundamental mission of education and research. 3. Rolling AC outages regardless of whether or not instruction is cancelled or limited in some new way. 4. More efficient and vigilant control of energy use during off-peak hours. 5. Invest in facilities in terms of energy efficiency (we waste a lot of AC on people who don't seem to appreciate it or want it). 6. Raise tuition to bring UH into line with other comparable universities (accessible education for all or most state residents is an admirable goal, but not if the state does not provide the financial support to make such a dream possible). Raise tuition to maintain standards! People understand that a high quality product costs money. Minimize cuts to the library and small programs. The library and small programs that are unique, special, or vital to the general UH mission (for example, Sanskrit, an absolutely essential language for any university that emphasizes Pacific Asia) should NOT be specifically targeted.
378. 10/21/2008 12:51:00 AM
 In Moore Hall the air conditioners run all year round with the thermostat set way too low for comfort. Because the thermostat is set so low, and the air conditioners are always on, they freeze and break down. This racks up more maintenance costs. So, to prevent the air conditioners from freezing, the heater in the basement also runs all year. Meanwhile, it is too cold to do work in one's office. So, many faculty use space heaters in their offices. Would you please give us permission to adjust the thermostat in our office? I would love to turn mine down. It would be nice to be able to turn the thermostat down in some of the classrooms too.

379. 10/21/2008 12:55:00 AM
 1. Offer more online and hybrid courses (online and face-to-face) to reduce facilities overhead and increase tuition revenue by reaching out to students who may not be able to commute to UH Manoa from rural parts of Oahu and neighbor islands. 2. Rework how support staff is allocated to individual departments and programs. For instance, some departments with very few faculty members may not need a full secretary to support the department's function. In contrast, some college programs may be much larger than some college departments, but because of current guidelines, these programs can not secure a secretary and sufficient support staff.
380. 10/21/2008 12:57:00 AM
 Fully adopt #2 the first point above! The real issue the US and the world in general is the shortage of cheap energy. Everything in our life now is based on the price and amount of energy available. It is not going to be an easy task to change our entire infrastructure from oil dependence to different fuel sources. I hope UH does not just think about the money savings now. The problem needs to viewed with a long term plan to cut the campus energy costs. The quick fix (the one that the US government has chosen as well) is to just save money now and not worry about the future. That needs to be changed and the problems need be tackled head on. UH needs lead the community and the state with initiatives to help with the shortage of energy. The buildings on campus should be retro-fitted to be more energy efficient (for more efficient light bulbs, windows/sky lights that bring more light in, solar to generate electricity). Yes this will cost money now and the question posed was to make substantial savings. In the long run (over a design life of 15+ years) UH will make their money back. More education programs that will help engineers and scientists (and other programs in social/political sciences) learn these skills will benefit the community and UH in the long run.
381. 10/21/2008 1:01:00 AM
 1. Inducing faculty members who currently are beyond their retirement ages to consider retiring for the sake of saving the institution. 2. Devising creative ways of providing services for fees. 3. Encouraging faculty members who can work from home to do so. 4. Minimizing waste of resources in all of our operations. 5. Differing salary increases until the economy improves.
382. 10/21/2008 1:03:00 AM
 Energy, utility, and office resources must be aggressively maintained and upgraded. These major leaks in the individual budgets goes unnoticed or are easier ignored since they are not usually cutting into people resources, but are extremely costly as a whole. There are none that should be considered more equal than others, examples of management of resources should be set and modeled from the upper levels of the institutional and departmental administration to cover all levels of expectations.
383. 10/21/2008 1:05:00 AM
 Don't spend money on administrative reorganization of the campus. I do not understand why it is important at all, much less at this point. It is like rearranging the deck chairs on the Titanic.
384. 10/21/2008 1:09:00 AM
 To reduce air-conditioning costs, paint all roofs with a reflective white paint; likewise for building exteriors. Also have reflective curtains or tinted windows. Anyone earning in excess of 250K/year should take a temporary 10% pay cut from the amount in excess of the 250K.
385. 10/21/2008 1:11:00 AM
 I refuse to participate in this survey because my ethical commitment to my students requires this position: no cuts of any kind. This university is already underfunded. It generates revenue for the state, and the creation of an educated populace increases the long-term fiscal well-being of the state. No cuts are tolerable in higher education in hawaii. We are already way behind where we should be.
386. 10/21/2008 1:12:00 AM
 No new infrastructure. Now is not the time to be adding new buildings/campuses, but rather to be maintaining the existing structures. i.e. shrink infrastructure, not course offerings, and utilize space more efficiently.
387. 10/21/2008 1:12:00 AM
 Streamline President and Chancellor offices; reduce their staffing
388. 10/21/2008 1:13:00 AM
 We have many UH Manoa Faculty who are on 2-2 loads but are not doing any research at all or at best, only conference proceedings papers. Yet, they are pulling down triple figure salaries. For example, when President McClain was Dean at Shidler, he instituted a two year 2-2 load to allow non-research active faculty time to undertake research again. However, after he left, that temporary load became permanent without any official word on why. As a result, some Shidler Faculty members are even adding off-load classes to make overload pay when they are not publishing any research. The 2-2 load assumes active research. Clearly, a mechanism across campus needs to be implemented to enforce the "research active/2-2 teaching load" policy.

- At the moment, our Manoa campus is taking more from Hawaii tax payers than it deserves. We could save millions by differentiating teaching loads based on research across campus. This is also the most ethical path to take. I truly hope that our fiscal problems will result in reform before a "whistle-blower," whether the State Auditor or one of our own colleagues, brings this situation to light.
389. 10/21/2008 1:14:00 AM Need system changes. West Oahu and Pharmacy School in Hilo are clearly beyond UH's means and actual needs. It's easier to save from new and unwarranted expenses than from cutting UHM programs many which have already been forced to operate very efficiently from past rounds of cuts...
390. 10/21/2008 1:17:00 AM Energy use on campus but apply this with intelligent respect for buildings housing expensive equipment. Hawaii does not need competitive athletic programs. What we need are excellent athletic facilities for the students. But let's be clear: we live in the middle of the Pacific Ocean. Why are we trying to house athletic teams in Football, Basketball, and Baseball? This is ridiculous. You must raise tuition. Let's be clear: We live in the middle of the Pacific Ocean. How many well endowed Private Universities (that do not support athletic programs) make huge revenues on tuition simply because they provide quality education and excellent student services. If there was ONE PLACE where a University could make a fortune on out of state tuition, its Hawaii. Why, why on earth do we charge so little and provide such poor services? If there was one place you could develop a semi-private powerhouse academic institution, its here, in beautiful Hawaii. Why we insist upon keeping UH Manoa an average university, with average to poor student facilities, on the cheap in other words, is beyond me.
391. 10/21/2008 1:21:00 AM Don't refrigerate my office. I think that buildings could be cooled to about 80 degrees, and that would save a lot of energy.
392. 10/21/2008 1:24:00 AM Why would you ask about athletic & band scholarships but not about all the other scholarships? Cutting scholarships (including TAs) is short-sighted, damaging our student pool. I wouldn't recommend cutting athletic programs because, as I understand it, the unit as a whole is revenue-producing & not funded by G-funds. Also, band scholarships are to "reimburse" (at an embarrassingly low rate) students for the many, many hours they spend representing UHM at a slew of University events; if you cut the scholarships, will you also cut the events or do without the PR they provide? Low enrollment programs absolutely should be cut. We can't offer everything for everyone; we need to identify our identity and focus, then prioritize. Why did you not ask about reorganization? We have tiny schools/colleges, each of which has a full Dean's Office (& each a very expensive proposition). Why not recommend that we fold Arch into a Fine & Performing Arts College? Combine all the liberal arts degrees into one Colleges of Humanities & Sciences (Hum, Nat'l Sci, Soc'l Sci)? I.e., Fold SPAS into the Humanities? Make Hawaiian Knowledge, & SOEST into divisions within Hum&Sci? Combine all the health sciences units into one College of Health Sciences (Nurs, DH, Med, MedTech, CDS, SW, Nutr)? Etc.
393. 10/21/2008 1:24:00 AM Turn A/C off at night. Reduce A/C in Hamilton Library. Reduce lighting to comfortable levels.
394. 10/21/2008 1:25:00 AM Try to go more paperless Use less postage News communication by email rather than print newspapers Turn down lights and AC evening and weekends Coordinate scheduling classes to use a few classrooms longer hours or on weekends Allow departmental administrators to enter hiring information into people soft system, central HR can review before fully activating the information in the system--decrease paper use. Similar strategies in other administrative activities. Use podcasting , blogs, other electronic communication systems IF effective teaching tools.
395. 10/21/2008 1:25:00 AM As a long-time lecturer who sometimes teaches in other adjunct classifications, I'm inclined to interpret recent developments and this questionnaire as a useful signal to bail out rather than waiting and seeing someone else cut my options without asking me. But good luck. You will need it.
396. 10/21/2008 1:28:00 AM The airconditioning in some buildings, including mine, is sometimes too cold for comfort. Regulate the temperature for people comfort in most buildings. But some of us work lots of hours on the weekends; I'm not sure it's a great idea to turn everything off and strive to have an empty campus for 3 days a week. Interim Chancellor Konan was making noise about energy cost reduction being a priority, but there hasn't been much noise since. We also have (it seems to me) administrators who are kind of like the wall street CEOs....highly paid but without real loyalty to the state and people of Hawaii. They come to lead us in Hawaii for a few years,

then move along to the next position at a higher salary... I question going along with this corporatization of the university and things like Dobelle's golden parachute cost too much. A big problem is that there is such a powerful political movement to fund and build West Oahu...when our comprehensive university at Manoa is years behind in repair and maintenance. The best cost savings of all for the next few years would be to defer the glitzy W. Oahu plans and replace them with efficient ways that Manoa programs could be outreached to the people of W. Oahu.

397. 10/21/2008 1:29:00 AM Lower the pay for excessively overpaid positions, such as 6 figure incomes for chancellors, coaches etc.
- In #3 above, one of the entries is "low enrollment programs"; I marked this as a possibility. Enrollment alone should not be the sole criteria, but also 1) the relative availability of the program to Hawaii residents should UHM drop it, 2) the Hawaii-related focus of the program, and 3) the concentration of resource: for the program in Hawaii. As a result, we may have some relatively low enrollments in programs which nevertheless rely heavily upon our location in Hawaii for part of the curricula or are vitally important for our people. Low enrollment alone should not cause such programs to be discontinued. We should alter our fund raising emphasis as well. Recently a family contributed a large amount of money for athletic facilities. Have equivalent efforts been made to raise an endowment for the University as a whole or for an academic portion of the University? What is being done to create an endowment for the Library?
398. 10/21/2008 1:30:00 AM
399. 10/21/2008 1:33:00 AM Eliminate support for the football team and the athletic programs, put focus on education and research.
- Not sure what all of the questions mean. 1. Reducing air conditioning usage is a good way to save energy, however, you should identify which laboratories, ect, are worked in over the weekend and not cut their climate control. I'm in the Biomed building, and it is FREEZING, we have no control over the temperature, you could turn it down a few degrees! 2. Don't cut resources for the people who do the research (graduate students), if the resources are not in place to do research, the enrollment will go down and so will the ranking and reputation. 3. I have a great deal of difficulty getting administrative tasks completed, though I see a lot of the administrative staff watching TV or listening to the radio in their office during the workday. I often wonder how the department would run if their staff was cut to oversight staff only and the tasks given to the federal work study program for students.
400. 10/21/2008 1:36:00 AM
- Too many courses are size 15-25 students. I went to college where there were brilliant professors who lectured hundreds of students at a time, and then there were follow up sessions with teaching assistants or instructors for groups of 10 to 15. This was a more efficient and cost-effective use of top notch professors. Administrators salaries should never exceed full professor salaries. This is an academic institution, and should value scholars at least as much as managers. Most Universities in Europe have no athletic programs to speak of. They seem to educate pretty well without them. UH could sell off considerable real estate at a good price if it did not have athletic programs, and save the cost of those programs as well. No new buildings or structures should be built. Money for physical stuff should go only to maintenance and repair, and only to the extent absolutely necessary. Socrates taught Plato, Plato taught Aristotle, Aristotle taught Alexander the Great - and all without a large set of buildings. I think the Waikiki Aquarium is a wonderful facility, but perhaps it could be spun off to the Parks department so its cost does not hurt the University. I cannot imagine why there is talk of building another campus, when we cannot afford to maintain the ones we have, and pay the people who teach in them properly.
401. 10/21/2008 1:37:00 AM
402. 10/21/2008 1:39:00 AM High administrators' salaries,
- Forget re-organization, with another layer of staff. Have monies from a major UHM fund raising campaign be used to support 'Endowed Chairs'... not individual colleges. Share the revenue generated by the Colleges in proportion of the tuition dollars they generate -- give us some incentives. Axe the Division I football program and the generally poor quality students that would not be here otherwise.
403. 10/21/2008 1:47:00 AM
404. 10/21/2008 1:50:00 AM Energy-UH wastes so much money in offices and classrooms that are too cold. We have to use space heaters to warm up our offices and meeting rooms. This doesn't make any sense.
405. 10/21/2008 2:05:00 AM Administration can be cut - any office that has been vacant for more than a month has shown itself to be unnecessary.

406. 10/21/2008 2:10:00 AM 1. By cutting cost associated with high paid administrative peoples e.g. chancellor, VC. Eliminating some of these positions and reducing the salary of overpaid administrators. 2. By constructing housing for students, staff and faculties on other UH campuses and on UH manoa land and generating income. 3. Early retirements!!! If they are only eating lunch, swimming and hanging out.... One can survey the cafeteria and find out who needs this service.
407. 10/21/2008 2:17:00 AM Increase online courses in collaboration with the 2-year schools for completion of degrees. Coordinate with the community colleges on having 300-400 level courses taught on their campuses to students who live in the outlying areas to utilize any classrooms they have empty during school hours (whether day or evening).
408. 10/21/2008 2:20:00 AM Good luck! (Meant sincerely, not sarcastically...)
409. 10/21/2008 2:26:00 AM Use of rain water for toilet flushing.
410. 10/21/2008 2:29:00 AM Campus self-help programs modeled on the Civilian Conservation Corps of the Depression Era. Requires good leadership and liability insurance.
411. 10/21/2008 2:44:00 AM Increase online and hybrid courses, and offer more work-from-home-without-a-campus-office opportunities for lecturers and instructors.
412. 10/21/2008 2:45:00 AM The energy efficiency situation here is absolutely crazy. As a new professor here, I have to come up late at night and on the weekends. Every single light in Kuykendall is on--even on a random Tuesday night at 3:00 a.m. All of the bathrooms, janitorial "stations", everywhere. Even if you just hired 10 people to go around turning of the lights at night, I think we would recoup their salaries after the first night. This is just wasteful, wasteful, wasteful.
413. 10/21/2008 2:55:00 AM Air condition much, much less! It's freezing cold in most buildings, which is bad for our health and uncomfortable for us to have to sit and study in, and because of condensation may actually help foster instead of assuaging the mold problem!! Hamilton library is particularly awful. The books and computers do not need it to be cold inside, and we people really suffer from being frozen while we're trying to study/work. Total waste of energy, besides. Use regular dehumidifiers in offices, and have staff assigned / maintenance staff empty the containers regularly. This will do MUCH more to lessen mold growth than AC freezing; condensation from over-air conditioning is very likely to be adding to the problem. This phenomenon is very bad in many lecture halls, such as Kuykendal 101, etc. They need to be dry and well aerated, not super-AC'd. Speaking of aeration, buildings with openable windows should open the windows instead of using AC! Lights, AC, cpus, etc. should be shut off/down at end of 4-day week for 3-day weekend - excellent idea!! Akia Talbot Graduate Assistant teaching French 101 in Moore Hall (our office area is too cold always!).
414. 10/21/2008 3:27:00 AM This survey completely ignores the elephant in the room: two or three years from now, I have heard, upwards of 30-40% of the faculty at UH-Manoa will be retiring, having waited for the "high three" after the latest back-loaded contract. (Now that the economy has tanked, maybe this number will decrease, as people who stupidly had not pulled their retirement monies out of the stock market in anticipation of retiring will [might] have to put off their retirement. Still, even if it's not a third or more of the faculty, I bet it will be a significant number.) So what are we going to do with all of this money? (Hiring entry-level replacements will still leave a large chunk of change to spend--for/on what?) I have yet to hear a peep out of the Manoa Chancellor's Office about their thinking on this issue, so either they are incompetent or there's yet another secret plan that they will spring on the faculty at some opportune moment. It would be nice to have an actual conversation between faculty and administration about plans for the future of this campus, given the opportunity that will be happening pretty soon. And here's an idea for saving money: in my department (English), we have full professors (our Chair and Associate Chair) doing clerical work that an APT should be doing. That's a no-brainer, of course, but our college (LLL) is so strapped for funds that we had to give up the secretary for our undergrad program (so the associate professor heading that program was doing most of the clerical work, aided by cockroaching some time from the couple of secretaries we have left; he may now have a student worker to help).
415. 10/21/2008 3:51:00 AM We are already operating on a shoestring. We cannot deliver more for less; we have done that for years in science. All we can do is to cut some lab sections but that will have repercussions on the time to graduate of

- the students and on the TAships available to grad students. The teaching of science has to be preserved and minimum cuts made in the college of natural sciences.
416. 10/21/2008 4:00:00 AM Increasing class sizes in the manner suggested is not the solution -- making sure certain faculty aren't teaching small classes is more important. These cost us and we shouldn't have to increase sizes across the board to make up for small programs. Low enrollment programs should definitely be cut.
417. 10/21/2008 4:19:00 AM I am new to the University having arrived only 3 months ago from 20 years in a soft money research position. Reduce and make more efficient the bureaucracy/administration. go all electronic where possible, and give the people the necessary tools. Getting anything done currently requires too many signatures - streamline this and put on line. I have heard the RCUH is much more efficient than the UH - learn from this. Go full bore on energy efficiency and green power production - get solar on buildings etc. Increase the overhead rates the UH charges on research grants. In comparison to other research universities, they are very low. I feel it is my job as a Researcher to bring in grant dollars, including overhead. for this, though, I expect services in return - this is lacking. thus, many colleagues I have met here seem to try to find ways around paying overhead, or at reduced rates. UH must make it attractive to researchers.
418. 10/21/2008 4:52:00 AM Can some please consider cutting the Football Coach salary of 1.4 million to \$200,00 a year.
419. 10/21/2008 4:54:00 AM Ask administrators to take a pay cut.
420. 10/21/2008 5:16:00 AM Athletics
421. 10/21/2008 6:00:00 AM Administrator salaries
422. 10/21/2008 6:12:00 AM Where ever cuts may be made they SHOULD NOT be made to deferred or other maintenance, nor to correction of facilities substandard issues that affect human health and safety, e.g., the elimination of the 1000's of slip, trip and fall injury hazards that abound throughout the Manoa campus.
423. 10/21/2008 6:17:00 AM Top administration salary cut
424. 10/21/2008 6:22:00 AM 1. Encourage front and back printing 2. Post power-point lectures online 3. Invest in low energy light bulbs (compact fluorescent lighting???) 4. Encourage faculty and staff (AND STUDENTS) to reduce energy costs by leaving lights off in the daytime if lighting is ample enough; turn off lights and computers when people are not using them 5. MAYBE encourage online homework/term paper submissions AND online editing
425. 10/21/2008 7:05:00 AM instead of cooling AC rooms to 72 set the thermostat to 74 or even 75. install motion sensor lights in places like the library, so that if a person is not in an area then the lights will turn off. Lighting is the where the majority of electricity is used.
426. 10/21/2008 7:14:00 AM cut use of AC in buildings that can open windows
427. 10/21/2008 7:16:00 AM Definitely focus on improving energy efficiency and other environmental investments because these are the investments that will have long-term returns. When the next financial crisis arises, if the university has been proactive about being energy-efficient, we will be able to weather the new storm more easily.
428. 10/21/2008 7:21:00 AM How about create more revenue to offset shortfall?
429. 10/21/2008 7:23:00 AM Simplify administration. Use resources better. Use university resources to help the general society avoid simila situation in the future.
430. 10/21/2008 7:42:00 AM My suggestion is to make a real effort in reducing the red tape in this university. It is nervewreching, it slows down every single task, activity, and request one is involved in. It seems that for every little request for service, there is a long and time-consuming procedure to obtain it, or to even obtain a permission for it. I also suspect that there is some personnel that does not do the job they were hired for. This is sad to say, but I have heard o one case in which the person hired is occupying a large space for doing almost nothing and being paid a salary. I suspect there would have to be consultations with the chairs to see how to increase productivity and

streamlining the bureaucracy, rather than simply cutting the budget.

431. 10/21/2008 8:17:00 AM
 1. Institute mandatory online pre-travel plans so an administrator going to a conference overseas could also conduct related business on behalf of UH. 2. Turn the darn AC off or make bldgs warmer!! It is often far too cold with numerous office, including Bachman Hall staff using space heaters to keep warm. This is obnoxious and a horrible waste of money. 3. When giving GAships do not waive tuition entirely. Allow Non resident GAs to pay resident tuition and waive resident TAs tuition. 4. Raise student fees. It is unbelievable that the health fee is only \$17 per semester! 5. Charge international scholars or the departments hosting them a fee for processing the visa forms. Charge for J-1, for dependents, for H-1Bs, dependents, and labor certifications. That will free up some tuition and fees funds. 6. Charge international students a fee per semester. 7. Use a significant portion of application fees for aggressive international recruitment. Mahalo for considering these ideas.

432. 10/21/2008 8:32:00 AM
 The campus needs to get much more serious about saving energy and making the campus a greener, more sustainable place. By doing so, it can serve as a role model for the entire state, which also needs to get off its duff and do something about the problem!

433. 10/21/2008 8:42:00 AM
 Save PBRC! Cut other departments!

434. 10/21/2008 9:59:00 AM
 Get aggressive on implementing energy and water saving best management practices and invest in infrastructure that "greens" the campus. Bring in outside industry partners to assist and invest their resources in UH.

435. 10/21/2008 5:31:00 PM
 1. Office supplies: Ex: secretary supplies 2. Faculties should purchase their own supplies for office & classes uses 3. Repair & maintenance should work 3 days a week.

436. 10/21/2008 5:33:00 PM
 Look hard at the pyramid of bureaucracy, and streamline as much as possible. At the dept and maybe even the school level i do not see much fat - faculty that are teaching and doing research already cover much of that administrative load. The facilities and management group is largely stocked with political hacks that cannot do their tasks - consider canning that entire group and look at how one could contract out that service. Most depts have very little place to cut. I think our dept has one person on soft funds that doesn't accomplish much (but the spouse does!) but i bet few depts have much to give back. The vast amount of our budget goes to salaries so early retirement and gentle shrinkage could result in a significant amount of savings. But, if carried too deeply the teaching load will increase and the research, and therefore the grant awards will also suffer. Low enrollment programs are NOT necessarily a target. They may have very high quality faculty in a challenging discipline. I do think there are depts that have no faculty with a national reputation, very few students, or are duplicated around the system (e.g., Hilo has Hawaiian studies). A HUGE waste of money has been the West Oahu Campus. UH tries to be everything to everybody - frankly there is no strain on the facilities at Manoa other than parking and too many students that are admitted are not capable of surviving the rigors of academia (due to rotten H.S. prep). Who is going to attend West Oahu? The low performers? Only those stuck on the west end of the island? Well, my condolences to those who live far away, but the West Oahu pork barrel scheme looks like a major money sink right now. A brutal decision - sell the facility or turn it into a high school / elementary school facility. The money you save could be substantial. How many community colleges do we have? Kill one - the people I see coming from these places do not fare well in our programs at Manoa. They are kidding themselves about where the cc experience will carry them. I have friends who teach there and report flunk-out rates as high as 70% for an introductory class. The state is trying to educate many who will never succeed. I think the concept of classes reduced to 4 days would reduce traffic and the impact on the environment. Of course the faculty will still be here 5-6 days a week, especially those of us who conduct research. So, need bucks? Eliminate West Oahu, a weak cc and offer some early retirement.

437. 10/21/2008 6:37:00 PM
 We cannot allow the budget cuts to jeopardize UHM's development as a world-class university. There are substantial savings as is. I routinely see lights on in empty rooms. There should be an aggressive campaign to educate the university community on how to make savings as is. Tution is still low at UHM compared to other universities. Perhaps we should explore a small reasonable increase. Class size, faculty teaching loads and salaries cannot be compromised without affecting UHM's growth. However there might be ways to make savings on the administrative side by making more efficient use of digital technologies.

438. 10/21/2008 6:41:00 PM Consider more use of web-based technology to deliver courses.
439. 10/21/2008 6:50:00 PM The goal should not be short-run savings, but rather what is best for the University in the long-run. If we neglect our duty to provide quality education and research, then we will only be hurting ourselves.
440. 10/21/2008 6:51:00 PM Energy efficiency is really critical
441. 10/21/2008 6:57:00 PM On our electrical bill. On ensuring that faculty members are either teaching a reasonable load or are doing research.
442. 10/21/2008 7:10:00 PM In addition to turning off the AC on some days, turning it down in some buildings would help a great deal. For example the whole of Kykendal is kept extremely cold due to equipment on the first floor -- putting in an additional unit to operate that floor alone would pay for itself in the first year and save thousands there after. The investment in ceiling fans for the same reasons should be considered.
443. 10/21/2008 7:12:00 PM Rethink the commitment to the West Oahu Campus, -if we can't keep up financially with the current setup, why should the university consider building (and funding) a second campus. A decline in services, a decline in the economy, means a decline in enrollment. Make the athletic program self-sufficient.
444. 10/21/2008 7:47:00 PM Concerted effort of energy conservation; for one, adjust the A/C so it is not so cold in the buildings, this is a big waste of energy and money. Conservation of all resources should be required--reduce, reuse, recycle. Raise user fees minimally for things like Waikiki Aquarium and Lyon Arboretum.
445. 10/21/2008 8:16:00 PM Reexamine administrative structure; streamline delivery of services. Reexamine consistency in workload allocation for all faculty and staff.
446. 10/21/2008 8:46:00 PM collaborate with community organizations/companies to support off-campus organizations, athletic programs, repairs and maintenance, etc.
447. 10/21/2008 8:58:00 PM - reconfigure organization of colleges/schools. Can small units (e.g., architecture, social work, TIM be consolidated somehow? - look at all the associate deans. What do they do, especially in small units. Does a unit really need associate dean and multiple APTs? - eliminate the UH System. We all existed and functioned well without system. It's a bloated bureaucracy looking for an agenda while costing us tens of millions of dollars. - do a needs analysis for all of the chancellors, vice chancellors, assoc/assistant vice chancellors, etc, across the system. What do they contribute that justifies all of those rather high executive salaries?
448. 10/21/2008 9:02:00 PM Cut out the incompetent and lazy members of the administration. Stop running the airconditioning at such temperatures where it is necessary to wear a sweater or run heating within the office. Close west Oahu campus: - what a waste of money. Cut spending on the athletics. cut the football coaches salary - \$1.1M would go a very long way for the desparately required maintenance about the campus
449. 10/21/2008 9:05:00 PM Look at graduate programs that have low enrollment. Do we NEED these?
450. 10/21/2008 9:08:00 PM Reduce the bloated bureaucracy and the amount of bureaucratic "paper" handling required. Reduce the number of top (and expensive) administrators: No vice presidents are needed; Chancellors can be consolidated (one for Manoa, one or Hilo, one for the community colleges). It wasn't so many years ago that we had no chancellors and things worked fine.
451. 10/21/2008 9:41:00 PM Reduce number of high-paid administrators. Improve faculty access to web-based materials, and ensure compatibility of software and hardware to eliminate much paper usage. Reduce the number of non-academic campus events, especially those which require significant sound amplification (would make teaching easier, too, with a lower decibel level in the classrooms). Include faculty input on facilities and other upgrades, as there have been a number of wasteful projects in the past 20 years.
452. 10/21/2008 9:46:00 PM End tenure
- Look at non-teaching positions in various colleges and across the University. We seem to be under-teachered

453. 10/21/2008 10:01:00 PM but over-staffed.
454. 10/21/2008 10:09:00 PM Move baccalaureate programs (academic degree-granting departments with no graduate programs) to West Oahu.
455. 10/21/2008 10:50:00 PM Build a time-machine and go back to the day that "Coach Mac" was offered a million-dollar salary as a totally unproven head coach. Then make him a sane salary offer. (You'd have thought that we'd learned our lesson after paying Fred von Appen a quarter million to take the Warriors to a 0-12 record.)
456. 10/21/2008 11:16:00 PM Increase semester/year parking fees, but not those for special events. Athletics should be just an adjunct to academic study, research and service because, in most cases, the recognition/ prestige/ 'glory' to UHM and 'star' student athletes is short-term (dependent on the good luck of winning in a particular year), whereas the benefit as well as recognition/prestige to UHM from both academically 'star' students and teaching- and research-faculty is long-term (lifetimes). Furthermore, damage to budget-cuts to athletics can be 'repaired' more quickly when budgets expand than can either academics or research. Don't evaluate the importance of programs by just enrollment figures; some comparatively low-enrollment programs are both high-value in benefits nationally/internationally to their students and UHM's prestige whereas some programs have high enrollments just because they are an easier or quicker route to a degree.
457. 10/21/2008 11:17:00 PM A four-day week schedule should be seriously considered. We should rethink the current practice of giving huge salaries to top administrators, even though many schools give as much, or more, to their administrators.
458. 10/22/2008 12:22:00 AM Cap the pay of administrative positions at 100,000 per year. This is plenty of money to live on in Hawaii, there is no reason the Chancellor and other positions should make close to half a million dollars wage. Also turn the AC down in most of the buildings on campus, I am often too cold in class and this would help save money on electricity bills. Another idea is to charge more for parking cars, driving to school is bad for the environment and look at all the lost productivity resulting from the traffic every morning and afternoon. Finally, I think we need more outside sponsorship of non-academic programs such as sports. I enjoy football and volleyball games, but I think in times of financial crisis these activities should not be paid for at the expense of academics.
459. 10/22/2008 12:55:00 AM Encourage folks who can work at home to work at home.
460. 10/22/2008 1:12:00 AM Cut executive administrative positions across the system and UHM campus, move system offices off the UHM campus, cut support staff (reduce numbers of clerical or secretaries), consolidate programs/department and or colleges.
461. 10/22/2008 1:59:00 AM Energy. This is a must. Cut off lectureship and hire more teaching/research assistants, so that graduate students will get substantial experiences for future job market.
462. 10/22/2008 2:23:00 AM Cut back system offices
463. 10/22/2008 2:37:00 AM The issue here is complicated by lack of a good crystal ball! While much Repair and Maintenance could safely be deferred for a one year budget shortfall, it is crazy to defer these costs for the duration of a long-term recession. My advice would be to presume at least two years of "reduced funding"; but plan for economic recovery after that. (In other words, don't do anything NOW that we might seriously regret if there is an economic recovery within a two year period). If this guesstimate is found to be wildly wrong, as it might well be, we will need to consider more drastic cuts during the second year of the biennium.
464. 10/22/2008 5:15:00 AM Ask top administrators and faculty to take a 5% pay cut--which they can probably well afford--and use these funds to support the educational mission of the university. In addition, don't waste money on unnecessary expenditures like converting the rooms in Hawaii Hall into corporate offices. The homecoming event on the lawn of Bachman Hall was a huge waste of money; I walked by twice, and there was hardly anyone there. While money is being wasted on things like cushy offices for UH administrators and "fun"; homecoming events, lecturers have to subsist on tiny salaries and students are squeezed for more dollars. This is unconscionable!

465. 10/22/2008 1:28:00 PM Lower overhead costs in the bookstore by encouraging more online textbooks or book-sharing. Encourage ride sharing to campus or incentives for riding The Bus. Scale down on amount of air conditioning in buildings. Definitely consider transitioning to a 4-day workweek. Encourage more "paperless" activities (more online testing, syllabi, and other previous paper-based activities, including record-keeping, employment, etc.). Cancel classes with low attendance, and monitor offering of classes to avoid duplications each semester (which discourages attendance). Reduce duplication of classes across disciplines (such as speech-related classes that are offered by Speech Communication as well as by Journalism). Review salary structure for professors.
466. 10/22/2008 5:46:00 PM The University needs to be autonomous and not attached to the State of Hawai'i's budget.
467. 10/22/2008 6:22:00 PM Strongly reduce waste (e.g. less energy usage, less supplies, increase used of recycled materials, used compact fluorescent lights throughout campus, etc.) before investing in high-cost technologies; invest in zero-energy, ultra low maintenance modes of transportation for in campus travel (e.g. cargo and utilitarian bicycles instead of electric Sageway-like vehicles or electric carts which are a substantial initial investment, require high technology high-cost maintenance, have low life expectancy, and produce high amounts of waste when they reach end of life cycle; freeze recruitment of high-ranking, high-salary administrative personnel and invest in replacing much needed tenure-track faculty positions
468. 10/22/2008 6:31:00 PM cut coaching salaries
469. 10/22/2008 8:18:00 PM I think that the university can use this as an excellent opportunity to re-evaluate its priorities in general. I think that programs will certainly have to be reduced or cut, but it should be very clear that this is an educational establishment, and the main priority should be in preserving as much as possible those programs with academic value.
470. 10/23/2008 4:16:00 AM 1. Cut back on the excessive administrative positions on Manoa campus and their staff. 2. Reduce Chancellor's budget for travel to UH football games on the mainland, except in cases with national exposure. 3. Curtail all planned spending on landscaping projects (such as those by Jefferson Hall, the Thai pavilion and the East-West Center dormitory) and building of Hawaiian rock walls (which cost a fortune and do absolutely nothing to enhance the value of a student's education). 4. Require the Parking Office to share their wealth with the rest of the campus. 5. Reduce heavy reliance on paper for duplicate copies (for example, a change of course or new course proposal requires six copies, and when revisions are made, six more copies -- electronic submissions would greatly reduce paper waste.)
471. 10/23/2008 6:22:00 AM In number three above, I see no mention of cutting administrative overhead, just suggestions of cutting line programs. I would suggest we look at cutting administrative overhead first, then look at our programs.
472. 10/23/2008 9:54:00 AM Early retirement schemes, as indicated above. Possibly follow the UC system "golden handshake" that occurred in the early 1990's.
473. 10/23/2008 8:59:00 PM To improve energy efficiency, a team could make inspections and recommend disposal of antiquated and excess equipment (drying ovens, refrigerators, air conditioners, etc.). Some provision for replacement of essential equipment with more energy efficient ones might be made.
474. 10/24/2008 3:24:00 AM Energy reductions. HR streamlining. Paperwork reductions. Reduce bureaucracy.
475. 10/24/2008 6:05:00 PM We should offer more evening classes in our regular schedule of classes thus utilizing the classrooms more efficiently. Rooms are empty in the evenings with lights and AC going full blast. Offer MW and TR classes and leave F for meetings, seminars etc.
476. 10/25/2008 2:56:00 AM Instead of cutbacks -using entrepreneurial ideas to make additional funds might be a better approach to survival. THIS SURVEY USES AN OPPOSITE THOUGHT PROCESS AND COULD EASILY INVALIDATE THIS SURVEY Due TO CONFUSION Q2 scale from 1 to 5, with 1 indicating "no support" and 5 indicating "strong support". 1 "no support" 5 "strong support" Q3 assign a score from 1 to 5, with 1 indicating "should not be considered for cuts" and 5 "should definitely be considered for cuts". 1 not cut = strong support 5 cut = no

support
