

Process Committee

Summary Points of Meeting

November 7, 2008

Hawai'i Hall Room 309

8:00 am – 9:30 am

Attendees: Mary Tiles, Ashley Maynard, Gregg Geary, Ming-Bao Yue, Peter Crouch, Christine Sorensen, Klaus Keil, Brian Taylor, Keith Sakuda, and Ann Sakuma.

Not in Attendance: Alan Teramura, Walt Niemczura, Jaime Sohn

Other institutions are also affected by budget cuts. The process the committee is charged with designing is for long-term and not short-term. Important to complete as soon as possible.

Kathy Cutshaw met with CAB yesterday. The big cuts will be seen in the biennium budget.

The meeting recaps for October 17, 24 and 31 have been approved with corrections. Once updated, the minutes are to be published on the OVCAFO website under Budget Process Committee.

Mary pulled available and relevant info on the vision and principles of the University, recapped Washington State University's program prioritization criteria, and compiled a summary for the committee's review.

Christine put together a matrix of what other universities are doing. Information pulled from the web. Matrix shows that some institutions have a rating scale and some don't. Some are more detailed than others. Most had program reviews.

Combining and collapsing programs are predominant in meeting principles and priorities. Steps to halt admissions for select programs have also been taken to eventually dissolve unit.

UH Mānoa has higher percentage of tenured faculty than other institutions. There are increasing cases whereby departments undergo merger realignment and are run by APT employees and not Deans. This type of hybrid model may not necessarily be a money-saving alternative.

Committee needs to ensure that the process allows departments/units to evaluate whether they should remain, merge or be dissolved. At UH Mānoa, there are departments with five (5) or less faculty. When Public Health merged with Medicine, faculty and staff were all retained.

With faculty retiring or leaving the University in the coming months, Mānoa needs to assess whether to fill vacant positions or not.

The key is to make the process transparent so that it has the clout to work. Information, including how each of the departments was ranked and the basis in which they were ranked, will be made public. To ensure transparency, it is important for a clear data-driven policy where the campus community understands how decisions were reached and why. The process must also include and be open to other cost-cutting options.

The academic review process should be an annual exercise tied to budget requests. The draft of the academic review process covers how departments should be reviewed, and how to prioritize and create benchmarks. However, it does not capture research, student needs, etc. in the process.

VCs and Deans → formulate vision of UH Mānoa's structure → share with departments/units
This approach was previously taken with Arts & Sciences but it failed because it was perceived that a solution was reached before there was "buy-in" from lower-levels. It is important to get "buy-in" before decision is made.

Have departments/units rate their programs so that upper levels can make recommendations regarding mergers and eliminations. The upper levels are responsible for asking the right questions of their units. Ensure that process is not linear but looped so communication is open and takes place at every level.

There are two (2) processes needed:

1 – Groundwork: process to rate departments and programs to assist with evaluation and decision-making. Currently, the core mission for UH Mānoa is not clear. Lower-level data needed. Program reports can be used but a better option is to formulate uniform criteria for programs to be evaluated.

2 – Upper level discussions: process to evaluate and decide which programs/units to keep/drop. The information generated from the above groundwork process will be a tool for upper level management to review and identify which units are functional and meet priorities and which do not.

Process should include a mechanism for the community to provide feedback. Need to define "community." Public Health → serves the Pacific region more than the State of Hawai'i.

UH Mānoa must also align its vision and mission with what System and the other campuses are doing. As a main campus of the System, graduation rate is a priority.

Using the matrix Christine put together as a reference, committee members to brainstorm and identify the principles, priorities and criteria (first two (2) columns) for UH Mānoa by the next meeting.