

Process Committee

Summary Points of Meeting

November 14, 2008

Hawai'i Hall Room 309

8:00 am – 9:30 am

Attendees: Alan Teramura, Mary Tiles, Ashley Maynard, Gregg Geary, Ming-Bao Yue, Christine Sorensen, Klaus Keil, Brian Taylor, Walt Niemczura, Jaime Sohn, and Ann Sakuma.

Not in Attendance: Peter Crouch, Keith Sakuda

Speaker for next meeting (November 21, 2008):

Dr. Tung Bui, Chair of Information Technology Management, will cover how to set priorities and make decisions from a business perspective.

Recommended reading: "Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance," by Robert C. Dickeson, 1999, Jossey-Bass Publishers (ISBN 0-7879-4816-0).

Outlines ten (10) criteria for a comprehensive review of programs and services:

1. History, development, and expectations of the program
2. External demand for the program
3. Internal demand for the program
4. Quality of program inputs and processes
 - Quality of faculty and staff
 - Percentage of instructions offered by full-time faculty
 - Quality of students applying
 - Quality of curriculum of the program
 - Advancements in technology to enhance learning to prepare students for the higher-tech world
 - Equipment, facilities and other resources
5. Quality of program outcomes
6. Size, scope, and productivity of the program
7. Revenue and other resources generated by the program
 - Enrollments
 - Cross-subsidies
 - Research grants
 - Fundraising
 - Equipment grants
 - Other sources, including relationships and outreach
 - Potential revenue

8. Costs and other expenses associated with the program (direct and indirect)
 - Take into consideration efficiencies and investments
9. Impact, justification, and overall essentiality of the program
 - How is it linked with the University's overall strategy?
10. Opportunity analysis of the program
 - Look to the future

There are similar criteria being used by institutions that have gone thru the prioritization process.

Examples of principles for Mānoa:

- Enhancing the integrity and quality of academic programs with high mission alignment
- Meet the core needs of students
- Protect the health and safety of members of the campus community
- Increase efficiency / Eliminate duplication
- Enhance the quality of education
- Sustainability
- Hawaiian place of learning
- Benefit to the State

Examples of priorities for Mānoa:

- Protect student financial aid
- Protect facilities needs
- Minimize layoffs to the extent possible

The University of Wisconsin System has cut approximately 8,000 students from their programs to meet budget cuts. California is also starting to cut student enrollment. Actions taken by other Universities provide valuable references but important to keep in mind that the context and situation may be different from UH Mānoa.

The average cost of an undergraduate student at UH Mānoa is \$16,000/year (total budget/total students). Looking back, there were budget crises in the 70's, 90's, and now in 2008.

Review process route:

Faculty/Staff → Chair → Deans/Directors → Vice Chancellors → Chancellor

- Criteria to be used by campus units to evaluate their programs/departments
- D/D to use info to prioritize programs/departments
- VCs and Chancellor to review and make decisions

It is important to establish core commitments and to review whether programs/units meet those commitments. Strong leadership is critical to carry out what needs to be done.

The process that is developed must include feedback loops to ensure that communication and transparency is established.

Formulate relevant questions to pose to campus groups for discussion:

- What is the mission for Mānoa?
- What role does Mānoa play in the University System?
- What are the key needs of the State?
- What is Mānoa's undergraduate mission?
- How administration heavy are we at Mānoa?

Mānoa is classified as a Carnegie Research University Very High (RU/VH) with 75% undergraduates and 25% graduates. Students from community colleges have to retake courses when they transfer to Mānoa. Need to review remediation. Must also decide which programs (research and non-research) should be focused on. Mānoa is in the bottom 5% for cost of students to come to this campus to study.

As the core principles and priorities are identified for UH Mānoa, the mission of the campus should become clearer and more defined..

The percentage breakdown of teaching, research, and service differs for each faculty. The aggregate will show where program strengths lies.

“Most institutions cannot afford to be what they've become.”

Homework: Members to forward their recommendations to Ann on what the overarching principles and priorities are for Manoa and the criteria to be used to prioritize campus-wide programs. The list will be forwarded to Alan and Mary for review and they will develop a working draft of Mānoa's principles and priorities and criteria.