Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)

Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: Auxiliary Enterprises

The department would fall under which of the following Vice Chancellor’s offices?

_______ Academic Affairs
_______ Research and Graduate Education
_______ Student Services
**X** Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

Wayne Fujishige    Director
Deborah Noji       Assistant Director
Darryl Nohara      Director of Auxiliary Services
Randy Tanaka       Director of Bookstore Systems
Raymond Shito      Parking & Transportation Manager
Da Houl            Mail and Duplicating Manager
Andy Lachman       Food Services Manager
Neal Sakamoto      Chief of Security
Jimmy Lagunero     Emergency Management Coordinator
Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to ovcafo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

<table>
<thead>
<tr>
<th>New/ In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/ Restructure/ Merge/ Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
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<tr>
<td>Campus Security</td>
<td>Food Services</td>
<td>Duplicating Services</td>
<td>Campus Mail Services</td>
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<td>Emergency Services</td>
<td>Bookstores</td>
<td>Transportation Services</td>
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<td>Faculty Housing</td>
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Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

Campus Security is an integral part of ensuring the health and safety of UH Manoa students, staff, faculty, and visitors. They operate 24 hours a day, seven days a week. The Chief of Security has determined that a minimum of six officers must be on duty per shift: one supervisor, one dispatcher, and one officer for each of four designated patrol areas. Campus Security’s current staffing level makes it a challenge to meet this minimum on a consistent basis when officers call in sick or use vacation leave. Adequate staffing in Campus Security is essential to avoid excessive overtime and to assure adequate coverage. Investing in technological resources like CCTV will aid in the more efficient operation of Campus Security. In addition, with proper resources, Campus Security could implement safety awareness classes for the campus community; and could provide continuous training and development for its officers to keep them up to date on current laws, policies, procedures, tactics, and other skills necessary to remain proficient in their duties.

Recent events at university and college campuses like Virginia Tech, Northern Illinois University and Seton Hall have clearly demonstrated the need for investing in the safety and security of our campus community. In addition, there are requirements from the federal, state, and University of Hawaii Executive Policies that outline the responsibilities of universities and the steps that must be taken to ensure appropriate safety measures are in place to address emergency situations. Our Office of Emergency Management is staffed by one person and basically no budget. This department should be targeted for “growth and investment” to ensure that adequate resources are in place to continue the education and training of University staff in this critical area, and to strengthen our preparedness capabilities.
Parking continues to be in high demand at UH Manoa. While most faculty and staff’s parking demands can be accommodated, their choice of zones is not always available. There are consistently more students requesting parking than available permits for sale. Building additional parking structures is in the long range development plan for the University and should continue to be explored.

Faculty housing also continues to be in high demand. At any given time, the waiting list has 150 – 250 people on it. Faculty housing has also been named a priority by University administration. It is an important tool in the recruitment and retention of high priority faculty. A survey done in UH Manoa’s Development of Faculty Housing Study Work Paper #3, Task 3 – Housing Demand Estimate (page 24) indicated that 43% of respondents expressed moderate to high interest in participating in the faculty housing program, even if they were not currently residing in a faculty housing unit. The demand is very much related to the affordability and prime location of faculty housing. Considering all these factors, the development or acquisition of additional faculty housing units should continue to be explored.

As a self-sustaining operation, Food Services operates efficiently and is operating at a comfortable capacity, therefore should be in maintenance mode.

The UH Bookstore System is self-supporting and is an integral part of the University Bond system. It historically makes a profit. While the Bookstore needs to be able to adjust to the ever-changing retail, business, and educational environment, its current resources appear adequate.

Duplicating Services is in the process of forming a business plan to become a self-sufficient retail operation with the objective of reducing or eliminating its need for general funding. This would require that Duplicating Services charge all programs for all services, including the satellite copier program (currently, general funded programs are not charged). Duplicating Services will also encourage programs to become more paperless by utilizing scanning services and network capabilities with satellite copiers. Ideally, the procurement process for the purchase of copy equipment would be centralized through Duplicating Services. A possible location for the retail outlet is in the Bookstore, which will also help drive traffic to the Bookstore. A mutually symbiotic relationship is highly likely.

Since Campus Mail Services cannot charge higher prices than the actual cost of postage, labor costs will always be a factor toward the inability of Campus Mail Services to become entirely self-sufficient. Eliminating services such as metered postage and campus mail delivery; and charging all programs for postage (currently, general funded programs do not pay for postage), would reduce expenditures, thereby decreasing to some extent Campus Mail Services’ reliance on general funding.

Transportation Services will likely replace some gas-powered vehicle purchases with purchases of electric cars and carts. In addition to being initially less expensive, this option is also friendlier to the environment. The option of using electric cars or carts will also help other programs save annually with lower gas and rental costs, since renting carts is much cheaper than leasing a gas vehicle. Transportation Services will also be implementing a short-term rental car option that would be available to faculty and students. All of these steps take us closer to the ultimate goal of elimination of the sedan rental fleet.
Definitions/Examples:

New or In Transition (Need to re-evaluate later)
- The program was established within the past three (3) years and is seen to be needed.
- Establishment of the program was based on demonstrated need and it appears to be meeting the need.

Target for Growth and Investment
- Need for the program is increasing due to regulatory issues, growth of unit(s) being supported, or for other articulated reasons.
- The program has received state/regional/national recognition for services.
- The program is an integral part of the University mission.

Maintain As Is
- Demand for the program/unit has been relatively constant; program able to meet objectives.
- The program is an integral part of the University mission.
- Similar services are otherwise unavailable, or inferior.

Reorganize, Restructure, Merge, or Consolidate
- The program offers services that are not necessary to the University, or that duplicate those of one or more other units.
- Program could be more efficiently delivered in concert with other programs or by reorganizing delivery in new ways.

Reduce in Size or Scope
- Program could meet most needs even if reduced in size or scope.
- Program is not fully subscribed.

Phase Out, Close, or Eliminate
- Demand for program is low or declining at a rapid pace.
- Services are not essential to the central mission of the University.
- Activity or services provided by the unit are inconsistent with the future direction of the University.