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: Waikiki Aquarium

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

____ Academic Affairs
___X_ Research and Graduate Education
____ Student Services
____ Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

Deanna Lee, Administrative Officer
Raina Fujitani, Head, Membership and Events Office
Marylou Foley, Director, Community Outreach and Institutional Advancement
Sara Pelleteri, Director, Education Department
Gerald Crow, Head, Facilities Management
Leah Kissel, Acting Curator, Live Exhibits Department
Second level review and rankings

Waikiki Aquarium

Office of the Vice Chancellor for research and Graduate Education

Completed by Andrew Rossiter, Director

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<th>Target for Growth or Investment</th>
<th>Maintenance</th>
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Advancement (one full time staff); Volunteer Office (one part time, one casual hire) and Education Department (four full time staff, one part time staff, four casual hires).

The activities of Membership and Events and Community Outreach and Institutional Advancement are essential to the financial wellbeing of the Aquarium, and for it to undertake and fulfill its outreach programs, activities and mission. With the recruitment of two new full time staff in October and November 2008, these two operations are now functioning very well. The 58% scores for Quality/Integrity will surely be higher as these staff become more fully acquainted with their roles and further involved in directing the activities and direction of their respective programs. Ideally, for optimum effectiveness and efficiency, to increase the level of community outreach, and to maximize the potential revenues accrued to the Aquarium through these programs, and additional full time staff member is needed in each unit. In the current climate, these staff might become available through downsizing in other UH units. For the above reasons I place Membership and Events and Community Outreach in the Target for Growth or Investment category.

The Volunteer Office caters to 200 volunteers, who provide 16,000 manhours annually, which translates to around $200,000 in savings, and is functioning well. I therefore place this in the Maintenance category.

The Education Department is widely recognized within Hawaii and on the US mainland for the quality and quantity of its programs, which are attended by roughly 32,000 schoolchildren, parents and teachers each year. The March 2009 recruitment of a new education director who has skills in education, management and conservation biology will allow us to move ahead with a long overdue evaluation of current activities and to plan the future direction of this department.

A cost/benefit analysis will be undertaken in the near future to evaluate the programs offered, with a view to eliminating those that are not cost effective, of consolidating and strengthening those that are cost effective, and also of identifying niche groups e.g. middle - senior high school students, that are currently insufficiently catered to.

In particular, the possibility of working more closely with the education program at HIMB needs to be pursued; both groups are dealing with essentially the same subject matter and materials and there is likely significant overlap in programs.

Avenues for collaboration with the Lyon Arboretum need to be examined – programs and outreach relating to the ahupua’a concept are strong starting points for discussion.

There are many areas of joint interest that exist between the Aquarium and HIMB, and in which the Aquarium’s expertise in culturing animals could be utilized to complement HIMB’s expertise in research. The same is true of other units at UH which have need of living marine organisms. Collaborative research opportunities need to be explored.
The possibility of establishing an internship program at the Aquarium that offers college credit for Zoology and Marine Biology students needs to be explored. Our Education and Live Exhibits departments are ideal venues for such a program.

The possibility of specific public outreach collaborations with identified Centers, Institutes, etc., at UHM (CMORE, for example) needs to be examined.

Depending on which of the above avenues proves feasible, I place Education in either the Target for Growth or Investment, or the Reorganize…Consolidate category.

Administration, Operations and Facilities.

This program includes Administration (three full time staff), Visitor Services (four full time, four casual hires), ITS (one full time staff), Graphics (one part time, one casual hire), and Facilities Management (five full time staff).

This group scored very low overall (40%) for internal demand; a fact perhaps related to the inapplicability of several of the questions to the Aquarium’s operations.

The Administration group caters to 39 full or part time staff, which is a very high staff:service ratio compared to other units on campus. Again, this may partly be ascribed to the unique operations of the Aquarium, but may also allow for some consolidation of programs with other units, e.g. Lyon Arboretum. I would suggest Maintenance or Reorganize… Restructure, based on actual unit needs.

Visitor Services appears to be overstaffed, and could be reduced in size. Were this so, unneeded staff could be relocated to the Lyon Arboretum? I would suggest Reduce in Size or Scope category.

The ITS and Web needs of the Aquarium require more than the one position we currently have. To address this challenge, a casual hire should be recruited. Alternatively, hiring of a full time Web designer/overseer, to be shared between Lyon and the Aquarium, is another avenue worthy of examination. Reorganize, Restructure.

The performance and productivity of the Graphics department needs to be evaluated. This will be done soon. As above, hiring of full time graphics person to be shared between Lyon and the Aquarium, is another avenue worthy of examination. Reorganize, Restructure.

Facilities Management is recruiting for a sixth position at this moment. An application for a seventh (janitorial) position is currently being evaluated. If approved, the department will be back to its full complement of personnel. At this level it would be categorized as Maintenance.
**Student Training and Enrichment**

The Aquarium provides valuable work experience for UH students in a wide variety of majors, including biological sciences, accounting, business studies, education, management, art, computer sciences and graphics design. Presently, students are employed as casual hires. However, wherever viable, I would henceforth like to see students gain these experiences through an Internship Program, as noted above. Therefore, I categorise this program as Reorganize/Restructure.

**Research and Aquarium Sciences**

At present we have no full time researchers at the Aquarium. The routine duties of staff means that none of us have sufficient time to undertake any meaningful original studies, and the interests of the vast majority of staff anyway do not lie in this direction. At present, therefore, we play a supportive (but crucial) role in supporting the activities of those researchers based on campus who wish to utilize the unique facilities and husbandry expertise we offer. Ideally, I would like at least one full time researcher based at the Aquarium. Another idea might be a ‘Biologist in Residence’ program, whereby a UH researcher spends a month here writing, or suchlike, with the obligation to also making his work accessible to the general public through Q&A sessions and layperson-level presentations. In this regard, I would categorise Research as a Target for Growth or Investment.

The Aquarium does engage in activities relating to Aquarium Sciences, and has made numerous breakthroughs and discoveries in animal husbandry and aquarium technology, etc. While this might not meet muster with the more academically focused - and in reality it is targeting a different audience - it should be remembered that the outreach of these efforts is immense, and carries the UH name worldwide to an international laypublic that might not otherwise become acquainted with it. I categorise Aquarium Sciences activities as Maintenance.