

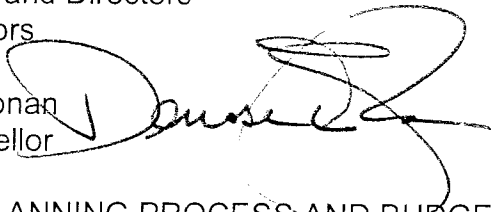
UNIVERSITY OF HAWAII AT MĀNOA

DENISE EBY KONAN
INTERIM CHANCELLOR

March 9, 2007

MEMORANDUM

TO: Mānoa Deans and Directors
Vice Chancellors

FROM: Denise Eby Konan
Interim Chancellor 

SUBJECT: PROGRAM PLANNING PROCESS AND BUDGET PREPARATION FOR
THE SUPPLEMENTAL YEAR FY 2009

We are beginning our planning and budget preparation process for FY 2009. In accordance with Board of Regents policy 8-3, the University's budget will be based upon program plans which establish funding priorities in the budget process. Budget requests must take into account the System-wide Second Decade Project priorities, the Mānoa Strategic Plan and Mānoa Biennium Budget Objectives as presented below.

In addition as part of this process, we are also including the performance self-assessments and evaluations for FY 06-07 as discussed at the Mānoa Executive Team meeting on March 6, 2007. Information on performance indicators and executive evaluations will be posted on the VCAFO web site (<http://www.manoa.hawaii.edu/ovcafo/>) within two weeks.

The **Second Decade Project** provides the environmental context and institutional priorities for this planning process. The Second Decade Project identified the following as the higher education needs of the State of Hawaii:

1. Increase the educational capital of the state
2. Expand workforce development initiatives
3. Assist in diversifying the economy
4. Address underserved regions and populations of the state, particularly Native Hawaiians

The results of the Second Decade Project are available at: <http://www.hawaii.edu/offices/app/seconddecade/>. These needs will drive the overall prioritization of budget requests for the University system.

Mānoa's Strategic Plan

- Program plans, should be driven by the goals, objectives, and action strategies articulated in the University's system strategic plans and the more detailed priorities contained in the strategic (academic) plans of Mānoa. As such, program plans and unit agendas should reflect specific goals and related actions planned for the FY2009 Supplemental year and deemed essential to achieve the broader goals and objectives of the Mānoa Strategic Plan. A copy of Mānoa's strategic plan can be found at <http://www.manoa.hawaii.edu/vision>.

Mānoa Biennium Planning Objectives

Requests for inclusion in our supplemental budget must be consistent with the Budget Goals set out for the FY 2008-2009 Biennium:

- Student Learning and Success
- Research & Scholarly Competitiveness
- Campus Renewal and Support Infrastructure

We ask you to request each of your departments, in consultation with their faculty, staff and students, to complete a **Planning Document** and a **Funding and Resources Document**. Deans will collect the documents and in consultation with the Chairs create the Planning Document and Funding and Resources Document for each School/College. These planning and resource documents and resulting priorities will be communicated to all stakeholders. Deans will present the results to the Vice Chancellors during resource planning discussions. The compilation of these priorities will be the starting point for determining the budget and FY09 allocations.

It is important to recognize throughout this process that funding for higher education is a shared responsibility of the State (through state general fund appropriations), students (through tuition), and schools and colleges (through efficiency, reallocation, private philanthropy and/or generating other revenues). Prior to making a request for additional funds to meet your goals, you will be expected to address how you have made internal reallocations to try to meet the unit's objectives.

Given the intensive process that we followed in putting together the Fiscal Biennium 2007-2009 budget request, it is assumed that these items will be your first priorities. To the extent these are funded in the Biennium budget by the Legislature, we will delete them from your request for supplemental budget consideration at that time. Any urgent needs that have arisen since the Biennium was formulated may be included as goals and funding requests for the supplemental budget.

I. The **Planning Document** should be about 5 to 6 pages and will use the following format:

Program Overview (Status of Current Program) – A short (one page or less) review of your departmental situation.

Quantitative and Qualitative Performance Data – Each program will provide historical data on pre-defined activity measures and efficiency measures. You may address additional basic quantitative data by department on scholarship and creative activity, outreach activities, and may include any other data you feel is relevant to assessing your performance.

Self Assessment – Briefly discuss how you met your identified performance benchmarks and program goals for last year, how your activities furthered the Mānoa Strategic Plan, the Mānoa Budget Objectives and any critical issues arising from your WASC self review, and identify your unit's strengths and weaknesses. Discuss any recommendations from recent program reviews, as applicable.

Also include how you addressed equal employment/affirmative action and diversity issues.

Note: As part of this evaluative process, selected Executives (to include Associate Deans, Assistant Deans, Directors, etc.) will undergo a 360 Performance Assessment. As you know, the 360 is an instrument that provides for multiple perspectives, rather than the traditional supervisor only input. The intent of the 360 is to provide a positive basis from which an Executive employee can improve his/her performance and also to gain insights into his/her strengths and weaknesses as perceived by others. This assessment will supplement, rather than replace, the supervisory review.

Program Goals – What are your goals and how do you plan to achieve them over the next supplemental budgeting period? It is critical that your program goals are fiscally realistic, and can be reasonably completed in the next two to three-year period.

II. Funding and Resources

Funding and Resources Needed to Achieve Goals

- Description of program objective
- What efforts have you taken to fund this goal internally (reallocation, gifts, grants or tuition revenue)?
- Remaining resources required
- Provide substantiating data for request (i.e. historical trends, workload increases, etc.)
- Non-general fund requests must be based on available revenues

How We Will Assess Your Success in Achieving These Outcomes - Using quantitative and qualitative benchmarks or other measurable deliverables how can we track your progress in meeting your planning objectives.

Program Structure

The Planning and Funding & Resource documents should be prepared at Level VI and consolidated at Level V for all Mānoa programs. Units or organizations that report to the Chancellor should send their documents to the Chancellor for review and prioritization. Likewise, units reporting to each Vice Chancellor should send their documents to their respective Vice Chancellor. The Planning and Funding & Resource forms will be available on the VCAFO web site (<http://www.manoa.hawaii.edu/ovcafo/>) within two weeks.

Program Change Requests and Reallocation

The vitality of Mānoa requires a degree of turnover in programs to maintain quality and breadth of programs within available resources. Program change request considerations should include negative changes indicating reductions to lower priority programs and services, and the accompanying reallocation of resources to higher priority programs and services. Internal reallocations proposed to offset the total costs of positive program change requests will be a consideration in the evaluation of budget requests.

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Consultation

In keeping with Board Policy, the preparation of the biennial budget including program plans is to be participatory. You must ensure that your faculty, staff, and students have an opportunity to participate in this planning and budgetary exercise.

Timeline

April 6, 2007 – Original and five copies of completed plans due to Mānoa Budget Office

April 9 – April 20, 2007 – Planning and Budget Discussions

April 23 – May 4, 2007 – Vice Chancellors' Prioritization, Consultation, Chancellor's Review and Approval

If you have any questions, please contact the Mānoa Budget Office.

c: Department Chairs
Mānoa Budget Office
Mānoa Administrative Directors/Fiscal Officers
Vice President Todo
ASUH
GSO
Kūali'i Council