

Budget Committee Meeting  
College of Education  
October 15, 2020 @ 3pm

ATTENDEES:

Provost Michael Bruno, Dean Nathan Murata, Amber Makaiau, Amelia Jenkins, Ari Eichelberger, Barbara Dougherty, Brent Edwards, Charlotte Frambaugh-Kritzer, Christine Sorensen Irvine, Cris Stickley, Daniel Hoffman, Denise Nakaoka, Eomailani Kukahiko, Erin Centeio, Hye Jin Park, Jennifer Parks, Jon Yoshioka, Judy Daniels, Katherine Ratliffe, Keith Cross, Kimo Cashman, Kiriko Takahashi, Kuulei Serna, Laura Lyons, Linda Oshita, Linda Venenciano, Lisa Uyehara, Lois Yamauchi, Lori Ward, Marie Iding, Mary Jo Noonan, Michael Menchaca, Naomi Rombaoa Tanaka, Nezia Azmi, Nicole Reyes, Patricia Halagao, Patricia Massoth, Paul McKimmy, Ronald Heck, Seanyelle Yagi, Summer Maunakea, Thomas Conway, Truc Nguyen, Velma Kameoka, Wendy Pearson

SUMMARY OF DISCUSSION:

Budget Situation

We are facing a short-term and long-term budget crisis in the State and at the university. The Governor intends to borrow \$750 million from the federal reserve in the current fiscal year 2020-2021 (FY21) to address the State's current budget shortfall; this loan must be repaid by the State within 3 years beginning July 1, 2021.

The State and unions are currently in discussions related to possible furloughs (two days per month = 9.23% pay cut) for State employees over the course of the next four years. All University E/M employees will receive a pay cut beginning November 1, 2020.

While the University has not yet received its budget allocation from the State, we are confident that we will be in a good budget position for FY21 due to the current freeze on hiring, travel freeze and strong restrictions on equipment and other expenditures. However, we must plan now to position the University to withstand the future budget cuts and move away from furloughs and the painful cuts currently in place.

Process

The University cannot continue as a premiere R1 research university with four years of pay cuts and freezes; this is not sustainable. We must start now to identify cost-saving efficiencies and increase revenue, primarily through enrollment growth. Mānoa Budget Committee members began meeting with Deans in March/April to examine budget reduction scenarios of 5%, 10% and 15%.

Cost-saving measures will not come on the backs solely of the academic side of the University. On the administrative end, Phase 2 of the Mānoa reorg is currently under development and identifies for elimination approximately 12 E/M positions that will result in significant cost savings for the Mānoa campus. Additionally, a blue ribbon committee is currently reviewing the Athletics program to assess the current program and identify a sustainable future. We are also looking for efficiencies in other programs such as student housing, facilities, auxiliary services, bookstore, and other areas of administration.

The Committee suggestions to academic units are not intended to be top-down mandates. The suggestions were based on external reports, information and data on hand, and are intended to be provocative and provoke conversations. The Committee is committed to meeting with highly impacted departments, listening to their thoughts/feedback, and working collaboratively to best position programs, departments and the University for success.

Details of academic program reorganization, review, approval and consultation with unions and affected stakeholders will continue through Spring 2021. The aim is to be transparent and collaborative throughout

the process as we continue to work to identify cost-saving efficiencies and increase enrollment revenue. Mānoa Staff Senate representatives will participate in these meetings as staff are also affected.

In the spirit of transparency, Provost Bruno will engage throughout the process with consultative stakeholders (Manoa Faculty Senate, Mānoa Staff Senate, UHPA, HGEA, UPW, ASUH, GSO, Kualii Council) on the plan for a reimagined UH Mānoa.

### *Details*

With regards to implications of a school within a college, examples include School of Travel Industry Management within Shidler College of Business; School of Life Sciences (SLS) within College of Natural Sciences; and School of Communications within College of Social Sciences (CSS). There are different models for organizing a school structure. Under the reorganization proposal to merge TIM with Shidler, TIM faculty advocated for an E/M to serve as leader of the TIM School. SLS is exploring new programs in life sciences with a Director appointed from faculty to oversee the various divisions. The School of Communications in CSS has a Department Chair to serve as leader. The leader does not have to be an E/M position; a Director or Department Chair appointment from faculty may also serve as the leader of a school. Costs associated with reimagined organizational units will depend in part on the organization structure involved.

The Committee did not provide preliminary cost estimates and potential cost savings as it relates to suggestions. This was intentional. The suggestions were meant to spark conversations and foster ideas around opportunities for efficiency and enrollment growth. As ideas come together and programs have a better idea on how to move forward, we can then more closely assess estimated program cost and areas of anticipated cost savings. For example, we are aware of ongoing discussions to combine Communications in CSS, School of Communicology in the new College of Arts, Languages and Letters (CALL) and Library Information Systems (LIS) in CNS together to form a large school within CSS. Once the units have a better understanding of the stakeholders involved, related programs and responsibilities, the units can begin to assess staffing, GA and other required elements and identify possible areas of efficiency and cost savings. We aim to have some numbers and a plan for Mānoa's budget and structure available in December.

The Committee understands that units have been negatively affected by the hiring freeze. Our current goal is to protect the positions we currently have. We will have a better idea of our financial standing by next summer. Our aim is to strengthen our programs and position to University to minimize the duration and impact of potential budget cuts. As restrictions are loosened, we would like to be strategic in our investments in areas of priority to best support the State.

The University is working with UHPA on a new template to foster uniform faculty workload assignments for the University. We aim to roll out a draft template to department chairs to see how the template may work across all colleges.

Retirement incentives are currently under negotiation between the University and UHPA. Separations due to retirement are voluntary.

The Institute for Teacher Education and Department of Curriculum Studies have robust student enrollment and currently engage in a collaborative relationship within the existing organizational structure. While open to envisioning a school model that supports elevating Hawaiian education and the College's strategic plan to become a native Hawaiian place of learning and teaching, they do not support a merger of their units. The units underscore the importance of retaining their leadership and management structure: department chairs, directors and APTs, to oversee their unique focus areas. Moreover, cutting personnel for short-term financial gain will compromise the quality of their programs, their ability to function effectively and grow their innovative programs to respond to community needs. The Committee's suggestion to combine ITE and CS was not intended to eliminate positions but to move positions between units to promote synergistic opportunities. Processes to move faculty between units already exist and could help in this effort. The suggestions are not meant to be top down mandates; if the Committee's suggestions do not work for the program or faculty, the suggestions will not move forward.

A primary goal of the Committee's suggestions for the College of Education was to elevate the college particularly in terms of teacher preparation. While a part of this work is cost savings, an important component is to strengthen the College's programs and capacity to produce future teachers.

Admissions for next fall semester will open soon, and a large number of programs that start next fall are in teacher preparation. Teacher preparation has a large percentage of limited term faculty, a much higher percentage than other departments. The program is trying to do some streamlining but wants to ensure they are offering a quality teacher preparation program. They cannot reallocate faculty from other departments who do not have expertise in teacher preparation and they are wondering if they can expect to have resources to offer their teacher preparation programs. We are in the preliminary stages in planning for fall. Admitting students in teacher preparation is vital to our mission to support the State and therefore, this program may begin to make plans for next fall.

*Next Steps:*

The College has taken the Committee's suggestions very seriously. They will continue to work hard to explore opportunities that may strengthen its programs, support the mission of the College and meet the needs of the State.

The Committee looks forward to a Dean's update in November on a plan for the College. The Committee is willing to meet and committed to work with the College to answer questions, discuss ideas, and provide guidance.