ATTENDEES:
Provost Michael Bruno, Dean Loek Helminck, Alison Sherwood, Amber Wright, Amy Moran, Anna Sugiyama, Anthony Amend, Becky Chong, Benoit Smagge, Bob Thomson, Celia Smith, Cheryl Squair, Christopher Muir, Clifford Morden, Curtis Daehler, Cynthia Hunter, David Duffy, Donald Drake, Ed McAssey, Floyd Reed, George Wong, Howard Shen, Jake Ferguson, Jenny Chow, Justin Walguarnery, Kasey Barton, Kathleen Cole, Laura Lyons, Marguerite Butler, Masato Yoshizawa, Mark Merlin, Megan Porter, Melissa Atkins, Peter Marko, Pia Dizon, Rosana Zenil-Ferguson, Shaya Honarvar, Sladjana Prisic, Stephanie Kraft-Terry, Stuart Donachie, Tim Tricas, Velma Kameoka, Wendy Pearson, Zak Zahawi

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 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. We have not attached dollar figures to the suggestions because much of the planning and ideas are still in flux.
Provost Bruno will engage throughout the process with consultative stakeholders (Mānoa Faculty Senate, Mānoa Staff Senate, UHPA, HGEA, UPW, ASUH, GSO, Ku'ai Council) on the plan for a reimagined UH Mānoa.

**Background**
A merger of Biology, Botany and Microbiology into a new School of Life Sciences (SLS) was approved in Fall of 2019, with an effective date of January 1, 2020. The school currently has eight undergraduate degree programs and six graduate degree programs. SLS is larger than a number of colleges on the Mānoa campus and has a large number of student enrollments, faculty and support staff to help manage the unit. Nearly 10% of all Mānoa undergraduates are majors in SLS (1,270 out of 13,203 students).

A goal of the merger was to achieve operational efficiencies. Extensive curricular changes are already underway, including retiring courses, consolidating courses with overlapping content and eliminating redundancy. The school’s curriculum is tied to other majors, therefore, the school will have to work closely with other units to carefully plan for any changes to their curriculum.

The Microbiology graduate program is under self-review to update the graduate manual, review needs of the State, and opportunities with graduate faculty in CNS, CTAHR, JABSOM, and SOEST. SLS is also considering modifications to the graduate programs in Botany and Zoology.

The unit has been working to add new programs including Bachelor’s and Master’s (BAM) programs in Marine Biology and Microbiology; undergraduate tracks for specialization in Computational Biology/Bioinformatics and Clinical Microbiology; and professional Master’s degrees in Conservation Biology and Genetic Counseling that will provide opportunities for students to study in Hawai'i.

SLS faculty have broad expertise in biodiversity, conservation biology, ecology, evolution and organismal biology and the State relies on the program’s graduates to work in the preservation of, and education about, Hawai'i's natural heritage. The school is working on expanding place-based learning to provide unique learning opportunities for students.

**Details**
For the first time in 5 years, UH Mānoa has over 18,000 students enrolled in a single semester. In the past, we were able to provide instruction to 20,000 students given the same number of faculty and classroom space currently available. Future cuts and spending restrictions will be much less impactful if we are able to increase enrollments to the 20,000-student level that we have seen in the past.

As a result of this pandemic, laboratory capacity is cut in half, which affects faculty workload and requires more teaching assistants to oversee students in both a laboratory and preparation room. A major issue with bringing in more students is the recruitment and funding for graduate assistants (GA) that may serve as teaching assistants in laboratories.

The University is looking at ways in which to allocate faculty position counts, graduate assistant counts, and other resources in areas of growth and strategic importance to our mission and the State. Vacant positions may serve as an opportunity to make investments in the University through new hires.

Retirement incentives for faculty are currently under negotiation between the University and UHPA. Separations due to retirement are voluntary. When a position becomes vacant, we may consider reallocating positions and hiring faculty in areas with growing enrollment and areas that have significance to the State. However, we do not intend to bring in new faculty until we have some clarity on plans from the Governor and Legislature on how we will get through this crisis. We hope to have a better idea of our financial standing by next summer. Our current goal is to protect the positions and people we currently have.
We did not consider doing away with tuition waivers as a cost-cutting measure. A conversation around tuition waivers may be an item for discussion at some point, at least to understand the magnitude of what we pay internally and what we do not bring in externally.

Although the Biology, Botany and Microbiology programs have merged under a single school, they are still being reported as separate programs. The Provost and OVCAA will work to resolve this reporting discrepancy.

**Outcomes**
The suggestion to stop out the Microbiology graduate degrees has been removed.