ATTENDEES:
Provost Michael Bruno, Dean Vance Roley, Ann Sakuma, Dan Spencer, Cara Sawai, Carissa Gusman, Colleen Okada, Deborah Fitzgerald, Giulio Ronzoni, Ingrid Lin, Ivan Wei, Jerry Agrusa, Jun Chi, Kwanglim Seo, Laura Lyons, Lenna Shulga, Myra Naito, Qimei Chen, Rachel Kaiama, Robin Hadwick, Susan Kikuchi, 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 University has not yet received its budget allocation from the Governor for this fiscal year 2020-2021 (FY21). In the meantime, the university has taken steps to ensure that we will end the current fiscal in good shape. The University has implemented cost-cutting measures including a hiring freeze, travel freeze and restrictions on major spending. Taken together, these measures position our campus to start in a strong fiscal position for the upcoming fiscal year 2021-2022.

The Governor intends to borrow $750 million from the federal reserve this current fiscal year; this loan must be repaid by the State within 3 years beginning July 1, 2021. Governor also intends to engage in one-time, cost-saving measures such as raiding a few reserve funds and deferring payments to other funds. These are one-time fixes for this current fiscal year and we anticipate a significant shortfall in the State's budget in the coming years.

The Governor and unions are also in negotiation on possible furloughs of 2 days per month (9.23% pay cut) for State employees. All University E/M positions will take a pay cut effective November 1, 2020.

There are possible opportunities to help address the budget shortfall. There may eventually be some Federal financial relief for states. The Legislature may look at alternatives for increasing revenue.

**Process**
The budget crisis and furlough are driving our long-term planning. We cannot expect to be a successful R1 research university if our employees are taking a pay cut for four years and we maintain the various freezes. If we can find efficiencies that cut costs and grow enrollment, we may be able to move away from the painful cost-cutting measures and pay cuts.

Work is underway to evaluate both the administrative and academic sides of the University to create efficiencies and reduce costs. On the administrative end, Phase 2 of the Mānoa reorg is currently under development; it identifies for elimination approximately 12 E/M positions that will result in cost savings for the Mānoa campus. Additionally, a Blue Ribbon Committee is reviewing Athletics to assess the current program and identify a sustainable future for the program. We are also looking for efficiencies in other programs such as VC for Students, student housing, facilities, auxiliary services, etc.

The Mānoa Budget Committee has performed a review of academic programs and made suggestions with the intent to provoke conversation based on data available for review. Committee members are meeting face to face with highly impacted departments and want to hear their ideas on how to strengthen programs and departments, increase enrollment and tuition revenue, reposition Mānoa to become an even stronger premier R1 university and continue to support the needs of the State of Hawaii. Faculty
are subject matter experts in their areas of teaching and scholarship and the Committee welcomes their ideas and feedback.

Review, approval and consultation with unions and affected stakeholders will continue through Spring 2021, it will take time to implement these plans. 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.

**Background**

Over the past 10 years, TIM School faculty and staff have had to deal with ups and downs of a plan to merge with Shidler while continuing to carry on with instruction and service for the community. The merger with Shidler was recently approved; along with a reformed TIM Advisory Board composed of leading hospitality and tourism members.

TIM school faculty were working to develop a TIM MBA track; however, the TIM Advisory Board does not feel there is currently a market for this. The Advisory Board indicates that they would like to see master classes, e.g. four 1-hour sessions on various topics such as revenue management, marketing for the hospitality industry, etc. Classes may be taught in conjunction with faculty members and business professionals, bundled for credit, and made available for both our students and working professionals in the industry.

TIM faculty have directed their energy toward building upon their existing MS program. The current 4+1.5 TIM MS program requires 36 credits and a thesis.

**Details**

TIM faculty would like to continue the MS program and have proposed the following modifications.

- Continue the MS program with a redesigned curriculum.
- Decrease MS credit requirements from 36 credits to 30 credits and consider removing the thesis requirement
- Work harder on the 4+1 program to recruit more undergraduate students to the masters program.
- Develop a doctoral program.

TIM faculty suggests redesigning the MS program curriculum and developing a construct similar to the three new MS programs launched in Shidler (which are designed to be completed within one year). By decreasing credit requirements from 36 to 30, and possibly removing the thesis requirement, the redesigned 4+1 program would provide a pathway for students to flow directly from the undergraduate program to the MS program. The redesigned MS program may also be an opportunity to create pathways from the Shidler BBA programs to the TIM MS program.

Historically, TIM School was responsible for their own marketing and recruitment efforts with limited resources. Two students are enrolled in the MS program this semester. Shidler has one recruiter who would add the TIM MS program as part of the marketing package when recruiting graduate students for Shidler. Shidler’s marketing would also include the TIM MS program as part of its marketing package in an effort to further promote the program.

Faculty feel it is important to keep the MS program going and believe now is a good time to review/revise the curriculum and work toward recruiting more students to the program. TIM would also like to develop a PhD program. The MS program will help to support the build-out and success of a PhD program, consistent with other top universities that have hospitality and tourism programs. Discussions around a BBA TIM double major are ongoing.

**Outcomes:**

The Committee agrees with the TIM School’s proposal for the MS program and is committed to help position the School for growth. The Committee also encourages TIM to:

- Leverage opportunities across degree programs and look at other majors within Shidler that may be attracted to the TIM MS program.
Consider the manner of scheduling and delivery of class offerings to make them more attractive for working professionals who work long hours, are currently out of work, or looking to transfer to other positions within the industry. Examples may include workshops, certificates, and non-credit courses via Outreach to bring in additional revenue.

Pursue articulation agreements across the UH System to attract transfer students.

This time of upheaval in the tourism industry may be a good opportunity to bring back students who did not complete the degree program and offer professional educational programs such as Executive Development Institute for Tourism (EDIT) and Hawai‘i International Hotel Institute (HIHI).

Freshman enrollment has been stable. However, there has been a decline in transfers from community college; the Committee encourages the School to revisit possible articulation agreements with the community colleges. School of Accountancy and OVCAA have strong examples to assist in this process.

The search for the Director/Associate Dean for TIM School remains a high priority. However, given the current hiring freeze and budget crisis, we are uncertain when we can move forward with recruitment for this position.

UH Mānoa is a unique community-serving institution. As we work through this process, we are committed to repositioning the University to be stronger while preserving our mission to serve the people in the Asia Pacific region and across oceania; respect our native Hawaiian culture; and serve our community.

**Additional Items for Discussion:**

- Meet with Outreach College Dean, Bill Chismar to discuss options.