MINUTES OF THE REGENTS’ COMMITTEE ON
BUDGET & LONG-RANGE PLANNING

Date: Thursday, November 14, 2002

Place & Time: Campus Center Conference Room 220
University of Hawai‘i at Mānoa
10:25 a.m.

Committee Members Present: Regents Dowling (presiding)
Kaneshiro
Kawakami
Lee
McElrath
Nunokawa
Poe
Thurston
Yamasato
Kobayashi (ex-officio)

Committee Members Excused: Regents Ikawa
Kurisu
Poe

Others Present: Evan S. Dobelle, President, University of Hawai‘i
Walter S. Kirimitsu, Senior Vice President and University General Counsel
Joyce S. Tsunoda, Senior Vice President and Chancellor, Community Colleges
Rose Y. Tseng, Senior Vice President, University of Hawai‘i and Chancellor, UH-Hilo
James R. W. Sloane, Vice President for Administration and Chief Financial Officer
Deane Neubauer, Interim Vice President for Academic Affairs
Peter Englert, Chancellor, University of Hawai‘i at Mānoa
William Pearman, Chancellor, University of Hawai‘i West O‘ahu
Michael T. Rota, Vice Chancellor for Academic Affairs
Ryan T. Kurashige, CIP Officer
David Iha, Executive Administrator and Secretary of the Board
Carl Makino, Executive Assistant to the Board
Subjects:

1. Strategic Plans: Mānoa, Hilo, West O'ahu, Community Colleges
2. Budget Policy, FY 2003-2005
3. Operating Budget and Capital Improvements Program, FY 2003-2005
4. System Level Reorganization

Strategic Plans: Mānoa, Hilo, West O'ahu, Community Colleges

Vice President Sloane provided an overview of the budget process which derives its direction from the Strategic Plan. Interim Vice President Neubauer explained the planning process and how the respective campus strategic plans about to be presented were all based in principle on the University’s Strategic Plan. The campus plans were being prepared parallel with the System Strategic Plan.

University of Hawai‘i at Mānoa

Chancellor Englert presented the strategic plan for University of Hawai‘i at Mānoa, first explaining the process with several campus groups involved. The envisioned outcomes were increased enrollment, program quality, and students graduating earlier.

The University of Hawai‘i Mānoa strategic plan, *Defining Our Destiny: The University of Hawai‘i at Mānoa Strategic Plan, 2002-2010*, will be used to guide Mānoa’s prioritization of strategic initiatives and the ongoing development of the campus budget.

The planning process was initiated during the Fall of 2001. We began a series of campus-wide conversations about our future and our highest aspirations for Mānoa. A Listening Project was initiated which included meetings, forums, questionnaires, bulletin boards, and an interactive website for enhancing communications throughout the campus and community.

The Listening Project culminated in an unprecedented gathering on February 1, 2002 where more than 1,400 people participated in the “Defining Our Destiny: Planning Workshop.” Students, faculty, staff, alumni, parents, and members of the community came together to share their visions and ideas about how we can together improve our state’s leading institution for higher learning. Deliberations with our steering committee, working groups, and other participants resulted in this plan. This plan was reviewed by and has the endorsement of the Mānoa Faculty Senate.

The Mānoa Strategic Plan represents the aspirations of many at the University of
Hawai'i at Mānoa and the broader community intent upon making our institution a more vibrant, engaged, and connected place to study, work, and interact. In addition to articulating our mission, this plan also contains our vision statement, our core commitments, and our strategic imperatives that we believe will help to transform our campus.

The plan is developed around seven core commitments—research; educational effectiveness; social justice; place; economic development; culture, society and the arts; and technology. The strategic imperatives enunciated for each commitment speaks to Mānoa's vision as a premier research institution striving for excellence in teaching, research, and public service. It is an innovative institution, comfortable with change, celebrating its diversity and uniqueness as a Hawaiian place of learning.

**University of Hawai'i at Hilo**

Chancellor Tseng provided an overview of the UH-Hilo Strategic Plan. The *University of Hawai'i at Hilo Strategic Plan 2002-2010*, will guide UH-Hilo’s prioritization of strategic initiatives and the ongoing development of the campus biennium budget. It establishes the directions and strategies that will guide the University of Hawai'i at Hilo over the next eight years.

The UH-Hilo strategic plan review process has been participatory, inclusive, and ongoing, led by both the administration and the UH-Hilo Faculty Congress. The Strategic Plan Review Committee is a committee whose membership includes all constituencies, including the student body and the community. The Committee has actively sought input throughout the process, through a campus web-based survey, a survey of the public, and a number of open forums. In May 2002, campus units proposed nineteen strategic initiatives to implement the goals of the revised strategic plan.

The 2002-2010 plan is infused by a strong sense of the campus mission: “to offer quality undergraduate liberal arts and professional programs,” as well as selected graduate programs. The campus offers students “hands-on learning, service, and leadership opportunities and especially encourages close student-faculty interaction and collaboration on research projects.” Consistent with the accrediting commission’s emphasis on the centrality of student learning, the strategic plan goals emphasize educational effectiveness and institutional capacity in the service of education. At the same time, the plan has been shaped by a strong sense of commitment to the community.

The plan establishes six major goals:

I. Maintain a well-rounded mix of liberal arts and professional programs, while distinguishing ourselves by taking full advantage of the extraordinary natural
environment and cultural diversity afforded by our island setting.

II. Continue to refine and strengthen efforts to fulfill our primary mission to offer high quality undergraduate liberal arts and professional programs.

III. Build a learning environment that facilitates student development and success.
IV. Obtain sufficient resources to support enrollment growth, high quality programs, and enhanced services.

V. Embrace opportunities for dynamic community involvement.

VI. Establish a more effective organization and invest in human capital.

University of Hawai‘i, West O‘ahu

Chancellor Pearman presented the strategic plan for University of Hawai‘i West O‘ahu. *The University of Hawai‘i West O‘ahu Strategic Plan: 2002-2010*, establishes the directions and strategies that will guide the University of Hawai‘i West O‘ahu over the next eight years.

This plan has been developed through an inclusive process that began with identifying system-wide and campus issues, proceeded through community and campus meetings to focus those issues and develop action strategies, and provided for input from student, faculty, staff, community members and other stakeholders. Development of this campus plan has also benefited from the widespread input into the University of Hawai‘i System planning processes, which have proceeded simultaneously.

Plan preparation has been overseen by the University of Hawai‘i West O‘ahu Strategic Planning Committee, an ongoing advisory body to the Chancellor composed of campus-wide representatives.

The plan establishes five major goals for the University of Hawai‘i West O‘ahu:

- Effectiveness and Innovation for Student Success
- Facilitation for Functional Integration Across the System
- Opportunities for Global and Multicultural Education and Engagement
- Investment in Human and Physical Resources
- Capitalization on the Community as a Key Resource

Within each goal, objectives are identified. Each objective is followed by a number of more specific action strategies and resource requirements.

Although the plan provides a template for guiding the University of Hawai‘i West O‘ahu, it is anticipated that the plan will need to change and evolve as internal and external events impact the University and the campus.
Vice Chancellor Rota provided an overview of the Community Colleges Strategic Plan. The University of Hawai‘i Community Colleges Strategic Plan 2002-2010 establishes the directions and strategies that will guide the Community Colleges over the next eight years.

This plan has been developed through an inclusive process that began with identifying Community Colleges' system-wide issues, proceeded through system-wide meetings to focus those issues and develop action strategies, and provided for input from students, faculty, staff, and administrators throughout and on earlier drafts of the document. Plan preparation has been overseen by the Chancellor's Strategic Plan Steering Committee, an advisory body composed of representatives from student, faculty, and administrative leadership from each campus.

The plan establishes five major goals for the Community Colleges:

- Promote Learning and Teaching for Student Success
- Function as a Seamless State System
- Promote Workforce and Economic Development
- Develop Our Human Resources: Recruitment, Retention, and Renewal
- Develop an Effective, Efficient, and Sustainable Infrastructure to Support Student Learning

Within each goal, several objectives are identified, as well as a number of more specific action strategies. In addition, measurable performance outcomes are identified for each objective.

Although the plan provides a template for guiding the University of Hawai‘i, Community Colleges, it is anticipated that the plan will need to change and evolve as internal and external events impact the campuses.

Budget Policy, FY 2003-2005

Vice President Sloane explained that in accordance with the Board’s policy the budget policy paper was recommended for review and approval. The recommended budget policy paper sets forth the environmental context and general policies to guide the preparation of the University's 2003-2005 biennium budget as required by Board policy.

Section 8-3b(1) of the Board of Regents Policy requires the President to prepare and submit a recommended biennium budget policy paper to the Board for approval. The purpose of the policy paper is to “…set forth the environmental context for budget building and general program, policy and management objectives to guide the preparation of the biennium budget.”

Operating Budget and Capital Improvements Program, FY 2003-2005
Vice President Sloane presented the proposed operating budget for the University of Hawai‘i amounting to $99.3 million in program change requests (PCR) in the 2003-2004 fiscal year and $116.7 million in 2004-2005 fiscal year. He explained that these program change requests reflect the needs of the University and must be communicated to the Legislature.

Mr. Kurashige explained that the Capital Improvements budget included twenty six projects for $659.02 million. Twenty three of the projects, or approximately $613.2 million of the CIP budget represents projects that were partially funded in prior appropriations. He added that there would be two additional projects but no information was available at the time.

The meeting was recessed at 12:01 p.m. and reconvened at 1:15 p.m. in the same location.

Regent Nunokawa inquired if the PCR’s included new positions. Vice President Sloane indicated that they did.

Regent McElrath inquired about a plan to minimize remedial education at the Community Colleges. Chancellor Tsunoda explained that the Community Colleges plan to continue remedial education in cooperation with the Department of Education’s Adult Education Division. Regent McElrath followed that the Community Colleges may need to increase its staffing and budget due to President Bush’s Leave No Child Behind program.

System Level Reorganization

President Dobelle provided an introduction to the proposed reorganization stating that it was still a work in progress and that the administration was still consulting with the appropriate unions. Therefore, the administration remains flexible in what the final structure will look like.

Interim Vice President Neubauer provided an overview of the proposed reorganization. Chancellor Tsunoda added a report on the recommendation from a committee she had appointed to review the current Community College structure and what can be changed. They had recommended that the Community Colleges be reorganized as the President proposed. She nevertheless had expressed early concerns over the preservation of the special mission of the Community Colleges. President Dobelle had assured Chancellor Tsunoda that the Community Colleges’ mission would not change despite the fact that all Provosts would be changed to Chancellors and report directly to the President. They would also become members of the Council of Chancellors, reporting directly to the President.

Mr. Paul Clur, President of the University of Hawai‘i Student Caucus, expressed concerns over the fact that the administration had not afforded students sufficient time for
input. He therefore suggested that the reorganization be deferred. Regent Dowling assured that the meeting was for information and discussion only. No decision would be made. The matter would be placed on the Committee’s agenda for its November 21, 2002 meeting. President Dobelle assured that all efforts will be made before that time to set up a meeting with the students to get their input.

Regent Thurston asked about Student Affairs. Mr. Clur stated that students prefer that the Vice President for Student Affairs report directly to the President and not through the Vice President for Academic Affairs.

There being no further testimonies nor questions from the members of the Committee, the meeting was adjourned at 2:10 p.m.

Respectfully submitted,

David Iha, Secretary

Dated: December 11, 2002

c: Chairperson Bert A. Kobayashi
Members, Committee on Budget and Long-Range Planning
President Evan S. Dobelle
Vice President James R. W. Sloane
Interim Vice President Deane Neubauer