

Strategic Conversations 2020—determining cost-efficiencies & investments

From the 14 campus and small group discussions completed and the 70+ emails received in Phase I of this process, the following 120+ ideas were generated.

Reduction of Expenses Strategies (Short-term Solutions?)
<p>1. Program Consolidation, Sharing, Realignment, Elimination</p> <ul style="list-style-type: none"> • Review concentrations to reduce redundancies (Reduce need for lecturers/overload) • Look for cross-campus faculty sharing (Reduce need for lecturers/overload) • Humanities—reduced to teaching general education required courses OR students to take GenEd courses at a CC (reduce need for lecturers/overload); Redesign humanities to focus on general education and providing courses needed to complete high demand degrees • Hawaiian/Pacific Island Studies—transfer to Mānoa OR cost share with CCs (staff reduction) • Eliminate or move Early Childhood (staff reduction) • Focus on seamless transfer from CC's • Merge/cross apply courses for different degrees to reduce smaller classes • Rethink all degree and concentration programs for redundancies/cross-overs • Suspend all experimental course, all directed reading courses, new courses • Merge/cross apply courses for different degrees to reduce smaller classes • Merge concentrations • Eliminate Education—target Elementary first; Education Division - Reviewing the cost analysis of the academic programs, we need to rethink the education division. Redesign education to focus on the parts within the division that meet the community needs, student demand, and are successful at graduating students. • Evaluate all programs & concentrations—We should use ROI measures to determine what stays/ what goes • Cross list courses for students to have options of taking classes and reduce smaller classes
<p>2. Salary, Stipends, Overload Reduction</p> <ul style="list-style-type: none"> • Target reduction of non-tenured, nonpermanent personnel • Investigate cost-efficiencies by using lecturers rather than faculty • Revisit compensation practices, reduce overloads, require faculty to teach full load (12 credits), reduce course releases, etc. • Freeze hiring • Reduce salaries across the board
<p>3. Infrastructure—Facilities, Maintenance, Equipment</p> <ul style="list-style-type: none"> • Copy machines—more efficiency—e.g. copy in black-n-white (reduce copier costs) • Web-based/on-line processes for all paperwork (reduce paper costs) • Stop watering the great lawn (reduce water costs) • Shut buildings/reduce to few open buildings • Reduce need for commercial licenses—e.g. technology platform licenses • Reduce costs associated with purchases for resources/materials (e.g. all Lab resources purchased from one vendor to gain possible discounts) • Raise office/classroom temperatures to 77 degrees • Building/facilities/office rental
<p>4. Efficiencies</p> <ul style="list-style-type: none"> • Work with Fiscal Office to be more cost efficient, identify deficits, ensure compliance • Convert 11-month faculty to 9-month (reduce 17% per)

<ul style="list-style-type: none"> • Rethink all degree and concentration programs for redundancies/cross-overs • Look at System-wide efficiencies to allow students to take courses throughout the system • Change the quality and consistency of how classes are taught • Renegotiate large System agreements as leverage • Improve our offerings and expertise—business, computers, Hawaiian Studies, tourism, public administration, creative media, liberal arts—for industries • Continue work on articulation agreements with community colleges • Streamline majors for quicker attainment of degree
<p>5. Reduce Barriers/Increase Student Access</p> <ul style="list-style-type: none"> • Reduce barriers to accepting students into UHWO—e.g. Praxis requirement, auto-placement from HS' and CC's into UHW • Look at System-wide efficiencies to allow students to take courses throughout the system • Couple AA degrees with auto-transfer into UHWO to complete Bachelor degree • Offer across the system courses that allow students to diversify skills/knowledge
<p>6. Shared administrative & support functions</p> <ul style="list-style-type: none"> • Systemwide Equity/Compliance • Trim Academic Affairs • Trim Student Affairs • Trim Administration—2 positions for legislative work?

Increased Revenue Strategies (Short/Midterm?)
<p>1. Class size/Credit hour charges</p> <ul style="list-style-type: none"> • Increase class size to 15 instead of 10 • Increase faculty course load to 4 or 5 classes (like at CC's) • Improve course sequencing to reduce smaller classes • Charge per credit above 12 credits
<p>2. Increase DE—courses, degrees, reach</p> <ul style="list-style-type: none"> • Move all PUBA courses and generate a degree program on-line • Focus work on “how to Teach Online/Hybrid” for K-12 teachers • Improve quality DE programs and degrees (e.g. expand overseas and on the continent; train professors/instructors to improve on-line teaching) • Build an on-line bachelor degree in Hawaiian Studies (linked to WCC's online AA degree) • Increase technology to enhance DE (e.g. create UH zoom platform, improve Laulima)
<p>3. Increase partnerships & collaborations</p> <ul style="list-style-type: none"> • Work with the System and other partners to provide opportunities to the unemployed to reimagine their work lives • Review all articulation agreements with CC's to increase pathways from CC's to UHWO (to increase transfers) • Increase extramural funding sources • Look for ways to offer certificates/credentials that align with industries (e.g. immersion certificate for Education) • Identify key industry partners (e.g. COC, healthcare, tourism) that desire specific badges/microcredentials and are willing to sponsor employee (non-credit) tuition • Expand business partnerships (P3) to increase \$\$

- Create partnerships with Saudi countries (e.g. data analytics, cyber security, health informatics)
- Expand partnerships with area businesses (e.g. hotels, KS) to pay for returning students
- Expand certifications and other professional development training for business (e.g. Insurance, Human Resources)
- EAB—seek partner to invest in paying for EAB
- Utilities - Partner with other solar companies to increase our PV panels on buildings with a goal of 100% self-sustaining. This shows to our students and community our commitment to Malama Aina.

4. Expanding UHWO

- Developing/Implementing a set of graduate programs; Expand pipeline from UHWO into graduate schools
- Non-credit International short program
- Military (online) Potentially serve more who have their education benefit (e.g., G.I. Bill).
- Pacific Islands 150% tuition rate
- More online baccalaureate completions (market research on CC transfers)
- Develop four-year pathway options in select online degrees/concentrations
- Leverage grant funding to develop student mentorship programs
- Improve our offerings and expertise—business, computers, Hawaiian Studies, tourism, public administration, creative media, liberal arts—for industries
- Expand Cyber Security and other Tech-field certificates and degrees
- Build UHWO technology systems—to become a leader in the field/Innovative Tech-advanced Campus
- Look at new programs that would increase UHWO’s uniqueness—school counselling, TSA, Hawaiian language
- Build programs designed to strengthen the family
- Strengthen Dual-enrollment & Early College to help increase student recruitment
- Invest in enrollment—staff, tech tools, strategies to increase student enrollment and success

5. Increase performance

- Continue to increase retention/persistence
- Telework
- Add culture and sustainability to make UHWO unique
- Invest in cross-training all staff to support programming (e.g. one-stop-shop)
- Info Tech - Invest in a cell phone tower to increase access for our students and the community.

6. Real estate/Commercialization/Enterprise

- Invest in monetizing real estate
- Privatization
- Work with System to leverage fallow land to increase income

7. Marketing/Advertisement

- Market select programs to out-of-state DE students.
- Develop major/division based online cohort events for students
- Market as Hawaiian place of learning
- Market to Asia; Partnerships with Asian higher education institutions
- Increase market visibility (e.g. fantastic programs, great faculty)
- Target Alum to return to UHWO to improve skills/knowledge
- Significant investment in advertising/marketing with transfer students

<ul style="list-style-type: none"> • Explore UHWO’s value to the surrounding community • Increase outreach to high school students—alum talks, representative visits (virtually), others
8. Increased Extramural Funding <ul style="list-style-type: none"> • Leverage grant funding to develop student mentorship programs • Invest in more support for grant funding searches/submissions • Expand extramural and foundation \$\$

Investments (Long-term solutions?)
1. Infrastructure Improvements <ul style="list-style-type: none"> • Solar Panels to reduce electric costs • Debt Services - can we negotiate or refinancing the loan?
2. Disciplines/Content Areas <ul style="list-style-type: none"> • Invest in Data Science, Nursing/ Vocational Health, Dental Hygiene, Cyber-security, Creative Media, Health Care Administration, Health Sciences • Embed in more courses practicum, internships, service-learning (to replace capstones) and community work • Build UHWO technology systems—to become a leader in the field/Innovative Tech-advanced Campus • Look at new programs that would increase UHWO’s uniqueness—school counselling, TSA, Hawaiian language • Build programs designed to strengthen the family • Develop a degree in entrepreneurship • Must continue to deal with real world issues • Build/strengthen relationships between faculty and students • Look at team-teaching strategies • Invest in student holistic well-being
3. Expand Programs/Centers <ul style="list-style-type: none"> • Expand Internships and other Practicum/Work based experiences for Students • Expand Center for Labor/Labor Studies • Invest in cross-training all staff to support programming (e.g. one-stop-shop) • Invest in student employee funds by matching our Federal Work Study (FWS) allotment

Stages of MCDA for UHWO

