

Taskforce & Unit Level Strategic Budget Conversation Protocol

Introduction:

Since early September, UHWO has engaged stakeholders in preliminary discussions about the future of this campus given this state's economic downturn due to COVID-19. These discussions have been thought-provoking, at times challenging, and critical to collecting ideas/strategies and concerns that would guide our next steps to ensure our viability and sustainability. **PLEASE read through this document and familiarize yourself with the data for this planning process prior to our first meeting this Wednesday, Oct. 28—found at <https://westoahu.hawaii.edu/about/leadership/planning-process/>**

During the next five weeks, a Task Force of assembled representatives from across the campus will tackle the following questions:

Part I Question: *What is UH West O'ahu willing to do to meet our projected deficits in FY 21, 22, 23, and 24?*

Part II Question: *What must UH West O'ahu do to increase our enrollment, to grow programs that will significantly impact a healthy post-pandemic Hawai'i, and to invest in entrepreneurial initiatives that nurture our distinctiveness?*

Both UHPA AND HGEA have been invited to participate in the task force. UHWO leadership will consult with the unions to seek meaningful solution focused decisions. We thank you for your participation in this Task Force and hope that through our collective, collaborative conversations, we can arrive at a set of recommendations that assemble the right mix of cost reductions and revenue generating investments to offset a projected decline in General Funds from our state government.

General Guidelines for the Task Force's work:

In consideration of our wide expertise and perspectives, we hope that the following list of working guidelines for our discussions and input will help us create an atmosphere of collegiality, grace, and collective wisdom.

GROUND RULES FOR FACILITATED SESSIONS rev 02-06jj

- ** We are all equals** --- let's respect each other and commit to understanding each other.
- ** It's okay to disagree.** Keep criticism to the idea, not to the person.
- ** Listen as an ally.** Listen to understand others, rather than to defend one's own views.
- ** Everyone participates** --- no one person dominates.
- ** Honor the time limits.**

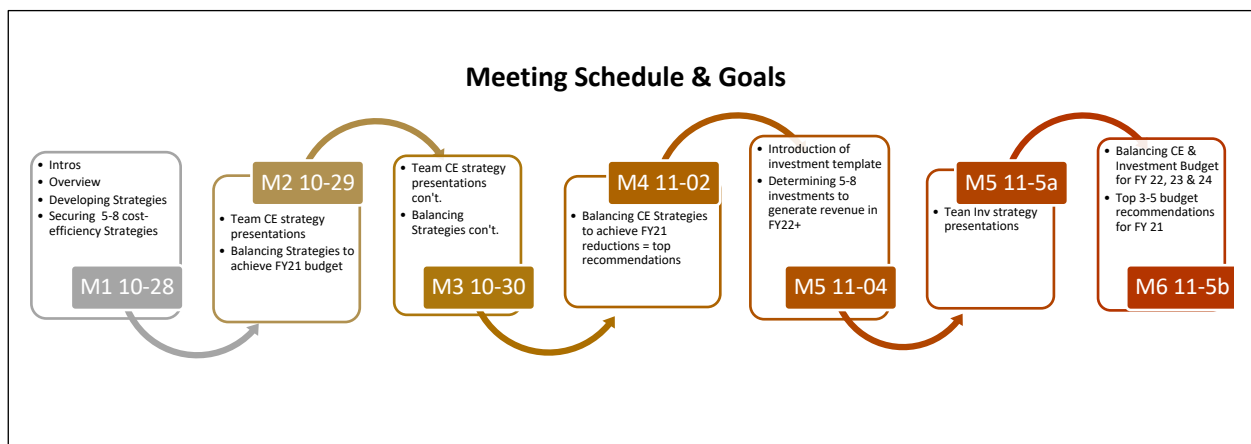
- ** If in the end, you don't agree, then **agree that you won't sabotage** the group's decision.
- ** **State your intentions up front.** No hidden agendas!
- ** **Decisions will by agreement.** As a fallback, if decision can't be made by agreement, then majority vote of the group will prevail.

TOWARDS LEVELS OF AGREEMENT

- Level 0** I feel that we have **no clear sense of unity** in the group. We need to do more work before agreement can be reached.
- Level 1** I **do not agree** with the decision and feel the **need to stand in the way** of this decision being accepted.
- Level 2** I **do not fully agree** with the decision and need to register my view about it. However, I **do not choose to block the decision**. I am willing to support the decision because I trust that it represents the best thinking of the group.
- Level 3** I **can live with the decision**. However, I'm not especially enthusiastic about it.
- Level 4** I find the **decision perfectly acceptable**.
- Level 5** I can say an **unqualified YES** to the decision. I am satisfied that the **decision is an expression of the wisdom** of the group.

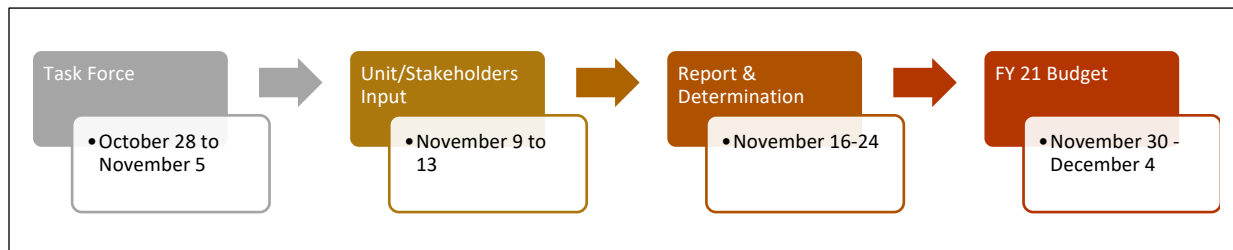
Overall Process:

to ensure this quick turnaround of recommended strategies to reduce costs and invest to generate income, the Task Force is projected to participate in more than 16 hours of meetings—7 meetings (M) that start on October 28 and end on November 5—in addition to other individual preparation time and small team discussions (*more dates/times may be added if needed). We are looking at the following schedule and intended accomplishments:



During the week of November 9-13, these budget recommendations will then be reviewed with each of the faculty, staff, and students across our campus units—Chancellor’s, Academic Affairs, Student Affairs, Administrative Affairs, and ASUHWO. The unit inputs in addition to data from a survey to all UHWO stakeholders that asks participants to rank the Task Force’s budget recommendations will then be put into a report and submitted to campus leadership. This report will also be shared with the campus’ stakeholders.

From November 16 to the 24th, the campus leadership will discuss and determine the mix of recommendations for the fiscal year 2021, 22, 23, and possibly 24 budgets. Our budget and fiscal operations will then have five days to generate a budget presentation to the system and BOR. The final report is expected to be communicated to campus stakeholders by or around the first week of December 2020. Please note that timing is affected by the State of Hawai’i process and our Board of Regents requests.



What we know and have generated:

- a) The project budget shortfall for the UH System has been estimated, conservatively at \$100 million in FY21. (June/July 2020)
- b) UHWO’s projected budget shortfall, G-Fund reductions, for FY 21 (2020-21) is projected to be \$3 million (conservatively). Though we do not know at this time what the exact amount is, we anticipate at least a 16% reduction to our G-Fund.
- c) UHWO (and the UH System) has already begun efficiency measures—e.g. significant reductions to our operational expenses (began in March 2020), analysis of energy consumption and piloting procedures of cutting back, reduction in Executive Managerial salaries by nearly 10% or \$55,200 savings for FY 21, \$92,800 for FY22 (to begin November 1, 2020).
- d) During the round 1 campus discussions (a measure of shared governance)—the purpose of which was to collect suggestions/concerns from faculty, staff and students related to cost efficiencies and investments—14 meetings with 150+ attendees and 70 emails produced over 120 ideas. In the second round of campus discussions, 177 participants attended one or more of the six conversations and provided rich discussion (strategies/concerns) on the first five strategies for cost efficiencies and investments. Also, raised concerns about process and participation.

e) Currently, data (determined/suggested by faculty, staff, students in both conversations) is being collected/generated and disseminated (see Budget website) to be utilized by the task force.

This phase:

The Task Force will engage in data analysis and discussion to create a set of budget recommendations for both unit and stakeholder input as well as leadership review and determination. PLEASE FAMILIARIZE YOURSELF WITH THE WEBPAGE FOR THIS EFFORT (Pueo Planning @ <https://westoahu.hawaii.edu/about/leadership/planning-process/>).

1. Task Force Objective: address the Part I Question: *What is UH West O’ahu willing to do to meet our projected deficits in FY 21, 22, 23, and 24?* In response, smaller work teams will explore and determine how one or two cost-efficiency strategies can contribute to the projected budget shortfall for FY 21 and the subsequent years.

Cost-Efficiency Proposition Template

Strategy XXX

Current Costs	Projected Costs for FY21	Proposed Reduction	List of Data Used to Determine Cost Savings	FY21 Cost Savings	Additional Information

2. Determine future investments that would generate revenue for UHWO. Please specify what the investment is and what might be the potential revenue raise (you may have to do some exploration to project such calculations).

Investment XXX

Investment (1 paragraph description)	What infrastructure (e.g. personnel, program, advertising) is needed to generate revenue? What will be the cost of the investment?	List Data Used to Determine Revenue	Expected Rate of Return for FY 22	Expected Rate of Return for FY 23/24

NOTE: The task is to submit a minimum of 3 budget recommendations for the right mix of investments (which will probably be realized in Year 2 if not Years 3 and 4) and cost efficiencies.

Expected Cost Efficiencies + Investment Revenue = Fiscal Year

Task Force Expected Completion Date: Friday 11/6/20

Summary:

We hope that you will find this process to be valuable. Your input is crucial; please consider contributing in positive, meaningful ways.

Should you have questions/concerns please do not hesitate to contact:

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On behalf of your colleagues and students “Mahalo nūnui” in advance for your effort, commitment, and aloha!