

**Committee on Administration & Budget  
Minutes**

**Meeting Date** March 27, 2024  
**Meeting time** 10:00AM - 11:00AM  
**Location** Virtual meeting  
**Quorum** 5  
**\*** Cannot attend regular cab meeting but will attend subcommittee meetings

**Attendance**

**Members**

<b>Name</b>	<b>Role</b>	<b>Attendance</b>
Dan Blackaby	Vice-Chair	<u>Present</u>
Roy Gal	Member	<u>Present</u>
Albert Kim	Member	<u>Excused</u>
Eugene Magnier	Member	<u>Excused</u>
Laura O'Rourke*	Member	Present (left 10:30)
Robert Paull	Member	<u>Present (arr 10:30)</u>
Thomas Pearson	Member	<u>Excused</u>
Sarita Rai	Chair	<u>Present</u>
Mark Thorne	Member	<u>Present</u>
Andrew Wertheimer	Member	<u>Present</u>
Carolyn Stephenson	SEC Liaison	<u>Present</u>

**Guests**

Sandy French, Chief Manoa Budget Officer: 10:15 AM

Subject	Discussion/Information	Action / Strategy / Responsible Person
<b>Call to Order</b>		10:00 am
<b>Review of Minutes</b>	CAB Minutes 3-13-24	Approved by general consent.
<b>SEC Liaison Report</b>		
<b>Ongoing Business</b>	<ol style="list-style-type: none"> <li>1. CAPP will be presenting and providing recommendation concerning General Education</li> <li>2. Motion Rules of Order <ul style="list-style-type: none"> <li>● Need to add new units after the reorganization</li> <li>● Rules of Order</li> <li>● Redlined Rules of Order</li> </ul> <p>Motion Bylaws</p> <ul style="list-style-type: none"> <li>● Redlined Bylaws</li> <li>● Clean Bylaws</li> </ul> <p>UHPA Primary Academic Units and the number of faculty in each PAU</p> </li> <li>3. Gen Ed Red Lined and Summary Gene, Laura, Sarita. No change</li> <li>5. Procedures for Assigning Program Names Subcommittee Report: Committee: Andrew, Sarita.</li> </ol> <p>Conveyed to CAPP that CAB has reviewed the policy and finds no issues. We are waiting for CAPP, and will then send MFS and Halbert a</p>	<p>PAU based on national naming. This is how UHPA classified them.</p>

	<p>statement of no opposition, assuming CAPP agrees.</p> <p>6. Micro Credentials Subcommittee Report Laura, Tom and Sarita Report approved by CAB. Waiting to hear back from CAPP</p> <p>9. CAB to draft a resolution to have senators from department levels instead of at the college levels. The aspiration is that this would increase faculty engagement and enhance shared governance.</p> <p>Pending</p>	
<b>New Business</b>	<p>CTAHR Dean Dr. Grewal April 10, 2024 concerning Center for Family move to SSRI/COS</p> <ul style="list-style-type: none"> <li>• Provided Roy's e-mail with CAB's outcome</li> <li>• Discussion?</li> <li>• Time?</li> </ul>	CTAHR Dean will be invited to meet on the 10th after 10:30 if he wants after reading our report.
<b>Guest(s)</b>	<p>8. Sandy French, CMBO Attending the meeting at 10:15 Questions</p>	(See notes below)
<b>Committee Reports</b>	<p>7. Graduate Assistants Subcommittee Report Albert, Roy and Gene.</p>	
<b>Other</b>		
<b>Remaining Meetings</b>	<p>10:00 AM Via zoom</p> <p>2024:</p> <p>April 10 April 24 May 8</p>	

<b>Adjournment</b>		Adjourned at 11:25.
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**Summary of Discussion with UHM Chief Budget Officer Sandy French  
based on questions submitted by CAB**

- **Q: We would like to know more about the budget, process allocations. Please explain about General Funds, Tuition and Special Funds, RTRF allocations. Are formulas publicly viewable. Can units request changes to the funding formula?. We know some seem informed by Student Semester Hours (SSH), but...**
- **A:** General funds appropriated roughly \$300m/year, which are used for permanent personnel costs. General funds pay permanent personnel positions
- And then we gain allocated the tuition funds. A big chunk just goes off the top. Then the rest of it gets allocated between the various units for the campus including what you might consider strictly administrative units, and support units.
  - The Budget office also oversees temporary personnel costs and other operating costs,
    - .\_\_\_?\_ is used for temp positions, This costs \$200-210m/year.
    - First of all, there's at least a \$100m of tuition funds that just comes off the top for certain system assessments like workers comp, and our share of the banner costs, etc.
  - Another +\$32/million for OC (16mfor, extension programs, about 16m for summer).
  - These are not assigned by any mathematical formula.
  - In the past we allocated funds using what's often called the "spaghetti diagram" from around the mid-2010s until around 2017. The formula counted factors such as numbers of majors, graduates, SSH. This formula was stopped because it was based on increasing revenues, which was no longer the reality. We obviously could no longer reward whatever criteria had been selected. With tuition revenue shrinking, we needed to make budgets full for units in order to keep them alive (or make them full). That model was put aside. We first had a hybrid model, and then the pandemic hit and everything was changed. We got a \$36m cut from the state legislature and basically just had to manage as best as we could.
  - For FY22 we started over by re-baselining. all permanent personnel costs at that time. Then allocated tuition funds – roughly \$100m, of which \$40m goes for utilities, and another \$40m goes for Scholarships.. Then goes to various admin and support and

academic and research units on the chart. In FY22 we allocated based on currently filled positions that were tuition-based. Because we were still in the pandemic.

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- So, to be able to proceed with hiring to replace a position we have a challenge because we don't have that count anymore, so we're taking it from somewhere. That's why we sweep the vacancies, we put them in a pool. And then we make these prioritized decisions on a once a year basis. So basically we're keeping all the funding for positions and people. And then, because we were still in the pandemic, the school was still using that methodology. We'll talk a bit later about the faculty, hiring prioritization process.
- FY21-22 took FY19 budget as the allocation. We took an average of F18 and F19 and other operating costs and took 90% of that as the allocation.
- We're still using that approach. Later we'll discuss the faculty hiring process. We then started sweeping salary positions and 85% of the last salary paid to fund hiring which gives us resources when we make commitments for new hires through that prioritization process.
- Regarding hiring permanent faculty lines, you might not be aware of major one complexity: UH doesn't create position numbers. UH gets them from the state. This state operates in a different way than a lot of other states.
- Back in spring 2020 the state swept 300 campus permanent positions. They're just gone. We can't get them back without asking for them and we'll certainly never get any traction asking for 300 positions back. Many of these 300 were vacant positions, but others were not, and for some an offer had already been made. This caused a lot of problems.
- In the faculty hiring prioritizing process, as mentioned we have several positions which were in the process of making an offer. The problem is that we have to take any hiring from our limited number of position numbers. This is a challenge, unique to our state. We have to match the position numbers.

**Q: What units are down from the swept list? Deans used to have a better idea of how many swept and re-allocated positions. How many of those were actually lost? *This reminds me of what the military was saying that they're making a huge cut to the number of positions, but they just swept unfilled positions that had been unfilled for years. I understand that limits growth, but I'm just curious if that was what it was like. Really taking away positions that were intended to be filled or that had been sitting vacant for many years.***

- A: I don't have the percentage. There were a fair number that were sitting vacant for a long time.
- If it would be helpful, I can look up that percentage, just don't know it off the top of my head.
  - *(Yeah, and I think from a transparency perspective, maybe this is something that. Your office doesn't want to show, but it would be useful to know how many positions are swept into the general pool and then how many of those are reallocated. Some of the units I mean like I'm at iFA and we're down like 10 faculty from where we were 10 years ago.*
  - *We got good allocations this time in the prioritization process for which we're very thankful, but We're still gonna be down. I don't think anyone understands. Globally what's*

*happening to all the positions that are being swept, whereas before the deans and directors kind of had control of that and so knew where they stood.*

■ *A: Yeah, it's definitely a different landscape.*

- *I understand it would be a good piece of information to share - basically looking at numbers swept and reallocated. I know Provost had pulled together one time and, the UHM Budget Office was going to update it. To give a kind of a picture of where the colleges at schools were and are in terms of numbers., I understand that the approach is usually to look and say what you had several years ago. However, this might not include decisions based on growth when administration and Dean's and faculty work together To advance areas that are needed to grow even though we are lacking a large new pot of money, growth has to be accompanied by some shrinkages.*

- When the freeze went into effect it was the very same time that the university was hiring. And so, we've had a prioritization process in the last couple of years.
- The Manoa Budget office was going to issue a summary of where schools and colleges are and were in terms of lost positions. However, the old usual approach was to look at positions a few years ago. However, as we (deans, faculty...) make decisions on growth, without large new pots of funds growth has to be supported by some shrinkages in other faculty units.
- A: We don't have a secret pot of positions. When we made the announcement about which schools and colleges could go forward, we didn't have the number of positions available. We didn't know the actual number of departures yet. We're trying hard to manage resources. I have an idea of a presentation on what changed over time so it can be easily understood.
- A: FY23 allocation changed because the state used to pay fringe benefits for some positions on tuition. (S397). Basically, we had a deal that the Legislature would pay fringe because we never had enough general funds for all of our permanent positions. With S397, that was stopped. For units that had positions financed using that, we had to backfill those positions. We allocated based on currently filled temporary positions that had been charged to tuition. We also restored the 10% restriction on the tuition operating funds for just the operations.

**Q: Can you tell us more about the RTRF formula.**

- A: The vice president for research and innovation takes a certain amount of things off the top to pay for central system expenditures. Then 25% for the Vice President's office. The vice provost for research and scholarship office keeps 25% so that they can provide for startup packages, matches, and some of their own office operations and also for equipment. So, 50% goes back to the unit that generated the indirect costs. The old model was that each unit could come up with its own procedures for sharing revenue. Some went directly to the faculty. Depends on each unit.
- For what would happen next. In some units the Dean keeps the majority, in some units there's an agreement that a certain percentage goes to the departments or even directly to the faculty who generated those indirect costs.
- A: Tuition and fees are a category of special funds. Different units on campus have other special and revolving funds. These are not commonly held by support units. The athletics special fund, for example. Other examples of revolving funds would be some of our auxiliary services operate

on revolving funds. So those are not commonly held by most academic and research units. It's more the support units that have those.

**Q: Can a unit request more G-funds? Is there a procedure to ask for change in the allocation?**

- A: It wouldn't be G-funds, but would be the tuition funds allocation. A dean or director can make a request. The UHM Budget office will work with the fiscal office and review changes. Tuition funds are stable, so realistically there is little wiggle room with this. So there's no large secret bucket here either.

**Q: The tradition has been an annual budget report to the MFS. This was tradition before COVID-19. We understand that this will resume at the May MFS meeting. Please confirm.**

- A: I Would be happy to do one.
  - Would have to be invited. (Sarita: We will ask the SEC to invite you for the May meeting. She doesn't believe she was invited).
- A: I do have sort of in the back of my mind. A Presentation needs to be developed and what changed over time. So that it can be easily understood.

**Q: Can you explain to us about speeding the purchasing systems? It seems to be extremely bureaucratic and time consuming. We have gotten a lot of requests and I'm sure you hear complaints a lot of grumbling about the purchasing system and the challenges that people have purchasing equipment and other things. Is this inside your offices? And is there something you can do about the administrative hurdles?**

- A: Not inside the UHM office. It is handled by the UH System office.
- *There's a system office of procurement management, but I can give you some context.*
- *The university is required by state law to follow the state model procurement code. That's the first problem.* State laws have a lot of issues with the State Procurement code.
- We don't have our own purchasing procedures. Certain things have loosened up in recent years. You used to need quotations for something that cost \$2,500 or more. Now it's 5,000. For this quotation system called SuperQuote you need to write a scope of work and put it on the SuperQuote system to get the quotation. It's the official way to get quotations.
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- Complicated procurement issues take extra review if only one vendor or the like, especially if the vendor is from out of state and doesn't know how to deal with paperwork related to our labor law. Large dollar items have \$25K. Amounts over that go to the procurement management office. These take extra review, so it takes longer.
- There are a couple of other hold ups. One is unique to our state, which is, a requirement that the quotes over \$2,500 purchase over that amount require the vendor be registered with this website called the state of white compliance. And they have to be certified as having been compliant with certain regulations, including that they file their state and federal taxes. And that they're complying with labor law. And this applies to out of state vendors. Some out of state vendors will never have heard of such a thing as they don't do it in their state And they suddenly need to become compliant because we cannot issue a purchase order until they are. So that is one major

hurdle. Another is that for large dollar items: fiscal administrators in your unit have signing authority up to \$25K but above that goes to the Office of Procurement Management.

- *(So is there any way to undo this? Do we need to go legislators for change?) UH does its own internal Construction. So can we get an exemption for this?)*

- We have an exemption for that. Yeah.

**Q: Is there a way we can petition the Legislature for workarounds? We often have issues that sometimes mean we can't spend research funds.**

- A: Many units are also chronically understaffed. This has been since the pandemic. Somehow the employment environment has changed and it has become more difficult to recruit locally and nationally. We're trying to fill our business office vacancies and other types of vacancies.
- This makes it difficult to be timely in filling requests. Many units complain that things are slowing down. There are some proposed reforms to the state reform that might improve things.

**Q: When UHM became autonomous weren't we supposed to have our own procurement process?**

**What happened?** *We were supposed to devise our own, right? But we never got around to doing it.*

- A: We had our own purchasing procedures for a few years, but that was later removed.
- I believe that we did have our own purchasing procedures for some years. And that was disallowed. This has been quite some time. There are a lot of things that we were supposed to be able to do under autonomy that we don't have.
  - *(The rules are so complicated you need a ton of staff so that just increases costs there's no cost savings to these complicated rules and it just slows everything down. So if you could simplify the rules, then you could potentially get by with the staff that you have today potentially and everyone would be happier.)*
    - A: I hear you. There was an effort a couple of years ago, specifically about this \$2,500 Rule. But anyway, I will bring it up with the Office for procurement and see if they have thought about how that could be discussed with state offices.
  - *(Let us know if there's something we can do as CAB or Faculty Senate. I think What we've seen is that's a lot of times things happen in administration and get passed to us and there are also opportunities like this where we would be happy to support the administration pushing on the legislature or One admin office pushing on another item in office.*
  - *I think we're happy to try and make things better together rather than you working in a vacuum or us working in a vacuum and we'd like to see more of that true consultative work with the faculty going forward. I know sometimes it feels like we're oppositional, but actually we're trying to work together to make the university work better for everybody).*
    - A: I greatly appreciate that and it's a very good point.

**Q: What is the relationship between UH System and UHM Budget offices? Do we have any control over the UHM allocation?**



- So the university budget office serves as the sort of conduit between the state office business and finance. Basically, the legislature appropriates. The governor releases funds means that the state budget and finance director releases to the university and releases to the university by campus.
- So then the university budget office gives us our general funds. But sometimes the legislature does a little sneaky thing where they appropriate something for a campus to the system.
- And the system has consistently given it to the campus that that was for unless it was truly for a system initiative shared across campus or something like that.
- We are in charge of our UHM tuition funds. That's completely within the UHM Budget Office.
- Sometimes the Legislature makes something available from the system budget.
- The “off the top” things are not from the budget. System financial offices. We also have to pay a share of foundation costs (based on the ratio of funds raised per campus).. Other shared costs all have some formula that determines payment.
- The System does not receive tuition funds, only G-funds.
- Beyond this, the UHM budget office projects budget. We monitor and balance fund allocations.
- The University budget office does coordination of submission of budget then up through the chain to governor to legislature they assist with gathering responses to questions during legislative session like right now. They help with technical advice, all that sort of stuff. But they don't interfere in any way.
- It's our share. The off the top stuff is not from. The budget office. So, much as the system financial office.
- What we're doing is we're providing advice to the units. We're allocating to the units like we were talking about at the beginning of the meeting. We're forecasting the tuition revenue for the year with input from enrollment management. We're monitoring to make sure nobody's going over or balancing the general fund allocation at the end of the year, that kind of thing. Analyzing requests.

**Q: Please provide information on faculty hiring permission systems (approval process and who has the authority to give a go ahead - does it now have to go through your office for funding?)**

*Hiring authority has not been clarified. Are these still under the President's proclamation during the hiring freeze? We assume the policy was lifted, but the procedures do not seem to have returned in terms of giving colleges and units authority to make hiring decisions. Faculty are anxious to see the criteria for hiring positions so they can plan their requests.*

- A: We do this as a larger group. All the vice provosts and the director of NHPOL together review all annual requests for faculty hiring. This group reviews all requests. French makes recommendations on a reasonable number of positions possible to fund. She also guides which positions are funded. Provost gives authorization in Sept. Reviewing this in June-July. We are including this based on the number of retirements on June 31st, to project Dec. 31st and consider sweeping 85% of the vacancies, and looking for flex in tuition funds.
- French also makes decisions on APTs and ??? positions. She also works on Spousal hire requests that are treated as off-cycle requests. Off-cycle requests are essential hires that cannot wait for the annual review.

**Q: Is there any planning to change the, actually written policies from what got implemented during COVID regarding hiring and prioritization? Will we go back to pre-COVID policies?**

- A: The president's restrictions for COVID were pulled back July 23. At that time the campus reiterated that the prioritization process would continue for a faculty review. It also provided templates for the APT requests and that kind of thing. That was formalized in a memo, but, I can't speak to the future.

When we made the announcements regarding which colleges/ schools could go forward with hiring last year. We did not at that moment have sufficient positions in hand. I offer that as proof that we're not hoarding positions. We knew that there's a certain amount of separations, whether from retirement or whatever else and that it takes at least a year to hire. We knew that we would be fine. But we're trying very hard to carefully manage those resources.

- **Q: At what point are positions swept.**

*So it's your office. Looking at those requests also to see which makes the most sense or some kind of decisions on funding on which are you telling like Mike Bruno's office. This is how much money we have so they and that's how they figure out which positions they can offer. What's the interplay between the prioritization and the funding of those positions?*

- We do this as a larger group, all of the vice presidents also the Director of the Native Hawaiian Place of Learning Office. I think that's the full group. This is the group that reviews all of the requests for faculty hiring. The annual request, there are some off cycle requests that go through a different review. So this whole group sits and reviews all of the requests.
- What I do is provide some guidelines as to what would be a reasonable number of positions. Based on where we sit with counts and funding. And then. The prioritization guides which positions are released. So, what I'm looking at is like what we're going to and we're doing this in real time this year, right?
- So we're deciding. Provost is giving out author regulations and maybe. September timeframe, but we're reviewing in June, July. And what my team is looking at is how many retirements do we think we're gonna have on July 30 first Because that helps inform how we can move forward and then how many additional separations we might have on December 30 first. And what are we going to take in when we sweep 85% of the vacancies?
- On August first. So we're balancing all of that. We're looking at what Flex we might still have in our tuition funds. So we work as a team. Michael isn't making decisions separate from me and when we're looking at off cycle hires, we do that together along with Laura Lyons' office.
- Requests for APT and civil service go to me and that happens any time of year we don't have a prioritization process for that.
- And what else? Occasionally there are spousal hire requests. Those are treated the same way as off cycle. Obviously we can't wait for an annual process for that kind of thing. And off cycle are something that is Unique and essential to proceed with that cannot wait for the annual hiring Review.
- **CTAHR had a number of extension positions swept**
- *Going back to the vacant positions that are swept. At what point are they swept? Like if somebody retires from a position. Or somebody leaves a position. That, you know, has a*

*continuing role. Within a department or unit. Are those positions automatically swept from that so that the departments cannot re-hire those positions again? I'm asking this because I'm with Cooperative Extension and we've had a number of extension positions that you know, had existed for a long time. They got swept and, you know, we've gotten since that. Time, well, some of it might have been because of COVID and everything else, but, you know, we're now rehiring some of those positions, but we've had other positions that have been lost and we've been unable to fill them if somebody retires. When the upper administration is sweeping positions out of the units. When somebody retires, but we still determine that that position is needed. Or if somebody leaves the position, say, you know, they leave, go to another position, another job somewhere else positions all swept and if so how long will that continue is that will the authority for those departments to rehire those positions. Be returned to them at some point in the future.*

- A: We sweep positions on August first. So we're basically then. We're taking the July 30 first August first retirements. And then we're also taking the December 30 first retirements and any other separations that happen along the way.
- If a unit received permission to hire the same position in the annual, then it would stay with the unit. Otherwise it may be given a new position number. Sometimes there are types of positions, like student advisor (specialist) that are made a priority / mid-cycle, but otherwise almost all positions have to be made as a new request. The old position number is gone.
- A: There is no permanent process for the university at least now. We might change. We were not doing prioritization a few years ago, but had to do this. It might not be the same way in the future.
- We wish there was a way of showing which positions are vital. We know there are different types of positions and maybe we should have a different way of dealing with community issues.
- If a unit were to receive approval to hire that same position. In the annual. Prioritization process. Then the position would. Stay with that unit. But otherwise we're going through the review process and allocating probably a different position number. At the time that it's approved to continue. Sometimes there are types of positions like perhaps a faculty advisor Position, or a specialist. Where there would be an off cycle request because of the impact to fill that position and not wait for the annual review process.

*Q: So I just so in other words what you're saying is that regardless of what happens those positions are swept out of the units. And the units have to go back and request those positions in the future. No matter what.*

*If they're faculty positions, that is the case. And basically that position number is completely lost from the unit. And they have to re. Imagine the position number and all of that stuff. So I guess, you know, that, so that's kind of a big concern. I mean, that's not really Efficient for the units to have to, you know, continually. Go back and request positions that continue to be important And significant for the department's right. Anyway, I guess, you know, I don't know if the other question I guess I had was, you know, is that gonna continue for the foreseeable future or is this a permanent Process now. For university?*

A: I would say there are no permanent processes for the university. Things often change. We weren't doing this kind of prioritization 4 years ago and maybe in 3 years we won't be doing it anymore.

The thought is that it became necessary during the pandemic. And that it continues to be necessary because we're looking at resources.

You do raise a good point about whether it would be possible to determine which positions were vital like they there is always a continuing need versus which ones could be looked at on a prioritize basis every year.

*Q.: Well, and I, you know, just as an example, I mean, there's many, many positions I'm sure that are like this, but. For example, we had a livestock agent position on Kauai for 40 some years. The person that was in the position at the time left and went back to the mainland. It was right before COVID. And then for the last 4 years, we haven't had that position filled and we only just got it back and the way that was made to us was that the position no longer existed. Well, if you take something that existed for 45 years and continued to be important. Why doesn't it still exist, right? And now we're just trying to go back and refill it after all of this time. And it becomes, it becomes a reality. You know, it's really challenging and we have a whole community on Kawai that weren't getting served for, you know, 4 years and, you And that makes problems for the university in the long run because it looks bad now that they're not getting the service that they, you know, had received for, you know, for so long. It's just not really efficient. At the unit level to have to go back and request those positions every time somebody leaves it when they continue to exist and or continue in terms of importance.*

- A: You make a good point that there are different types of faculty positions. And maybe for these community based positions there should be some other way of looking at things. I can raise that with the provost next time I speak with them.

That would be, that would be great.

**Q: Is there any plan to bring policies closer to pre-COVID in terms of budget requests.**

*When the pandemic hit, the hiring authority kinda got changed around. Was this legally or by policy, I guess, technically in the president's office, right? The president has the final hiring authority, but The decisions used to be made more at the unit levels, but now with this prioritization process, it's entirely. We can see what we want, but we can even rank things one through 10 from our 10 positions that we want and we don't even necessarily get 1, 2, 3.*

- A: President restrictions were pulled on July '23, but the admin asserted that prioritization for hiring will continue based on a memo. We don't know about the future

**Q: What are the contingency plans if there is a state legislature imposed budget cut. We also want to know if cuts will be passed on to units on the same process (would there be across the board cuts or what would the process be for any differences?). Is there sort of a contingency plan for dealing with that? Or are we or is it just going to be okay every unit?**

- A: Will depend on how large a cut is. \$36m took in 2021, but then it was partly restored. We have to request \$6m each year for this campus. We might be able to cover cuts with our reserves. However, if it was a larger one and long-term shortage, we're going to have to do something else.

We're either going to have to postpone some hiring or we're going to have to look at where we can tease out some savings.

- Of course the entire country is being impacted by this crunch. We've been lucky enough to get in good student numbers over the last couple of years, especially first. We're also closely watching our tuition revenue forecast. I don't know if you've heard about the impact of FAFSA issues decreasing our admissions and SSH, that would impact our tuition revenue. That's the fiasco with the federal government rolling out the FAFSA. So, we've extended our deadline to apply for admissions.
- There are other issues like electricity, which costs increased by \$10m in the last couple of years. I think about how many positions we could fill with just that.

Time incoming fresh people and and that will keep revenues steady or slightly growing, but if it tanks, then we're gonna need to really take some close looks at things.

***Q: When will the prioritization list for current positions be made available ?***

- *the memo will come out in a week or so, as it did last year. It's, I think we're just like final tweaks of review. I saw a draft just recently. So I would say probably within a week or so it'll come out. And the criteria will be very, very similar to last year. I don't think that any substantive changes were made.*

*We get occasional updates from VP Kalbert Young on the Legislative impact, but they are far too detailed, and in the weeds for faculty to comprehend. Your explanations were much more clear and help faculty and students to understand what is happening and the impact of legislative decisions. We think your answers have been actually generally very clear about the way that the chief funds are allocated things like the positions being swept. It would really benefit the university and the faculty, and maybe even the students and staff if you could make such reports. It would also help the faculty to be able to do advocacy at the Capitol for reforms that might improve things for all. It would prompt potentially more political action from the constituents. I know it's challenging to keep everyone informed at a basic clear level because there's a lot of complexity. But I think that would really help the faculty feel that the officers are being transparent. It would remove some people's impressions that Sandy French or Michael Bruno are simply being mean and taking positions. We need to see that we're being externally downsized, for instance.*

**CONCLUDING COMMENTS:**

*Thank you Sandy. You have been very very helpful in all of this and answering all of our questions in all of this and answering all of our questions. And I second everybody that requests that we actually have this pretty much out there open QA type of a thing and write it up and have it available for faculty to better know what the Manoa and the system Budgets offices are doing. Frankly, your office is sometimes blamed for hogging the positions and faculty wonder why you are not giving them out, So, if we know more about this it'll be a lot easier.*

*A: Well, what I can tell you is we don't have a secret. Of positions. We don't, yeah, we are.*

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*Original transcript unedited:*

*[Sandy French] 10:17:17*

*Office, which I oversee. And those are primarily used for temporary personnel cost and other operated costs. That amount is about 200 200 to 210 million in a year plus about 32 million that outreach allocates which is for the about 16 million and for, extension programs, about 16 million.*

*[Sandy French] 10:17:46*

*These are not done by. Any kind of, They're not done by a mathematical formula.*

*[Sandy French] 10:17:56*

*Is maybe the best way to put it. So the way that we started allocating and some of you have.*

*[Sandy French] 10:18:01*

*Been aware of budget. Methodologies for long enough to know that we did what was called the spaghetti diagram back in the mid Teams.*

*[Sandy French] 10:18:12*

*2017, 2018, 2019 around that timeframe. That was the methodology that incorporated students semester hours majors.*

*[Sandy French] 10:18:24*

*Graduates that is no longer followed because the. The tuition revenue at the time was shrinking.*

*[Sandy French] 10:18:34*

*And this kind of model works if revenues are growing and then you are able to reward whatever criteria are selected.*

*[Sandy French] 10:18:45*

*It didn't work. What we found was that we had to Make units full. So that they could continue.*

*[Sandy French] 10:18:54*

*Operating because we have permanent faculty and staff all over the place and some of these calculations meant that we couldn't actually support them.*

*[Sandy French] 10:19:02*

*So. That was, put aside. We did sort of the interim hybrid between that kind of, allocation model and a historical model.*

*[Sandy French] 10:19:15*

*And then the pandemic hit. And everything just. Went, because we got a 36 million dollar cut from the state legislature and basically just had to manage as best as we could.*

*[Sandy French] 10:19:29*

*So what we did in fiscal 22 was we started over by re base lining. Where all of the permanent personnel costs were.*

*[Sandy French] 10:19:40*

*So we allocated the general funds based on the permanent personnel field positions at that time. And then we allocated the tuition funds.*

*[Sandy French] 10:19:51*

*Well, first of all, there's, at least a hundred 1 million of tuition funds that just comes off the top.*

*[Sandy French] 10:19:57*

*It goes to paste certain, system assessments like workers comp. Our share of the banner costs, etc.*

*[Sandy French] 10:20:09*

*It also goes to pay utilities at about 40 million a year at those to pay scholarships which is now about 40 million a year.*

*[Sandy French] 10:20:16*

*So there's a big chunk that just goes off the top. Then the rest of it gets allocated between the various units for the campus that includes what you might consider strictly administrative units, support units.*

*[Sandy French] 10:20:31*

*Academic units, research units, every unit on our organizational chart. And so what we did in fiscal 22 was we allocated based on currently filled temporary positions that had been charged to tuition.*

*[Sandy French] 10:20:47*

*So basically we're keeping whole the funding for positions and people. And then, we, because we were still in the pandemic, the school 22 is from July 21 to June of 22 we took an average of fiscal year 18 and 19 other operating costs and took 90% of that as the allocation.*

*[Sarita Rai] 10:21:17*

*Hmm.*

*[Sandy French] 10:21:18*

*So we're still using that methodology and then what feeds into it is that as we.*

*[Sandy French] 10:21:29*

*You know, we have this, we'll talk a bit later about the faculty, hiring prioritization process.*

*[Sandy French] 10:21:36*

*And so what we started doing in, fiscal 22 then was sweeping vacant faculty positions.*

*[Sandy French] 10:21:45*

*And 85% of the last salary paid. So that then gives us resources when we make commitments for new hires through that prioritization process.*

*[Sandy French] 10:21:55*

*So that we can fund the higher and provide account for that permanent position. Another piece you might not.*

*[Sandy French] 10:22:04*

*Be aware of because it's We're just, this state operates in a different way than a lot of other states.*

*[Sandy French] 10:22:12*

*Is that Permanent positions. We can't create them. We get them from the state.*

*[Sandy French] 10:22:18*

*So back in the spring of 2020 when the state. Swept 300 of our campus permanent positions.*

*[Sandy French] 10:22:27*

*That was it. They're just gone. We can't get them back without asking for them and Well, certainly never get any traction by asking for 300 positions back.*

*[Sandy French] 10:22:39*

*So we have. You know, the Manila budget office, of course, is concerned about how much we have available in revenue in a year to spend, but we also have the other piece of it.*

*[Sandy French] 10:22:55*

*Which is that for permanent positions, we must have account. So we're monitoring those as well.*

*[Roy Gal] 10:23:02*

*Sorry, send you a quick question. Those permanent positions that were swept, those are position numbers.*

*[Sandy French] 10:23:03*

*Let me see. Yeah.*

*[Roy Gal] 10:23:09*

*How many of those were actually? Phil, this reminds me of what the military was saying that they're making a huge cut to the number of positions, but they're just sweeping unfilled positions that are been unfilled for years.*

*[Roy Gal] 10:23:18*

*So I understand that limits growth, but I'm just curious if that was like. Really taking away positions that were intended to be filled or that had been sitting vacant for many years.*



*[Sandy French] 10:23:28*

*I don't have the percentage. There were a fair number that we're sitting vacant for a long time.*

*[Sandy French] 10:23:33*

*But there were also a fair number that not as large a number, I'm certain. But there were many that were, you know, the offer letter was being prepared.*

*[Sandy French] 10:23:44*

*And the the freeze it went into effect at the very same time that right the state freeze the university hiring freeze And so, we have, you know, the prioritization process in the last couple of years, some of the colleges and schools have come in and said, you know, we were about to make an offer.*

*[Sandy French] 10:24:05*

*Can we get that one back and start again? So, but to be able to proceed with that position because we don't have that count anymore, we're taking it from somewhere.*

*[Sandy French] 10:24:15*

*So that's why we sweep the vacancies, we put them in a pool. And then we make these prioritized decisions on a once a year basis.*

*[Sandy French] 10:24:24*

*But if it would be helpful, I can look up that percentages, just don't know it off the top of my head.*

*[Roy Gal] 10:24:30*

*Yeah, and I think from a transparency perspective, maybe this is something that. Your office doesn't wanna snow but it it would be useful to know how many positions are swept into the general pool and then how many of those are reallocated.*

*[Roy Gal] 10:24:45*

*Because some of the units I mean like I'm at DFA and so we've we're down we got good allocations this time in the prioritization process for which we're very thankful but We're still gonna be down like 10 faculty from where we were 10 years ago.*

*[Roy Gal] 10:24:58*

*So those, I mean, some of those probably evaporated into the state sweep, but if I think campus wide.*

*[Roy Gal] 10:25:03*

*I don't think anyone understands. Globally what's happening to all the positions that are being swept, whereas before the deans and directors kind of had control of that and so knew where they stood.*

*[Sandy French] 10:25:14*

*Yeah, it's definitely a different landscape.*

*[Roy Gal] 10:25:15*

*I, I think I understand. Yeah.*

*[Sandy French] 10:25:19*

*So, okay, yeah, like that would be. A good piece of information to share. So basically we'd be looking at numbers swept and reallocated.*

*[Sandy French] 10:25:29*

*We, I know Provost had pulled together one time and, I know a budget office was going to update.*

*[Sandy French] 10:25:37*

*A kind of a picture of where the colleges at schools. Were and are.*

*[Sandy French] 10:25:46*

*In terms of numbers. And I guess, I understand that the, approach is usually to look and say what you had several years ago.*

*[Sandy French] 10:25:58*

*And I I totally get that. My husband's a professor. But I also just have to say that.*

*[Sandy French] 10:26:07*

*That we as we make.*

*[Sandy French] 10:26:11*

*Decisions on growth and I don't mean we like administration we I mean like Dean's faculty working together with chairs as well.*

*[Sandy French] 10:26:20*

*Like where are the areas that are needed to grow and where without a large new pot of money, growth has to be accompanied by some.*

*[Sandy French] 10:26:32*

*Shrinkages, let's just say.*

*[Sandy French] 10:26:38*

*Oh, I'm sorry.*

*[Roy Gal] 10:26:38*

*From a critical standpoint there are gonna be what we don't like to say it but there are winners and losers and that's I mean and that happens in any company in any culture but I think being transparent about it so for instance I didn't know that the legislature took 300 permanent position.*

*[Sarita Rai] 10:26:50*

*Yeah.*

*[Roy Gal] 10:26:52*

*I know how many of those were faculty, but I think if faculty understood that That's out of our control.*

*[Roy Gal] 10:26:57*

*We have 300 less permanent positions and we're sorry about that but both for someone else, you know.*

*[Roy Gal] 10:27:03*

*Besides Donna Ricardo Kenner or something, you know, that. Otherwise we have no control over that.*

*[Roy Gal] 10:27:09*

*And I think a lot of faculty don't understand these processes and so that kind of transparency and very simple language.*

*[Roy Gal] 10:27:16*

*Even us in Cab, I've tried to encourage as an outreach coordinator, you know.*

*[Roy Gal] 10:27:19*

*We need to communicate to our faculty and Dom language in the sense that they don't understand the process at all.*

*[Roy Gal] 10:27:25*

*Which is why I'm probably asking questions that are, still, even though I've been at for 20 years almost.*

*[Roy Gal] 10:27:30*

*So sorry, Central. I appreciate that.*

*[Sandy French] 10:27:30*

*Yeah, I appreciate that.*

*[Sarita Rai] 10:27:30*

*Yeah. Yeah. Yeah, exactly, because your office is being blamed for hogging the positions and why not giving it out.*

*[Sarita Rai] 10:27:41*

*So if we knew about this it'll be a lot easier.*

*[Sandy French] 10:27:47*

*Well, what I can tell you is we don't have a secret. Of positions. We don't, yeah, we are.*

*[Sarita Rai] 10:27:52*

*Right.*

*[Sandy French] 10:27:58*

*When we made the announcements of which which colleges and schools could go forward with hiring last year. We did not add that moment to have sufficient positions in hand.*

*[Sandy French] 10:28:11*

*So that I offer that is proof that we're not hotting positions. We knew that there's a certain amount of separations, whether from retirement or whatever else and that it takes at least a year to hire.*

*[Sandy French] 10:28:25*

*So we knew that we would be fine. But yeah, we're trying very. Hard to carefully manage those resources.*

*[Sandy French] 10:28:39*

*But yes, thank you for the, any other ideas you have about what needs to be presented.*

*[Sandy French] 10:28:44*

*I do have sort of in the back of my mind. Presentation of what the needs to be developed but like what changed over time.*

*[Sandy French] 10:28:55*

*So that it can be easily understood.*

*[Sandy French] 10:29:02*

*Okay, so I left. Off with 2 issues. So then there was a little bit more adjustment in the fiscal 23 allocations.*

*[Sandy French] 10:29:13*

*And that was because this is another thing that's complicated. I hope I can make it simple.*

*[Sandy French] 10:29:19*

*The state used to pay the fringe for some of our permanent positions on tuition. This was like a special.*

*[Sandy French] 10:29:27*

*Classification of tuition funding that was called s 3 9 7 you may have heard that term. So we had this deal that they would pay it because they, we never had enough general funds for all of our permanent positions.*

*[Sandy French] 10:29:41*

*And that deal was stopped and so in 23 fiscal 23 what we did then was 4 units that still had, any of those permanent positions on tuition.*

*[Sandy French] 10:29:54*

*We backfill them with some general funds. And we also restored the 10% restriction on the tuition operating funds for just the operations.*

*[Sandy French] 10:30:04*

*Side, not for the personnel side. And so then moving on to our TRF, this is the return of indirect costs on extramural awards.*

*[Sandy French] 10:30:15*

*Used to support research expenditures by statute. And the way that this works, this is the Formula One.*

*[Sandy French] 10:30:21*

*The vice president for research and innovation takes a certain amount of things off the top to pay for central system expenditures.*

*[Sandy French] 10:30:30*

*I'm not well versed enough in that to be able to tell you what it is, but I can find out from.*

*[Sandy French] 10:30:35*

*Christine, let you know. So that he takes 25% for his First he takes off the top.*

*[Sandy French] 10:30:44*

*Then he takes 25%. For device. President office. The rest goes to Manoa.*

*[Sandy French] 10:30:52*

*It goes to the vice provost for research and scholarship office and they keep 25% so that they can provide for startup packages, matches, and some of their own office operations and also for equipment.*

*[Sandy French] 10:31:07*

*Needs from time to time. So, 50% goes back to the unit that generated the indirect costs and I believe it was back in maybe the 2 thousands when All units formulated there that receive artira formulated their own procedures within the unit.*

*[Sandy French] 10:31:31*

*For what would happen next. So some units the Dean keeps the majority, some units there's an agreement that a certain percentage goes to the departments or even directly to the faculty who generated those indirect costs.*

*[Sandy French] 10:31:49*

*Does that make sense? Okay. Any questions on that?*

*[Roy Gal] 10:31:56*

*No, I guess I mean, I can imagine as a unit. Yeah, and I don't know if it's true like Deans and directors could say.*

*[Roy Gal] 10:32:02*

*Well, we only get half or less than half back of our RTRF. Is there like that's up to the units or I'm even, the VPRI and the vice provost for research to sort of justify taking the cuts that they do.*

*[Sarita Rai] 10:32:06*

*Okay.*

*[Roy Gal] 10:32:17*

*But that's outside the scope of this discussion because that's not your, I could imagine units.*

*[Roy Gal] 10:32:24*

*Concerned about that.*

*[Roy Gal] 10:32:27*

*That's also, I understand, sort of spreading out a little bit of the minutes that bring in big money to allow other units to function and hire like quality people with startups and things like that.*

*[Roy Gal] 10:32:37*

*But. That's a lot to take.*

*[Sarita Rai] 10:32:40*

*Yeah, exactly.*

*[Roy Gal] 10:32:41*

*It seems to me, but.*

*[Sandy French] 10:32:46*

*Okay. This, are we done with this topic? I know you're asking the question, so I'll wait.*

*[Roy Gal] 10:32:59*

*I think the only other question was special funds.*

*[Sandy French] 10:33:03*

*Okay, so tuition and fees are a category of special funds. Different units on campus have other special and revolving funds.*

*[Sandy French] 10:33:16*

*And those are specific by statute to the activities of that unit. So other examples of special funds would be.*

*[Sandy French] 10:33:22*

*The athletics special fund, for example. Other examples of revolving funds would be some of our auxiliary services operate on revolving funds*

*[Sandy French] 10:33:35*

*So those are not commonly held by most academic and research units. It's more the support units that have those.*

*[Roy Gal] 10:33:45*

*Okay, great. And I think the one part of this question, is there any way for like units to say, oh, we need more G funds, you say you topped them off when needed for these fringe, but that seems like a administrative thing where you see that there's a permanent position that used to be T funded and now the fringe isn't covered so you just take care of that*

*[Roy Gal] 10:34:03*

*internally. But can the unit say oh where we're I mean, I know, like, I mean, I pay, but P and A was like, we can't even buy pencils.*

*[Roy Gal] 10:34:10*

*We have no money, you know, so can unit come and say, help. Is there some like clear outline procedure for.*

*[Roy Gal] 10:34:16*

*Units to Ask for a change to how what they're being allocated.*

*[Sandy French] 10:34:23*

*Yeah, so it wouldn't be general fence. Because that goes for the permanent personnel only. You would be talking about the tuition fee allocation.*

*[Sandy French] 10:34:36*

*And so for that, a DINNER director can come in with the request. And Manoa Budget Office will take a look at the request and usually work with the fiscal administrator to look at what their.*

*[Sandy French] 10:34:50*

*Their costs have been and what has changed and Yeah.*

*[Roy Gal] 10:34:59*

*Okay, thank you.*

*[Sandy French] 10:35:00*

*But again, you know, we are working with, a fairly, stable.*

*[Sandy French] 10:35:07*

*Amount of tuition funding. So there's not again a large secret bucket here either.*

*[Roy Gal] 10:35:17*

*No, I think that, well. My I'm guessing that most department chairs in Deep's directors are not budget experts.*

*[Sarita Rai] 10:35:20*

*See.*

*[Roy Gal] 10:35:25*

*So we may be in a situation where People need to figure this out. Can't do it. I don't know.*

*[Roy Gal] 10:35:32*

*Anyway, So thank you for all that. The next question we had was that there used to be an annual budget report to the Faculty Senate.*

*[Roy Gal] 10:35:42*

*We think that there's 1 coming this year. Is that correct? Is that going to return?*

*[Sandy French] 10:35:46*

*I'd be happy to do one. I think that I have to be invited. I'm not, I don't think I can just show up.*

*[Roy Gal] 10:35:51*

*Okay. I we were under the impression that you invited to the main meeting but if not then the SCC or I guess the chair of the CC should take care of that soon since that's not far away.*

*[Sandy French] 10:35:52*

*Oh.*

*[Roy Gal] 10:36:04*

*So we'll pass that on. You don't know that you've been invited at least.*

*[Roy Gal] 10:36:09*

*So.*

*[Sarita Rai] 10:36:09*

*That means you weren't, right?*

*[Sandy French] 10:36:12*

*Yeah, I mean, there's always a possibility. I skipped over an email, but I think if I hadn't responded, someone would have gotten back to me.*

*[Roy Gal] 10:36:23*

*And we appreciate your willingness to do that. Thank you. We have gotten a lot of requests and I'm sure you hear complaints a lot of grumbling about the purchasing system and the challenges that people have purchasing equipment and other things.*

*[Roy Gal] 10:36:36*

*Is this inside your offices? Oh yeah, and is there something you can say about? Dealing with the administrative hurdles there.*

*[Sandy French] 10:36:43*

*It isn't inside my office. It is handled by system. There's a system office of procurement management, but I can give you some context.*



*[Sandy French] 10:36:53*

*So the university is required by state law to follow the state model procurement code. So that's the first problem.*

*[Sandy French] 10:37:01*

*We can't, we don't have our own purchasing procedures. Certain things have loosened up in recent years so that it used to be that you needed quotations for something that was going to cost 2,500 or more.*

*[Sandy French] 10:37:15*

*Now it's 5,000. There is this, quotation system called super quote where, things that you need to be purchased, you need to write a scope of work and put it on the super court system to get the quotation.*

*[Sandy French] 10:37:33*

*So that is like the official way to get quotations. There are when you mentioned equipment that makes me think that these are probably the more complicated procurements that you're talking about.*

*[Sandy French] 10:37:45*

*So there are certain exceptions like soul source or sole brand. Other types of emergency exceptions for procurement.*

*[Sandy French] 10:37:54*

*These take extra review, so it would be more. It's just gonna take more time to get to where you actually have a purchase order in hand.*

*[Sandy French] 10:38:05*

*There are a couple of other hold ups. One is unique to our state, which is, a requirement that the Over a 250, sorry.*

*[Sandy French] 10:38:16*

*\$2,500 or over purchase over that amount the vendor has to be registered with this website called the state of white compliance.*

*[Sandy French] 10:38:27*

*And they have to be certified as having been compliant with certain regulations, including that they file their state and federal taxes.*

*[Sandy French] 10:38:36*

*And that they're complying with labor law. And this applies to out of state vendors.*

*[Sandy French] 10:38:45*

*And so these out of state vendors will never have heard of such a thing. They don't do it in their state.*

*[Sandy French] 10:38:49*

*Suddenly they need to become compliant because we cannot issue a purchase order until they are So that is one of the potential hurdles and then another is that for large dollar items, the fiscal administrators in your unit have signing authority up to 25,000 and above that it goes to the office of procurement management.*

*[Sandy French] 10:39:12*

*So I'm just trying to guess about like what's making it take longer that is. What I*

*[Roy Gal] 10:39:17*

*It seems like, I mean, just I would just say like, I mean, I understand these are state rules, but.*

*[Roy Gal] 10:39:24*

*For \$2,500 purchase which could be 2 computers for you to force an out of state vendor to do this.*

*[Roy Gal] 10:39:29*

*It's I would say to be both categorically insane, right? I mean, Only a not job would request that that would be the case And I mean, then you can't even get quotes because people are gonna screw you all not doing this for like, you know, it's not worth my profits.*

*[Roy Gal] 10:39:45*

*So is there any way like to undo this? Do we need to like go pester legislators and say I mean, like somehow got out of the for building, right?*

*[Roy Gal] 10:39:53*

*It does its own internal. Construction. So can we get an exemption for this? I mean, it's completely.*

*[Sandy French] 10:39:54*

*We have an exemption for that. Yeah.*

*[Roy Gal] 10:40:00*

*And we can't expand our grant funds, for instance, then we lose them. So that would seem like a good reason to.*

*[Roy Gal] 10:40:07*

*Do it and I see Robert has this.*

*[Sarita Rai] 10:40:11*

*Yeah, and then.*

*[Robert Paull] 10:40:14*

*Well, Sandy, I'm sorry. I just got out of class. There is a problem as to that website that Just people have to go to to log on to get state approval.*

*[Robert Paull] 10:40:29*

*The one that doesn't come through is the federal and I think they've dropped that. Fortunately, because the number they gave to contact the federal government as to whether they got clearance.*

*[Robert Paull] 10:40:41*

*And why the state even thinks it has to go and collect federal tax clearance is beyond me. But anyway, the number was invalid.*

*[Robert Paull] 10:40:51*

*There is no office in Hawaii. And you have to call an office on the main line and please leave a number and we will call you back.*

*[Robert Paull] 10:40:59*

*Maybe. And apparently that's been dropped off the state side. I can tell you that we've had.*

*[Robert Paull] 10:41:08*

*People who are sole source. Let's some 2,500 purchases. They say no, we're not gonna quote because we don't wanna go through the system.*

*[Robert Paull] 10:41:19*

*And we have actually had to shut down 2 pieces of equipment. Because we can't buy a \$2,200 pop.*

*[Robert Paull] 10:41:29*

*We can't repair. Unless I go and buy it with private funds. And then ask for reimbursement.*

*[Robert Paull] 10:41:37*

*I mean, it's got to be ludicrous, but I think the point that I would like to make is Then the system within the university be streamlined.*

*[Robert Paull] 10:41:46*

*Do we need as many steps? Taking 6 weeks to get a purchase order for \$4,500.*

*[Robert Paull] 10:41:53*

*Seems a little unconscionable. The only way in the end I got it was complaining that we needed it for a student.*

*[Robert Paull] 10:42:02*

*Project for this semester.*

*[Sandy French] 10:42:05*

*So the other stumbling block that. It could be occurring is that we have chronic lack of staff.*

*[Sandy French] 10:42:13*

*Throughout many of our units right now. This has been since the pandemic. Somehow the employment environment has changed and it has become more difficult to recruit.*

*[Sandy French] 10:42:24*

*To fill our business office vacancies as well as many other types of vacancies. So we hear it from a lot of units that is things are just slowing down.*

*[Sandy French] 10:42:35*

*And I don't know. I do know that there are certain. Possible reforms at the state level that they're looking at that might help us.*

*[Sandy French] 10:42:47*

*And also our the system office of human resources is looking at several different possibilities. Maybe easing up.*

*[Sandy French] 10:42:55*

*What types of salaries could be offered to recruit?*

*[Sandy French] 10:43:00*

*But it's not, something that is unique to this university. It's happening all over the country and not just universities.*

*[Sandy French] 10:43:06*

*Of course you hear about it and all sorts of sectors of the economy.*

*[Roy Gal] 10:43:12*

*I see, so, that has a question.*

*[Robert Paull] 10:43:13*

*Thank you.*

*[Sarita Rai] 10:43:15*

*Sandy, I just wanted to ask you, you know when we When we became autonomous, autonomy, so to speak, weren't we supposed to have our own purchasing and all of that.*

*[Sarita Rai] 10:43:30*

*We were supposed to devise our own, right? But we never got around to doing it. So can we do that now or is it too late?*

*[Sarita Rai] 10:43:40*

*That way we could do it tailored to instead of. The state of Hawaii.*

*[Sandy French] 10:43:47*

*So I believe that we did have our own purchasing procedures for some years. And that was disallowed.*

*[Sarita Rai] 10:43:56*

Oh.

[Sandy French] 10:43:57

*I don't recall, I mean this has been quite some time. And I don't recall, but I remember there was a shift things were rewritten things were a little easier and then we wait back what went back under the state.*

[Sandy French] 10:44:10

*There are a lot of things that we were supposed to be able to do under autonomy that we don't have.*

[Sarita Rai] 10:44:17

No.

[Sarita Rai] 10:44:20

Thank you.

[Roy Gal] 10:44:20

*Alright, thank you. I mean, I think this is something that the various administrative offices that deal with this as well as the faculty maybe should.*

[Roy Gal] 10:44:29

*Push 4. I mean, it seems like you have a, it's a chicken and egg problem because you have.*

[Roy Gal] 10:44:33

*Because the rules are so complicated you need a ton of staff so that just increases costs there's no cost savings to these complicated rules and it just slows everything down.*

[Roy Gal] 10:44:42

*So if you could simplify the rules, then you could get by with the staff that you have today potentially and everyone would be happier.*

[Roy Gal] 10:44:48

So. So, yeah.

[Sandy French] 10:44:49

*Yeah, I hear you. You know, I wanna say there was an effort a couple of years ago, specifically about this \$2,500.*

[Sandy French] 10:44:58

*Rule. But anyway, I will bring it up with the opposite procurement. And see if they have thought about how that could be.*

[Sandy French] 10:45:07

*Discussed with the state office.*

*[Roy Gal] 10:45:10*

*Alright, thank you. If there's something we can do as CAB or FS or something, you know, I think What we've seen is that's a lot of times things happen in administration and get passed to us and there are also opportunities like this where we would be happy to support administration pushing on legislature or One admin office pushing on another item in office.*

*[Roy Gal] 10:45:30*

*And so it would if. At least I'm saying this is a device chair. It should correct me here.*

*[Roy Gal] 10:45:40*

*If we just or other committee members, if we disagree, but I think we're happy to try and make things better together rather than.*

*[Roy Gal] 10:45:44*

*You working in a vacuum or us working in a vacuum and we'd like to see.*

*[Roy Gal] 10:45:46*

*More of that like true consultative work the faculty. Going forward I know sometimes it feels like we're oppositional, but actually we're trying to work together.*

*[Roy Gal] 10:45:56*

*To make the university work better for everybody.*

*[Sandy French] 10:45:59*

*Okay, I greatly appreciate that and it's very good point.*

*[Roy Gal] 10:46:04*

*Alright, so thank you. So next question. So some of the funds that we see you mentioned, but.*

*[Roy Gal] 10:46:11*

*Chunk gets sliced off the top from Manoa and goes to system. So what's the relationship between your budget office, the Manila budget office and the system budget office?*

*[Roy Gal] 10:46:20*

*And do we have any like control over what we're sending to them and what they send back to us and how the.*

*[Roy Gal] 10:46:24*

*Manoa allocation is determined.*

*[Sandy French] 10:46:29*

*Okay, so we are in charge of our tuition funds tuition fee funds. So that's completely within Manila Budget Office.*

*[Sandy French] 10:46:38*

*The legislature appropriates funds by campus. So the university budget office is serves as the sort of the conduit between.*

*[Sandy French] 10:46:50*

*The state office business and finance. So the legislature appropriates. The governor.*

*[Sandy French] 10:46:59*

*Releases and that means that the state budget and finance director releases to the university and releases to the university by campus.*

*[Sandy French] 10:47:08*

*So then the university budget office gives us our general funds. Sometimes the legislature does a little sneaky thing where they appropriate something for a campus to the system.*

*[Sandy French] 10:47:19*

*And the system has consistently given it to the campus that that was for unless it was truly for a system initiative shared across campus or something like that.*

*[Sandy French] 10:47:32*

*So university budget office does coordination of submission of budget then up through the chain to governor to legislature they assist with gathering responses to questions during legislative session like right now.*

*[Sandy French] 10:47:52*

*They help with technical advice, all that sort of stuff. But they're not, They're not interfering in any way with what could be.*

*[Sandy French] 10:48:01*

*It's our share. The off the top stuff is not from. The budget office. So, much as the system financial office.*

*[Sandy French] 10:48:12*

*And what they're doing it's like if we're paying for our share of software they're digging that up amongst all the campuses.*

*[Sandy French] 10:48:19*

*And we of course always pay the greater share and there is always some calculation based on some relevant thing. We pay a share of foundation costs And that is based on, I think the relevant measurement is.*

*[Sandy French] 10:48:38*

*Amount of funds raised for the campus versus other campuses. So each of these items is calculated in some way and shared across all of the.*

*[Sandy French] 10:48:49  
Campuses.*

*[Sandy French] 10:48:53  
I guess the other point to make is that system doesn't have tuition funds. They only have general funds.*

*[Sandy French] 10:48:59  
So that is also partly why these assessments are made.*

*[Roy Gal] 10:49:07  
Okay, thank you.*

*[Sandy French] 10:49:07  
What we're doing then also just to sort of fill out the topic is we're providing advice to the units.*

*[Sandy French] 10:49:15  
We're allocating to the units like we were talking about at the beginning of the the meeting. We're forecasting the tuition revenue for the year.*

*[Sandy French] 10:49:21  
With input from enrollment management. We're monitoring to make sure nobody's going over or balancing the general fund allocation at the end of the year, that kind of thing.*

*[Sandy French] 10:49:33  
Analyzing requests.*

*[Roy Gal] 10:49:36  
Alright, we're getting to the end. So, Thank you. So you mentioned this somewhat before when we were talking about when you were talking about the positions being swept.*

*[Roy Gal] 10:49:45  
So there is the prioritization process which had we had our own concerns with that. So that process.*

*[Roy Gal] 10:49:50  
Is separate from the funding so In terms of the faculty hirings that that are allowed like Does the units are making a request to the provost's office and then it sounds like the funding of those positions versus allocation of the position numbers is somewhat separate.*

*[Roy Gal] 10:50:08  
So like, it's your office. Looking at those requests also to see which make the most sense or something making some kind of decisions on funding or is a decision making.*

*[Roy Gal] 10:50:18*



*On which are you telling like Mike Bruno's office this is how much money we have so they and that's how they figure out which positions they can offer.*

*[Roy Gal] 10:50:27*

*What's the interplay between the prioritization and the funding of those? Positions.*

*[Sandy French] 10:50:32*

*So we do this as a larger group, all of the vice also the, Director of the Data of Hawaiian Place of Learning Office.*

*[Sandy French] 10:50:45*

*I think that's the full group. This is the group that reviews all of the requests for faculty hiring.*

*[Sandy French] 10:50:53*

*The annual request, there are some off cycle requests that go through a different review. So this whole group sits and reviews all of the requests.*

*[Sandy French] 10:51:04*

*What I do is provide some guidelines as to what would be a reasonable number of positions. Based on where we sit with counts and funding.*

*[Sandy French] 10:51:19*

*And then. The prioritization guides.*

*[Sandy French] 10:51:25*

*Which positions are released. So, what I'm looking at is like what we're going to and we're doing this in real time in this year, right?*

*[Sandy French] 10:51:35*

*So we're deciding. Provost is giving out author regulations and maybe. September timeframe, but we're reviewing in June, July.*

*[Sandy French] 10:51:46*

*And what my team is looking at is how many retirements do we think we're gonna have on July 30 first?*

*[Sandy French] 10:51:55*

*Because that helps inform how we can move forward and then how many additional separations might we have on December 30 first.*

*[Sandy French] 10:52:05*

*And what are we going to take in when we sweep the 85% of the vacancies?*

*[Sandy French] 10:52:12*

*On August first. So we're balancing all of that. We're looking at what, what Flex we might still have in our tuition funds.*

*[Sandy French] 10:52:22*

*And yeah, that's kind of the process. So we work as a team. Michael isn't making decisions separate from me and when we're looking at off cycle hires, we do that together along with Laura Lyons office.*

*[Sandy French] 10:52:38*

*Requests for APT and civil service go to me and that happens any time of year we don't have a a prioritization process for that.*

*[Sandy French] 10:52:48*

*And what else? Occasionally there are spousal hire requests. So those are are treated the same way as off cycle.*

*[Sandy French] 10:52:57*

*Obviously we can't wait for an annual process for that kind of thing. And off cycle are something that is.*

*[Sandy French] 10:53:07*

*Unique and, essential to proceed with that cannot wait for the annual hiring. Review.*

*[Roy Gal] 10:53:15*

*Alright, thank you. Mark has a question.*

*[Sarita Rai] 10:53:16*

*Alright.*

*[Mark Thorne] 10:53:17*

*Yeah, I, so. Going back to the. You said. You talked about the the vacant positions are swept.*

*[Mark Thorne] 10:53:30*

*And. At what point are they swept? Like if somebody retires from a position.*

*[Mark Thorne] 10:53:40*

*Or somebody leaves a position. That, you know, has a continuing role. Within a department or unit.*

*[Mark Thorne] 10:53:50*

*Are those positions automatically swept from that so that the departments cannot re hire. Into those positions again and I'm asking this because I'm with and cooperative extension and we've had a number of extension positions that you know, had existed for a long time.*

*[Mark Thorne] 10:54:09*

*They got swept and, you know, we've gotten since, that. Time, well, some of it might have been because of COVID and everything else, but, you know, we're now rehiring some of those positions, but we've had other positions that have been.*

*[Mark Thorne] 10:54:24*

*Lost and we just, you know, they're not able to fill them if somebody retires. So I guess I'm, I'm curious about.*

*[Mark Thorne] 10:54:32*

*You know, sweep the, you know, the upper administration sweeping positions out of the units. When somebody retires, but we still determine that that position is needed.*

*[Mark Thorne] 10:54:44*

*Or if somebody leaves the position, say, you know, they leave, go to another position, another job somewhere else.*

*[Mark Thorne] 10:54:51*

*Are those positions all swept and if so how long will that continue is that will the authority for those departments to rehire those positions.*

*[Mark Thorne] 10:55:02*

*Be returned to them at some point in the future.*

*[Sandy French] 10:55:07*

*So we sweep positions on August first. So we're basically then. We're taking the July 30 first August first retirements.*

*[Sandy French] 10:55:20*

*And then we're also taking the December 30 first retirements and any other separations that happen along the way.*

*[Sandy French] 10:55:27*

*If a unit were to receive approval to hire that same position. In the annual. Prioritization process.*

*[Sandy French] 10:55:37*

*Then the position would. Stay with that unit. But otherwise we're going through the review process and allocating probably a different position number.*

*[Sandy French] 10:55:49*

*At the time that it's approved to continue. Sometimes there are, types of positions like perhaps a a faculty advisor.*

*[Sandy French] 10:56:00*

*Position, a specialist. Where there would be an off cycle request because of the impact. 2 fill that position and not wait for the annual review process.*

*[Sandy French] 10:56:15  
I don't know if that that helps.*

*[Mark Thorne] 10:56:16  
So I just so in other words what you're saying is that regardless of what happens those positions are swept out of the units.*

*[Mark Thorne] 10:56:26  
And the units have to go back and request those positions in the future. No matter what.*

*[Sandy French] 10:56:32  
If they're faculty positions, that is the case.*

*[Mark Thorne] 10:56:35  
And basically that position number is completely lost from the unit. And they have to re. Imagine the position number and all of that stuff.*

*[Mark Thorne] 10:56:46  
So I guess, you know, that, so that's kind of a big concern. I mean, that's not really.*

*[Mark Thorne] 10:56:52  
Efficient for the units to have to, you know, continually. Go back and request positions that continue to be important.*

*[Mark Thorne] 10:57:01  
And significant for the departments right*

*[Mark Thorne] 10:57:08  
Anyway, I guess, you know, I don't know if the other question I guess I had was, you know, is that gonna continue for the foreseeable future or is this a permanent?*

*[Mark Thorne] 10:57:20  
Process now. For the university.*

*[Sandy French] 10:57:23  
I would say there are no permanent processes for the university. Things often change. We weren't doing this kind of prioritization 4 years ago and maybe in 3 years we won't be doing it anymore.*

*[Sandy French] 10:57:39  
The thought is that it's it became necessary during the pandemic. And that it continues to be necessary because we're looking at resources.*

*[Sandy French] 10:57:50*

*You do raise a good point about whether it would be possible to determine which positions were vital like they there is always a continuing need versus which ones could be looked at on a prioritise basis every year.*

*[Mark Thorne] 10:58:08*

*Well, and I, you know, just as an example, I mean, there's many, many positions I'm sure that are like this, but.*

*[Mark Thorne] 10:58:14*

*For example, we had a livestock agent position on Kawai for 40 some years. The person that was in the position at the time left and went back to the mainland.*

*[Mark Thorne] 10:58:26*

*It was right before COVID. And then for the last 4 years, we haven't had that position filled and we only just got it back and the way that was made to us was that the position no longer existed.*

*[Mark Thorne] 10:58:41*

*Well, if you take something that existed for 45 years and continued to be important. Why doesn't it still exist, right?*

*[Mark Thorne] 10:58:48*

*And now we're just trying to go back and refill it after all of this time. And it becomes, it becomes a really.*

*[Mark Thorne] 10:58:56*

*You know, it's really challenging and we have a whole community on Kawai that weren't getting served for, you know, 4 years and, you And that makes problems for the university in the long run because it looks bad now that they're not getting the service that they, you know, had received for, you know, for so long.*

*[Mark Thorne] 10:59:19*

*It's just not really efficient. At the unit level to have to go back and request those positions every time somebody leaves it when they continue to exist and or continue in terms of importance.*

*[Sandy French] 10:59:32*

*We make a good point that there are different types of faculty positions. And maybe for these community based positions.*

*[Sandy French] 10:59:43*

*There should be some other way of looking at things. I can raise that with the provost next time I speak with them.*

*[Mark Thorne] 10:59:50*

*That would be, that would be great.*

*[Roy Gal] 10:59:50*

*Thank you. It's also, I just wanna say it's reaching the end of our meeting time so I'll see if we can get through our last 2 questions real quick.*

*[Roy Gal] 10:59:57*

*To respect everyone's time. So I guess at the pandemic when the pandemic hit, the hiring authority kinda got changed around.*

*[Roy Gal] 11:00:05*

*Well, actually it is legally or by policy, I guess, technically in the president's office, right?*

*[Roy Gal] 11:00:10*

*They have the final president has the final hiring authority, but The decisions used to be made more at the unit levels, but now with this prioritization process, it's entirely.*

*[Roy Gal] 11:00:21*

*We can see what we want, but the we can even rank things one through 10 from our 10 positions that we want and we don't even necessarily get 1, 2, 3.*

*[Roy Gal] 11:00:28*

*Is there any planning to change the, actually written policies from what got implemented during COVID to something? Pre COVID or something different or are we Do you know if the planning is to sort of Stick with that for now.*

*[Sandy French] 11:00:42*

*So the, the president's, restrictions for COVID were pulled back July first, 23.*

*[Sandy French] 11:00:50*

*And then at that time the campus reiterated that the prioritization process would continue.*

*[Sandy French] 11:00:59*

*For a faculty review. So that's. And also provided templates for the APT requests and that kind of thing.*

*[Sandy French] 11:01:07*

*So, that has been formalized in a memo. And as you know, I can't speak to the feature.*

*[Roy Gal] 11:01:16*

*Okay. And then I guess the last question is given what's going on at the ledge right now with or and the issues with the, fires.*

*[Roy Gal] 11:01:27*

*If there it does turn out to be just a slashing of the like either across the board budget cut or one specific to or to Manoa.*

*[Roy Gal] 11:01:35*

*Is there sort of a contingency plan for dealing with that? Or are we or is it just going to be okay every unit?*

*[Roy Gal] 11:01:42*

*And Andrew has his hand up so maybe he wants to add something to that.*

*[Andrew Wertheimer] 11:01:48*

*Another question later, so go ahead.*

*[Sandy French] 11:01:50*

*Okay. You know, it's going to depend if there is a cut. It's going to depend on how large a cut it is.*

*[Sandy French] 11:01:58*

*If, the legislature, you know, they took 36 million back in twenty- One.*

*[Sandy French] 11:02:08*

*22. If. And then we've had and then they restored most of it, but 6 million we have to request back every single year for this campus.*

*[Sandy French] 11:02:17*

*So they take that. That is small enough that we could probably cover it with reserves. If we had a hope that that was going to be restored.*

*[Sandy French] 11:02:28*

*If we don't have hope that it's going to be restored, then we need to start looking at what are we gonna do to.*

*[Sandy French] 11:02:35*

*Shrink positions because positions are the most. Of our expense. I wish I could shrink electricity because it went up by 10 million in the last couple of years and when I think of how many positions we could fill with that, it just.*

*[Sandy French] 11:02:51*

*Yeah, but that's the. That's the reality that we that we live with right now.*

*[Sandy French] 11:02:58*

*If it was a larger short file, we're going to have to do something else. We're either going to have to postpone some hiring or we're going to have to look at where we can tease out some savings.*

*[Sandy French] 11:03:10*

*We're also closely watching our tuition revenue forecast. I don't know if you've heard about this.*

*[Sandy French] 11:03:17*

*That's the fiasco with the federal government rolling this out and So, we've extended our deadline to apply for admission.*

*[Sandy French] 11:03:30*

*We're just hoping that that everybody i mean this is again just us it's the entire country is being impacted by this so we hope that we continue to get the kind of student numbers that we've been lucky enough to get in the last couple of years, especially first.*

*[Sandy French] 11:03:46*

*Time incoming fresh people and and that will keep revenues steady or slightly growing, but if it tanks, then we're gonna need to really take some close looks at things.*

*[Roy Gal] 11:03:59*

*Alright, Andrew, do you have a question?*

*[Andrew Wertheimer] 11:04:01*

*Yes, so, and thank you. We really appreciate your answering all of these questions, Sandy.*

*[Andrew Wertheimer] 11:04:08*

*But, question was, so we haven't yet seen the list of prioritizations for the current.*

*[Andrew Wertheimer] 11:04:11*

*Year so it's really hard for you to put together a request. Do we have a timeline of when that will be made available so that we can.*

*[Andrew Wertheimer] 11:04:22*

*Prepare or will there not be a list because we're worried about the impact of the cuts*

*[Sandy French] 11:04:28*

*But the, the memo will come out as it did last year. It's, I think we're just like final tweaks of review.*

*[Sandy French] 11:04:38*

*I saw a draft just recently. So I would say probably within a week or so it'll come out.*

*[Sandy French] 11:04:43*

*And the criteria will be very, very similar to last year. I don't think that any changes.*

*[Sandy French] 11:04:48*

*Any substantive changes were made.*

*[Andrew Wertheimer] 11:04:51*



*That's really helpful. Thank you so much. And one other question, so I'm the secretary for this committee and trying to keep up.*

*[Andrew Wertheimer] 11:05:00*

*Know it's but since we had a lot of questions and we were wondering you know would you mind to you know we have a list of questions possibly using the transcript of this could you make like an official comment that we could include and and share with SCC in terms of these questions.*

*[Sandy French] 11:05:21*

*Yeah, tell me more about what that would look like.*

*[Andrew Wertheimer] 11:05:26*

*But just like.*

*[Sandy French] 11:05:26*

*You would like me to write up answers or?*

*[Andrew Wertheimer] 11:05:30*

*So we, that would be really helpful. We can give you the transcript of what you said.*

*[Andrew Wertheimer] 11:05:36*

*So you would have some framework, but basically to fill, you know, again, just to, You know, again, depends on your time.*

*[Andrew Wertheimer] 11:05:44*

*But it would really be helpful if we could share that because as you know, the transparency is a key question on campus and this is kind of a really important black hole that a lot of us have been wondering about.*

*[Sandy French] 11:05:57*

*Okay, so you'll share the transcript to start off with.*

*[Andrew Wertheimer] 11:06:01*

*Yes. And you also have the questions that you had. To the well base that off of. Thank you so much.*

*[Sandy French] 11:06:02*

*Okay. Right.*

*[Sandy French] 11:06:08*

*Okay.*

*[Roy Gal] 11:06:08*

*Yeah, thank you. I just wanna add, I think, for instance, we get these updates from Calvert about what's going on in the budgeting process.*

*[Roy Gal] 11:06:16*

*And I'm speaking personally as myself not at Scab. They are far too detailed. And in the weeds for faculty to comprehend or even bother reading such a long thing.*

*[Roy Gal] 11:06:28*

*I think your answers have been actually generally very clear. About the way that the chief funds are allocated things like the positions being swept.*

*[Roy Gal] 11:06:36*

*And I think that it would really benefit the university and the faculty, maybe even the students and all the, you know, the staff.*

*[Roy Gal] 11:06:42*

*To get clear simple communications like Hey, the legislator just took away. Just write it like that. Legislator, legislature removed 300 positions from us that we cannot get back until a new bill is passed that gives that to us.*

*[Roy Gal] 11:06:58*

*Those are gone permanently until. Something else happens. Our G funds are at this level they cover these permanent positions.*

*[Roy Gal] 11:07:06*

*And if the legislature gives us less money, we are stuck. There's, I'm sorry, there's nothing we can do, right?*

*[Roy Gal] 11:07:12*

*It also, I think, would prompt potentially more political action from the constituents. The university rather than just the people who are already collectively active.*

*[Roy Gal] 11:07:20*

*So I think that would be really beneficial to step out of the our role as like, I mean, I'm a legislative coordinator and even I don't, I still don't understand what Calvert's writing, you know, so.*

*[Roy Gal] 11:07:30*

*To step out of like all that we know in our roles and pretend that we know nothing and write like what like like press releases are written for eighth graders pretend where you know neo fights in the budget process and and will give us something simple to work off of.*

*[Roy Gal] 11:07:45*

*And I know it's gonna be challenging because there's a lot of complexity in there. But I think that would really help the faculty feel that the officers are being transparent and and understand that a lot of it is not.*

*[Roy Gal] 11:07:55*

*Oh, you know, Sandy French is being mean and taking our positions on Michael Bruno's being mean and taking our positions.*

*[Roy Gal] 11:08:02*

*You know, but that we're being externally downsized, for instance.*

*[Sandy French] 11:08:07*

*That's very helpful. Thank you.*

*[Sarita Rai] 11:08:08*

*Great, great. Yes.*

*[Roy Gal] 11:08:13*

*Alright, Suite, I'm returning. The mic to you as the chair.*

*[Sarita Rai] 11:08:13*

*So, Alright, thank you very much Sandy. Do you guys have any more questions? All right.*

*[Sarita Rai] 11:08:25*

*Thank you Sandy. You have been very very helpful in all of this and answering all of our questions in all of this and answering all of our questions. You have been very, very helpful in all of this and answering all of our questions.*

*[Sarita Rai] 11:08:32*

*Really appreciate it. And I second everybody that requests. Really appreciate it. And I second everybody that requests that we actually have this.*

*[Sarita Rai] 11:08:37*

*Pretty much out there open QA type of a thing and write it up and have it available. So it's not like God knows what, Manoa Budgets office is doing and the system is doing.*

*[Sarita Rai] 11:08:49*

*You know what I mean? So I think that would be very helpful.*

*[Sandy French] 11:08:54*

*Okay, thank you so much.*

*[Sarita Rai] 11:08:56*

*And thank you.*

*[Mark Thorne] 11:08:57*

*Thank you.*

*[Andrew Wertheimer] 11:08:58*

*Thank you.*

*[Roy Gal] 11:09:00*

*Good luck with the budget.*

*[Sandy French] 11:09:01*

*Thank you. Bye.*

*Respectfully submitted by Andrew Wertheimer, Secretary*

*Approved unanimously on 10 April 2024 (with the exception of the Sandy French section, which she is working on)*