



**COMMITTEE ON ADMINISTRATION AND BUDGET**  
**MEETING MINUTES**

**MEETING DATE:** 22 March 2017  
**LOCATION:** St. John 106  
**ATTENDANCE:** [P = Present; A = Absent; E = Excused; L=late]

| MEMBERS                     |   | MEMBERS               |   | MEMBERS                               |   | VISITORS               | TIME |
|-----------------------------|---|-----------------------|---|---------------------------------------|---|------------------------|------|
| Brian Glazer (BG),<br>Chair | P | Ann Sakaguchi (AS)    | P | Garrett Apuzen-Ito<br>(GI), Secretary | P | VCAFO Kathy<br>Cutshaw | 1:30 |
| Adrian Franke (AF)          | A | Kara Miller (KM)      | E | Douglas Vincent<br>(DV)               | P |                        |      |
| Ruth Hsu (RH)               | P | Robert Paull (RP)     | P | Sarita Rai (SEC<br>Liason)            | P |                        |      |
| Judith Inazu (JI)           | P | Hyoung-June Park (HP) | P | Robert Cooney, (RC)                   | P |                        |      |

| SUBJECT  | DISCUSSION / INFORMATION  | ACTION /<br>STRATEGY /<br>RESPONSIBLE<br>PERSON |
|--|---|---|
| <b>CALL TO ORDER</b>                               | 3:00  |   |
| <b>APPROVAL OF<br/>PRIOR MINUTES</b>               | Minutes for 3/09/17: 9 in favor, 0 against.<br>Minutes for 3/15/17: 6 in favor, 2 against, 1 abstention   |   |
| <b>UHM Budget<br/>VCAFO Kathy<br/>Cutshaw (KC)</b> | <p>Projected shortfall in FY18 due to declining enrollments: If UHM's allocation for FY18 is the same as it was in FY17, then we will be \$8M short. If this were implemented equally among all units ("across-the-board", which KC is not recommending), then it would equate to a 3% reduction in spending in FY18.</p> <p><u>BG</u> asks about the outcome of President Lassner's retreat with the deans. <u>KC</u> Output from two retreats was not quantifiable. The emphasis was on general ideas for improving in the long-term such as enrollment</p> |   |



management but less on immediate actions.

Chancellor has asked the deans to report on what actions they will take to deal with the projected budget shortfall to the VCAFO by end of May. VCAFO will finalize the budget and make it public by June 16.

David Lassner is scheduling a campus-wide town-hall meeting in April. To deal with the financial crisis in 2009 there was a prioritization process starting from the faculty and up. RC disagrees that it was faculty-driven. We managed to get through this crisis by shifting expenses previously paid for with G-funds to tuition, so that little was changed in the way UHM operates. But this time, tuition is expected to continue to decline through 2020.

RH Has any multi-year data collection been done for colleges that show trends in SSH? If it will be done will it focus on trends over multiple years? Will it be over a shorter term? Some units met with M Bruno to discuss decrease in enrollment and retention. Some faculty were comforted, but others were not, because the solution emphasized only increasing enrollment. Doing so may be problematic because it's not clear how enrollment can increase significantly. Bruno's only solution was to increase admission. But, increasing enrollments without building up instructional capacity stresses faculty workload for those units most affected.

KC has posted SSH's, majors, and degrees by each department over the past several years on the VCAFO website. RC Can one use that data to relate to changes in faculty FTE? KC data on faculty are available back to 2013.

RC is there a plan to study costs by System? There is a fundamental, essential flaw in thinking about solving the problem by increasing enrollment but not increasing or even decreasing faculty. KC has less data on System. RC received data on System from VP Kalbert Young.



They show that permanent salaries increased but it's hard to determine how those are allocated. RP Is there info on the elasticity of enrollment with changes in tuition? KC There is no appetite for raising tuition. Is rise in tuition driving decreased in enrollment? RC there is a correlation between tuition and time-to-degree. We might see a decrease in foreign student enrollment related to policies of current (U.S. Pres.) administration.

HP what is national trend of college enrollment? Is UHM's trend comparable or worse than the national trend? KC: General trend in enrollment is downward and UHM's trend is consistent with that trend. HP is there an optimal enrollment number? KC: Chancellor suggest UHM can handle 20,000.

GI what is the basis of projected enrollment decline to 2020? KC probably an extrapolation of recent trends.

RP we can improve the way we handle enrollment and welcome new students.

KC does not think the only solution should be to increase enrollment. But rather we need to better define our priorities and "who we are". Grow some units and shrink others.

BG Creation of West Oahu and impact on UHM programs. KC hard conversations must be attempted regarding which programs belong to which campuses. KC's office only deals with budget not in setting priorities.

RC What would you do in the current budget situation if UHPA negotiated a 4% raise? KC part, but not all, would come from the state, but the rest would be taken up by the schools.

KC needs input from faculty to advise the Chancellor as to how to meet the shortfall.



**MFS-Bylaws**

**Discussion of minutes  
for 3/15/17 and motion  
of no confidence in  
SEC chair**

RP How much has to do with specific schools already being in the red?  
KC No schools were in the red this year. They were in the red but they were bailed out using “performance enhancement” dollars. This was \$3.2M to reward units with improved performance (graduation rates).

JJ Do you think Lassner’s reorganization efforts will save costs? KC The main objective is not cost savings but a better link between research and instruction, and to improve efficiency and effectiveness.

KC 3-way split of spousal hire (between schools and Vice-chancellor’s office) is not active because of the budget.

The following points were concerns raised by DV

- Increasing the terms of Senators to three years, instead of two.
- Increasing the terms of the SEC members to three years instead of two.
- Adding an additional member to the SEC, the immediate past Chair of the SEC. Ostensibly for “continuity” purposes.
- Changing the name of the Vice-Chair to the Chair-Elect, and in doing so, prescribing that her/him will automatically become the next Chair of the SEC.
- Changing the General Education Committee (GEC) from a “permanent” committee to a “standing” committee. Note that the proposed changes to the Bylaws under the new GEC standing committee says “to be added”.

Vote to reject those concerns: 8 for and 1 abstention.

Discussion of approval of minutes of emergency meeting on 3/15/17

RC Questions whether this an official CAB meeting given that it was called at such short notice. RP confirms there is no language in the By-laws regarding this and so there is no evidence in the Bylaws that the 3/15 meeting was not a legitimate CAB meeting.

**Doug Vincent will  
start from  
existing By-Laws  
and suggest  
changes**

**Brian will ask for  
a meeting with M.  
Bruno to discuss  
budget and  
changing UHM**



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|              |      | and UH offices |
|--------------|------|----------------|
| NEXT MEETING | TBD  |                |
| ADJOURNMENT  | 4:13 |                |

Respectfully submitted by Garrett Apuzen-Ito, Secretary

Approved on 4/5/17 with 8 votes in favor of approval, 1 abstention, and 0 against.

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