

UHM Brainstorm September 14, 2016

#1 STRUCTURE AND RESEARCH

- Consolidation of research cores
- Return of RTRF for shared research cores
- Shared services, improve admin and support and upgrade work-life of staff through revamped admin structure
- Work towards data systems, making them transparent and publicly available, must be accurate
- Control Data systems management, Big Data
- Central research support instead of every unit for itself
- Streamline HR so it does not take a year to hire a sec
- Provide greater research, Support FN, non-ORUs
- Regular Mānoa-wide, initiatives that emphasize research theme identification, while seeking collaboration.
- An initiative including Mānoa support and grant writing and involvement of graduate students
- Create, maintain, share, transfer
- Can we combine AH, LLL, SPAS?
- What would make for a more efficient structure for OVR schools to colleges and ORU's
- What would a provost like model look like at UHM
- Have campus wide discussions on mission, must have by inform vast majority
- Focus on translation of health science research to community need/support
- Research, improve partnerships from community based research
- More thoughtful composition of health sciences campus include pharmacy, nursing, public health
- This could make good use of the cancer center annex, bring undergrad teaching to Kaka'ako, and attract STEM
- Change structure of colleges, school, by discipline, each with academic programs
- Includes everything including school of health sciences, one arts and sciences, plus new combinations
- Reorg to enhance, efficiency, results
- Combine all collages
- Each R faculty can identify which program they want, can teach in, and then connect faculty programs requiring implementation
- Institutional cooperation structure between ORUs and colleges
- All of Mānoa is affected by any restructure so input should be sought from all Mānoa customs, not just affected groups
- Faculty are mostly willing to change if they are consulted with
- More community engagement
- Consolidate Kaka'ako campus admin support
- Make community based research a campus wide initiative
- Engage community, identify problems that UHM could inquiry

#2 BUDGET IMPLEMENTATION

Biennium & Revenues

- Ensure programs have resources so that classes are not canceled
- Budget approval must come in 1 year in advance not 1 week of semester
- Look at biennium RP! To determine what we should know, in 2-3 years etc.
- Bennie should be bold
- Use research focus and excellence in biannual budget legislature
- Enhance public funding with strong case for our public good and value to the [community]
- Beyond new budget model, enhance efforts to work with governor to explain moku effectively the value of UH and UHM

Data Systems

- To facilitate budget implementation, modernize the financial reporting system
- The chancellor must have resources and authority to direct development of data systems, procurement, communication, financial, etc. in order to achieve missions

Communication Transparency

- Budget
 - Clarify what the situation is for Mānoa. Most don't know and are concerned about what will happen to their departments
 - Consult with faculty on faculty model-which is different from the Chismar model
 - Faculty involvement in unit budget planning
- Budget Allocation
 - Greater transparency in all aspects of budget
 - More town halls to teach faculty how to understand the budget both historically and new models
- Budget transparency and clear articulation to stakeholders
 - Students/parents
 - State-taxpayers
 - General public
 - Faculty and Staff

Criteria for Allocation

- Include Campus facilities needs in developing budget/model allocation
- Just pick a rational budget model and implement it
- Stress test (or trial) allocation models (e.g., on past year data before implementation)
- Run the campus #s on the current model to assist E/M to make/move decisions
- Revise tuition allocation to follow instructor rather than units. So it is more flexible. Helps encourage ORYs to engage in tracking in departments
- Put budget together that actually meets basic needs
- Permit educational offerings and tuition returns to units outside of traditional disciplines
- Follow up with the previous work, which was stopped
- Find ways to reveal multi-disciplinary (?) in budget terms
- Tuition should follow students
- Recognition of full infrastructure costs in budget models
- Budget should follow student success. Where students succeed funding should follow
- Performance metrics better align to mission at the flagship public university
- Prioritize students provide resources to ensure permanent faculty to teach students. All students must have ability to interact with faculty.

#3 RECRUITMENT & RETENTION

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Instruction

- Increase collaborative and experiential learning opportunities for students → require qualified personnel
- Build undergrad premed programs that incorporate academic units (Biology, MBBE, Chemistry, etc.) with ORUs & JABSOM (e.g., Cancer Center)
- Simplify interdisciplinary degrees
- Simplify and make Gen Ed more elegant in design
- Cross-campus lectures about research highlights (rolling through units?)
- Continue to revise and simplify general ed requirements
- Ensure that program offer that courses needed to graduate when students need them
- Develop General Education into a program with (?) undergraduate teaching faculty using honors as a model
- Inform students about alternative career paths for each major
- Have faculty teaching first year courses follow up over summer after first year, find way to collect data on why they are leaving
- Don't cancel classes
- Charge A/S departments with reviewing major curriculum with an eye towards two things
 - Interdisciplinary/collaborative work that draws on already existing strengths
 - Innovative pedagogy that would be more project based and emphasize 21st century skill: innovation, creativity, collaboration

Recruitment Infrastructure

- Step forward with specific campus enrollment goals, and get all parts of UH System on the same page
- Create a dedicated campus recruitment budget
- Engage professional (external/international) student recruitment firms(s) immediately. (e.g., IDS, Navitas)
- Diversity-focus on targeted retention for underserved
- Create a more robust 1st year experience via common book, faculty mentor for incoming students
 - Faculty, engage ENG 100 and other instructors of typically first year courses
- Have recruiters from across colleges and schools put together a comprehensive plan-shared resources
- Identify our target market and/or an appropriate mix of a market current
- Use data to identify what this market wants out of a high end experience
- Separate offices for recruitment and retention NOT effective or efficient
- Should reorganize functions under VCAA
- Vigorous outreach to international students
 - Consider which type tuition costs
 - Admissions charged with this
 - This year for BOR consideration
- High School and Early College outreach to improve quality of access for incoming freshman (esp. 1st gen)
- Set concrete enrollment targets for Mānoa
- More aggressive recruiting from WUE states -- couple program efforts with university-wide efforts
- Update Mānoa and Dept. websites (who: Chancellor's Office central support for dept. website updates)
- Clearly articulate what a "Mānoa Experience" is to potential students

Supportive Environment

- Pathways to include community college engagement
- Enhance articulation of community colleges 4-yr with UHM

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- Enhance the Mānoa experience to retain freshman
- Put all students through orientation about history of Hawaii and challenges of living on an island and understanding all cultures
- Education to APT and “s” faculty to move to a student service culture in campus and unit student services
- Ombudsman office to reduce bullying/unfair treatment students needs advocate
- Plan to engage in first six weeks and at key touch points in students time
- Our retention of students from mainland is poor-develop a hānai (adoption) system to mentor them and connect them to this place
- Provide more student centric/focused spaces that invite discussion and collaboration
- Have students develop concept of a new student success center and how to fund it
- Students complain about the lack of food on weekend-have weekend food options
- More food services and support services options after 4:30 on weekends (who: chancellor, OVCS)
- Financial Aid must be student friendlier
- Bridge academic affairs and student affairs together
- Provide support to units with student growth
- Campus-wide student information system to allow advising units to track students. STAR is good but limited

Tuition/Financial

- More GA positions
 - GAs can be hired to perform other duties beyond teaching and research (e.g. advising) (who: Chancellor, VCAA)
- Set up a budget model that rewards highest at-risk groups for staying one semester at a time on their academic pathway
- Use scholarships strategically to recruit students
- Reduce non-resident tuition UG & Grad (who: Chancellor, BOR)
- Increase financial aid award size to provide support for 4 years (i.e. President & Chancellor Scholarships)

#4 CAMPUS DESIGN/FACILITIES

- Need standards set and/or followed regarding two-way communication on facility projects to include the procurement process
- PBS Bldg. to become Innovation Lab for multimedia
- NEED an updated long-term development plan
- Easy and recognizable access to campus
- Restore sanity to energy management and infrastructure
- Articulate gates and boundaries
- Strengthen 1 unit axes and termini
- Strengthen engagement with adjacent neighborhoods and districts (e.g. Mō'ili'ili)
- Reorganize and charter a new CAMPUS DESIGN REVIEW BOARD
- Prioritize impact of campus design on student perception, esp. Student recruitment and retention, e.g. sidewalks, railings, wayfinding, planes and edges, landscaping
- Prioritize contemporary principles and practices of URBAN ECOLOGICAL DESIGN...
- Acknowledge that we cannot afford to maintain the current [GSF] in satisfactory condition
- Consolidate programs under a smaller footprint, which will:
 - Reduce overall O&M, R&M,
 - Increase efficiency of support units (i.e. custodial, security, shops, etc.)
- Monetizing Lower Campus Footprint (University Village)
- Better use of facilities-why are they not used to the max-could ease the traffic etc.
- Implement convenient design for improved Mānoa wayfinding and signage system
- Repair, paint, clean, screen, and guide
- McCarthy Mall is continued from foundation to EWC Road. Beautiful entry to campus
- One stop shop for space allocation at Mānoa-with principles/guidelines for allocation. (e.g. for space for new grants, new programs, etc.)
- One stop shop for facilities management/repair/maintenance with transparent guidelines and procedures for prioritization and cost structure
- Dev. and implement a MIRO-driven survey of student expectations for instructional, recreational, social, and residential, environments and experience.
- Reassess methods of monitoring building systems and performance
- Work on being zero-emission campus-carbon neutral while improving cooling options
- Cosmetic Campus Renewal
 - Signage - wayfinder
 - Landscape
 - Sidewalks
 - Paint and refresh
 - Hiding "ugly" while doing major [renovation]
- Engage Energy Services Co.
- Fundamental Criteria:
 - NOT "beautification" rather suitability to context
 - Full integration of academic mission and physical environment
- Signage maps around campus
- Design facilities that reflect a Hawaiian place of learning
- Hawaiian signage everywhere-all building etc.
- Landscaping that is relevant to Mānoa and Hawaiian
- Design spaces with higher priority on lounges for study, interaction, conversations, and creativity to occur
- Design and implement a space policy so faculty and programs report how they are using space to facilities

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- In the plan for the present College of Ed site - include a performance space that will attract varied culture events (large) to campus
- Campus redesign to include bike paths and bike sharing-provide bikes with basket and locks-allocate to every facility, staff, and student-merge function with parking office
- Develop a shared services funding model for facilities improvement/beautification that appropriately charges department
- Make it possible to re-print in something but 5 shades of white
- Bring facilities maintenance closer to individual buildings and/or schools
- Focus on upgrading teaching labs
- Buildings are filthy. Key student building are the worst maintained, like QLC
- Create a dedicated fund for technology in the classroom instead of relying on outreach funding
- Plan facilities around academic mission. Not where convenient. Our structures must reflect our purpose and functions
 - Consult with all shareholders prior to decision-making. Understand the units involved requires academic leadership
- Identify which units can/should grow and evaluate their facilities with growth in mind
- Listen to space function programmatic needs from department and programs
- Make parking on campus free after 4 pm, possible with exception of our athletic events
- Parking lot and garage for Kaka'ako campus
- Parking for Kaka'ako to improve connections with main campus
- Paint buildings that are peeling on regular basis-early fix, facilities, and rotation yrs.
- Develop a comprehensive modernization plan within a reasonable budget that identifies priorities by function
- Public/private partnerships for facility development (analysis of ROI)

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#5 PARKING LOT

- Restructure UHF to make it effective and responsive to campus/units
- Halt the revolving door of quality staff that decreases donor engagement and stewardship
- Would like to see UH System offices mission to be more clearly defined. Too much making work for system offices, when best done on campus level
- Facilitate creation of shared governance organization for staff
- Have college/school OR work together to upgrade webpage
- Develop internal communication process to keep the whole campus engaged in the transition process
- Engage with HGEA & UHPA to partner with us on the hard issues that impact campus life for students and faculty
- More agility and empowerment
- Career paths for instructors. (We have a number of excellent instructors, who do not have easy development paths)