MEMORANDUM

TO: Mānoa Deans and Directors

FROM: Denise Eby Konan
Interim Chancellor

SUBJECT: PROGRAM PLANNING AND BUDGET PREPARATION FOR THE FISCAL BIENNium 2007-2009

We are about to begin our next biennium round of planning, stocktaking, and budget preparation. This year, UH System has requested that our campus submit our biennium budget request in the form of a stocktaking presentation on March 24, 2006. In accordance with Board of Regents policy 8-3, the University’s biennial budget for 2007-2009 will be based upon program plans which will facilitate the establishment of funding priorities in the biennial budget. This year budget submittals must take into account Systemwide Stocktaking Objectives, the Mānoa Strategic Plan and Mānoa Biennium Budget Objectives as presented below.

Systemwide Stocktaking Objectives
- How can your campus (unit) better meet state needs?
- How can your campus (unit) increase student participation and success?
- How will you know when you have succeeded?
- How will you fund new initiatives?

Mānoa Strategic Plan
- Program plans, should be driven by the goals, objectives, and action strategies articulated in the University’s system strategic plans and the more detailed priorities contained in the strategic (academic) plans of Mānoa. As such, program plans and unit agendas should reflect specific goals and related actions planned for the 2007-2009 biennium and deemed essential to achieve the broader goals and objectives of the Mānoa Strategic Plan. A copy of Mānoa’s strategic plan can be found at [http://www.manoa.hawaii.edu/vision](http://www.manoa.hawaii.edu/vision).
Mānoa Biennum Budget Objectives

- Instruction
  - Improve the undergraduate student experience
- Research
  - Enhance Research/Scholarly Competitiveness
- Campus Renewal
  - i.e. support infrastructure, sustainability

We ask you to request each of your departments, in consultation with their faculty, staff & students, to complete a Budget Planning Document and a Funding and Resources Document. Deans will collect the documents and in consultation with the Chairs create the Budget Planning Document and Funding and Resources Document for each School/College. These planning and resource documents and resulting priorities will be communicated to all stakeholders. Deans will present the results to the VCs during budget hearings. The compilation of these budgeting priorities will be the starting point for determining the biennium budget.

It is important to recognize throughout this process that funding for higher education is a shared responsibility of the State (through state general fund appropriations), students (through tuition), and campuses (through efficiency, reallocation, and/or generating other revenues). Prior to making a request for additional funds to meet your goals, you will be expected to address internal reallocations.

The Budget Planning Document (Form 1) should be about 5 to 6 pages and will use the following format:

*Program Overview (Status of Current Program)* - A short (one page or less) review of your departmental situation.

*Quantitative and Qualitative Performance Data* - Each program will provide historical data on pre-defined activity measures and efficiency measures. You may address additional basic quantitative data by department on scholarship and creative activity, outreach activities, and may include any other data you feel is relevant to assessing your performance.

*Self Assessment* - In consideration of Systemwide Stocktaking Objectives, the Mānoa Strategic Plan, Mānoa Budget Objectives and any critical issues arising from your WASC self review, please identify your strengths and weakness. Discuss any recommendations from recent program reviews, as applicable.

*Goals for Biennum* - What are your goals and how do you plan to achieve them over the next biennium budgeting period? Again, your planning objectives must
address the systemwide stocktaking objectives, the Mānoa budget objectives as well as the Mānoa Strategic Plan. It is critical that the plans are fiscally realistic, and can be reasonably completed in the next two to three year period.

**Funding and Resources** (Form 2 - use separate Form 2 for each request)

*Funding and Resources Needed to Achieve Goals*

- Description of program objective
- What efforts have you taken to fund this goal internally (reallocations, gifts, grants or tuition revenue)?
- Remaining resources required
- Provide substantiating data for request (e.g. historical trends, workload increases, etc)
- Requests for non-G funds must be based on available revenues

*How We Will Assess Your Success in Achieving These Outcomes* - Using quantitative and qualitative benchmarks or other measurable deliverables how can we track your progress in meeting your planning objectives.

**Program Structure**

The Budget Planning and Funding & Resource documents should be prepared at Level VI and consolidated at Level V for all Mānoa programs.

**Cross Cutting Program Change Requests**

Multi disciplinary or multi school/college programs create synergies that result in increased efficiency and effectiveness. These proposals are encouraged.

**Program Change Requests and Reallocation**

The vitality of Mānoa requires a degree of turnover in programs to maintain quality and breadth of programs within available resources. Program change request considerations should include negative changes indicating reductions to lower priority programs and services and the reallocation of resources to higher priority programs and services. Internal reallocations proposed to offset the total costs of positive program change requests will be a consideration in the evaluation of budget requests.

**Consultation**

In keeping with the Board’s policy, the preparation of the biennial budget including program plans is to be participatory. You must ensure that your faculty, staff, and students have had an opportunity to participate in this planning, budgetary exercise.

**Timeline**

March 24, 2006 - Original and five copies of completed plans due to VCAFO Office
March 30 - April 5, 2006 - Budget Hearings

April 6 - 21, 2006 - Vice Chancellors prioritization, Consultation, Chancellor's Review and Approval

April 24, 2006 - Mānoa Presentation of Biennium Budget

If you have any questions, please contact the Mānoa Budget Office.

Attachments:

Form 1: Budget Planning Document
Form 2: Funding and Resource Document

c: Department Chairs
Manoa Budget Office
Manoa Fiscal Officers
Vice Chancellors