
Audit of the University of Hawaii at Manoa's Non-Instructional Personnel

A Report to the
Governor
and the
Legislature of
the State of
Hawaii

Report No. 97-6
February 1997

THE AUDITOR
STATE OF HAWAII

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Submitted by

THE AUDITOR
STATE OF HAWAII

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Foreword

In response to Section 72.1, Act 287, Session Laws of Hawaii, 1996, this is a report of our audit of the University of Hawaii's non-instructional personnel. While the primary mission of the University of Hawaii at Manoa is instruction, it also pursues important research and service functions. All campus personnel, instructional and non-instructional alike, are hired to fulfill its flagship role in creating, preserving, and transmitting knowledge. Our review of the utilization of non-instructional personnel at Manoa is designed to identify and assess how well the campus made use of this important resource.

We wish to acknowledge the cooperation and assistance extended to us by the officials and staff of the University of Hawaii.

Marion M. Higa
State Auditor

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Chapter 1

Introduction and Background

Pursuant to Section 72.1, Act 287, Session Laws of Hawaii 1996, the State Auditor conducted a management audit of non-instructional positions at the University of Hawaii at Manoa. Section 72.1 requested a cost benefit analysis of the centralization versus decentralization of all fiscal, personnel, and clerical positions.

Background

Although the University of Hawaii at Manoa is the only research campus in the University of Hawaii system, its primary mission is instruction. The campus offers course work leading to bachelor's degrees, professional degrees and diplomas, and master's and doctoral degrees. It claims distinction from other campuses of the University of Hawaii system because of the emphasis placed upon research and graduate instruction. The Manoa campus is one of only 88 U.S. institutions classified as Research I universities by the Carnegie Foundation, a not-for-profit research organization that, among other functions, classifies higher education institutions.

Under the General Appropriations Act of 1995 (Act 218, SLH 1995), the Legislature appropriated over \$300 million in fiscal year 1995-96 for campus operating costs. Almost \$30 million was subsequently restricted, resulting in an estimated expenditure for the year of approximately \$270 million. Personal services accounted for two-thirds (66 percent) of those costs.

The State's fiscal crisis has affected the campus' personnel structure. Examples of the effects include 170 vacancies as a result of the Early Retirement Incentive Program (ERIP) and the elimination of 79 other vacant civil service positions as part of the State's reduction in force. Since July 1995, the university has had a self-imposed hiring freeze on positions vacated through attrition and ERIP.

The university employs a variety of non-instructional personnel. For purposes of this audit, the term "non-instructional personnel" refers to those individuals belonging to three distinct categories: (1) executive/managerial; (2) administrative, professional, and technical (APT); and (3) civil service. Most campus faculty are classified as instructional personnel. However, some faculty have non-instructional duties. These individuals include researchers, specialists, CO agents (extension agents), and librarians. All faculty, regardless of classification, are excluded from the audit.

In Fall 1995, the Manoa campus employed slightly less than 2,000 actual non-instructional personnel, with civil service employees accounting for slightly over half of that number. Faculty accounted for almost 2,400 positions. In the past ten years the number of non-instructional personnel has increased slightly. Since 1985, the campus gained approximately 132 such positions.

Objectives

1. Describe the organization of non-instructional personnel at the University of Hawaii at Manoa.
 2. Assess whether this organization ensures the efficient and effective use of non-instructional personnel resources.
 3. Make recommendations as appropriate.
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Scope and Methodology

This audit examined the organization of non-instructional personnel at the University of Hawaii at Manoa. Section 72.1, Act 287, SLH 1996, requested a cost benefit analysis of a centralized versus decentralized structure for fiscal, clerical, and personnel positions. We found that there is no single model of a centralized or decentralized organizational structure. Centralization and decentralization are better thought of as two ends of a continuum rather than as discrete structures. As such, there are many variations that can be evaluated relative to a centralized or decentralized organizational structure. We focused our analysis on Manoa's present management of non-instructional personnel, rather than determining which type of management structure should be in place.

We examined relevant statutes, organizational charts, mission and functional statements, policies and procedures manuals, documents, and records relating to non-instructional personnel. We also reviewed general management literature. We interviewed vice presidents, deans, directors, and other staff as appropriate at the University of Hawaii at Manoa.

Our work was performed from July 1996 to October 1996 in accordance with generally accepted government auditing standards.

Chapter 2

Planning For and Oversight of Non-Instructional Personnel Is Lacking

While adopting a primary mission of instruction, the University of Hawaii at Manoa also pursues important research and service functions. All campus personnel, instructional and non-instructional alike, are hired within this framework to help the campus with its unique role in creating, preserving, and transmitting knowledge. Our review of the utilization of non-instructional personnel at Manoa is designed to identify and assess how well the campus has made use of this important resource. We found that schools and colleges on the campus enjoy significant flexibility in identifying their own non-instructional resource needs. Such flexibility may have certain advantages, but devolving control to the schools and colleges does not absolve campus administration from ensuring that non-instructional personnel resources are effectively used to meet campus needs, and are equitably allocated.

Summary of Findings

1. The University of Hawaii at Manoa has not sufficiently reviewed, monitored, and assessed the use of non-instructional personnel.
2. The University of Hawaii at Manoa has not sufficiently justified the allocation of its non-instructional personnel.

Manoa Lacks Central Oversight of Non-Instructional Personnel

Colleges and schools at the Manoa campus have significant flexibility in identifying and determining their own non-instructional personnel needs. While this flexibility may be advantageous to the schools and colleges, it also has drawbacks when no administrative entity assumes responsibility for ensuring that non-instructional personnel are equitably allocated to the various campus subunits and that those allocations help the subunits address their own missions as well as campus and university missions. Manoa currently does not assign an administrative entity with the authority to review campus-wide non-instructional personnel needs and ensure that these needs are addressed.

Deans and directors have more flexibility

In 1985, a number of fiscal, budget, personnel, and facilities planning staff at the system level were deployed to various administrative units to improve operating efficiency. This reorganization resulted in the consolidation of various Manoa and systemwide functions and diversification of overall systemwide administration of the university.

In addition to the consolidation, a more decentralized decision-making process was adopted. Decision-making authority in several areas was delegated or transferred from the Board of Regents' and president's levels to the deans and directors of colleges, schools, and organized research units. This reduced the number of reviews and approvals required. Delegated personnel-related responsibilities included the appointment of non-compensated and casual hire personnel other than those in the executive/managerial classification; leave control, with pay or without pay; pay adjustments for administrative, professional, and technical personnel and faculty personnel as provided by collective bargaining agreements; acceptance of resignations within the respective unit; and approval of organizational changes in administrative support functions below the college or institute level. In 1992, however, the university president withdrew the delegation of authority to fill vacant positions by implementing a university-wide hiring freeze due to the State's fiscal condition.

The campus has a variety of non-instructional personnel

The university does not have a specific classification for "non-instructional personnel." The university does however have four major personnel categories: faculty; executive/managerial staff; administrative, professional, and technical staff; and civil service. We reviewed the latter three categories. Faculty are considered to be instructional personnel.

Executive and managerial staff include two classes of administrators. Executives include personnel with senior administrative and managerial responsibilities such as vice presidents, chancellors, and deans of graduate schools. Managerial staff include associate deans, assistant deans, and directors of major academic and administrative units.

Personnel in the administrative, professional, and technical (APT) category are neither faculty nor executive and managerial staff. Their positions also do not fall within the civil service groupings. The positions they fill generally require special technical skills or training. Examples of such positions include research associates, fiscal accounting specialists, administrative officers, and educational specialists.

Most of the university's administrative support staff are civil service personnel who are covered by the State's employment system of the Department of Human Resources Development. These positions include secretaries, clerk stenographers, library technicians, and agricultural research technicians.

As of October 31, 1995, the Manoa campus had approximately 1,650 non-instructional positions that were fully or partially state funded. As shown in Exhibit 2.1, 59.5 percent were civil service positions followed by administrative, professional and technical staff positions (35 percent), and executive/managerial positions (5.5 percent).

Exhibit 2.1
Number of Non-Instructional Positions by Category
(as of 10/31/95)

Category	Total FTE	Percentage of Total
Civil Service	983.5	59.5
Administrative, Professional, and Technical	577.54	35.0
Executive/Managerial	90.97	5.5
Total	1,652.01	100.0

Exhibit 2.2 shows the distribution and associated salary costs of the non-instructional positions by major units and subunits within the Manoa campus.

Efficient utilization of non-instructional personnel is not ensured

Non-instructional personnel play a critical role in providing technical and administrative support to faculty and students. Beyond simply ensuring that the university adheres to applicable federal and state hiring guidelines, the university is responsible for ensuring that non-instructional personnel are effectively utilized to meet campus needs. Doing this requires assessing current and future non-instructional personnel requirements; determining how to best meet these needs; devising and implementing personnel plans; and periodically evaluating how well the allocation of non-instructional personnel has addressed those needs.

The University of Hawaii at Manoa has not adequately ensured that the need and utilization of non-instructional personnel is assessed from a campus-wide perspective. No administrative entity has the responsibility for the planning, monitoring, and evaluating of campus-wide non-instructional personnel resource needs for Manoa. Reviews of the need for non-instructional personnel are performed primarily during the budget preparation process at the college and school level and at the Budget Office. The Office of Human Resources also reviews the need for non-instructional personnel when the position classification is being established. However, no entity is overseeing and assessing the needs of non-instructional personnel on a campus-wide basis. No one is responsible for ensuring that non-instructional personnel are being utilized to meet campus needs and are meeting the overall campus and university missions.

Exhibit 2.2

Total Salary Cost and Number of Non-Instructional Positions by Major Unit

Organizational Unit	Subunit	Total Salary Cost	Total FTE
School of Architecture		\$299,700	5.00
College of Arts and Sciences	Council of A&S Deans	\$508,356	14.00
	College of Arts and Humanities	\$1,147,944	35.00
	College of Lang., Ling., and Lit.	\$1,347,516	40.50
	College of Natural Sciences	\$1,473,480	41.00
	College of Social Sciences	\$839,226	23.50
College of Business Administration		\$774,804	20.00
College of Continuing Education and Community Services		\$790,968	25.00
College of Education		\$2,253,014	56.70
College of Engineering		\$939,276	25.00
College of Health Sciences and Social Welfare	School of Medicine	\$1,617,504	45.59
	School of Nursing	\$516,336	14.00
	School of Public Health	\$401,544	12.00
	School of Social Work	\$279,972	6.00
School of Hawaiian, Asian, and Pacific Studies		\$595,134	16.00
School of Law		\$517,380	14.00
School of Library Sciences and Information Studies		\$188,724	4.00
School of Travel Industry Management		\$333,516	8.00
College of Tropical Agriculture and Human Resources		\$6,481,596	202.00
Research and Graduate Education	Office of the VP	\$266,832	4.00
	Graduate Division	\$604,560	17.00
	School of Ocean and Earth Science and Technology	\$3,451,116	88.75
	Office of Research Administration	\$695,412	18.50
	Water Resources Research Center	\$242,652	7.00
	Institute of Astronomy	\$47,341	10.17
	Pacific Biomedical Research Center	\$642,822	17.30
	Cancer Research Center	\$356,827	7.80
	Social Science Research Institute	\$313,056	9.50
	Industrial Relations Center	\$53,808	2.00
	Lyon Arboretum	\$141,096	5.00
	Lab and Animal Services	\$182,052	7.00
Academic Affairs, Manoa		\$2,250,522	61.50
Office of EEO-AA		\$117,372	3.00
Student Affairs		\$5,642,339	183.70
Summer Session		\$442,512	10.00
Intercollegiate Athletics		\$3,223,248	87.00
Library Services		\$2,464,104	90.50
Administration	Campus Operations	\$10,788,216	415.00
	Totals	\$53,654,877	1652.01

Note: Total FTE represents filled positions as of 10/31/95, not the number of positions authorized by the Legislature. Some positions may be filled by several part-time personnel. Several units listed above have both Manoa campus and systemwide responsibilities. University-wide administrative offices do not differentiate expenditures by individual campuses.

Although individual units are equipped to determine their non-instructional personnel needs, these should be coordinated and objectively assessed by a unit higher than an individual school or college. In the absence of such oversight and coordination, the university cannot determine whether the Manoa campus has efficiently allocated and used its non-instructional personnel.

In addition, personnel responsibilities at Manoa are fragmented throughout the various organizational units on the campus. Units such as the Office of Human Resources, Budget Office, and multiple colleges, schools, and administrative offices have the combined responsibility of accounting for the use of their own non-instructional personnel.

Non-instructional personnel management is fragmented

The administration of non-instructional personnel resources is divided between two university administrative offices—the Office of Human Resources and the Budget Office—and each school and college on the Manoa campus. Although the two university offices exercise some responsibilities, they lack sufficient authority to plan, assess, and coordinate non-instructional personnel needs of lower level units. This authority was delegated to the deans and directors of the colleges and schools during the university’s reorganization in 1985. Although deans and directors understand their own school or college needs, they are not in a position to ensure that their efforts support campus-wide needs.

The Office of Human Resources and the Budget Office play limited roles in the overall planning of non-instructional personnel needs. Each office is under the auspices of the Senior Vice President for Administration.

The mission of the Office of Human Resources is “to anticipate, to develop, and to fulfill the human resource needs of the employees of the University of Hawaii.” The office’s mission statement promises to “provide support to the University system in developing, implementing, and administering a comprehensive human resource program.” The Office of Human Resources handles day-to-day responsibilities for administration of the university’s human resources. The office is responsible for policies and guidelines affecting university personnel. However, it does not plan or evaluate the use of non-instructional personnel at Manoa. Human resources officials report that the office’s responsibilities focus primarily on the processing of personnel actions. The office does not allocate positions or engage in personnel planning activities.

The Budget Office is responsible for providing overall leadership in preparing and executing the university’s operating budget. The general functions of this office deal with budget preparation and budget execution. The Budget Office also develops the expenditure allocation for the campus and disseminates instructions on the allocation and expenditure of

appropriated funds. Other specific responsibilities include assisting in the evaluation of budget requests, the development of expenditure plans, and the preparation of variance reports. However, the office's role in personnel matters is limited. It generally restricts itself to ensuring that organizational units do not exceed their appropriated ceilings when they determine their non-instructional personnel needs.

Presently, non-instructional personnel needs at the college and school level are managed by the respective deans or directors. However, to ensure that non-instructional personnel are efficiently allocated and used, an administrative entity higher in the organization than the college or school level should be responsible for the coordination and assessment of non-instructional personnel needs from a campus-wide perspective. While the Office of Human Resources does assess personnel needs when a position is first established and classified, it does not consider a campus-wide perspective or the campus and university missions.

Presently, the role of the Office of Human Resources and Budget Office in the management of non-instructional personnel resources is limited. However, both offices are higher in the university organization than the colleges and schools and should be evaluated for their potential to be designated as a campus-wide oversight authority of non-instructional personnel. In addition to monitoring and assessing non-instructional personnel resources on a campus-wide basis, the oversight authority would also ensure that non-instructional personnel are being effectively utilized and are contributing to the overall campus and university missions.

The lack of oversight is not a new issue

The absence of personnel management oversight has been a long standing problem. Three separate reports, one in 1981, a second in 1987, and a third in 1990, address this issue.

In our 1981 report, *Management Audit of the University of Hawaii*, Report No. 81-9, we found that “no office has been assigned responsibility for personnel management as a whole...” and “...It [University] has not considered the broader more critical issue, such as planning for the effective allocation and utilization of personnel resources.” In a 1987 report, KPMG Peat Marwick found that our recommendations from 1981 had not been implemented. KPMG stated that “...the personnel management function at the University continues to experience the same organizational and administrative problems identified in the 1981 OLA [State Auditor] study...” Finally, a 1990 Western Association of Schools and Colleges report entitled, *A View of Manoa, The University of Hawaii, Manoa*, found that there was no “single centralized oversight authority” resulting in “conflicting interpretations and actions by various deans and directors.”

Despite the fact that the university has instituted a major reorganization designed in part to improve personnel management, we find that little progress has been made since 1981 in establishing an effective oversight of personnel issues.

Manoa Has Not Justified The Allocation And Use Of Non-Instructional Personnel

One of the university's strategic planning principles is to "make effective and efficient use of available resources" in the university's instructional, research, and service programs. The University of Hawaii system's draft strategic plan for 1997 to 2007 also promises to "ensure that each campus, college/school, or organized research unit has plans that guide resource allocations in academic, administrative, and facilities development." We commend the university for committing to this concept. We note that this would be a good opportunity to ensure that non-instructional personnel are being effectively allocated and utilized.

The Manoa campus has not yet sufficiently assessed the current allocation and utilization of non-instructional personnel in the campus' schools, colleges, and other subunits. Therefore, the University of Hawaii at Manoa cannot determine whether the allocation of non-instructional personnel is justifiable and equitable. In addition, it has difficulty determining whether non-instructional personnel contribute to meeting the mission and goals of the university.

The campus needs to effectively utilize non-instructional personnel

The Manoa campus has not yet ensured that non-instructional personnel are allocated and used effectively to achieve campus goals and objectives. Effective organizations review their goals and objectives and identify the best strategies for achieving them. Developing clear plans is an element of this process and through it: (1) organizations obtain and commit their resources; (2) organizational staff implement activities consistent with their objectives; and (3) organizations monitor their progress and take periodic corrective action.

Colleges and schools at the Manoa campus should be able to specify how their use of non-instructional personnel furthers their respective missions. This involves more than merely specifying the roles that non-instructional personnel play in the unit. Administrators must identify what types (and what mix) of non-instructional personnel are needed and why they are important. In addition, a periodic review of whether the use of non-instructional personnel addresses the campus' mission and helps the schools and colleges achieve their specific goals and objectives is necessary.

While the criteria used to match personnel to missions may vary from college to college and from position to position, those criteria must be

objective, defensible, and easily communicated. For example, the primary mission of the School of Accountancy in the College of Business Administration is to “provide undergraduate and graduate students with a high-quality accounting education and to advance accounting and business knowledge through basic and applied research, and instructional knowledge.” The school needs to specify and justify the mix of executives/managers, APT personnel, and civil service staff needed to help the school achieve this objective using standards that make sense to the community and to the university.

We found no clear evidence that the schools and colleges on the Manoa campus have developed human resource plans that match their non-instructional personnel to their missions. Few have formally conducted an assessment of their non-instructional personnel needs with this idea in mind.

More specific planning information is needed

Human resource planning begins with a review of an organization’s strategies and objectives. This establishes a practical frame of reference against which human resource requirements and internal personnel supply can be forecast. Human resource planning complements strategic planning to ensure that organizations have the right number of people with the right skills available to do the required jobs.

The University of Hawaii has developed a draft systemwide strategic plan for the period 1997 through 2007. We reviewed the draft strategic plan and found the section on human resources to lack specificity on how human resources are to be used. A human resource plan developed to complement the strategic plan could be more specific in informing how human resources are to be used. For instance, the strategic plan gives priority in undergraduate resource allocation to seven core colleges: Languages, Linguistics and Literature; Arts and Humanities; Social Sciences; Natural Sciences; Business Administration; Education; and Engineering. A human resource plan with additional information on how non-instructional resources are prioritized, allocated, and utilized within these seven core colleges would identify how those personnel help achieve strategic goals and objectives. This information would also enable university executives to determine whether specific campus units use their non-instructional resources to support the overall mission and goals of the university. Lacking such a human resource plan, the campus cannot provide assurance that it is utilizing non-instructional personnel efficiently and effectively.

According to the strategic plan, each campus, college/school, and organized research unit shall develop plans that guide resource allocation and academic, administrative, and facilities development. Some efforts are currently underway to institute staff utilization reviews. University officials report that they are collecting personnel staffing plans from all of

the campuses in the university system. These staffing plans will be collectively examined by the president and vice presidents to review campus vacancies and prioritize the filling of those vacancies. We encourage this initiative. In addition, however, we caution that if the staffing plans are just simple lists of the number of filled and vacant positions, more needs to be done. A human resource plan should be developed to include an assessment of the needs and a justification for the types and numbers of non-instructional personnel needed.

Conclusion

Failing to sufficiently plan for non-instructional resources can lead to inefficient utilization. In addition, measuring the effectiveness of allocating non-instructional staff is impossible if campus administrators do not know the rationale for their distribution throughout the campus. Sufficient oversight and thoughtful planning on how best to use limited personnel resources will enable the university to use these resources wisely.

In light of the State's fiscal crisis, the university needs to ensure that non-instructional resources are properly and fully coordinated. Such coordination would involve: 1) assisting colleges, schools, and other administrative units to assess their non-instructional needs; 2) determining how to best meet these needs; 3) implementing personnel plans; and 4) periodically evaluating allocations.

Recommendations

1. The president of the university should establish a central oversight authority for the Manoa campus that is responsible for the following: reviewing non-instructional personnel needs of the various units; prioritizing these needs in relation to the focus and direction of the university; and periodically reviewing the results of these efforts and taking corrective action as necessary.
2. The president of the university should ensure that a human resource plan is developed and implemented for the Manoa campus. The president should ensure that the plan is:
 - a. tied to the university's mission and strategic plan,
 - b. able to justify the allocation of non-instructional personnel, and
 - c. able to provide for a needs assessment and periodic evaluation of non-instructional resources.

Response of the Affected Agency

Comments on Agency Response

On February 6, 1997, we transmitted drafts of this report to the University of Hawaii. A copy of the transmittal letter to the University of Hawaii is included as Attachment 1. The response of the University of Hawaii is included as Attachment 2.

The University of Hawaii generally concurs with the findings and recommendations of the audit. The university concurred with the need for a human resource plan. It is currently in the process of installing a human resources system that will provide the type of management information necessary for an effective human resource plan.

The university also stated that, due to budget reductions, the Manoa campus has gone through an extensive process of centralized review, monitoring, and assessment of its staffing. Each school has justified its positions and budgets during budget hearings with the executive vice chancellor and the chancellor of the campus.

Finally, the university agrees with our finding that the human resources section of the strategic plan lacks specificity on how resources are to be used. It is requiring subunits within the campus to develop unit plans to accomplish the goals of the university's strategic plan. The university indicates that these unit plans should provide the degree of specificity that should be established.

ATTACHMENT 1

STATE OF HAWAII
OFFICE OF THE AUDITOR
465 S. King Street, Room 500
Honolulu, Hawaii 96813-2917



MARION M. HIGA
State Auditor

(808) 587-0800
FAX: (808) 587-0830

February 6, 1997

COPY

The Honorable Kenneth P. Mortimer
President
University of Hawaii
2444 Dole Street
Honolulu, Hawaii 96822

Dear Dr. Mortimer:

Enclosed for your information are three copies, numbered 6 to 8 of our draft report, *Audit of the University of Hawaii's Non-Instructional Personnel*. We ask that you telephone us by Monday, February 10, 1997, on whether or not you intend to comment on our recommendations. If you wish your comments to be included in the report, please submit them no later than Tuesday, February 18, 1997.

The Governor and presiding officers of the two houses of the Legislature have also been provided copies of this draft report.

Since this report is not in final form and changes may be made to it, access to the report should be restricted to those assisting you in preparing your response. Public release of the report will be made solely by our office and only after the report is published in its final form.

Sincerely,

A handwritten signature in cursive script, appearing to read "marion m. higa".

Marion M. Higa
State Auditor

Enclosures



UNIVERSITY OF HAWAII

PRESIDENT, UNIVERSITY OF HAWAII
AND CHANCELLOR, UNIVERSITY OF HAWAII AT MANOA

February 14, 1997

Ms. Marion M. Higa
State Auditor
465 S. King St., Room 500
Honolulu, HI 96813

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OFC. OF THE AUDITOR
STATE OF HAWAII

Dear Ms. Higa:

Thank you for the opportunity to comment on your "Audit of the University of Hawai'i's Non-Instructional Personnel."

We concur that there is a pressing need for a Human Resources (HR) plan. We are currently in the process of installing an HR system which will go a long way toward providing the type of management information so necessary for an effective HR plan. We are pleased that the audit, while indicating a need for more centralized control, did not reveal any misuse or excessive staffing of non-instructional personnel at the University of Hawai'i at Mānoa (UHM).

The report points out several challenges faced by the UHM, and we generally concur with its findings. We would like, however, to clarify certain conditions which we feel have a bearing on the conclusions reached.

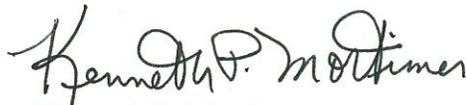
The UHM has gone through a rather extensive process of centralized review, monitoring, and assessment of its staffing due to the drastic reductions in the budget. We have abolished 88.75 and have frozen 250 non-instructional positions. Each college and school has justified their positions and budgets during budget hearings with the Executive Vice Chancellor and the Chancellor of UHM.

We have gone through an extensive process of developing and adopting a Strategic Plan for the University of Hawai'i System. Each campus and subunit within the campus is now developing unit plans to accomplish the goals of the Strategic Plan. The Human Resources "piece" is included in Goal V., Acquiring Resources and Managing Them with Accountability and Responsiveness. The report "found the section on human resources to lack specificity on how human resources are to be used." We agree. The unit plans should provide the degree of specificity we both agree should be established.

Ms. Marion M. Higa
February 14, 1997
Page Two

We want to again thank you for not only allowing us this opportunity to comment, but for also reviewing our operations. We are always open to an outside review for we feel that the University benefits from such an examination.

Sincerely,

A handwritten signature in cursive script that reads "Kenneth P. Mortimer". The signature is written in dark ink and is positioned above the printed name.

Kenneth P. Mortimer
President, University of Hawai'i, and
Chancellor, University of Hawai'i at Mānoa