



## University of Hawai'i Strategic Directions, 2015–2021

As the sole provider of public higher education in Hawai'i, the University of Hawai'i (UH) is committed to improving the social, economic and environmental well-being of current and future generations. These *University of Hawai'i Strategic Directions, 2015–2021* build upon previous work outlined in the *Strategic Outcomes and Performances Measures, 2008–2015* (<http://www.hawaii.edu/ovppp/uhplan>) and will guide the university's priorities for the next three biennia to achieve the outcomes directed by the UH Board of Regents (BOR). Productivity and efficiency measures associated with these outcomes provide clear, measurable goals and the ability to effectively monitor progress over time.

Interwoven in the strategic directions are two key imperatives embraced within the BOR-approved UH mission: a commitment to being a foremost indigenous-serving institution and advancing sustainability. To those ends, the directions embrace the work and input of *Hawai'i Papa O Ke Ao* ([www.hawaii.edu/offices/op/hpokeao.pdf](http://www.hawaii.edu/offices/op/hpokeao.pdf)), a plan for the university to become a model indigenous-serving institution, the Pūko'a Council, and the UH System Sustainability Task Force and their reports. In addition, the President's Task Force on Title IX and Violence Against Women Act (VAWA) has provided recommendations on how to achieve compliance with emerging mandatory federal requirements. The university stands firmly committed to advancing these directions in concert with core values of the institution: academic rigor and excellence, integrity and service, aloha and respect.

The four strategic directions outlined below describe the university's priorities for 2015–2021.

### Hawai'i Graduation Initiative (HGI)

*Goal: Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students and those from underserved regions and populations and preparing them for success in the workforce and their communities.*

An educated labor force and engaged citizenry are essential in today's global, knowledge-based economy. Across the nation, states have set ambitious goals to boost college completion rates. Hawai'i's own *55 by '25 Campaign* goal focuses on increasing the percentage of working age adults with two- or four-year degrees to 55 percent by 2025. According to the most recent data available, 43 percent of Hawai'i's working age adults hold a postsecondary degree. At the state's current rate of degree production, that percentage is expected to reach only 47 percent in 2025, resulting in a shortage of 57,000 degree holders. As the state's sole public higher education system, the University of Hawai'i is committed to doing its part to close the state's projected educational attainment gap.

The university plans to address this gap through expanded access to postsecondary education and training throughout the state and strengthened support for student success. Vigorous support for Native Hawaiians, low-income students and underrepresented and underserved populations and regions remains a top priority for the university.

*HGI Action Strategy 1:*

Strengthen the pipeline from K–12 to the university to improve college readiness and increase college attendance.

Tactics

- Engage K–12 students and their parents statewide early and often to promote and encourage them to prepare for college
- Emphasize pipeline and college readiness initiatives for Native Hawaiians, rural communities, low-income and under-represented groups, including through UH programs (e.g., *Na Pua No’eau*) and through partnerships with non-UH entities
- Institutionalize early college and “bridge” programs
- Align high school graduation requirements with college entrance requirements and readiness
- Expand outreach services and support to facilitate the completion of college admissions and financial aid applications
- Enhance professional development for K–12 teachers and counselors in support of student preparation for higher education
- Strengthen private school partnerships, including with Kamehameha Schools

*HGI Action Strategy 2:*

Implement structural improvements that promote persistence to attain a degree and timely completion.

Tactics

- Establish pathways for all degree programs, including transfer pathways from the community colleges
- Strengthen developmental education initiatives that increase preparation, improve placement methods and reduce time spent in developmental education
- Reduce gaps in college completion for Native Hawaiians, low-income and under-represented groups
- Transition from a course-based to a curriculum pathway-based registration system
- Schedule courses to facilitate timely degree completion
- Strengthen and align financial aid resources, policies and practices for increased access and completion
- Improve and stabilize student support services for Native Hawaiians, veterans, returning adults and part-time students.
- Make effective use of summer terms

### *HGI Action Strategy 3:*

Anticipate and align curricula with community and workforce needs.

#### Tactics

- Obtain accurate information about workforce, employment and salaries from the Department of Labor and Industrial Relations, Economic Modeling Specialist International and other sources
- Follow up with graduates and employers regarding UH students' preparation for the workforce and community
- Engage systematically with community-based groups to inform program offerings and curricula
- Develop new programs that are responsive to community needs, e.g., STEM, data science, sustainability sciences and cybersecurity

### *HGI Action Strategy 4:*

Solidify the foundations for UH West O'ahu, and Hawai'i CC at Palamanui, our "startup" campuses, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve.

#### Tactics

- Develop complementary academic and strategic plans that promote UH mission differentiation with applied baccalaureate degrees, offerings of regional interest and need, 2+2 and 3+1 programs with community colleges, programs for returning adults, statewide online and distance learning programs, and development of strong University Centers
- Develop financial and operational plans that support the expected rapid increases in enrollment as the communities embrace their new campuses
- Create capital development plans for facilities that support expected enrollment growth and campus academic and strategic plans
- Develop plans for utilization of non-campus land assets to generate revenue and/or reduce university costs through complementary and compatible activities such as development of a university village and alternate energy generation

### *Productivity and Efficiency Measures for Hawai'i Graduation Initiative (HGI)*

- Number of degrees and certificates
- Graduation rates, graduation and transfer rates (IPEDS 100% and 150%, APLU-SAM)
- Enrollment to degree gap for Native Hawaiian students
- Enrollment to degree gap for Pell students
- Average unmet need of resident students
- Average total debt per undergraduate completer
- Tuition and fees as a percent of median household income

## Hawai'i Innovation Initiative (HI2)

*Goal: Create more high-quality jobs and diversify Hawai'i's economy by leading the development of a \$1 billion innovation, research, education and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world.*

The economy of Hawai'i is currently highly dependent on tourism and military spending. The creation of a third economic sector based on research and innovation has been identified as a community priority. As the largest research enterprise in the state, the University of Hawai'i is absolutely essential to achieving this economic diversification. The university, in partnership with the business community, plans to create innovation clusters that link fundamental scientific discovery with applied research and economic development. The university will also provide the training required for technological innovation and economic development to enable Hawai'i's citizens to lead and participate in this sector. With an emphasis on our responsibility to the community, the Hawai'i Innovation Initiative will focus on the following hubs: astronomy, ocean sciences, health sciences and wellness, data intensive sciences and engineering, agriculture and sustainability sciences including energy.

### *HI2 Action Strategy 1:*

Sustain and advance the UH research enterprise.

#### Tactics

- Empower current UH faculty by identifying and removing administrative and policy barriers that impede research efficiencies and effectiveness
- Achieve financial sustainability for research under declining state investment
- Craft internal incentives and rewards for growth

### *HI2 Action Strategy 2:*

Advance innovation and entrepreneurship within UH and the community.

#### Tactics

- Integrate entrepreneurship and innovation throughout the UH educational experience for students across the system with strengthened credit and non-credit education, internships, employment opportunities and extra-curricular/co-curricular activities
- Introduce new approaches to UH commercialization and technology acceleration (OTTED 2.0) such as:
  - More flexible licensing
  - Proof-of-Concept/Accelerator to nurture UH technologies
  - Greater community outreach and institutional in-reach
- Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawai'i:
  - Support the Hawai'i Business Roundtable (HBR) and others in the establishment of a Hawai'i version of "CONNECT"

- Enhance meaningful collaborations with state agencies, incubators and accelerators, national and international agencies and collaborators
- Improve communication within the State and beyond regarding the value of UH research and its critical roles in Hawai'i's economic development, job creation and in addressing the challenges and opportunities facing Hawai'i and the world

### *HI2 Action Strategy 3:*

Invest internal resources and seek external resources for strategic infrastructure requirements and hires that leverage our location and strengths as well as address critical gaps.

- Ocean and climate sciences
- Astronomy
- Health and wellness
- Digital/creative media
- Cybersecurity
- Sustainable agriculture
- Energy
- Data intensive science and engineering initiative to support all research sectors

### *Productivity and Efficiency Measures for Hawai'i Innovation Initiative (HI2)*

- Number of invention disclosures, patents, licenses and start-up companies and jobs
- Total extramural funds
- Number of STEM degrees

## **21<sup>st</sup> Century Facilities (21CF)**

*Goal: Eliminate the university's deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable and supportive of modern practices in teaching, learning and research.*

The University of Hawai'i must eliminate the substantial deferred maintenance backlog and modernize facilities to meet 21<sup>st</sup> century needs for learning, teaching and research. This systemwide problem exists on all but the newest campus, and is particularly acute at the flagship Mānoa campus. As of June 2014, the university's deferred maintenance backlog for general funded facilities is just over \$400 million for its nearly \$5 billion dollar capital plant.

UH students, faculty and staff need and deserve well-maintained and up-to-date facilities that support modern teaching, learning, innovation and scholarship. Facilities and campus environments must be safe, sustainable and support 21<sup>st</sup> century higher education expectations and practices. The university's facilities must be fully digitally enabled; flexible in use; maintainable at low cost; energy, water and waste efficient; and supportive of deep collaborations with partners across the state, nation and the world.

### *21CF Action Strategy 1:*

Adopt model policies and practices for development and management of UH buildings and campuses.

#### Tactics

- Develop, adopt or adapt new streamlined, accountable, efficient and effective processes and organizational structures for construction, renewal and maintenance of facilities to include all phases from planning and procurement through project management and acceptance
- Develop comprehensive multi-year capital improvement plans for construction, renewal and modernization that minimize disruption to campuses
- Develop a financial plan that responsibly leverages state and university financial capacities to execute capital improvement plans and meet ongoing operating, maintenance and renewal requirements

### *21CF Action Strategy 2:*

Improve the sustainability and resource conservation of the built environment including facilities and grounds by reducing energy consumption, greenhouse gas production, water use and waste production.

#### Tactics

- Implement full energy metering and monitoring of campus buildings
- Improve energy efficiency of UH campuses and facilities
- Increase the percentage of UH energy generated from renewable sources
- Reduce costs of energy consumed on/by UH campuses
- Improve the sustainability of campus grounds
- Track, report and minimize greenhouse gas emissions
- Re-invest savings and costs avoided from energy conservation and efficiency projects into sustainability projects

### *21CF Action Strategy 3:*

Provide safe, healthy and discrimination free environments for teaching, learning and scholarship for students, employees and visitors.

#### Tactics

- Collaborate as a system to understand and comply with Title IX and Violence Against Women Act (VAWA) guidance and apply best practices in promoting safety and response to incidents across the state
- Update systemwide and campus policies and guidelines to ensure compliance and promote safety and security
- Ensure availability and accessibility of high-quality confidential resources for victims

- Provide appropriate safety and awareness education for responsible officials and all students and employees
- Ensure that clear and useful information is readily available when needed

#### *Productivity and Efficiency Measures for 21st Century Facilities (21CF)*

- Deferred maintenance
- Electricity purchased per gross square foot
- Gallons of water purchased per gross square foot
- Number of criminal offenses on campus

### **High Performance Mission-Driven System (HPMS)**

*Goal: Through cost-effective, transparent and accountable practices, ensure financial viability and sustainability to ensure UH's ability to provide a diverse student body throughout Hawai'i with affordable access to a superb higher education experience in support of the institutional mission of the university, which includes commitments to being a foremost indigenous-serving university and advancing sustainability.*

UH is committed to accountability, transparency and managing costs including by leveraging our unique status as a unified statewide system of public higher education. Strategies for achieving higher performance will include: providing a diverse student body with multiple entry points and educational pathways across the state; streamlined administrative and support processes; efficient utilization of facilities; exploration and implementation of new instructional approaches; and enhanced use of metrics for productivity and efficiency.

These objectives are achieved with a deep commitment to the institutional mission of UH as a foremost indigenous serving university that advances sustainability at UH and for Hawai'i.

#### *HPMS Action Strategy 1:*

Employ best practices in management, administration and operations.

##### **Tactics**

- Implement world-class business practices to advance efficiency, transparency and accountability with sound risk management
- Create effective and efficient organizational structures that leverage the advantages of centralization and decentralization to maximize efficiency and responsiveness to internal and external stakeholders
- Maximize efficient use of facilities and classrooms
- Provide professional and leadership development for UH faculty and staff
- Effectively use metrics throughout the system to advance goals and objectives
- Increase transparency in budgeting and expenditures through improved reporting practices

### *HPMS Action Strategy 2:*

Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system.

#### Tactics

- Expand student-centered distance and online learning to create more educational opportunities through use of technology and by leveraging University Centers on all islands
- Develop degrees and certificates, including with distance delivery, as part of integrated pathways for students enrolled across the UH system
- Promote stronger and more comprehensive transfer and articulation policies that are student-centered, transparent and well communicated in order to support student mobility and success throughout the system.
- Promote mission differentiation through the review of academic offerings to identify unnecessary duplication and opportunities for improved collaboration
- Nurture instructional innovations and institutionalize high impact educational practices
- Standardize, centralize and collaborate on shared services to improve operating efficiencies and effectiveness in student support areas such as transcript evaluation, financial aid processing, admissions, monitoring of student progress, early alerts and intervention strategies
- Reduce cost of textbooks

### *HPMS Action Strategy 3:*

UH aspires to be the world's foremost indigenous serving university and embraces its unique responsibilities to the indigenous people of Hawai'i and to Hawai'i's indigenous language and culture. To fulfill this responsibility, the university ensures active support for the participation of Native Hawaiians and supports vigorous programs of study and support for the Hawaiian language, history and culture. In addition to the Native Hawaiian student success agenda within the Hawai'i Graduation Initiative, the following tactics align with the thematic areas set forth in *Hawai'i Papa O Ke Ao*, UH's plan for a model indigenous serving university.

#### Tactics

- Prepare more Native Hawaiians to assume leadership roles within UH and the community
- Develop community and public-private partnerships locally and globally that advance UH's indigenous serving goals and share practices globally
- Advance the utilization and understanding of the Hawaiian language and culture throughout the UH System, including through articulated programs of study as well as through informal learning
- Impart a Hawaiian sense of place on campuses through landscaping, signage and the creation of Pu'u Honua



#### *HPMS Action Strategy 4:*

UH will be a global leader in the integration of sustainability in its teaching, research, operations and service. The university must embrace both indigenous practitioners and global experts to advance Hawai'i's stewardship and use of energy, food, water, land and sea for the well-being of the state and the world.

##### **Tactics**

- Integrate sustainability across the curriculum using common criteria such as an 'S' designation
- Develop academic programs in sustainability sciences collaboratively throughout the system
- Support research and service around issues of sustainability
- Incorporate sustainability practices, including those derived from indigenous wisdom, throughout the university
- Encourage alternate modes of transportation
- Support Hawai'i's local food economy

#### *HPMS Action Strategy 5:*

Diversify resource base beyond state appropriations and tuition to support public higher education in Hawai'i.

##### **Tactics**

- Execute a successful fundraising campaign across all campuses to provide additional support for students, faculty, facilities, priorities and programs
- Actively manage UH land assets to generate revenue, reduce costs and support UH's mission activities statewide
- Execute a coherent strategy for international and non-resident recruitment and enrollment, including through partnerships, that advances revenue goals as well as the educational benefits to Hawai'i students of a globally diverse student body
- Improve revenue generation associated with UH innovations and intellectual property through the Hawai'i Innovation Initiative

#### *Productivity and Efficiency Measures for High Performance Mission-Driven System (HPMS)*

- Education and related expenditures per completion
- SSH/instructional faculty FTE
- FTE Students/FTE staff (non-instructional, non-EM) ratios
- FTE Students/FTE Executive/Managerial ratios
- Number of programs with low number of graduates per year
- Classroom utilization
- Number of Native Hawaiian employees and graduate assistants (faculty/staff/administrators)

- Student enrollment in Native Hawaiian courses in language and culture (unduplicated count)
- Number of international undergraduate students enrolled in credit courses
- Number of degrees in Health, Education, and Agriculture