

## University of Hawai'i Strategic Directions, 2015-2021 (Version 15) 6/26/14

### Introduction

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. The *University of Hawai'i Strategic Directions, 2015-2021* guides the University's priorities for the next three biennia to achieve the outcomes directed by the UH Board of Regents (BOR). This document builds on previous work outlined in the *Strategic Outcomes and Performances Measures, 2008-2015* (<http://www.hawaii.edu/ovppp/uhplan>).

Interwoven in these Strategic Directions are two key imperatives embraced within the UH mission: the commitment to be a foremost indigenous-serving institution and sustainability. To those ends, the Directions embrace the work and input of reports such as *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 the model indigenous-serving institution in the state and the nation, the UH System Sustainability Task Force and the President's Task Force on Title IX and Violence Against Women Act (VAWA). The University remains firmly committed to execution in concert with core values of the institution— academic rigor and excellence, integrity and service, aloha and respect.

### Strategic Directions

The four strategic directions outlined below reflect 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.*

#### Background

An educated labor force and engaged citizenry is essential in today's global, knowledge-based economy. Therefore, increasing the educational capital of the state remains at the forefront of the University's priorities. With fewer young adults going to college, there is an urgent need to increase the educational attainment of our 25- to 64-year old working age adults. As of 2012, 43 percent of the Hawai'i's working age population held a postsecondary degree. Estimates reveal that at the current rate of degree production within the state, the percentage of degree holders by the year 2025 will be at 47 percent. This translates into a shortage of 57,000 degree holders. The University of Hawai'i, as the state's sole public higher education system, is committed to closing the state's projected educational attainment gap and support the statewide *55 by 25 Campaign* to increase the percent of working age adults with degrees to 55 percent by 2025.

The University is committed to closing the educational attainment gap by providing a quality education to the citizens of Hawai'i, particularly those from underrepresented and underserved

populations and regions, and helping students achieve success through preparation, timely degree completion and work readiness.

*Action Strategy 1:*

Strengthen the Pipeline from K-12 to the University

Tactics

- Engage K-12 students early and often to promote and prepare for college
- Emphasize pipeline initiatives for Native Hawaiians, low-income and under-represented groups
- Institutionalize summer bridge and dual enrollment programs
- Align high school graduation requirements with college entrance expectations and requirements and associated student readiness programs
- Expand use of electronic portals to ease application and transition processes
- Develop statewide online systems and services to ease college and financial aid applications
- Increase recruitment and preparation programs like Gear UP and Na Pua No'eau
- Enhance professional development for teachers and counselors in support of student preparation for higher education
- Increase strategic private school partnerships, including with Kamehameha Schools

*Action Strategy 2:*

Increase Student Success

Tactics

- Establish pathways for all degree programs including dual enrollment and clearly defined transfer pathways with effective advising at entry points in high schools and community colleges
- Strengthen developmental education initiatives – improve placement methods and preparation into college ready courses, systemically address readiness within K12 (including dual enrollment), reduce time from developmental to college ready
- Emphasize personal and academic resilience for students unfamiliar with college culture
- Identify and address any success gaps experienced by Native Hawaiians, low-income and under-represented groups
- Eliminate barriers to transfer and articulation
- Focus on the persistence and graduation of students
- Shift registration from course-based to curriculum pathway-based
- Emphasize scheduling of courses based on student needs for completion

- Implement success initiatives for part-time students
- Make better use of summer terms as for activities such as remediation, required courses, enrichment and success programs

*Action Strategy 3:*

Understand, Anticipate and Align Curricula with Community and Workforce Needs

Tactics

- Establish strategic partnerships with Department of Labor and Industrial Relations and Economic Modeling Specialist International and other sources for accurate information about workforce, employment and salaries
- Create mechanisms to follow up with graduates and employers regarding UH students' preparation for the workforce
- Engage systematically with community-based advisory groups to inform and shape program offerings and curricula
- Develop strategic curricular initiatives responsive to the community needs, e.g., Sustainability Science (interdisciplinary framework of energy, water, food security, technology, social sciences, etc.), STEM, data science and cybersecurity.

*Action Strategy 4:*

Solidify the Foundation for UH West Oahu, Our "Startup" Campus as it represents a unique opportunity for large scale service to Native Hawaiians, low-income students, and under-represented groups.

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 a University Center
- Develop a financial plan for the operations of the campus that supports the expected rapid increases in enrollment as the community embraces their new campus
- Create a capital development plan for facilities that supports the academic and strategic plans, particularly through initial and ongoing development periods
- Develop a plan for utilization of the substantial land assets to advance the educational and regional service mission of the campus and UH system while generating revenue through complementary and compatible activities that support operating and capital budget requirements, and reducing energy costs and usage, greenhouse gases generation, water usage, and waste generation.

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

- Number of degrees and certificates
- Gap between average graduate rate and graduation rate for Native Hawaiians
- Gap between average graduation rate and graduation rate for PELL eligible students
- Graduation and transfer rates (IPEDS, APLU-SAM)
- 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 in Hawai'i over the next ten years.*

### Background

The University of Hawai'i system advances innovation by creating new knowledge, training and employing world-class human capital, and advancing infrastructure (institutions, facilities, networks). The UH System can apply its assets, strengths and partnerships to create a knowledge based economic sector and workforce like no other system in the country.

A key strategy is to emphasize the creation of innovation clusters or hubs capable of linking fundamental scientific discovery with the applied research and development as well as training necessary for technological innovation, and economic development. Consistent with work over many years to identify areas of established and/or emerging excellence, the Hawai'i Innovation Initiative will focus on the following hubs: astronomy, ocean sciences, health sciences and wellness, data intensive sciences and engineering, and Sustainability Science (interdisciplinary framework of energy, water, food security, technology, and social sciences, etc.).

### *Action Strategy 1:*

Sustain and advance the UH research enterprise

#### Tactics

- Empower current UH faculty by identifying and removing administrative and policy barriers to improve UH research efficiencies and effectiveness
- Embark on a strategic hire plan for the next five years by leveraging retirements and focusing new investments
- Achieve financial sustainability for research under declining State investment
- Craft incentives and rewards for growth

*Action Strategy 2:*

## Advance Innovation and Entrepreneurship with UH and the Community

## Tactics

- Leverage Pacific Asian Center for Entrepreneurship and others to integrate entrepreneurship and sustainability throughout the educational experience of UH students across the System
- 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 (Upside)
  - Greater community outreach and institutional in-reach
- Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawai'i:
  - Support HBR and others in establishment of a Hawai'i version of "CONNECT"
  - Enhance meaningful collaboration with HSDC/HTDC/DBEDT, incubators and accelerators
  - Improved communication about the value of UH research and its critical roles in Hawaii's economic development, job creation and in addressing Hawai'i's local-global challenges and opportunities

*Action Strategy 3:*

## Strategic research and innovation infrastructure investments that leverage our location and diversity, and address our gaps

## Tactics: Invest internal resources and seek external resources for:

- Data Intensive Science and Engineering initiative to support all research sectors (NSF/EPSCoR grant)
- Astronomy
- Health and Wellness
- Digital/Creative Media
- Cybersecurity
- Ocean and climate sciences

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

- Number of invention disclosures, patents, licenses and start-up companies
- 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, and supportive of research-based high impact practices, while reducing energy usage and cost, greenhouse gases generation, water usage, and waste generation.*

### Background

UH must eliminate the substantial deferred maintenance backlog and modernize facilities to meet 21<sup>st</sup> century needs for learning, teaching, and research. This is a systemwide problem on all but our newest campus, and particularly acute at our flagship Mānoa campus. As of FY 2012-13, the University's deferred maintenance backlog was \$487 million. The estimated ongoing annual capital renewal required to avoid increasing the current deferred maintenance backlog ranges from approximately \$50 to \$80 million per year based on the University's \$4.6 billion capital plant.

Our students and faculty need and deserve well-maintained and up-to-date 21<sup>st</sup> century facilities that support 21<sup>st</sup> century learning, innovation and scholarship. Facilities and campus environments must be safe, sustainable, and support modern higher education practices. In particular, our labs and teaching facilities must be fully supportive of current practices across disciplines. The University's facilities must also be digitally enabled; flexible in use; maintainable at low cost; energy, water, and waste efficient, and inviting of collaborations with private, public and other higher education partners, across the State, nationally, and globally.

### Action Strategy 1:

Adopt model policies and practices for development and management of our buildings and campuses

#### Tactics

- Complete an organizational review and restructuring of roles and responsibilities
- Develop, adopt or adapt new streamlined, accountable, efficient and effective processes for construction, maintenance and renewal of facilities to include all phases from planning and procurement through project management and sustainment
- Consider environmental, social, and cultural factors on par with bottom line cost for purchasing or contracting
- Institute Green Purchasing Policy for all supplies, equipment and building materials (including computers, cleaning products, paper, and other material goods)
- Integrate sustainability criteria into vendor selection processes
- Develop operational plans for renewal and maintenance that emphasize priorities and minimize disruption
- Develop a financial plan with the State that responsibly leverages State and University financial capacities

- Ensure that operating funds are available to support the ongoing operating and maintenance cost of existing facilities

*Action Strategy 2:*

Improve and invest in sustainable energy practices

Tactics

- Improve the sustainability and resource conservation of the built environment (i.e., reducing energy, greenhouse gases, water, waste, and other resources)
- Improve energy efficiency of UH campuses and facilities
- Improve sustainability of campus grounds
- Track, report, and minimize greenhouse gas emissions
- Increase the percentage of UH energy generated from renewable sources in support of Hawai'i's green energy objectives
- Reduce unit costs of energy consumed on/by UH campuses
- Improve the energy metering and monitoring of campus buildings
- Re-invest savings and costs avoided from energy conservation and efficiency projects into sustainability projects

*Action Strategy 3:*

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

Tactics

- Understand and comply with new Title IX guidance on procedural requirements including disseminating the notice of non-discrimination on basis of sex, designating one independent Title IX coordinator for all campuses, and updating and publishing system policy to guide campus procedures
- Commit system personnel to work in tandem with, and providing technical assistance for, campus administrators to institutionally comply with required policy elements
- Create, implement, and evaluate prevention and awareness education for all new students, all new employees, and continuing students and employees on Title IX and Violence Against Women Act of 2013
- Develop and disseminate user-friendly informational materials for students publicizing available resources for victims, available options for victims needing assistance, rights and options for victims, and confidentiality protections

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

- Maintenance backlog
- Electricity purchased per square feet of gross space

- Gallons of water purchased per square feet of gross space
- Number of crimes and injuries reported (Clery data)

## High Performance System of Higher Education

*Goal: Provide our diverse student body throughout Hawai'i with access to the superb, successful and cost-effective higher education experience need for their personal success and the success of the communities served by UH in accord with the mission of the University*

### Background

UH is committed to accountability, transparency and managing costs by leveraging the full potential and efficiencies uniquely available to a unified statewide system of public higher education. We seek to leverage our unique status as a unified statewide system of public higher education for significant operating efficiencies as well as to provide our diverse student body throughout Hawai'i with multiple entry points, pathways and exit points for learning throughout their lifetimes.

Strategies for achieving higher performance will include: providing a diverse student body with multiple entry and exit points across the state; coordinated academic pathways and articulated program offerings; 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 being a foremost indigenous serving university and advancing sustainability for Hawai'i.

### *Action Strategy 1:*

Employment of best practices in management, administration and operations to provide superb and cost-effective education for our students

#### Tactics

- Create effective and efficient academic and administrative organizational structures that leverage the advantages of both centralization and decentralization to maximize both efficiency and responsiveness to internal and external stakeholders
- Use facilities and classrooms efficiently throughout the week and the year
- Invest in the professional development of UH faculty and staff
- Continuously monitor and improve business practices (i.e. paperless administrative practices) applying best practices to advance efficiency, timeliness, transparency and accountability with controls based on sound risk management (not avoidance)
- Embrace the use of metrics throughout the institution to advance goals and objectives
- Embrace full transparency in budgeting and expenditure



- Reduce cost of textbooks and ancillary needs
- Modify financial aid policies and practices to maximize access and success of underserved and underrepresented populations in cost-effective ways.
- Nurture and institutionalize instructional innovations and research-based high impact educational practices

#### *Action Strategy 2:*

UH increases opportunity and success for students through leveraging system resources and capabilities. Integrated academic planning across disciplines, levels and campuses, and collaborative/shared student services prevent unnecessary duplication and efficiently provide students throughout the State with access to educational opportunity and the support they need to succeed

##### Tactics

- Employ best practices in student-centered distance and online learning using technology and by leveraging University Centers
- Develop degrees and certificates as part of integrated pathways for students enrolled throughout the UH system
- Ensure that transfer and articulation policies are student-centered, transparent and well communicated in order to support student mobility and success throughout the System.
- Review academic offerings for unnecessary duplication and opportunities for improved collaboration
- Standardize and collaborate to increase consistency for students and improve operating efficiency in student support areas such as (but not limited to) transcript evaluation, financial aid processing, admissions, and monitoring of student progress, early alerts and intervention strategies

#### *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 at the University and supports vigorous programs of study and support for the Hawaiian language, history, and culture. 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: leadership development, community engagement, and Hawaiian language and cultural parity ([www.hawaii.edu/offices/op/hpokeao.pdf](http://www.hawaii.edu/offices/op/hpokeao.pdf)).

##### Tactics

- Develop Native Hawaiians for leadership roles in UH and the community
- Develop community partnerships locally and globally that advance UH's indigenous serving goals

- Advance the utilization and understanding of the Hawaiian language and culture throughout the UH system
- Support imparting a Hawaiian Sense of Place on campuses through landscaping, signage and the creation of gathering spaces to enable social and cultural sustainability of campus communities

*Action Strategy 4:*

In promoting sustainability, the University is committed to being a responsible leader in stewarding the resources of the islands and the world. UH will be a global leader in the integration of sustainability throughout its teaching, research, operations and public service. The University must embrace both indigenous practitioners and global experts to advance Hawaii'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
- Create curricular pathways from 2- to 4-year colleges in Sustainability Science and related disciplines
- Support research that brings science to the issues of sustainability, and related public policy, practice and implementation
- Integrate community-engaged research and service with sustainability curriculum.
- Include sustainability in residential life, student orientation, and outreach and publications
- Assess existing procurement practices and develop strategies to increase sustainability in procurement
- Increase alternative transportation
- Support local food economy

*Action Strategy 5:*

Identify and obtain additional resources from alternate sources to support public higher education in Hawaii

Tactics

- Complete a successful systemwide fundraising campaign to provide additional support for students, faculty, facilities and programs
- Actively manage UH land assets to generate revenue and/or support UH's mission activities on an island by island basis
- Execute a coherent strategy for international recruitment and enrollment that advances revenue goals as well as the educational benefits to Hawai'i students of a globally diverse student body

### Productivity and Efficiency Measures for High Performance System

- Education and related expenditures per completion
- SSH/instructional faculty FTE
- Students/staff ratios
- Students/EM ratios
- Number of programs with small number graduates/year
- Classroom utilization
- Number of Native Hawaiian employees and graduate assistants (faculty/staff/administrators)
- Annual student enrollment in Native Hawaiian courses in language and culture (unduplicated count)
- Number of international undergraduate students enrolled in credit courses