



University of Hawai'i Strategic Directions 2015-2021

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State's Single Public Higher Education System

- ▶ Headcount enrollment: approx. 60,000
 - 1 research/doctoral campus
 - 2 baccalaureate campuses
 - 7 community colleges
- ▶ Education centers throughout the islands
- ▶ Primarily commuter campuses
- ▶ Most diverse higher education system in the country:
No majority ethnic/racial group
- ▶ Every campus is Native Hawaiian-serving
- ▶ Single Board of Regents & President



Four Major Strategic Directions: 2015-2021

- ▶ Hawai‘i Graduation Initiative
- ▶ Hawai‘i Innovation Initiative
- ▶ 21st Century Facilities
- ▶ High Performance System of Higher Education



Hawai‘i Graduation Initiative (HGI)

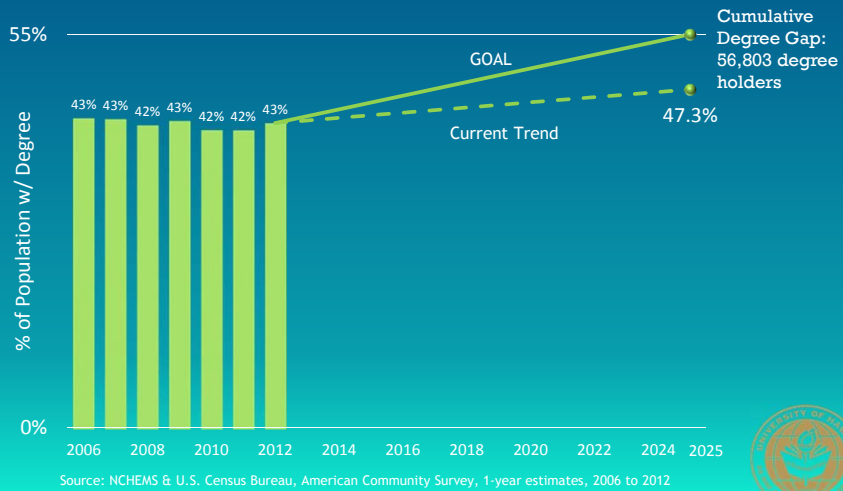
Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations in preparation for the success of graduates in the workforce and their communities.



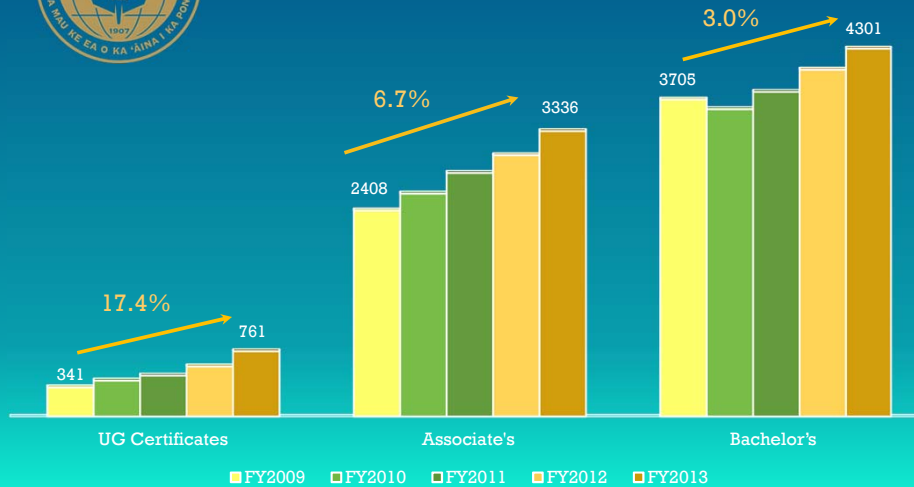
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“55% of Hawai‘i’s working age adults to have a 2- or 4-year college degree by the year 2025.”

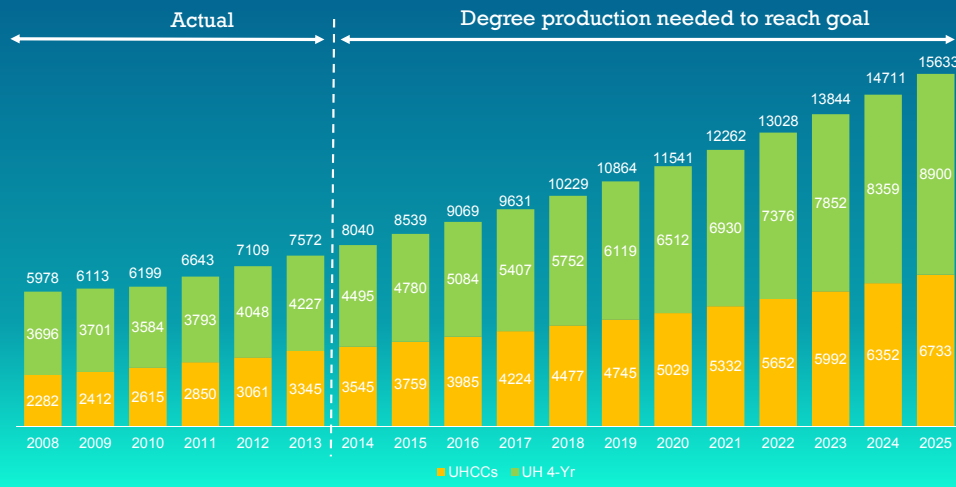


Compounded Annual Growth Rate of UH Degrees Awarded





UH will need a 6% annual growth in Associate and Bachelor's degrees to reach the goal



HGI Action Strategy 1

Strengthen K12 Pipeline

- Engage K-12 students and their parents early and often to promote and prepare for college
- Emphasize pipeline and college readiness initiatives including through partnerships with non-UH entities
- 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 and outreach programs to ease admission and financial aid application and transition processes
- Enhance professional development for K12 teachers and counselors in support of student preparation for higher education
- Strengthen strategic private school partnerships, beginning with Kamehameha Schools



HGI Action Strategy 2

Increase Student Success

- Establish pathways for all degree programs
- Strengthen developmental education initiatives
- Identify and address success gaps
- Shift registration from course-based to curriculum pathway-based
- Emphasize scheduling of courses based on student needs for completion
- Provide access, support and success initiatives for “non-traditional” populations including part-time students, veterans and returning adults
- Make better use of summer terms



HGI Action Strategy 3

Align Curricula with Needs

- Establish strategic partnerships for accurate information about workforce, employment and salaries
- Create mechanisms to follow up with graduates and employers regarding UH students' preparation for the workforce and community
- 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., STEM, data science, sustainability sciences, and cybersecurity.



HGI Action Strategy 4

Solidify UH West Oahu

- Develop complementary academic and strategic plans that promote UH mission differentiation
- Develop a financial plan for the operation of the campus that supports expected increases in enrollment
- Create a capital development plan for facilities that supports enrollment growth and the academic and strategic plans
- Develop a plan for utilization of land assets not required for campus use to generate revenue and/or reduce costs for UHWO and UH through complementary and compatible activities such as development of a university village and alternate energy generation



Hawaii Graduation Initiative

Productivity & Efficiency Metrics

- 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 financial need of resident students
- Average total debt per undergraduate completer
- Tuition and fees as a percent of median household income



Campus Scorecards

In 2010, created campus scorecards identifying measures that improve graduation rates based on academic literature and updated annually



HGI CAMPUS COMPLETION SCORE CARD 2012				
University of Hawai'i at Manoa				
INDICATOR CATEGORY	2010-11	2011-12	2011-12	Year-over-Year
	Actual	Actual	Goal	Change
EDUCATIONAL OUTCOMES				
Total Degrees & Certificates of Achievement Earned ¹	4,975	4,767	4,940	Red
- Campus Total	4,975	4,767	4,940	Red
- Distance Education ²	367	366	400	Green
- STIP ³	340	3,015	375	Green
- Statewide of Public and Private High Schools (%) ⁴	8.3	8.8	8.8	Green
- Distribution of Full Grants (\$M)	17.8	18.1	18.1	Green
DEGREE COMPLETION MEASURES⁵				
# of graduates who by first time, full-time cohort of Fall '08, '07, and '06 ⁶	10.8	10.3	10.8	Green
# of graduates who by cohort of Fall '08 and '09 ⁷	94.4	94.8	95.0	Green
- Return Residence (%) ⁸	94.4	95.0	95.0	Green
- Fall '07 ⁹	94.2	95.1	95.1	Green
- Transfer (%)				Green
Average credits to degree for undergraduates (CAs) ¹⁰	2007-08	2008-09		Green
- Undergrad	131.9	132.9	133.0	Red
- Return Residence ¹¹	130.9	131.7	131.7	Red
- Fall	132.3	132.7	132.7	Red
- Transfer - credits taken within US only ¹²	116.4	118.3	118.3	Red
- Transfer - credits taken outside US only ¹³	147.9	148.2	148.2	Red
- Transfer - credits taken within US only ¹⁴	116.4	118.3	118.3	Red
- Transfer - credits taken outside US only ¹⁵	147.9	148.2	148.2	Red
First time, full-time freshmen with 0 or more credits at entry (%) ¹⁶	18.9	17.2	18.2	Green
Passes core competency at least 20 credit hours within first semester post entry (%) ¹⁷	38.8	37.4	37.4	Red
Students completing a major award degree at least within 1st academic year (%) ¹⁸	31.1	30.1	30.1	Red
Passes core with a declared major by start of second year (%) ¹⁹	79.9	79.7	79.9	Green
Retention rate of freshmen to sophomore year (%) ²⁰	76.4	76.1	76.9	Green
RESTRUCTURE DELIVERY TO ACCELERATE SUCCESS²¹				
% of undergrads taking 15 credits or more	20.3	20.4	20.2	Green
% of undergrads with 120-130 credits ²²	8.9	8.7	8.2	Green
% of undergrads with 140+ credits ²³	8.9	8.1	8.1	Green
% of 150+ credits taken by undergrad degree seeking students ²⁴	9.8	8.9	9.8	Green
% of credits taken during summer by undergrad degree seeking students ²⁵	7.9	7.9	8.9	Red
PRODUCTIVITY MEASURES²⁶				
Baccalaureate Degrees Awarded per 100 FTE Classified undergraduates (%) ²⁷	24.2	25.0	25.0	Red

Hawai'i Innovation Initiative (HI2)

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.



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HI2 Action Strategy 1

Sustain and Advance the UH Research Enterprise

- Empower current UH faculty by identifying and removing administrative and policy barriers to improve UH 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

- Integrate entrepreneurship and sustainability throughout the educational experience
- Introduce new approaches to UH commercialization and technology acceleration (OTTED 2.0)
- Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawai'i
- Improved communication about the value of research to Hawai'i



HI2 Action Strategy 3

Strategic Investments to Address Strengths and Gaps

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



Hawaii Innovation Initiative

Productivity & Efficiency Metrics

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



21st Century Facilities (21CF)

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.



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21CF Action Strategy 1

Improve Facilities Management and Development Policies and Practices

- Complete organizational reviews and appropriate restructuring of roles and responsibilities
- Streamlined, accountable, efficient and effective processes for construction, renewal and maintenance of facilities from planning and procurement through project management and acceptance
- Comprehensive multi-year capital improvement plans for construction, renewal and modernization
- Financial plan that responsibly leverages State and University financial capacities to execute capital improvement plans and meet ongoing requirements



21CF Action Strategy 2

Sustainable Facilities

- Energy metering and monitoring of buildings
- Improve energy efficiency of UH campuses and facilities
- Increase percentage of UH energy generated from renewable sources
- Reduce unit costs of energy consumed
- Improve 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

Safe and Healthy Facilities

- Collaborate as a System to understand and comply with Title IX and VAWA guidance and apply best practices in promoting safety and response to incidents
- 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



21st Century Facilities Productivity & Efficiency Metrics

- Deferred maintenance backlog
- Electricity purchased per square foot of gross space
- Gallons of water purchased per square foot of gross space
- Number of crimes and injuries reported (Clery data)



High Performance System of Higher Education (HPS)

Through cost-effective, transparent and accountable practices, provide our diverse student body throughout Hawai'i with affordable access to the superb higher education experience in support of the full institutional mission of the University

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HPS Action Strategy 1

Best Practices in Management

- Optimize organizational structures
- Efficient utilization of facilities
- Professional and leadership development
- Continuously improve business processes
- Embrace metrics to advance goals and objectives
- Full transparency in budgeting and expenditure
- Reduce cost of textbooks and student expenses
- Strengthen and align financial aid policies and practices
- Nurture instructional innovations and high impact educational practices



HPS Action Strategy 2

Leverage the Power of the UH System for Students

- Student-centered distance and online learning
- Develop degrees and certificates as part of integrated pathways for students enrolled across the UH system
- Improve transfer and articulation policies & practices
- Optimize academic offerings across system
- Standardize and collaborate in student support



HPS Action Strategy 3

Model Indigenous Serving University

- 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 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



HPS Action Strategy 4

Sustainability

- Integrate sustainability across the curriculum
- Create curricular pathways from 2- to 4-year colleges in Sustainability Science and related disciplines
- Support research and service that brings science to the issues of sustainability
- Incorporate sustainability into residential life, student orientation, outreach and publications
- Incorporate sustainability considerations into procurement practices
- Increase access to and use of alternate modes of transportation
- Support Hawai'i's local food economy



HPS Action Strategy 5

Diversify Resource Base

- Execute a successful systemwide fundraising campaign to provide additional support for students, faculty, facilities 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 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 HI2



High Performance System

Productivity & Efficiency Metrics

- Education and related expenditures per completion
- SSH/instructional faculty FTE
- Students/staff ratios
- Students/EM ratios





Questions?

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