Strategic Initiatives

The strategic initiatives 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

A skilled labor force 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 2010, 42 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. Given the estimate that 65% of the jobs in the Hawai‘i will require postsecondary education and training, this translates into a shortage of approximately 60,000 degree holders. The University of Hawai‘i, as the state’s sole public higher education system, is committed to playing the major role in closing the state’s projected educational attainment gap and will continue to support the statewide 55 by 25 Campaign to increase the percent of working age adults with degrees.

The University is committed to closing the educational attainment gap by focusing and prioritizing its resources on its core functions: 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 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
- Strengthen pipeline for returning adults including developing a robust program for prior learning assessment
- Institutionalize summer bridge and dual enrollment programs
- Align high school graduation requirements with college entrance 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

**Action Strategy 2:**

Increase Student Success

**Tactics**

• Establish pathways for all degree programs including dual enrollment and transfer-friendly pathways with effective advising at entry points (high school and community college)
• Developmental ed initiatives – improved placement, systemically address readiness within K12 (including dual enrollment), provide fast and effective re-engineered options in summer before entry or during first semester
• Identify and address any success gaps experienced by Native Hawaiians, low-income and under-represented groups
• Eliminate remaining unnecessary barriers to transfer and articulation
• Focus on success (retention and graduation) of transfer students
• Shift registration from course-based to curriculum pathway-based
• Emphasize scheduling of courses based on student needs for completion
• Increase 100% and 150% graduation rates
• Implement success initiatives for part-time students
• Better use of summer terms: remediation, required courses, success programs

**Action Strategy 3:**

Understand, Anticipate and Align Curricula with Community and Workforce Needs

**Tactics**

• Establish strategic partnerships with DLIR, EMSI and other sources for accurate information about workforce, employment and salaries
• Create mechanisms to follow up with graduates regarding their educational 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. energy practices, STEM, data science, cybersecurity, sustainable agriculture.

**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 and educational offerings that advance the Hawaii Graduation Initiative through applied baccalaureate degrees, offerings of regional interest and need, 2+2 and 3+1 programs with community colleges, statewide online and distance learning programs
- 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 support the academic and strategic plans, particularly through the initial startup and growth period
- Develop a plan for utilization of the substantial land assets to advance the educational mission of the campus and UH and support the region while generating revenue through complementary and compatible activities that support operating and capital budget requirements

**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 and research enterprise in Hawai‘i over the next ten years.

**Background**

The University of Hawai‘i’s ten campuses system structure advances innovation by creating new knowledge (research and training), employing and training a world-class human capital, putting together infrastructure (institutions, facilities, networks) and supporting new policies (tax credits, state investments, and intellectual property). The UH System empowers the state to address all these key components of innovation using different assets, strengths, partnerships and collaborations, to create a knowledge based economic sector and workforce like no other system structure in the country.

The University is focused on creating innovation clusters or hubs capable of linking fundamental scientific discovery with the applied research (research that matters) and development necessary for technological innovation and economic development. The University of Hawai‘i has consistently, over the years, identified a set of research clusters that encompass areas of established and/or emerging excellence. The Hawai‘i Innovation Initiative has identified the following hubs: astronomy, ocean sciences, health sciences and wellness, data intensive sciences and engineering, sustainability (energy, food, climate, policy).

*Action Strategy 1:*

Sustain and advance the UH research enterprise
Tactics

- Empower our existing 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 through retirements and 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

- Strengthen existing partnerships and form new ones
  - Support HBR and others in establishment of a Hawaii version of “CONNECT”
  - Engage with Hawaii’s tech businesses and private sector to create new job opportunities
  - Leverage PACE and others to integrate entrepreneurship into the educational experience of UH students
  - 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 and addressing Hawaii’s challenges and opportunities

- Work with our internal and external community to introduce new paradigms and structures of innovation
  - New approaches to commercialization and technology acceleration (OTTED 2.0)
  - More flexible licensing
  - Proof-of-Concept/Accelerator to nurture UH technologies (Upside)
  - Greater community outreach and institutional inreach

- Develop new metrics that enable us to monitor and reward progress and compare ourselves to our peers and competitors

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)
- Astronomy
- Health and Wellness
21st Century Facilities (21CF)

Goal: Eliminate the University’s deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable, and support current higher education practices.

Background

UH must eliminate the substantial deferred maintenance backlog and modernize facilities to meet 21st 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. An estimated ongoing annual investment of $225 million per year, or five percent of our University’s $4.5 billion capital plant, is required for renewal and renovation to avoid increasing the current deferred maintenance backlog.

Our students and faculty need and deserve well-maintained and up-to-date 21st century facilities that support 21st 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, and inviting of collaboration in person, 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
- 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 expenses are available to support new capital projects

Action Strategy 2:

Maximize energy efficiency and sustainability of all UH facilities and campus practices
Action Strategy 3:

Provide safe environments for teaching, learning and scholarship for all our students, faculty, staff and community visitors.

TBD pending work of Advisory Committee – Campus safety, Title IX, VAWA...

High Performance System of Higher Education

Goal: Provide our diverse student body throughout Hawai‘i with superb and cost-effective education

Background

UH is committed to accountability, transparency and managing costs by leveraging the full potential and efficiencies 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 Hawaii 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.

Action Strategy 1:

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

Tactics

- Use facilities and classrooms efficiently throughout the week and the year
- Invest in the professional development of our faculty and staff
- Continuously monitor and improve its business practices to advance efficiency, timeliness, transparency and accountability; UH controls are based on sound risk management (not avoidance); UH is working toward administrative paperlessness
- Create organizational structures for administration and academics that leverage the advantages of both centralization and decentralization to maximize responsiveness and efficiency, high touch and high tech
- Embrace best practices for academic and administrative cost effectiveness
Action Strategy 2:

Employs integrated academic planning and support across disciplines, levels and campuses to avoid 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
- Develop degrees and certificates as part of integrated pathways for students enrolled throughout the UH system
- Create transfer and articulation policies that 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.

Action Strategy 3:

Without compromising educational, keep costs to students as low as possible given available state investments.

Tactics
- 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.
- Execute a coherent strategy for international recruitment and enrollment that advances revenue goals as well as the educational benefits to Hawaii students of a globally diverse student body.
- Recognizing that resident tuition does not cover the full cost of education, adopt educational practices that increase enrollment and graduation without fully proportionate increases in costs.
- Leverage summers in support of educational success
- 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.