**UH’s Strategic Planning Overview, 2005–09**

Linda K. Johnsrud  
Vice President for Academic Planning & Policy  
Board of Regents Meeting  
September 17, 2009

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**Planning Initiatives**

- **Second Decade Project**, 2005–07  
  www.hawaii.edu/offices/app/seconddecade/

- **Revisited UH System Strategic Plan**, 2002–10  
  www.hawaii.edu/ovppp/uhplan/  
  Fall 2007

  www.hawaii.edu/ovppp/uhplan/  
  Spr 2008

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**Second Decade Project, 2005–07**

An analytical study which:

- Identified the projected higher education needs of the State of Hawai‘i for the next decade (2010–20);
- Prioritized by geographic region the areas of greatest need for public higher education services

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**State of Hawai‘i, by Geographic Region**

- Kaua‘i
- Maui
- East Hawai‘i
- West Hawai‘i
- East O‘ahu
- Central O‘ahu
- Wai‘anae
- Ewa
- North Shore
- Windward

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Planning Context

- Population growth (# & %)
- High school graduation rates
- Income
- Workforce participation
- Educational attainment (<HS, HS, bachelor’s)
- College going rate (2-yr, 4-yr)
- Job shortages (workforce needs)

Relative Need for Postsecondary Ed & Training
Based on Projected Hawai’i High School Graduates, 2007–2018

Factors

- Pop Growth (#)
- Pop Growth (%)
- Proj HS Grad (Avg %)
- Income
- Workforce Particip %
- Ed Attain (<HS Dipl)
- Ed Attain (HS Dipl)
- Ed Attain (Bach)
- Going Rates (2-yr)
- Going Rates (4-yr)
- Skilled Workforce Needs

RELATIVE NEED

Very High Need
High Need
Medium Need
Low Need

FACTOR #3

Relative Need for Postsecondary Ed & Training
4 Cluster Analysis

Very High Need
High Need
Medium Need
Low Need
What We Know Now That We Didn’t in 2002

- US Global competitiveness ↓
- Educational attainment of Hawai‘i ↓
- Leaky educational pipeline
- Gap in workforce supply and demand
- Importance of returning adults
- Population & geographic disparity
- Shift in revenue source for public higher education

US Global Competitiveness

Differences in College Attainment (Associate and Higher) by Age Group—U.S. and Leading OECD Countries, 2006

Educational Attainment in Hawai‘i
### Differences in College Attainment (Associate and Higher) by Age Group—Hawai’i and Leading OECD Countries, 2006

- **Canada**
- **Japan**
- **Korea**
- **New Zealand**
- **Belgium**
- **Ireland**
- **Norway**
- **Hawai’i**

**Note:** Hawai’i data based on a 2005–07 annual average.

**Sources:** Organisation for Economic Co-operation and Development (OECD), Education at a Glance 2008, Table A1.3a, www.oecd.org

**APPSep09 NCHEMS (Hawai’i data)**

### Going Rates of Public and Private High Schools, UH System, State of Hawai’i, and the Nation

- **Fall 2008 = 37.8%**

**Note:** The going rate is the percentage of Hawai’i high school graduates entering the University of Hawai’i without delay upon graduation from high school. As a former upper division institution, UH West O’ahu is not included.

**Sources:** IRO (UH); NCES IPEDS (state); NCHEMS (national).

### Graduation Rates by Cohort, UH Units

- **UH Mānoa**
- **UH Manoa**
- **UH Mānoa**
- **UH Hilo**
- **UH Community Colleges**
- **UHCC Bench, 17**

**Note:** Includes bachelor’s, associate, and certificates of achievement.

- For UH Mānoa and UH Hilo, Fall 1 = 1992 cohort, Fall 11 = 2002 cohort. Completion within 6 years. Bench/peer rates = 2001 cohort.
- For UH Community Colleges, Fall 1 = 1996 cohort, Fall 11 = 2006 cohort. Completion within 3 years. Bench/peer rates = 2004 cohort.
- UH West O’ahu data are excluded due to limited cohort years.

**UHCC system has a benchmark group but no peer group.**

### Is Hawai’i Benefiting from the Migration of College Graduates?

**Recent Annual Degree-Production and Migration Patterns**

- **163 Associate Degree Holders (ages 22-64) Enter the State**
- **107 Associate Degree Holders (ages 22-64) Leave the State**

**Note:** Migration and degree production data based on 2005-07 annual average.

**Source:** NCHEMS
Leaky Educational Pipeline

Hawai'i and the Nation's Pipeline, 2006
Success Rate Per 100 Ninth Graders at Each Transition Point, 2006
U.S. and Hawai'i

- Graduate from High School:
  - Best Performing State: 86%
  - U.S. Average: 69%
  - Hawai'i: 68%
- Enter College:
  - Best Performing State: 60%
  - U.S. Average: 42%
  - Hawai'i: 40%
- Enroll Sophomore Year:
  - Best Performing State: 42%
  - U.S. Average: 28%
  - Hawai'i: 24%
- Graduate On Time:
  - Best Performing State: 30%
  - U.S. Average: 20%
  - Hawai'i: 12%

Notes: Data from 2006. "Graduate on time" is defined as within three years for an associate degree and six years for a baccalaureate degree. For more detailed information, see www.higheredinfo.org.
Source: The NCHEMS Information Center for State Higher Education Policymaking and Analysis, 2008

Hawai'i Public High School Graduates Enrolled in Remedial and/or Developmental Classes at UHCC, Fall 2006

- English:
  - Remedial: 900 (34.8%)
  - Developmental: 931 (36.0%)
  - College-level (Transferable): 1,074 (41.5%)
- Math:
  - Remedial: 615 (23.8%)
  - Developmental: 748 (28.9%)
  - College-level (Transferable): 910 (35.1%)

Note: Duplicated headcount.

Gap Between Workforce Supply and Demand
### Projected Annual Vacancies in Shortage Areas

Statewide, 2006–17 and Total UH Output, 2002–06

<table>
<thead>
<tr>
<th>Year</th>
<th>Teachers</th>
<th>Hospitality and Tourism (CC)</th>
<th>Food Preparation Workers (CC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2001–02</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2002–03</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2003–04</td>
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<tr>
<td>FY 2004–05</td>
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<td></td>
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<tr>
<td>FY 2005–06</td>
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</tr>
</tbody>
</table>


### Importance of Returning Adults

Projected Hawaii High School Graduates, 2007–08 Through 2017–18

<table>
<thead>
<tr>
<th>Year</th>
<th>Public</th>
<th>Private</th>
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</thead>
<tbody>
<tr>
<td>2008</td>
<td>13,804</td>
<td>13,517</td>
</tr>
<tr>
<td>2009</td>
<td>13,094</td>
<td>12,834</td>
</tr>
<tr>
<td>2010</td>
<td>12,333</td>
<td>12,178</td>
</tr>
<tr>
<td>2011</td>
<td>11,671</td>
<td>11,461</td>
</tr>
<tr>
<td>2012</td>
<td>11,578</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
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<tr>
<td>2015</td>
<td></td>
<td></td>
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<tr>
<td>2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Projected Change in Population of Hawai‘i by Age Group from 2000 to 2020

Source: U.S. Census Bureau’s Population Projections and Census 2000

Going Rates to UH 2-Year Campuses by Geographic Region, Fall 2006

UH 2-Year Going Rate = 21.5%

Going Rates to UH 4-Year Campuses by Geographic Region, Fall 2006

UH 4-Year Going Rate = 10.6%
Average Six-Year Graduation and Retention Rates
Asian, Filipino, and Hawaiian

<table>
<thead>
<tr>
<th></th>
<th>Graduated</th>
<th>Still Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benchmark</td>
<td>78%</td>
<td>22%</td>
</tr>
<tr>
<td>Peer</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>Chinese</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>Filipino</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Hawaiian</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Japanese</td>
<td>59%</td>
<td>41%</td>
</tr>
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</table>


<table>
<thead>
<tr>
<th></th>
<th>Graduated</th>
<th>Still Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benchmark</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Peer</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>Chinese</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Filipino</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>Hawaiian</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>Japanese</td>
<td>37%</td>
<td>63%</td>
</tr>
<tr>
<td>Other Asian</td>
<td>36%</td>
<td>64%</td>
</tr>
</tbody>
</table>

Note: First-time, full-time, degree-seeking freshmen, fall 1990–1998 cohorts as of 2004. Though U.S. Office of Management and Budget (OMB) federal reporting standards on race and ethnicity have changed recently, they previously defined the Asian or Pacific Islander category to include Native Hawaiians and other Pacific Islanders. Available data can only be aggregated as shown here.

Source: Consortium for Student Retention Data Exchange Surveys

Shift in Revenue Source for Public Higher Education

Net General Funds & Tuition Revenues

<table>
<thead>
<tr>
<th></th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY97</td>
<td>$328</td>
</tr>
<tr>
<td>FY98</td>
<td>$322</td>
</tr>
<tr>
<td>FY99</td>
<td>$269</td>
</tr>
<tr>
<td>FY00</td>
<td>$287</td>
</tr>
<tr>
<td>FY01</td>
<td>$294</td>
</tr>
<tr>
<td>FY02</td>
<td>$305</td>
</tr>
<tr>
<td>FY03</td>
<td>$312</td>
</tr>
<tr>
<td>FY04</td>
<td>$311</td>
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<tr>
<td>FY05</td>
<td>$313</td>
</tr>
<tr>
<td>FY06</td>
<td>$375</td>
</tr>
<tr>
<td>FY07</td>
<td>$383</td>
</tr>
</tbody>
</table>

Note: GF does NOT include fringe benefits, debt service, and risk management.
Hawai‘i’s Higher Education Needs

1. Increase the educational capital of the state
2. Expand workforce development
3. Diversify the economy
4. Address underserved populations / regions
5. Renew and expand infrastructure

Strategic Plan: Five Goals

- Educational Effectiveness and Student Success
- Resources and Stewardship
- Investment in Faculty, Staff, Students, and Their Environment
- A Model Local, Regional, and Global University
- A Learning, Research, and Service Network

Revisiting the Strategic Plan

- Do the goals of the University of Hawai‘i System Strategic Plan need to be revised or updated?
- Do we need new or revised action strategies?
- How will we know when we have met our goals? Can we identify specific targets and timelines for our action strategies?
Evaluate Current Plan Goals and Objectives

- Worksheet exercise
  - keep, throw out, or revise?
  - Identify measurable outcomes
- Compiled results from 18 meetings (>350 people attended, fall 07–spr 08) and online discussion board

Strategic Plan Update Sessions
What We Learned—Most Frequent Observations

- Current plan describes broad, important goals, but is vague
- Campus actions are mixed with system plan
- System strategic plan should speak to state workforce, economic needs, and benefits to local residents
- System strategic plan should target improved access, retention, and success

Summary of Meetings, Spring 2008

- Strategic outcomes & performance indicators
  - 19 meetings
  - UH community, legislators, external community

SERVING THE STATE OF HAWAI‘I:
UH System Strategic Outcomes and Performance Measures, 2008–2015
Strategic Outcome: Native Hawaiian Educational Attainment

To position the University of Hawai‘i as one of the world’s foremost indigenous-serving universities by supporting the access and success of Native Hawaiians.

Strategic Outcome: Hawai‘i’s Educational Capital

To 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.
## Strategic Outcome: Economic Contribution

To contribute to the state’s economy and provide a solid return on its investment in higher education through research and training.
**Strategic Outcome:**
Globally Competitive Workforce

Address critical workforce shortages and prepare students (undergraduate, graduate, and professional) for effective engagement and leadership in a global environment.

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**UH Degrees in STEM Fields**

**GOAL: INCREASE 3% PER YEAR**

![Graph showing UH Degrees in STEM Fields from 2008 to 2015 with goal and actual data for each year.]

Notes:
- Associate/Certificate
- Bachelor's
- Master's
- Doctoral/1st Professional

Source: UH Institutional Research Office for actual data

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**Projected Annual Vacancies in Shortage Areas**

Statewide, 2006–17 and Total UH Output, 2008–09

**GOAL: INCREASE 5% PER YEAR**

![Graph showing projected annual vacancies and total UH output from 2008 to 2015 with goal and actual data for each year.]

Notes:
- Projected Annual Vacancies
- Goal (FY 2014–15)
- UH Output (FY 2008–09)

Source: Economic Modeling Specialist Inc (EMSI), April 2007; UH Institutional Research Office for actual data
Strategic Outcome: Resources and Stewardship

To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all of the University’s resources for a sustainable future.

Annual Investment Required to Eliminate Deferred Maintenance Backlog by 2015

UH Funding Sources

GOAL: INCREASE NON-STATE REVENUE STREAMS 3–15% PER YEAR

For More Information

Website:
 www.hawaii.edu/ovppp/uhplan

• Strategic Outcomes and Performance Measures brochure
• Dashboards brochure