UH Strategic Directions
Measures and Goals

Presented to the University of Hawaiʻi Board of Regents
By Risa Dickson, Vice President for Academic Affairs
November 19, 2015
Summary of Strategic Directions Measures

I. Number of degrees and certificates

II. Graduation Rates
   A. IPEDS 100% and 150%
   B. Student Achievement Measure

III. Enrollment to degree gap for Native Hawai‘i students

IV. Enrollment to degree gap for Pell students

V. Number of inventions, disclosures, patents, licenses, and startups

VI. Total extramural funds

VII. Number of STEM degrees

VIII. Deferred maintenance

IX. Electricity purchased
Bachelors and Associates Degree Production Needed to Reach P-20 55 By ‘25 Goal

- Actual
- Degree production needed to reach goal

<table>
<thead>
<tr>
<th>Year</th>
<th>UHCCs</th>
<th>UH 4-Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>5,978</td>
<td>3,696</td>
</tr>
<tr>
<td>2009</td>
<td>6,113</td>
<td>3,701</td>
</tr>
<tr>
<td>2010</td>
<td>6,199</td>
<td>3,584</td>
</tr>
<tr>
<td>2011</td>
<td>6,643</td>
<td>3,793</td>
</tr>
<tr>
<td>2012</td>
<td>7,109</td>
<td>4,048</td>
</tr>
<tr>
<td>2013</td>
<td>7,572</td>
<td>4,227</td>
</tr>
<tr>
<td>2014</td>
<td>8,848</td>
<td>4,395</td>
</tr>
<tr>
<td>2015</td>
<td>8,529</td>
<td>4,592</td>
</tr>
<tr>
<td>2016</td>
<td>9,512</td>
<td>4,602</td>
</tr>
<tr>
<td>2017</td>
<td>9,865</td>
<td>4,708</td>
</tr>
<tr>
<td>2018</td>
<td>10,233</td>
<td>4,818</td>
</tr>
<tr>
<td>2019</td>
<td>10,614</td>
<td>4,929</td>
</tr>
<tr>
<td>2020</td>
<td>11,012</td>
<td>5,044</td>
</tr>
<tr>
<td>2021</td>
<td>11,429</td>
<td>5,162</td>
</tr>
</tbody>
</table>

UHCCs: 2008-2015
UH 4-Yr: 2016-2021
I. Goal for
Number of Degrees and Certificates

• Definition: Includes all degrees as well as certificates with duration of one year or more (Certificate of Achievement and above) awarded for the fiscal year as reported to IPEDS. Based on end of semester freeze.

• Use number needed to meet P-20 2025 goal, assuming that private institutions continue to produce degrees at historical levels (low growth) and including certificates of achievement and graduate degrees. Calculate degree and certificate goals using average of FY 2014 and FY 2015 as base.

• The annual increase is 4% for MAN and 5% for HIL and the UHCCs. For WOA, the annual increase is 5% for the first three years and 6% thereafter.
Degrees Earned UH Mānoa

Number of Bachelor Degrees and Higher

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>4,566</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>4,496</td>
<td>-1.5%</td>
</tr>
<tr>
<td>2010</td>
<td>4,414</td>
<td>-1.8%</td>
</tr>
<tr>
<td>2011</td>
<td>4,675</td>
<td>5.9%</td>
</tr>
<tr>
<td>2012</td>
<td>4,767</td>
<td>2.0%</td>
</tr>
<tr>
<td>2013</td>
<td>4,737</td>
<td>-0.6%</td>
</tr>
<tr>
<td>2014</td>
<td>4,949</td>
<td>4.5%</td>
</tr>
<tr>
<td>2015</td>
<td>4,923</td>
<td>-0.5%</td>
</tr>
<tr>
<td>2016</td>
<td>5,133</td>
<td>4.0%</td>
</tr>
<tr>
<td>2017</td>
<td>5,339</td>
<td>4.0%</td>
</tr>
<tr>
<td>2018</td>
<td>5,552</td>
<td>4.0%</td>
</tr>
<tr>
<td>2019</td>
<td>5,774</td>
<td>4.0%</td>
</tr>
<tr>
<td>2020</td>
<td>6,005</td>
<td>4.0%</td>
</tr>
<tr>
<td>2021</td>
<td>6,246</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

Blue marker indicates baseline for goals.
Degrees Earned UH Hilo

Number of Bachelor Degrees and Higher

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>588</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>614</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>601</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>731</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>915</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>809</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>806</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>905</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>856</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>898</td>
<td>943</td>
</tr>
<tr>
<td>2018</td>
<td>990</td>
<td>1,040</td>
</tr>
<tr>
<td>2019</td>
<td>1,092</td>
<td>1,146</td>
</tr>
</tbody>
</table>

Blue marker indicates baseline for goals.
Degrees Earned UH West O‘ahu

Number of Bachelor Degrees and Higher

Actual

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees</td>
<td>180</td>
<td>221</td>
<td>242</td>
<td>255</td>
<td>301</td>
<td>349</td>
<td>352</td>
<td>439</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>415</td>
<td>436</td>
<td>462</td>
<td>490</td>
<td>519</td>
<td>550</td>
</tr>
</tbody>
</table>

Goal

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees</td>
<td>22.8%</td>
<td>9.5%</td>
<td>5.4%</td>
<td>18.0%</td>
<td>15.9%</td>
<td>0.9%</td>
<td>24.7%</td>
<td>439</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>5.0%</td>
<td>5.0%</td>
<td>6.0%</td>
<td>6.0%</td>
<td>6.0%</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

Blue marker indicates baseline for goals.
Degrees & Certificates of Achievement Earned
UHCC

Number of Certificates of Achievement and Higher

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>2,662</td>
<td>5,004</td>
</tr>
<tr>
<td>2009</td>
<td>2,753</td>
<td>5,004</td>
</tr>
<tr>
<td>2010</td>
<td>3,034</td>
<td>5,004</td>
</tr>
<tr>
<td>2011</td>
<td>3,307</td>
<td>5,004</td>
</tr>
<tr>
<td>2012</td>
<td>3,645</td>
<td>5,004</td>
</tr>
<tr>
<td>2013</td>
<td>4,106</td>
<td>5,004</td>
</tr>
<tr>
<td>2014</td>
<td>4,837</td>
<td>5,004</td>
</tr>
<tr>
<td>2015</td>
<td>5,171</td>
<td>5,004</td>
</tr>
</tbody>
</table>

Blue marker indicates baseline for goals.
II.A. Graduation and Success Rates

Definition

- Cohorts align with IPEDS definitions and the GRS and GRS 200 surveys.
- First-time, full-time, freshmen student graduation and transfers-out from a 2-year to any institution is tracked at each campus where they registered as their home campus.
- First-Time Freshman students are first-time classified students
  - 4-year campuses: BA seeking students and excludes DARCH and second BA seeking students
  - CC campuses: Includes Certificate and Associate degree-seeking students
- Transfers-out from a 2-year to any institution are students who transfer to internal (UH) and external (other than UH) institutions.
- Full-time attendance status is defined as undergraduate students taking 12 or more semester hours.
- Success Rates for UHCCs = Graduation Rate + Transfer Out to any institution rate.
Goals for Graduation Rates

Using fiscal year 2013 as a baseline,

4-year graduation rate for 4-years through 2025:
  MAN from 21.2 to 40
  HIL from 11.7 to 25
  WOA from 9.8 to 20

6-year graduation rate for 4-years through 2021:
  MAN from 56.5 to 65
  HIL from 36.4 to 50
  WOA from 25.0 to 40

150% graduation + transfer Rate for 2-years:
  50%
4-Year Graduation Rate Target for UH Mānoa

UH Mānoa and Comparison Groups

- Benchmark Group, 57.7%
- IPEDS Group, 42.1%
- Peer Group, 31.5%
- UH Mānoa, 27.9%
- UH Mānoa Goal, 40.0%

Brown markers indicate target values.
6-Year Graduation Rate Target for UH Mānoa

UH Mānoa and Comparison Groups

- Benchmark Group, 80.1%
- IPEDS Group, 66.1%
- Peer Group, 60.6%
- UH Mānoa, 57.1%
- UH Mānoa Goal, 65.0%

Brown markers indicate target values.
4-Year Graduation Rate Target for UH Hilo

UH Hilo and Comparison Groups

- IPEDS Group, 27.9%
- Peer Group, 25.1%
- UH Hilo, 13.6%
- UH Hilo Goal, 25.0%

2001-2025 Cohort Graduation Year

Brown markers indicate target values

- 2021 Target: 19.4%
6-Year Graduation Rate Target for UH Hilo

UH Hilo and Comparison Groups

- UH Hilo, 38.9%
- Peer Group, 43.9%
- IPEDS Group, 43.6%
- UH Hilo Goal, 50.0%

Brown markers indicate target values.
4-Year Graduation Rate Target for West Oahu

UH West Oahu and Comparison Groups

First GRS cohort was Fall 2007, so 100% is AY 2011. Brown marker indicates target values.

- 2021 Target
6-Year Graduation Rate Target for UH West Oahu

UH West Oahu and Comparison Groups

First GRS cohort was Fall 2007, so 150% is AY 2013.

Brown markers indicate target values
150% Graduation + Transfer Out Rate Target

UHCC Average and Comparison Groups

Brown markers indicate target values. 2015 figure is preliminary.
New way of looking at success by including part-time and transfer students. Uses National Student Clearinghouse data to look at transfers and degrees from other institutions.

Bachelor’s-seeking cohorts entering in fall 2009:
1. first-time, full-time (cohort one)
2. full-time, transfer-in (cohort two)

Associate/Certificate-seeking cohorts entering in fall 2009:
1. full-time (cohort one)
2. part-time (cohort two)

Source: Student Achievement Measure
Student Achievement Measure

UH Mānoa First-Time, Full-Time Students Starting Fall 2009

Within 6 Years
- Graduated: Reporting Institution: 56
- Transferred & Graduated: Other Institution: 11
- Enrolled: Reporting Institution: 8
- Transferred & Enrolled: Other Institution: 8
- Current Status Unknown: 17

Within 5 Years
- Graduated: Reporting Institution: 47
- Transferred & Graduated: Other Institution: 9
- Enrolled: Reporting Institution: 18
- Transferred & Enrolled: Other Institution: 11
- Current Status Unknown: 15

Within 4 Years
- Graduated: Reporting Institution: 21
- Transferred & Graduated: Other Institution: 5
- Enrolled: Reporting Institution: 47
- Transferred & Enrolled: Other Institution: 16
- Current Status Unknown: 11
Student Achievement Measure

UH Mānoa Full-Time Transfer Students Starting Fall 2009

<table>
<thead>
<tr>
<th></th>
<th>Graduated: Reporting Institution</th>
<th>Transferred &amp; Graduated: Other Institution</th>
<th>Enrolled: Reporting Institution</th>
<th>Transferred &amp; Enrolled: Other Institution</th>
<th>Current Status Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 4 Years</td>
<td>50</td>
<td>10</td>
<td>12</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>Within 5 Years</td>
<td>56</td>
<td>13</td>
<td>5</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Within 6 Years</td>
<td>58</td>
<td>16</td>
<td>2</td>
<td>5</td>
<td>19</td>
</tr>
</tbody>
</table>

Within 4 Years: Reporting Institution (50), Graduated: 10, Transferred & Graduated: Other Institution: 12, Enrolled: 10, Transferred & Enrolled: Other Institution: 10, Current Status Unknown: 18.

Within 5 Years: Reporting Institution (56), Graduated: 13, Transferred & Graduated: Other Institution: 5, Enrolled: 8, Transferred & Enrolled: Other Institution: 18, Current Status Unknown: 18.

Student Achievement Measure

UH Hilo First-Time, Full-Time Students Starting Fall 2009

- Within 6 Years:
  - Graduated: Reporting Institution = 39
  - Transferred & Graduated: Other Institution = 18
  - Enrolled: Reporting Institution = 6
  - Transferred & Enrolled: Other Institution = 11
  - Current Status Unknown = 26

- Within 5 Years:
  - Graduated: Reporting Institution = 31
  - Transferred & Graduated: Other Institution = 12
  - Enrolled: Reporting Institution = 15
  - Transferred & Enrolled: Other Institution = 17
  - Current Status Unknown = 25

- Within 4 Years:
  - Graduated: Reporting Institution = 12
  - Transferred & Graduated: Other Institution = 5
  - Enrolled: Reporting Institution = 39
  - Transferred & Enrolled: Other Institution = 25
  - Current Status Unknown = 19

Legend:
- Graduated: Reporting Institution
- Transferred & Graduated: Other Institution
- Enrolled: Reporting Institution
- Transferred & Enrolled: Other Institution
- Current Status Unknown
Student Achievement Measure

UH Hilo Full-Time Transfer Students Starting Fall 2009

Within 6 Years
- Graduated: Reporting Institution - 55
- Transferred & Graduated: Other Institution - 13
- Enrolled: Reporting Institution - 1
- Transferred & Enrolled: Other Institution - 15
- Current Status Unknown - 26

Within 5 Years
- Graduated: Reporting Institution - 53
- Transferred & Graduated: Other Institution - 11
- Enrolled: Reporting Institution - 3
- Transferred & Enrolled: Other Institution - 10
- Current Status Unknown - 23

Within 4 Years
- Graduated: Reporting Institution - 49
- Transferred & Graduated: Other Institution - 8
- Enrolled: Reporting Institution - 10
- Transferred & Enrolled: Other Institution - 11
- Current Status Unknown - 22
Student Achievement Measure

UH West O‘ahu First-Time, Full-Time Students Starting Fall 2009

<table>
<thead>
<tr>
<th></th>
<th>Graduated: Reporting Institution</th>
<th>Enrolled: Reporting Institution</th>
<th>Transferred &amp; Graduated: Other Institution</th>
<th>Transferred &amp; Enrolled: Other Institution</th>
<th>Current Status Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 6 Years</td>
<td>26</td>
<td>5</td>
<td>13</td>
<td>35</td>
<td>24</td>
</tr>
<tr>
<td>Within 5 Years</td>
<td>21</td>
<td>16</td>
<td>13</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Within 4 Years</td>
<td>11</td>
<td>5</td>
<td>24</td>
<td>34</td>
<td>26</td>
</tr>
</tbody>
</table>
Student Achievement Measure

UH West O‘ahu Full-Time Transfer Students Starting Fall 2009

| Within 6 Years | 60 | 8 | 2 | 7 | 23 |
| Within 5 Years | 60 | 10 | 5 | 5 | 20 |
| Within 4 Years | 59 | 3 | 6 | 8 | 24 |

Graduated: Reporting Institution
Enrolled: Reporting Institution
Transferred & Graduated: Other Institution
Transferred & Enrolled: Other Institution
Current Status Unknown
Student Achievement Measure

UH 2 Year - First-Time at Institution, Full-Time Students Starting Fall 2009
Within 6 Years

- Mau: Graduated: 46, Enrolled: 6, Transferred: 18, Current Status Unknown: 30
- Win: Graduated: 29, Enrolled: 8, Transferred: 38, Current Status Unknown: 25

Legend:
- Blue: Graduated: Reporting Institution
- Green: Enrolled: Reporting Institution
- Purple: Transferred: Other Institution
- Red: Current Status Unknown
Student Achievement Measure

UH 2 Year - First-Time at Institution, Part-Time Students Starting Fall 2009
Within 6 Years

<table>
<thead>
<tr>
<th>Institution</th>
<th>Graduated: Reporting Institution</th>
<th>Enrolled: Reporting Institution</th>
<th>Transferred: Other Institution</th>
<th>Current Status Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haw</td>
<td>26</td>
<td>12</td>
<td>16</td>
<td>46</td>
</tr>
<tr>
<td>Hon</td>
<td>23</td>
<td>13</td>
<td>35</td>
<td>29</td>
</tr>
<tr>
<td>Kap</td>
<td>28</td>
<td>15</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>Kau</td>
<td>41</td>
<td>0</td>
<td>28</td>
<td>31</td>
</tr>
<tr>
<td>Lee</td>
<td>29</td>
<td>13</td>
<td>26</td>
<td>32</td>
</tr>
<tr>
<td>Mau</td>
<td>37</td>
<td>7</td>
<td>26</td>
<td>30</td>
</tr>
<tr>
<td>Win</td>
<td>26</td>
<td>3</td>
<td>35</td>
<td>36</td>
</tr>
</tbody>
</table>

Graduated: Reporting Institution
Enrolled: Reporting Institution
Transferred: Other Institution
Current Status Unknown
III and IV. Enrollment to Degree Gap for Native Hawaiian and Pell Students

Definition

- Enrollment is counted at Fall Census. Degrees awarded are counted by Fiscal Year.
- Enrollment is unduplicated at UHCC System level.
- Native Hawaiian is defined as Ethnicity = “HW”.
- Pell shares exclude ineligible students (i.e. International Visa Types, non-home-based, unclassified and early admission).
- Pell recipient counts include those awarded Pell at anytime.
- Pell recipient counts are taken from active data tables and may change as corrections are made.

Goal for Gap

- Move to be zero or greater than zero.
Enrollment to Degree Gap: Native Hawaiian (NH) Students

% NH of Total Fall Enrollment vs. % NH of Total FY Degrees Awarded

*Native Hawaiian includes Hawaiian Race only (Ethnicity = 'HW'). Does not include Hawaiian Ancestry.
Enrollment to Degree Gap: Pell Grant Recipients

% Pell Recipients of Total Fall Enrollment vs. % Pell Recipients of Total FY Degrees Awarded

* Pell shares exclude ineligible students. Pell recipient enrollment and degree counts include those awarded Pell at anytime.
V. Goal for Number of Inventions, Disclosures, Patents, Licenses, and Start Ups

• 5 % annual growth
Invention Disclosures

Source: UH Office of Technology Transfer and Economic Development.
U.S. Patents

Source: UH Office of Technology Transfer and Economic Development.
License/Option Agreements Executed

Source: UH Office of Technology Transfer and Economic Development.
UH Startup Companies

Source: UH Office of Technology Transfer and Economic Development. Startup jobs not collected.
VI. Total Extramural Funds

Definition
Includes research and non-research awards recorded in Office of Research Services extramural fund award database.

Goal
5% annual growth
Total Extramural Funds
UH Mānoa

Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.
Total Extramural Funds
UH Hilo

Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.
Total Extramural Funds
UH West Oahu

Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.
Total Extramural Funds
UHCC

Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.
Total Extramural Funds
UH System Support

Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.
VII. STEM Degrees Awarded

Definition

- Includes Certificates of Achievement and higher.
- Includes programs identified as STEM by the Department of Homeland Security.

Goal

- 4% for MAN and 5% for HIL and the UHCCs. For WOA (no STEM degrees to date), no STEM goal has been set.
STEM Degrees Awarded
UH Mānoa

Based on DHS STEM definition.
STEM Degrees Awarded
UH Hilo

Based on DHS STEM definition.
Based on DHS STEM definition. Excludes Applied Trades (APTR) at Honolulu CC.
VIII. Deferred Maintenance

Definition
Includes facilities that have failing sub-systems, or sub-systems that are operating beyond their useful lifetime.

Goal
Match the plan approved by the BOR.
Deferred Maintenance
UH Mānoa

Source: Office of Capital Improvements. Note: UH West O‘ahu does not have any deferred maintenance.
Source: Office of Capital Improvements. Note: UH West O’ahu does not have any deferred maintenance.
Deferred Maintenance
UHCC

Source: Office of Capital Improvements. Notes: UH West O’ahu does not have any deferred maintenance. Includes community college system backlog.
IX. Cost of Utilities: Electricity (kWh) Purchased

Definition

• Based on gross square footage as reported by campuses
• Purchased amounts from the utility based on campus utility records

Goal
15% decrease by 2021
Cost of Utilities:
kWh Purchased Per Square Foot Per Year

UH Units

Source: Campus records.
Based on gross square footage.
UH Mānoa gross square footage based on FY 2013 information. Accurate historical GSF not available.
UH West O’ahu also includes landscaped square footage.