University of Hawaiʻi
Strategic Directions
2015-2021

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State’s Single Public Higher Education System

- Headcount enrollment: ~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 Mission Driven System
Hawaiʻi 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 and preparing them for success in the workforce and their communities.
“55% of Hawai‘i’s working age adults to have a 2- or 4-year college degree by the year 2025.”

Source: NCHEMS & U.S. Census Bureau, American Community Survey, 1-year estimates, 2006 to 2012
Compounded Annual Growth Rate of UH Degrees Awarded

UG Certificates
- FY2009: 341
- FY2010: 761

Associate's
- FY2009: 2408
- FY2010: 3336
- FY2011: 3705
- FY2012: 3705
- FY2013: 4301

Bachelor's
- FY2009: 17.4%
- FY2010: 6.7%
- FY2011: 3.0%
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 early college and “bridge” programs
- Align high school graduation requirements with college entrance requirements and readiness
- Expand outreach services and support to facilitate the completion of college and financial aid applications
- Enhance professional development for K12 teachers and counselors in support of student preparation for higher education
- Strengthen private school partnerships, including with Kamehameha Schools
HGI Action Strategy 2

Promote Persistence & Completion

- Establish pathways for all degree programs
- Strengthen developmental education initiatives
- Reduce gaps in persistence and graduation for Native Hawaiians, low-income and under-represented groups
- Transition registration from course-based to curriculum pathway-based
- Schedule courses to facilitate timely completion
- Strengthen and align financial aid resources, policies and practices for increased access and completion
- Improve access and support services for part-time students, veterans and returning adults
- Make effective use of summer terms to advance timely completion
HGI Action Strategy 3

Align Curricula with Needs

- Obtain accurate information about workforce, employment and salaries from available sources
- Follow up with graduates and employers regarding UH students’ preparation for the workforce and community
- Engage systematically with community-based groups to inform program offerings and curricula
- Develop new programs 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
In 2010, created campus scorecards identifying measures that improve graduation rates based on academic literature and updated annually.
Hawaiʻi Innovation Initiative (HI2)

Create more high-quality jobs and diversify Hawaiʻi's economy by leading the development of a $1 billion innovation, research, education, and training enterprise that addresses the challenges and opportunities faced by Hawaiʻi and the world.

University of Hawaiʻi System
HI2 Action Strategy 1

Sustain and Advance the UH Research Enterprise

- Empower current UH faculty by identifying and removing administrative and policy barriers that impede 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
- Improve 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
- Sustainable Agriculture
- Energy
- 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

- Streamlined, accountable, efficient and effective processes and organizational structures 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 costs of energy consumed
- Improve sustainability of campus grounds
- Track, report, and minimize greenhouse gas emissions
- Re-invest savings and costs avoided through energy conservation and efficiency initiatives 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
Mission Driven System (HPS)

Through cost-effective, transparent and accountable practices, provide our diverse student body throughout Hawai‘i with affordable access to a superb higher education experience in support of the institutional mission of the university, which includes commitments to being a foremost indigenous-serving university and advancing sustainability.
HPS Action Strategy 1
Best Practices in Management

- Continuously improve business processes
- Create effective and efficient organizational structures
- Maximize efficient utilization of facilities
- Provide professional and leadership development for faculty and staff
- Effectively use metrics to advance goals and objectives
- Increase transparency in budgeting and expenditure
HPS Action Strategy 2

Leverage the Power of the UH System for Students

- Expand 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
- Promote mission differentiation
- Nurture instructional innovations and institutionalize high impact practices
- Standardize and collaborate for shared student support services
- Reduce cost of textbooks and ancillary student expenses
HPS Action Strategy 3

Model Indigenous Serving University

- Prepare more Native Hawaiians for leadership roles in UH and the community
- Develop community and public-private partnerships locally and globally that advance UH’s indigenous serving goals
- Advance the utilization and understanding of the Hawaiian language and culture
- Impart a Hawaiian Sense of Place on campuses through landscaping, signage and the creation of gathering spaces
HPS Action Strategy 4
Sustainability

- Integrate sustainability across the curriculum
- Develop academic programs and pathways in sustainability sciences
- Support research and service around issues of sustainability
- Incorporate sustainability practices throughout the university
- Encourage 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 Mission Driven System
Productivity & Efficiency Metrics

- 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
Questions?

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