

University of Hawai`i at Hilo Executive Summary

Good morning and Happy New Year! It is a pleasure to once again have this opportunity to come before you and highlight the major achievements and dynamic potential of the University of Hawai`i at Hilo.

The University of Hawai`i at Hilo holds a special place in the University System. As a comprehensive university in the UH System, UH Hilo is committed to offering the best quality education for our students and the community. Our dedicated faculty motivate and inspire critical thinking in every student. Our students live and work in the middle of one of the world's greatest living, learning laboratory. Hawai`i's oceans, tropical forests, mountains, volcanoes and cultural diversity are classrooms money cannot buy. Our strategic and geographical location is ideal for East-West interchange, research and partnerships.

UH Hilo's goal is to graduate well-prepared professionals with Bachelor's and Master's degrees, to enter the workforce on the Big Island and the State of Hawai`i. Our programs in Marine Science, Agriculture, Astronomy and Hawaiian Language and Literature attract local, mainland and international students.

UH Hilo is our island's most important economic engine. We generate \$140 million dollars per year for the State of Hawai`i. UH Hilo is committed to meet critical social and economic needs, and to create opportunities that benefit our citizens and revitalize the economy of the Big Island and the State of Hawai`i.

I come before you with optimism. UH Hilo has made significant progress towards meeting our 1997 Strategic Plan goal of growth in enrollment. Since 1997, we have experienced over 27% growth in FTE enrollment in spite of historical under funding. Our opening Fall 2003 enrollment was 3,340 students. We are proud that UH Hilo had the highest percentage gain in the UH system, an 8.8% increase in enrollment

over last year, or 271 new students. Our quality and image has attracted both out-of-state students and international students to choose UH Hilo. Our outreach efforts to students and the expansion of our distance learning degree programs throughout the State have helped us to sustain our increase in student enrollment.

Yes, students are choosing to come to UH Hilo, and to stay and graduate. Our surveys show that 87% of our students and 91% of our alumni are very satisfied with their educational experiences at UH Hilo.

In addition to our growth in enrollment is our growth in grants. UH Hilo has significantly increased in the number of awarded grants. Currently we have over \$14 million dollars of active awards, about a 400 percent increase since 1998.

UH Hilo is a comprehensive university engaged with our community throughout the island. We are developing the North Hawai`i Education and Research Center with the community in North Hawai`i. We are reaching the West Hawai`i community via distance learning programs.

Our University Park of Science and Technology, Phase I, is home to five national and international tenants, and represents a total investment of approximately \$660,000,000. This year the Smithsonian Submillimeter Array telescope facility was completed and dedicated. Soon construction of the \$24 million dollars Mauna Kea Astronomy Education Center will begin that includes a state-of-the-art planetarium. The USDA Pacific Basin Agriculture Research Center and the Center for Tropical Forestry are scheduled to be built soon. These present and future investments from external sources are rich opportunities for all of us. They make possible student internships, collaborative research, and provide jobs to boost the economy of the Big Island and the State of Hawai`i.

Across from Phase I of the University Park we have an additional 300 plus acres

which will be developed as Phase II. We are working to market Phase II, to attract further investments and new industries. The possibilities are many, but we must invest resources now to stay competitive in this fast-paced economy. Many of our past achievements and our future goals are possible because of you, and I sincerely thank you for your belief in and support of UH Hilo.

Last Fall we opened the doors of our \$19 million University Classroom Building. This building provided much needed space for our students and faculty. We are almost ready to use the open area adjacent to our Campus Center and the University Classroom Building. This covered area will be used as a student gathering place.

The North Hawai`i Education and Research Center is developing through the collaborative planning efforts of the university and island community organizations. Planning continues and is advancing for the Student Life and Events Center and the Science and Technology Building.

Others have described our dynamic growth and development. *Outside* magazine, a national lifestyle publication, has named the University of Hawai`i at Hilo one of the 40 best colleges in North America in its September 2003 issue. UH Hilo, the only Hawai`i school to make the honor roll, ranked No. 19 among *"the coolest places to work, play, study, and live."* Of course, we have known for a long time what a special atmosphere we have here....and now the secret's out!

The WASC accreditation team visited UH Hilo in March 2003, they reported *"Compared to what the visiting teams found in 1994 and 1997, we found an empowered university, full of activity and people excited about what they were accomplishing. Students, faculty, staff and administration are all engaged in improving the student experience.....moving forward with an invigorated grants and contracts program."*

Yes, we hold optimism for the University of Hawai`i at Hilo, but I must also speak of what is needed to both sustain and fulfill our Strategic Plan. Even with our well-qualified faculty and staff dedicated to students and academic excellence, we cannot sustain our momentum and move forward without additional resources.

UH Hilo revenue falls far below most other public-higher education institutions of similar size and complexity. Our enrollment has doubled since 1987, and over the last five years we have sustained a steady increase in enrollment despite limited funding. In FY 2000, UH Hilo spent \$1350 less per student than comparable universities. With increase in our enrollment this gap is getting bigger for 2004.

Our physical plant has also increased in size. Since 1998, with no additional funding, we have increased the size of our plant over 100,000 square feet. We have less to spend per square foot for facilities, ground security and repairs and maintenance as compared to 3 years ago. The lack of staff and the delay in funding repairs and maintenance has negatively impacted the health and safety of our students and faculty.

We have also been supporting Hawai`i Community College's cost of utilities and other operational costs for the last 12 years. Currently, UH Hilo spends \$1.88 million on Hawai`i Community College's operations. The uncompensated increases over the last 12 years of supporting Hawai`i Community College's operations due to inflation and other costs is \$4.4 million. To balance our budget we used our reserves.

Funding has not kept pace with our growth and development. The gradual decrease in our spending power is due to the increase in enrollment, collective bargaining salary increases and inflation. UH Hilo has depleted its reserves to bear the costs of supporting Hawai`i Community College and meet the basic needs of a four-year comprehensive university.

With additional resources UH Hilo will continue to hold its special niche as a

comprehensive university; and continue our national distinction in undergraduate education. But to stabilize the base, reach our potential, and maximize our assets we need an increase in our permanent base budget as well as funding for new growth initiatives. WASC acknowledged the fiscal challenge we face, and stated "*the core budget of UH Hilo has been eroded due to a lack of support for enrollment growth, compensation increases and new space*". The team also reported that the University has increased its enrollment and programs without a corresponding increase in funding or a clear UH system allocation plan. The WASC accreditation team will be returning to UH Hilo for assessment in March 2004.

In conclusion, the University of Hawai`i at Hilo is eager and poised to further develop our excellence in teaching and learning. We are committed to meet the social and economic needs of the Big Island and the State. Our operating budget requests are based on this commitment of addressing Hawai`i's social and economic needs and providing a safe and healthy, teaching and learning environment for our students, faculty and staff.

Thank you for the opportunity to provide testimony.

University of Hawai`i at Hilo

I. Introduction

The University of Hawai`i at Hilo holds a special place in the University System. As a comprehensive university in the UH System, UH Hilo is committed to offering the best quality education for our students and the community. Our dedicated faculty motivate and inspire critical thinking in every student. Our students live and work in the middle of one of the world's greatest living, learning laboratory. Hawai`i's oceans, tropical forests, mountains, volcanoes and cultural diversity are classrooms money cannot buy. Our strategic and geographical location is ideal for East-West interchange, research and partnerships.

UH Hilo is committed to creating academic and economic opportunities that benefit the Big Island and the State of Hawai`i. Our goal is to graduate well-prepared professionals with Bachelor's and Master's degrees to enter the workforce on the Big Island and the State of Hawai`i.

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UH Hilo has made significant progress towards meeting our 1997 Strategic Plan, a Board approved goal of growth in enrollment. Since 1997, we have experienced over 27% growth in FTE enrollment in spite of historical under funding. Our opening Fall 2003 enrollment was 3,340 students. We are proud that UH Hilo had the highest percentage gain in the UH system, an 8.8% increase in enrollment over last year, or 271 new students. Our quality and image has attracted both out-of-state students and international students to choose UH Hilo. Our outreach efforts to students and the

expansion of our distance learning degree programs throughout the State have helped us to sustain our increase in student enrollment.

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Across from Phase I of the University Park we have an additional 300 plus acres which will be developed as Phase II. We are working to market Phase II, to attract further investments and new industries. The possibilities are many, but we must invest

resources now to stay competitive in this fast-paced economy.

The China-US Center will establish the university-town environment that our students and community have longed for. This academic and cultural center will unquestionably attract students, scholars and visitors.

The WASC accreditation team visited UH Hilo in March 2003, and reported, *"Compared to what the visiting teams found in 1994 and 1997, we found an empowered university, full of activity and people excited about what they were accomplishing. Students, faculty, staff and administration are all engaged in improving the student experience.....moving forward with an invigorated grants and contracts program."*

Yes, we hold optimism for the University of Hawai`i at Hilo, but we must also speak of what is needed to achieve the highest levels of enrollment and growth that will fulfill our Strategic Plan. Even with our well-qualified faculty and staff dedicated to students and academic excellence, we cannot move forward without additional resources.

UH Hilo falls far below most other public higher education institutions of similar size and complexity. In a study of peer institutions, UH Hilo ranked 16th out of 16 institutions in the percent of budget allocated to institutional support. In comparison with benchmark institutions, UH Hilo's budget ranked 25th out of 25 institutions.

We have also been supporting Hawai`i Community College's cost of utilities and other operational costs for the last 12 years. Currently, UH Hilo spends \$1.88 million

on Hawai`i Community College's operations. The uncompensated increases over the last 12 years of supporting Hawai`i Community College's operations due to inflation and other costs is \$4.4 million. To balance our budget we used our reserves.

Funding has not kept pace with our growth and development. The gradual decrease in our spending power is due to the increase in enrollment, collective bargaining salary increases and inflation. UH Hilo has depleted its reserves to bear the costs of supporting Hawai`i Community College and meet the basic needs of a four year comprehensive university.

With additional resources UH Hilo will continue to hold its special niche as a comprehensive university; and continue our national distinction in undergraduate education. But to stabilize the base, to reach our potential and maximize our assets we need an increase in our permanent base budget as well as funding for new growth initiatives. WASC acknowledged the fiscal challenge we face, and stated "the core budget of UH Hilo has been eroded due to a lack of support for enrollment growth, compensation increases and new space".

The University of Hawai`i at Hilo is eager and poised to further develop our excellence in teaching and learning, and to continue to stimulate the economic development of the Big Island and the State.

We seek to maximize the unique potential of UH Hilo and the Big Island of Hawai`i, as well as our quality of life, beautiful environment, and rich cultural diversity, and to engage all people on this Island who care about economic and social development. Hawai`i is a special place, and its strategic geographical location makes

it ideal for East-West connections and global interchanges among our students and our community.

Through our Strategic Plan we are creating and will continue to create academic, economic, and social opportunities that are mutually beneficial to the growth and development of UH Hilo, the Island of Hawai`i, and the State of Hawai`i.

UH Hilo's teaching and learning environment serves as an excellent quality residential opportunity for Hawai`i's university students as we fulfill our mission of a comprehensive university offering select master degrees, and emphasizing applied research in undergraduate and graduate programs. These programs illustrate our economic and social responsibilities to the Big Island community. We have worked hard to obtain Federal and Private funds to help economic development. As a university we are dedicated to fulfilling our mission to meet the diverse and unique needs of the Big Island community, State of Hawai`i, the mainland United States, and nations in the Asia/Pacific region.

A. Summary of Program Objectives

To develop eligible individuals to higher levels of intellectual, personal, social and vocational competency by providing occupational, general academic and professional training leading to certificates and degrees.

B. Description of Program Objectives

UOH-211, Instruction: Certificates and degrees are offered through the College of Arts & Sciences (Masters in Education, BA in 26 subject areas, BBA and BS in 5 subject areas; Certificates in 13 programs); College of Agriculture,

Forestry and Natural Resource Management (BS in Agriculture with specialization in 7 areas, Certificate in 3 programs); and College of Hawaiian Language (BA and MA).

UOH-213, Public Services: This program improves the quality of life and provides direct assistance to the general public by making available a variety of credit and non-credit programs in which the institution has special competence.

UOH-214, Academic Support: This program assists directly and facilitates the academic functions of the University by retaining, preserving and displaying teaching and research materials.

UOH-215, Student Services: The purpose of this program is to support, enrich and broaden the student's life while enrolled at the University by making available a variety of services and activities that supplement the primary academic programs.

UOH-216, Institutional Support: This program provides campus-wide executive management, fiscal, auxiliary and other related supporting services.

C. Explain how your Program intends to meet its objectives within the upcoming fiscal year.

The vision and ultimate goal for University of Hawai`i at Hilo as stated in our Strategic Plan is *to be an educational community that inspires creative and critical thinking, and to become the premier residential campus in Hawai`i*. UH Hilo will be noted for *using the Big Island as a learning and research laboratory* and for its *academic excellence* in liberal

arts, professional, and agricultural programs, as well as selected master's degrees.

In order for UH Hilo to meet our objectives, we must have the basic human and physical infrastructure to support the teaching and learning environment for our students, faculty, and staff. Additionally, to build our capacity we must implement a comprehensive enrollment management plan for the successful recruitment and retention of students from throughout Hawai`i, the mainland, and other countries to build our capacity. By strengthening our infrastructure and building our enrollment, we will be able to develop a high-level workforce and boost the economic development of the Big Island and the State of Hawai`i.

II. Program Performance Results:

A. Discuss the performance results achieved by each Program in FY 2003 and FY 2004.

Performance results are linked to monies received from operating and supplemental funds. Specific results follow.

1. High Tech Workforce Training

The Big Island is a natural learning laboratory and we recognize the need to train students in areas that enhance the workforce and capitalize on the island's potential. To that end we have done the following:

- hired new faculty in Marine Science, Conservation Biology,

enhanced teaching and research laboratories, augmented library holdings in Biology, Marine Science, and Aquaculture; refitted the University's donated catamaran and classrooms;

- upgraded technology throughout the campus to improve instruction, campus life, and general access;
- developed enhanced distance learning degree programs in Nursing (RN to BSN), Computer Science, Marine Science, Psychology, English, and Hawaiian Studies to Maui, Molokai, Kauai, Lanai, West and North Hawai`i and Leeward Community College.

Enrollments in key science areas have grown appreciably since 1997; Aquaculture (20%), Astronomy (22%), Computer Science (50%), and Marine Science, (61%).

2. Economic Development/Workforce Training: Strengthen Health, Physical Education, Nursing, and Psychology:

In recognition of its excellence the UHH BS in Nursing Program has achieved accreditation by the National League of Nursing, requiring us to further enhance its teaching faculty. Demands for academic programs in Psychology and Health and Wellness are among the highest for all disciplines nationwide. To meet these needs we have done the following:

- filled vacant faculty positions in Nursing, enhanced laboratories,

and library holdings in nursing, psychology, and health related fields;

- implemented an undergraduate program in Health and Physical Education;
- hiring faculty in Physical Education and Psychology.

3. Funds to Strengthen Student Enrollment

UH Hilo's efforts to increase student enrollment require analyzing recruitment strategies, retention initiatives and student satisfaction.

- The University of Hawai`i at Hilo has experienced consistent and steady growth. Fall 2003 marks the sixth consecutive fall semester of growth in both headcount and FTE enrollment. Final figures for Fall 2003 indicate UH Hilo has enrolled 3,340 students. Since Fall 1997, headcount enrollment for the campus has increased over 25%, and the number of applications has grown by 6% in the past year. The Fall 2003 entering undergraduate student enrollment reached the highest level in the history of UH Hilo. Indicators that are in the Fall 2004 the entering undergraduate class will even be larger. The data reveal that the Fall 2002 undergraduate transfers to University of Hawai`i at Hilo was the largest number on record. The recent growth in transfer enrollment has been attributed to

students from the U.S. mainland, and student's participation in the Western Undergraduate Exchange has shown strong growth. International student enrollment is another area of strong growth. Since Fall 1998, international student enrollment has increased over 60%. Preliminary data indicates that the number of students from Maui and Kauai has increased. Retention of students is also improving. Preliminary figures from Fall 2003 indicate that first-time freshmen are returning for their sophomore year at University of Hawai`i at Hilo in greater numbers than before. The retention rate for this population increased by about 4.1% over the past two years.

Recruitment

- implemented a new recruitment management software system, allowing the Admissions Office to better target and communicate with potential students;
- developed articulation agreements with community colleges on the mainland whose AA degrees dovetail with our academic programs;
- established an Office of International Affairs and appointed a director to enable us to continue our international outreach programs in Taiwan, China, Singapore, Malaysia, Japan,

Hong Kong, Guam, Micronesia and the Pacific Islands;

- overhauled the UH Hilo website which is now the primary tool for recruitment.

Retention

- First-time freshmen are returning for their sophomore year at University of Hawai`i at Hilo in greater numbers than before. The retention rate for this population grew by 4.1% over the past two years.
- developed a comprehensive student orientation program for new freshmen and transfer students, and expanded advising, counseling, and career development services to better meet the needs of students;
- established the Disabilities Support Services Office to give leadership and provide services to disabled students, as well as our faculty and staff;
- continued funding of a Title III grant from the U.S. Department of Education to enhance Native Hawaiian's retention and graduation rates;
- created a task force to design programs specifically aimed at the recruitment and retention of Filipino students, one of UH Hilo's most underrepresented groups;

- revised registration, financial aid and selected academic policies and procedures to reduce bureaucratic obstacles;
- launched a new campus internet radio station in Spring 2003;
- created distance learning student affairs position to coordinate services for distance learners;
- produced a videotape called "Islands and Beaches," aimed at increasing understanding of and appreciation for differences between Hawai`i and mainland students.

Serving Native Hawaiian Students

- The University of Hawai`i at Hilo enrolls the largest percentage of Native Hawaiian students at a four-year campus (**approximately** twice the percentage of Native Hawaiians attending the Manoa campus). Native Hawaiian students comprise 15.8% of the student body.
- The University provides extensive support services for Native Hawaiian students to enhance success in college. Fall 2003 marks the third year of the *Kipuka* Program at the University of Hawai`i at Hilo. *Kipuka* is a five-year Title III program aimed at increasing the retention of Native Hawaiian students, funded by the Federal government at \$1.7 million.

It provides a location on campus for Native Hawaiian students to interact with each other and talk about their experiences at the University of Hawai`i at Hilo, giving an opportunity for students to learn from each others' successes and failures in order to better the overall success of Native Hawaiians at the University of Hawai`i at Hilo. Program services include academic advising, career counseling, tutoring, peer mentoring, assistance with financial aid, and special events. In addition to *Kipuka*, the highly successful Hawaiian Leadership Development Program continues to operate on the University of Hawai`i at Hilo campus, providing structured leadership development opportunities for Native Hawaiian students. These and other support programs, in addition to the College of Hawaiian Language, have made the University of Hawai`i at Hilo the campus of choice for Native Hawaiians.

International Student Increase

- Enrollment of international students at the University of Hawai`i at Hilo is an area of strong growth. Since Fall 1998, enrollment of students from outside the U.S. has increased over 60%. In Fall 2003, the number of international students has increased over 14%. In fact, in the 2002

edition of *U. S. News and World Report: America's Best Colleges*, University of Hawai`i at Hilo ranked 14th nationwide in the category of Most International Students among Liberal Arts Colleges-Bachelor's (10%). In addition, University of Hawai`i at Hilo ranked 9th nationwide in the category of Campus Diversity among Liberal Arts Colleges-Bachelor's. It seems only fitting that such a diverse student body lives and learns at the University of Hawai`i at Hilo, given that the 2000 U.S. Census revealed that the population of the County of Hawai`i (the Big Island) is the most ethnically diverse county in the entire nation. The largest number of international students come from Japan and the Federated States of Micronesia, with large numbers of students also coming from Taiwan, Korea, Palau, and the Marshall Islands. About 40 different nations are represented on campus. University of Hawai`i at Hilo continues to be the institution of choice for students from Micronesia and American Samoa.

Academic Support Services

- A wide array of academic support services at the University of Hawai`i at Hilo are of high quality and are designed to meet the needs of the student body. Beginning with a

student's first days on campus, efforts are made to welcome and orient students to the college. An expanded and well-attended orientation program preceding the first day of instruction successfully brings students together for a week of advising, registration, field trips, special group gatherings, and a luau. An advising and registration program during the summer is offered to Hawai'i students, giving them an opportunity to register early. The Advising Center provides a much needed service to students who have not yet decided on a major. A professional advisor works with each "undecided" student, assisting them with clarifying career and life goals and helping them decide on a major. Another program, the Student Support Services Program, provides a range of academic support services such as tutoring and academic advising to low-income, first generation college students. The program has consistently achieved retention rates significantly higher than that of the general University of Hawai'i at Hilo student body, a remarkable feat given that the population of students in the program are "at risk" to begin with. Such a program is needed at the University of Hawai'i at Hilo, where relatively high numbers of students come from low-income backgrounds and are the

first in their family to attend college: 67% of students apply for financial aid and 43% of these are from families below the Federal poverty level, and about two in three students are first-generation college students. Each of these efforts has contributed to about a 4.1% gain in retention of first-time freshmen over the past two years.

Building Campus Community

- Many recent initiatives at the University of Hawai`i at Hilo have been undertaken to build a strong campus community:
 - Improvements and renovations in the residence halls, including phone, cable TV and internet connectivity were completed.
 - A comprehensive Week of Welcome, including a luau attended by over 600 new students, parents, faculty and staff.
 - An on-line Student Handbook.
 - An on-line Student Directory, which will include the addresses, phone numbers and email addresses of students as well as contact information for faculty and staff.
 - Addition of lounges and meeting places for faculty and students to meet.

- Increasing successful athletics program.
- Training of residence hall staff in community development skills.
- “Islands and Beaches” videotape, aimed at increasing understanding of and appreciation for differences between local and mainland students.
- An increase in social programming by the University of Hawai`i at Hilo Student Association to bring students together.
- Opening of “Lava Landing”, a gathering place in the Campus Center.
- Installation of cable TV in the residence halls and lounges in the Campus Center.
- Off-campus housing services added to help students find housing in Hilo.
- Review of academic procedures and policies to cut red tape.
- Creation of new campus internet radio station – University Radio Hilo.
- Creation of an Alcohol and Drug Education Program.
- China-U.S. Center to be created soon.
- Opening soon of a Campus Center lanai to provide a

central gathering place for students.

-Addition of computer terminals with internet access in lobby of Student Services Building, for easy access to the BANNER registration system.

4. Funds for New and Replacement Equipment

UH Hilo has not had equipment money, per se, for many years so an infusion of \$300,000 in FY 2001 was a boon to the College of Arts and Sciences (e.g., GIS and piano keyboard laboratories, exercise physiology equipment, a graphics facility, vehicles for field work, two multi-media classrooms, a statistical teaching lab, a spectrofluorophotometer); CAFNRM (multimedia projection systems for two laboratories and a vehicle replacement); the Library (hard and software for student access to online scholarships), and the College of Hawaiian Studies (computers for language learning). A sizeable portion of the money was also used to refurbish classrooms where furniture was twenty or more years old.

However, this money and other computer equipment funds totaling \$748,000 were eliminated in FY 2002. Thus, we are again without adequate funds to replace instructional equipment and student computers.

The University of Hawai`i at Hilo has expanded its University After Dark program; offered its B.S. in Computer Science to two

cohorts of students via distance learning as well as a BA in Marine Science, Psychology, English, and Hawaiian Studies; increased enrollment for the fifth straight year; responded to the significant needs of a place bound population of teachers by completing two cohorts of master's degree in Education; developed a graduate program in China-US studies, in conjunction with a proposed China-US Center; offered summer programs on campus and on Midway Island and significantly increased our credit and non-credit services courses; brought to fruition an agreement to manage Mauna Kea with all its concomitant programs, both existing and planned; increased external funding 400% in two years; continued to develop quality programs and services that respond specifically to the needs of the island's economy and in conjunction with our many advisory boards; planned ways to improve student life, specifically in terms of a campus and community mass transit system and increased residence life opportunities; expanded accessibility by fine tuning our transfer/articulation agreements and adding new agreements; and wrote grant proposals to include student internships and other educational experiences.

B. Explain how these results relate to the Program's Objectives and Departments Mission:

The University of Hawai`i System Strategic Plan sets forth five goals:

1. Educational Effectiveness and Student Success
2. A Learning, Research and Service Network
3. A Model Local, Regional, and Global University
4. Investment in Faculty, Staff, Students, and Their Environment
5. Resource and Stewardship

University of Hawai`i at Hilo developed its Strategic Plan from the University of Hawai`i System Strategic Plan which sets forth University goals and assumptions, strategic planning principles, and action strategies. In responding to the framework of the System Strategic Plan, University of Hawai`i at Hilo's Strategic Plan goals are expressed in the following Six Goals:

Goal I: Island as a Learning Laboratory

Goal II: Academic Excellence

Goal III: Learning Environment for Student Development and Success

Goal IV: Resource Development and Management

Goal V: Dynamic Community Involvement

Goal VI: Effective Organization and Investment in Human Capital

Goal I: Island as a Learning Laboratory

The use of the island as a learning laboratory to augment classroom instruction is pervasive, particularly in Agriculture, Anthropology, Aquaculture, Astronomy, Business, Education, Language Studies, Forestry, Geography, Geology, Hawaiian Studies, Horticulture, Plant and Soil Sciences, and Resource Management. As an economic engine for the island, the university encourages a tripartite amalgam of teaching, applied research, and community involvement when it seeks grants. Some of the more

successful recent examples are:

- Center for Active Volcano Technology
- New Opportunities Through Minority Initiatives in Space Science
- Alternatives to Youth Incarceration
- Native Hawaiian Serving Institutions Program
- Family and Community Violence Prevention Program

Goal II: Academic Excellence

- Augmented a BA degree in Psychology in the University After Dark Program-- for working adults
- Developed the English Language Institute to strengthen students English as a Second Language skills
- Instituted a Master's degree in Education
- Newly implemented academic programs
 - BA in Health and Physical Education
 - BA in Administration Of Justice
 - BA in Geology
 - BA in Performing Arts
 - Certificate in Business Administration
 - Certificate in E-Commerce Technology and Business
- New Academic Programs to be offered:

- MA in Counseling Psychology
- MA in China-US Relations
- MS in Tropical Conservation Biology
- Certificate in Equine Science
- Certificate in Plant Tissue Culture
- Distance Education
 - BA in Psychology, English and BS in Computer Science to Maui, Kauai and Leeward Community College
 - BA in Hawaiian Studies to Maui and Molokai, and BA in Marine Science to Maui

Goal III: Learning Environment for Student Development and Success

- Building new facilities: Completion of University Classroom Building and Marine Science Building
- Renovated and refurbished residence halls
- Created a new Cyber Cafe and Game Room
- Design and development of the China-US Center adjacent to the campus for student housing and other student services
- Partner with private sector to provide housing in existing Hilo rental units
- Created lounges and meeting spaces for faculty and students to

meet;

- Installed cable TV in the administration, student affairs offices, and Campus Center;
- Building a covered plaza area between the new classroom building and the Campus Center, which will serve as an additional central gathering place for campus community events;
- Continued to build a strong service learning program design to link together UH Hilo students and local citizens and agencies;
- Increased social programming to bring students together;
- Trained residence hall staff in community development skills.

Goal IV: Resource Development and Management

Goal V: Dynamic Community Involvement

Goal VI: Effective Organization and Investment in Human Capital

Consistent with increases in enrollment, State-funded resources have increased modestly, particularly in terms of equipment and program development in the past several fiscal years. For our part, we have aggressively sought external funds to augment our programs and bolster the economy of the Big Island. Since 1995 total grants have increased from \$3.6 million to over \$14 million this year, and we presently have \$10 million in

proposals pending. Through our collective efforts, the faculty and the administrative team at the University of Hawai`i at Hilo is becoming a Center for Applied Research in the Pacific Basin. We have also established the Pacific Aquaculture and Coastal Resource Center in partnership with the County of Hawai`i, the State of Hawai`i, UH Sea Grant, and EDA; constructed new facilities in 20 years: Marine Science building (10,309 square feet) and a General Classroom and Multimedia building (85, 840 square feet). However, as mentioned before, \$748,000 of equipment replacement and computer lab replacements were cut in FY 2002. Thus, we are again faced with the inability to provide adequate instructional and computer labs for our students.

Many of the projects that we work on have a community focus. We currently have charge of the Center for the Study of Volcano, the Pacific Aquaculture and Coastal Resources Center, the Mauna Kea Astronomy Education Center, the Center for Entrepreneurship/Small Business Inc., the innovative Pearl Research Training Program, and the humanitarian Best Practices in Small and Medium Shrimp Farms Program. All these projects are designed to improve the local economic climate and overall quality of life. They are applied research, hazard mitigation, and training projects that have an immediate and tangible impact on our

surrounding community, with the potential for modeling for wider global community.

Our outreach efforts are highlighted by the New Opportunities through Minority Initiatives in Space Science project funded by NASA. This worthwhile project seeks to include partners from the Department of Education, Kamehameha Schools, and local intermediate schools collaborating with UH Hilo faculty and world-class scientists atop Mauna Kea to conduct cutting-edge research. It further seeks to enhance the Observational Astronomy offered at UH Hilo and to attract local youth to that degree program while enabling them to pursue rewarding, challenging careers here at home.

UH Hilo lead the development of the Statewide EPSCoR (Experimental Program to Stimulate Competitive Research) award from the National Science Foundation to improve our local and state research and development competitiveness. This means \$3 million per year for 3 years, renewable. Over 3 years this means \$13.5 million translates to infrastructure improvements to Hawai`i's

research. Although \$39 million dollars has been received by UH we need to State to match the award to maximize its benefits.

UH Hilo has received a five-year, \$2.5 million STEM (Science, Engineering, Technology and Mathematics) grant from the National Science Foundation to recruit, train and retain Native Hawaiian students interested in studying the STEM disciplines.

The primary goal of the Keaholoa STEM Program is to increase the number of UH Hilo students of Hawaiian ancestry enrolling in courses or majoring in science, technology, engineering, and mathematics fields.

C. Explain how the effectiveness of the Program is measured and discuss the performance results achieved during the past two years.

The upswing in enrollment that began in 1998-99 has been sustained for the past six years (8.8% this year). Several factors have contributed to increase in enrollment: wider regional and national recognition of academic programs, particularly in the sciences: conscientious and selected recruiting, locally, regionally, on the mainland, and internationally; more and better articulation agreements; and, most important, more attention to good advising and other aspects of retention.

The effectiveness of our programs is measured against the yardsticks of our Strategic Plan. Expectations for achieving every Goal of the Strategic Plan continue to be met; in some cases have exceeded our expectations.

D. Discuss actions taken by each Program to improve its performance results:

Considerable attention has been given in the past three years to stabilize and hire administration who have the knowledge to understand and appreciate the implications of the Strategic plans of both the University of Hawai`i at Hilo and the System, and the experience to execute them. Consequently, UH Hilo has taken the following actions:

National Recognition

University of Hawai`i at Hilo ranked 14th nation wide in category of Most International Students and 9th in Campus Diversity among National Liberal Arts Colleges (*U.S. News and World Report 2002*). The University of Hawai`i at Hilo Intercollegiate Athletic Program was recognized in October 2002 by the NCAA for having the highest graduation rate of student athletes of any school in the NCAA Division II in the nation. UH Hilo ranks first (1st) among public baccalaureate liberal arts institutions in campus racial and ethnic diversity (*U.S. News and World Report*).

Growth in Enrollment and Resource Development and Management

UH Hilo has experienced growth in resources, growth in enrollment while maintaining the ratio of Native Hawaiian students to non- Native Hawaiian students (1 to 6, or 15.8%); continued growth in stature as indicated by the fact that we were reclassified as a national university vs. regional by *US News and World Report* growth in diversity, growth in technology, and remarkable growth in external funding.

Academic Excellence and Access

UH Hilo has increased its academic offerings to a wider on-campus and distance learning community; hired a Dean of the College of Continuing Education and Community Service to revitalize these programs and increase accessibility for non-traditional students and students from the mainland and elsewhere who wish to use the Big Island as a teaching laboratory; established an ongoing enrollment management task force to analyze recruitment, retention, and student satisfaction; developed an office for Disabilities Support Services, and hired a permanent ADA coordinator; hired an EEO/AA officer; developed an international outreach initiative to reach potential students in the Pacific, Asia, Canada, and Europe; developed federal, state, and local initiatives that target improving the local economy thus potentially increasing the student pool for the University; developed programs designed specifically for senior

citizens: Home Safety Monitoring Program (135 participants) and SeniorNet (270 participants); revised articulation agreements with Pacific Island Community Colleges and developed proficiency tests to guarantee adequate placement.

We have also sustained a substantial number of university and federally funded programs and services for Native Hawaiian and under-represented students to improve access to quality educational experiences:

- Ka Haka `Ula O Ke`elikōlani - College of Hawaiian Language
- Awarded a grant to significantly increase enrollment and graduation rates of Native Hawaiian students in mathematics and science disciplines, through faculty development and research, curricula enhancement, and outreach activities.
- Curricular development for Hawaiian Medium Laboratory Schools
- Hale Kuamo`o - Center for Hawaiian Language and Culture through the Medium of Hawaiian
- Na Pua No`eau - Center for Gifted and Talented Native Hawaiian Children
- Hawaiian Leadership Development Program
- Minority Access and Achievement Program

- Health Careers Opportunity Program
- Student Support Services for Low-Income, First Generation College Students
- Hawaiian and Pacific Islander Internship Program
- Upward Bound
- Minority Biomedical Research Support Program
- STEM (Sciences, Technology, Engineering & Mathematics) program

Building a Premier Residential Campus Experience

UH Hilo has made progress in increasing on-campus student housing. Currently the University through a memorandum of understanding is housing about 250 students in local high quality apartment complex. UH Hilo provides transportation to and from campus, and resident advisors also; as a portion of the China-U.S. Center, the University will gain a residence complex that will have over 500 students. This project will be funded through private lenders in Taiwan.

The University Residence Halls have undergone a great deal of renovations and completed the installation of telephones, cable TV and internet connections to each residential room.

Because of the rapid enrollment growth in the last few years, the need for additional housing is greater than what the China-U.S. Center

can provide. Currently, we are soliciting input from various interested parties to develop a process to build additional housing on campus. The goal is to provide 600-1,000 additional bed capacity in the next few years.

Utilizing the Island as a Learning Laboratory

UH Hilo has capitalized on our natural laboratory that is from the sea to the stars, in Aquaculture, Agriculture, Astronomy, Marine Science, Geography, Anthropology and other areas.

III. Problems and Issues:

UH Hilo is a developing comprehensive university offering undergraduate programs, select master's degrees, emphasizing applied research, and fulfilling economic and social responsibilities to meet the needs of the Big Island community. We are also a university that is growing in enrollment as we strive to achieve our strategic goal of becoming the premier residential campus in the UH system. We need an enrollment of 5,000-7,000 students (1997 Strategic Plan) to be efficient as a comprehensive university. Our faculty and staff are excited about the future that lies ahead and eager to move UH Hilo forward. But to move forward, we need an infusion of funding for additional human and physical infrastructure to position ourselves for the challenges ahead. With these increased resources, and in working collaboratively with other units, we can further our excellence in teaching and learning and stimulate the economic and workforce development of the Big Island and the State of Hawai`i.

In addition to the Academic and Student Support programming normally associated with a comprehensive university, UH Hilo has been assigned responsibility for the overall management of Mauna Kea.

To do this effectively we established the Office of Mauna Kea Management, a Mauna Kea Management advisory board and a Kahu Kupuna Council, and hired rangers on the mountain. The establishment of these entities, programs, activities and services require additional staffing and funds. We have also been supporting Hawai`i Community College's cost of utilities and other operational costs for the last 12 years. Currently, UH Hilo spends \$1.88 million on Hawai`i Community College's operations. The uncompensated increases over the last 12 years of supporting Hawai`i Community College's operations due to inflation and other costs is \$4.4 million. To balance our budget we used our reserves.

Funding has not kept pace with our growth and development. The gradual decrease in our spending power is due to the increase in enrollment, collective bargaining salary increases and inflation. UH Hilo has depleted its reserves to bear the costs of supporting Hawai`i Community College and meet the basic needs of a four year comprehensive university.

A. Discussion of Problems and Issues Encountered.

The University of Hawai`i at Hilo is an evolving, developing comprehensive university with the responsibility to provide quality undergraduate education and select graduate programs for our students and our community. The faculty is actively engaged in applied research and scholarship. The campus provides a

superior learning experience for its students through quality instruction, and a caring and supportive staff and administration. The faculty and staff of UH Hilo are dedicated and conscientious. But, work in an environment that is understaffed and under funded. We are asking for the State Legislature's support to meet the basic needs which are the foundation of an evolving and growing State comprehensive university.

UH Hilo was reclassified by *U.S. News and World Report* as a national university this past year. This accomplishment is impressive since the recognition was achieved without much of the infrastructure and basic support which would normally reflect such an achievement. With the infusion of funds that will provide adequate basic support services, we will be able to further enhance the teaching and learning environment for our students, faculty, and staff.

Because of a lack of adequate support critical positions essential to a comprehensive university continue to be unfilled. These include security officers (and updated security systems), skilled trades workers, such as a plumber, carpenter, and electrician, and updated equipment needed to address basic repair and maintenance issues in a systematic manner. We also need positions and funds for aggressive recruitment efforts from nations within the Pacific Rim, and an enrollment manager to improve student retention and to focus on transfer student systems.

We are also not in compliance with Title IX for Athletics due to lack of funding. Also, additional university housing is needed to accommodate enrollment growth.

Because utility rates have risen and our physical plant has grown, we require a major increase of resources to cover utility costs. Without an additional allocation for utilities, existing programs may have to be reduced and much of our anticipated future programming may be impaired. In good years as well as lean the utility bills must be paid regardless of the impact on other areas of the budget. This has been an ongoing problem at our campus for several years despite our considerable efforts in partnership with Johnson Controls to reduce the rate of consumption of electricity. It should be noted that UH Hilo provides for all of the utility costs, maintenance, janitorial services and security services for Hawai`i Community College (\$1.88 million in fiscal year 2003) and we are seeking a resolution to this financial drain.

On the academic side, UH Hilo needs more depth. Several departments are much smaller than their number of majors warrant. Our technological infrastructure requires upgrade and replacement to be efficient. UH Hilo is a four-year comprehensive university whose mission is to provide quality education to support the economic development of the State. Our mission can be achieved with additional funds to hire faculty and staff in key academic areas such as counseling psychology. We have several initiatives which are being proposed that will address Hawai`i's social and economic needs and enhance workforce

development - - which in turn will provide new employment opportunities for the residents of the State of Hawai`i.

The major problems facing UH Hilo is a funding gap between our current funding and the needs of a developing comprehensive university. A comparison to similar institutions indicates that we are seriously under funded. Funding of new initiatives or proposed academic programs will remedy major problems and advance UH Hilo to be a full service University.

B. Program Change Recommendations to Remedy Problems

Summary of Top Priority Needs

Priority 1: MA in Counseling Psychology, \$266,851

To address the need for school counselors in the Department of Education and the critical social service needs of the Big Island.

Priority 2: North Hawai`i Education and Research Center, \$202,500

Students in North Hawai`i typically have full-time jobs and are unable to commute to Hilo. The Center will increase access for individuals who would otherwise not have the opportunities for learning and research.

Priority 3: Critical Public Safety and Facilities Maintenance, \$781,000

Our growing enrollment and expanded space require additional staff and equipment for the health and safety of our students and faculty.

Priority 4: Title IX Compliance by 2008 and NCAA Requirements by 2005,
\$925,000

We must show progress in complying with the standards of the federal law.

Priority 5: Increase Hawai`i Resident Enrollment, \$353,250

A large proportion of our students are in high-risk categories of low-income, under-represented, and first-generation students. These students require targeted outreach, immediate intervention, and academic support strategies to enroll and succeed in college.

Priority 6: Enhance Opportunities and Increase Access to Higher Education,
\$304,000

Student support services are critical to student success, whether a student is a resident or non-resident, on-campus or a distance learner. We need consistent outreach, advising and counseling intervention for all students.

Priority 7: Research and Graduate Studies, \$397,596

Policy development of select graduate programs and continual research focused on community needs and economic development will enhance graduate education.

Priority 8: Sustainable Business Growth and Workforce Training, \$327,000

Stimulate workforce training by establishing degrees in technology management and sustainable tourism, and a program in entrepreneurial

leadership to support the development of new technology industries and new businesses on the Big Island.

Priority 9: Critical Need for Licensed Teachers in our Community, \$550,000

To meet the pressing need for licensed teachers, we propose alternative methods of delivery such as distance learning and/or an alternative teacher education program.

IV. Expenditures for Fiscal Year 2003-2004

See Attachment 1

V. Supplemental Budget Requests for Fiscal Year 2004-2005.

See Attachment 2.

VI. Program Restrictions

None.

Attachment 1

IV. Expenditures for FY 2003-04

	Act 200 FY 2004	Collective Bargaining	Transfers In(Out)	Ceiling Increase	(Restriction) Specific Apprn	Net Allocation	Est Total Expenditures
(Position Count)	(386.75)					(386.75)	(386.75)
Personal Services	22,027,299	3,709				22,031,008	22,031,008
Current Expenses	10,493,283		15,900	753,500		11,262,683	11,262,683
Equipment	348,866					348,866	348,866
Motor Vehicles							
Total	32,869,448	3,709	15,900	753,500	0	33,642,557	33,642,557
Less: Special	7,940,557			753,500		8,694,057	8,694,057
Federal	394,543					394,543	394,543
Other	4,084,938					4,084,938	4,084,938
(Position Count)	(361.25)					(361.25)	(361.25)
General Fund	20,449,410	3,709	15,900	0	0	20,469,019	20,469,019

Narrative

Explain all transfers within the program I.D. and the impact on the program.

None

Explain all transfers between program I.D.'s and the impact on the program.

\$15,900 is UH Hilo's portion of the Educational Improvement fund.
This fund will assist faculty through enhancement grants designed to improve instruction and maximize student learning outcomes.

Provide details on program restrictions and their impact on the program.

V. Supplemental Budget Requests FY 2004-2005

	Act 200 FY 2005	Budget Adjustments FY 2005	Supplemental Request FY 2005
(Position Count)	(386.75)	0.00	(386.75)
Personal Services	22,027,299	0	22,027,299
Current Expenses	10,493,283	1,000,000	11,493,283
Equipment	348,866	0	348,866
Motor Vehicles	0	0	0
Total	32,869,448	1,000,000	33,869,448
Less: Special	7,940,557	1,000,000	8,940,557
Federal	394,543	0	394,543
Other	4,084,938	0	4,084,938
(Position Count)	(361.25)	0.00	(361.25)
General Fund	20,449,410	0	20,449,410

Narrative**Description of request, reason for request and desired outcomes or objectives to be accomplished.**

Discussed in section III.

Listing/Description of positions requested and funding requirements by cost category and source of funding.

The University of Hawaii at Hilo requires an increase in the expenditure ceiling for the special fund in order to expend tuition and fees revenue. The existing expenditure ceiling was based on revenues before the approval to charge only one rate rather than a lower/upper division rate. This change eliminated the lower division rate for all new freshmen and sophomores. This change in tuition rate as well as the increase in enrollment contributed to the increase in revenue.

This expenditure ceiling increase will allow UH Hilo to expend funds for instruction, academic support, student support and institutional support. Consequently UH Hilo will be able to meet their goals and objectives of providing sufficient resources to support enrollment and physical growth.