

UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2008 LEGISLATURE

Annual Report on
University of Hawai'i Government Operations

Act 100, SLH 1999

December 2007

UNIVERSITY OF HAWAII
REPORT TO THE 2008 LEGISLATURE

Annual Report on Goals, Objectives/Policies, Action Plan, and Performance Measures
As Required By Act 100, SLH 1999

Act 100 of the 1999 Legislature requires every state department and agency to develop and submit twenty days prior to the start of each regular session an annual report that addresses their goals, objectives/policies, action plan, and process to measure performance of programs and services in meeting stated goals, objectives, and policies.

SYSTEM MISSION, VISION, GOALS, OBJECTIVES, AND ACTION PLANS

The University of Hawai'i's system strategic plan is in effect to 2010. Since 2005, the University has worked on several planning efforts to examine its strategic direction that would take the University into the decade beyond. One planning effort was the Second Decade Project which analyzed demographic data and information relevant to current and anticipated higher education needs of the state. The result of this analytical study was a public agenda for higher education in Hawai'i that identified the following state needs within the University's purview:

- Increase the educational capital of the state
- Expand workforce development initiatives
- Assist in expanding and diversifying the economy
- Address underserved regions and populations of the state, particularly Native Hawaiians
- Renew and expand infrastructure

Second Decade Project presentations were held throughout the UH community and for the legislature, community partners, and the public to solicit input. A *Meeting State Needs* brochure was subsequently developed with performance measures for each area of need to inform UH planning and priorities.

In 2007, the University focused its efforts on updating its system strategic plan. Discussions were held at ten campuses and two university centers over a three-month period. Members of the UH community, community partners, and the public were invited to comment on the applicability of the plan's goals, objectives, and action strategies given the current economic and social context. Demographic changes not known in 2002 when the plan was created were presented for consideration. Feedback from those sessions and from a dedicated website revealed that people liked the plan in principle; however, they commented on the vague language and the mix of campus actions with broad system goals. Most importantly, they noted the plan lacked measurable outcomes and timelines.

Based on the overall response received, the University's administration developed a set of strategic priorities and performance measures to accompany the current strategic plan out to 2015. They serve to refine the University's strategic plan to better position itself to meet the needs of the state. Intimately related to the University's efforts to develop a set of strategic priorities and performance measures is Senate Concurrent Resolution (SCR) 79 which asks the University to link performance goals to funding. SCR 79 is addressed in a separate report to the Legislature.

Sources:

The *University of Hawai'i System Strategic Plan: Entering the University's Second Century, 2002–2010* full report and summary brochure (Enclosures)

www.hawaii.edu/ovppp/stratplansys.html

The Second Decade Project presentation

www.hawaii.edu/offices/app/seconddecade/

Meeting State Needs brochure (Enclosure)

<http://www.hawaii.edu/offices/app/opp/msn/>

UH System Strategic Plan Update website

<http://www.hawaii.edu/ovppp/uhplan/>

UNIT PLANS

The four Unit strategic plans of the University (UH Mānoa, UH Hilo, UH-West O'ahu, and UH Community Colleges) defines each unit's unique mission and vision. Though distinct in their missions and vision, they are intimately linked to the System strategic plan in their commitment to functioning as a system in service to the state.

www.uhm.hawaii.edu/vision/

www.uhh.hawaii.edu/uhh/strategic/

www.uhwo.hawaii.edu/aboutuhwo/strategicplan.pdf

www.hawaii.edu/ccccc/Prpp/prpp_fameset.html

MONITORING AND REPORTING

Policy. Board of Regents' policy requires regular and systematic assessment of programs, services, campuses, and the University system as a whole.

- + In accordance with Hawai'i Revised Statutes '304A-2001 (also known as Act 161), institutional effectiveness measures (or benchmarks/performance indicators) tied to Master (Strategic) Plan goals have been adopted (Board of Regents' action October 1996) and implemented.

Performance Measures.

- + **Program Review.** All University of Hawai'i academic programs are subject to periodic review. Within established University policy, these reviews assess the extent to which academic programs are meeting their stated objectives and whether these objectives are still appropriate to the campus, Unit, and University missions. The University prepares an annual status report on the results of the program review process. The most recent is 2006–2007.
<http://www.hawaii.edu/offices/app/opp/acadprog/>

- + *University of Hawai'i Measuring Our Progress, 2006.* This is the University's seventh report in a series produced biennially to fulfill the requirements of Act 161. In 2004, the report title was changed to reflect the importance the University places on linking its goals with evidence of specific achievements. As in previous efforts, the report identifies relevant performance measures associated with strategic goals and details levels of performance or achievement at a point in time, over time, and/or relative to a standard or reference point.

The report continues to honor the University's commitment to be accountable to the people of Hawai'i. The taxpayers, donors, and families who support the University of Hawai'i and students who enroll for instruction deserve to know they are receiving maximum value for time and resources invested. For each publication of this report, the University has refined and added measures and narrative that help demonstrate the effectiveness of programs and services. This is done not only to satisfy accountability concerns but also to inform our improvement efforts. The next update will be in 2008.

www.hawaii.edu/ovppp/mop/

- + **Tuition Benchmark Comparisons.** The University develops data on tuition changes at comparable institutions. This data is routinely used as a frame of reference and is an important component for tuition setting at the University of Hawai'i.

www.hawaii.edu/iro/maps.htm

The current University of Hawai'i tuition schedule runs from fall 2006 through spring 2012. The scheduled was adopted by the Board of Regents in spring 2005. (Enclosure)

www.hawaii.edu/apis/ep/e6/tuition.html

- + **Budget Preparation.** The University of Hawai'i 2009–2011 Biennium Budget will be informed by relevant strategic outcomes and performance measures that came out of the update to the UH System Strategic Plan in fall 2007. As previously mentioned, these outcomes and measures seek to strategically position the University to better meet the needs of the state.