

UH's Strategic Planning Overview, 2005-09

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

Planning Initiatives

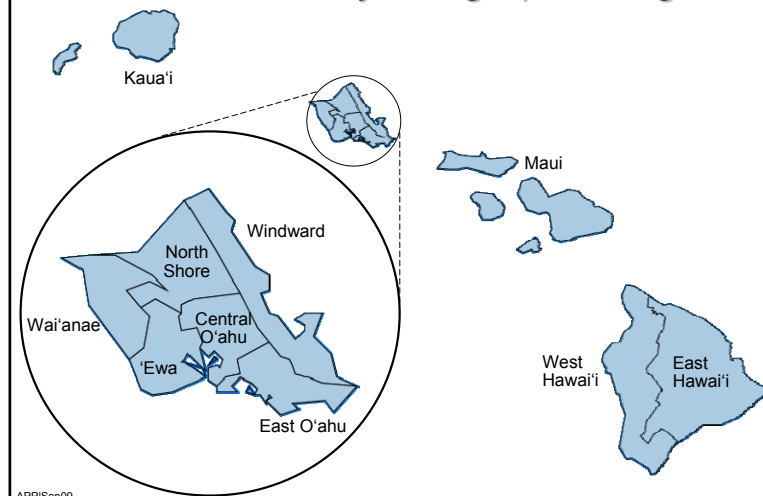
Second Decade Project www.hawaii.edu/offices/app/seconddecade/	2005-07
Revisited <i>UH System Strategic Plan, 2002-10</i> www.hawaii.edu/ovppp/uhplan/	Fall 2007
Established strategic outcomes and performance indicators, 2008-15 www.hawaii.edu/ovppp/uhplan/	Spr 2008

Second Decade Project, 2005-07

An analytical study which:

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

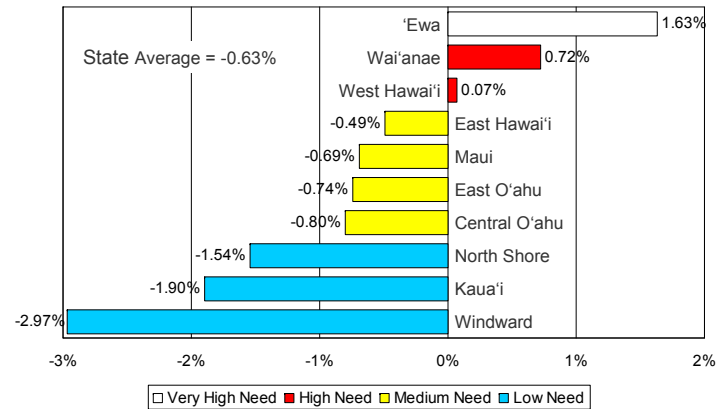
State of Hawai'i, by Geographic Region



Planning Context

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

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

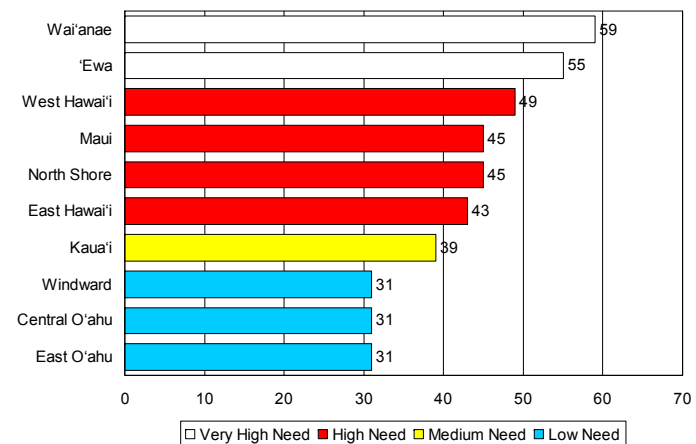


Note: Percentages based on an average of annual changes from 2007 to 2018. UH IRO calculations based on DOE actual enrollments.

Relative Need for Postsecondary Ed/Training by Region

Factors	East	Cent	'Ewa	Wai	N Sh	Win	E HI	W HI	Mau	Kau
Pop Growth (#)	High	Med	Very High	Low	Low	Low	Med	Med	High	Med
Pop Growth (%)	Low	Low	Very High	Low	Low	Low	Med	High	Med	Med
Proj HS Grad (Avg %)	Med	Med	Very High	High	Low	Low	Med	High	Med	Low
Income	Low	Med	High	Very High	Very High	Med	Very High	Med	Med	High
Workforce Particip %	High	High	Med	High	Very High	High	High	Low	Low	Med
Ed Attain (<HS Dipl)	Low	Med	Med	High	Low	Low	High	Very High	High	High
Ed Attain (HS Dipl)	Low	Low	Med	Very High	High	Med	Med	Med	Med	Med
Ed Attain (Bach)	Low	Low	Med	Very High	High	Low	Med	Med	Med	Med
Going Rates (2-Yr)	High	Low	Med	Very High	Med	Med	Med	Very High	High	Low
Going Rates (4-Yr)	Low	Med	Very High	Very High	Very High	High	Low	High	Very High	High
Skilled Workforce Needs	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Very High
RELATIVE NEED	31	31	55	59	45	31	43	49	45	39

Relative Need for Postsecondary Ed & Training 4 Cluster Analysis

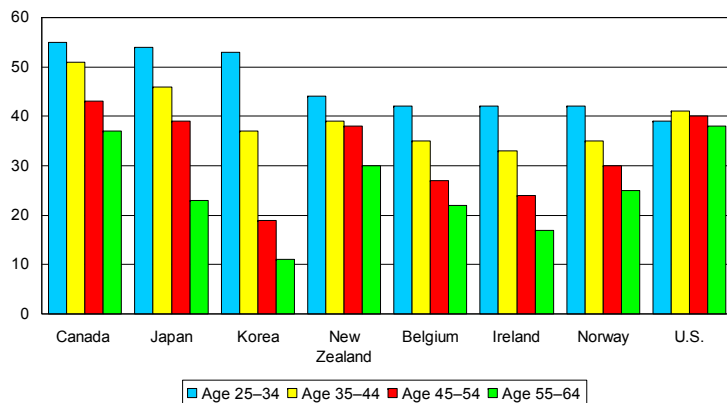


What We Know Now That We Didn't in 2002

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

US Global Competitiveness

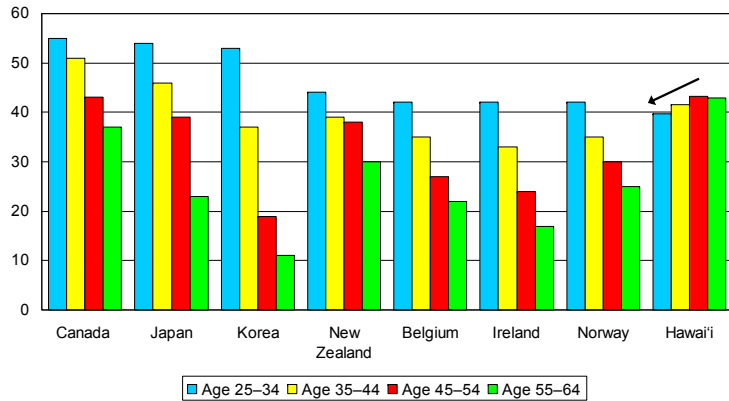
Differences in College Attainment (Associate and Higher) by Age Group—U.S. and Leading OECD Countries, 2006



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

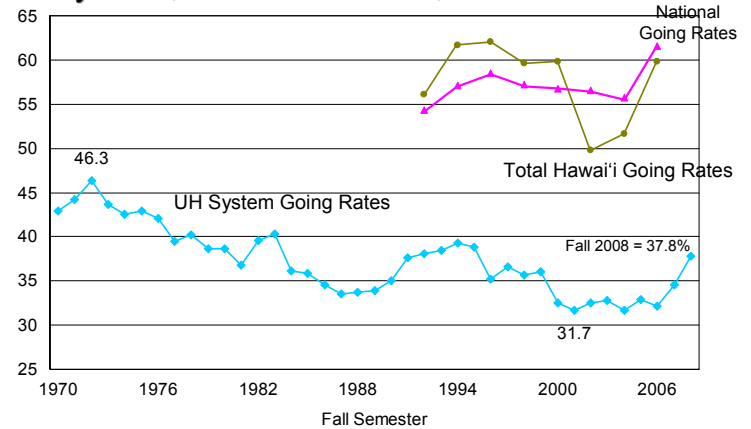
Educational Attainment in Hawai'i

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



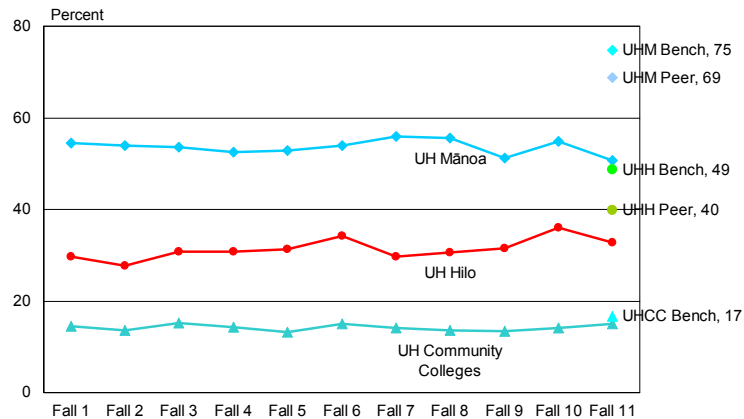
Note: Hawai'i data based on a 2005-07 annual average.
 Sources: Organisation for Economic Co-operation and Development (OECD), Education at a Glance 2008, Table A1.3a, www.oecd.org
 NCHEMS (Hawai'i data)
 APPISep09

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



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

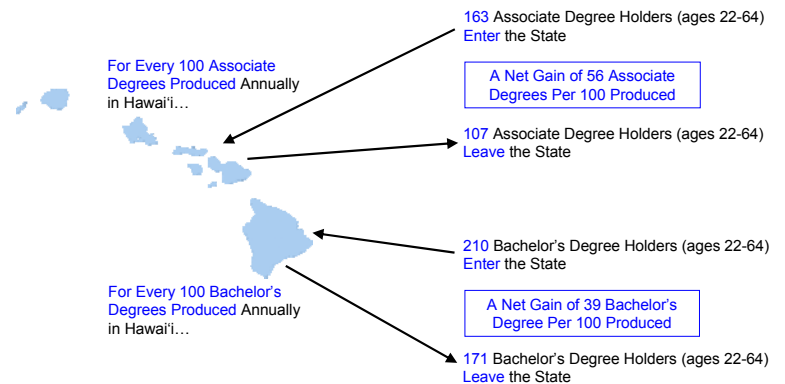
Graduation Rates by Cohort, UH Units



Note: Includes bachelor's, associate, and certificates of achievement.
 For UH Mānoa and UH Hilo, Fall 1 = 1992 cohort, Fall 11 = 2002 cohort. Completion within 6 years. Bench/peer rates = 2001 cohort.
 For UH Community Colleges, Fall 1 = 1995 cohort, Fall 11 = 2005 cohort. Completion within 3 years. Bench/peer rates = 2004 cohort.
 UH West O'ahu data are excluded due to limited cohort years.
 UHCC system has a benchmark group but no peer group.

Is Hawai'i Benefiting from the Migration of College Graduates?

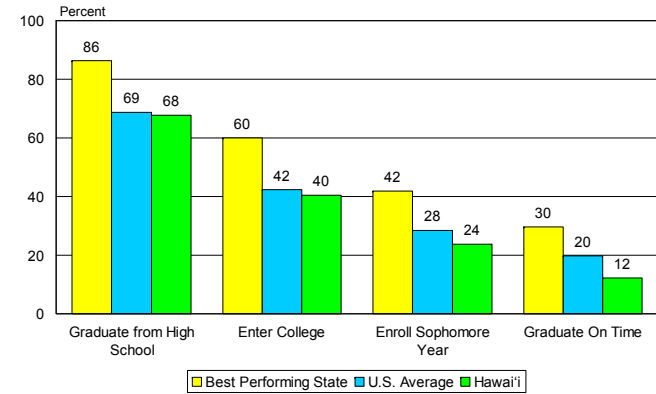
Recent Annual Degree-Production and Migration Patterns



Leaky Educational Pipeline

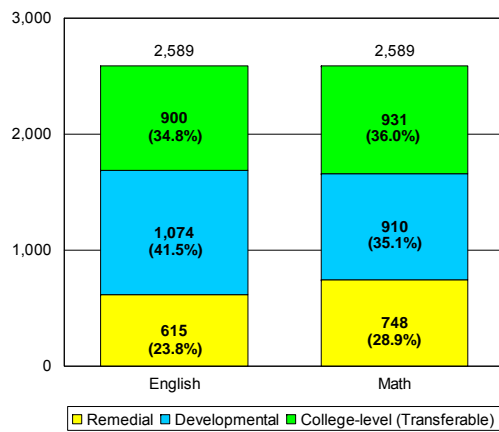
Hawai'i and the Nation's Pipeline, 2006

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



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

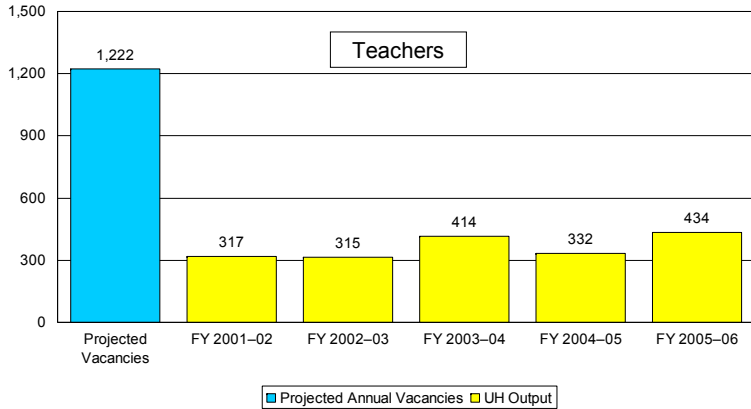
Hawai'i Public High School Graduates Enrolled in Remedial and/or Developmental Classes at UHCC, Fall 2006



Note: Duplicated headcount.

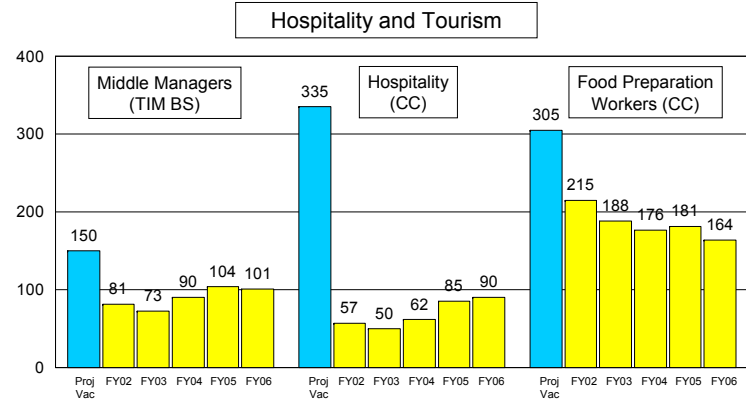
Gap Between Workforce Supply and Demand

Projected Annual Vacancies in Shortage Areas Statewide, 2006-17 and Total UH Output, 2002-06



Source: Economic Modeling Specialist Inc (EMSI), April 2007; MAPS Degrees & Certificates Earned, FY 2002-06.

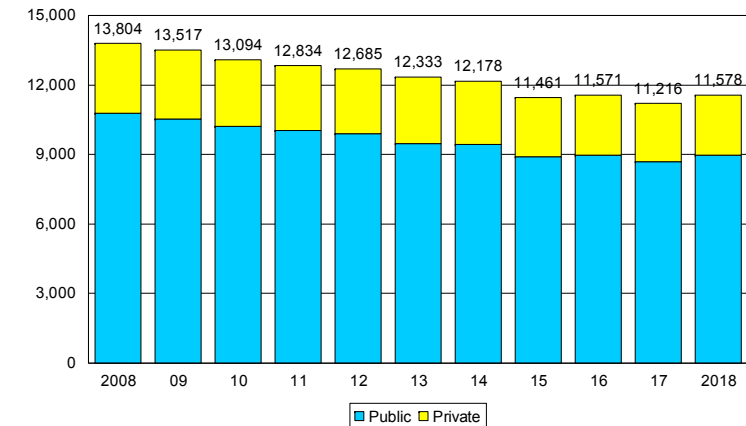
Projected Annual Vacancies in Shortage Areas Statewide, 2006-17 and Total UH Output, 2002-06



Source: State of Hawaii, Department of Labor and Industrial Relations, Research & Statistics Office; Economic Modeling Specialist Inc (EMSI), June 2005; MAPS Degrees & Certificates Earned, FY 2002-06.

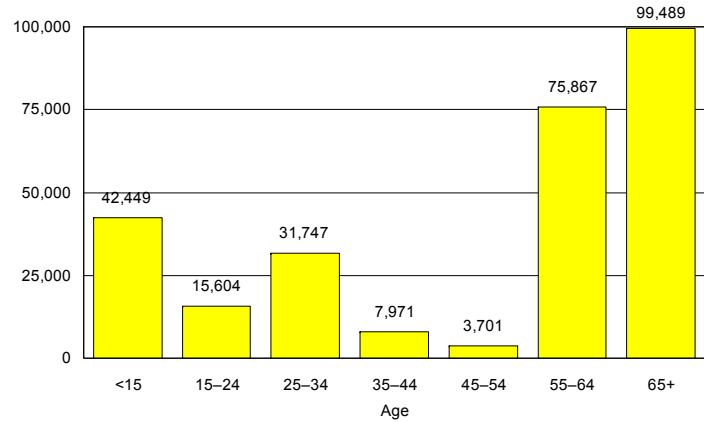
Importance of Returning Adults

Projected Hawai'i High School Graduates, 2007-08 Through 2017-18



Source: "Knocking at the College Door, Projections of High School Graduates by State, Income, and Race/Ethnicity, 1988 to 2018," December 2003, WICHE

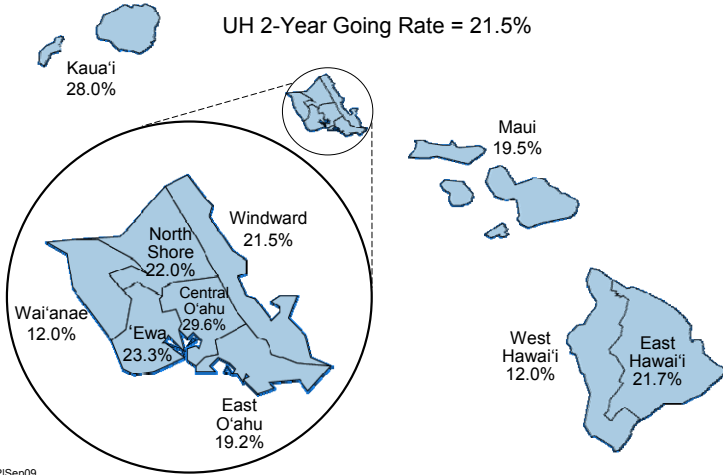
Projected Change in Population of Hawai'i by Age Group from 2000 to 2020



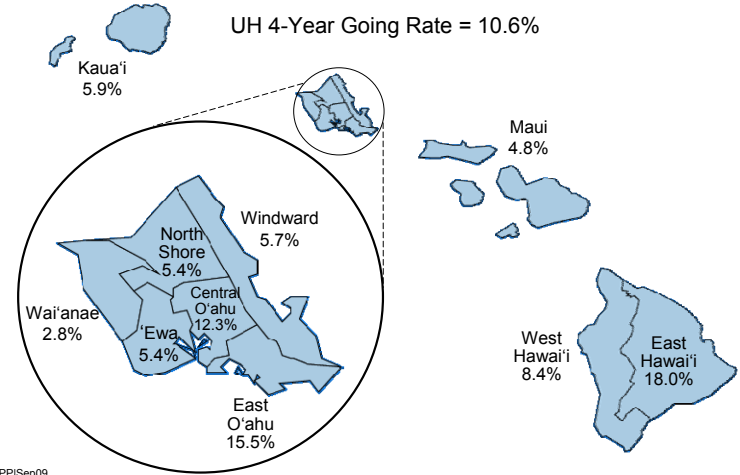
Source: U.S. Census Bureau's Population Projections and Census 2000

Population and Geographic Disparity in Educational Service

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

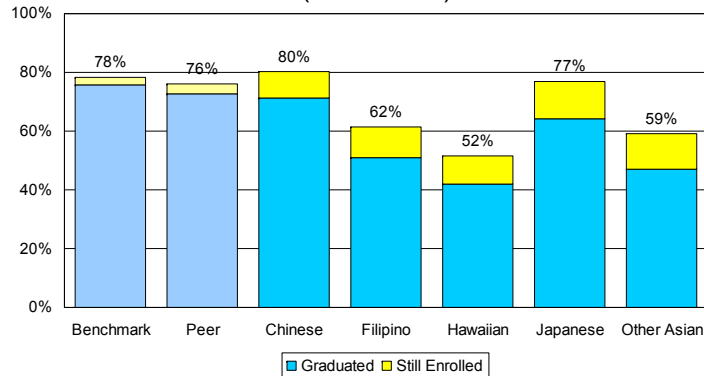


Going Rates to UH 4-Year Campuses by Geographic Region, Fall 2006



Average Six-Year Graduation and Retention Rates Asian, Filipino, and Hawaiian

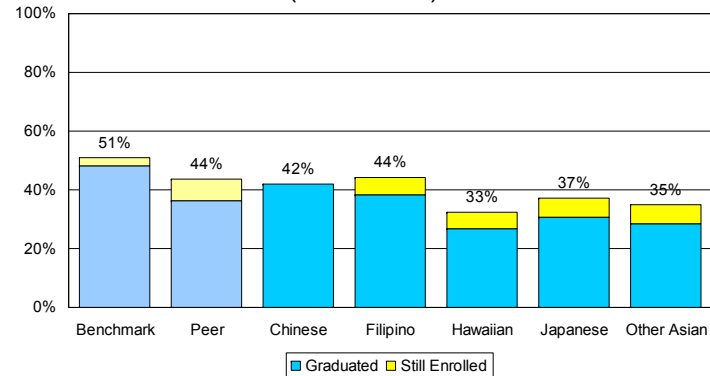
UH Mānoa (1990-1998) Cohorts



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

Average Six-Year Graduation and Retention Rates Asian, Filipino, and Hawaiian

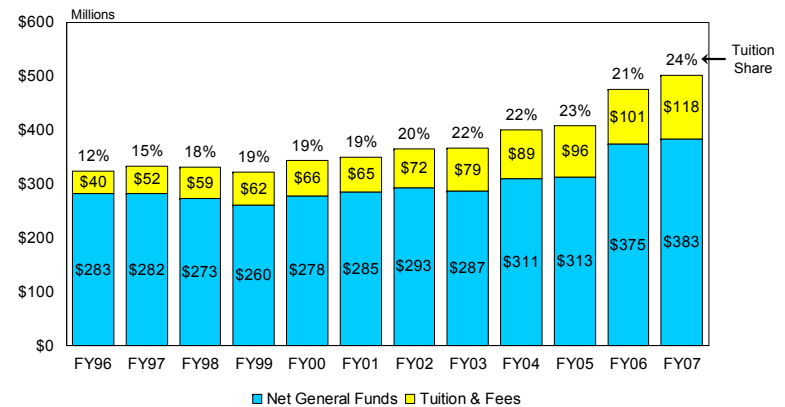
UH Hilo (1994-1998) Cohorts



Note: First-time, full-time, degree-seeking freshmen, fall 1994-1998 cohorts as of 2004. Though U.S. Office of Management and Budget (OMB) federal reporting standards on race and ethnicity have changed recently, they previously defined the Asian or Pacific Islander category to include Native Hawaiians and other Pacific Islanders. Available data can only be aggregated as shown here.

Shift in Revenue Source for Public Higher Education

Net General Funds & Tuition Revenues

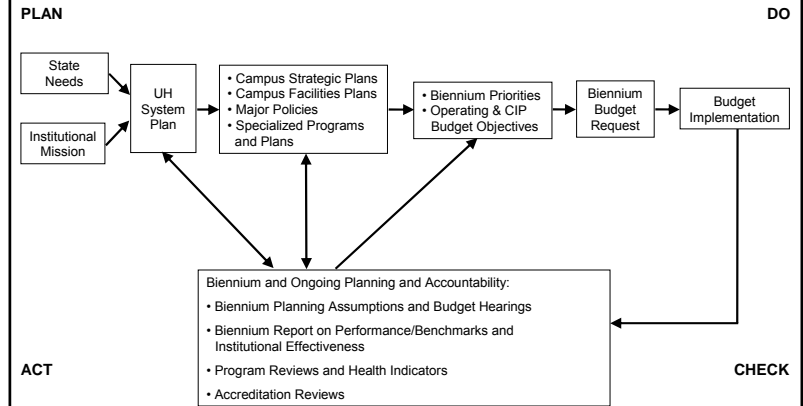


Note: GF does NOT include fringe benefits, debt service, and risk management.

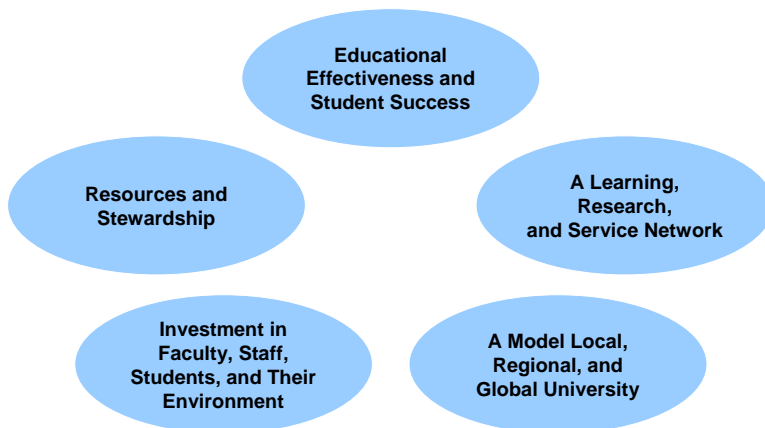
Hawai'i's Higher Education Needs

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

University of Hawai'i System Planning



Strategic Plan: Five Goals



Revisiting the Strategic Plan

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

Evaluate Current Plan Goals and Objectives

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

Strategic Plan Update Sessions What We Learned—Most Frequent Observations

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

Summary of Meetings, Spring 2008

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

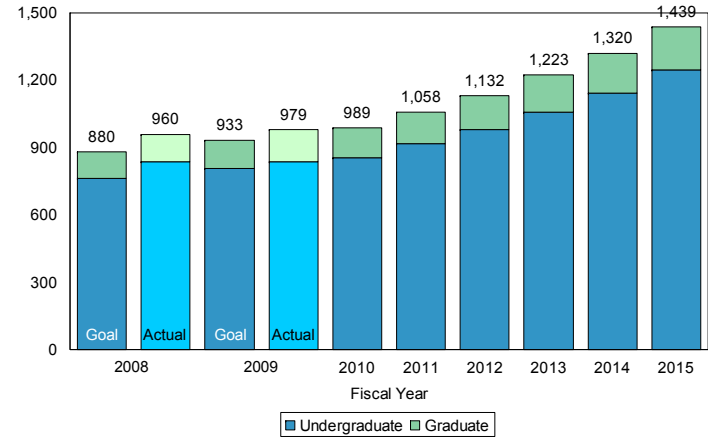
SERVING THE STATE OF HAWAII:

UH System Strategic Outcomes and Performance Measures, 2008–2015

Strategic Outcome: Native Hawaiian Educational Attainment

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

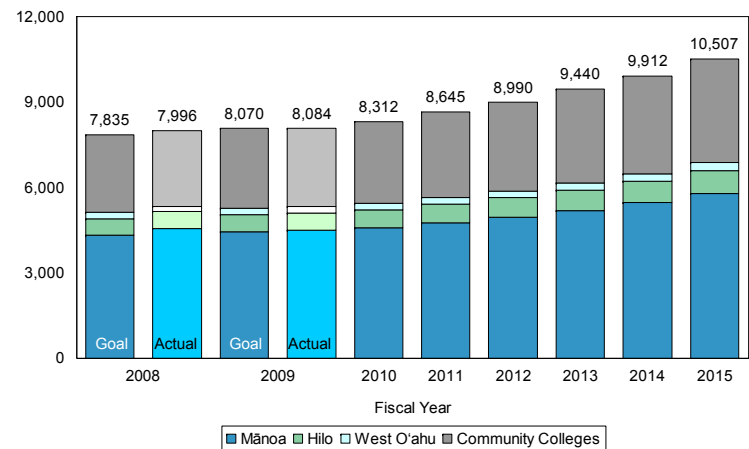
Degree Attainment of Native Hawaiians at UH GOAL: INCREASE 6-9% PER YEAR



Strategic Outcome: Hawai'i's Educational Capital

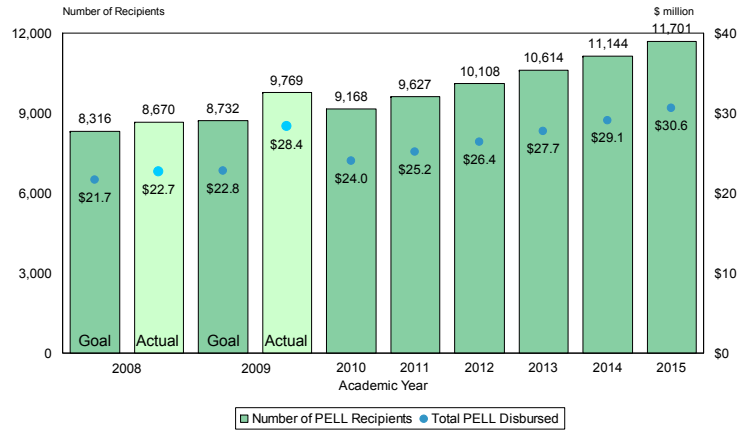
To increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions.

UH Degrees & Certificates of Achievement Earned GOAL: INCREASE 3-6% PER YEAR



UH Disbursement of PELL Grants

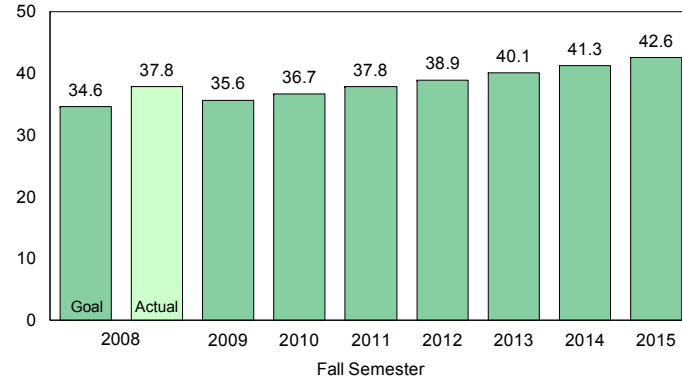
GOAL: INCREASE 5% PER YEAR



Notes: AY09 figures are preliminary. Average amount awarded: AY04, \$2,471; AY05, \$2,488; AY06, \$2,437; AY07, \$2,477; AY08, \$2,614; AY09, \$2,906. Source: Office of Student Affairs for actual data

Going Rates of Public and Private High Schools, UH System

GOAL: INCREASE 3% PER YEAR



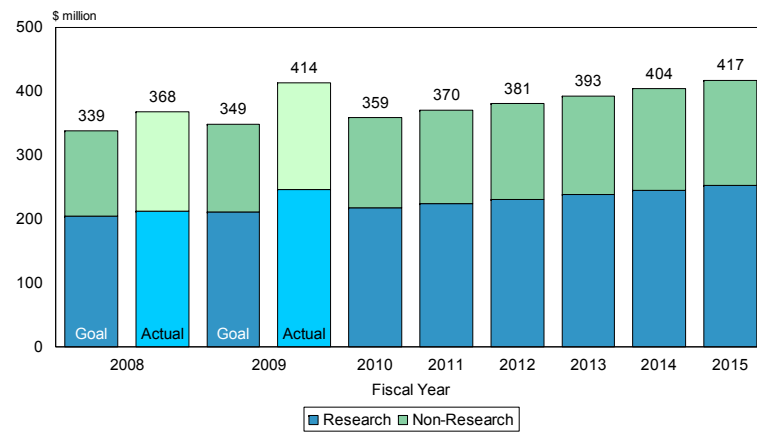
Notes: The going rate is the percentage of Hawai'i high school graduates entering the University of Hawai'i without delay upon graduation from high school. Fall 2009 data available December 2009. Source: UH Institutional Research Office for actual data

Strategic Outcome: Economic Contribution

To contribute to the state's economy and provide a solid return on its investment in higher education through research and training.

UH Extramural Fund Support

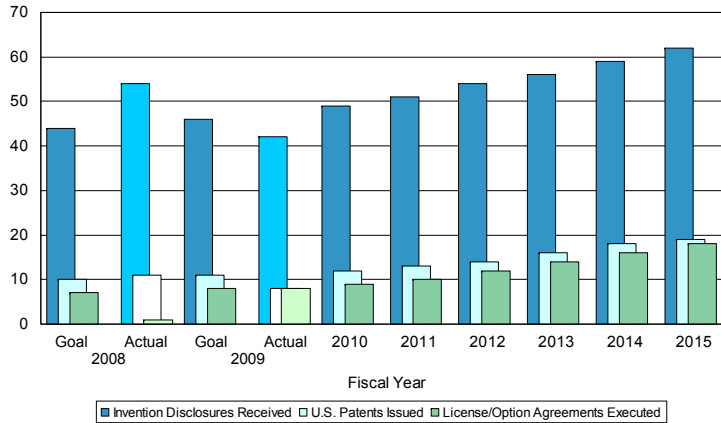
GOAL: INCREASE 3% PER YEAR



Note: Non-research includes training, instrumentation, building improvements, conferences, centers, boat operations, art and dance performances, etc. Source: Office of Research Services for actual data

UH Patents, Invention Disclosures, and Licenses

GOAL: INCREASE 5-15% PER YEAR



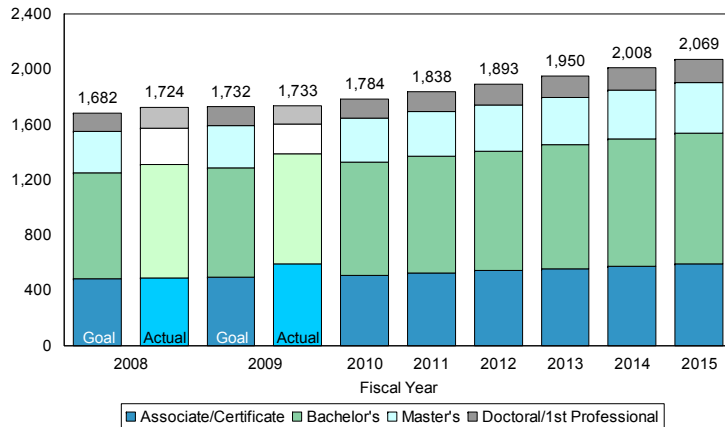
Notes: Projections: Invention disclosures received = 5%, U.S. patents issued = 10%, license/option agreements executed = 15%
 Source: Office of Technology Transfer and Economic Development (OTTED) for actual data

Strategic Outcome: Globally Competitive Workforce

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

UH Degrees in STEM Fields

GOAL: INCREASE 3% PER YEAR

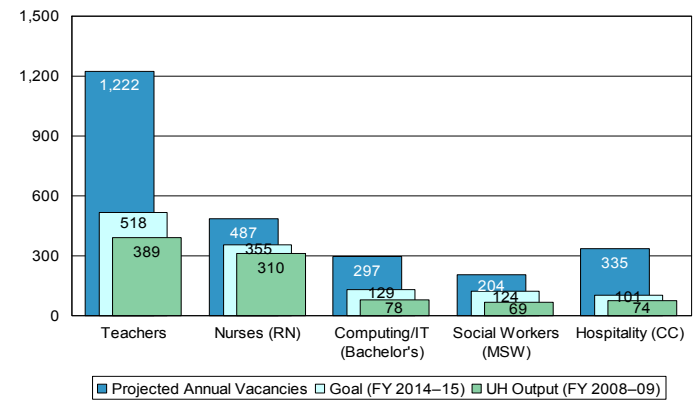


Notes: The UH System defines its STEM majors for its strategic outcome/performance measure goal as those included in the following Classification of Instructional Program (CIP) categories: 01, 03, 11, 14, 15, 26, 27, 40, and 51.
 Goals have been revised since May 2008.

Source: UH Institutional Research Office for actual data

Projected Annual Vacancies in Shortage Areas Statewide, 2006-17 and Total UH Output, 2008-09

GOAL: INCREASE 5% PER YEAR



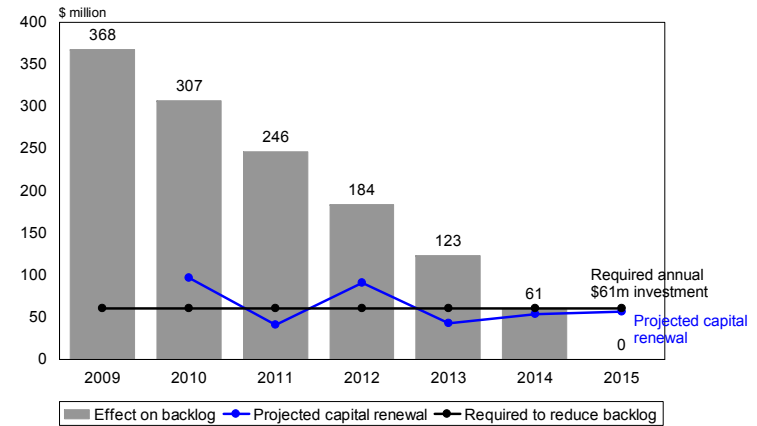
Note: Annual teacher vacancies has been revised since May 2008.

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

Strategic Outcome: Resources and Stewardship

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

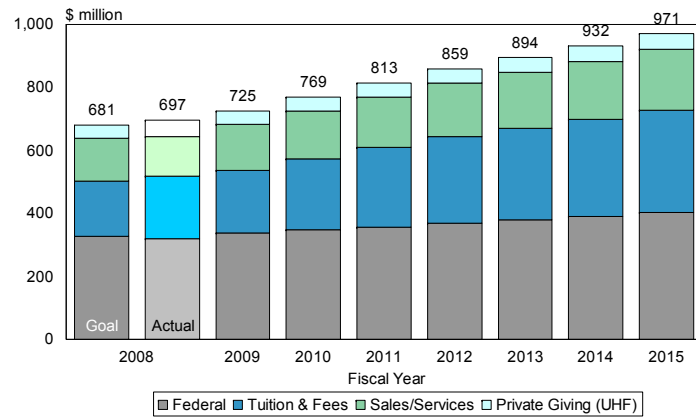
Annual Investment Required to Eliminate Deferred Maintenance Backlog by 2015



Note: Goals have been revised since May 2008.
Source: The Facilities Renewal Reinvestment Study by the Pacific Partners Consulting Group, April 2009.

UH Funding Sources

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



Notes: Goals: Federal increase 3% per year; Tuition and Fees 5-15%; Sales/Services 5%; Private Giving (UHF) increase to \$50m by 2015.
Source: General Accounting and Loan Collection Office and UH Foundation for actual data

For More Information

Website:

www.hawaii.edu/ovppp/uhplan

- Strategic Outcomes and Performance Measures brochure
- Dashboards brochure