

President's Year in Review

Comments on the role and job of the President

Last step (!) in evolution of role from President (2014) to President & iChancellor (2016) to President as CEO of both the UH System and UH Mānoa (2019).

Established the first real Provost position at UH Mānoa with unified responsibility for education, research and students.

Developed concept of "hybrid" VPs.

Integrating advancement (UH Foundation) into the UH environment.

Progress on Major Goals

Reconceptualized with VPAPP, Officers and Chancellors the UH planning framework, embracing all aspects of the IAFP into our ongoing planning across all of enrollment, academic programs, facilities and budget. At the core are the decadal study, the strategic directions and integrated 6-year rolling plans for academics, enrollment, facilities and finances.

Delivered on commitment to continue land development with P3 approaches and develop a structure for such activities. The Atherton and NMFS projects are at very active stages. We developed a new structure within UH with available resources to establish an initial office of strategic partnerships. And we assumed control over the Mānoa Innovation Center. Still a work in progress and we are learning as we are doing.

More focus than ever in our history around enrollment management, including use of external consultants to help us catch up to national best practices. Results already demonstrated at Mānoa and we expect at UH Hilo this fall. UHWO working to ensure they can continue to grow and meet the needs of their region. Tuition rates and financial aid are part of the key.

Grand Challenges were identified last year for sustained multi-year engagement:

Health, Sustainability and Hawai'i's Economy:

- UHealthy initiative was developed and is underway with broad acceptance across UH and in the community. Action plans are being vetted and an initial request for federal support will be considered next cycle.
- Sustainability update was provided to BOR earlier this month, and ISR update earlier in the year. Sustainability certificate was developed at UHM and we have more to do on academic programming across the system. Hope to have initial request for federal support considered next cycle.
- Working with V, HBR, and now two different HEC groups on economy and innovation

Mānoa Reorganization was fully conceptualized last year. Phase 1 was completed and Phase 2 now underway based on an innovative conceptual structure that focuses on outcomes rather than transactional processes.

We undertook a major reboot of the UH advancement program based on a new relationship with the UH Foundation, a new UHF CEO, and new integrations within UHF and between UH and UHF (alumni relations, fundraising, communication) along with new structures (UHF CEO as UH VP, UH Pres voting on UHF Board).

Other Notable Outcomes

Multiple record and near-record numbers in recruitment and retention at UHM, UHH and UHWO

Thirty Meter Telescope permit secured and litigation ended. Maunakea Rules process underway along with work on updates to Master Plan, Comprehensive Management Plan and EIS for new land tenure.

Launch of A Hua He Inoa program with Ka Haka 'Ula O Ke'elikōlani, 'Imiloa and observatories.

Notable new degree programs to meet local needs including: BS in Aeronautical Science at UHH; at UHM a new BS in Engineering Science with in Aerospace and Biomedical concentrations, BS in Construction Engineering and a professional masters of Asian International Affairs; and at UHWO the BA in Creative Media and BS in Natural Science.

UHH successfully reorganized to create a new College of Natural and Health Sciences, is preparing to welcome a new chancellor, and hosted a likely future Nobel prize-winner from Hilo, Jennifer Doudna, as the Tseng Distinguished Scholar.

Moved into the new Health Science and Administration Building at UHWO, completing the DKICP building at UHH, continuing work on the Life Science Building at UHM, and broke ground on the Creative Media Building at UHWO, which will be a resource for the entire system.

Mānoa has created compelling interdisciplinary initiatives in strategic areas including ISR, Data Sciences, and C-MAIKI – all of which are already showing successes.

The community colleges completed \$10m in fundraising for the Culinary Institute of the Pacific at Diamond Head, unlocking the full \$20m in state funding. They also institutionalized the HI-NET program to support the living needs of those with greatest need so they can participate in workforce training. And the new cohort-based multi-campus AA online program has already attracted far more interest than our initial implementation can support, mostly from our primary target population, returning adults.

And lest it be overshadowed by other drama, UH received our best CIP budget from the Legislature in years.

Notable Opportunities and Challenges Ahead

Mānoa Phase 2 and other reorganizations

Working toward a more productive and positive legislative session

Maunakea

Community College enrollment and transfer rates to UH universities

Rebooting the Hawai'i Innovation Initiative

Financing the advancement enterprise

Leadership transitions: UHH, VPCC, CC Chancellors, Manoa Deans, MVPs. And BOR.