

UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2009 LEGISLATURE

Annual Report on Government Operations
Act 100, SLH 1999

And

Biennium Report on Benchmarks and Performance Indicators
HRS 304A-2001

November 2008

UNIVERSITY OF Hawai'i
REPORT TO THE 2009 LEGISLATURE

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

And

**Biennium Report on Benchmarks and Performance Indicators
As Required by HRS 304A-2001**

Act 100, Session Laws of Hawai'i 1999, 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.

HRS 304A-2001 requires the University of Hawai'i Board of Regents to adopt benchmarks tied to Master Plan goals and to use these benchmarks in the development of budget and tuition schedules, the periodic review of programs, and the submission of a report to the Legislature in the second year of each fiscal biennium. This activity was required effective FY 1998. This report requirement is also cited in the preamble of Act 115, SLH 1998, as an accountability measure important to greater University autonomy.

Due to the related nature of Act 100 and HRS 304A-2001 requirements, the following information and enclosed documents are presented together to minimize redundancies.

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

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 to the public agenda and priorities identified in the Second Decade Project. Demographic changes not known in 2002 when the plan was created were presented for consideration. Feedback revealed that people liked the plan in principle; however, the vague language, mix of campus actions with broad system goals, and lack of quantitative outcomes and timelines confused rather than clarified. In 2008, the University developed a companion document to the system strategic plan articulating its strategic priorities for the next three biennia (to 2015) in clear, measurable terms. These strategic outcomes and performance measures, organized around state needs, reaffirmed the institution's commitment to the state and established a clear methodology with which to assess its performance and progress. Earlier this year, these outcomes and measures were approved by the Board of Regents as part of the University's long range financial plan under Senate Concurrent Resolutions 137 and 79 (2007) that linked performance goals to funding.

The efforts of Act 188's task force (Act 188, SLH 2008), which is charged with looking into performance formula funding for the University, will be 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.

www.hawaii.edu/ovppp/stratplansys.html

The Second Decade Project presentation

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

Meeting State Needs brochure

www.hawaii.edu/offices/app/opp/msn/

UH System Strategic Outcomes and Performance Measures, 2008–2015 brochure and UH System Strategic Plan Update archives

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) define 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/
<http://uhwo.hawaii.edu/images/strategicplan.pdf>
www.hawaii.edu/ccc/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, 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 2007–2008.
<http://www.hawaii.edu/offices/app/opp/acadprog/>
- **University of Hawai'i Measuring Our Progress, 2008.** This is the University's eighth report in a series produced biennially to fulfill the requirements of HRS 304A-2001. 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. With each publication, the University has refined and added measures and narrative that help demonstrate the effectiveness of programs and services. This report not only satisfies accountability concerns but also informs our improvement efforts. This report, coupled with the strategic outcomes and performance measures that came out of the system strategic plan update, provide a comprehensive view of the University's priorities and goals. The next *Measuring Our Progress* update will be in 2010.
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 schedule was adopted by the Board of Regents in spring 2005. A mid-schedule review of the University of Hawai'i's tuition relative to its peers is scheduled for spring 2009.

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

- **Budget Preparation.** The University of Hawai'i 2009–2011 Biennium Budget was informed by relevant strategic outcomes and performance measures established during 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.