

# UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2011 LEGISLATURE

Annual Report on Government Operations  
Act 100, SLH 1999

and

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

December 2010

UNIVERSITY OF HAWAII  
REPORT TO THE 2011 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 Hawaii'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 Hawaii'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 remains steadfast in its commitment to addressing the needs of the state through its public higher education agenda. In February 2010, President Greenwood announced at her State of the University of Hawaii'i System address three strategic objectives that further defined how the University planned to support the needs of the state:

- *The Hawaii'i Graduation Initiative (HGI)* focuses on increasing the number of educated citizens in the state and addressing underserved populations/regions. The University's goal is to increase the number of college graduates by 25 percent by the year 2015.

In March 2010, Hawaii'i joined Complete College America's (CCA) Alliance of States, whose goals closely parallels those of HGI and draws upon the foundational work completed by the University, i.e., the establishment of a public higher education agenda and strategic outcomes and performance measures goals. CCA's goals are

to increase the number of Americans with college degrees or certificates and to close the attainment gaps for underrepresented groups.

In October 2010, Hawai'i was selected as one of the eight states (of 24) to participate in CCA's Fall Academy. Criteria were based on an assessment of state's readiness to move forward to increase college completion. CCA assessed factors such as the University's existing strategic goals, plans for performance funding, strategies and practices to help students complete (as in Achieving the Dream), and support of key leaders and partnerships among sectors.

The Hawai'i team who attended the CCA Fall Academy drafted a state completion plan that includes three points:

1. Fifteen to Finish. Encourage students to enroll full-time and complete 15 credits per semester to increase on-time completion, e.g.:
  - a. Communicate advantages of earning 15 credits/semester
  - b. Provide incentives
  - c. Make course offerings more accessible (review calendar; distance learning)
2. Accelerate to Finish. Provide effective options for students to begin earning credits to complete their degree or certificate requirements, e.g.:
  - a. Prepare high school graduates for college level work
  - b. Reduce time in remediation
  - c. Better use of summer school
3. Workforce-Responsive Certificates. Establish new certificates with clear pathways to meet workforce needs and economic diversification goals, e.g.:
  - a. Work with employers & Hawai'i's Workforce Development Council to identify needed skills in new or high demand areas.

The University has organized its CCA efforts under the HGI umbrella and are proceeding with a strategic communications plan to emphasize the importance of college completion. It will be aimed at students, parents, the general public, elected officials, and University faculty and staff.

- *Innovation and Technology Transfer* looks at how the University can continue to contribute positively to the workforce and the economy. The President's Advisory Council on Hawai'i Innovation and Technology Advancement was formed to study the University's successes, challenges, and opportunities, with an eye toward understanding how the best universities achieve their impact. The group's charge is to advise the University on steps to create a 21st century capability for innovation and technology transfer, and to support a multi-billion dollar industry for Hawai'i in research, spin-offs and related services.

- *Project Renovate to Innovate's* directive is to advance the University's national reputation for excellence and its ability to build the state's capacity through capital renewal. The University's immediate goals are to improve campus environments for students, enhance the volume of federal and private support, and spur job creation to help stimulate the local economy.

President Greenwood's three strategic objectives are built upon the current system strategic plan and the foundational work that extended the strategic plan through 2015. Five strategic outcomes and ten performance measures, organized around state needs, reaffirmed the University's commitment to the state and established a clear methodology with which to assess its performance and progress. A 2010 update of the system dashboard brochure will be available in early 2011.

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](http://www.hawaii.edu/ovppp/stratplansys.html)

The Second Decade Project presentation

[www.hawaii.edu/offices/app/seconddecade/](http://www.hawaii.edu/offices/app/seconddecade/)

*Meeting State Needs* brochure

[www.hawaii.edu/offices/app/msn/](http://www.hawaii.edu/offices/app/msn/)

*UH System Strategic Outcomes and Performance Measures, 2008–2015* and  
*UH System Performance Measures Dashboard Indicators* brochures

[www.hawaii.edu/ovppp/uhplan/](http://www.hawaii.edu/ovppp/uhplan/)

## UNIT PLANS

The four unit strategic plans of the University of Hawai'i (UH Mānoa, UH Hilo, UH West O'ahu, and UH Community Colleges) define each unit's unique mission and vision. Unlike the system strategic plan which was extended to 2015, the four unit strategic plans expire in 2010. These units are currently engaged in their respective strategic planning processes to align with system changes that have occurred over the past five years.

[www.uhm.hawaii.edu/vision/](http://www.uhm.hawaii.edu/vision/)

[www.uhh.hawaii.edu/uhh/strategic/](http://www.uhh.hawaii.edu/uhh/strategic/)

<http://uhwo.hawaii.edu/images/strategicplan.pdf>

[www.hawaii.edu/cc/Prpp/prpp\\_fameset.html](http://www.hawaii.edu/cc/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 2009–2010.  
[www.hawaii.edu/offices/app/acadprog/](http://www.hawaii.edu/offices/app/acadprog/)
- **University of Hawai'i Measuring Our Progress, 2010.** This is the University's ninth 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 system's strategic outcomes and performance measures, provides a comprehensive view of the University's priorities and goals. The *Measuring Our Progress* 2010 update will be available shortly.  
[www.hawaii.edu/ovppp/mop/](http://www.hawaii.edu/ovppp/mop/)
- **Tuition Benchmark Comparisons.** The University monitors tuition at comparable institutions. This comparative 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](http://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.  
[www.hawaii.edu/apis/ep/e6/tuition.html](http://www.hawaii.edu/apis/ep/e6/tuition.html)

The University's administration is currently undergoing planning discussions for its next multi-year tuition schedule, effective fall 2012. The Board of Regents are expected to evaluate the administration's proposals in spring 2011. It has been

an established practice to complete future schedules a year in advance to give students and families time to plan.

- **Budget Preparation.** The transition to performance based funding using relevant strategic outcomes and performance measures reflects the importance the University and the legislature place on adopting a clear accountability structure. As previously mentioned, these outcomes and measures seek to strategically position the University to better meet the needs of the state. Other reporting within the state, such as to the Department of Budget and Finance, reflect a similar realignment of priorities, where annual measures of effectiveness have been modified to reflect the University's performance measures.