

UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2012 LEGISLATURE

Annual Report on
Goals, Objectives/Policies, Action Plan and Performance Measures

Act 100, SLH 1999

December 2011

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

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.

SYSTEM VISION, GOALS, AND ACTION PLAN

In 2010, President Greenwood launched three strategic initiatives in support of the state's public higher education agenda: 1) *Hawai'i Graduation Initiative* looks at ways to increase college attainment; 2) *Innovation and Technology Transfer* strives for innovation in the workforce and economy; and, 3) *Project Renovate to Innovate* focuses on building the University's capacity for capital renewal. These strategic initiatives are based on the public higher education agenda established in 2007 (see table below).

Strategic Initiative	State Higher Education Agenda
Hawai'i Graduation Initiative	increase the educational capital of the state
	address underserved populations/regions
Innovation and Technology Transfer	expand workforce development
	diversify the economy
Project Renovate to Innovate	renew and expand infrastructure

Intimately tied to the three strategic initiatives are the five strategic outcomes and ten performance measures for the University system. These strategic outcomes and performance measures have been annually reported since 2008 and are the primary benchmarks the University measures itself against.

Hawai'i Graduation Initiative (HGI). HGI focuses on the central issues of increasing the number of educated citizens in the state and narrowing the achievement gap of targeted ethnic and low income groups. Hawai'i has a long history of having a well-educated citizenry; only recently have the 25-year-olds had less education than the 35-, 45-, or 55-year-olds. This decline in educational attainment of the younger generation is alarming as experts look at the long-term impact of our state and nation's future economic viability.

The University's goal to increase the number of college graduates by 25 percent by 2015 has been similarly matched with the following national and state goals, reflecting the widespread concern over the U.S.'s lagging college completion rates:

“By 2020, America will once again have the highest proportion of college graduates in the world”

U.S. President Obama

“55 percent of Hawai‘i’s working age adults to have a 2- or 4-year degree by 2025”

Hawai‘i’ P-20 Partnerships for Learning

To date, HGI has developed a four-point strategy around preparation for college, participation (college-going), persistence (completion), and performance in the workplace. Each strategy lists specific objectives and activities that contribute toward the overall goal of college completion (and beyond, to successful employment). A communications plan and implementation strategies for key objectives are currently being developed.

Linked to HGI is Hawai‘i’s participation in Complete College America’s (CCA) Alliance of States. CCA provides facilitation support to state teams, assisting in the creation of strategies to further overall completion goals. These strategies have been incorporated HGI’s four-point strategy. State teams are comprised of decision makers from the University’s administration, Board of Regents, state legislature, and the private sector.

Innovation and Technology Transfer. This initiative looks at how the University can further contribute to Hawai‘i’s workforce and economy. The President’s Advisory Council on Hawai‘i Innovation and Technology Advancement was created 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 was 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. The innovation council produced a report that outlined four recommendations: 1) identify research as an industry in Hawai‘i; 2) establish HiTEx (Hawai‘i Innovation Technology Exchange) Institute; 3) identify key areas for commercialization opportunities; and, 4) integrate entrepreneurship into the curriculum.

<http://www.hawaii.edu/offices/op/innovation/council-final-recommendations.pdf>

Project Renovate to Innovate. This directive advances 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. A number of projects have been completed or are underway.

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.

- **Strategic Outcomes and Performance Measures.** President Greenwood's three strategic objectives are built upon the 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, reaffirm the University's commitment to the state and establishes a clear methodology with which to assess its performance and progress. The annual update of the system dashboard brochure will be available in early 2012.

Sources:

UH System Strategic Outcomes and Performance Measures, 2008–2015 and
UH System Performance Measures Dashboard Indicators brochures
www.hawaii.edu/ovppp/uhplan/

- **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.
www.hawaii.edu/offices/app/acadprog/
- **Tuition Benchmark Comparisons.** The University monitors the average tuition of flagship institutions and western regional institutions. This comparative data is routinely used as a frame of reference and is one important component of tuition setting at the University of Hawai'i.

A new University of Hawai'i tuition schedule from AY 2012–13 through 2016–17 was approved by the Board of Regents in fall 2011.

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

- **Budget Preparation.** The University's request to adopt a performance based funding model using relevant strategic outcomes and performance measures reflects the importance the University places 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.