

# UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2013 LEGISLATURE

Annual Report on  
Act 100, SLH 1999 and HRS 304A-2001

Goals, Objectives/Policies, Action Plan and Performance Measures

November 2012

UNIVERSITY OF HAWAII  
REPORT TO THE 2013 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 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 VISION, GOALS, AND ACTION PLAN**

A brief description and update of the University's three system strategic initiatives is provided below. The *Hawaii Graduation Initiative* (HGI) focuses on increasing the number of college graduates in Hawaii; the *Hawaii Innovation Initiative* (HI<sup>2</sup>) seeks to build a \$1 billion research industry in the state; and, 3) *Project Renovate to Innovate* (R2I) focuses on building the University's capacity for capital renewal to support the previous efforts mentioned. These initiatives are intimately tied to the University's public higher education agenda for the state and UH's Strategic Outcomes and Performance Measures (see table below). The University established its state higher education agenda in 2007. Ten UH performance measures, along with five strategic outcomes related to the performance measures, have been annually reported since 2008 and are the primary benchmarks the University measures itself against.

<b>State Higher Education Agenda</b>	<b>Performance Measures through 2015</b>	<b>Strategic Initiative</b>
Increase the Educational Capital of	UH Degrees and Certificates of Achievement Earned	HGI

State Higher Education Agenda	Performance Measures through 2015	Strategic Initiative
the State	Going Rates of Public and Private High Schools to UH System Campuses	HGI
Address Underserved Populations/Regions	Degree Attainment of Native Hawaiians at UH	HGI
	UH Disbursement of Pell Grants	HGI
Expand Workforce Development	Projected Annual Vacancies in Shortage Areas Statewide and Total UH Output	HGI
	UH Degrees in STEM Fields	HGI, HI <sup>2</sup>
Diversify the Economy	UH Extramural Fund Support	HI <sup>2</sup>
	UH Invention Disclosures, Patents, and Licenses	HI <sup>2</sup>
Renew and Expand Infrastructure	UH Funding Sources	HI <sup>2</sup> , R2I
	Annual Investment Required to Decrease Deferred Maintenance Backlog	R2I

**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. Its overarching goal is the UH Degrees and Certificates of Achievement Earned performance measure which seeks to increase the number of UH graduates by 25 percent by the year 2015.

To achieve this and other UH performance measures goals, HGI's strategies span the educational pipeline—helping our K-12 students **prepare** for college, encouraging them to **participate** in early credit opportunities and enroll in college, encouraging our undergraduates to **persist** and graduate, and preparing them to **perform** in the workplace. In addition, broad, systemic activities supplement the overall effort. They include an increased focus on goals and outcomes, a review of policy levers, an emphasis on data use for planning, and the communication of key HGI messages. Partnerships with national associations such as Complete College America, Access to Success, Achieving the Dream, and Educational Delivery Institute provide additional assistance in planning and implementation efforts across the UH System.

Recent and upcoming activities include:

- A *Fifteen to Finish* marketing campaign that encourages students to enroll in 15 or more credits a semester to increase their chances of “on time” graduation (2- and 4-years). Initial results of the *Fifteen to Finish* marketing campaign show a positive impact on the number of students, particularly first-time freshman, taking

15 or more credits in fall 2012. Continuing efforts are planned to analyze the long term impact on success.

- A Summit II planning session in October 2012 where UH campus and system teams gathered at the State Capitol for a two-day planning session that focused on improving student success. Facilitators and national content experts were brought in by Complete College America (CCA) to assist in the discussions. System and campus teams continue to move forward on their plans and selected content experts may return in 2013 to further assist with those efforts.
- Hawai'i is one of a few states that will be featured at the upcoming December 2012 CCA Academy in New Orleans. Representatives from the State Legislature, Governor's Office, and UH will attend. A presentation on UH's *Fifteen to Finish* marketing campaign and a panel presentation on the utilization of a UH scorecard to encourage data-driven change are on the agenda. Hawai'i was also a featured state at the CCA Academy in October 2011.

**Hawai'i Innovation Initiative (HI<sup>2</sup>).** The University of Hawai'i has launched HI<sup>2</sup> to create a vibrant, diversified state economy and to help to solve the most pressing problems in our state and world. This is a statewide and system-wide economic development initiative, to be accomplished in partnership with the private sector and community groups. The University of Hawai'i will drive the growth of Hawai'i's research industry by doubling extramural funding from \$500 million to \$1 billion a year over the next five to eight years, through hiring 50 world-class researchers. The University of Hawai'i Innovation Initiative will act as an economic fuel cell, generating significant investment and creating thousands of well paying, clean jobs. Moreover, solving problems in areas such as food sustainability, obesity and renewable energy in our island state will create models for our nation and the rest of the world. The University of Hawai'i is already highly regarded in our research and science. The National Science Foundation ranks the University of Hawai'i at Mānoa 51<sup>st</sup> out of 689 public and private research universities. More information about the University of Hawai'i Innovation Initiative may be found at: <http://hawaii.edu/innovation>

**Renovate to Innovate (R2I).** 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, including the following:

- Cancer Research Center was completed in October 2012, and will provide wet and dry research labs for 42 principal investigators and their research teams. The shell & core construction is underway for an additional lab expansion of more 12 principal investigators;

- Edmondson Hall, Snyder Hall, and the Biomedical Sciences Building, three major research buildings on the UH Mānoa campus are currently being renovated;
- The new School of Pharmacy project at UH Hilo is currently in design and includes research labs; and,
- Holmes Hall at UH Mānoa and several research buildings at UH Hilo are currently in design for major renovations.

## 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.

### Effectiveness Measures.

- **Strategic Outcomes and Performance Measures.** The University's three strategic initiatives 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 establish a clear methodology with which to assess its performance and progress. The annual update of the system dashboard brochure will be available in January 2013.

Planning discussions on extending and expanding the strategic outcomes and performance measures from 2016 will commence in 2013.

Sources:

*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/)

- **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/](http://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.

The current AY 2012–13 through 2016–17 tuition schedule was approved by the Board of Regents in fall 2011. A mid-schedule review is planned for fall 2014.

[www.hawaii.edu/apis/ep/e6/tuition.html](http://www.hawaii.edu/apis/ep/e6/tuition.html)

- **Performance Based Budget.** 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.