2022 UH Strategic Plan Survey

April – May 2022

Strategic Plan Survey

Who took the survey?

Affiliation (Q #1)	# Responses
UH Mānoa	1,184
UH Hilo	204
UH West Oʻahu	147
Community Colleges	857
Office of the VP for CCs	16
UH System	95
Total	**2,503**

Role (Q #2)	# Responses
Student	1,229
Faculty	743
Staff	398
Administrator/EM	82
Other	51
Total	**2,503**

3) The following initiatives are identified in planning documents issued over the last several years, including the President's Post-Pandemic White Paper, the Third Decade Report, and the UH Strategic Directions 2015-2021. **Are these initiatives still relevant and important for the future of the University of Hawai‘i System?**

- a) **Student Completion**: Identifying and implementing processes that support students in the successful completion of their higher educational goals
- b) **Improve Use of Resources**: Using Public Private Partnerships (PPP) and other strategies to better utilize UH resources.
- c) **Advancing Diversity**: Advancing a vision for Diversity, Equity, and Inclusion
- d) **Civic Engagement**: Educating well rounded citizens to contribute to Hawaii's overall well-being
- e) **Workforce Opportunities**: Providing educational opportunities in current and emerging workforce sectors
- f) **Model Indigenous/Hawaiian Serving Institution**: Drawing on and respecting the host culture to serve as Model Indigenous Serving institution
- g) **Underrepresented and Underserved Student Success**: Eliminating gaps for underrepresented and underserved students, including low income, Native Hawaiian, Pacific Islanders and Filipino.
- h) **Seamless Transfer**: Understanding the diverse role each campus plays while providing seamless transfer.
- i) **Modernizing Facilities**: Modernizing learning environments by upgrading/updating facilities.
- j) **Vibrant Hawai‘i/Pacific**: Enhancing the role of UH in supporting a vibrant Hawai‘i and the Pacific
- k) **Applicable Research**: Conducting research to help solve global and state problems
- l) **System Efficiency**: Working together as a system by reducing duplication
- m) **Hawai‘i High School Student Support**: Providing support for Hawai‘i high school students to enroll in a post-secondary educational institution.

Strategic Plan Survey

3) Are these initiatives still relevant and important for the future of the University of Hawai‘i System?
(Sorted by Extremely Important)

Strategic Initiative	Extremely Important	Important	Somewhat important	Not important at all
a) Student Completion	68%	28%	4%	1%
e) Workforce Opportunities	58%	34%	8%	1%
g) Underrepresented and Underserved Student Success	55%	31%	11%	3%
d) Civic Engagement	48%	39%	11%	2%
k) Applicable Research	46%	39%	13%	2%
i) Modernizing Facilities	46%	39%	14%	2%
f) Model Indigenous/Hawaiian Serving Institution	45%	33%	17%	5%
c) Advancing Diversity	45%	34%	17%	5%
m) Hawai‘i High School Student Support	43%	40%	15%	3%
h) Seamless Transfer	42%	40%	16%	3%
l) System Efficiency	39%	39%	18%	5%
j) Vibrant Hawai‘i/Pacific	36%	40%	20%	5%
b) Improve Use of Resources	31%	45%	20%	4%

Strategic Plan Survey
by Affiliation - by Rating

3) Are these initiatives still relevant and important for the future of the University of Hawai‘i System?

(1 Not Important at All to 4 Extremely Important)

#3 Initiatives Affliation	a) Student Comp-letion	b) Improve Use of Resource	c) Advan-cing Diversity	d) Civic Engage-ment	e) Work-force Oppor-tunities	f) Model Indige-nous/ Hawaiian Serving Institu-tion	g) Under-repre-sented & Under-served Student Success	h) Seamless Transfer	i) Moder-nizing Facilities	j) Vibrant Hawai‘i/ Pacific	k) App-licable Research	l) System Efficiency	m) Hawai‘i High School Student Support
UHCCs	3.7	3.1	3.2	3.4	3.5	3.2	3.4	3.4	3.3	3.0	3.2	3.1	3.4
UH Hilo	3.6	3.1	2.9	3.2	3.6	3.0	3.2	3.1	3.3	3.0	3.3	3.1	3.1
UH Mānoa	3.6	3.0	3.2	3.3	3.4	3.2	3.4	3.1	3.3	3.1	3.4	3.1	3.1
UH West O‘ahu	3.7	3.2	3.3	3.4	3.6	3.4	3.5	3.4	3.2	3.2	3.3	3.2	3.4
Office of the VP for CCs	3.7	3.1	3.0	2.9	3.6	3.3	3.3	3.4	3.0	3.0	2.9	3.4	3.1
UH System	3.5	2.9	3.0	3.2	3.4	2.9	3.1	3.1	3.0	2.8	3.3	3.3	3.1
Total	**3.6**	**3.0**	**3.2**	**3.3**	**3.5**	**3.2**	**3.4**	**3.2**	**3.3**	**3.1**	**3.3**	**3.1**	**3.2**

Strategic Plan Survey by Role - by Rating

3) Are these initiatives still relevant and important for the future of the University of Hawai‘i System?

(1 Not Important at All to 4 Extremely Important)

#3 Initiatives Role	a) Student Comp-letion	b) Improve Use of Resource	c) Advan-cing Diversity	d) Civic Engage-ment	e) Work-force Oppor-tunities	f) Model Indige-nous/ Hawaiian Serving Institu-tion	g) Under-repre-sented & Under-served Student Success	h) Seamless Transfer	i) Moder-nizing Facilities	j) Vibrant Hawai‘i/ Pacific	k) App-licable Research	l) System Efficiency	m) Hawai‘i High School Student Support
Administrator/EM	3.8	3.0	3.4	3.3	3.6	3.3	3.6	3.3	3.4	3.2	3.4	3.2	3.3
Faculty	3.6	2.8	3.1	3.3	3.4	3.1	3.4	3.2	3.3	3.0	3.3	2.9	3.1
Staff	3.7	3.0	3.2	3.3	3.6	3.1	3.4	3.2	3.3	3.0	3.3	3.3	3.3
Student	3.6	3.2	3.2	3.3	3.5	3.3	3.4	3.2	3.3	3.1	3.3	3.2	3.3
Other	3.6	3.0	3.2	3.2	3.4	3.2	3.4	3.0	3.2	2.8	3.1	3.1	3.3
Total	**3.6**	**3.0**	**3.2**	**3.3**	**3.5**	**3.2**	**3.4**	**3.2**	**3.3**	**3.1**	**3.3**	**3.1**	**3.2**

Strategic Plan Survey

4) Using the strategic initiatives listed above (#3), rank the top three most important areas to address in the next 6 years.
(Sorted by Most Important)

Strategic initiative	Most important	2nd most important	3rd most important
a) Student Completion	34%	12%	10%
e) Workforce Opportunities	14%	14%	11%
f) Model Indigenous/Hawaiian Serving Institution	10%	7%	7%
i) Modernizing Facilities	7%	9%	10%
g) Underrepresented and Underserved Student Success	7%	13%	9%
k) Applicable Research	6%	6%	6%
b) Improve Use of Resources	5%	10%	8%
l) System Efficiency	4%	5%	8%
d) Civic Engagement	3%	4%	6%
m) Hawai‘i High School Student Support	3%	5%	8%
c) Advancing Diversity	3%	5%	6%
j) Vibrant Hawai‘i/Pacific	2%	3%	4%
h) Seamless Transfer	2%	5%	5%

Strategic Plan Survey by Affiliation - by Rank

4) Rank the top three most important initiatives to address in the next 6 years.?

(1st Rank = 3, 3rd Rank = 1, % of Total Sum)

#3 Initiatives Affliation	a) Student Comp-letion	b) Improve Use of Resource	c) Advan-cing Diversity	d) Civic Engage-ment	e) Work-force Oppor-tunities	f) Model Indige-nous/ Hawaiian Serving Institu-tion	g) Under-repre-sented & Under-served Student Success	h) Seamless Transfer	i) Moder-nizing Facilities	j) Vibrant Hawai'i/ Pacific	k) App-licable Research	l) System Efficiency	m) Hawai'i High School Student Support
UHCCs	26%	7%	4%	3%	15%	8%	10%	5%	6%	2%	2%	5%	7%
UH Hilo	26%	9%	2%	3%	16%	7%	7%	3%	10%	2%	6%	5%	4%
UH Mānoa	20%	7%	5%	5%	12%	10%	10%	2%	10%	3%	9%	5%	4%
UH West O'ahu	27%	5%	5%	5%	15%	7%	10%	3%	4%	2%	4%	6%	7%
Office of the VP for CCs	37%	6%	2%	0%	18%	1%	11%	2%	2%	7%	2%	8%	3%
UH System	24%	6%	1%	3%	14%	6%	7%	5%	9%	2%	8%	9%	5%
Total	**23%**	**7%**	**4%**	**4%**	**14%**	**9%**	**9%**	**3%**	**8%**	**2%**	**6%**	**5%**	**5%**

Strategic Plan Survey
by Role - by Rank

4) Rank the top three most important initiatives to address in the next 6 years.?

(1st Rank = 3, 3rd Rank = 1, % of Total Sum)

#3 Initiatives Role	a) Student Comp-letion	b) Improve Use of Resource	c) Advan-cing Diversity	d) Civic Engage-ment	e) Work-force Oppor-tunities	f) Model Indige-nous/ Hawaiian Serving Institu-tion	g) Under-repre-sented & Under-served Student Success	h) Seamless Transfer	i) Moder-nizing Facilities	j) Vibrant Hawai'i/ Pacific	k) App-licable Research	l) System Efficiency	m) Hawai'i High School Student Support
Administrator/EM	26%	9%	2%	3%	16%	7%	7%	3%	10%	2%	6%	5%	4%
Faculty	20%	7%	5%	5%	12%	10%	10%	2%	10%	3%	9%	5%	4%
Staff	27%	5%	5%	5%	15%	7%	10%	3%	4%	2%	4%	6%	7%
Student	37%	6%	2%	0%	18%	1%	11%	2%	2%	7%	2%	8%	3%
Other	24%	6%	1%	3%	14%	6%	7%	5%	9%	2%	8%	9%	5%
Total	**23%**	**7%**	**4%**	**4%**	**14%**	**9%**	**9%**	**3%**	**8%**	**2%**	**6%**	**5%**	**5%**

4) … feedback on any other initiative of importance – Other

- New - Other
  - Sustainability (15)
  - Employee/Faculty Hiring/Training (14)
  - Student Health, Safety & Basic Needs (12)
  - Curricula (12)
- Clarification
  - Vibrant Hawai‘i/Pacific (19)
    - Asia/International Excluded from Challenges
    - Include Asia/International to Hawai‘i/Pacific or another Category

5) Suggest 1 or 2 specific actions for the UH system to take to address this strategic direction that you selected above.

- Workforce Opportunities (318)
- Student Completion (231)
- Model Indigenous/Hawaiian Serving Institution (164)
- Modernizing Facilities (116)
- System Efficiency (83)
- Underrepresented and Underserved Student Success (77)
- Applicable Research (67)
- Hawai‘i High School Student Support (63)
- Employee/Faculty Hiring/Training (62) – New Category
- Curricula (60) – New Category

Strategic Plan Survey

6) What challenges do you see with this goal being realized?

Challenges	Response %
There may be opposition from some groups.	31%
Lack of financial resources.	56%
People have many competing priorities.	53%
No major challenges.	6%
Other	17%

6) What challenges do you see with this goal being realized - Other?

- Administration (85)
- Apathy/Inertia/Status Quo (44)
- Faculty/Staff (40)
- Prioritization (26)
- Resources (24)
- Students (17)
- Politics (16)
- Public Private Partnership (14)
- Diversity (13)
- Workforce (12)
- Capitalism/Greed (11)

7) Provide additional feedback on UH Strategic Directions.

- Model Indigenous/Hawaiian Serving Institution (58)
- Strategic Planning (54)
- Student Completion (50)
- System Efficiency (45)
- Employee/Faculty Hiring/Training (37)
- Workforce Opportunities (35)
- Modernizing Facilities (26)
- Curricula (25)
- Improve Use of Resources (20)

Respondent Comments

- Freeform unedited* comments available at:
  - https://docs.google.com/spreadsheets/d/1iJ5iMb5PBg8FAdtJvL0ng1DfoYsHLj5wFftkND-Wb88/edit?usp=sharing
  - Comments were categorized, a comments table and pivot table with comment counts was created for each of the below survey questions:
  - 4) … feedback on any other initiative of importance – Other
  - 5) Suggest 1 or 2 specific actions for the UH system to take to address this strategic direction that you selected above
  - 6) What challenges do you see with this goal being realized - Other?
  - 7) Provide additional feedback on UH Strategic Directions.

* Edited to remove personal identifiable information (respondent and/or if directed at a specific individual), noted as “[sic]”.