UH System Strategic Plan
2023-2029
First Draft
Foundations for UH Strategic Plan 2023-2029

**UH Strategic Directions** (2015-2021)

**Third Decade** study completed in 2020

**Integrated Academic and Facilities Plan**

**Post-Pandemic Hawai'i and the University of Hawai'i Report**
Feedback and action in 2022 inform the development of the Strategic Plan for 2023-2029.

2022 TIMELINE

- **MAR**: Appoint UH Systemwide Steering Committee
- **APR**: Survey UH Internal Community
- **MAY**: Host Town Halls to solicit feedback on input
- **JUNE**: Develop First Draft with goals, strategies, tactics, and potential metrics [June-Aug]
- **JULY**: Reach External Community through survey, media, and more.
- **SEPT**: Review First Draft [Town Halls and Consultation]
- **OCT**: Refine First Draft [Steering Committee]
- **NOV**: Propose UH Strategic Plan 2023-2029 presented to the UH Board of Regents for consideration of approval.
Establishing the Steering Committee

• The President established the UH Strategic Plan Steering Committee to play a critical role in initiating the strategic planning process. The Steering Committee’s first meeting was held April 1. The Steering Committee has met regularly throughout the summer.

• Recommendations membership solicited from:
  ▪ Chancellors/Provost
  ▪ All Campus Council of Faculty Senate Chairs (ACCFSC)
  ▪ Student Caucus
  ▪ Pūkoʻa Council
  ▪ (Emerging) Staff Council
  ▪ System Offices
Steering Committee Members

Tammi Chun, Interim Assoc. VP for Academic Affairs, UHCC
Kahelelani Cruz, Asst. Professor, KAP CC; Pūko’a Council
Christielove Espinosa, Graduate student, UHM; UH Student Caucus
Grace Funai, Counselor, HAW CC
Jan Gouveia, VP for Administration, SYSTEM
Richard Halverson, Instructor, KAP CC; ACCFSC Secretary
Debora Halbert, VP for Academic Strategy, SYSTEM
Pearl Iboshi, Director, IRAPO, SYSTEM
Amy Kunz, Controller, SYSTEM
Jaret Leong, Director, Mānoa Academy, UHM, Staff Council
Kalawai’a Moore, Asst. Professor, WIN CC
Laura Nagle, Dean, Career & Technical Education, UHMC
Thanh Truc Nguyen, Specialist, UHM; ACCFSC Co-chair
Hae Okimoto, Assoc. VP for Student Affairs; Dir, Acad Tech Srvcs, SYSTEM
Katrina-Ann Kapa Oliveira, Interim AVC, UHM
Kara Plamann-Wagoner, Institutional Policy Analyst, KAP CC
Kristen Roney, VCAA, HILO
Leslie Rush, Instructor, UHWO
Stephen Schatz, Exec, Director, Hawai‘i P-20, SYSTEM
Kailana Soto, Registrar, KAU CC
Vassilis Syrmos, VP for Research and Innovation, SYSTEM
David Tanaka, Facilities Manager, HON CC, Staff Council
David Uranaka-Yamashiro, Title IX Coordinator, HON CC
Syreeta Washington, Counselor, LEE CC
Alex Williamson, Undergraduate, LEE CC; UH Student Caucus
Garret Yoshimi, VP for Information Tech & CIO, SYSTEM
Consultation and Outreach

Input from multiple stakeholders will be a hallmark of the new strategic plan.

In consultation with the Steering Committee, the Office for the Vice President for Academic Strategy gathered input for the strategic plan through a number of different processes:

• Internal surveys
• Townhall meetings
• External online survey
• Individual Interviews with key external stakeholders (i.e. legislators, governor, mayors, etc.)

A website provides current information regarding the status of the plan.
Summary of Results of UH Internal Survey

- A System-wide survey was conducted from April – May 2022, with 2,503 responses with mix of campuses and roles.
- Respondents were asked to rank the top three most important areas to address in the next 6 years.
- **Student Completion, Workforce Opportunities and Model Indigenous/Hawaiian Serving Institutions** were the top 3 choices.

![Bar chart showing the ranking of various areas]

- **Most important**
  - Student Completion: 34%
  - Workforce Opportunities: 14%
  - Model Indigenous/Hawaiian Serving Institution: 10%
  - Underrepresented and Underserved Student Success: 7%
  - Modernizing Facilities: 7%
  - Applicable Research: 6%
  - Improve Use of Resources: 5%
  - System Efficiency: 4%
  - Advancing Diversity: 3%
  - Hawai‘i High School Student Support: 3%
  - Civic Engagement: 3%
  - Seamless Transfer: 2%
  - Vibrant Hawai‘i/Pacific: 2%

- **2nd most important**
  - Student Completion: 12%
  - Workforce Opportunities: 14%
  - Model Indigenous/Hawaiian Serving Institution: 7%
  - Underrepresented and Underserved Student Success: 13%
  - Modernizing Facilities: 9%
  - Applicable Research: 6%
  - Improve Use of Resources: 10%
  - System Efficiency: 5%
  - Advancing Diversity: 5%
  - Hawai‘i High School Student Support: 5%
  - Civic Engagement: 4%
  - Seamless Transfer: 5%
  - Vibrant Hawai‘i/Pacific: 2%
Summary of Results of UH Townhalls

- Four townhall meetings were held on May 3\textsuperscript{rd}, 4\textsuperscript{th}, 10\textsuperscript{th} and 11\textsuperscript{th} with more than 230 participants (of 400 who registered).

- Four to ten breakout groups at each townhall meeting were asked to come up with their top three priorities.

- Workforce Opportunities, Model Indigenous/Hawaiian Serving Institution, and Student Completion were the top choices.

<table>
<thead>
<tr>
<th>Top Themes</th>
<th>%</th>
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<tbody>
<tr>
<td>Workforce Opportunities</td>
<td>15%</td>
</tr>
<tr>
<td>Model Indigenous/Hawaiian Serving Institution</td>
<td>11%</td>
</tr>
<tr>
<td>Student Completion</td>
<td>11%</td>
</tr>
<tr>
<td>Advancing Diversity</td>
<td>9%</td>
</tr>
<tr>
<td>Supporting student success, the student life cycle, and relevant data</td>
<td>9%</td>
</tr>
<tr>
<td>Seamless Transfer</td>
<td>8%</td>
</tr>
<tr>
<td>System Efficiency</td>
<td>6%</td>
</tr>
<tr>
<td>Underrepresented and Underserved Student Success</td>
<td>5%</td>
</tr>
<tr>
<td>Existential threats</td>
<td>5%</td>
</tr>
<tr>
<td>Leadership/governance/engagement</td>
<td>5%</td>
</tr>
<tr>
<td>Workplace Climate, Support, and Safety</td>
<td>5%</td>
</tr>
<tr>
<td>Applicable Research</td>
<td>3%</td>
</tr>
<tr>
<td>Civic Engagement</td>
<td>3%</td>
</tr>
<tr>
<td>Modernizing Facilities</td>
<td>3%</td>
</tr>
<tr>
<td>Overarching functional area: Finance/Advancement</td>
<td>3%</td>
</tr>
<tr>
<td>Overarching functional area: Research and Extension</td>
<td>1%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>100%</td>
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</tbody>
</table>

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• Four to ten breakout groups at each townhall meeting were asked to come up with their top three priorities.

• Workforce Opportunities, Model Indigenous/Hawaiian Serving Institution, and Student Completion were the top choices.
## Summary of Results of External Survey

What should UH campuses’ top priorities be to best serve Hawai‘i? Please rank the importance of these priorities for the University over the next six years with rank 1 being the most important.

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Rank</th>
</tr>
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<tbody>
<tr>
<td>Provide the scientific and intellectual capacity to address Hawai‘i’s</td>
<td>1</td>
</tr>
<tr>
<td>problems and opportunities, particularly around sustainability, energy,</td>
<td></td>
</tr>
<tr>
<td>and climate resilience</td>
<td></td>
</tr>
<tr>
<td>Educate and train Hawai‘i residents for Hawai‘i’s jobs</td>
<td>2</td>
</tr>
<tr>
<td>Drive economic diversification and development across the islands through</td>
<td>3</td>
</tr>
<tr>
<td>research, innovation, entrepreneurship, and technology</td>
<td></td>
</tr>
<tr>
<td>Increase the number of Hawai‘i residents who have education/training</td>
<td>4</td>
</tr>
<tr>
<td>beyond a High School diploma, targeting those who have been under-</td>
<td></td>
</tr>
<tr>
<td>represented</td>
<td></td>
</tr>
<tr>
<td>Increase access to more programs for students and communities throughout</td>
<td>5</td>
</tr>
<tr>
<td>the state</td>
<td></td>
</tr>
<tr>
<td>Sustain and support Hawaiian language, culture and people</td>
<td>6</td>
</tr>
</tbody>
</table>
Summary of Themes from External Stakeholder Interview

- A majority of external stakeholders would like the UH to play a key role in educating and developing Hawai‘i’s workforce and ensure the future success of its graduates.

- Many also want the UH to play a leading role in shaping the state’s future and that the UH will be evaluated on the basis of its ability to drive economic growth and diversification.

- External stakeholders, particularly elected officials, felt the UH should do more to look beyond Hawai‘i’s borders and position UH as a thought leader to solve Indo-Pacific issues.

- Many external stakeholders believe technology could enhance course offerings, particularly for those in remote locations or who are on alternative career pathways.

Additional Points:
- Affordability
- Improve physical and technological infrastructure
- Leadership should be autonomous and independent from politics but also transparent and seek community input.
Synthesis of Internal and External Input

Internal stakeholders prioritize:
• Student success across the UH System
• Preparing students for workforce participation
• Advancing UH as a model indigenous/Hawaiian serving institution
• Diversity/Equity/Inclusion
• Modernizing facilities

External stakeholders prioritize:
• Success of UH graduates in Hawai‘i workforce
• UH role in addressing Hawai‘i’s challenges, opportunities and economic development
• Increasing statewide access for all to higher education
• Commitment to Native Hawaiians, language and culture
• Modernizing facilities
• De-politicization of and autonomy for UH
Hawaiʻi’s University for Today and Tomorrow
Guiding Principles

• **Statewide Need** - The UH System’s primary responsibility as the only public provider of post-secondary education is to support the needs of the state of Hawaii.

• **Diversity and Equity** - UH System embraces its commitment to provide higher education opportunities for all, especially those historically underrepresented including Native Hawaiian, Pacific Islander, Filipino, economically disadvantaged, first generation, LGBTQ+, rural and students with disabilities - as well as continue to diversify its faculty, staff and leadership.

• **Sustainability** - UH recognizes its responsibility to the ‘āina through its own practices, through education, and by developing solutions to the complex global challenges of climate change, sustainability and resilience.

• **Responsible Stewardship of Resources** – UH will responsibly align and utilize its financial and human resources to achieve these goals for Hawai‘i by innovating as a statewide integrated public higher education system. #UHunited
Imperatives

**Imperative One:**
Successful Students for a Better Future

**Imperative Two:**
Meet Hawai‘i Workforce Needs of Today and Tomorrow

**Imperative Three:**
Embrace Kuleana to Hawaiians and Hawai‘i

**Imperative Four:**
Diversify Hawai‘i’s Economy through UH Innovation and Research
Imperative One: Successful Students for a Better Future

Goal: Educate more students, empowering them to achieve their goals and contribute to society.

1. UH will increase participation in post-secondary education statewide.
2. UH will provide all students the necessary support for them to succeed.
3. UH will fully embrace multiple modalities of instruction that recognize changing times and widely differing student preferences, needs and goals.
4. UH will actively monitor and report on the post-graduation success of its students.

Sample metrics: Increase the number of degrees and certificates awarded, including employer recognized credentials; Improve student success metrics including retention, graduation rates and time to degree (including recognition of part-time students). Disaggregate all student outcome by demographic groups.
**Imperative Two:** Meet Hawai‘i Workforce Needs of Today and Tomorrow

**Goal:** Eliminate workforce shortages in Hawai‘i while preparing students for a future different than the present.

1. UH will prepare professionals to fulfill statewide needs in occupations that are essential to community well-being: education, health, technology, skilled trades and sustainability/resilience.
2. UH will increase non-traditional offerings that eliminate barriers of time, place, and pace for those seeking upskilling or career change opportunities.
3. UH will partner with employers to ensure the necessary preparation and support for students to succeed in their careers.
4. UH will prepare all its graduates for life-long learning, innovation and entrepreneurship.

**Sample Metrics:** Eliminate/reduce workforce shortages in key sectors/occupations (e.g., teacher shortage); Increase number of graduates from fully online and adult-focused credential programs; Increase participation in work-based learning (e.g., internships).
Imperative Three: Embrace Kuleana to Hawaiians and Hawai‘i

Goal: Model what it means to be an Indigenous-serving and indigenous-centered institution - Native Hawaiians thrive, traditional Hawaiian values and knowledge are embraced, and UH scholarship and service advance all Hawaiians and Hawai‘i.

1. UH will reduce equity gaps for Hawaiian student access and success at all levels.
2. UH will increase employment of Hawaiians across UH, especially at faculty and executive levels.
3. UH will create opportunities for all students, faculty, staff, executives and regents to inform their work within the UH System by learning about Hawaiian language, culture, knowledge and Hawai‘i’s difficult history with colonization.
4. UH will play an active role in improving the lives of Native Hawaiians across the islands and reconciling past injustices.

Sample Metrics: Student success for Hawaiians, employment numbers for Hawaiians, engagement of UH community in this goal; impact of the betterment of Native Hawaiians
Imperative Four:
Diversify Hawai’i’s Economy through UH Research and Innovation

Goal: Build and sustain a thriving UH research and innovation enterprise that addresses local and global challenges by linking fundamental scientific discovery with applied research necessary for technological innovation to create jobs and advance a knowledge-based economy.

UH will build out and sustain research and innovation hubs in key areas:
- Climate Resilience, Energy and Sustainable Ecosystems
- Ocean, Earth and Atmospheric Sciences
- Astronomy and Space Sciences
- Data Sciences and Global Cybersecurity
- Health and Wellness
- Food Security and Agriculture
- The Asia-Pacific and Hawai’i

Each research and innovation hub will:
- Pursue an ethos of excellence in research enterprise and knowledge entrepreneurship
- Leverage intellectual diversity and indigenous innovation
- Advance meaningful engagement in the Indo-Pacific region
- Become a force for societal transformation
- Generate intellectual property and spin off startup companies that create high-quality jobs

Sample Metrics: extramural and philanthropic funding, including in identified hubs; direct jobs created; overall economic impact of UH and its research enterprise; UH spinoff companies and jobs created.
Next Steps

• Refine tactics, initiatives and metrics
• Gather input on initial draft from governance groups, town halls, UH leadership and other meetings during the fall
• Finalize plan with actions and metrics
• Present plan to BOR in November