

# UH System Strategic Plan

2023-2029

November 2022



UNIVERSITY  
*of* HAWAII®  
SYSTEM

# 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](#)



UNIVERSITY  
*of* HAWAII®  
SYSTEM

# Feedback and action in 2022 inform the development of the Strategic Plan for 2023-2029

## 2022 TIMELINE





# 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 and into the fall.
- Recommendations membership solicited from:
  - Chancellors/Provost
  - All Campus Council of Faculty Senate Chairs (ACCFSC)
  - Student Caucus
  - Pūko'a Council
  - (Emerging) Staff Council
  - System Offices



UNIVERSITY  
of HAWAII®  
SYSTEM



# 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

**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 Kapā 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



UNIVERSITY  
of HAWAI‘I®  
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.

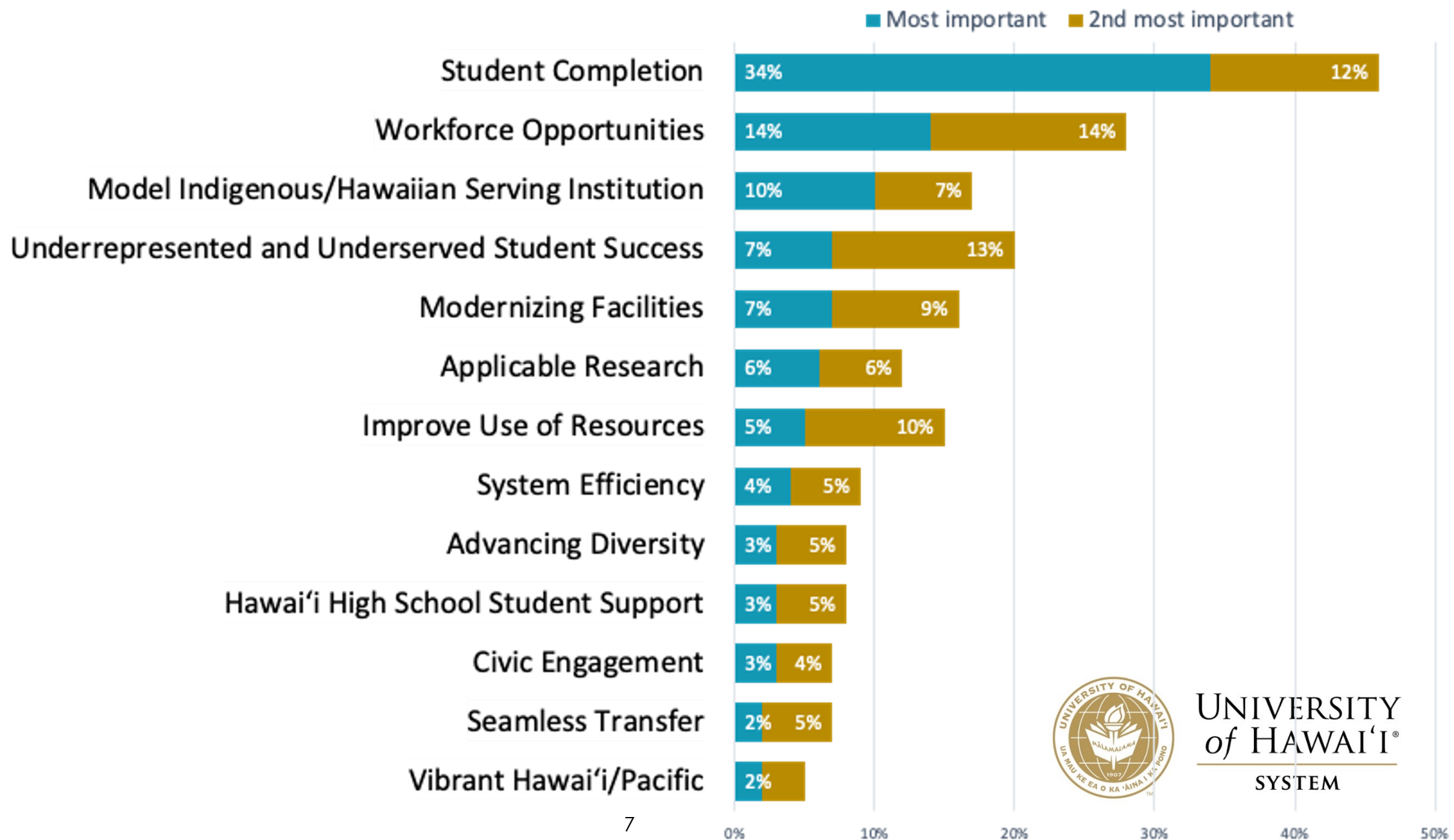


UNIVERSITY  
of HAWAII®  
SYSTEM

# 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.

Strategic Plan





# Summary of Results of UH Townhalls

- Four townhall meetings were held on May 3<sup>rd</sup>, 4<sup>th</sup>, 10<sup>th</sup> and 11<sup>th</sup> 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

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



# Summary of Results of External Survey

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

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



UNIVERSITY  
of HAWAII®  
SYSTEM

# Summary of Themes from External Stakeholder Interviews

- 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.



UNIVERSITY  
of HAWAII®  
SYSTEM



# 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

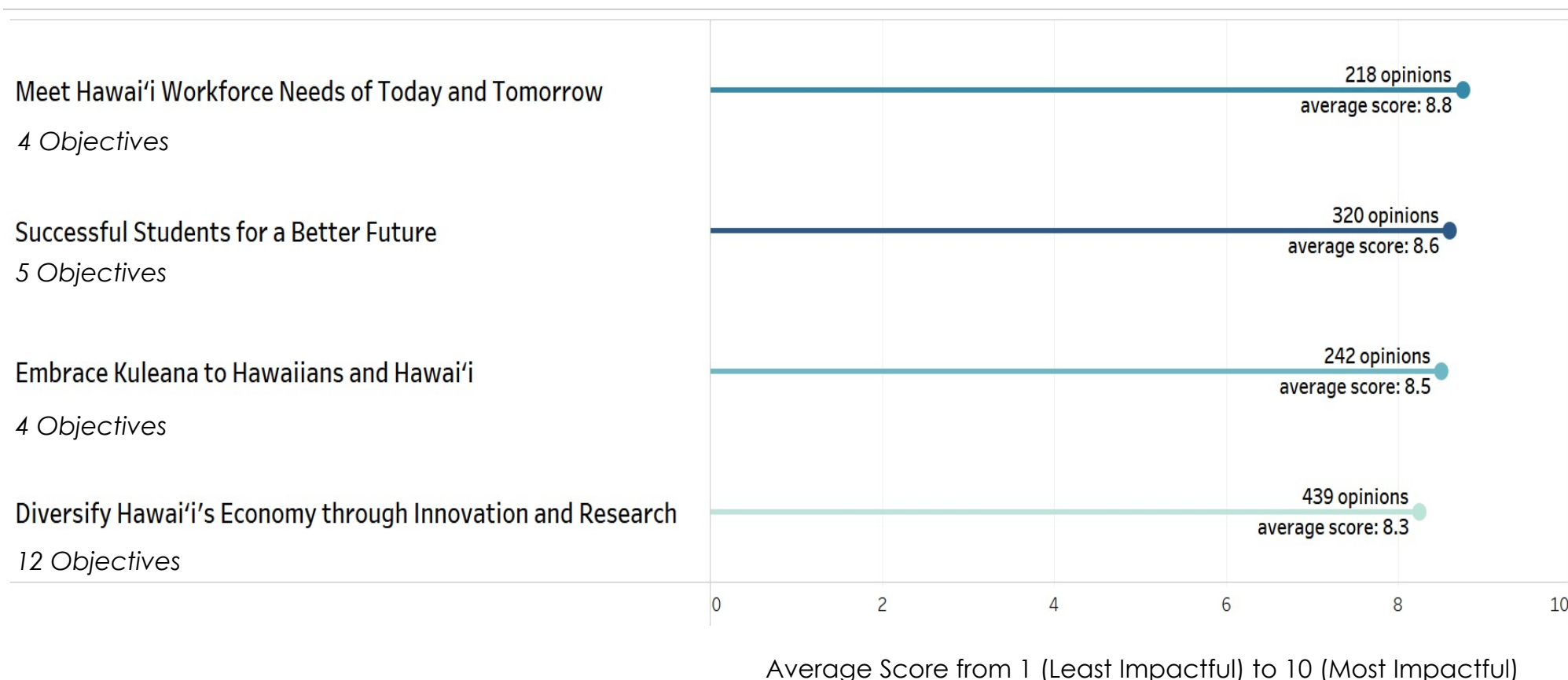


UNIVERSITY  
of HAWAII®  
SYSTEM

# Better Together

**518 faculty, staff, students, and administrators** participated in **four Town Halls** in **September and October 2022**, collaborating in small groups and sharing **2,283** opinions via an online platform.

**Overall, attendees voted that system-created objectives for each imperative are impactful.**



**“Experiential Learning allows for students to discover what they love, take risks, and learn how to talk about their skills.”**

*-a participant in favor of the Student Success Objective on Experiential Learning Opportunities*

**“Examine the needs of NH students and provide resources to fulfill those needs...basic needs, housing, students support, academic support are a few of the possible needs.”**

*-a participant in favor of the Kuleana Objective on Reducing Equity Gaps for Hawaiian Student Access and Success at All Levels*

**“Employers have valuable insight into the needs of particular industries.”**

*-a participant in favor of the Workforce Objective on Partnering with Employers to Ensure the Necessary Preparation and Support for Students to Succeed in their Careers*

Overall, attendees voted that system-created metrics for each imperative would likely measure each goal.

### 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.

### Meet Hawai'i Workforce Needs of Today and Tomorrow

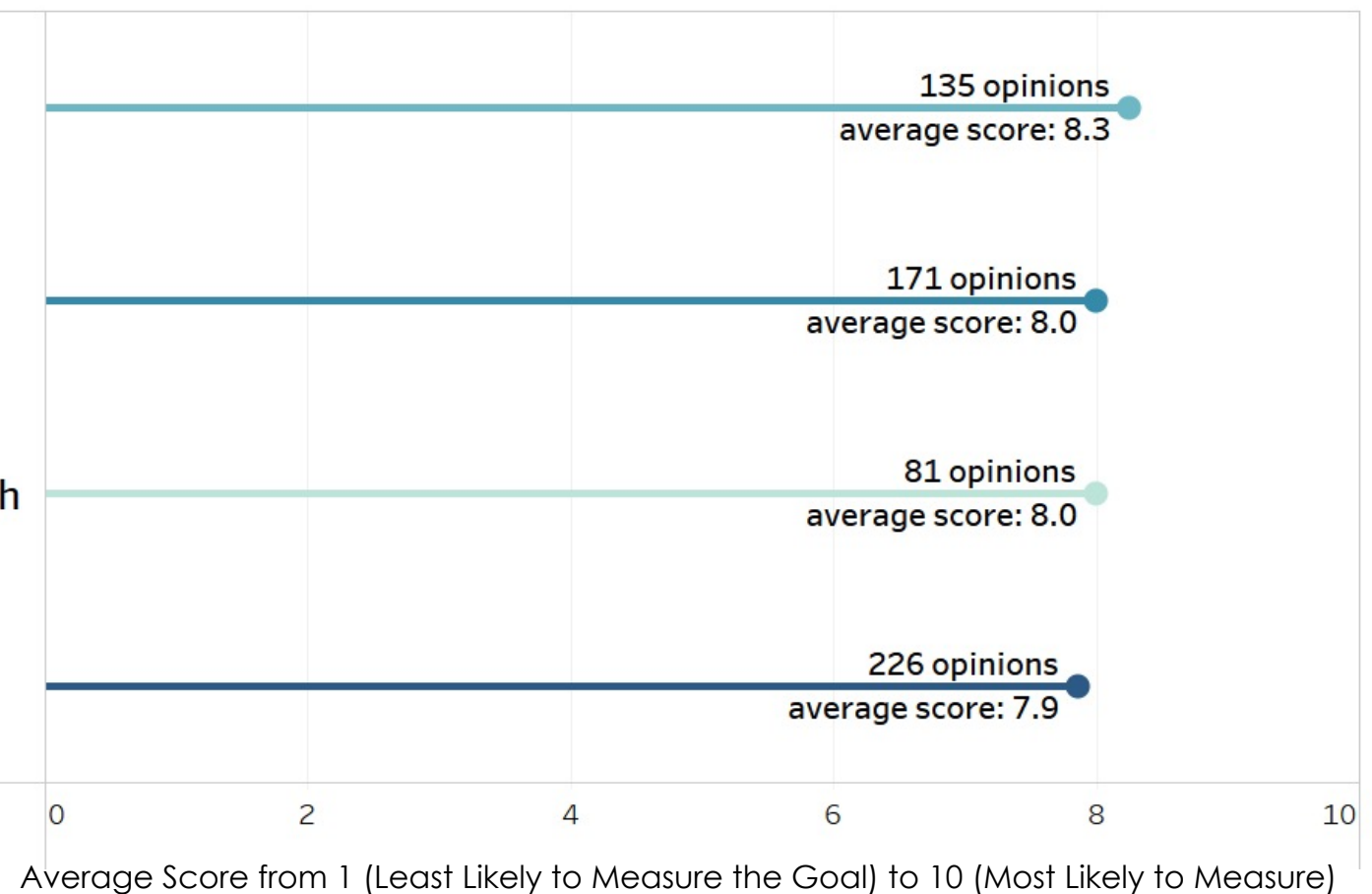
Goal: Eliminate workforce shortages in Hawai'i while preparing students for a future different from the present.

### Diversify Hawai'i's Economy through UH Innovation and Research

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

### Successful Students for a Better Future

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



**“Greater numbers of Native Hawaiians on the campus and in classes will be a factor in UH changing the culture of the campus itself and the nature of education in Hawai'i.”**

-a participant in favor of the Kuleana metric on the number of degrees for Native Hawaiian graduates

**“Direct and simple metric. Most useful if combined with other outcomes and value measures.”**

-a participant in favor of the Innovation & Research metric on the amount of extramural & philanthropic funding

**“Opportunity to align programs with workforce needs across the state as these vary by county/island.”**

-a participant in favor of the Workforce metric on size of shortages in key sectors/occupations



# Hawai'i's University for Today and Tomorrow



UNIVERSITY  
*of* HAWAI'I®  
SYSTEM

# Vision and Mission

## Vision

The University of Hawai'i is the world's premier integrated higher education system, advancing the quality of life for all the people of Hawai'i through robust educational offerings and world-class discovery while modeling how institutions must embrace responsibilities to indigenous people and place in the 21<sup>st</sup> century.

## Mission

With a focus on creating a healthy and thriving future for all, the University of Hawai'i provides broad educational opportunity for all as the higher education destination of choice in the Pacific that nurtures the personal success, leadership capacity and positive engagement of every resident of Hawai'i. It engages in world-class research, scholarship and service that promotes the welfare and sustainability of Hawai'i's people and environment while achieving global impact by enriching the fundamental knowledge of humankind. Woven through all it does is an appreciation of and commitment to indigenous Hawaiian people, culture, values and wisdom.



UNIVERSITY  
of HAWAII®  
SYSTEM

# Foundational Principles

**We envision each of these principles as integrated and informing each of our imperatives.**

- **Hawaiian Place of Learning** – UH champions the principles of aloha, caring for people and place, as we integrate Hawaiian language, culture, history and values across the institution and its work.
- **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 upholds 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.
- **Stewardship of Resources including facilities, processes, and human resources**– UH is committed to ensure its economic viability and will responsibly organize, align and allocate institutional resources effectively as a system.



UNIVERSITY  
of HAWAII®  
SYSTEM



# Imperatives

- Fulfill Kuleana to Hawaiians and Hawai'i
- Develop Successful Students for a Better Future
- Meet Hawai'i Workforce Needs of Today and Tomorrow
- Diversify Hawai'i's Economy through UH Innovation and Research



UNIVERSITY  
of HAWAII®  
SYSTEM

# Imperative:

## Fulfill 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. Ensure that UH supports the success of Native Hawaiians in learning, teaching, service and research across our campuses and nurtures Native Hawaiians as leaders.
2. Create opportunities for all UH students, faculty, staff, executives and regents to inform their work by learning about Hawaiian language, culture, knowledge, and the past and present impacts of colonization.
3. Play an active role in the reconciliation of injustices, advancing language parity, and improving the lives of Native Hawaiians across the islands,

### Primary metrics:

- Support the Hawai'i Papa o Ke Ao leadership council in creating a detailed plan as an update to the 2012 Hawai'i Papa O Ke Ao Report in consultation and collaboration with the Pūko'a Council and others throughout the university. The detailed plan to achieve this imperative and these objectives will be presented to the Board of Regents within one year of the adoption of this plan.



UNIVERSITY  
of HAWAI'I®  
SYSTEM

# Imperative:

## Develop Successful Students for a Better Future

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

1. Increase participation in post-secondary education statewide.
2. Provide students the necessary support for student success, including addressing barriers to access, basic needs (such as food and housing insecurity) and holistic health and wellness.
3. Fully deploy multiple modalities of instruction that recognize changing times and widely differing student preferences, needs and goals.
4. Provide innovative learning experiences that prepare students to achieve their personal and professional goals while fulfilling their kuleana to people and place.
5. Improve campus infrastructure to promote a vibrant, inclusive, and safe environment on campuses across the UH System.

### Primary metrics:

- Number of degrees and certificates awarded, including industry-recognized credentials, disaggregated for underrepresented groups.
- Increase the number of returning adults and those enrolling in distance/on-line programs.
- Social/economic mobility index or survey results of alumni perception of success after graduation.



UNIVERSITY  
of HAWAII®  
SYSTEM

# **Imperative:** 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. Prepare professionals to fulfill statewide needs in occupations that are essential to community well-being, including education, health, technology, skilled trades and sustainability/resilience.
2. Enhance non-traditional offerings, including micro-credentials serving needs of specific groups of students, and industry certified credit and non-credit credentials, for those seeking upskilling or career change opportunities.
3. Partner with employers to ensure the necessary preparation and support for students to succeed in their careers.
4. Prepare graduates for life-long learning, innovation and entrepreneurship.

## **Primary Metrics:**

- Size of workforce shortages in key sectors/occupations (e.g., teacher shortage).
- Number of students with work-based learning, entrepreneurial and research experiences, and internships with a preference for paid internships



UNIVERSITY  
of HAWAII®  
SYSTEM



## **Imperative:**

# 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.

1. 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
2. Leverage intellectual diversity and indigenous innovation.
3. Generate intellectual property and spin off startup companies that create high-quality jobs.
4. Advance meaningful engagement in the Indo-Pacific region.

## **Primary Metrics:**

- Amount of extramural and philanthropic funding, including in identified hubs.
- Number of active licenses and options.
- Number of UH spinoff companies and jobs created.



UNIVERSITY  
of HAWAI'I®  
SYSTEM

# Next Steps

- Make revisions based on BOR and other final comments
- Communicate final plan to internal and external constituencies
- Develop system and campus implementation plans and supplemental metrics
- Report on annual progress to BOR through one imperative each quarter



UNIVERSITY  
of HAWAII®  
SYSTEM