University of Hawaiʻi Strategic Directions, 2015-2021
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Introduction

As the sole provider of public higher education in Hawaiʻi, the University of Hawaiʻi (UH) is committed to improving the social, economic and environmental well-being of current and future generations. The *University of Hawaiʻi Strategic Directions, 2015-2021* guides the University's priorities for the next three biennia to achieve the outcomes directed by the UH Board of Regents (BOR). This document builds on previous work outlined in the *Strategic Outcomes and Performances Measures, 2008-2015 (http://www.hawaii.edu/ovppp/uhplan).*

Interwoven in these Strategic Directions are two key imperatives embraced within the UH mission: the commitment to be a foremost indigenous-serving institution and advancing sustainability. To those ends, the Directions embrace the work and input of reports such as *Hawaiʻi Papa O Ke Ao* (www.hawaii.edu/offices/op/hpokeao.pdf), a plan for the university to become a model indigenous-serving institution, the UH System Sustainability Task Force and the President's Task Force on Title IX and Violence Against Women Act (VAWA). The University remains firmly committed to advancing these directions in concert with core values of the institution: academic rigor and excellence, integrity and service, aloha and respect.

Strategic Directions

The four strategic directions outlined below describe the University's priorities for 2015-2021.

Hawaiʻi Graduation Initiative (HGI)

Goal: Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations in preparation for the success of graduates in the workforce and their communities.

Background

An educated labor force and engaged citizenry is essential in today's global, knowledge-based economy. Therefore, increasing the educational capital of the state remains at the forefront of the University's priorities. It is estimated that 65 percent of the jobs in Hawaiʻi will require some postsecondary education. As of 2012, 43 percent of the Hawaiʻi's working age population held a postsecondary degree and at the current rate of degree production within the state that percentage will only reach 47 percent by 2025. This represents a shortage of 57,000 degree holders. The University of Hawaiʻi supports the statewide *55 by 25 Campaign* to increase the percent of working age adults with degrees to 55 percent by 2025 and is committed to doing its part to close the state's projected educational attainment gap .

Closing the educational attainment gap will require that the University provide access and support success across the state with a particular emphasis on underrepresented and

underserved populations and regions. UH programs must support student success through preparation, timely degree completion, and work and civic readiness.

Action Strategy 1:

Strengthen the Pipeline from K-12 to the University

Tactics

- Engage K-12 students and their parents statewide early and often to promote and prepare for college
- Emphasize pipeline and college readiness initiatives for Native Hawaiians, rural communities, low-income and under-represented groups, including through UH programs (e.g., Gear UP, Na Pua No'eau) and through partnerships with non-UH entities
- Institutionalize and coordinate successful strategies including summer (and other) "bridge" programs, and dual enrollment/early college programs
- Align high school graduation requirements with college entrance expectations and requirements
- Expand statewide online systems and outreach services to ease college and financial aid applications and processes
- Enhance professional development for K12 teachers and counselors in support of student preparation for higher education
- Strengthen strategic private school partnerships, beginning with Kamehameha Schools

Action Strategy 2:

Increase Student Success

Tactics
- Establish pathways for all degree programs including clearly defined transfer pathways with effective advising at entry points in high schools and community colleges
- Strengthen developmental education initiatives – improve preparation and placement methods, and accelerate time to participation in college level courses
- Identify and address any success gaps in persistence and graduation experienced by Native Hawaiians, low-income and under-represented groups
- Shift registration from course-based to curriculum pathway-based
- Emphasize scheduling of courses based on student needs for completion
- Provide access, support and success initiatives for non-traditional and under-represented populations including part-time students, veterans and returning adults

- Make better use of summer terms as for activities such as remediation, required courses, enrichment and success programs

Action Strategy 3:

Understand, Anticipate and Align Curricula with Community and Workforce Needs

Tactics
- Establish strategic partnerships with Department of Labor and Industrial Relations and Economic Modeling Specialist International and other sources for accurate information about workforce, employment and salaries
- Create mechanisms to follow up with graduates and employers regarding UH students' preparation for the workforce and community
- Engage systematically with community-based advisory groups to inform and shape program offerings and curricula
- Develop strategic curricular initiatives responsive to the community needs, e.g., STEM, data science, sustainability sciences and cybersecurity.

Action Strategy 4:

Solidify the Foundation for UH West Oahu, Our "Startup" Campus as it represents a unique opportunity for large scale service to Native Hawaiians, low-income students, and under-represented communities.

Tactics
- Develop complementary academic and strategic plans that promote UH mission differentiation with applied baccalaureate degrees, offerings of regional interest and need, 2+2 and 3+1 programs with community colleges, programs for returning adults, statewide online and distance learning programs, and development of a University Center
- Develop a financial plan for the operation of the campus that supports the expected rapid increases in enrollment as the community embraces their new campus
- Create a capital development plan for facilities that supports enrollment growth and the academic and strategic plans
- Develop a plan for utilization of land assets not required for campus use to generate revenue and/or reduce costs for UHWO and UH through complementary and compatible activities such as development of a university village and alternate energy generation

Productivity and Efficiency Measures for Hawai'i Graduation Initiative (HGI)

- Number of degrees and certificates
- Gap between average graduate rate and graduation rate for Native Hawaiians
- Gap between average graduation rate and graduation rate for PELL eligible students
- Graduation and transfer rates (IPEDS, APLU-SAM)
- Average unmet need of resident students
- Average total debt per undergraduate completer
- Tuition and fees as a percent of median household income

Hawai'i Innovation Initiative (HI2)

Goal: *Create more high-quality jobs and diversify Hawai'i's economy by leading the development of a $1-billion innovation, research, education, and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world.*

Background

The economy of Hawai'i is currently highly dependent on the tourism sector and military spending. Working with the business community, research and innovation has been identified as a third sector to be developed. As the largest research enterprise in the State, the University of Hawai'i is absolutely essential to achieving this. UH also has the most critical role in educating and training Hawai'i citizens to lead and participate in this sector.

A key strategy is to emphasize the creation of innovation clusters or hubs capable of linking fundamental scientific discovery with the applied research and development as well as training necessary for technological innovation and economic development. Consistent with work over many years to identify areas of established and/or emerging excellence, the Hawai'i Innovation Initiative will focus on the following hubs: astronomy, ocean sciences, health sciences and wellness, data intensive sciences and engineering, and sustainability sciences.

Action Strategy 1:

Sustain and advance the UH research enterprise

Tactics
- Empower current UH faculty by identifying and removing administrative and policy barriers that impede UH research efficiencies and effectiveness
- Achieve financial sustainability for research under declining State investment
- Craft internal incentives and rewards for growth

Action Strategy 2:

Advance Innovation and Entrepreneurship with UH and the Community

Tactics

- Integrate entrepreneurship and innovation throughout the UH educational experience for students across the System with strengthened credit and non-credit education, and internships and employment opportunities, and extra-curricular/co-curricular activities
- Introduce new approaches to UH commercialization and technology acceleration (OTTED 2.0) such as:
  - More flexible licensing
  - Proof-of-Concept/Accelerator to nurture UH technologies
  - Greater community outreach and institutional in-reach
- Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawaiʻi:
  - Support HBR and others in establishment of a Hawaiʻi version of "CONNECT"
  - Enhance meaningful collaboration with HSDC/HTDC/DBEDT, incubators and accelerators
- Improved communication about the value of UH research and its critical roles in Hawaii's economic development, job creation and in addressing the challenges and opportunities facing Hawaiʻi and the world

Action Strategy 3:

Invest internal resources and seek external resources for strategic infrastructure requirements and hires that leverage our location and strengths as well as address critical gaps

- Ocean and climate sciences
- Astronomy
- Health and Wellness
- Digital/Creative Media
- Cybersecurity
- Data Intensive Science and Engineering initiative to support all research sectors

Productivity and Efficiency Measures for Hawaiʻi Innovation Initiative (HI2)

- Number of invention disclosures, patents and licenses
- Number of start-up companies and jobs
- Total extramural funds
- Number of STEM degrees awarded

21st Century Facilities (21CF)

Goal: Eliminate the University's deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable and supportive of modern practices in teaching, learning and research..

Background

UH must eliminate the substantial deferred maintenance backlog and modernize facilities to meet 21st century needs for learning, teaching, and research. This is a systemwide problem on all but our newest campus, and particularly acute at our flagship Mānoa campus. As of FY 2012-13, the University's deferred maintenance backlog was $487 million. The estimated ongoing annual capital renewal required to avoid increasing the current deferred maintenance backlog ranges from approximately $50 to $80 million per year based on the University's $4.6 billion capital plant.

Our students, faculty and staff need and deserve well-maintained and up-to-date facilities that support modern teaching, learning, innovation and scholarship. Facilities and campus environments must be safe, sustainable, and support 21st century higher education expectations and practices. The University's facilities must be fully digitally enabled; flexible in use; maintainable at low cost; energy, water, and waste efficient; and supportive of deep collaborations with partners across the state, nation, and world.

Action Strategy 1:

Adopt model policies and practices for development and management of our buildings and campuses

> Tactics
> - Complete organizational reviews and appropriate restructuring of roles and responsibilities
> - Develop, adopt or adapt new streamlined, accountable, efficient and effective processes for construction, renewal and maintenance of facilities to include all phases from planning and procurement through project management and acceptance
> - Develop comprehensive multi-year capital improvement plans for construction, renewal and modernization that minimize disruption to campuses
> - Develop a financial plan that responsibly leverages State and University financial capacities to execute capital improvement plans and meet ongoing operating, maintenance and renewal requirements

Action Strategy 2:

Improve the sustainability and improve resource conservation of the built environment including facilities and grounds by reducing energy consumption, greenhouse gas production, water use and waste production.

> Tactics
> - Implement full energy metering and monitoring of campus buildings
> - Improve energy efficiency of UH campuses and facilities
> - Increase the percentage of UH energy generated from renewable sources

- Reduce unit costs of energy consumed on/by UH campusesImprove sustainability of campus grounds
- Track, report, and minimize greenhouse gas emissions
- Re-invest savings and costs avoided from energy conservation and efficiency projects into sustainability projects

Action Strategy 3:

Provide safe, healthy, and discrimination free environments for teaching, learning and scholarship for students, employees and visitors.

Tactics
- Collaborate as a System to understand and comply with Title IX and VAWA guidance and apply best practices in promoting safety and response to incidents across the State
- Update systemwide and campus policies and guidelines to ensure compliance and promote safety and security
- Ensure availability and accessibility of high-quality confidential resources for victims
- Provide appropriate safety and awareness education for responsible officials and all students and employees
- Ensure that clear and useful information is readily available when needed

Productivity and Efficiency Measures for 2lst Century Facilities (21CF)

- Deferred maintenance backlog
- Electricity purchased per square feet of gross space
- Gallons of water purchased per square feet of gross space
- Number of crimes and injuries reported (Clery data)

High Performance System of Higher Education

Goal: Through cost-effective, transparent and accountable practices, provide our diverse student body throughout Hawai'i with affordable access to a superb higher education experience in support of the full institutional mission of the University.

Background

UH is committed to accountability, transparency and managing costs by leveraging the full potential and efficiencies uniquely available to a unified statewide system of public higher education. We seek to leverage our unique status as a unified statewide system of public higher education for significant operating efficiencies as well as to provide our diverse student body throughout Hawai'i with multiple entry points, pathways and exit points for learning throughout their lifetimes.

Strategies for achieving higher performance will include: providing a diverse student body with multiple entry and exit points across the state; coordinated academic pathways and articulated program offerings; streamlined administrative and support processes; efficient utilization of facilities; exploration and implementation of new instructional approaches; and enhanced use of metrics for productivity and efficiency.

These objectives are achieved with a deep commitment to the institutional mission of UH as a foremost indigenous serving university that advances sustainability at UH and for Hawai'i.

Action Strategy 1:

Employ best practices in management, administration, operations and instruction to provide superb cost-effective education for our students

> Tactics
> - Create effective and efficient academic and administrative organizational structures that leverage the advantages of both centralization and decentralization to maximize both efficiency and responsiveness to internal and external stakeholders
> - Use facilities and classrooms efficiently throughout the week and the year
> - Invest in professional and leadership development for UH faculty and staff
> - Continuously monitor and improve business practices by applying best practices to advance efficiency, timeliness, transparency and accountability with controls based on sound risk management
> - Embrace the use of metrics throughout the institution to advance goals and objectives
> - Embrace full transparency in budgeting and expenditures
> - Reduce cost of textbooks and ancillary student expenses
> - Strengthen and align financial aid policies and practices to comprehensively leverage aid resources to efficiently maximize access and completion for students
> - Nurture and institutionalize instructional innovations and high impact educational practices

Action Strategy 2:

Increase opportunity and success for students by leveraging system resources and capabilities. Employ integrated academic planning and collaborative/shared student services to avoid unnecessary duplication and efficiently provide students throughout the State with access to educational opportunity and the support they need to succeed

> Tactics
> - Employ best practices in student-centered distance and online learning through use of technology and by leveraging University Centers on all islands

- Develop degrees and certificates as part of integrated pathways for students enrolled across the UH system
- Ensure that transfer and articulation policies are student-centered, transparent and well communicated in order to support student mobility and success throughout the System.
- Review academic offerings to identify unnecessary duplication and opportunities for improved collaboration
- Standardize and collaborate to increase consistency for students and improve operating efficiency in student support areas such as transcript evaluation, financial aid processing, admissions, and monitoring of student progress, early alerts and intervention strategies

Action Strategy 3:

UH aspires to be the world's foremost indigenous serving university and embraces its unique responsibilities to the indigenous people of Hawai'i and to Hawai'i's indigenous language and culture. To fulfill this responsibility, the University ensures active support for the participation of Native Hawaiians at the University and supports vigorous programs of study and support for the Hawaiian language, history, and culture. In addition to the Native Hawaii student success agenda within the HGI, the following tactics align with the thematic areas set forth in *Hawai'i Papa O Ke Ao*, UH's plan for a model indigenous serving university.

Tactics
- Develop Native Hawaiians for leadership roles in UH and the community
- Develop community partnerships locally and globally that advance UH's indigenous serving goals
- Advance the utilization and understanding of the Hawaiian language and culture throughout the UH system
- Support imparting a Hawaiian Sense of Place on campuses through landscaping, signage and the creation of gathering spaces to enable social and cultural sustainability of campus communities

Action Strategy 4:

In promoting sustainability, the University is committed to being a responsible leader in stewarding the resources of the islands and the world. UH will be a will be a global leader in the integration of sustainability in its teaching, research, operations and service. The University must embrace both indigenous practitioners and global experts to advance Hawaii's stewardship and use of energy, food, water, land and sea for the well-being of the State and the world.

Tactics
- Integrate sustainability across the curriculum using common criteria such as an S designation

- Create curricular pathways from 2- to 4-year colleges in sustainability sciences and related disciplines
- Support research and service that brings science to the issues of sustainability, and related public policy, practice and implementation
- Incorporate sustainability into residential life, student orientation, outreach and publications
- Incorporate sustainability considerations into procurement practices
- Increase access to and use of alternate modes of transportation
- Support Hawai'i's local food economy

Action Strategy 5:

Diversify resource base beyond state appropriations and tuition to support public higher education in Hawaii

Tactics
- Execute a successful systemwide fundraising campaign to provide additional support for students, faculty, facilities and programs
- Actively manage UH land assets to generate revenue, reduce costs, and support UH's mission activities statewide
- Execute a coherent strategy for international and non-resident recruitment and enrollment that advances revenue goals as well as the educational benefits to Hawai'i students of a globally diverse student body
- Improve revenue generation associated with UH innovations and intellectual property through HI2

Productivity and Efficiency Measures for High Performance System

- Education and related expenditures per completion
- SSH/instructional faculty FTE
- Students/staff ratios
- Students/EM ratios
- Number of programs with small number graduates/year
- Classroom utilization
- Number of Native Hawaiian employees and graduate assistants (faculty/staff/administrators)
- Annual student enrollment in Native Hawaiian courses in language and culture (unduplicated count)
- Number of international undergraduate students enrolled in credit courses