



University of Hawai'i Strategic Directions, 2015–2021

Version 2.0, 2018 Update

As the sole provider of public higher education in Hawai'i, University of Hawai'i (UH) is committed to improving the social, economic and environmental well-being of current and future generations. The *University of Hawai'i Strategic Directions, 2015–2021* builds upon previous work outlined in the [Strategic Outcomes and Performances Measures, 2008–2015](http://www.hawaii.edu/ovppp/uhplan) (<http://www.hawaii.edu/ovppp/uhplan>) and will guide the university's priorities for the next three biennia to achieve the outcomes directed by the UH Board of Regents (BOR). Productivity and efficiency measures associated with these outcomes provide clear, measurable goals and the ability to effectively monitor progress over time.

In January 2018, the University reported to the BOR on its first three years of progress implementing the Strategic Direction goals. The report is available at [University of Hawai'i Strategic Directions, 2015-2021](http://blog.hawaii.edu/strategicdirections/) (blog.hawaii.edu/strategicdirections/). Following that milestone, the Strategic Directions have been updated with revised action strategies and tactics and new productivity and efficiency metrics to guide the University's planning for the next three years. Key planning documents, such as the Integrated Academic Facilities Plan (IAFP) and the Enrollment Management (EM) Action Plan, 2017-2020, also inform the University's plan of action for the next three years. The IAFP provides the University with a strategic vision to align and leverage the unique mission, capabilities and resources of each campus while reducing unnecessary duplication and increasing collaboration. It brings together academic planning and facilities planning, two areas that have been historically managed independently. The Enrollment Management Action Plan sets enrollment and retention targets for specific student populations, enabling campuses to formulate more nuanced recruitment and retention strategies. These two documents work in concert with the Strategic Directions.

Two imperatives embraced within the University's mission continue to be interwoven in the Strategic Directions—a commitment to being a foremost indigenous-serving institution and advancing sustainability. In the original version of the Strategic Directions, these two mission objectives were organized under the Strategic Direction titled High Performing Mission Driven System (HPMS). In the revised version, HPMS is separated into two Strategic Directions: Mission Focused System (MFS) and High Performing System (HPS). This change brings greater visibility to the importance of the two mission objectives of becoming an indigenous-serving institution and advancing sustainability. HPS continues to target improving system efficiencies and leveraging resources to advance the University's mission and goals. Other notable changes in this Strategic Directions update are summarized in the Appendix.

The University of Hawai'i continues to advance on its UH Strategic Directions, as reflected in this latest update, while maintaining its core values of academic rigor and excellence, integrity and service, aloha and respect.

Hawai'i 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 and preparing them for success in the workforce and their communities.

An educated labor force and engaged citizenry are essential in today's global, knowledge-based economy. Across the nation, states have set ambitious goals to boost college completion rates. Hawai'i's own *55 by '25 Campaign* goal focuses on increasing the percentage of working age adults with two- or four-year degrees to 55 percent by 2025. According to the most recent data available, 43 percent of Hawai'i's working age adults hold a postsecondary degree. At the state's current rate of degree production, that percentage is expected to reach only 47 percent in 2025, resulting in a shortage of 57,000 degree holders. As the state's sole public higher education system, the University of Hawai'i is committed to doing its part to close the state's projected educational attainment gap. The enrollment plans of each campus are projected to meet this goal by 2025.

The university plans to address this gap through expanded access to postsecondary education and training throughout the state and strengthened support for student success. Vigorous support for Native Hawaiians, low-income students and underrepresented and underserved populations and regions remains a top priority for the university.

HGI Action Strategy 1:

Strengthen the pipeline from K–12 to the university to improve college readiness and increase college attendance.

Tactics

- Engage K–12 students and their ohana statewide early and often to promote and encourage them to prepare for college
- Expand outreach services and support to facilitate the completion of college admissions and financial aid applications
- Emphasize pipeline and college readiness initiatives for Native Hawaiians, rural communities, low-income and under-represented groups, including through UH programs and through partnerships with non-UH entities
- Expand and align early college programs with degree and certificate pathways
- Align expectations of Career and Technical Education clusters with degree pathways
- Design and implement counseling and advising initiative in grades 6 to 16
- Strengthen private school partnerships, including with Kamehameha Schools
- Ensure that coursework for public high schools is aligned with programs of study at the UH campuses and workforce needs
- Implement and scale transition courses to prepare students for the rigor of college

- Evaluate affordability factors, including food and housing costs, during the tuition-setting process, to assess their impact on access, especially for under-represented populations

HGI Action Strategy 2:

Implement structural improvements that promote persistence to attain a degree and timely completion.

Tactics

- Redesign the first year of each degree pathway to encourage student persistence and create transfer pathways
- Promote stronger and more comprehensive transfer and articulation policies that are student-centered, transparent and well communicated in order to support student mobility and success throughout the system
- Initiate a new articulation interface to support consistent articulation of courses across the system
- Reduce dependence on costly textbooks by utilizing open educational resources and other publishing options
- Require co-requisite supplemental support and multiple measures for placement
- Reduce attainment gaps in college completion for Native Hawaiians, low-income and under-represented groups
- Improve the curriculum pathway registration system to add career information and priority waitlists
- Use completion goals to drive policies, course scheduling, and financial aid
- Expand services for Native Hawaiian students, under-represented populations, as well as active military/veterans and their families, returning adults and online students
- Make more effective use of summer terms and alternative time modules to assist students graduating in a timely manner
- Create a re-enrollment program for returning adults

HGI Action Strategy 3:

Anticipate and align curricula with community and workforce needs.

Tactics

- Use workforce and career information to inform advising and student choice of major
- Utilize feedback from graduates and employers regarding UH students' preparation for the workforce and careers to improve services and curricula
- Increase the use of sector convenings to identify ways degree programs can meet students' career needs
- Develop new programs that are responsive to community needs, e.g., STEM, data science, sustainability sciences, cybersecurity and digital media

HGI Action Strategy 4:

Increase delivery of online courses and degrees, while maintaining other distance delivery modes (interactive TV, cable TV, and off-campus face-to-face instruction).

Tactics

- Create fully online degree completion pathways
- Identify degree programs to develop in online format
- Develop effective scheduling of online-only pathways
- Create online student services models to meet the needs of online students, including, pre-enrollment online student readiness assessment and preparation activities, online tutoring, and online academic and personal support counseling
- Provide a team of distance teaching support for campuses, including experts in instructional design, creative media, open educational resources, copyright, accessibility, graphic design, sound & lighting, and coding
- Provide professional development for faculty and student for effective delivery of online courses and services

Metrics for Hawai'i Graduation Initiative (HGI)

- Number of degrees and certificates earned
- Number of STEM degrees (moved from HII)
- Graduation rates 4-year
- Graduation and success rates 6 year or 150% CC (IPEDS)
- Graduation and transfer rates (Student Achievement Measures)
- Enrollment to degree gap for Native Hawaiian students
- Enrollment to degree gap for Pell recipient students
- Average unmet financial need of resident students
- Average total debt per undergraduate completer
- Percent of non-transfer graduates with debt
- Tuition and fees as a percent of state median household income
- First year retention rates (full and part-time; first time and transfer) (new)

Hawai'i Innovation Initiative (HII)

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.

The economy of Hawai'i is currently highly dependent on tourism and military spending. The creation of a third economic sector based on research and innovation has been identified as a community priority. As the largest research enterprise in the state, the University of Hawai'i is absolutely essential to achieving this economic diversification. The university, in partnership with the business community, plans to create innovation clusters that link fundamental scientific discovery with applied research and economic development. The university will also provide the training required for technological innovation and economic development to enable Hawai'i's citizens to lead and participate in this sector. With an emphasis on our responsibility to the community, the Hawai'i Innovation Initiative will focus on the following hubs: astronomy, ocean sciences, health sciences and wellness, data intensive sciences and engineering, agriculture and sustainability sciences including energy.

HII 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 research efficiencies and effectiveness
- Achieve financial sustainability for research under declining state investment
- Craft internal incentives and rewards for growth

HII Action Strategy 2:

Advance innovation and entrepreneurship within 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, internships, 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 Hawai'i:
 - Support the Hawai'i Business Roundtable (HBR) and others in the establishment of a Hawai'i version of "CONNECT"
 - Enhance meaningful collaborations with state agencies, incubators and accelerators, national and international agencies and collaborators

- Improve communication within the State and beyond regarding the value of UH research and its critical roles in Hawai'i's economic development, job creation and in addressing the challenges and opportunities facing Hawai'i and the world

HII 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
- Sustainable agriculture
- Energy
- Data intensive science and engineering initiative to support all research sectors

Metrics for Hawai'i Innovation Initiative (HII)

- Total extramural awards
- Number of invention disclosures
- Number of license/option agreements executed
- Number of active licenses/options (new)
- Number of U.S. patents issued
- Number of start-ups and new companies (revised)

21st Century Facilities (21CF)

UH students, faculty and staff need and deserve 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 the world.

A facilities and space management strategy is critical to accomplishing these goals amidst the challenges of declining enrollment, which results in an increasing amount of space per student; funding shortfalls; and aging campus facilities systemwide. The University has a responsibility to maintain nearly 14 million gross square feet of physical assets across over 16,800 acres of land. To fulfill this responsibility, campus leaders must unify around the systemwide integrated academic and facilities plan that emphasizes an enterprise approach to prioritizing physical asset improvements and constructing new spaces. Creating and modernizing facilities through coordinating strategic planning with academic programs ensures that limited resources are focused on the highest priority spaces to yield the greatest overall benefit.

By focusing on ways to rethink space as University space, rather than departmental space, the institution can begin to repurpose and consolidate existing areas and create new, highly-utilized, multidisciplinary areas to support priority programs and address facility needs through flexible and adaptable space management. Not only will this foster interdisciplinary collaboration and communication, it maximizes the efficiency of both the capital and operational dollar. On paper, many of our campuses appear to have sufficient or even abundant classrooms. Yet, we often hear from faculty that there are not enough quality classroom and laboratory spaces, resulting in inefficient use of our space. To fulfill our commitment to 21st century facilities, it is more crucial now than ever to make calculated investments in facilities that support only those initiatives that advance the overall vision and mission of a systemwide university through multi-disciplinary, shared space programming.

21CF Action Strategy 1:

Adopt model policies and practices for development and management of UH buildings, campuses, and lands.

Tactics

- Develop, adopt or adapt new streamlined, accountable, efficient and effective processes and organizational structures 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, focus on designing spaces consistent with research on how learning occurs and move toward a holistic approach to facilities maintenance and renewal that aligns programming and facility needs

- Determine areas of under-utilization and the underlying reasons to address the cause of the problem and maximize efficient use of facilities and classrooms
- Reduce the inventory of low quality, under-utilized spaces by renewing, improving and modernizing facilities, removing space from the inventory and/or replacing it, if necessary, with right-sized, efficient and highly-utilized shared space
- Design flexible and adaptable space to enable the University to respond to changing needs and future requirements
- 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
- Perform cost/benefit analyses to evaluate whether to renovate buildings with the highest utility and largest deferred maintenance or demolish and replace these buildings
- Develop and adopt policies around University and shared space to transform the current culture of departmental space ownership
- Determine and invest in areas of high utilization in response to program enrollment growth to strategically construct new facilities consistent with the multi-year capital improvement plan and campus strategic action plans

21CF Action Strategy 2:

Improve the sustainability and 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 costs of energy consumed on/by UH campuses
- Improve the 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

Productivity and Efficiency Measures for 21st Century Facilities (21CF)

- Capital Improvement Projects (CIP) and operating investments in Renew, Improve and Modernize (RIM) (new)
- Monetize real property holdings through strategic partnerships (new)
- Efficient use of space (new)
- Progress toward net zero and energy efficiency (new)

Mission-Focused System (MFS)

Goal: Realize the University's commitments to becoming a foremost indigenous-serving university and advancing sustainability, both of which are significant parts of our mission.

MFS Action Strategy 1:

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 and supports vigorous programs of study and support for the Hawaiian language, history and culture. In addition to the Native Hawaiian student success agenda within the Hawai'i Graduation Initiative, 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

- Prepare more Native Hawaiians to assume leadership roles within UH and the community
- Develop community and public-private partnerships locally and globally that advance UH's indigenous serving goals and share practices globally
- Advance the utilization and understanding of the Hawaiian language and culture throughout the UH System, including through articulated programs of study as well as through informal learning
- Impart a Hawaiian sense of place on campuses through landscaping, signage and the creation of Pu'u Honua, a distinctive space that promotes educational and cultural activities

MFS Action Strategy 2:

UH 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 Hawai'i'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
- Develop academic programs in sustainability sciences collaboratively throughout the system
- Support research and service around issues of sustainability
- Incorporate sustainability practices, including those derived from indigenous wisdom, throughout the university
- Encourage alternate modes of transportation
- Support Hawai'i's local food economy

Productivity and Efficiency Measures for Mission-Focused System (MFS)

- Number of Native Hawaiian employees and graduate assistants (faculty/staff/administrators)
- Student enrollment in Native Hawaiian courses in language and culture (unduplicated count)

High Performing System (HPS)

Goal: Through cost-effective, transparent and accountable practices, ensure financial viability and sustainability to ensure UH's ability to provide a diverse student body throughout Hawai'i with affordable access to a superb higher education experience in support of the institutional mission of the university

UH is committed to accountability, transparency and managing costs including by leveraging our unique status as a unified statewide system of public higher education. Strategies for achieving higher performance include employing best practices to promote efficiencies, diversifying the University's resource base, and providing a safe environment to promote the advancement of teaching, learning, and scholarship.

HPS Action Strategy 1:

Employ best practices in management, administration and operations.

Tactics

- Implement world-class business practices to advance efficiency, transparency and accountability with sound risk management
- Create effective and efficient organizational structures that leverage the advantages of centralization and decentralization to maximize efficiency and responsiveness to internal and external stakeholders
- Provide professional and leadership development for UH faculty and staff
- Effectively use metrics throughout the system to advance goals and objectives
- Increase transparency in budgeting and expenditures through improved reporting practices
- Promote mission differentiation through the review of academic offerings to identify unnecessary duplication and opportunities for improved collaboration
- Standardize, centralize and collaborate on shared services to improve operating efficiencies and effectiveness in student support areas such as admission applications, transcript evaluation, financial aid processing, admissions, monitoring of student progress, early alerts and intervention strategies
- Pursue areas of development for public private partnerships (P3) such as land monetization, renewable energy development, facilities maintenance, and real asset/real property development

HPS Action Strategy 2:

Diversify resource base beyond state appropriations and tuition to support public higher education in Hawai'i.

Tactics

- Execute a successful fundraising campaign across all campuses to provide additional support for students, faculty, facilities, priorities 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, including coordinating as a system to encourage study abroad, and advance 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 the Hawai'i Innovation Initiative
- Develop new instructional models, such as microcredentials, that can attract new populations of learners to the University
- Develop financial and operational plans that support the expected rapid increases in enrollment as the communities embraces their new campuses
- Create capital development plans for facilities that support expected enrollment growth and campus academic and strategic plans
- Develop plans for utilization of non-campus land assets to generate revenue and/or reduce university costs through complementary and compatible activities such as development of a university village and alternate energy generation

HPS 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 Violence Against Women Act (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

Metrics for High Performance System (HPS)

- Education and related expenditures per completion
- Student semester hours (SSH)/instructional faculty full-time equivalent (FTE)
- FTE Students/FTE staff (non-instructional, non-EM) ratios
- FTE Students/FTE Executive/Managerial ratios
- Number of programs with low number of graduates per year

Appendix

As mentioned in the introduction, the major change in this Strategic Directions 2018 update is the separation of the original High Performance Mission-Driven System (HPMS) into two Strategic Directions—Mission Focused System (MFS) and High Performing System (HPS)—resulting in an increase from four to five directions. The intent of establishing MFS as a standalone Strategic Direction is to bring greater visibility to the importance of UH’s mission objectives of becoming an indigenous-serving institution and of advancing sustainability efforts. HPS continues to target improving system efficiencies and leveraging resources in support of UH’s mission and goals.

Other revisions reflected in this update are listed below. These revisions reorganize various action strategies and tactics for better alignment and include new tactics based on developments since the establishment of the Strategic Directions in 2015.

- Changed the focus of Hawai’i Graduation Initiative (HGI) Action Strategy 4 from the physical build-out of UH West O’ahu and Palamanui campuses, which had been largely completed, to the expansion of online learning to reach more people within the state;
- Moved several tactics on financial and capital development plans from HGI Action Strategy 4 to HPS Action Strategy 2;
- Moved several online learning and articulation and transfer tactics under former HPMS Action Strategy 2 to HGI Action Strategies 2 and 4;
- Added new tactics on affordability and returning adults under HGI Action Strategies 1 and 2, highlighting the University’s priorities and commitment in these areas;
- Expanded 21st Century Facilities (21CF) Action Strategy 1 to include additional land and space utilization tactics;
- Moved the tactic on the efficient use of facilities and classrooms from HPMS Action Strategy 1 to 21CF Action Strategy 1;
- Moved 21CF Action Strategy 3, maintenance of a safe, discrimination free environment to HPS Action Strategy 3;
- Added a new action tactic on pursuing public-private partnerships as a best practice to HPS Action Strategy 1.

In addition, the following metrics have been added, revised, deleted, or moved:

- Hawai’i Graduation Initiative (HGI)
 - Added retention rates: first-time and transfer/full-time and part-time
 - Moved number of STEM degrees from HII to HGI
- Hawai’i Innovation Initiative (HII)
 - Added number of active license/option agreements
 - Revised number of start-up companies to number of start-ups and new companies (expanded the definition beyond licensed UH technology)
- 21st Century Facilities (21CF)

- Added Capital Improvement Projects (CIP) and operating investments in Renew, Improve, and Modernize (RIM)
- Added monetize real property holdings through strategic partnerships
- Added efficient use of space
- Added progress toward net zero and energy efficiency
- Deleted deferred maintenance
- Deleted electricity purchased per gross square foot
- Deleted gallons of water purchased per gross square foot
- Deleted number of criminal offenses on campus
- High Performance System (HPS)
 - Deleted classroom utilization
 - Deleted number of international undergraduate students enrolled in credit courses
 - Deleted number of degrees in Health, Education, and Agriculture