

UNIVERSITY OF HAWAI‘I SYSTEM LEGISLATIVE TESTIMONY



SB 3250 – RELATING TO THE UNIVERSITY OF HAWAII

Testimony Presented Before the
Senate Committee on Education

February 1, 2008 @ 1:30 p.m.

by

Linda K. Johnsrud
Vice President for Academic Planning and Policy
University of Hawai'i System

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Chair Sakamoto, Vice Chair Tokuda and members of the Committee on Education:

I am Linda K. Johnsrud, Vice President for Academic Planning and Policy, University of Hawai'i System. I am here to present testimony on behalf of the University on Senate Bill 3250, relating to the University of Hawaii.

The University supports the general purpose and intent of the bill which directs the University of Hawai'i to implement incentives and performance based budgeting. However, we must note that the bill leaves unclear some significant issues. We would suggest amendments, and would work closely with your committees, to clarify and to discuss current initiatives in order to avoid duplication or conflict.

The reexamination of the UH System's strategic plan in 2007-2008 that is referenced in the bill was a UH System initiative that linked the goals of the University's current 2002-2010 strategic plan with the five priorities that were identified as key state needs during the Second Decade analysis which was conducted by the UH Academic Planning and Policy Office in 2006-2007. The effort to tie the University's strategic actions to state needs and to develop measurable outcomes has been ongoing for several years now.

In our reexamination of the current, 2002-2010 strategic plan, we found that although there was general agreement about current goals, measurable outcomes and timelines were needed. We therefore identified five key strategic outcomes tied to state needs in the current environment and developed performance measures for the 2008-2015 period. The five strategic outcomes are: serving native Hawaiians; increasing Hawai'i's

educational capital; contributing to the state's economy; addressing critical workforce shortages and preparing students to be leaders in a global environment; and practicing exemplary stewardship over resources, all within a culture of academic excellence.

At the system level, we are proposing that each of these five outcomes be measured by two indicators. Three examples of these performance measures are: increase by three to six percent per year the number of degrees and certificates earned; increase three percent per year UH degrees in STEM fields; and increase five percent a year UH output in critical shortage areas. The complete list of *Strategic Outcomes and Performance Measures, 2008-2015*, is available on our website at: <http://www.hawaii.edu/ovppp/uhplan/strategicoutcomes.pdf>.

Tied to these overarching common goals, each of our ten campuses is identifying campus-level performance measures that are connected to their campus, their students, and their mission.

In addition to these current initiatives to reassess our strategic plan and add measurable outcomes, the University is required to produce periodic benchmark reports (Section 304A-2001, HRS). Every two years we publish *Measuring our Progress*, a report based on performance benchmarks created by the University, as required by Act 161 of the 1995 legislative session.

The significance of what we have done this year in *Strategic Outcomes and Performance Measures, 2008-2015*, is to identify performance targets for each year on the outcomes most critically tied to state needs and university goals. As part of this process, and as requested by SCR 137 and SCR 79 from the 2007 legislative session, we are developing financial plans linked with performance goals.

We would request further clarification and the opportunity to work with your committees to clarify the language of SB 3250 and delineate its relationship to other initiatives and ongoing performance reports of the University. As an example, the language in Section 2 that begins:

(a) The University of Hawai'i shall prepare an annual incentive and performance report in November of each year that reflects the success of the University of Hawai'i's previous incentive and performance plans and proposes the plan for the following year. The purpose of the annual incentive and performance report is to facilitate the legislature in allocating approximately two per cent of the University of Hawai'i annual budget to facilitate the university's strategic plan and related state goals; provided that:"

We would require further clarification about the relationship of this two percent to our base budget, to performance targets, and related incentive funding. It is not clear how

the funding of the two percent will be provided. We are not opposed to performance measures and indicators, but would need clarification about the proposal in the bill and about the funding for the incentives.

Two additional examples of a need for clarification in SB 3250 are the references to student tracking and data collection. The University has a system of data collection, but it is not clear if we would be able to provide all of the data referenced in SB3250. Just as an example, placement data on students who already graduated (Section 2(c)(9), p. 7) might be difficult for us to collect. In addition, we would need clarification about the legislature's definition of an education compact and how the University's efforts would be integrated with such a compact.

I have given some examples of our questions as we read SB3250 and explained our need for clarification. The University supports the general purpose and intent of SB3250, but requests additional discussions to clarify unresolved issues. May I emphasize that the University welcomes the opportunity to work with your committees in this regard.

Thank you for the opportunity to testify.

University of Hawai`i at Hilo
Unofficial Comments & Suggestions
SB 3250 – Relating to the University of Hawai`i
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On behalf of UH Hilo
Dr. Debra Fitzsimons
Vice Chancellor for Administrative Affairs
University of Hawai`i at Hilo

UH Hilo has an evolving and unique mission as a comprehensive university serving the island of Hawaii, the State as a whole, and the entire Pacific Basin. While our continuing focus is principally on undergraduate education, UH Hilo is also committed to serving a significant source of graduates for Hawai`i's growing science and technology economy by ensuring applied oriented research is an integral facet of the UH Hilo education experience.

UH Hilo recommends the following suggestions to be considered:

- The outcomes should take into account UH Hilo's specific mission to serve both as an institution of access for first-generation college students and as a destination-point institution offering a broadening array of outstanding academic programs.
- The outcomes should focus on the access and success of the major group of underserved and first generation college students that attend UH Hilo; they comprise the future of Hawai`i's workforce and human capacity.
- We are a developing comprehensive university, with a goal of achieving 5,000 students. The outcomes should encourage and reward enrollment growth, specifically growth in Full Time Equivalent Students, which is the basis for achieving productivity and is a factor traditionally used across the United States in state systems of higher education.
- The outcomes should continue to encourage the diversity of our student population, which greatly enhances and stimulates the learning environment of our students and prepares them to lead and work effectively in a 21st century economy.

UH Hilo believes we can contribute greatly in these areas above and our track record demonstrates that we already have. By UH Hilo succeeding in its mission, we can significantly and positively contribute to the success of the

whole UH system and increase the educational capital of the State, expand workforce development, assist in diversifying the economy, and address underserved populations, particularly native Hawaiians. We endorse the intent of the outcomes to provide accountability and we support the UH system initiative, but feel the initiative would be enhanced if they include our recommendations above.

Thank you for the opportunity to testify. If you have any questions, I would be more than happy to address them to the best of my ability or you may contact me at 974-7750.