

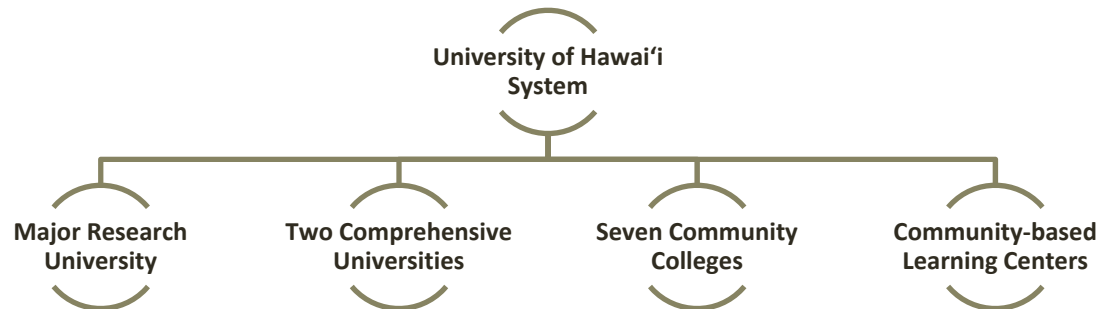


# Senate and House Higher Education Committees Informational Briefing

January 13, 2017

# Overview of University of Hawai'i

- Founded in 1907, the University of Hawai'i System is **the Sole Provider of Higher Public Education throughout Hawai'i** and includes a major research university, two comprehensive universities, seven community colleges and nine community-based learning centers across the State.
- The University is unique as a **truly integrated higher education system that seamlessly organizes all public higher education into one system under one President and one Board of Regents.**



# Overview of University of Hawai'i

## University of Hawai'i Universities

- Major world-class research university
- Undergraduate, graduate and professional degrees across numerous well regarded programs
- Enrollment around 24,000
- NCAA Division I (Mānoa) and II (Hilo) athletics
- Substantial economic impact across the State that drives economic growth



UNIVERSITY  
of HAWAII®  
MĀNOA



UNIVERSITY  
of HAWAII®  
WEST O'AHU

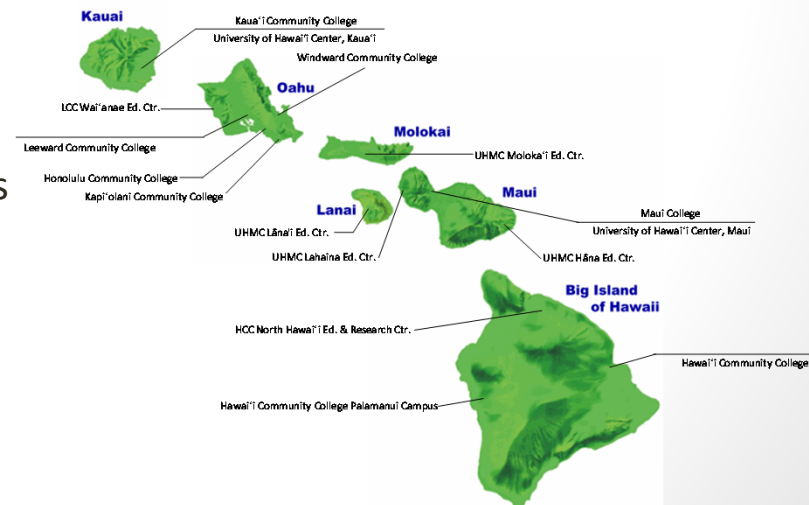


UNIVERSITY  
of HAWAII®  
HILO

## UH Community Colleges and Learning Centers

- Seven community colleges and nine community-based learning centers
- Enrollment nearly 29,000
- Occupational, technical and professional programs as well as liberal arts and STEM
- Critical to expanding educational opportunities across the State, including pathways to 4-year universities

*UH Community Colleges and Community-based Learning Centers*



# Strategic Directions: Hawai'i Graduation Initiative

*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.*

## Initiatives/Objectives

- Hawai'i's 55 by '25 Campaign - Increase the percentage of working age adults with two- or four-year degrees in Hawai'i to 55 percent by 2025
- The "15 to Finish" campaign - Encourage full-time students to take 15 credits per semester to graduate on time
- Create degree pathways and provide online tools to help students progress toward their degrees
- Support Native Hawaiians, low-income students and underrepresented and underserved populations and regions of the State

## Results/Implications

- Increased the number of degrees and certificates awarded by 46% from 2008 to 2016
- Increased 4-year graduation rate at Mānoa from 17.2% in 2008 to 27.9% in 2015; doubled 4-year graduation rate at UH-Hilo
- Increased degree attainment amongst Native Hawaiian population and improved with a 6.4% increase in 2015 over the previous year
- Increased institutional financial aid from \$34.8 million in AY 2007–08 to \$63.8 million in AY 2014–15, while increasing net tuition per student



# Strategic Directions: Hawai'i Innovation Initiative

*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.*

## Initiatives/Objectives

- Sustain and advance the University's research enterprise
- Drive economic innovation and create more high-quality living-wage jobs
- 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
- Help address the challenges and opportunities faced by Hawai'i and the world
- Identify promising UH ideas, students and faculty for commercial opportunities



## Results/Implications

- Recognized as a leading research institution globally
- Awarded extramural contracts and grants totaling \$391 million in FY 2016
- Created 252 invention disclosures, 27 license/option agreements, 36 patents, and 15 startup companies between 2010 and 2016
- Increased credentials awarded in science, technology, engineering and math by 51% from 2010 to 2016
- Became a key driver in attracting students from the mainland and internationally

**XLRSUH**

# Strategic Directions: 21<sup>st</sup> Century Facilities

*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.*

## Initiatives/Objectives

- Adopt model policies and practices for development and management of UH buildings and campuses
- Improve sustainability and resource conservation on campuses
- Address \$500+ million in deferred capital maintenance backlog through modernization of facilities and extensive repair and maintenance

## Results/Implications

- Improved practices around construction and construction management
- Awarded first Design-Build contract in decades
- Implementing projects to reduce energy consumption and to generate renewable energy on campuses
- Performance contracts leverage energy savings for modernization costs



# Strategic Directions: High Performance Mission-Driven System

*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.*

## Initiatives/Objectives

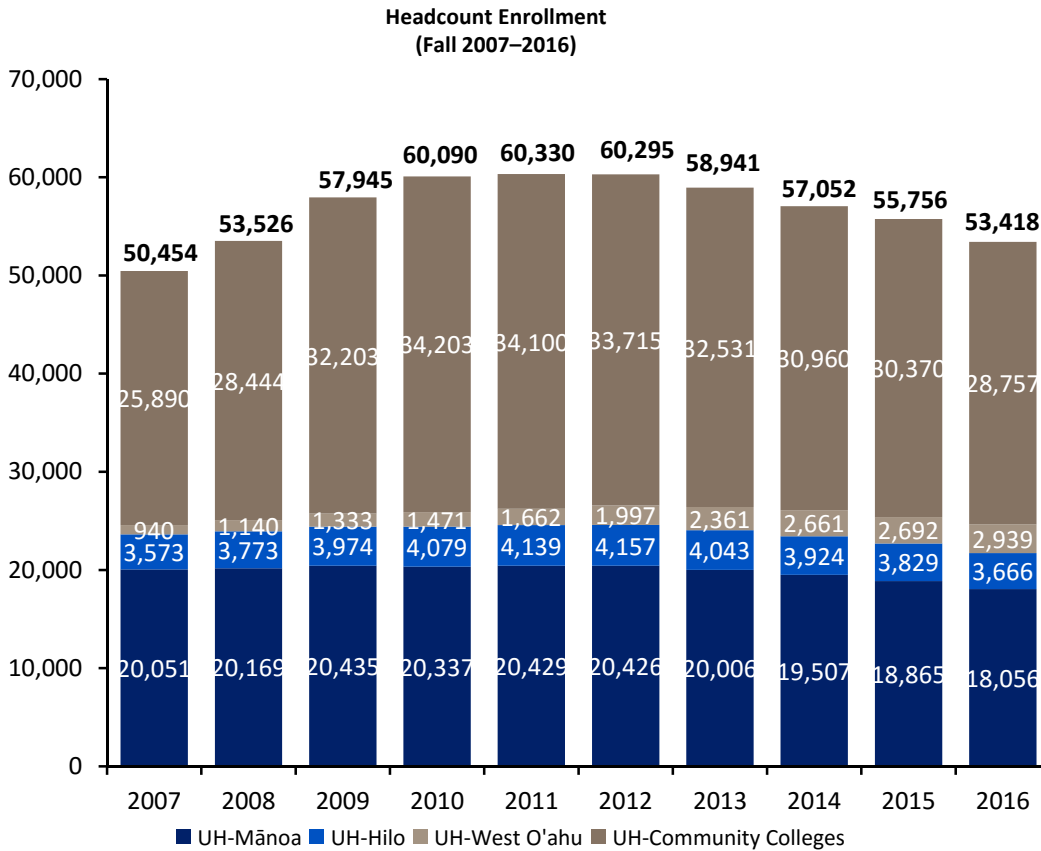
- Commitment to being the foremost indigenous-serving university and advancing sustainability
- Implement sustainability practices in academics and administrative functionality
- Revitalize management team to drive performance and embrace accountability
- Clarify mission differentiation and collaboration for new academic offerings
- New focus on diversification of revenue sources

## Results/Implications

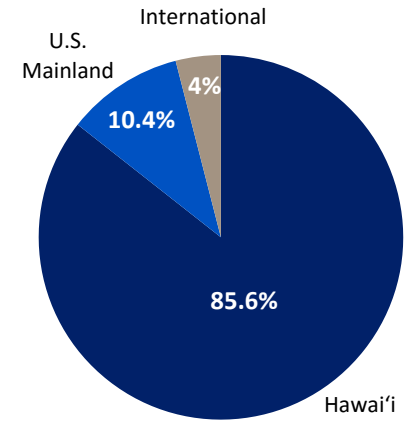
- Implementing contemporary business practices that are rooted in increasing efficiencies, transparency and accountability
- Regent focus on pro-active monitoring and mitigation of risk and implementing risk management practices
- Organizational restructuring in key areas to capitalize on centralization and eliminate duplication of services
- Planning for revenue generation at UHWO
- Increased philanthropy
- Increased success in Title III federal funding, new partnerships with Kamehameha Schools and PVS
- New sustainability policies and Office of Sustainability

# Enrollment and Outcomes

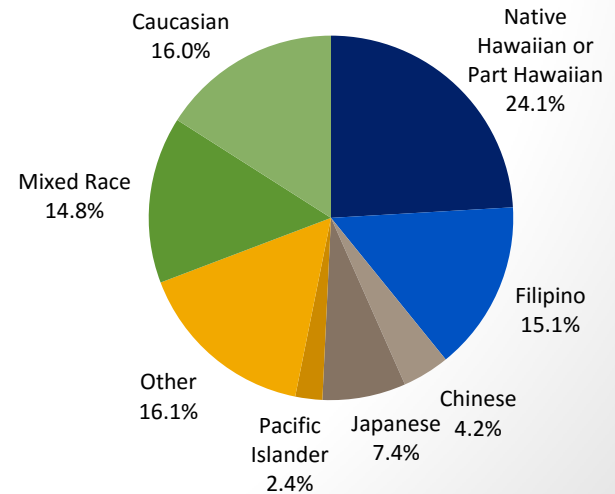
## The University's Enrollment Exceeds Pre Recession Highs With a Highly Diverse Mix of Students



**UH Headcount by Permanent Address (Fall 2016)<sup>(1)</sup>**



**UH System Ethnicities<sup>(2)</sup> (Fall 2016)**



Source: University of Hawai'i, Institutional Research and Analysis Office and the National Center for Higher Education Management Systems.

(1) U.S. Mainland includes U.S. Military Overseas and U.S. Related Areas. Hawaii includes records with no data.

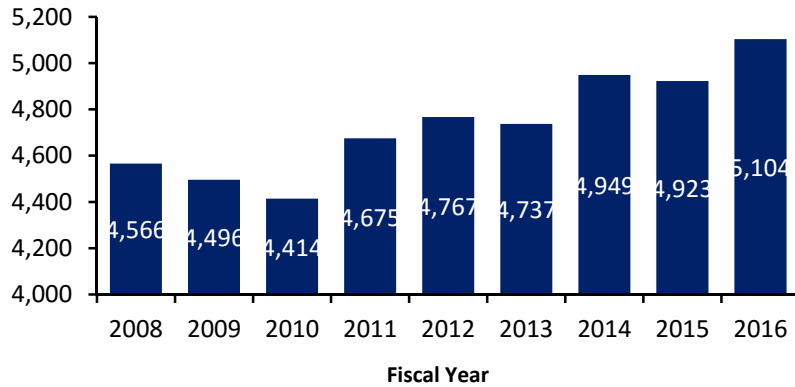
(2) Includes total undergraduates (both degree and non-degree seeking and records with no data for academic level).



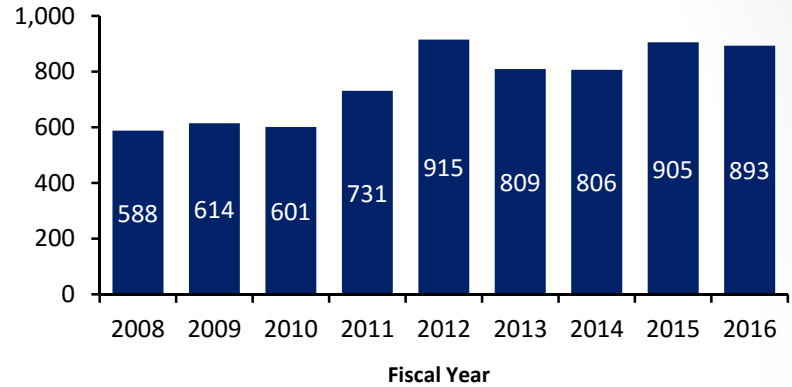
# Enrollment and Outcomes

## Increasing the Total Number of Degrees and Certificates Awarded is a Strategic Objective

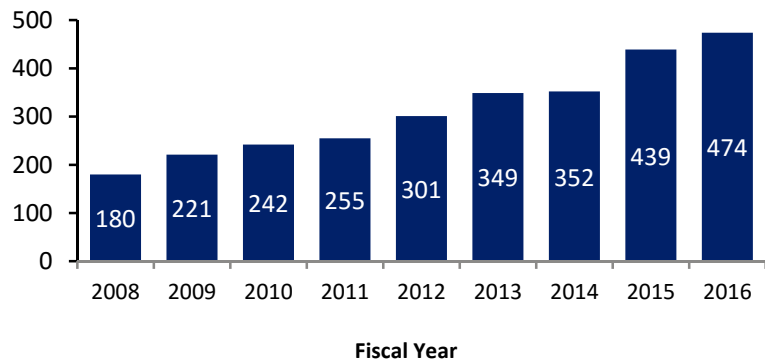
UH Mānoa Number of Degrees



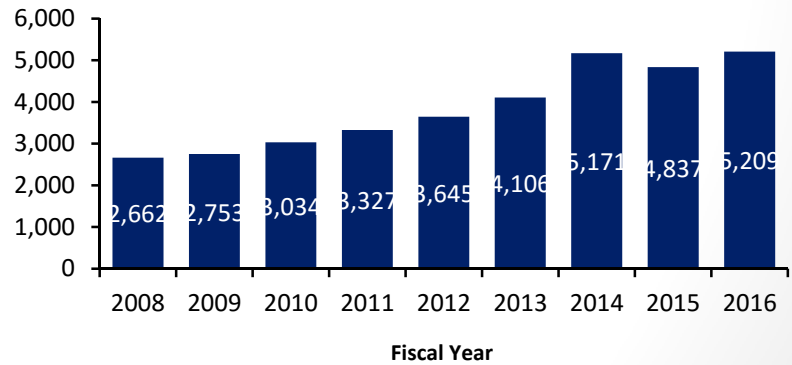
UH Hilo Number of Degrees



UH West O'ahu Number of Degrees



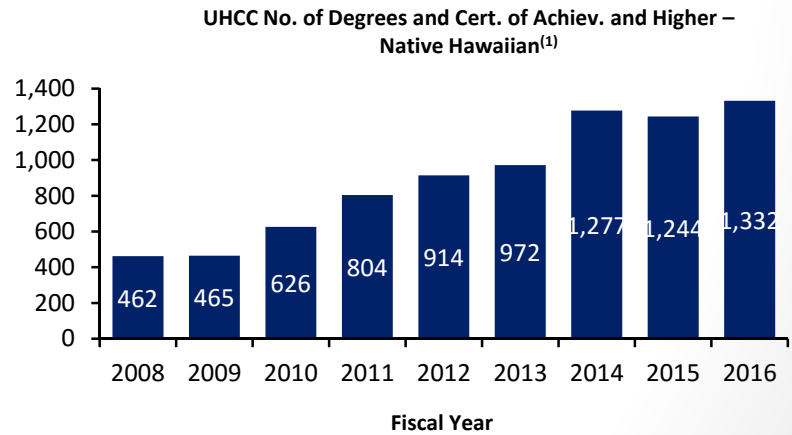
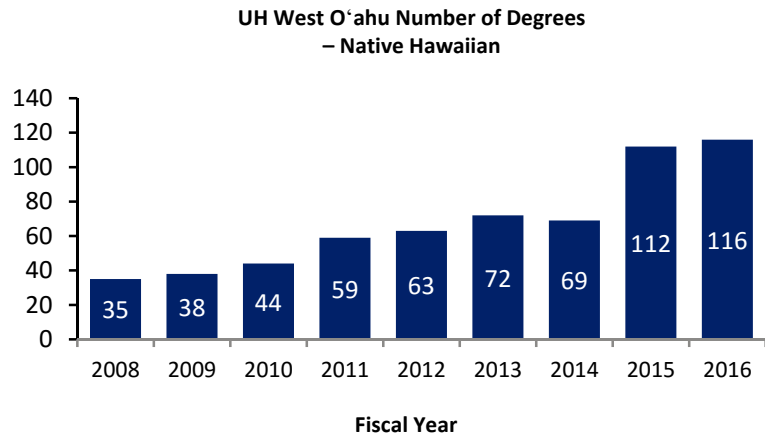
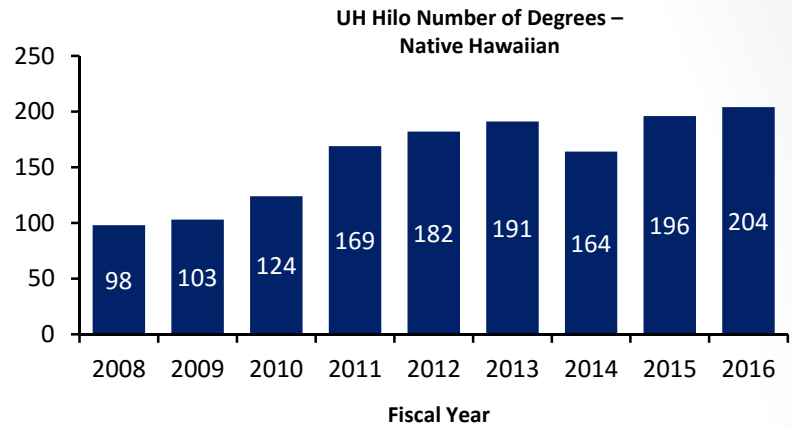
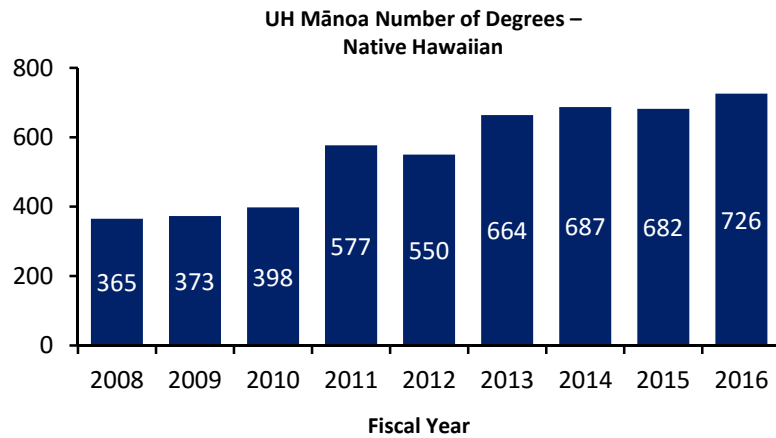
UHCC No. of Degrees and Cert. of Achiev. and Higher<sup>(1)</sup>



Source: University of Hawai'i, Institutional Research and Analysis Office.  
 (1) Includes certificates of one year or more.

# Enrollment and Outcomes

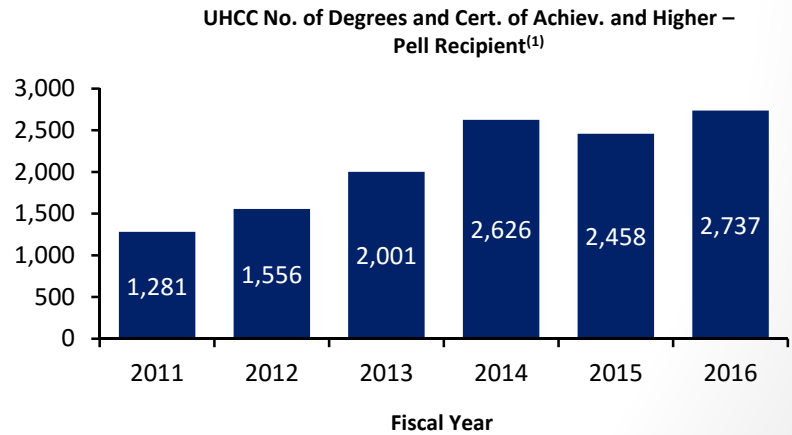
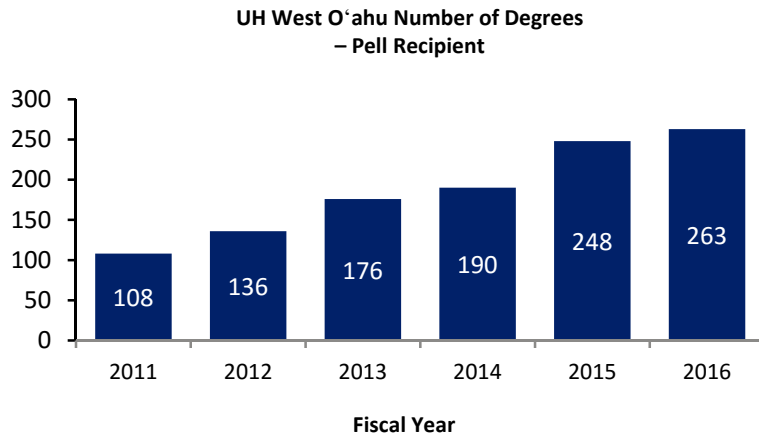
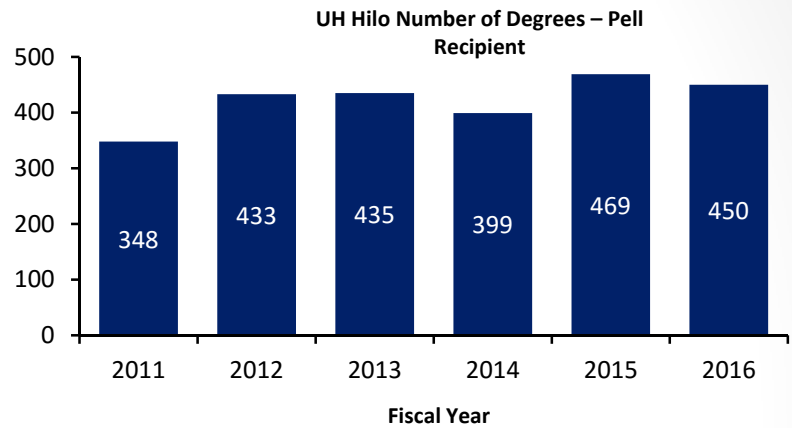
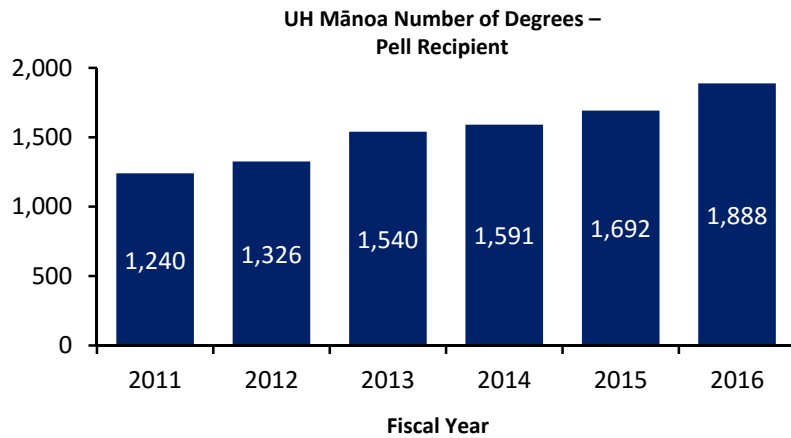
## Increasing Degrees and Certificates Awarded to Native Hawaiians is a Strategic Objective



Source: University of Hawai‘i, Institutional Research and Analysis Office.  
 (1) Includes certificates of one year or more.

# Enrollment and Outcomes

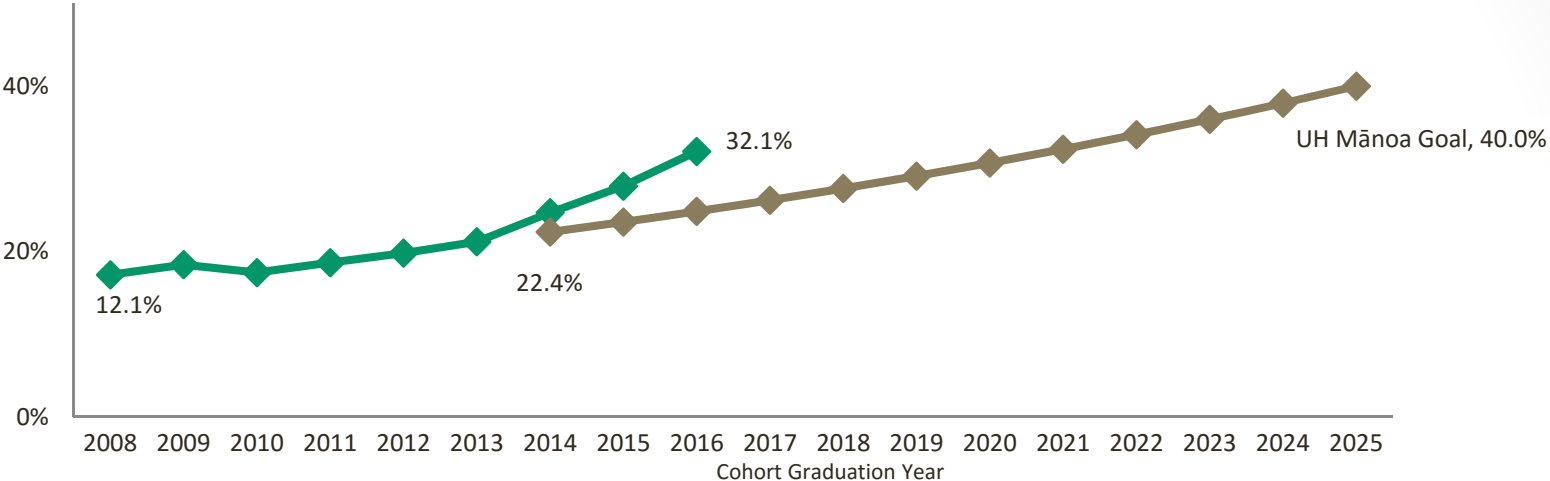
## Increasing the Number of Degrees and Certificates Awarded to Pell Recipients is a Strategic Objective



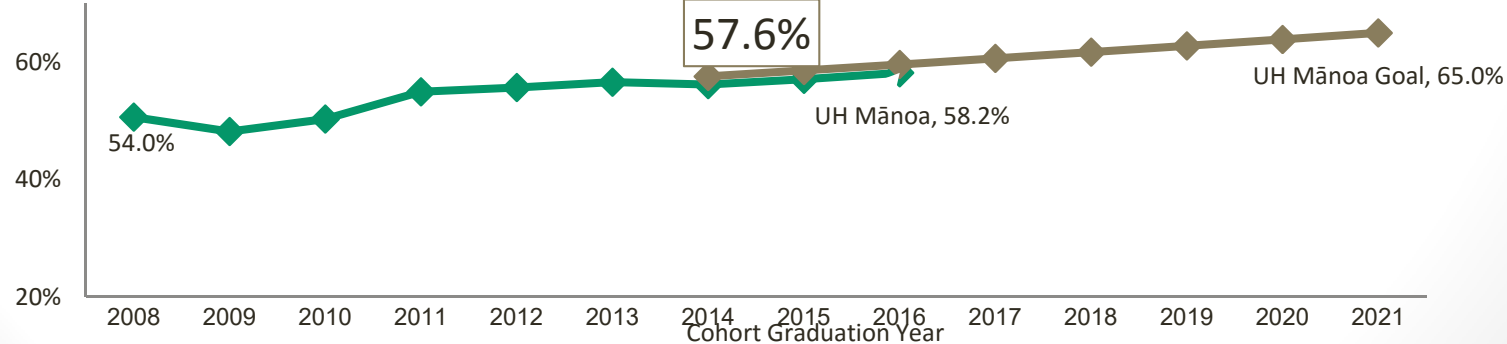
Source: University of Hawai‘i, Institutional Research and Analysis Office.  
 (1) Includes certificates of one year or more.

# Enrollment and Outcomes

4-Year Graduation Rate Target for UH Mānoa

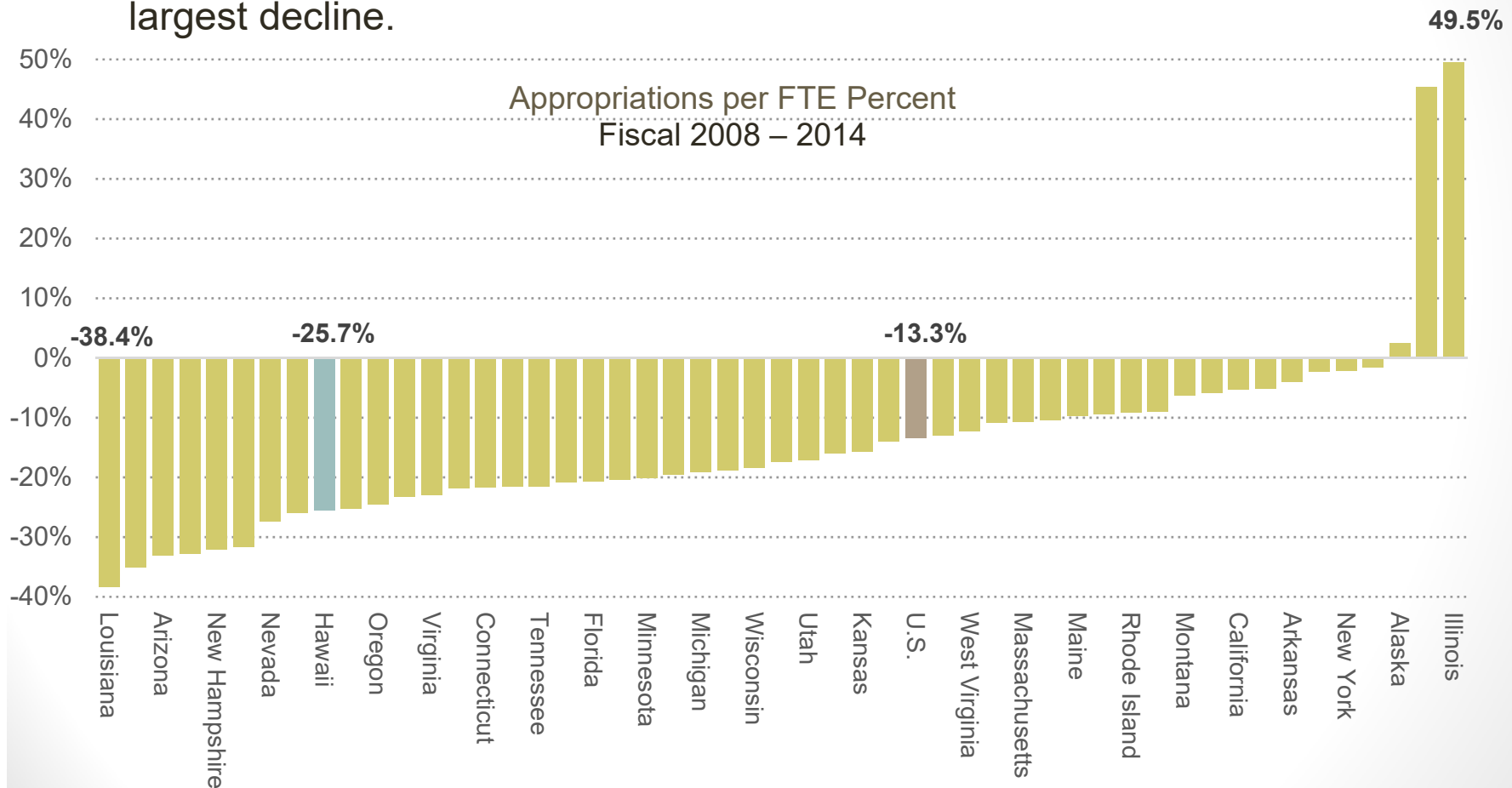


6-Year Graduation Rate Target for UH Mānoa



# Reduction in Educational Appropriations per Student (Driver for Tuition Increases Nationally)

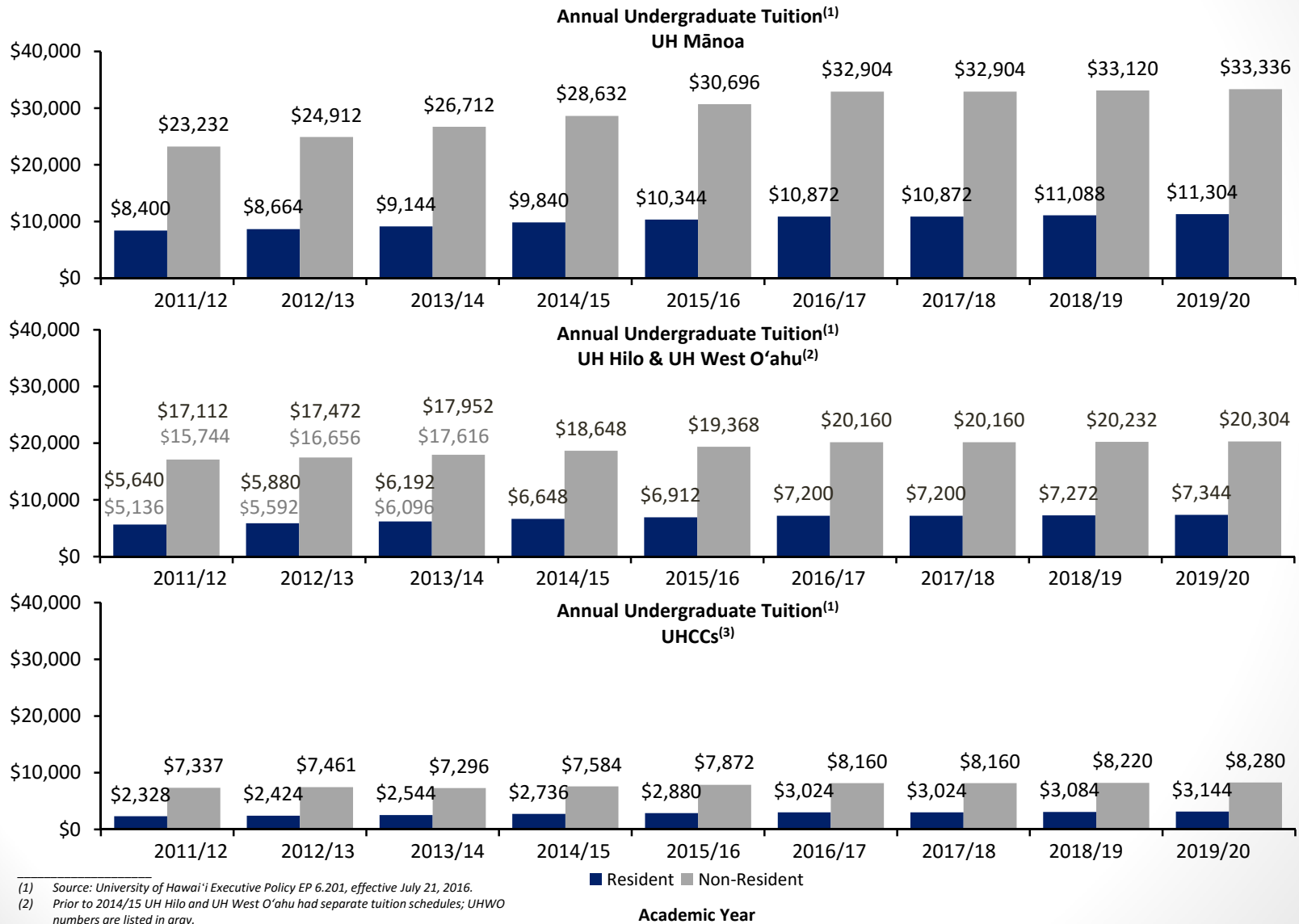
From 2008 to 2014, educational appropriations in Hawai'i decreased by 25.7%, from \$10,129 to \$7,618, making Hawai'i one of the states with the largest decline.



NOTE: Dollars adjusted by 2014 HECA, Cost of Living Adjustment, and Enrollment Index SOURCE: State Higher Education Executive Officers

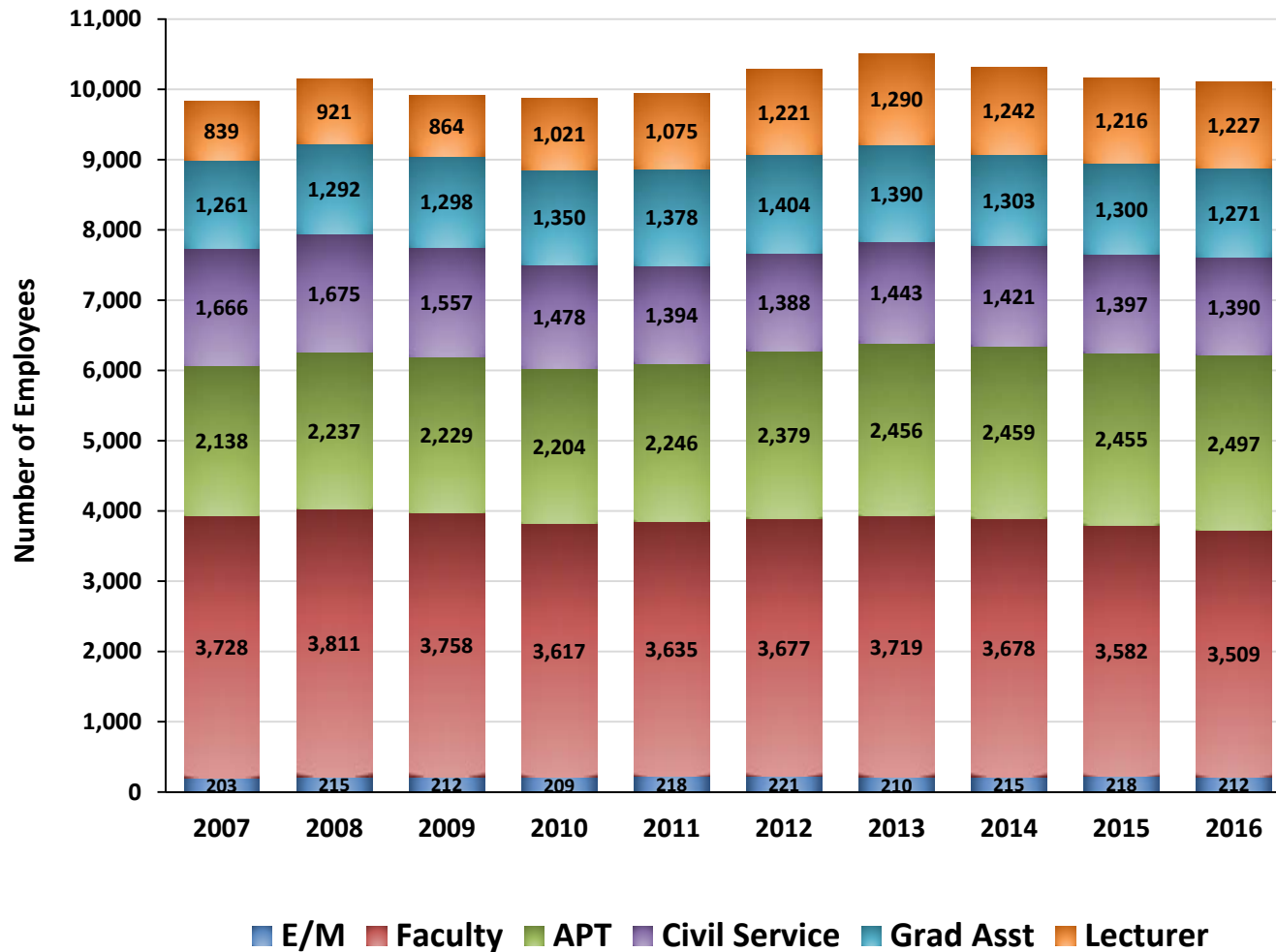
# Tuition Rates Increase as Appropriations Decrease

## The Board of Regents Approved Tuition Rates Through FY 2019-20



(1) Source: University of Hawai'i Executive Policy EP 6.201, effective July 21, 2016.  
 (2) Prior to 2014/15 UH Hilo and UH West O'ahu had separate tuition schedules; UHWO numbers are listed in gray.  
 (3) Lower Division

# University of Hawai'i Employee Headcount



# UH Cancer Center Emphasis on Hawai'i-Specific Cancer Research

- *Ethnic diversity* influence on cancer incidence and patient outcomes



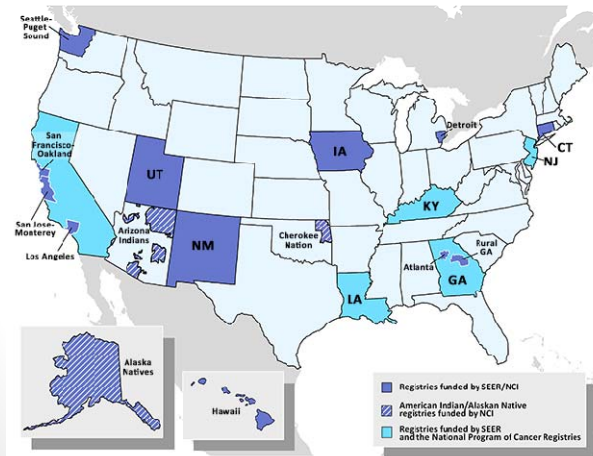
- *Natural products* for cancer prevention and treatment

Phase II Clinical Trial Study: Tests if noni extract could potentially help prostate cancer patients

- *Engage the community* in cancer prevention and cancer education programs



UH Cancer Center has sponsored more than 33 kūkākūkā sessions statewide reaching about 327 Native Hawaiian men for colorectal screening



The UH Cancer Center Hawai'i Tumor Registry assembles the data necessary for Hawai'i cancer statistics and contributes to the national SEER database. The Registry's database contains more cancer cases of Native Hawaiians than any other registry.



# UH Cancer Center: Education and Clinical Trials

## Cancer Center Members Listing of Primary Affiliations

Cancer  
Epidemiology

Cancer  
Biology

Cancer  
Prevention in  
the Pacific

UHCC  
College of Tropical  
Agriculture & Human  
Resources (CTAHR)  
Queens Medical Center

UHCC  
JABSOM  
College of Pharmacy  
Department of  
Chemistry  
Queens Medical Center

UHCC  
JABSOM  
School of Social Work  
College of Arts &  
Humanities  
Office of Public Health  
Studies

Teaching activity throughout the UH System

Provide an infrastructure for access to cutting edge *clinical trials* for patients with cancer

**Hawai'i Cancer Consortium**



UNIVERSITY OF HAWAII  
CANCER CENTER

THE QUEEN'S  
MEDICAL CENTER

HAWAII PACIFIC HEALTH  
Kapi'olani • Pali Momi • Straub • Wilcox

Kuakini Medical Center

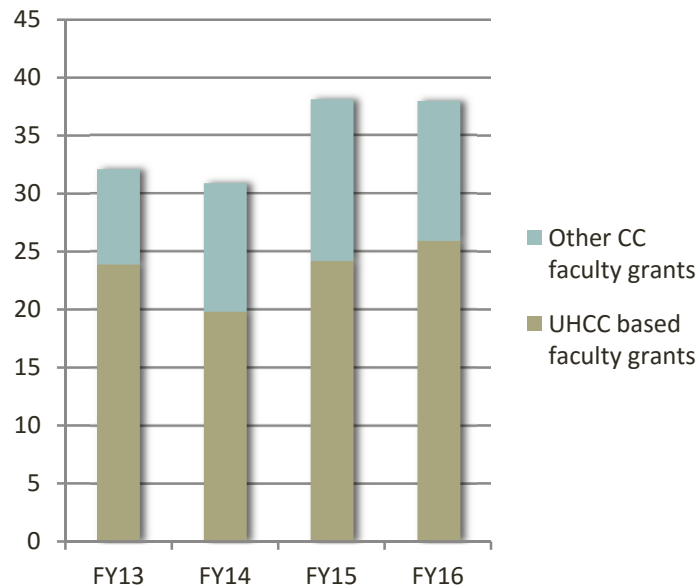
Through the unified consortium, the Cancer Center delivers its latest discoveries and clinical trials benefiting all our communities in Hawai'i and the Pacific Rim.

- 150 active clinical trials
- Over 300 patients enrolled each year
- UHCC coordinates screening, accrual, safety and quality data

# UH Cancer Center Grants and Economic Impact

## Grants Activity

Millions of \$

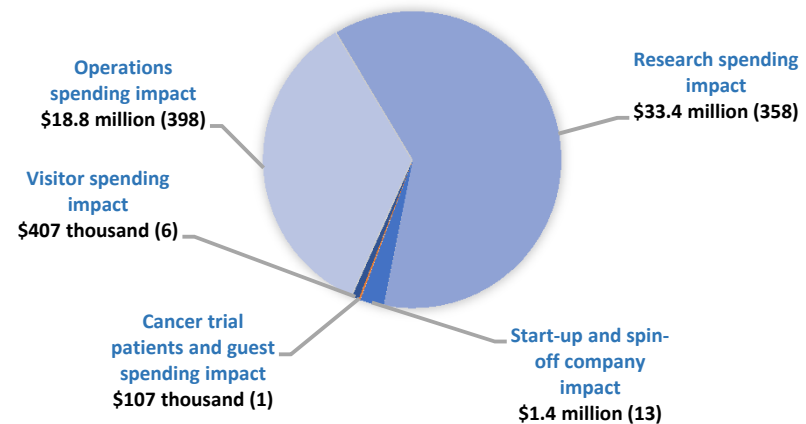


## Return on Investment

### ECONOMIC IMPACT OF THE UH CANCER CENTER IN FY 2014-2015

ADDED INCOME (JOBS CREATED EQUIVALENCY)

Adds **\$54.1 million** to the O'ahu economy  
(equivalent to 776 jobs)



# Why is NCI designation critical for Hawai'i?

- *UH is one of only 69* NCI-designated centers, one of the top 4% of all U.S. cancer centers
- Between *\$4-5 million* in federal funding tied to NCI designation
- 75% of all NCI funding nationally goes to investigators at NCI-designated cancer centers
- Attracts top researchers and physician scientists to Hawai'i
- Most of the \$2 billion allocated to NCI for the *Cancer Moonshot* will go to NCI-designated centers



# UH Cancer Center Plans and Goals

## Short term

- Strengthen core research programs (also long term)
- Expand clinical trials infrastructure, access and accrual
- NCI P30 grant renewal
- Adhere to sound financial plan

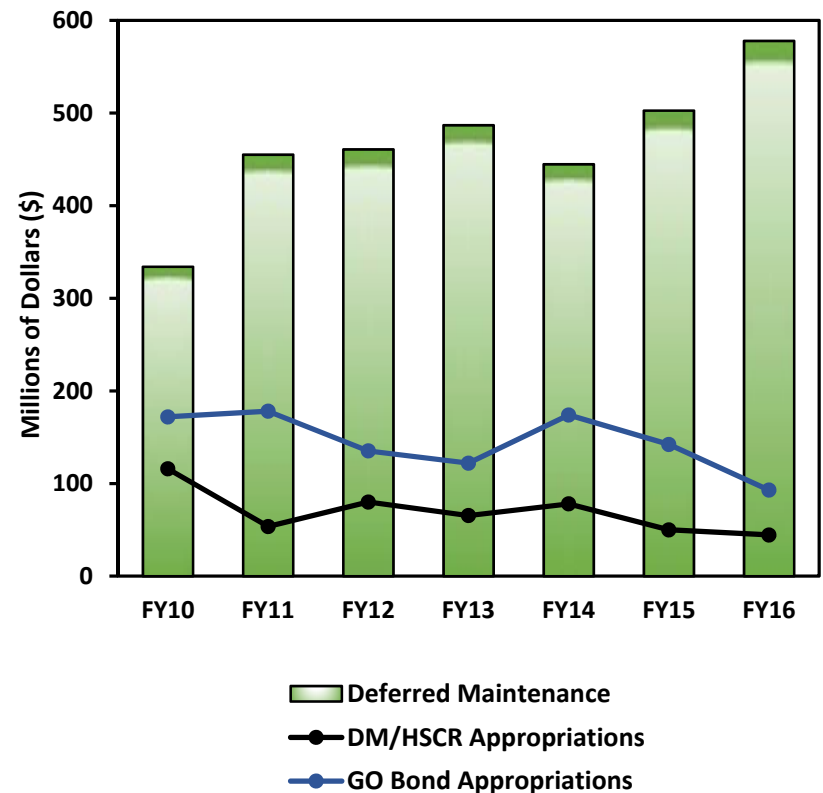
## Longer term

- Enhance UH Cancer Center's role in the UH teaching mission
- Expand clinical trials infrastructure to Maui and Hawai'i Island
- Establish the capacity for early phase cancer clinical trials
- Expand research and clinical collaborations with and in Asia

# 21<sup>st</sup> Century Facilities

## Our Challenges

- 14 million gross square feet of classrooms, laboratories, research space and offices to maintain
- Deferred maintenance backlog of \$577 million
- Lack of adequate, consistent and reliable funding
- Need of \$70 million annually to maintain status quo



# 21st Century Facilities

## Our Vision

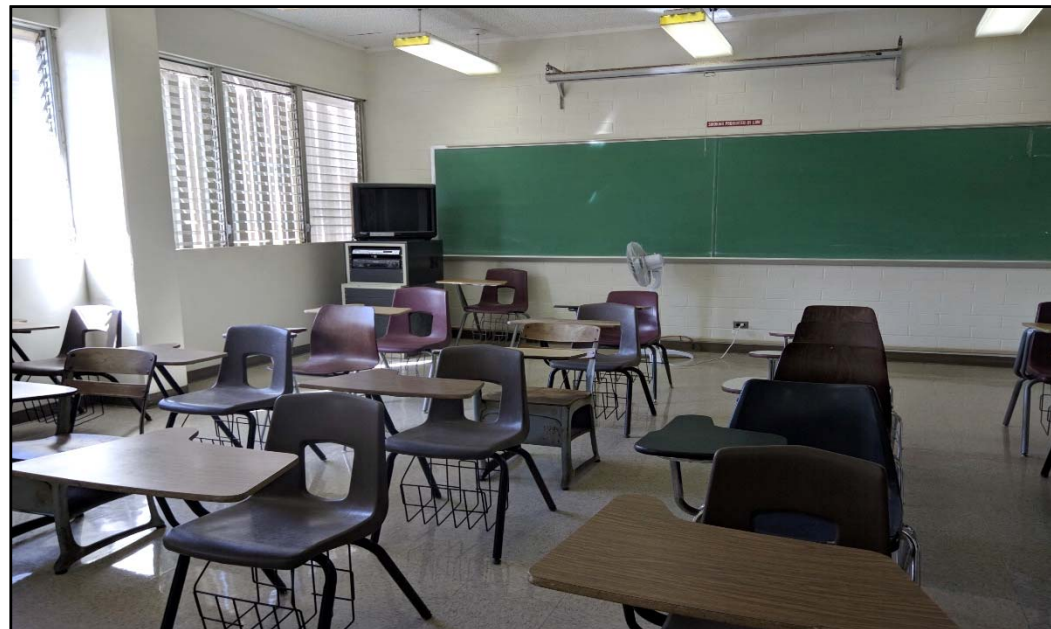
### Plan

- Modernize teaching spaces based on research about how students learn
- Update technology in classrooms and labs
- Rejuvenate and modernize interior and exterior spaces
- Understand and manage space as a key asset, and as *University* space, rather than departmental space
- Update campus plans where needed

### Objectives

- Meet 21st century needs for learning, teaching and research
- Active classroom engagement to increase student learning and retention
- Flexible space management to support academic innovation and evolution
- Attractive and inviting campuses
- Increased sustainability and reduced operational costs
- Cost-effective management of space and facilities

# Outdated Classrooms and Laboratories



# Modernized and Redesigned Classrooms and Laboratories





# UH Community Colleges Strategic Plan Graduation and Transfer (2015-2021)

	2013-15 average	2016	2021
Graduates	4,705	5,209	6,305
Native Hawaiian Graduates	1,165	1,325	1,559
STEM Graduates	564	884	757
Pell Graduates	2,362	2,737	3,166
Transfers	4,328	4,436	5,088

Note: 2010 Graduates were 2,662; NH graduates were 626

# UH Community Colleges Strategic Plan

## Closing the Gaps (2015-2021)

	U.S. Census	UHCC Enrollment	Degrees and Certificates	STEM Degrees and Certificates	Transfer to 4 year
Native Hawaiian	21%	28%	26%	10%	24%
Filipino	15%	17%	18%	12%	14%
Pacific Islander	4%	2%	2%	1%	2%
Pell Recipients		48%	53%	28%	45%

Note: Goal is to eliminate all access and success gaps by 2021

# UH Community Colleges Strategic Plan

## Enrollment Targets (2015-2021)

	2014 Base	2021 Target
Direct High School Enrollment	3,507	4,520
Working Adults (25-44)	9,058	14,468
GED Recipients	1,779	2,044
Pacific Islanders	671	849
International Students	1,030	1,230

# Guiding Vision and Goal for Hawai'i and UH

Hawai'i is a special place where diverse people and communities live, work, learn and play together in a sustainable manner.

Hawai'i's economy is vibrant and globally competitive, characterized by inspiring living-wage jobs. Hawai'i treasures and protects its amazing environment and is inspired by its host culture as it promotes a high quality of life for all its people.

The UH System is the single most important contributor to the future of Hawai'i. The people of Hawai'i appreciate the excellence throughout UH, understand its value to the state, and show pride in their university system. UH campuses are destinations of choice within Hawai'i and beyond, recognized for their excellence and value. The UH System is the premier integrated higher education system in the country.

*UH System Leadership Team*