



UNIVERSITY  
of HAWAII°  
SYSTEM

David Lassner  
President

## DEPT. COMM. NO. 105

December 6, 2018

The Honorable Ronald D. Kouchi,  
President and Members of the Senate  
Thirtieth State Legislature  
Honolulu, Hawai'i 96813

The Honorable Scott Saiki, Speaker  
and Members of the House of Representatives  
Thirtieth State Legislature  
Honolulu, Hawai'i 96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

For your information and consideration, the University of Hawai'i is transmitting one copy of the combined Annual Report on the Goals, Objectives/Policies, Action Plan and Performance Measures (Act 100, Session Laws of Hawai'i 1999) and Biennium Report on Benchmarks and Performance Indicators (Section 304A-2001, Hawai'i Revised Statutes) as requested by the Legislature.

In accordance with Section 93-16, Hawai'i Revised Statutes, this report may be viewed electronically at: <https://www.hawaii.edu/offices/government-relations/2019-legislative-reports/>.

Should you have any questions about this report, please do not hesitate to contact Stephanie Kim at 956-4250, or via e-mail at [scskim@hawaii.edu](mailto:scskim@hawaii.edu).

Sincerely,

A handwritten signature in black ink that reads "David".

David Lassner  
President

Enclosure

2444 Dole Street, Bachman Hall  
Honolulu, Hawai'i 96822  
Telephone: (808) 956-8207  
Fax: (808) 956-5286

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# UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2019 LEGISLATURE

Annual Report on Goals, Objective/Policies, Action Plan, and Performance Measures  
Act 100, SLH 1999

And

Biennium Report on Benchmarks and Performance Indicators  
HRS 304A-2001

December 2018

**Annual Report on Goals, Objective/Policies, Action Plan, and Performance Measures As Required By Act 100, SLH 1999**

**And**

**Biennium Report on Benchmarks and Performance Indicators As Required by HRS 304A-2001**

Act 100, Session Laws of Hawai'i 1999, requires every state department and agency to develop and submit twenty days prior to the start of each regular session an annual report that addresses their goals, objectives/policies, action plan, and process to measure performance of programs and services in meeting stated goals, objectives, and policies.

HRS 304A-2001 requires the University of Hawai'i (UH) Board of Regents (BOR) to adopt benchmarks tied to Master Plan goals and to use these benchmarks in the development of budget and tuition schedules, the periodic review of programs, and the submission of a report to the Legislature in the second year of each fiscal biennium. This activity was required effective FY 1998. This report requirement is also cited in the preamble of Act 115, SLH 1998, as an accountability measure important to greater University autonomy.

*Due to the related nature of Act 100 and HRS 304A-2001 requirements, the following information and enclosed documents are presented together to minimize redundancies.*

**SYSTEM VISION, GOALS, AND ACTION PLAN**

As the sole provider of public higher education in Hawai'i, the 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* has been guiding the university's priorities for three biennia. A progress report was submitted to the Board of Regents in January 2018, summarizing the first three years of implementation. Following that assessment, the Strategic Directions was further reviewed and updated in October 2018 with revised action strategies and tactics and new and revised performance metrics. A major change reflected in this 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). 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.

The update takes into consideration two key planning documents, the *Integrated Academic Facilities Plan (IAFP)* and the *Enrollment Management (EM) Action Plan, 2017-2020* created after the establishment of the Strategic Directions in 2015. The IAFP provides UH 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 to support the university's mission and goals.

The five strategic directions, updated in October 2018, reflect the university's priorities through 2021.

- Hawai'i Graduation Initiative (HGI)
- Hawai'i Innovation Initiative (HII)
- 21<sup>st</sup> Century Facilities (21CF)
- Mission Focused System (MFS) - replaces High Performance Mission-Driven Systems (HPMS)
- High Performing System (HPS) - replaces High Performance Mission-Driven System (HPMS)

The UH Strategic Directions report is available at:

[http://blog.hawaii.edu/strategicdirections/files/2018/10/SD2.0\\_Revisions\\_2018\\_Update-2.pdf](http://blog.hawaii.edu/strategicdirections/files/2018/10/SD2.0_Revisions_2018_Update-2.pdf)

## **MONITORING AND REPORTING**

### **Policy**

Board of Regents' policy requires regular and systematic assessment of programs, services, campuses, and the University system as a whole.

In accordance with Hawai'i Revised Statutes 304A-2001, institutional effectiveness measures (or benchmarks/performance indicators) tied to Master (Strategic) Plan goals have been adopted (Board of Regents' action October 1996) and implemented.

### **System and Campus Assessments**

- *UH System Strategic Directions Measures*. The following metrics associated with the four Strategic Directions are updated annually. They are located at: <http://blog.hawaii.edu/strategicdirections/>
  - 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)
  - Hawai'i Innovation Initiative (HII)
    - Total extramural awards
    - Number of invention disclosures
    - Number of license/option agreements executed
    - Number of active licenses/options
    - Number of U.S. patents issued
    - Number of start-ups and new companies
  - 21<sup>st</sup> Century Facilities (21CF)
    - Capital Improvement Projects (CIP) and operating investments in Renew, Improve and Modernize (RIM)
    - Monetize real property holdings through strategic partnerships
    - Efficient use of space
    - Progress toward net zero and energy efficiency
  - 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)
    - 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
- *UH System Performance Funding Measures.* UH has received performance funding from the legislature since FY 2016. Performance funding metrics initiatives on graduation and transfers have been established to motivate campuses and evaluate student success activities. The measures are nearly identical to the HGI-related Strategic Directions measures. They are located at: <http://blog.hawaii.edu/hawaiigradinitiative/performance-funding-model/>
  - Total Degrees and Certificates Earned
  - Degrees and Certificates Awarded to Native Hawaiian Students
  - Degrees and Certificates Awarded in STEM Fields
  - Degrees and Certificates Awarded to Pell Recipients
  - 150% Graduation for UH 4-Year Institutions and Success Rates (150% Graduation + Transfer Out) for UH 2-Year Institutions
  - Transfer into UH 4-Year from UH 2-Year / Transfer out of UH 2-Year into UH 4-Year