



UNIVERSITY
of HAWAII®

David Lassner
President

DEPT. COMM. NO. 121

December 6, 2022

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

The Honorable Scott Saiki, Speaker
and Members of the House of Representatives
Thirty-Second 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/2023-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.

Sincerely,

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

David Lassner
President

Enclosure

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UNIVERSITY OF HAWAI‘I SYSTEM ANNUAL REPORT



REPORT TO THE 2023 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

November 2022

**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. The metrics are updated annually.

The five strategic directions reflect the university's priorities through 2021:

- Hawai'i Graduation Initiative (HGI)
- Hawai'i Innovation Initiative (HII)
- 21st 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 are available at: <https://blog.hawaii.edu/strategicdirections/>

UH is currently in the process of developing its Strategic Plan for 2023-2029. This plan will replace the Strategic Directions 2015-2021. The guiding principles of the Strategic Plan 2023-2029 are statewide need, diversity and equity, sustainability, and responsible stewardship of resources.

Four imperatives follow from these guiding principles:

Imperative One: Embrace kuleana to Hawaiians and Hawai'i

Imperative Two: Successful students for a better future

Imperative Three: Meet Hawai'i workforce needs of today and tomorrow

Imperative Four: Diversify Hawai'i's economy through UH research and innovation

A series of town hall meetings with governance groups, the UH community, and external stakeholders were held this fall, with approval by the Board of Regents targeted by the end of the year.

Updates to the Strategic Plan's progress are available at

<https://www.hawaii.edu/offices/vp-academic-strategy/uh-strategic-plan-2023-2029/>.

Monitoring and Reporting

Policy

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

System and Campus Assessments

UH System Strategic Directions Measures. The following metrics associated with the four Strategic Directions are currently in place and 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% community colleges (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

21st 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-Executive/Managerial) 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

Strategic Plan 2023-2029. As the Strategic Plan is developed and implemented in the coming months, status updates will be available at <https://www.hawaii.edu/offices/vp-academic-strategy/uh-strategic-plan-2023-2029/>.

Potential metrics for the four Strategic Plan imperatives include:

Embrace Kuleana to Hawaiians and Hawai'i

- Student success for Hawaiians
- Employment numbers for Hawaiians

Successful Students for a Better Future

- Number of degrees and certificates awarded, including employer recognized credentials
- Student success (graduation and retention rates and time to degree)

Meet Hawai'i Workforce Needs of Today and Tomorrow

- Workforce shortages in key occupations
- Graduates from fully online and adult-focused credential programs
- Internship participation

Diversify Hawai'i's Economy Through UH Research and Innovation

- Extramural and philanthropic funding
- Direct jobs created
- Economic impact of UH and its research enterprise
- Spinoff companies and jobs created