

Statement for 4.5
Hilo's "Culture of Evidence."

UH Hilo is cultivating open and frequent engagement with the UH Hilo administration as it continues to foster a culture of evidence. UH Hilo continues to develop the routine practice of using data-informed decision-making in a continuous cycle of improvement towards: (1) becoming a truly student-centered campus; (2) becoming better stewards of our region and our island; (3) building a resilient campus community; and (4) becoming more creative and resourceful in addressing the first three items.

Stabilizing permanent leadership was critical. UH Hilo welcomed Chancellor Bonnie Irwin in July 2019, the Director of Institutional Research Brad Thiessen in April 2020, Vice Chancellor for Academic Affairs in August 2020, the Dean of Students Chris Holland in September 2020, and James Mike as Dean of the College of Natural and Health Sciences in December 2020. Unfortunately, the candidate for the position of Dean of the College of Arts and Sciences rescinded her acceptance just prior to her expected arrival scheduled for December 2020.

Since fall 2016, a UH systemwide enrollment management committee has been working on an [action plan](#) intended to strategically manage the enrollment cycle across the UH system. The goals of the plan are to align resources and opportunities, increase numbers of target populations (e.g., Native Hawaiians, Pell, graduate and non-resident students, returning adults), provide opportunities to align fiscal planning with enrollment and retention, and to use technology and innovation (e.g., predictive analytics) for planning and decision making. The 2017-2020 plan also outlines the role of the UH System Office and campus/unit roles and establishes enrollment targets and strategies. The integrated plan represents an intentional, comprehensive, and collective process that requires annual predictive updates and modifications as data analyses are conducted and new information becomes available.

In the [2018-2021 UH Systemwide update presentation](#), based on analytical data, UH Hilo aligned with UH Mānoa and the UH Community Colleges in setting the enrollment goal at returning to the 2010 enrollment levels. In Fall 2017, composed of decision-makers and key representatives from Academic Affairs, Administrative Affairs, Student Affairs, and University Relations, the [Student Success Leadership Team](#) (SSLT) was charged with improving UH Hilo's enrollment planning and management. Discussions and actions focus on enhancing the recruitment, retention, and graduation of students. The overall goal is to do so in a purposeful, coordinated manner that aligns initiatives and outcomes with UH Hilo's mission and campus strategic plan, as well as with the UH System's strategic goals and performance measures.

For the [2019-2021 UH Systemwide update](#), UH Hilo reported on its progress and shortfalls with a commitment to key initiatives designed to boost new and continuing student enrollment. Due to the pandemic and budget reduction discussions, the 2020 UH Systemwide update was postponed to 2021. In preparation for the update, SSLT was charged to prioritize and focus on the top three high impact strategies for each area and target resources towards those efforts.

UH Hilo is committed to academic and student services program review. The Faculty Congress passed an update to the Academic Program Review Guide (21-0-1) in May 2020 that was drafted in response to input from chairs. Major components of the program self-study address the meaning of the degree, mission, executive summary, program organization, program components, programmatic data, programmatic resourcing, program quality (assessment), future goals, responses to external review and academic action plan. The Division of Student Affairs (DSA) developed a formal [Program Review](#) process to be implemented FY 2021. Currently annual reports are submitted from a cross-section of DSA units that address the unit's core mission, the unit work that fulfilled the unit's core mission, the top three priorities provided in the previous year's report, any changes to those priorities, resource allocation, assessment, accomplishments, and the upcoming year projections.

Moving forward program review will become integral in how resources are allocated. This will require academic and non-academic departments to develop assessments, engage in continuous self-evaluation, and set clear programmatic goals. Fortunately, UH Hilo is in a better place at this point than we were a year ago in terms of data analysis with the hiring of a permanent Institutional Research Officer. As we examined our financial and academic health during the Long-Range Budget Planning Committee (LRBPC) review, it was apparent that academic and non-academic meaningful review and self-reflection is a critical area of improvement. The academic program rating system developed by the LRBPC served as a wake-up call to many programs in terms of their effectiveness and efficiency. The LRBPC will continue to serve as a guiding body to UH Hilo administration especially in how we self-evaluate and assess where appropriate investments should be made for our institution's future. UH Hilo will continue to engage the campus community through budget forums and regular campus communications. In addition, the strategic planning process, which also engages community and alumni, will continue in concert with the LRBPC.

Program Review Guidelines and Resources

- [Academic Program Review Guidelines *Ho'okahi Ka 'Ilau Like Ana: Wield the Paddles Together* \(PDF\)](#) (Approved by Faculty Congress, May 2020)
- [Explanatory Appendices for the Academic Program Review Guidelines](#)
- [Board of Regents' Executive Policy E5.201, Program Review](#)
- [UH Hilo Institutional Research Program Review Data Dashboard \(Data per Appendix C\)](#)

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