Toward a Strategic Plan for 2010 through 2020:

- Evaluate relevance of 2002–2010 strategic plan
- Review progress on strategic initiatives
- Conduct updated SWOT analysis
- Adjust and reprioritize campus needs
- Update and revise strategic goals
- Develop key indicators of success
- Link with master facilities plan & biennial budget analysis

2002–2010
UH Hilo Campus Strategic Plan

Fall 2009
Performance Indicators Update:

November, 2009
UH Hilo’s Unique Educational Niche in the State of Hawaii & Beyond

- Resource rich & diversified living-learning laboratory unmatched in the world
- Leveraging Hawaiian culture to improve STEM education
- Special emphasis on academic & social integration of 1st generation & other underrepresented students
- Emphasis on undergraduate educational excellence with select graduate/professional programs to provide sustainability

UH Hilo Strategic Goals & Performance Indicators, 2002–2010

2002–2010 Strategic Goals

- Educational Opportunities
  - Maintain a well-rounded mix of liberal arts & professional programs, while distinguishing ourselves by taking full advantage of the extraordinary natural environment & cultural diversity afforded by our island setting.

- Educational Quality
  - Continue to refine & strengthen efforts to fulfill our primary mission to offer high quality undergraduate liberal arts & professional programs.

- Student Success
  - Build a learning environment that facilitates student development & success.

- Resources
  - Obtain sufficient resources to support enrollment growth, high quality programs & enhanced services.

- Community Outreach
  - Embrace opportunities for dynamic community involvement.

- Organizational Development
  - Establish a more effective organization & invest in human capital.

Goal I

- Maintain a well-rounded mix of liberal arts and professional programs, while distinguishing ourselves by taking full advantage of the extraordinary natural environment and cultural diversity of our island setting.

- As a comprehensive state-supported, regional university, UH–Hilo helps ensure that the people of Hawai‘i have access to opportunities for personal growth and career advancement through programs of higher education appropriate to our unique location.

- To 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.
Goal II

- Continue to refine and strengthen efforts to fulfill our primary mission to offer high quality undergraduate liberal arts and professional programs.

  The quality of our programs is reflected in the knowledge and skills of our graduates. Our goals are to enable the student to become broadly educated with skills for continuing self-education, to take ownership of a body of knowledge in an academic discipline, and to freely explore academic areas outside of the major.

- To contribute to the State’s economy and provide a solid return on its investment in higher education through research and training.

Goal III

- Building a learning environment that facilitates student development and success

  We will design our services so that all of our students – residential, community, and distance learners – may take advantage of a learning environment truly conducive to educational effectiveness

- Address critical workforce shortages and prepare students (undergraduate, graduate & professional) for effective engagement & leadership in a global environment.
Goal IV

- Obtain sufficient resources to support enrollment growth, high quality programs, and enhanced services
  - Enrollment and student body composition at UH Hilo must be consistent with our mission, campus size, and infrastructure, and revenues from the state general fund and tuition. We recognize the optimal size for an institution such as ours is probably about 5,000. If carefully planned and supported with resources, growing to such a size will enable the University to diversify its programs so as to offer more choices to our students.
  - To acquire, allocate and manage public and private revenue streams and exercise exemplary stewardship over all of the University’s resources for a sustainable future.

Goal V

- Embrace opportunities for dynamic community involvement
  - UH Hilo exists in an island ecosystem, with an island’s interconnected web of close social relationships, economic pressures, and natural forces. Beyond providing education to our students, we hope to build a community offering economic and cultural opportunities to residents as well as opportunities for lifelong intellectual development.
Goal VI

- Establish a more effective organization and invest in human capital

- In order to shape our future and sustain the changes to come, UH Hilo needs the contributions of many people in many capacities: administrators, faculty, staff, students, alumni, fellow educators, and well-wishers in the community. The university will fully engage the energies of our constituencies in the service of our mission by maintaining an open, inclusive and supportive work environment, developing clear priorities, directing resources appropriately, and regularly charting progress toward university goals.

Student Population Mission Success Indicators:
GOAL I: Educational Opportunities
New Programs Added Since 2002

- MS in Tropical Conservation Biology & Environmental Science approved, 2003–04
- College of Business & Economics established as a separate college and awarded AACSB International Accreditation, 2003–04
- Ka Haka ‘Ula O Ke‘elikōlani College of Hawaiian Language PhD in Hawaiian & Indigenous Language & Cultural Revitalization approved, 2004–05
- Establishment of College of Pharmacy approved, 2004–05
- Master of Arts in China–US Relations approved, 2005–06
- MA in Counseling Psychology approved, 2005–06
- BBA in Accounting approved, 2008–09

Academic Year Applications: Residents as % of All

<table>
<thead>
<tr>
<th>Year</th>
<th>Non Res Apps</th>
<th>Res Apps</th>
<th>Non Res %</th>
<th>Res %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>2,649</td>
<td>2,171</td>
<td>43%</td>
<td>46%</td>
</tr>
<tr>
<td>2005</td>
<td>3,099</td>
<td>2,179</td>
<td>41%</td>
<td>46%</td>
</tr>
<tr>
<td>2006</td>
<td>2,726</td>
<td>2,194</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>2007</td>
<td>2,635</td>
<td>2,207</td>
<td>49%</td>
<td>46%</td>
</tr>
<tr>
<td>2008</td>
<td>2,648</td>
<td>2,501</td>
<td>49%</td>
<td>46%</td>
</tr>
<tr>
<td>2009</td>
<td>2,718</td>
<td>2,718</td>
<td>49%</td>
<td>46%</td>
</tr>
<tr>
<td>2010</td>
<td>2,640</td>
<td>2,818</td>
<td>45%</td>
<td>45%</td>
</tr>
</tbody>
</table>
Academic Year New Admits
Enrolled: Residents as a % of All

2004 2005 2006 2007 2008 2009 2010

Non Res Admits
Res Admits

Academic Year Enrollees: Residents as a % of All

2004 2005 2006 2007 2008 2009 2010

Non Res Enroll
Res Enroll
Enrollment Growth, Fall Semesters 2003-2009

Fall Term Enrollment Headcount

Term and Academic Year Enrollment Headcounts
Financial Aid Recipients Among Academic Year Unduplicated Enrollment

- Academic Year Headcount
- Financial Aid Recipients
- Need Based Aid Recipients Excl Pell
- Pell Grant Recipients

Non-Traditional Aged Students (ages >=25) as a % of Fall Semester Undergraduates… Excluding First Time Freshmen
Hawaii Residents as % of Enrollment 2003–2009

Native Hawaiians as % of Enrollment 2003–2009
Academic Year Registrations, Majors, and Graduates in Selected Hawaii/Pacific Region Disciplines

AcYr Registrations

AcYr Majors

AcYr Graduates

Educational Technology: Instructional Opportunities Online

Courses Online

Sections (CRN) Online

Online Course Registrations

Online Course SSH
Educational Technology: Web Assisted On-Site Instruction

- Courses
- Sections
- Registrations

Housing Placements as a Percentage of Requests

- Housing Applications
- Percent of Applicants Placed

- Fall
- Spring
Instructional Efficiencies
Mission Success Indicators:

Academic Years 2004–2009
Course Sections Offered
**Academic Years 2004–2009 Average Class Size**

**Average Class Sizes by College/Course Level**

- **College of Agriculture**
- **College of Business & Economics**
- **Ka Haka 'Uluna Ke'elikolani**
- **College of Arts & Sciences**
### Core Expenses per FTE By Organizational Function


<table>
<thead>
<tr>
<th>Function</th>
<th>FY 2004</th>
<th>FY 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>1,080</td>
<td>1,177</td>
</tr>
<tr>
<td>Other</td>
<td>736</td>
<td>1,095</td>
</tr>
<tr>
<td>Student Srvs</td>
<td>1,590</td>
<td>1,215</td>
</tr>
<tr>
<td>Institutional Srv</td>
<td>680</td>
<td>5,319</td>
</tr>
<tr>
<td>Research</td>
<td>6,849</td>
<td>7,198</td>
</tr>
</tbody>
</table>

### Academic Year Non-resident Students Paying Full Tuition

<table>
<thead>
<tr>
<th>Year</th>
<th>Non Exempt</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>562</td>
<td>36.7%</td>
</tr>
<tr>
<td>2005</td>
<td>629</td>
<td>38.4%</td>
</tr>
<tr>
<td>2006</td>
<td>681</td>
<td>40.5%</td>
</tr>
</tbody>
</table>

- **Non Exempt Non-Residents**
Academic Year Student Population Distribution by Tuition Schedule Rate

Campus Academic Year Calculated Tuition Revenue
Campus Unit Academic Year Instructional Cost & Calculated Tuition Revenue

UHH Research Funding & Overall Economic Impact
### Quality of Faculty Work–life

<table>
<thead>
<tr>
<th></th>
<th>1998</th>
<th>2002</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Morale</td>
<td>6.26</td>
<td>6.04</td>
<td>6.02</td>
</tr>
<tr>
<td>Professional Worklife</td>
<td>3.16</td>
<td>3.07</td>
<td>3.09</td>
</tr>
<tr>
<td>Reward/Eval System</td>
<td>3.14</td>
<td>3.04</td>
<td>3.09</td>
</tr>
<tr>
<td>Collegial Relations</td>
<td>3.89</td>
<td>3.82</td>
<td>3.73</td>
</tr>
<tr>
<td>Students</td>
<td>3.38</td>
<td>3.41</td>
<td>3.26</td>
</tr>
<tr>
<td>Faculty Governance</td>
<td>3.12</td>
<td>2.81</td>
<td>3.01</td>
</tr>
<tr>
<td>Personal Factors</td>
<td>3.34</td>
<td>3.16</td>
<td>2.91</td>
</tr>
<tr>
<td>Support Services</td>
<td>2.84</td>
<td>2.85</td>
<td>2.78</td>
</tr>
<tr>
<td>Advocacy for Faculty</td>
<td>2.95</td>
<td>2.92</td>
<td>2.76</td>
</tr>
<tr>
<td>Confidence in Leadership</td>
<td>3.04</td>
<td>3.05</td>
<td>2.76</td>
</tr>
</tbody>
</table>

### Student Learning Outcome Mission Success Indicators:
National Survey of Student Engagement (NSSE) Benchmark Scores: Level of Academic Challenge

![Chart showing the level of academic challenge from 2001 to 2009 for freshmen and seniors.](chart1)

National Survey of Student Engagement (NSSE) Benchmark Scores: Active & Collaborative Learning

![Chart showing the active and collaborative learning scores from 2001 to 2009 for freshmen and seniors.](chart2)
National Survey of Student Engagement (NSSE)
Benchmark Scores: Student Faculty Interaction

National Survey of Student Engagement (NSSE)
Benchmark Scores: Enriching Educational Experience
National Survey of Student Engagement (NSSE) Benchmark Scores: Supportive Campus Environment

Retention of Full Time First Time Freshmen Fall to Fall
Academic Year Course Success Rates

Campus Unit Academic Year Course Success Rates
Fall to Fall Retention of New Arrival Transfer Students by Residency Type

<table>
<thead>
<tr>
<th>Period</th>
<th>Resident</th>
<th>Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 03-04</td>
<td>57.00%</td>
<td>57.00%</td>
</tr>
<tr>
<td>Fall 04-05</td>
<td>41.70%</td>
<td>42.70%</td>
</tr>
<tr>
<td>Fall 05-06</td>
<td>61.60%</td>
<td>61.90%</td>
</tr>
<tr>
<td>Fall 06-07</td>
<td>70.68%</td>
<td>70.00%</td>
</tr>
</tbody>
</table>

Fall to Fall Retention of Total Student Population By Residency Status

<table>
<thead>
<tr>
<th>Period</th>
<th>Resident</th>
<th>Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 03-04</td>
<td>68%</td>
<td>58%</td>
</tr>
<tr>
<td>Fall 04-05</td>
<td>70%</td>
<td>61%</td>
</tr>
<tr>
<td>Fall 05-06</td>
<td>71%</td>
<td>61%</td>
</tr>
</tbody>
</table>
Degrees Awarded FY 2004–2009

Degrees Awarded to Hawaii Residents as a % of all FY Degrees by Type
Hawaii Residents and Native Hawaiians Among Fiscal Year Degrees Awarded in Critical Workforce Shortage Disciplines

![Bar Chart]

Academic Year Enrollments & Graduates: Residents as a % of All

![Bar Chart]
Academic Year Enrollments & Graduates: Females as a % of All

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment Male</th>
<th>Enrollment Female</th>
<th>Graduates Male</th>
<th>Graduates Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-2004</td>
<td>2,490 (61%)</td>
<td>1,582 (61%)</td>
<td>194 (64%)</td>
<td>187 (64%)</td>
</tr>
<tr>
<td>2004-2005</td>
<td>2,506 (61%)</td>
<td>1,604 (61%)</td>
<td>347 (64%)</td>
<td>334 (64%)</td>
</tr>
<tr>
<td>2005-2006</td>
<td>2,524 (60%)</td>
<td>1,678 (60%)</td>
<td>341 (60%)</td>
<td>230 (60%)</td>
</tr>
<tr>
<td>2006-2007</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Academic Year Enrollments & Graduates: Ethnicities as % of All

<table>
<thead>
<tr>
<th>Year</th>
<th>Nat. Am.</th>
<th>Af. Am.</th>
<th>Hispanic</th>
<th>Other</th>
<th>Caucasian</th>
<th>As/Pac Is</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>22%</td>
<td>11%</td>
<td>12%</td>
<td>3%</td>
<td>11%</td>
<td>1%</td>
</tr>
<tr>
<td>2005</td>
<td>12%</td>
<td>12%</td>
<td>11%</td>
<td>3%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>2006</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>3%</td>
<td>12%</td>
<td>1%</td>
</tr>
</tbody>
</table>
**Academic Year Enrollments & Graduates:**
Native Hawaiian as a % of All

![Graph showing Native Hawaiian enrollment and graduates]

**Student Field Test Assessment Scores**

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>54</td>
<td>48</td>
<td>47</td>
<td>44</td>
</tr>
<tr>
<td>Computer Science</td>
<td>159</td>
<td>147</td>
<td>157</td>
<td>147</td>
</tr>
<tr>
<td>Economics</td>
<td>46</td>
<td>40</td>
<td>46</td>
<td>43</td>
</tr>
<tr>
<td>Management</td>
<td>61</td>
<td>53</td>
<td>63</td>
<td>57</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>62</td>
<td>49</td>
<td>56</td>
<td>55</td>
</tr>
<tr>
<td>Finance</td>
<td>46</td>
<td>38</td>
<td>38</td>
<td>36</td>
</tr>
<tr>
<td>Marketing</td>
<td>50</td>
<td>47</td>
<td>51</td>
<td>46</td>
</tr>
<tr>
<td>Legal/Social Env.</td>
<td>47</td>
<td>41</td>
<td>52</td>
<td>48</td>
</tr>
<tr>
<td>International</td>
<td>45</td>
<td>44</td>
<td>55</td>
<td>44</td>
</tr>
</tbody>
</table>

Source: Educational Testing Service
Future Plan Development for 2010-2020: Consultation & Participation

- Chancellor’s Advisory Board
- Chancellor’s Executive Council
- Chancellor’s Executive Staff
- Academic Dean’s Council
- Enrollment Management Implementation Team
- Long Range Budget Planning Committee
- Diversity Committee
- Faculty Congress
- UH Hilo Student Association

2010–2020 Strategic Planning Steering Committee

[We need to appoint the members of this Committee ASAP and list here.]
“My question is: Are we making an impact?”