

Campus Forum

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UNIVERSITY OF HAWAI'I AT MĀNOA



A Vision for the University of Hawai'i

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 engaging living-wage jobs. Inspired by its host culture, Hawai'i treasures and protects its amazing environment as it promotes a high quality of life for all its people.

The University of Hawai'i 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 their pride in their university system. UH campuses are recognized for their excellence and value and are destinations of choice within Hawai'i and beyond. The UH System is the premier integrated higher education system in the country.

UH Mānoa as the Cornerstone of UH

UH Mānoa is the cornerstone of Hawai‘i’s system of higher education. It is an internationally recognized and globally competitive research university with programs of excellence that emphasize Hawai‘i’s many strengths and advantages of location, population and geography. UH Mānoa’s research and scholarly activity attract substantial extramural funding to the state, foster the development of new businesses and generate high paying jobs. The research enterprise is itself a significant employer and brings unique insights to major local and global challenges and opportunities. UH Mānoa attracts internationally competitive research-intensive faculty who attract the best students. The research and scholarship mission should continue to grow in areas of excellence and emphasis, including areas of scholarly leadership and strategic importance to Hawai‘i.

A Time of Opportunity for UH Mānoa!

- Recognition of UH Mānoa's importance
 - Improving community perception
- Pervasive realization of the need for change
- Collaborative team of leaders
- While budget still fragile; Going into AY 2017–18:
 - 5 years of accelerating enrollment declines and no tuition increase
 - Declining forecasts of state revenue

We control our destiny

Comprehensive Calls for Improvement

- Board of Regents Resolution for a Systemwide Integrated Academic and Facilities Plan
- Commitment of campus plans
- Board of Regents Directives accompanying new tuition schedule
- UH Mānoa Deans' Task Forces

Integrated Academic and Facilities Plan

NOW, THEREFORE, BE IT RESOLVED that the University of Hawai'i Board of Regents requests the Administration to develop an high-level systemwide integrated academic and facilities master plan that creates a strategic vision to align and leverage each campus' unique mission and resources while reducing unnecessary duplication and increasing collaboration and sharing of academic offerings; Make more effective and efficient use of fiscal, human and physical plant resources, modern distance learning technologies, and land assets while advancing the higher education goals of the State.

(October 2015)

UH Mānoa Plans for Change

- Implement campus budget model for allocations to campus units—Chancellor and UH Mānoa Budget Committee
- Improve campus-level position control—Chancellor
- New campus LRDP—Chancellor and VPA
- Develop campus-wide space allocation model—Chancellor and VPA
- Continue campus-level organizational improvements and consolidations—Chancellor

January 2016

BOR Directives with New Tuition Schedule

- a. Alternative financing of repairs, such as has been done at the community colleges, that advances energy management
- b. Enrollment Management Plan to address recruitment and retention -- with target numbers
- c. UH Mānoa Campus Master Plan that is based on a study of current space utilization and incorporates the findings of the integrated high level system-wide integrated academic and facilities strategic plan
- d. Internal academic restructuring and redesign of UH Mānoa to enable the campus to move forward as a modern research university focused on holistic 21st century needs of the State of Hawai'i
- e. Approach to budgeting and comprehensive resource planning—including dollars, positions, and space—that focuses on overall campus priorities and recognizes the changing reality of financing public higher education in Hawai'i and the nation

UH Mānoa Deans' Task Forces

- Campus Budget
- Enrollment
- Campus Architecture/Planning
- Campus Prioritization and Structure

Charged summer 2016

System SDs	Mānoa Initiatives	Metrics	Lead	Planning & Implementation Task Force
<i>Hi Perf</i>	<i>Being a Native Hawaiian Place of Learning & Indigenous-Serving Institution</i>	<ul style="list-style-type: none"> • % of NH Students, Faculty, and Administrators • NH Representation in Programs 	Dean of HSHK/ Chancellor	Native Hawaiian Advancement Taskforce (2.0)/ Kualii Council
	<i>Defining Mānoa's Structure & Role in the UH System</i>		Chancellor	VP/VC Work Group
<i>HGI</i>	<i>Enhancing Student Success</i>	<ul style="list-style-type: none"> • First-Year Retention • Graduation Rates • Time-to-Degree • Number of Degrees Granted 	VCAA	SERG (Committee on Student Engagement, Retention, & Graduation)
	<i>Recruiting a Vibrant, Prepared Student Body</i>	<ul style="list-style-type: none"> • Enrollment • New Students • Diversity (NH, Filipino, Pacific Islander) • New Student Characteristics • Financial Support 	AVCEM/VCS/ Dean of Graduate Education	SPARC (Strategic Planning Admissions and Recruitment Committee)
<i>HI2</i>	<i>Advancing the Research Enterprise</i>	<ul style="list-style-type: none"> • Extramural Funding • Research Focused Graduate Degrees Conferred • Postdocs • Invention Disclosures, Patents and Licenses 	VCR	Research Advisory Council
	<i>Fostering Excellent Faculty and Shared-use Facilities</i>	<ul style="list-style-type: none"> • Faculty Scholarly Productivity • International Rankings • Shared Instrumentation Funding 	VCR/VCAA	Research Advisory Council
<i>21CF</i>	<i>Creating 21st Century Facilities</i>	<ul style="list-style-type: none"> • Deferred Maintenance • Research Space Renovation (e.g. NSF Survey of Science and Engineering Research Facilities) 	AVC-Planning & Facilities/VCAFO	CFPB (Campus Facilities Planning Board)
	<i>Becoming a Sustainable Campus</i>	<ul style="list-style-type: none"> • Utility Use (Energy and Water) 	AVC-Planning & Facilities/VCAFO	Energy Taskforce

Crafting A Path Forward—Some Key Principles

- Integrate UH Mānoa Strategic Plan with the calls for improvement
- Focus on our mission as Hawai‘i’s student-centered global research university
- Build on past work; achieve some quick wins
- Transparent, timely decisions
- Consider key resources holistically: dollars, positions, space
 - Treat as assets of the university; not a department, school or college
- Achieve sustainability

A Path Forward—Key Initiatives

- Enrollment Management / Student Success
- Allocations, Finances and Position Control
- Campus Facilities and Planning
- Organizational Structure
- Embrace and integrate Ka Ho'okō Kuleana and Research Strategic Planning

All require comprehensive campus data

Campus Data Initiative

- Update of “BPW Data”
- Update of Management Summary Reports
 - <http://manoa.hawaii.edu/ovcafo/newbudget/index.html>
- New Cross-VC Working Group on campus data linkages
 - Will inform any needs from core systems

UH Mānoa Headcount Enrollment Trend

Fall Enrollment	Headcount	% Change
2011	20,429	
2012	20,426	0.0%
2013	20,006	-2.1%
2014	19,507	-2.5%
2015	18,865	-3.3%
2016	18,056	-4.3%

Enrollment Management Targets

- Short-term—Stop the Decline **this fall**
 - Strive for fall 2017 enrollment no less than fall 2016
- Longer-term—Return to 20,000 students by 2020
- Enrollment Management Action Team integrating SPARC and SERG with explicit goals

Enrollment Management Action Team

- Short-term goal: immediately implement new, innovative and even experimental initiatives to impact fall 2017
- Mid-term strategy
 - Assess, this summer, the many initiatives launched
 - Implement a coordinated financial aid strategy, a comprehensive personalized advising system
 - Improve use of technology and analytics for recruitment, retention and student success
- Strategy will include iterative integration and reorganization of campus-wide enrollment management services as informed by local experience and national best practice

Enrollment Management Progress

- Comparing fall 2016 to fall 2015:
 - 12% increase in freshmen enrolled from Hawai'i High Schools
 - 29% increase in Native Hawaiian First-Time Freshmen
 - 9% increase in Filipino First-Time Freshmen
 - 3.6% increase in First-Time Freshmen
 - 5.3% increase in all new student enrollment
 - Summer melt decreased by 3% (number of students who make an enrollment deposit but do not show up in the fall)
 - Yield improved by 1% (percentage of students admitted who enroll)

Need to build on these successes with: non-resident mainland students, international students and transfers!

Enrollment Management Opportunities

- Strengthening recruiting efforts; have implemented CRM for the first time; online booking of campus tours
- STAR and GradesFirst going into next steps of full deployment
- Planning for new approach to “Week of Welcome” to especially integrate non-residents to Hawai‘i and UH Mānoa
- New approach to making UH Mānoa more financially attractive to new and continuing non-resident and international students
- Using an analytic study that has identified the characteristics of students who do not persist from first to second year that is enabling us to develop targeted interventions.
- We know our facilities are not on par with peer institutions; Working with architecture student team on some “lightweight” ways we can spruce up the campus without substantial expense

Enrollment Management Approach

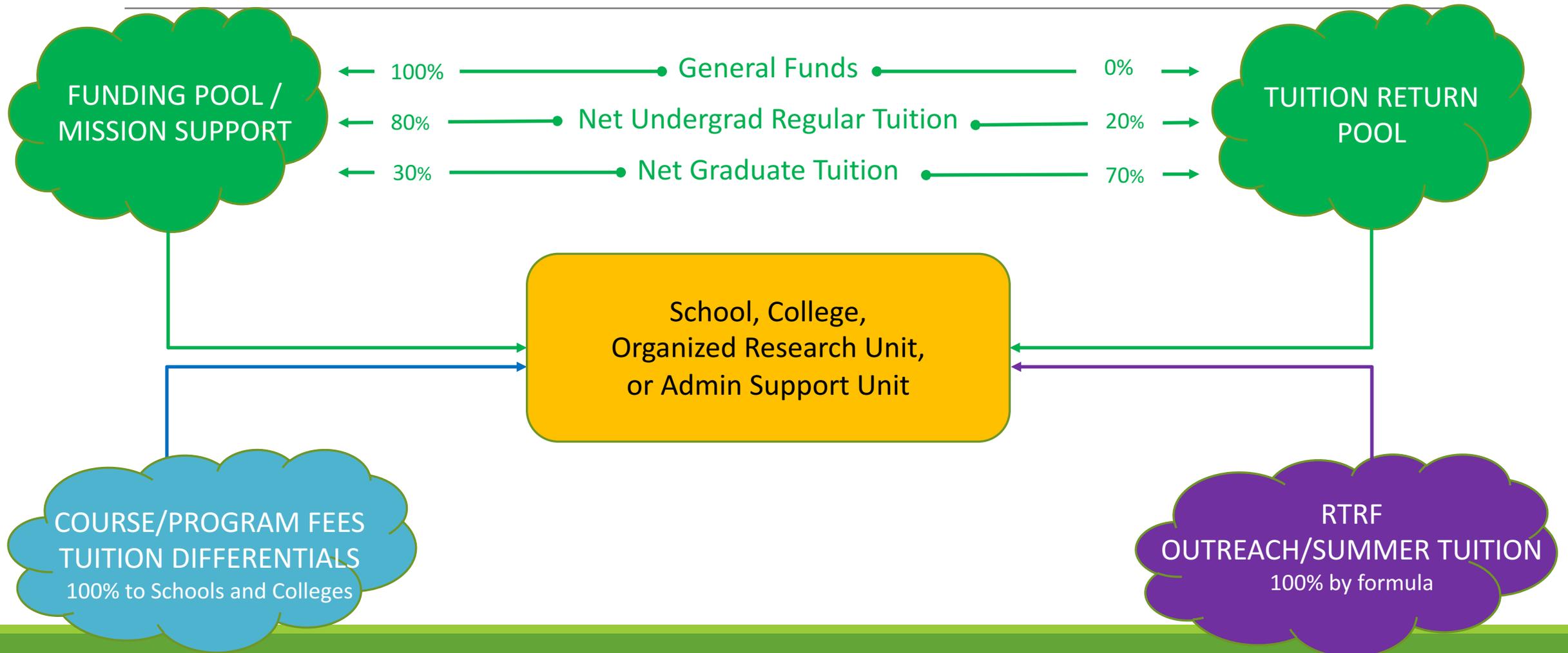
- Visit from Georgia State, which is regularly recognized for their strengths in the use of analytics for recruitment, retention and student success
- One of our challenges is that the interventions and changes needed are spread across multiple operating units under different VCs, AVCs and Deans
- Need to review decentralized financial aid and advising practices to provide comprehensive and strategic support to students

Budget Allocation Model

- Substantial work over past 2.5 years with multiple committees planning how to return some portion of tuition revenue to units based on activities and outcomes
- Implementing model as Phase 1
 - Criteria for return are: SSH taught, #majors, #graduates
 - Using the new unit-level data, now iteratively stress-testing the initial model for FY18 allocations to units
- Challenges to this abound during a time of shrinking enrollment and resources, particularly with a stable human resource base representing about 80% of expenditures
- As previously recommended, Phase 1 “does no harm”
 - Impacts will be most visible in future years with enrollment growth
 - Deep interplay with position control, academic organization and strategic hiring

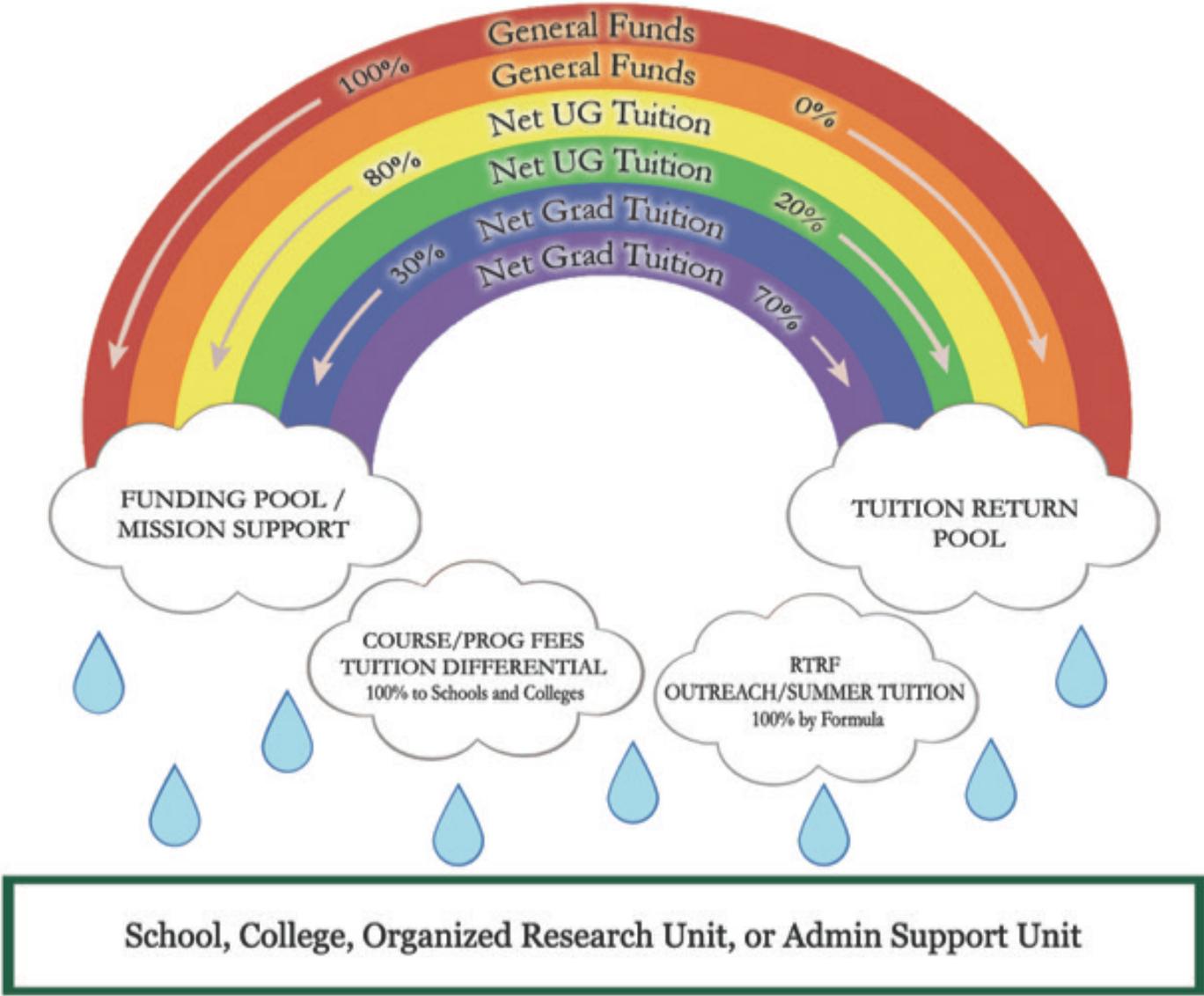
Budget Allocation Methodology – FY 2018

Phase 1



Budget Allocation Methodology – FY 2018

Phase 1



Additional Budget and Advancement Strategies

➤ Enrollment

- New degree and certificate programs that attract students

➤ Research Strategic Plan

- Increase competitiveness in a challenging environment

➤ Fund more faculty time with extramural funds

➤ Ensure adherence to workload policies

➤ Prioritize offering of courses that students need and want

➤ Position control

➤ Managing energy costs

➤ Increased philanthropy

➤ Public Private Partnerships

➤ Increased use of facilities throughout the week and year

➤ High performance shared administrative service centers

➤ Strategic state investments

All informed by use of data

Campus Position Control

- With some 80% of our budget in personnel, dollars cannot be managed independent of positions
- We have implemented centralized position control for the first time; When a position becomes vacant (mostly), it is returned to a central campus pool
- Deans request approval to fill (and position counts if needed), which must be given by the cognizant VC based on the financial plans and program needs of the unit, alternatives and strategic priorities

Facilities Planning Underway

➤ Space Utilization Study

- MK Think engaged to collect information on the physical usage of campus rooms and spaces
- Will enable benchmarking of space utilization relative to peer institutions
- Will help identify under-utilized space as well as specific and overall needs
- Input will be solicited as results are compiled

➤ UH Mānoa Campus Physical Plan

- WRNS engaged to help us develop a high-level comprehensive vision and plan for the comprehensive and holistic development of Mānoa campus lands (mauka and makai)
- Evaluation of the entire acreage will enable consideration of a “neighborhood” approach to support student and academic success across strategic academic and support programs
- Campus and community input will be solicited from diverse stakeholders: students, faculty, staff and community leaders

Energy Improvements

- 3-Phase Power Purchase Agreement (PPA) RFP issued in 2015
 - Phase 1 (Hale Pohaku, IfA): Completed and Connected
 - Phase 2 (Various UH Mānoa sites): Awarded and pending contract execution—sites still to be determined
 - Phase 3 (Mānoa Student Housing): Award pending
(Approximately 2 MW Total)
- Energy Savings Performance Contract (ESPC) Project
 - Planning a Public-Private Partnership (P3) arrangement to finance, design, build, operate and maintain energy conservation and modernization improvements on campus
 - Phase 1 of the RFP scheduled to be issued May 2017; Final selection planned for 2018.
 - Focus on upgrading the Holmes Hall chilled water loop system

Organizational Improvements

- Review of MCO and VC structure
- Modernize academic structure, as attempted many times
- Also completing UH Mānoa-System reorganization developed jointly by task force

Organizational Refresh—MCO and VCs

Improve effectiveness, efficiency and accountability

- Drive deep integration of education and research
 - Both graduate and undergraduate
- Strengthen enrollment management and student success
- Shared data capabilities
- Streamlined high-performance administrative services

Ideas being developed by team of VCs and AVCs

Organizational Refresh—Academic Units

- Looking at academic structure, as repeatedly attempted for more than 10 years
- Real opportunity and imperative to advance academic synergies, improve mission alignment and address inefficiencies of scale
 - Will propose some specific consolidations and ask joint teams of faculty and deans to look at optimal implementations
- Recognize that unanimity not possible, but in many cases the status quo is no longer serving our students, UH Mānoa or Hawai‘i
- Research Advisory Board will review ORU structure

Process may be iterative at different levels

Organizational Refresh Objectives— Increasing Collaboration, Interdisciplinarity and Agility

- Grand challenges require team approaches
- Need even more engagement across units
 - Requires will; Incentives help
- New interdisciplinary institutes to pull together current faculty whose tenure resides elsewhere
- New degree programs that attract and engage today's students and meet today's needs

We CAN attract and inspire students to success
We CAN integrate our world-class education & scholarship
The Mānoa Strategic Plan and Calls for Improvement tell us:

- We must engage our campus community in new ways to move in new directions
 - Deep integration of research and undergraduate education
 - Inspiring interdisciplinary collaborative scholarship and teaching
- We must commit together to improve student recruitment, retention and success
- We must accept that change is necessary
 - We can no longer be all things to all people
 - Not everyone will ever agree with every change, but continuing inaction may be worse for our students, UH Mānoa and Hawai‘i