UNIVERSITY OF HAWAI‘I AT MĀNOA

Defining Our Destiny

Strategic Plan Benchmarks:
Five-Year Progress Report, 2003 - 2008

www.manoa.hawaii.edu/vision
The Mānoa Strategic Plan, *Defining Our Destiny*, was approved by the UH Board of Regents in November of 2002. While part of a larger, UH systemwide strategic planning effort, the Mānoa plan was birthed out of a wide-ranging, vibrant and engaged community effort that brought together for the first time students, faculty, staff, and administrators with alumni, state, city and county representatives, and members of our surrounding neighborhoods. This town-gown community drafted *Defining our Destiny*, articulating our mission, vision and core commitments. With these ideas the plan was born, with strategic imperatives to transform our campus, and benchmarks to measure our progress, with the intent of attaining our goals by 2010.

This report tracks our progress from 2003 - 2008 in meeting our strategic plan benchmarks. While we have yet to achieve some of the goals laid out in the plan, the story is not over. We hope that through this report, we can reengage the campus in these initiatives, and renew our commitment to *Defining Our Destiny*.

The Mānoa Strategic Plan maybe found online at [www.manoa.hawaii.edu/vision](http://www.manoa.hawaii.edu/vision).

**Our Mission**

Leadership ● Excellence ● Innovation

**Our Vision**

Mānoa is a premier research institution whose scholars are leaders in their disciplines and whose students are prepared for leadership roles in society. Mānoa strives for excellence in teaching, research, and public service. Mānoa is an innovative institution, comfortable with change. Mānoa celebrates its diversity and uniqueness as a Hawaiian place of learning. We build on our strengths including our unparalleled natural environment and tradition of outstanding Asia-Pacific scholarship.

**Our Core Commitments**

Research
Educational Effectiveness
Social Justice
Place
Economic Development
Culture, Society & the Arts
Technology
Our faculty and staff salaries increase to the 80th percentile of peer institutions. Faculty salaries were at the 30th percentile prior to the UHPA 2003-2009 contract. The goal of the 2003-2009 faculty contract was to raise faculty salaries by 34.8 percent over six years in order to bring salaries closer to the 50th percentile of all Doctoral Research I institutions. Data provided by the American Association of University Professors (AAUP) show that over the 2003-2008 period, Mānoa faculty salaries increased slightly above the average faculty salaries for public doctoral institutions. The salaries shown for the 80th percentile in the chart below are of all doctoral institutions, including private institutions. http://www.aaup.org

Mānoa Assistant Professor Salaries

Mānoa Associate Professors


Mānoa Full Professor Salaries

Our contracts and grant volume increase by 10% annually.
Mānoa grants and contracts experienced a 30% increase between FY 2002 and FY 2008. In FY 2003, the total extramural awards for Mānoa increased by 21.6%. In FY 2004 and FY 2005, there were modest increases of 1.5% and 7.1% respectively. While there was a sizeable increase in FY 2006 of 17.9%, it was followed by a sizeable decrease of 17% in FY 2007. In FY 2008, grants increased by 3.9%. Owing to the FY 2007 decrease and the modest gains in 2004, 2005, and 2008, we fell short of our goal of $371M by about $89M. The goal of 10% a year was not sustainable given the war, Hurricane Katrina and the downturn in the economy.
Our library ranking according to the Association for Research Libraries improves from 68th to 40th (our former ranking) out of 113 U.S. and Canadian libraries. In 2005, the Association for Research Libraries (ARL) began using the Library Investment Index, which replaced the ARL Membership Criteria Index. According to ARL, “The Library Investment Index is highly correlated with the Membership Criteria Index and less affected by changes in the collections variables.” It is uncertain to what extent this revision affected our overall ranking, however one can assume that the Mānoa flood of 2004 had an adverse impact on our ranking for 2005. For information on the methodology behind the Library Investment Index, please visit the ARL website. [http://www.arl.org/](http://www.arl.org/)

Our undergraduate enrollment increases by 5 percent annually. Undergraduate enrollment increased by 5.5% in Fall 2003, and by 13.5% in Fall 2004, however only increased by 1% in 2005. Tuition was increased system-wide beginning in Fall 2006, and perhaps as a result, our undergraduate enrollment fell by 2% in 2006 and by 1% in 2007. Undergraduate enrollment figures for Fall 2008 are not yet available.

Mānoa Fall Undergraduate Enrollment

Our graduate enrollment increases by 15% annually in select programs. Overall, enrollment in all graduate programs has increased over the Fall 2002 enrollment. Our strengths, as identified in the Mānoa Catalog, include tropical agriculture, tropical medicine, oceanography, astronomy, electrical engineering, volcanology (Geology & Geophysics), evolutionary biology (zoology), comparative philosophy, comparative religion, Hawaiian studies, Asian and Pacific Islands studies, and Asian and Pacific regional public health. Enrollment in graduate programs identified as our strengths (“selected programs”) has remained stable.

Our undergraduate retention rate increases by 20 percent annually. Mānoa’s retention of first-time, full-time freshmen averages 79%. Our overall retention of first-year undergraduates (including transfers) has been consistent with that average, varying between 78% and 83%.

Undergraduate One-Year Retention Rate

Source: Star Data Metrix Retention Reports.
Our NSSE (National Survey of Student Engagement) scores surpass peer institutions. Our scores in selected areas exceeded those of our peers, and we have shown improvement in other areas. Overall, our senior-year scores are higher than our first-year student scores.

**Level of Academic Challenge, Mānoa First-Year Students**

![Graph showing Level of Academic Challenge, Mānoa First-Year Students]

Educatioal Effectiveness Benchmarks (continued)

Level of Academic Challenge, Mānoa Seniors

Active and Collaborative Learning, Mānoa First-Year Students

Active and Collaborative Learning, Mānoa Seniors

Student-Faculty Interaction, Mānoa First-Year Students

Student-Faculty Interaction, Mānoa Seniors

In 2004, NSSE adjusted its scoring of “Enriching Educational Experiences” to include participation in learning communities. In addition, the response categories for the question were changed. Both of these revisions affected “multi-year comparisons.” In its 2006 annual report, NSSE stated, “Enriching’ benchmark scores in 2003 and earlier cannot be compared with 2004 or later.” For this reason, data for 2002 are not included in the following Enriching Educational Experiences charts.

Supportive Campus Environment, Mānoa First-Year Students


Supportive Campus Environment, Mānoa Seniors

Our enrollment of Native Hawaiians increases to 15 percent of the student population. Enrollment of Native Hawaiian students has increased steadily since 2003, reaching 12% of the total (undergraduate and graduate) student population. In 2007, Native Hawaiian students comprised 13% of the undergraduate student body, and 10% percent of the graduate student body.

We make continuous measurable progress toward gender equity and hiring of underrepresented groups. Overall, the total number of executives at Mānoa increased between 2002 and 2008 through the implementation of the reorganization that divided the Mānoa administration from the UH System administration.

Mānoa Executive Diversity

Source: Mānoa Institutional Research Office.
Mānoa Executive Diversity - Gender

Source: Mānoa Institutional Research Office.

Mānoa Faculty Diversity

Source: Mānoa Institutional Research Office.
Mānoa Faculty by Gender

Source: Mānoa Institutional Research Office.
Our financial assistance to qualified students increases by 10 percent annually. Financial assistance provided for 2003 was nearly 15% higher than that provided for 2002. The recent increase in tuition brought about a commitment from the UH Administration to increase the amount of need-based aid to $23 million by 2011-2012. The UH Foundation also committed to raising $10 million for financial aid as a focus of their Centennial Campaign. Through these and other commitments, Mānoa increased aid to $42M in FY 2008, which is roughly what a 10% increase would equal by FY 2008.
Our student housing availability doubles. Mānoa increased housing availability by 800 beds with the opening of the new Frear Hall in Fall 2008. We are still far from our goal of 6200 beds by 2010.
We spend $20 million annually on repair and maintenance. Mānoa’s repair and maintenance budget allocation between fiscal year 2002 and fiscal year 2007 varied between $4.7M and $33M. If R&M expenditures were maintained at $20M a year, we would have spent $120M by the end of FY 2007. With the variable allocations, Mānoa spent a total of $109M, which averages about $18M a year.

Mānoa R&M Allocations, FY 2002 - FY 2007

Source: Office of the Assistant Vice Chancellor for Facilities Management.
Our energy consumption is reduced by 20 percent. In October 2003, Mānoa launched its “You've Got the Power!” campaign to increase awareness and to encourage the campus community to reduce its energy use. Since that time, our energy consumption has consistently decreased, and in FY 2008, was at 108,950,873 kWh. While our goal per the strategic plan was 95,520,000 kWh by FY 2010 (a 20% reduction), we estimate that consumption by 2010 will be 96,550,873 kWh, or a 19% reduction.

Source: Office of the Assistant Vice Chancellor for Facilities Management.
Our share of the Gross State Product increases from 3 to 4 percent. Our share of the Gross State Product increased from 3 percent in 2002 to 3.1 percent in 2003, but dropped to 2.84 percent in 2006. In 2007, the UH Economic Research Organization (UHERO) began calculating the Mānoa-only contribution to the Gross State Product (now GDP). For 2007, Mānoa’s share was 2.3 percent.

The percentage of adults in Hawai‘i with post-secondary degrees increases annually. While the state’s percentage varied annually, Mānoa achieved an annual increase of 230-300 degrees awarded between 2004 and 2006, with a slight decrease (88) in 2007.

Our rate of invention disclosures and intellectual property commercialization agreements rank in the top quartile of universities surveyed by the Association of University Technology Managers.

Cumulative Invention Disclosures

Rank of Invention Disclosures

Goal: Top quartile of universities surveyed.


Licenses and Options Executed

Rank of Licenses and Options Executed
2004 - 2007

Goal: Top quartile of Universities Surveyed

Our alumni giving increases by 20 percent annually. While Mānoa alumni giving did not increase by 20% annually, the Jay Shidler gift to the College of Business brought our 5-year total to $60M. An annual 20% increase would have raised a total of $58.6M by 2008.

Source: University of Hawai'i Foundation.
Our attendance at cultural and sporting events increase by 10 percent annually. Generally, ticket sales and attendance at athletic and Outreach College events decreased between 2003 and 2008. In terms of faculty and student attendance, there was a large increase (about 20,000) in athletic tickets sold or given away to students in 2007-08, which placed athletics above the goal of 38,000 by 2008 (annual 10% increase over 2003-04).

Source: UH eTicketshawaii.com ticket sales data.
UH Faculty and Student Tickets Sold or Issued

Source: UH eTicketshawaii.com ticket sales data.
A number of popular attractions, including a Kabuki production and a popular play by local playwright Lisa Matsumoto contributed to the increased ticket sales between 2003 and 2005. Kennedy Theatre’s Mainstage production was cancelled in 2005-2006 owing to mold infestation, which accounted for the dramatic decline in attendance during that academic year. The popular Man of La Mancha, while providing an increase in attendance, did not offset the small attendance at other productions that were expected to draw large audiences.

Kennedy Theatre Attendance
(Tickets Sold)

![Kennedy Theatre Attendance Graph]

Source: UH eTicketshawaii.com ticket sales data.
Orvis Auditorium has been undergoing renovations since fall 2007, which accounts for the decrease in attendance between academic years 2006-07 and 2007-08. Prior to 2007, Orvis exceeded the benchmark of an annual 10% increase in attendance.

Music Event Attendance (Orvis Auditorium)

Source: College of Arts and Humanities.
Alumni participation at our events increases by 20 percent annually. No central office tracks alumni participation in Mānoa events. The chart below shows alumni participation in events sponsored by the Colleges of Arts and Sciences Alumni Association (CASAA) from 2001 to 2008. Membership in CASAA has grown to nearly 500 since its establishment in 1993.

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<td><strong>Total Annual Attendance</strong></td>
<td>150</td>
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Source: Office of Community & Alumni Relations of the Colleges of Arts and Sciences.
Our classrooms have wireless network capability and are generally equipped to support technology-enhanced instruction. All 167 general use classrooms are now wireless, and the libraries and outdoor mall areas are now wireless. View the UH Wireless Network Map http://www.hawaii.edu/map/.

Percentage of Mānoa Classrooms that are Wireless

Source: UHM Center for Instructional Support