Reimagining the University of Hawai‘i
Navigating to a Sustainable Future for UH and Hawaiʻi:
OneUH
Per BOR Resolution 21-01
Our Reimagined Path Forward Must be Grounded in our Vision for Hawai‘i and UH

“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.”

*Integrated Academic and Facilities Plan for the UH System
Approved by the UH Board of Regents, April 20, 2017*

The University of Hawai‘i system is the single most important contributor to the future of Hawai‘i. It provides environments in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life. The university affords all qualified people of Hawai‘i an equal opportunity for quality college and university education. The university ensures active participation of Native Hawaiians at the university and supports vigorous programs of study and support for the Hawaiian language, history, and culture. The university is a global leader and model for the integration of sustainability throughout its teaching, research, operations, and public service.
Context For Reimagining

• The COVID-19 Pandemic!
  • Severely contracted the Hawaiʻi economy
  • Forced new ways of teaching, learning and working
• Public funding to UH was deeply cut beginning in FY22 and is unlikely to return to FY20 levels any time soon
• UH is absolutely essential to the economic and social recovery of Hawaiʻi
WHAT Does Hawai‘i Need Most from UH: Priorities for Recovery and Beyond

- Hawai‘i needs UH to leave no one behind as we educate more of our citizenry to address the challenges and opportunities before us
- Hawai‘i needs UH to prepare more of our residents, from all parts of our islands and backgrounds, to fill the jobs Hawai‘i needs
- Hawai‘i needs UH to help grow healthy new economic sectors and develop new approaches to existing sectors
- Hawai‘i needs the UH research and innovation enterprise to be more substantial economic and intellectual drivers across the islands

*These priorities must guide the hard choices before us*
Realities and Challenges Before Us

- General Funds, which have supported ~60% of our general operating costs, are unlikely to return to pre-pandemic levels for a decade or more.

- Tuition rates cannot be increased without harming access and competitiveness.

- UH has not managed our statewide academic program portfolio as tightly as possible: some small programs require significant resources, and UH units historically planned in isolation.
  - UH has been challenged to shift academic resources from programs that have shrunk to those that have grown.
  - Different UH units have different human resource challenges and opportunities.

- Many UH facilities are in desperate need of renewal, improvement and modernization.
  - Many UH facilities are under-utilized.

*UH must exercise stronger cost controls to adapt to our new reality AND to be able to invest in what Hawai‘i needs most from us now.*
HOW Will We Move Forward: New Economic Conditions Require New Ways of Working

- Our units have discrete and important missions; Recognizing diverse island needs and assets, we must do more at every level across the UH System to align, collaborate and share resources: OneUH
- Our academic program portfolio must be rightsized and reimagined
  - UH can no longer afford to attempt to “be all things to all people”
- Without losing our values, UH must accelerate our focus on effectiveness and stewardship of public resources across every aspect of our work
  - Our costs are largely driven by our human resources and physical plants
- UH must invest in diversification of our revenue sources beyond state general funds and “traditional” tuition revenue
- UH needs stronger “town-gown” partnerships -- to help both

*Change must be driven with vision, clarity, collaboration, consultation, transparency, humanity and agility*
The Work is Underway

• Intense and inclusive post-pandemic planning in every unit
  • Public web pages document processes and work products
• Program review underway throughout UH
  • 31 Programs stopped out or terminated in last two years
• New lens on organizational structures
  • Proposals being designed and changes underway
• Development of approaches to shared services
  • Community Colleges leading the way initially
• Human resource practice redesigns underway
  • Faculty Workload Assignment Template & Classification Review
• Enrollment management efforts bearing some fruit
• Extramural funding and philanthropy now on multi-year upswing
• Managing real property assets
  • Director of Strategic Development and Partnerships hired; projects underway
  • Downsizing UH Mānoa total floorspace
Reimagine and Rightsize Our Academic Program Portfolio

• Serve new learners and teach in new ways
  • Apply lessons learned through the pandemic to increase online and distance learning across Hawai‘i and beyond
• Reimagined statewide approaches to programs that meet Hawai‘i workforce needs
• Sharing of courses and programs
  • Goal of maximizing access, leveraging capacity
• More relevant and less cumbersome Gen Ed
• Address small programs and courses
  • Stop-Out, Termination, Merger
Review Personnel and Organizational Policies and Practices

• Reorganizations and consolidations on and among campuses to provide effective and efficient shared support services for students and faculty

• Leverage and accelerate the current work on:
  • Faculty Workload Assignment Template
  • Faculty Classification initiative to engage all qualified faculty in direct instruction

• Increase funding of faculty salaries with extramural funds where feasible

• Charge federal government for extramurally funded GA tuition waivers
Downsize Physical Plant Through Diligent Management

- Create flexible spaces that meet current and future needs, e.g.
  - Larger classrooms at Mānoa
  - Shared space for teleworkers
  - Better supported shared core research facilities and equipment
- Create and apply standard usage metrics
  - Office space standards
  - Classroom utilization standards – Friday, evening, weekend classes
- Identify and repurpose campus spaces less relevant to our future
- Review and divest from external leases where possible
- Identify UH parcels with high carrying costs and/or low academic value
  - Monetize or divest
- Downsize physical plants to match current and future needs
Diversify and Strengthen Revenue Sources

• Strengthen Enrollment Management
  • Public high school going rates, internal transfers, retention, non-res students
• Entrepreneurial educational offerings
  • New students bring in new revenue: Online, distance, military, non-credit, stackable credentials
• Invest in capacity to continue to increase philanthropy
• Invest in capacity to continue to increase extramural funding
• Monetize real property assets, employ P3 approaches where possible
  • Some opportunities complement our missions, some purely financial
• Where allowable, increase community use of UH facilities and resources
Next Steps

• Feedback on this vision
• Continue planning through summer, building on processes that have been underway across the system
• Consult widely once faculty and students are back in Fall
• Present Plan to BOR in November
WHERE We Are Headed - By 2030 or Sooner

• Increased student success on all islands
• Portfolio of academic programs across the UH system that meet the highest priority needs of the state
• New models of teaching, learning, working
• Effective and efficient organizational structure and practices: OneUH
• Downsized and efficiently used physical plant – lower operating costs
• Revenues and expenditures in full balance by FY24

A highly accountable and appreciated UH
A more vibrant, sustainable and equitable Hawaiʻi
The challenges are daunting
The opportunities are immense

OneUH