











# INTRODUCTION

## BACKGROUND





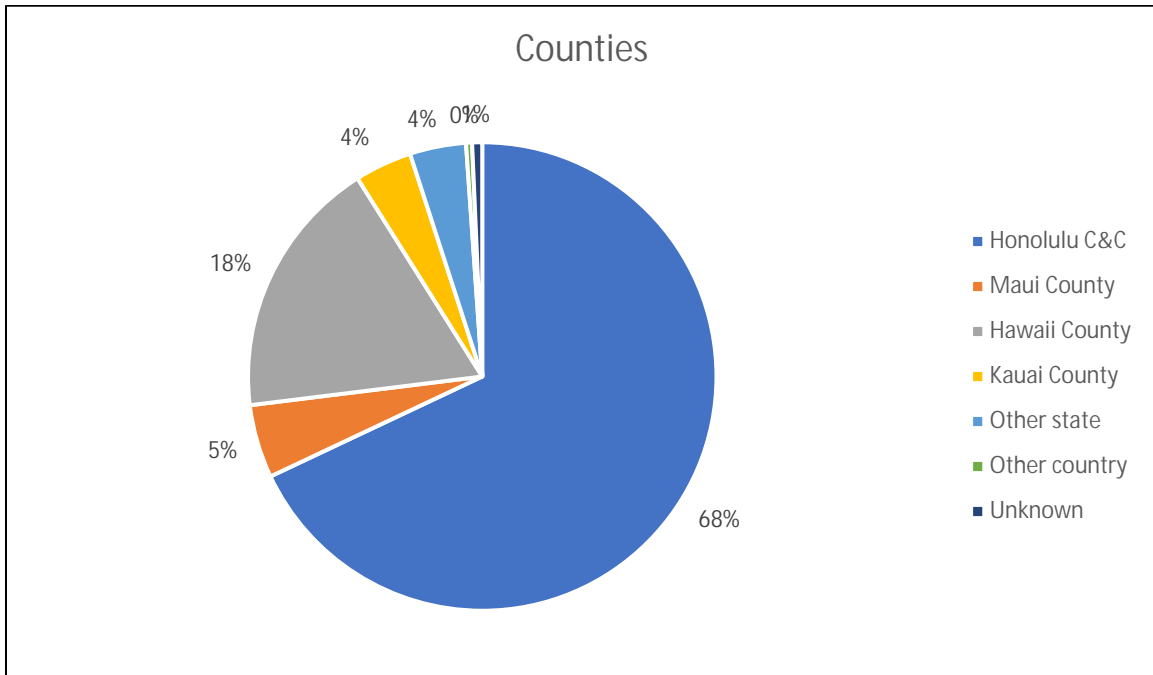


# GENERAL SURVEY RESULTS

## Survey Methodology and Sample Description

The survey questionnaire consisted of eight subject matter

**Figure 1: Responses by Geography**



Tables of responses by county were also included in each section as an example of distribution of response. Any statistically significant difference in responses by county were indicated in the report.

Besides county, the survey results were also reviewed for significant differences by other











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to innovation. A stakeholder mentioned that “if the host culture benefits then everyone will benefit” and “UH system can help Native Hawaiians be stronger, which will strengthen all of Hawai‘i”

One stakeholder

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# OPPORTUNITIES AND OBSTACLES FACING THE IMPLEMENTATION OF THE UHS STRATEGIC PLAN

The data gathered from the general community showed that the six top priorities currently being proposed captured much of sentiment of the respondents. It provided a very good description of the direction that the UHS must undertake for the next six years.

In particular the University of Hawai'i should place the most importance on:

Providing the scientific and intellectual capacity to address Hawai'i's problems and opportunities, particularly around sustainability, energy, and climate resilience

Educating and training Hawai'i residents for Hawai'i's jobs

Driving economic diversification and development across the islands through research, innovation, entrepreneurship, and technology

In the general public's opinion, these were the most important priorities, with at least six out of every 10 respondents ranking these among their top three most important priorities.

However, the planning team should also look at addressing the following concerns as they continue to refine the strategic plan direction and strategies.

Keeping education affordable. Though one of the six top priorities focused on accessibility of education, respondents did not see that as clearly addressing the costs of an education.

Improving campus infrastructure, both physical structures and technology capacity in

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“UH doesn’t come down to the Leg to help solve problems or provide research capacity”

The top leadership also seems to avoid direct outreach and personal discussions with critical stakeholders. Stakeholders also mentioned that the UHS does not collaborate well, and partnerships have been challenging with slow process to get an agreement, high indirect costs, little contribution of resources, and a lack of urgency to the partnership.

“An absence of social capital both internally and in the broader community will be a huge challenge for the system to overcome”

Another current concern that will hinder the success of the Strategic Plan is the Maunakea management issue which has caused trauma and distrust among community leaders. The planning group will need to find ways to address this topic with the community in order to proceed with the actual discussions on the Strategic Plan.

The current dynamics between the University and Legislature could detract from the efforts of the strategic plan approval process. Seems like University is begging legislators instead of showcased as our state university system. On the other hand, the Legislature appears to always be meddling with the UHS. This disruption creates a perception of disorganization which weakens the credibility of the final Strategic Plan.

## **Success and Support for the Strategic Plan**

Support for the new strategic plan will happen when stakeholders have confidence in the institution and its ability to carry out the actions described in the plan. Currently, the public has strong trust in the UHS in the future. And the survey showed that sentiment towards the UHS is favorable as Hawai'i's higher education institution.

The new strategic plan needs to capitalize on the fact that many feel the UHS is Hawai'i's institution of higher education and therefore must remain accessible to Hawai'i's residents. The plan must also address the perception of its administration being overly bureaucratic which does not allow for strong future leadership.

In order for the Strategic Plan to be accepted by stakeholder and the community they must be kept abreast of the progress with the ability to provide feedback throughout the process. The planning process must actively seek input and be a transparent process. Stakeholders should feel that they have co-authored the plan.

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with a preview and ensure important stakeholders and the Legislature are on board before actively marketing and promoting the final plan.

To garner support for the new strategic plan, stakeholders must have confidence in the institution and its ability to carry out the actions described in the plan. Currently, the general public has strong trust in the UHS in the future. And the survey showed that sentiment towards the UHS is favorable as Hawai'i's higher education institution.