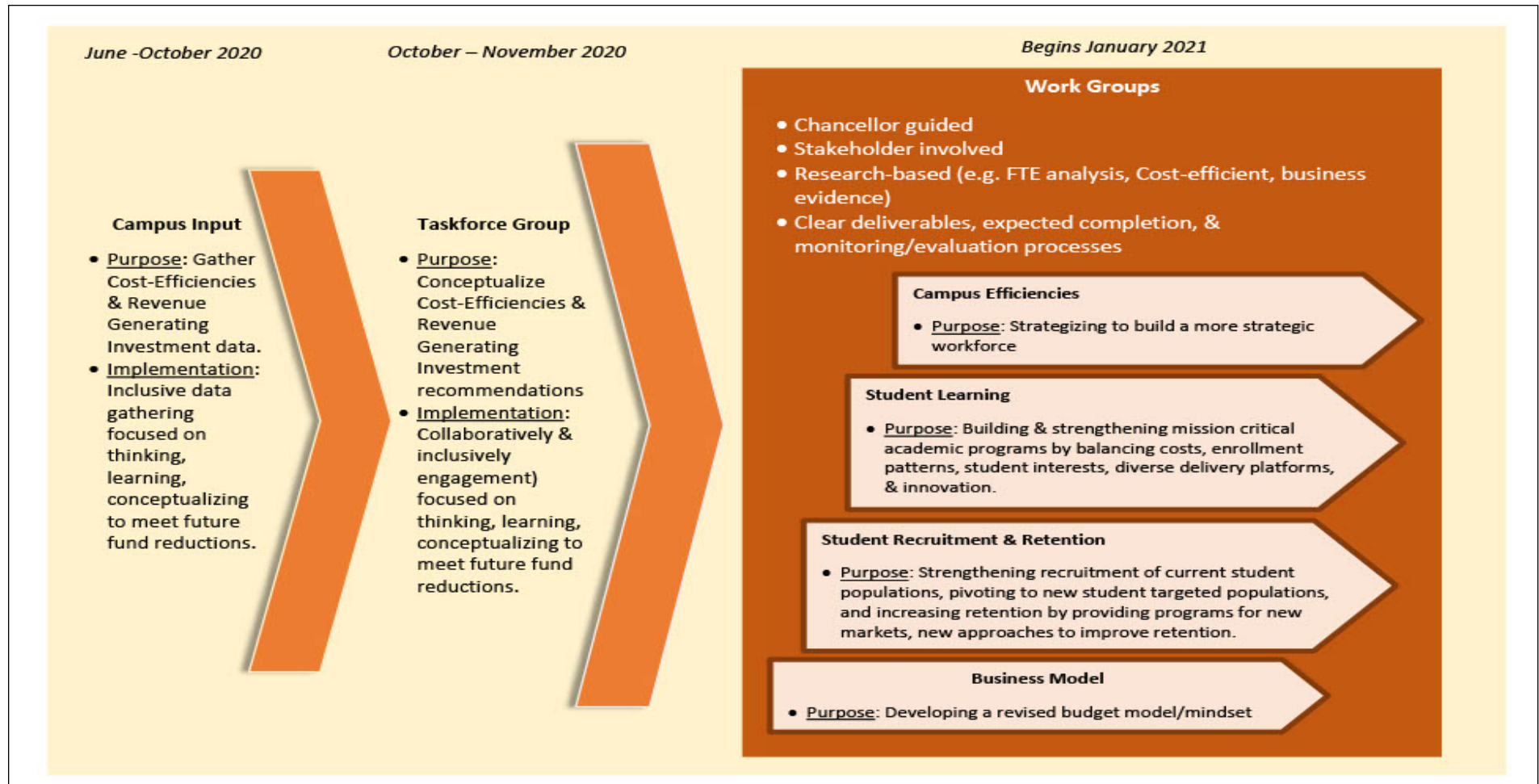


UHWO Workgroup Design

Introduction: as a part of the next phase of UHWO’s work to “create a campus that embodies Sustainability/Aloha ‘Āina, Innovation & Transformation, and ‘Ōiwi Leadership,” this campus will embark on a process of renewal and transformation to advance our ability to be relevant and solvent. This next step will encourage campus stakeholders—students, staff, faculty, and leadership—to join together in efforts to generate concrete, research/evidence-proven strategies. In turn, these strategies will be implemented, tested, and if proven to advance UHWO’s relevency and solvency, become practice.



History: In June of 2020, UHWO began closely examining the campus’ operational cost-efficiencies and in October, UHWO initiated a Taskforce made up of 25 members representing the campus’ students, faculty, staff, and leadership as well as HGEA and UHPA. The Taskforce produced

three (3) cost efficiency and eight (8) revenue generating investment recommendations. These contributions coupled with campus-wide focus discussions, surveys, and other data, best practices and research are the basis for this next stage—Work Groups.

Work Groups

A. **Guiding Principles**—Overall, the four (4) work groups will:

1. Be guided by the Chancellor;
2. Be chaired by campus leaders;
3. Involve UHWO Stakeholders—representatives from the campus and community;
4. Produce tangible, research/evidence-proven strategies for implementation starting in Fiscal Year 2022 (July-June, 2021-22);
5. Work to achieve clear deliverables and completion targets (e.g. dates, what will be produced) via a monitoring and evaluation system.

B. **Work Groups**—purpose, explanation, schedule, and expected deliverables.

1. Business Model and Mindset

Purpose: Developing a renewed budget model and mindset.

Explanation: Given that much of the cost of higher education is fixed—particularly in personnel, operations—and when a reduction in state funding occurs, an institution like UHWO must develop a Business Model and operational mindset that ensures its financial solvency and ability to be partially self-sustaining. This group will revisit and renew the current Business Model articulated in the campus’ Strategic Action Plan (2018) through thoughtful, intentional conversations that will help UHWO pivot from a high dependency on state coffers to a status that blends existing funding with solid revenue generation.

Over the next month, this group made up of key skilled experts with skills—financial, educational, programmatic—will refine the existing UHWO Business Model so that this campus can determine what programs should be continued, invested in, expanded, downsized, or closed to ensure that we are working at peak efficiency and are headed toward financial health and prosperity.

Work Group	Member Recruitment	Initial Meeting	Check-in #1/ Output	Check-in #2/ Output	Check-in #3/ Output	Completion Date	Deliverable(s)
<i>Business Model</i>	Jan. 11-15	Week of Jan. 18	Week of Jan. 25, Output—List of members, Working Guidelines, Review of Current Business Model	Week of Feb. 1, Draft new Business Model	Week of Feb. 8, Final Business Model	Week of Feb. 15	New Business Model

2. Student Recruitment & Student Retention

Purposes: First, to Strengthen recruitment of current student populations, pivoting to new student targeted populations. Second, to increase retention by providing programs for new markets and new approaches to improve wellbeing.

Explanation: By bolstering access to current and “new” student markets through digital tools and other strategies, UHWO will seek to increase the number of traditional freshmen as well as non-traditional learners coming into our programs. Outlined by the Taskforce, there are several key recommendations that can be further developed into concrete recruitment initiatives to yield greater numbers of incoming traditional freshmen and non-traditional adult learners. Data used to determine proof-of-concept include enrollment trends, EAB tools and data points, potential untapped markets as well as successful and innovative programs employed at other campuses. These will then be added to the work already in motion to recruit veterans, those transitioning from one career to another, and other untapped markets.

A second and equally important part of this group’s work will be to suggest retention efforts that combine the expertise of Student Affairs and Academics to increase student success among returning students. Initiatives will look to improve student time management, career possibilities, financial literacy, engagement, wellbeing as well as academic expertise and career readiness. The recommendations from the Taskforce serve as a foundation for designing and implementing new retention initiatives that will help students address issues of frustration, failure, and dropping out, improve physical and emotional/mental health as well as increase graduation rates.

Work Group	Member Recruitment	Initial Meeting	Check-in #1/ Output	Check-in #2/ Output	Check-in #3/ Output	Completion Date	Deliverable(s)
Student Recruitment & Retention	Jan. 11-22	Week of Jan. 25	Week of Feb. 1 Deliverables—List of members, Working Guidelines, Review of current strategies & Taskforce Recommendations	Week of Feb. 22 Deliverables—Draft Student <i>Recruitment</i> Initiatives	Week of Mar. 15 Deliverables—Draft Student <i>Retention</i> Initiatives	Week of Mar. 29	Recruitment Initiatives & Implementation Timeline Retention Initiatives & Implementation Timeline

3. Student Learning

Purpose: Building and strengthening mission critical academic programs by balancing costs, enrollment patterns, student interests, diverse delivery platforms, industry trends, and innovation. (See UH Post-Pandemic White paper)

Explanation: To generate a set of robust investment initiatives this group will first be introduced to an indepth analysis/audit of the cost associated with personnel and academic programming. This audit will provide the work group a more accurate/data-based understanding of

workload, instructional costs, enrollment patterns, programs that generate revenues and programs that don't, identification of mission critical programs, and the efficacy of different delivery platforms. Other key data points include operational costs, student interest, current and future job markets and industry trends, successful and innovative programs employed at other campuses, and others. Such data will form the foundation for a revised academic plan. Note: the work group will consider the recommendations made by the Taskforce and mission critical strategies already in motion as well as explore transdisciplinary opportunities, expansion of articulations with UHCCs, partnerships with the HIDOE to grow Early College Pathways, and extramural funding that will help this campus achieve the 10 year outcomes found in our Strategic Action Plan.

A key success indicator for this group's work will be realistic, concrete financial and implementation plans for each proposed initiative. The financial plan should include actual costs, proposed revenue generated and other additional fiscal information—including contingencies. The implementation plan should indicate how the initiative will be designed, implemented, monitored, evaluated, and refined or closed.

Work Group	Member Recruitment	Initial Meeting	Check-in #1/ Output	Check-in #2/ Output	Check-in #3/ Output	Completion Date	Deliverable(s)
<i>Student Learning</i>	Jan. 11-22	Week of Jan. 25	Week of Feb. 1 Deliverables—List of members, Working Guidelines, Review of current strategies & Taskforce Recommendations	Week of Feb. 22 Deliverables—Initial set of proof-of-concept initiatives	Week of Mar. 15 Deliverables—For each initiative, financial and implementation plans.	Week of Mar. 28	Per each initiative: proof of concept, financial plan, and implementation plan.

4. Campus Efficiencies

Purpose: Strategizing to build a more strategic workforce to maximize our skill and talent base is focused where it can have the greatest impact in the near and long-term.

Explanation: The focus of this work group is to generate initiatives that would effectively and efficiently improve campus operations. Critical to this work will be involvement of some/most of this team on the Business Model work group and review of current/Taskforce strategies and recommendations. The hope is to present efficiency recommendations that increase effective, efficient operations across the campus—Academics, Administration, and Student Affairs. One key recommendation made by the Taskforce is to move all operational functions—paperwork, approvals and others—to an on-line format(s). Data may come from personnel analyses—position descriptions and functions, cross-functional/positional capabilities, staff development—APT and Civil Service retraining/repositioning, productivity and output analyses within campus as well as compared to other like-campus, and others.

Work Group	Member Recruitment	Initial Meeting	Check-in #1/ Output	Check-in #2/ Output	Check-in #3/ Output	Completion Date	Deliverable(s)
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<i>Campus Efficiencies</i>	Jan. 11-22	Week of Feb. 1	Week of Feb. 8 Deliverables—List of members, Working Guidelines, Review of current strategies & Taskforce Recommendations	Week of Feb. 22 Deliverables—Initial set of recommendations	Week of Mar. 8 Deliverables— Draft Operational Efficiencies ideas	Week of Mar. 15 Deliverables— Draft Operational Efficiencies Recommendations	Operational Efficiencies Recommendations
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