



UNIVERSITY  
*of* HAWAII®

Ke Kulanui o Hawai'i

Wendy F. Hensel  
President

**DEPT. COMM. NO. 79**

December 9, 2025

The Honorable Ronald D. Kouchi,  
President and Members of the Senate  
Thirty-Third State Legislature  
Honolulu, Hawai'i 96813

The Honorable Nadine K. Nakamura, Speaker  
and Members of the House of Representatives  
Thirty-Third State Legislature  
Honolulu, Hawai'i 96813

Dear President Kouchi, Speaker Nakamura, and Members of the Legislature:

For your information and consideration, the University of Hawai'i is transmitting one copy of the Annual Report on University of Hawai'i Tuition & Fees Special Fund Expenditures for the Purpose of Generating Private Donations (Section 304A-2153, Hawai'i Revised Statutes) as requested by the Legislature.

In accordance with Section 93-16, Hawai'i Revised Statutes, this report may be viewed electronically at: [https://www.hawaii.edu/govrel/docs/reports/2026/hrs304a-2153\(b\)\\_2026\\_tuition-fees\\_annual-report\\_508.pdf](https://www.hawaii.edu/govrel/docs/reports/2026/hrs304a-2153(b)_2026_tuition-fees_annual-report_508.pdf).

Should you have any questions about this report, please do not hesitate to contact Stephanie Kim at (808) 956-4250, or via e-mail at [scskim@hawaii.edu](mailto:scskim@hawaii.edu).

Sincerely,

A handwritten signature in blue ink, appearing to read 'Wendy F. Hensel'.

Wendy F. Hensel  
President

Enclosure

2444 Dole Street, Bachman Hall  
Honolulu, Hawai'i 96822  
Telephone: (808) 956-8207  
Fax: (808) 956-5286  
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# UNIVERSITY OF HAWAI'I SYSTEM ANNUAL REPORT



REPORT TO THE 2026 LEGISLATURE

Annual Report on  
University of Hawai'i Tuition and Fees Special Fund Expenditures for the  
Purpose of Generating Private Donations

HRS 304A-2153(b)

December 2025

# Report to the 2026 Legislature on University of Hawai'i Tuition and Fees Special Fund Expenditures for the Purpose of Generating Private Donations

## Fiscal Year 2025

Hawai'i Revised Statutes Section 304A-2153(b) provides that the University of Hawai'i Board of Regents, "...may authorize expenditures of up to \$3,000,000 annually, excluding in-kind services, from this fund [*University of Hawai'i tuition and fees special fund*] for the purposes of promoting alumni relations and generating private donations for deposit into the University of Hawai'i Foundation for the purposes of the University."

In 2018, the University of Hawai'i Foundation and the University of Hawai'i entered into a revised Agreement for Services to provide private fundraising and alumni relations services for the University. To provide this support, the University of Hawai'i pays the University of Hawai'i Foundation \$3,000,000 per year.

The statute requires a report "detailing the use of any funds authorized by the board under this subsection..." The following page summarizes the information provided in this report.

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Fundraising Activity  
(000)

Attachment 1

<b>By Source</b>	<b>FY2024</b>	<b>FY2025</b>
Individuals	\$71,956	\$112,514
Corporations	\$11,920	\$21,599
Foundations	\$28,086	\$32,534
Other (Groups/Consortia; Clubs/Associations; Affiliated Organizations)	\$3,220	\$5,003
<b>Total</b>	<b>\$115,182</b>	<b>\$171,650</b>

<b>By Type</b>	<b>FY2024</b>	<b>FY2025</b>
Gifts and Pledges	\$80,689	\$114,142
Deferred Gifts	\$27,077	\$26,897
Gifts in Kind	\$1,220	\$1,672
Grants to UHF		\$18,813
Grants to UH	\$6,196	\$10,126
<b>Total</b>	<b>\$115,182</b>	<b>\$171,650</b>

<b>By Category</b>	<b>FY2024</b>	<b>FY2025</b>
Endowment	\$17,761	\$81,803
Expendable	\$66,616	\$37,181
Bequest Intentions	\$23,389	\$22,056
Gifts in Kind	\$1,220	\$1,672
Grants	\$6,196	\$28,938
<b>Total</b>	<b>\$115,182</b>	<b>\$171,650</b>

<b>By Purpose</b>	<b>FY2024</b>	<b>FY2025</b>
Faculty and Academic Support	\$28,217	\$31,342
Student Opportunity and Access	\$30,579	\$36,116
Research	\$13,733	\$18,340
Other - Bldg., Public Svc., Special Projects	\$42,653	\$85,852
<b>Total</b>	<b>\$115,182</b>	<b>\$171,650</b>

# Financial Summary of the Operating Activities of the Foundation

## Attachment 2 Fiscal Year 2025

<b>Revenues</b>	<b>Results</b>
Unrestricted gifts	\$383,359
Income from expendable accounts	\$7,084,033
Income from endowment accounts	\$6,325,279
Service fee on gifts and non-gifts	\$5,167,043
UH contract for services	\$3,096,766
Other payments for services from UH	\$568,355
<b>Total Revenues</b>	<b>\$22,624,835</b>
<b>Expenses</b>	<b>Results</b>
<u>Development</u>	
Personnel	\$8,551,859
Program	\$2,396,425
Campaign	\$101,731
<u>Alumni Relations</u>	
Personnel	\$643,886
Program	\$232,681
<u>Service &amp; Support</u>	
Personnel	\$3,856,534
Program	\$919,939
UH Support Fund	\$150,000
Office Rent	\$512,654
<b>Total Expenses</b>	<b>\$17,365,709</b>
<b>Net Revenue Over Expenses</b>	<b>\$5,259,126</b>

## Departments Supported by the Moneys from the Fund

### Attachment 3

- Development
  - Major Gifts – Unit Development Officers
  - Annual Giving – Student Call Center/Direct Mail
  - Scholarship Development
  - Corporate and Foundation Relations
  - Estate and Gift Planning
  - Development Research
- Communications
- Donor Relations
- Special Events
- Alumni Relations

## Purpose and Activities of Each Department and how they Participate in Fundraising Activities

### Attachment 4

#### **Development**

Development is the unit under which departments build relationships with donors, alumni and community members to fundraise for departments/campuses/programs within the UH System, and ensures compelling philanthropic opportunities exist.

The departments that directly support fundraising include: Major Gift Unit Development Officers, Annual Giving, Scholarship Development, Corporate and Foundation Relations, Estate and Gift Planning, Prospect Research and Relationship Management, Donor Relations, Communications, Special Events, and Alumni Relations.

Development supports the Foundation's fundraising efforts through the following activities:

- Coordinate with UH leadership to develop and sustain relationships system-wide with alumni, donors, and other constituents to ensure consistent, meaningful, and strategic interactions.
- Establish and implement standards for the development process based on national best practices.
- Coordinate and provide continuous training for development staff and academic leadership on fundraising campaign development; and donor cultivation and solicitation roles and responsibilities.
- Ensure prospects are appropriately managed, especially those who have interests in multiple departments, schools, or campuses and in instances when there is no unit development staff assigned.
- Facilitate the identification of a lead 'prospect manager,' a solicitation or stewardship strategy, and the steps taken towards a solicitation.
- Work with the UH System President to implement key elements of prioritized university-wide initiatives and update the President's portfolio of prospective donors.



- Hold monthly Advancement Team meetings to discuss new projects, strategies, events, and deadlines; share successes and lessons learned.
- Hold monthly (or as needed) meetings with each Development Officer to review prospect strategies, next steps, resources needed, key relationships, etc.
- Ensure that each Development Officer is working to meet performance and fundraising goals.

### **Major Gifts – Development Officers**

The Development Officers are housed at several campuses and in college units across the system. They are responsible for effectively managing relationships with individual donors and prospective donors across the UH system to achieve the philanthropic goals of both UH and the donor.

Unit Development Officers work in close coordination with Chancellors, Deans and Directors to:

- Identify, cultivate and solicit individuals (alumni, friends, parents, community leaders and others) who have the capacity to make gifts \$25,000 + annually.
- Engage and provide training to volunteers.
- Steward current donors to ensure that UH remains among their top charities.
- Educate and involve faculty, staff and academic leadership in the fundraising process.
- Coordinate with other colleges, campuses or programs when appropriate.
- Ensure that donors are appropriately recognized.

### **Annual Giving**

The Annual Giving team works to raise funds in support of the university and its priorities through direct mail, on-line giving, crowdfunding, matching gifts, email and student call center appeals and campaigns.

The department works closely with UH chancellors, deans, directors, and UHF unit development officers to raise funds via the student call center, annual fall appeals, ad hoc appeals, and crowdfunding campaigns.

Funds raised through these annual giving appeals and campaigns provide essential support for research, scholarship, athletics, and educational and entrepreneurial programs.

The important work of the annual giving team goes beyond the current year funds raised from alumni, parents, friends, faculty and staff. Their outreach and engagement efforts create an important pipeline of donors for the university, ensuring long term support and creating consistent giving habits among future major gift donors.

### **Scholarship Development**

The Scholarship Development raises funds from individuals, corporations and private foundations to support student aid, which includes scholarships, fellowships, cash awards, and stipends that directly benefit students. Scholarship Development is guided by the student aid priorities identified by UH System leadership, as well as chancellors and deans across the 10 UH campuses. The work of this department is to:

- Raise private funding to support student aid.
- Identify, build relationships with, and steward donors.
- Share information about UH's student aid priorities and student need with donors and external stakeholders, including preparing funding proposals, planning site visits and other efforts to engage donors.
- Work collaboratively with UH leadership, faculty and staff; external partners; and unit-based development officers to engage donors with specific interests.

### **Corporate and Foundation Relations**

The Office of Corporate & Foundation Relations raises funds from corporations and private foundations for faculty research, student access and success, academic excellence, and community outreach, and is guided by the academic priorities identified by academic leadership of the UH System and its ten campuses. Activities that support the University of Hawai'i:

- Work with faculty and academic leaders to develop funding opportunities and support the proposal development process.
- Assist in identifying potential local, national and international funders.

- Build relationships with funders and serve as a point of contact to facilitation strategic coordination and solicitation.
- Develop stewardship plans to encourage continued philanthropic partnership with funders.

### **Estate and Gift Planning**

The Office of Estate and Gift Planning helps donors and their advisors achieve their philanthropic goals through deferred and outright gifts, and supports development officers working with individuals seeking to expand their impact through charitable gift planning. Activities that support the University of Hawai'i include:

- Partner with donors, families, and philanthropic and professional advisors to structure charitable gifts and evaluate options involving complex assets such as real estate, retirement plan assets, and life insurance, as well as bequests and life-income gifts.
- Collaborate with development officers and campus leaders to identify and advance gift planning opportunities, providing expertise in structuring complex gifts and aligning donor intent with institutional priorities.
- Integrate charitable gift planning strategies into fundraising initiatives across the University of Hawai'i System, supporting development officers with tailored guidance on complex assets and blended-gift approaches.
- Manage the Heritage Society, recognizing donors who have included the University of Hawai'i Foundation in their estate plans and strengthening lifelong philanthropic relationships.

### **Prospect Research and Relationship Management**

Prospect Research and Relationship Management provides accurate, timely, and relevant information essential to the success of the Foundation's fundraising goals. The services of Prospect Research and Relationship Management are available to UH officials and Foundation staff.

Applying a unique set of skills and resources, the staff of Prospect Research and Relationship Management gathers, interprets, analyzes, disseminates, and manages prospect data critical to securing grants and contributions, offering support at each stage of the development process. Services include:

- Deliver meaningful service and products based on best available information by keeping up to date on current fund-raising trends and philosophy and by using the latest prospect research techniques, strategies and trends.
- Prepare brief bios on guests attending strategic cultivation, and stewardship, friend-building and/or fundraising special events.
- Identify new prospects through electronic database screening, list segmentation and other strategies.

### **Donor Relations**

The Donor Relations Office provides high-level donor engagement and donor-centered recognition of charitable gifts made in support of the University of Hawai'i's students and programs. The team plays a critical role in the lifecycle of major gift donors, ensuring that through their giving, they are engaged and invested for a lifetime.

Stewardship serves as the foundation for building lasting relationships between donors and the University of Hawai'i and University of Hawai'i Foundation. Services include:

- Manage timely and appropriate written acknowledgment of charitable gifts for our most generous donors.
- In conjunction with development officers/units/communications, develop personalized stewardship for our most generous donors, providing them with a critical sense of impact and investment through their giving.
- Provide templates, guidelines and guidance for development officers and units for donor stewardship needs.
- Manage strategic activities and communications to deepen donors' philanthropic partnership with UH.

### **Communications**

The Communications team develops and implements comprehensive communication strategies that highlight the impact private giving has on the University of Hawai'i and its students, build affinity and pride in UH, and inspire philanthropic support.

- The team supports direct fundraising efforts by partnering with development officers in writing major gift proposals and creating

fundraising materials and multi-channel fundraising campaign marketing assets.

- Donor recognition, strategic institutional and philanthropic messaging, and gift impact stories are delivered via the UHF website, the *UH Magazine* - a UH Alumni and donor magazine (print and electronic), a targeted donor and friends quarterly digital and print newsletter *Kupono*, the UHF Annual Report, annual endowment report, proactive media relations, and social networking.
- UH students, research and programs, and the impact of private support are also shared through video and social media. These videos highlight the critical work UH does in key research areas and the important long-term impact an accessible and affordable higher education has for our communities.
- Strategic marketing initiatives reinforce the importance of private investment in UH for donors, for the university and its students, and for Hawai'i's future. Limited and careful marketing efforts help fundraising numbers by raising community awareness around the importance of UH and the role the Foundation plays in raising and managing funds donated in support of UH.

### **Special Events**

The Special Events team plans and implements strategic and intentional events hosted by the University of Hawai'i Foundation. Functions include donor engagement events, stewardship events, seminars and other events, as directed by the CEO of the Foundation, to support fundraising and campaign initiatives. Services include:

- The strategic planning, budgeting, negotiating, organizing, and coordinating of events which benefit the University of Hawai'i campuses and system.
- Coordinates unique experiences to recognize the Foundation's largest donors, highlighting the University of Hawai'i's programs and accomplishments.
- Highlight and showcase the positive impacts of philanthropic gifts to the University.

## **Alumni Relations**

In partnership with the University of Hawai'i and the UH Alumni Association, the Alumni Relations team works to cultivate meaningful relationships with alumni, provide opportunities for alumni to stay connected to the university and deliver value to alumni through alumni events, programs, and resources.

Through these strategic alumni discovery and engagement activities, alumni build connections to their alma mater, feel invested in the future of the university and are positioned to support UH philanthropically.

The Alumni Relations team plans and executes alumni events and programs throughout the year, which include events to support:

- Student outreach, to support UH Mānoa's recruitment efforts.
- Athletics events, to facilitate connection amongst alumni and athletics fans, building UH pride.
- Regional events, to facilitate connection amongst alumni in targeted areas, UH and stay apprised of key UH initiatives and news.

Continuing education events, to engage alumni in behind-the-scenes experiences with local academic, business and university leaders for immersive experiences.

# Expenditures of the Funds Authorized by the Board for Each Department by Primary Expense Category

## Attachment 5 Fiscal Year 2025

<b>Fund Sources for Payroll Expenses</b>	<b>Revenue and Expenditures</b>
From University - Service Agreement	\$3,000,000
From Other Sources	\$4,556,333
<b>Total Sources for Payroll Expenses</b>	<b>\$7,556,333</b>

<b>Funds Expended for Payroll Expenses</b>	<b>Revenue and Expenditures</b>
Major Gifts - Unit Development Officers	\$2,5697,943
Development Operations	\$879,279
Annual Giving - Calling Ctr/Direct Mail	\$339,836
Scholarship Development	\$314,289
Foundation & Corporate Relations	\$673,747
Planned Giving	\$610,817
Donor Relations & Special Events	\$1,044,122
Development Research	\$454,843
Alumni Relations	\$641,456
<b>Total Funds Expended for Payroll Expenses</b>	<b>\$7,556,333</b>

### Unit Development Officers Support the Following Units

Architecture	Institute for Astronomy	Social Sciences
UH Mānoa Athletics	John A. Burns School of Medicine	Social Work & Public Health
Arts, Languages & Letters	Kapi'olani CC	School of Ocean and Earth Science
UH Cancer Center	Kaua'i CC	and Technology
College of Tropical Agriculture and Human Resilience	Leeward CC	UH Hilo
Education	Library Services	UH Maui College
Engineering	Lyon Arboretum	UH West Oahu
Hawai'i CC	Natural Sciences	Waikiki Aquarium
Hawaiian Knowledge	Nursing & Dental Hygiene	Water Resources Research Center
Honolulu CC	Shidler College of Business	Windward CC
		William S. Richardson School of Law

Moneys from the Fund Transferred to any  
Fund of the University

Attachment 6

No moneys from this fund were transferred to any fund of the university.



# Amounts and Purpose of All Expenditures from the UH Support Fund

## Attachment 7 Fiscal Year 2025

<b>Purpose</b>	<b>UH Support Fund</b>
Engagement and cultivation	\$59,541
Receptions	\$30,320
Travel	\$25,896
Membership dues and professional meetings	\$218,284
Business meetings	\$13,176
Taxes	\$9,527
Other services	\$4,939
Registration fees	\$945
Rental Facilities	\$1,100
Supplies – other	\$7,138
Personal Mileage/Parking	\$9
Duplicating/Printing	\$5
Postage/Freight/Delivery	\$9
UHF Gift Fee Expense	\$175
<b>Total</b>	<b>\$171,065</b>
<b>UH Support Fund Balance</b>	
Beginning Balance at 7/1/24	\$125,956
Amount transferred in this year	\$150,000
UH Support Fund expenditures (see above)	(\$171,065)
Transfer to HPOKA	(\$2,500)
Transfer to VPAA	(\$5,000)
Transfer to Board of Regents	(\$5,000)
Transfer from closed acct	\$9
Sponsorship Refund	\$3,500
<b>Ending Balance at 6/30/25</b>	<b>\$95,900</b>