Division of Academic Affairs
Strategic Plan Implementation

April 20, 2012

The Division of Academic Affairs Plan/Individual sub-unit plans

The Division of Academic Affairs Strategic Plan Implementation tables represent a consolidated version of those strategic activities that can be implemented across the twelve Academic Affairs units (the Colleges of Arts and Science, Business and Economics, Ka Haka Ula, Agriculture and Natural Resource Management, Pharmacy and Continuing Education; the Mo'okini Library; Academic Computing; Kilohana; the Curriculum Office; the Distance Learning and Applied Learning Committees, Institutional Research, and the Accreditation Liaison Officer), as well as those activities that will be implemented within a range of these units or which will have significant impact on several units. Each unit has submitted its own Strategic Plan Implementation Table which includes activities that are unique to the individual unit, and these are available upon request. Faculty Congress, while not a sub-unit of Academic Affairs, has participated and will continue to participate in important ways in achieving plan mandates; Congress's contributions to those elements of the plan with particular relevance to Academic Affairs are included in the Division of Academic Affairs Implementation plan as well.

Academic Affairs' efforts to implement the strategic plan began in the October , 2011 with a discussion among the Vice Chancellor, Deans and Directors. Strategic planning implementation is a standing item on the agendas for the Council of Deans and the Vice Chancellor's Council (Deans, Directors, Associate Deans, Division Chair, the institutional research analyst and Curriculum Officer. Within the framework set at these meetings, each college has approached its implementation task somewhat differently; each has identified collaborative partners as indicated in the plan itself:

- CAFNRM approached the UH Hilo strategic plan through the process of creating its own strategic plan. This initiative was spearheaded by a committee of four faculty, which offered all faculty and staff in the College multiple opportunities to review and respond. Community input from farmers and other leaders in the agricultural industry was solicited and included where appropriate. The plan was also reviewed by the Agriculture Club, a student organization.
- The CAS Dean has met with department chairs to take stock of the college's current activities which support those aspects of the strategic plan and to suggest ways in which each department might further support strategic initiatives. A CAS Strategic Planning Group comprising ten faculty and one clerical staff member from across the college worked with the Dean on developing and prioritizing the various ideas for strategic plan implementation. The Dean sent the descriptions of strategic initiatives to all faculty as well as to all department chairs two were encouraged to share them with faculty and to solicit input at the department level; input from the College's Senate Executive Committee was also sought.

- The College of Continuing Education and Community Service began meeting regarding the implementation of the Strategic Plan in November and determined that the units which would be most actively contributing to this initiative would be Summer Session, English Language Institute, NHERC Credit Programs, NHERC Heritage Center, and CCECS/NHERC professional development. The Dean met individually with each of these units to begin identifying actions to be pursued. At each regular faculty and staff meeting (held every two months at CCECS and once a month at NHERC) Strategic Planning has been on the agenda. An update is also provided to student employees at their quarterly meetings. Feedback from students and staff has been sought these these mechanisms. NHERC and the Heritage Center have separate Community Advisory Boards; strategic plan updates have been provided and each meeting and feedback solicited.
- CoBE has held a series of college faculty meetings and a half-day strategic planning retreat to discuss implementation of the strategic plan. The retreat was attended by nearly all faculty members and members of the College's Business Advisory Board, representing local business and community groups. The results of the retreat were collected, edited, and circulated to faculty, staff, and the Advisory Board. Comments were invited, and faculty members were encouraged to discuss the items with students in their classes. A student panel to review the plan has been nominated and will review the plan and provide feedback.
- In the College of Pharmacy the Pharmacy Practice and Pharmaceutical Sciences department faculty met with the Director of Continuing/Distance Education & Strategic Planning and added activities to the implementation plan. The Academic Affairs and Student Services unit staff met with the Coordinator of Assessment to add their relevant activities to the plan. The Associate Dean met with the Executive Committee of the CoP Senate which also added components to the Strategic plan. Students of the CoP had input to the plan through the various CoP Committees on which they serve, and also via focus groups, and surveys.
- Ka Haka Ula approached implementation of the UH Hilo strategic plan through its faculty senate and its monthly college meetings, attended by faculty senate members plus staff, lecturers, and a UHHSA student representative. Ongoing activities of the college were mapped to the strategic plan goals and actions.
- In spring 2011, the Mo'okini Library created a Library Assessment Team comprising librarians and the University librarian. This group will take the lead in coordinating various projects including the implementation of the Strategic Plan (as well as the Mo'okini Library Strategic Plan.) At its fall meeting, the group determined that its primary focus would be on item 3.5.
- The Institutional Research Office will support all other units, but a committee comprising Sian Millard, April Komenaka, and Brendan Hennessey (the institutional research analyst) reviewed how data is communicated to the campus, specifically how the IRO's website can be revised to become more valuable to users.
- Kilohana performed a SWOT and position analysis in summer 2011, and as a result identified areas in the strategic plan relevant to the unit.
- The Curriculum and WASC Liaison Officer submitted a plan based in part on various curriculum review committees and the Accreditation Steering Committee
- Several committees are working on matters that cut across unit boundaries.
    - The Faculty Congress Academic Policies committee addressed academic expectations for students, improvements to the guidelines for tenure, promotion and contract renewal and guidelines for instructor contract renewal.
    - The Faculty Congress Assessment Committee is actively working on improved program review guidelines and faculty training for assessment.
    - A standing distance learning advisory group has been empaneled, comprising the distance learning coordinator, a media specialist/course design specialist from Academic Computing, and faculty who are well respect for the quality of their work in distance learning. This group is chaired by a member of the instructional faculty with many years of experience with DL in other university systems .

- An ad hoc committee on internships was created early in the fall semester before the final draft of the strategic plan was released. Its members include faculty and staff from academic departments, career services, research, and service learning.
- An overall Academic Affairs Strategic Planning Committee comprising members from each of the college's and other academic units planning groups has reviewed and provided input to the Academic Affairs plan.

One element that does not necessarily show up in the plans but which was communicated very clearly in feedback meetings is that Academic Affairs faculty and staff strongly support the notion that the University's first obligation is to reinvest in our core activities.

Collaboration

As the Academic Affairs implementation plan will show, almost every activity in process or in the planning stages will involve collaboration across unit lines within Academic Affairs and between Academic Affairs and the Divisions of Student Affairs, Administrative Affairs, and Research. Activities undertaken in partnership with Faculty Congress are collaborative by virtue of Congress membership; three existing VCAA committees comprise membership from across unit lines. The Divisions of Student Affairs and Academic Affairs have a long history of collaboration on most matters related to student success, as do the Divisions of Research and Academic Affairs on matters pertaining to faculty research.

Annual Revision

The Implementation Plan as submitted should be viewed as the starting vision of the Division of Academic Affairs. As various activities progress from the idea phase to actual implementation in the real world, changes in the description of activities, timelines and expected outcomes will inevitably be revised. It is anticipated that individual sub-unit implementation plans and the Division of Academic Affairs' implementation plan will be reviewed and revised annually.

Outcome measures

It is anticipated that outcome measures will be refined as each plan activity is undertaken. While progress indicators specific to each activity are listed, the ultimate outcome measures will be enhancements in the quality of students', faculty, and staff's experience at UH Hilo. For students, the success of all of the activities will be demonstrated in increases in retention and graduation rates overall and in the specific groups identified in the UH System's Strategic Outcomes (Native Hawaiian graduates, STEM graduates, graduates in high need areas), increases in the high school going rate, and increases in community college transfers.

2011-2015 UH HILO STRATEGIC PLAN
Division of Academic Affairs Implementation Plan April 2012

Goal 1: Provide Learning experiences and support to prepare students to thrive, compete, innovate and lead in their professional and personal lives

#UH Strategic Goals
1= Native Hawaiian educational attainment
2= Hawaii's educational capital
3= Economic contribution
4- Globally competitive workforce
5= Resources and stewardship
6= Community College Transfers

2011-15 Strategic Plan action (priority & supporting)	Planned activity/strategy	Responsible individual or group	Collaborative partners (individuals or groups)	Proposed start date	Proposed end date	Progress indicator(s)	Resource requirements (in-kind & direct)	# Contribution to UH System strategic outcomes (if applicable)
NEW ACTIVITIES & STRATEGIES								
1.1 Create and sustain a culture of mentorship among faculty and students that fosters meaningful discussion about degree completion, career options and/or graduate	All undergraduate colleges will determine if they wish to design their own advising process or work with the other undergraduate colleges on a campus-wise process. Elements of all plans must include: 1) Each student will have a primary faculty advisor responsible for	VCAA, Deans, Committee developed by Deans/ VCAA /VCSA;	Colleges including faculty, staff and students, Admissions, Records	Fall 2012	Plan to be implemented for fall 2014, with review and revision in Spring 2015	Mandatory advising program in place; student satisfaction with advising to be measured in Spring 2013, 2014, 2015.	Hiring of master advisors or release time for faculty to become master advisors. Staff time to assist with holds	1,2, 4,6

and professional schools. This culture includes traditional advising as well as independent study, research, internships, ad continued dialogue beyond the classroom	advising in the major and regarding career options/graduate/professional school and for monitoring the student's academic well being. 2) Each student will be advised regarding general education and non-major graduation requirements by trained, knowledgeable faculty (perhaps master advisors) or professional advisors . 3) Each student will be required to meet with his or her advisors at specific internals. 4) Mechanisms will be worked out for the implementation of these mandatory advising contacts in collaboration with the registrar and division/college clerical staff At the end of Fall 2012, the VCAA will empanel a committee comprising faculty and staff from those undergraduate colleges which want to work across colleges, along with representatives from student affairs whose work would be required to complete the task.						and release of holds for student records	
	Develop instrument for soliciting student evaluations of advising to be used as a baseline in Spring 2013 and subsequently to study effects of improved system	VCAA and IRO and/or individual colleges	Deans, Advising Center	Spring 2013	Ongoing	Establishment of baseline data and evidence of improvement with new system. Goals include an		1,2,4,6

						increase in the number of advising contacts for all students and results that showed that 85% of students are satisfied with their advising experiences.		
	Independent study, research, internships will be discussed in 1.2 below							
1.2 Provide every student with an applied learning experience (ALE) through but not limited to increased internships and practica with local businesses/agencies, greater student involvement in faculty research, and artistic and creative endeavors	Define Applied Learning Experience Hire Applied Learning coordinator	VCAA	Division of Student Affairs	Late spring or early fall 2012		Definition established, coordinator hired if internal; job established if external search	Release time for faculty or salary for full time coordinator Operating budget for Office of Applied Learning, to include incentives for faculty to create new applied learning courses	1,2, 4, 6
	Develop new credit or non-credit bearing academic activities (internships, opportunities for undergraduate research, credit courses with service learning components) to increase the opportunities for Applied Learning	Applied Learning Coordinator Deans, Department	For research, VCR; for service learning, Service	Fall 2012	Spring 2016	1)Develop method for "counting" credit bearing applied learning experiences	Funding for development and implementation of new applied learning	1,2,4,6

	Experiences in all degree granting colleges, CCECS, Kilohana, Library. Explore use of UNIV alpha (UNIV 105, 205, 305, 405) for undergraduate research course; develop learning outcomes for research course Descriptions of specific plans are available in sub-unit implementation plans	Chairs, Directors, Applied learning Coordinator	Learning Coordinator; All campus committee comprising Academic and Student Affairs personnel; Kilohana; Division of Student Affairs;			2)90% of all graduating students will have completed at least one applied learning experience (including both curricular and co-curricular activities in Academic and/or Student Affairs) 3) Follow up with alumni to determine if their job placement reflects applied learning experiences	experiences; budget to be determined by Applied Learning Coordinator in consultation with departments	
	For credit classes, criteria established for ALE certification; ALE added to Banner as an attribute for these courses	Applied Learning Coordinator, Academic Departments	Division of students affairs (registrar) College and Division secretaries	Fall 2012	Spring 2012 and ongoing	ALE established as a credit class descriptor in Banner	Clerical support for additional Banner entry	1,2,4,6
1.3 Develop an overview of academic and conduct expectations and provide	See “continuing activities.” The development of the expectations has been completed and approved by	Faculty Congress						1,2,4,6

these to all students to emphasize what they will need to do to get the most from their university experience	Congress and VCAA							
1.4 Identify students who would benefit from academic support, particularly early in each semester, and provide targeted services to help them succeed	VCAA Committee to be formed, chaired by Director of Academic Support and comprising instructional faculty and academic support providers in Student Affairs	Director of Academic Support	Division of student affairs (academic support providers, registrar)	Fall 2012	Spring 2013	New policies and procedures developed and vetted through Faculty Congress, to be implemented in Fall 2013; Reduction in D. F, W grades; higher retention and graduation rates		1,2,4,6
CONTINUING ACTIVITIES & STRATEGIES								
1.1 Create and sustain a culture of mentorship among faculty and students that fosters meaningful discussion about degree completion, career options and/or graduate and professional schools. This culture includes traditional advising as well as independent study, research, internships, ad continued	Faculty will continue to mentor students through meaningful discussions about degree completion, career options, and/or graduate professional schools; faculty will continue to do directed studies, conduct research with students, develop internships	Faculty		Ongoing	Ongoing			1,2,,4,6

dialogue beyond the classroom								
1.2 Provide every student with an applied learning experience (ALE) through but not limited to increased internships and practica with local businesses/agencies, greater student involvement in faculty research, and artistic and creative endeavors	Internship committee renamed Applied learning committee and begins to work with survey data	VCAA/Applied Learning coordinator	Committee comprises Academic Affairs and Student Affairs personnel	Late spring 2012	Standing advisory committee	Higher retention rates		1,2,4,6
	Best practices developed by Applied Learning Coordinator with VCAA Applied learning advisory committee shared with Congress for adoption by the campus	VCAA/Applied learning coordinator; Faculty Congress	Faculty Congress	Spring 2012	Fall 2012	Best practices posted on VCAA website and promulgated by ALE coordinator		1,2,4,6
	Units already participating in internship/service learning/other ALE will include assessment of these practices in program reviews	Deans, Department Chairs	Congress Assessment Committee	Ongoing	Ongoing	Evidence of the achievement of student learning outcomes		1,2,4,6
1.3 Develop overview of academic and conduct expectations and provide these to all students to emphasize what they will need to do to get the most from their	Academic expectations created by Congress Academic Policies committee ad adopted by Congress Spring 2012; Working with UHHSA, Congress will have these provided to all incoming students; Working with Media/Graphics, posters	VCAA Faculty Congress UHHSA Media/ Graphics	Faculty Congress/UHHSA Media Graphics	Spring 2012	Fall 2012 and ongoing	Expectations in students hands, in syllabi and on classroom walls; Students are observed maintaining		1,2,4,6

university experience	are being created and will be placed in classrooms					these standards Reduction in DFW grades; increase in retention and graduation rates		
	Expectations are typically discussed in one or more sessions of new faculty orientation; the new document will be used as part of this training	Kilohana	VCAA	Fall 2012 and ongoing	Ongoing	More satisfaction reported by faculty as to how students approach their work		1,2,4,6
	Faculty will be asked to introduce these expectations in their classes either through attachments to syllabi (in upper division classes) or by going over them in introductory classes	Faculty		Fall 2012	Ongoing	Students observed maintaining these standards; Reduction in DFW grades; increase in retention and graduation rates		1,2,4,6
ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED								
1.1 Mentorship	One hopes that faculty will no longer sit in their offices waiting for students who don't come for advising							
1.2 Applied learning opportunities	In order to make more credit bearing ALE activities available, curricula may need to be revised to free up faculty time to direct these activities							

Academic Affairs

Goal 2: Inspire excellence in teaching, research, and collaboration

#UH Strategic Goals
1= Native Hawaiian educational attainment
2= Hawaii's educational capital
3= Economic contribution
4- Globally competitive workforce
5= Resources and stewardship
6= Community College Transfers

2011-15 Strategic Plan action (priority & supporting)	Planned activity/strategy	Responsible individual or group	Collaborative partners (individuals or groups)	Proposed start date	Proposed end date	Progress indicator(s)	Resource requirements (in-kind & direct)	Contribution to UH System strategic outcomes (if applicable)#
NEW ACTIVITIES & STRATEGIES								
2.1 Support and recognize teaching excellence by establishing a program that is responsible for promoting the development and sharing of innovative teaching and mentoring practices	1) See continuing activities. While there are continuing activities on campus that address this plan action, individual units (including CAS, CoP, and CAFNRM) propose to initiate or continue their own workshops. 2) To avoid redundancy, an inventory of activities will be completed .	Deans, Kilohana, ITUS 2,3) VCAA . Director of Academic Support		Ongoing 2) F2013	Ongoing	Increased number of workshops and of faculty participants	Faculty time	1,2,4,6
	The Congress Assessment Committee is working on a new Program Review document, which will streamline the process and focus more closely on	Congress Assessment Committee		F2012	S2013	New document approved and in use; with more focus on student		1,2,4,6

	student learning outcomes					learning outcomes should come better achievement of these goals and thus of retention and graduation rates		
	Develop "honors" focused mentoring programs (e.g. CAS "Po'okela Scholars Program; Natural Sciences STEM Honors Program, Ka Haka Ula G.E. in Hawaiian Language program)	Deans, faculty		Fall 2012	Spring 2015	Programs in place; Increased retention of students whose admissions material suggests better than average academic preparation for college (e.g. higher SAT scores, higher high school GPA, admission with AP credit, college credit earned during high school)	Faculty time	1,2,4,6
2.2 Support excellence in research . . . to generate a strategic plan	Support Division of Research, with particular attention to issues such as balance of teaching and research, development of instructional-research positions, and incentives; Support strategies for increasing faculty	VCAA as requested	Deans, Faculty	Division of Research		Completed plan addressing space, mentorship, balance of teaching/researc		

	involvement in directing undergraduate research (see 2.4 below);					h, etc.		
2.3 Review and implement changes in tenure, promotion, post tenure review and contract renewal policies/practices, lecturer and instructor contract renewal processes, and more comprehensive measures of teaching quality, teaching effectiveness and academic rigor.	1)Develop comprehensive policies and procedures for instructor contract renewal (currently under review by Faculty Congress) 2)Develop comprehensive policies and procedures for lecturer contract renewal (completed) 3)Develop post tenure review processes	VCAA, Deans, Faculty	Faculty Congress	1)S2012 2)S2012 3)F2013	1)F2012 2)F2013 3)F2014	1)Policies and procedures in place and operational; better morale 2)Policies and procedures in place and operational; better morale	3) Funding for assistance to faculty found in need of improvement	1,2,4,6
2.4 Integrating teaching and research	1)Hire of applied learning experience coordinator to work with VCR personnel on integrating teaching and research as part of applied learning initiative 2)Development of “best practices” in mentoring undergraduate research 3)Institutional involvement with Council on Undergraduate Research (membership in place) 4)Development of mechanisms to provide credit for students and faculty (probably a one-credit course) 5)Code Applied learning including undergraduate research in Banner	VCAA	VCR; Applied Learning Committee (Academic and Student Affairs’ membership); Registrar and/or IRO	F2012	S2013	Coordinator hired; best practices developed by ALE committee; membership in Council of Undergraduate Research; development of undergraduate research course; Course coded in banner; Increase in the number of faculty and undergraduate students	Funding for coordinator and CUR membership; faculty/staff time for committee work, course development and Banner coding	

						collaborating in research		
2.5 Forge interdisciplinary and inter-service collaborations	Hire internship coordinator (or ALE coordinator) to manage and substantially increase internships in the community and on campus	Chancellor/ VCAA	ALE committee	F2012	Ongoing	Coordinator hired; community awareness of UH Hilo internship opportunities heightened; more students placed in successful internships	Salary and operating expenses for Office of Applied Learning or Internship Office	1,2,4,6
	Evaluate possibility of assigning some teaching time to outreach/extension/training activities, particularly in CAFNRM	Dean in collaboration with VCAA	Community partners	F2012	F2015	Increased professional outreach service to community	Accountability measurement	5
	Create space and administrative structure to encourage interdisciplinary collaboration, research and teaching.	VCAA	Deans, faculty, VCR and VC Administrative Affairs	F2013	F2015	Increase in inter-disciplinary courses and research	Space; mechanism for "counting" interdisciplinary teaching load;	1,2,3,4,6
CONTINUING ACTIVITIES & STRATEGIES								
2.1 Support and recognize teaching excellence by establishing a program that is responsible for promoting the development and sharing of innovative teaching and mentoring practices	Continue to develop, sponsor, and promote workshops which involve UH Hilo faculty sharing teaching innovations and best practices in classroom activities; continue workshops on educational technology; continue to highlight innovative teaching and different learning styles in New Faculty Orientation; continue to provide distance learning course design assistance; utilize professional development funds to bring	Deans, Director of Academic Support, ITUS; Distance Learning specialists		Ongoing	Ongoing	Increased number of workshops; increased number of faculty as presenters and participants	Faculty time; Funding for outside experts where appropriate; funding for travel to training conferences	1,2,4,6

	in experts on topics related to teaching as identified by faculty; as funds are available, support faculty attendance at conferences, professional training opportunities							
2.3 Review and implement changes in tenure, promotion, post tenure review and contract renewal policies/practices, lecturer and instructor contract renewal processes, and more comprehensive measures of teaching quality, teaching effectiveness and academic rigor.	1)New tenure and promotion procedures and policies including unit guidelines were in place for F2012; continuous review and where necessary, revision of overall and unit guidelines 2)Continued workshops on tenure/promotion for new and continuing faculty	1)VCAA, Deans, Directors, Faculty 2)VCAA, Deans 3)VCAA, Deans, Faculty	1)UHPA	Ongoing	Ongoing	1&2)Continued improvement in clarity of process; improvement of morale, particularly among new faculty		1,2,4,6
2.4	Continue to encourage faculty (and assist faculty) to including funding for undergraduates in extra-mural research funding requests	VCR Deans, Faculty		Ongoing	Ongoing	Increased number of faculty and students collaborating in undergraduate research	Support for grant writing training	1,2,4,6
2.5 Increase interdisciplinary and inter-service collaboration	1)Increased collaboration between CCECS and Conference Center to support short credit and non-credit programs 2)Increase interaction between Heritage Center and Academic programs for classes and internships	CCECS Dean, ELI Director, Heritage Center Director	UH Hilo Conference Center, UH Hilo academic units	S2012	Ongoing	1)Complete two current short term programs and evaluate 2)Internships at Heritage Center	Funds to hire CCECS short term program coordinator and ELI Assistant Director	1,2,4,5,6

	3)Increase course offerings including directed study and solidify relationships between NHERC and academic departments; develop tracking system for student interest 4) Continue to support interdisciplinary curriculum initiatives such as Gender and Women's Studies and Chinese Studies.					implemented		
ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED								

Template revised 2.27.12

Academic Affairs

Goal 3: Foster a vibrant and sustainable environment within which to study, work and live

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6= Community College Transfers

2011-15 Strategic Plan action (priority & supporting)	Planned activity/strategy	Responsible individual or group	Collaborative partners (individuals or groups)	Proposed start date	Proposed end date	Progress indicator(s)	Resource requirements (in-kind & direct)	# Contribution to UH System strategic outcomes (if applicable)
NEW ACTIVITIES & STRATEGIES								
3.2 Upgrade the university's technology infrastructure including computer laboratories and classrooms, wireless broadband across all areas of the campus, and new technologies to better support student learning, teaching effectiveness and research	For ITUS and CoP plans, see continuing activities							
	Establish a plan and cost requirements for regular rotation of classroom audiovisual equipment and software installation,	ITUS, VCAA	Deans, Directors	2013-2014	Spring 2014	Plan submitted to Chancellor for funding		1,2,4,6

	replacement and upgrades					consideration		
	Library to partner with ITUS to inventory student use of technology in the library and create a plan for improvement	Library systems unit	ITUS	2012-2013	2015-2016	LibQual+ in 3 year cycle; in house library surveys	$100,000 one time dollars for new print management server; Annual $150,000 starting 2013-2014	1,2,4,6
3.5 Enhance core facilities	Upgrade multimedia classrooms from analogue to digital	ITUS	Colleges	2012	2015	UCB= 17 classrooms STB=11 classrooms EKH, Athletics, Theatre, NHERC, etc = 21 classrooms		1,2,4,6
	Develop plan to expand library operational hours; develop a plan to expand library's services	University librarian		2011-2012	2015-2016	Hours and services increased	One line @$30,000 in 2012-2013; 2 lines at @70,000 (total(for 2013-2014	1,2,4,6
CONTINUING ACTIVITIES & STRATEGIES								
3.2 Upgrade the university's technology infrastructure including computer laboratories and classrooms, wireless broadband across all areas of the campus, and new technologies to better support student	1)Provide advanced academic computing services, including making Adobe and AVS software, computer simulation, 3D graphics, rendering and modeling available – using Art classes as pilot to test EE lab 2)Establish Engineering lab 3)3D studio,campus wide information	ITUS	1)Art Department, CAS, VCAA 2)Departments, Colleges	1)Spring 2012 2)spring 2012	1)Ongoing 2)ongoing	Software available, lab useable 2)Labs and other services in use	1)EE funding 2)EE funding 3)Requires approximately	1,2,4,6

learning, teaching effectiveness and	system, online broadcasting system 4) Continue to enhance teaching environments through technology upgrades for on-campus delivery and distance learning						$350,000 for studio and campus information system; for online broadcasting system, requires $15,000 plus $50000 annually	
3.5 Enhance core facilities	Review LibQual+ results from Fall 2011 to develop new library hours and services; plan to increase library hours by 10% in 2013 and 10% I 2014	University librarian	2011-2012	2014				
ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED								
3.2 Technology infrastructure	Use of HITS facility has been reduced due to implementation of Laulima. Cable DL course will be terminated by end of 2012	ITUS	UH system HITS		2012	Cable class replaced by Laulima and PolyCom classroom		

Template revised 2.27.12

Academic Affairs

Goal 4 Cultivate, sustain, and reflect a diverse, multicultural university that is rooted in the indigenous history of Hawaii

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NEW ACTIVITIES & STRATEGIES								
4.4 Revitalization of Hawaiian language	Support G.E. course delivered through Hawaiian language	VCAA	Ka Haka Ula and CAS plus other colleges as need arises	Fall 2012	Spring 2016	Students can complete at least half of their General Education requirements in either of Hawaii's languages	To be determined, once a plan has been worked out	1,2,6
	Investigate the appropriate amount of Hawaiian language/culture to require in the curriculum	Faculty Congress	All colleges	Fall 2013	Spring 2013	Report and recommendation is provided to Faculty Congress		1,2,6
	Develop bi-lingual signage for the campus	Ka Haka Ula	Ka Haka Ula, Heritage	Spring 2013	Ongoing	Bi-lingual labels developed for		

			Center, Administrative Affairs			permanent exhibits		
4.5 Improve higher education access, outreach, and support for non-traditional and underserved populations	Distance Education Advisory committee formed Spring 2012 to recommend policy and programs to VCAA, including 1) best practices in DL education 2) how programs are declared "DL" for fee payment purposes 3) whether to institute a DL fee where other on-campus fees are waived 4) needs assessment for additional DL programs and other issues that arise including (most recently) how to handle testing for DL students	VCAA assisted by committee chair (currently Janet Ray, Education)	Committee members from every college, CCECS, ITUS, and distance learning coordinator; Student affairs	Spring 2012	Ongoing	Policies shared with Faculty congress and in use when approving DL classes/programs ; needs assessment procedures developed;		1,2,4,6
	Begin UH Maui College collaborations in Marine Science and Sustainability	Dean, Faculty	Maui College Education Center	Fall 2012	Ongoing	Program in place; increasing number of student located on Maui progressing to graduation from UH Hilo MARE	Polycom equipment upgrade on UH Hilo side; Funds for travel for faculty	
	Explore sponsoring evenings and week-end courses and more DL or blended courses during summer	CCECS/Summer session coordinator	Academic departments, DL coordinator, IRO, Summer session advisory committee	Summer 2013	Summer 2014	Establish proposal regarding summer calendar and costs	Obtain statistics from IRA and Admissions regarding non-traditional students	1,2,4,6
	Explore and design solutions to ADA requirements for DL courses	ITUS; DL coordinator;	Disabilities coordinator	Fall 2012	2014	Software testing in 2012, QT	$50,000 from ADA office	1,2,4,6,

		Distance Learning Advisory Committee (VCAA)				testing 2013, implementation 2014	and/or administration	
	On-line tutoring via appointment using elluminate	Kilohana	Academic departments, DL coordinator	2014	Ongoing	Program operational; Decrease in DFW grades in target classes; increased retention	Up to date computers/head phones, microphones, additional funds for tutor training and additional tutor hires	1,2,4,6
CONTINUING ACTIVITIES & STRATEGIES								
4.5 Improve higher education access, outreach, and support for non-traditional and underserved populations	West Hawaii BBA program	Dean/faculty	West Hawaii education center	Spring 2012	First cohort ends Spring 2014	Student enrollment and satisfactory progress; increasing cohort size	Equipment, funding for faculty travel, administration costs	2, 6
	Continue to work with Admissions/Registrar to help community members access classes	Deans	VCAA VCSA	Ongoing	Ongoing	Increased numbers of unclassified and non-traditional students enrolling in programs/classes		
	Continued expansion of general education offerings at NHERC	Dean, CCECS	Academic departments	Ongoing	Ongoing	2 year plan in place for 201-2015		1,2,4,6
ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED								

Academic Affairs

Goal 5: Strengthen UH Hilo's impact on the community, Island, and state of Hawaii

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2011-15 Strategic Plan action (priority & supporting)	Planned activity/strategy	Responsible individual or group	Collaborative partners (individuals or groups)	Proposed start date	Proposed end date	Progress indicator(s)	Resource requirements (in-kind & direct)	# Contribution to UH System strategic outcomes (if applicable)
NEW ACTIVITIES & STRATEGIES								
5.1 Strengthen the P-20 education pipeline of Hawaii Island by working in partnership with the DOE, local public and private high schools, and Hawaii Community College	VCAA standing committee on P-20 initiatives will be empaneled this spring to 1) inventory campus activities 2) coordinate these activities 3) set benchmarks 4) recommend new programs	VCAA	Committee members from Kilohana, Education, Math, English, Upward Bound, Ka Haka Ula; VC Research	Spring 2012	Ongoing	Produce a report detailing ongoing activities by end of Fall 2012; determine assessments and benchmarks for these activities by end of Spring 2013; pilot new activities		1,2,4,6

Sample unit plans:	1)Online teaching resource 2)Summer school support for Running Start in preparation for Future Summer Scholars Program 3)"Student ambassadors" to accompany faculty on recruiting trips to local high schools 4) Partnerships with local high schools for math and chemistry placement	1)CAS 2)Summer school coordinator 3)CoBE Dean and faculty 4)Kilohana, math and science coordinators	1)DOE 2)Admissions 3)Admissions 4) High school teachers	1)F2012 2)Su2012 3)F2013 4) Sp2015	1)Ongoing 2)Su2013 3)Ongoing 4)Ongoing	1)Feedback from faculty and K-12 teachers 2)Commitment from DSA on shared recruitment plan 3)Student participation, number of visits, number of applicants 4)College preparation curriculum aligns with introductory UH Hilo coursework	3) Funding for distinctive clothing, recruitment activities	1,2,4,6
	Foster opportunities for faculty to showcase their work in the broader community	Colleges	University relations	Sprign 2013	Ongoing	Number of programs offered Number of audience members attending	Advertising, space, technology	1,2,5
CONTINUING ACTIVITIES & STRATEGIES								
5.1 Strengthen the P-20 education pipeline of Hawaii Island by working in partnership with the DOE, local public and private high schools, and Hawaii Community College	Continue efforts to articulate with CCs in Hawaii and U.S. Affiliated Pacific Islands. Those recently completed or in process include: All UH campuses agricultural articulation; ASNS/BS with all CCs with ASNS degree; Marine Science with UH Maui College; BS in Sustainability with UH Maui College; 2 + 2 in Digital Art with	VCAA, Deans	Colleagues at all community colleges in UH system; colleagues at targeted schools in	Ongoing	Ongoing	Increased number of articulated programs; Increased community college transfers		1,2,4,6

	Hawaii CC		affiliated Pacific Islands					
	Various colleges have ongoing activities with select High schools, middle schools, and elementary schools – e.g. 1)CAFNRM's association with Hilo Union and Keaau Elementary 2)Library's service to AP high school students	1)Faculty 2) University librarian	1)Local schools and students 2)Big Island library network; Big island schools with AP programs			For CAFNRM, expand to two more schools each year;		1,2,4,6
	Partnership with local high schools to prepare students for writing expectations	Kilohana Writing Coordinator	Local schools	Ongoing	College prep curriculum aligns with 100-level coursework	1,2,4,6		
ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED								

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ACADEMIC Affairs

Goal 6: Facilitate organizational excellence through continuous innovation, responsible resource development, and effective communication

#UH Strategic Goals

1= Native Hawaiian educational attainment
2= Hawaii's educational capital
3= Economic contribution
4- Globally competitive workforce
5= Resources and stewardship
6= Community College Transfers

2011-15 Strategic Plan action (priority & supporting)	Planned activity/strategy	Responsible individual or group	Collaborative partners (individuals or groups)	Proposed start date	Proposed end date	Progress indicator(s)	Resource requirements (in-kind & direct)	Contribution to UH System strategic outcomes (if applicable)#
NEW ACTIVITIES & STRATEGIES								
6.1 Improve internal communication and collaboration within and across units, and among the administration and faculty and staff, to foster greater trust and a culture of collegiality across the university	Across-division committees formed or to be formed on the following topics: 1)Applied learning 2)Distance learning 3)P-20 4)General Education implementation 5)Improving the curriculum review process 6)Advising	VCAA, faculty,	1)Academic & student affairs faculty 2)ITUS,DL coordinator, faculty 3)Academic Affairs faculty; Upward Bound, Office of research 4)Academic	1)F 2011 2)S 2012 3)S 2012 4)S2012 5)S 2012 6)F 2012	1)ongoing 2)ongoing 3)S2014 4)ongoing as necessary 5)ongoing as necessary 6)ongoing as necessary	1)Best practices established, coordinator hired 2)Definition, best practices established, training developed; needs assessment and new program recommendation	1)Funds to hire coordinator; resources to free up faculty time to direct Applied Learning Experiences 2)Funds for training and new program development 3)To be determined	

			and Student Affairs faculty, staff and administrator 5)Academic and Student Affairs faculty and staff 6) Academic Affairs and Student Affairs faculty and staff			s 3) Inventory of current activities; coordinated plan for UH Hilo P-20 4)Address implementation problems; possibly recommend revisions to GE procedures 5)Address inter-divisional issues; streamline processes 6) Recommendations and implementation plans for mandatory advising	4)To be determined 5)To be determined 6) Funding for master advisors if recommended	
	Collect and publish rankings for programs, scholars, etc	Colleges, VCAA		Fall 2014	Ongoing	Web postings		
	Update IRO Website	VCAA/IRO	ALO, UH Hilo webmaster, consultant (Sian?)	F2012	F2014	Better user interface, focus on most useful data	Funding to keep Sian on the project; IRO time	
	Update College website	Deans, faculty	ITUS, UH Hilo webmaster	S2012	Various	Better communication	To be determined	
	University-wide presentations by senior leadership to present top goals and objectives each year	Chancellor, VC Deans		Fall 2013	Ongoing	Attendance Morale survey	Coffee & pastries	

	Investigate barriers to communication and seek out alternatives	VCAA, Deans	Director of Communication	Various, depending on unit	S2016	Increased morale	To be determined	
6.2 Streamline. . . administrative procedures	Within BOR Executive Policies, formulate and promulgate UH Hilo policies and procedures whereby Department and Division Chairs are appointed, reappointed, removed	VCAA, Deans	UHPA	S2012	F2012	Clear procedures and policies developed and posted; Improved morale		
	Create process whereby VCAA is formally notified by Faculty Congress as to academic policy recommendations and program proposal recommendations; create process whereby new academic policies and newly approved programs are advertised to campus community	VCAA, Curriculum Officer	Faculty Congress	S2012	F2012	Campus is aware of new policies/programs	Faculty, staff, and Administrator time	
6.7 Continuous assessment and planning	The Congress Assessment Committee is working on a new Program Review document, which will streamline the process and focus more closely on student learning outcomes	Congress Assessment Committee		F2012	S2013	New document approved and in use; with more focus on student learning outcomes should come better achievement of these goals and thus of retention and graduation rates		1,2,4,6
	Support efforts by Faculty Congress Assessment Committee, Accreditation Steering Committee, General Education Committee to develop UH Hilo Institutional Learning Outcomes and campus-wide graduation competencies; develop plan to document for WASC	Accreditation Steering Committee, ALO	Faculty Congress, College Deans	S2012	S2013	Institutional review report to WASC		

	review							
	Develop narratives to accompany UH Hilo analysis of graduation and retention data for undergraduate and graduate programs for WASC review	ALO	IRO	F2012	S1014	Graduation and retention report to WASC		
CONTINUING ACTIVITIES & STRATEGIES								
6.1 Improve communication	Improve liaison relationships between subject area librarians and academic units	Subject area librarians	Academic units in UH Hilo and Hawaii CC	2011-2012	Ongoing	LibQual+evaluations; internal staff surveys	Approximately $1000 annually	
	Support publicizing faculty/student/staff/ alumni achievements and leverage those achievements for fundraising, legislative support	Deans, VCAA	Communications Director/VCR Foundation University Relations	Ongoing	Ongoing	Better morale; more respect for achievements in other units		
6.2 Streamline. . .administrative procedures	1)Periodically review T & P and contract renewal standards and guidelines 2)Review curriculum review standards and guidelines 3)Participate with Congress GE Committee and Student Affairs in periodic review of GE implementation	1)VCAA 2)VCAA & Curriculum Officer 3)VCAA, Curriculum Officer, Faculty Congress	1)Faculty Congress, UHPA 2)Registrar 3)Faculty Congress, Student Affairs	Ongoing	Ongoing	Improved morale		
6.3 Improve fiscal transparency and accountability	Identify and prioritize college requests for personnel and other expenditures that support the strategic plan	VCAA	Deans, faculty, staff	Ongoing	Ongoing	Bring strategic plan to life	Administration, faculty, staff time	
6.4 Employee orientation	1)Continue to refine New Faculty orientation to emphasize strategic plan priorities such as applied learning opportunities	VCAA, Director of Academic Suppport	Deans, Faculty, DSA	Ongoing	Ongoing	New faculty feedback continues to be positive; new		

	2)Continue with follow-up sessions with new faculty 3)Continue to refine Tenure/Promotion/Contract renewal training especially for new faculty					faculty attend follow up sessions		
Professional development	1)Continue to offer workshops related to teaching 2)Continue to solicit professional development requests from faculty	1)Director of Academic Support 2)Professional Development Committee	1)Faculty, ITUS staff, DSA 2)Faculty Congress	Ongoing	Ongoing	Growth in the number of workshops and attendees	Faculty and staff time	
6.6 Build financial strength	Continue to encourage faculty to increase the number of proposals for extra-mural funding. Encourage the inclusions of funds for undergraduate researchers and outreach where appropriate. Strengthen partnership between Academic Affairs and Division of Research and Economic Development	Deans	Division of Research	Ongoing	Ongoing	Growth in extra-mural funding; growth in funding for undergraduate research	Faculty time	
6.7 Continuous assessment and planning	Support efforts by Faculty Congress Assessment Committee, Accreditation Steering Committee, General Education Committee and individual college/departments to improve methods of evaluating student progress toward student learning outcomes	VCAA, Accreditation Liaison Officer Assessment coordinator	Academic Departments	Ongoing	Ongoing	General Education assessment measures in place; Progress made on assessment of degree outcomes	Faculty and staff time, funding for continued training	
	Encourage and support strategic planning in all units; encourage and support accreditation activities where appropriate (e.g. WASC, CoBE, Nursing, Education, Pharmacy, English Language Institute);	VCAA, Deans, Directors		Ongoing	Ongoing	Approved strategic plans for all units by 2015; favorable accreditation		

						reports where applications are made		
ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED								

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