



UNIVERSITY  
*of* HAWAII®  

---

HILO

## **2024 Vice Chancellors' Listening and Feedback Tour Themes and Highlights**

UH Hilo's three Vice Chancellors (VCs)—Vice Chancellor of Student Affairs, Chris Holland; Interim Vice Chancellor of Academic Affairs, Keiki Kawai'ae'a; and Vice Chancellor of Administration, Kalei Rapoza—conducted an initial Feedback Tour from [insert dates], holding eighteen listening forums across all campus units. The leadership team gathered a wealth of valuable insights, input, and feedback instrumental to shaping an understanding of key challenges and opportunities. The theme and highlights from those sessions are included below.

## Strength-Based Perspective

- **Create a Shared Vision** that celebrates our strengths and fosters ownership among all stakeholders.
  - Harmonize strategic plan with renewed vision, mission and campus description.
  - Utilize the Ka'i i ka Wēkiu (kime Vivid Visioning) and VC Listening Tours I and II to implement strategic ideas aligned with our Strategic Planning process.
  - Revisit and align college visions and missions with the strategic plan
- **Identify and Leverage Our Unique Strengths** within the campus community.
  - Improve campus aesthetics by investing in beautification projects and ongoing maintenance.
  - Utilize consultant support (ex: Echo Delta [SEM], AASCU, Good Rebellion [SSEI]) for strategic initiatives.
  - Utilize program reviews to help design and implement organizational structure changes, enhance the campus environment, and create student hub centers designed to support student success.
  - Assess and improve laboratory space, including those for basic science, environmental and cultural studies (including van support as appropriate)
  - Normalize Hawaiian cultural protocols across campus events, activities, and curricula
- **Celebrate and Share Our Excellence** through enhanced communication
  - Develop and distribute consistent communication plans that highlight UHH's unique nature and assets.
  - Align stories with the Strategic Plan and broader campus efforts.

## Vibrant and Inclusive Campus

- **Cultivate a Welcoming Campus Culture** where every student feels valued and connected.
  - Revamp student orientation programs and initiate support mechanism (ex: AI chatbot) for ongoing student support
  - Establish “Kuleana and Community” as a requirement for all first-year students (University 101)
  - Expand initiatives that foster student engagement and belonging (ex: peer mentoring and support programs, living-learning community, Honors College).
- **Diversify and Strengthen the Student Body** by tailoring programs and services to meet diverse needs.
  - Enhance understanding of student needs through partnerships (Echo Delta, SSEI) and initiatives/programs (COIL, LSAMP, CGEE, NSE, Kīpuka)
  - Boost International Student Recruitment by strategically utilizing COFA agreements and looking at opportunities with Athletics and staffing (ex: International Admissions Specialist)
- **Create Vibrant Student Life** by promoting belonging to create meaningful engagement opportunities.
  - Invest in student-centered spaces, including libraries and campus hubs, and continue RIM projects to create and enhance engagement areas.
  - Assess and optimize housing spaces and revamp the assignments process to improve student satisfaction.

## Collaboration and Communication

- **Foster a Culture of Collaboration** across all departments to improve overall impact.
  - Promote regular interactions between campus units through initiatives like Ka'i i ka Wēkiu (campus 'ohana), Town Halls, and Campus Cleanup events.
  - Initiate cross-divisional collaborations and recognition events, such as Library Lanai events and Vulcan Week (Homecoming type event).
- **Facilitate Transparent Communication** both internally and externally with community partners.
  - Implement a transparent budget process and hold campus forums to share out.
  - State of the University
  - Enhance communication strategies and invest in University Relations staff and online media (notably the website!)
  - Regularly update the campus community with revised communication tools and strategies.
- **Enhance Campus Image and Self-Perception**
  - Highlight successes and strengths through storytelling and marketing efforts.
  - Promote a positive image of the campus to prospective students and the wider community.
  - Shift from a deficit mindset to a strength-based perspective, focusing on what the campus can achieve with its existing resources.

## Community Engagement and Partnerships

- **Engage with the Broader Community** to support campus initiatives and enhance student experiences.
  - Strengthen community relations by involving community members in campus activities and events.
  - Leverage community partnerships to create impactful opportunities for students, integrating volunteerism and alumni engagement.
- **Create Intentional Cohorts and Support Services** to build stronger student communities.
  - Foster connections between students and the community through engagement initiatives.
  - Encourage active participation of faculty and staff in campus life to build a welcoming atmosphere.

## Strategic Planning and Resource Allocation

- **Employ Data-Informed Decision Making** to align resources with campus-wide goals and priorities.
  - Prioritize investments in areas of strength and optimize processes for maximum impact.
  - Ensure transparency in resource allocation and decision-making processes.
- **Create Programs, Scholarships, and Opportunities** for strategic recruitment and engagement.
  - Develop scholarships for non-resident students to attract high-achieving candidates.
  - Reevaluate tuition exemption policies to better align with recruitment goals.
  - Engage faculty and programs in the recruitment process to identify and address gaps.
  - Consider initiatives to retain students through targeted academic and social support programs.