PAPAHANA HOʻOLĀLĀ HIKIĀLOA 2011-2015

UNIVERSITY *of* HAWAIʻI®

HILO

STRATEGIC PLAN 2011-2015

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PAPAHANA HOʻOLĀLĀ HIKIĀLOA O KE KULANUI O HAWAIʻI MA HILO 2011-2015

Ka Hoʻolauna a ke Poʻokulanui

ʻO kēia papahana hoʻolālā hikiāloa ʻelima makahiki ke kukui e māʻamaʻama aʻe ai ke ala e kō aʻe ai nā pahuhopu o ke kulanui nei ma ke kūpaʻa ʻana iho i kēia ʻāina/honua kūikawā me ka hōʻike pū aku i ke aloha mau ʻana aku o kekahi i kekahi, ʻo ke ʻano nō hoʻi ia o ka nohona Hawaiʻi. Kālele kēia papahana hikiāloa o Ke Kulanui o Hawaiʻi ma Hilo ma kona ʻano he wahi e aʻo ʻia ai a e makahiʻo ʻia ai hoʻi nā ʻike kauʻāina - no ka nui a lehulehu nō hoʻi o nā ʻano moʻomeheu like ʻole o ka honua nei i ʻike ʻia i waena o nā haumāna, nā kumu a me nā limahana, a no ka hiki ʻana hoʻi ke hoʻolaukaʻi pū me nā kulanui a me nā ʻoihana e waiho ana mai ʻō a ʻō o ka honua i laupaʻi ka pā ʻana o ko Hawaiʻi i ia papahana.

He hoʻokikina kēia papahana i ka hoʻokāʻoi ʻana aʻe i ka hana o ke kulanui nei ma ka hoʻohana kūpono ʻana aku i ka mea i loaʻa, ma ka hoʻolale ʻana aku me ka hoʻomakakū pū hoʻi i loko o ka mau ʻana aʻe o nā pōʻaiapili e ʻike ʻia aʻe ai ka hoʻonaʻauao ʻoi kelakela no nā haumāna, a no ka mālama ʻana aku i ke kulanui i honua hoʻoholomua papahana no nā kumu a me nā limahana. Na ia papahana nō hoʻi e alakaʻi mai i ka hoʻoholo manaʻo ʻana e pili ana i nā makakoho o ke kulanui, nā koleke, a me nā māhele aʻo, a ua ʻike pū ʻia hoʻi he kuleana ko ke kulanui nei, ma ke ʻano he kulanui i kākoʻo ʻia e ke aupuni mokuʻāina, ma ke kōkua laulā ʻana aku i ke kaiāulu e pili pū mai ana. He hōʻike pū ʻia i loko o kēia papahana, aia i ka hana a nā kumu ka pono me ka ʻole o ka naʻauao o nā haumāna, a no ke kulanui holoʻokoʻa nei ke kuleana ʻo ke kākoʻo ʻana aku i ia mau haumāna i mea e holomua ai lākou.

He kākoʻo kēia papahana i nā kaʻakālai e kō ai nā pahuhopu a me nā kiʻihana i hāpai ʻia mai e ka ʻōnaehana Kulanui o Hawaiʻi no ka hoʻopiʻi ʻana aʻe i ka huinanui o nā haumāna puka i hoʻomākaukau ʻia ma ke kulanui, no ke kākoʻo ʻana i ka ulu ʻana o ka ʻaoʻao makakū a me ka ʻaoʻao hoʻokele waiwai, a no ka hoʻokumu ʻana i ʻōnaehana kūloko kūpono ma ke ʻano he kulanui o ke kenekulia 21. Aia ma nā pahuhopu a pau o kēia papahana hoʻolālā ke kūpaʻa ʻana ma ka hoʻopuka ʻana aku i nā kāne a me nā wāhine i mākaukau no ka hoʻoholomua ʻana i ko lākou nohona ʻohana a ʻoihana nō hoʻi. E hoʻohana ʻia iho kēia papahana hoʻolālā no ka paikomo, ke kākoʻo, ka hoʻoikaika, a me ka hoʻopuka ʻana aʻe i nā haumāna, a pēlā e kākoʻo ʻia ai ka ʻimi ʻana aʻe i ke kō o ka pahuhopu o ka ʻōnaehana Kulanui o Hawaiʻi holoʻokoʻa, ʻo ia hoʻi ka ʻoi ʻana aʻe o ka huinanui haumāna puka ma ka 25% ma ka makahiki 2015*.

ʻĀwili pū ʻia mai ʻō a ʻō o kēia papahana ka mahalo palena ʻole i ka mōʻaukala, ka moʻomeheu, a me ka ʻōlelo ʻōiwi o Hawaiʻi nei. E kūpaʻa mau ana nō ke kulanui nei ma ka hoʻokō ʻana aku i ke kuleana ʻo ke kākoʻo ʻana i nā haumāna ʻōiwi Hawaiʻi a ma ka hoʻokō ʻana i ka pahuhopu o ka ʻōnaehana UH no ka hoʻopiʻi nui ʻana aʻe i ka huinanui haumāna Hawaiʻi e puka ana mai ke kulanui aku. He manaʻolana ko ke kulanui nei i ka puka mau ʻana aku ma ʻō aku o nā palena i hoʻolālā ʻia no ke Kulanui o Hawaiʻi ma Hilo no ia kumuhana.

ʻAʻole e ʻole ka loli ʻana o nā pōʻaiapili i loko o nā makahiki ʻelima e hiki mai ana a pono ke kulanui e ʻeleu aku i ka hoʻoponopono ʻana i kēia papahana hoʻolālā hikiāloa i ʻike ʻia nā ʻoiaʻiʻo hou o waho a pēlā pū nā ʻoiaʻiʻo hou o loko o ia papahana. He palapala ola kēia papahana hoʻolālā hikiāloa e kālailai a loiloi pinepine ʻia ana me nā kumu, nā limahana, nā haumāna, a me ke kaiāulu.

Nui nō hoʻi koʻu mahalo i nā kānaka he nui wale i makana manawaleʻa mai i ka hana a me nā manaʻo no ka haku ʻana i kēia papahana hoʻolālā hikiāloa. Ua ʻimi ʻia aku nā kumuwaiwai kālaiʻike o kēlā ʻano kēia ʻano mai nā kumu, nā limahana, nā haumāna hou, nā haumāna kahiko, a me ke kaiāulu i mea e naʻauao ai i nā mea i hala, i mea e loiloi ai i ke kūlana e kū nei, a i mea hoʻi e hoʻolālā ai i nā pahuhopu hou o ka wā e hiki mai ana. Na ia mau pahuhopu hou e alakaʻi mai i ke kulanui nei i ka puka lanakila ʻana ma ʻō aku o nā palena papaha o kākou ma ke ʻano he kanaka kāʻokoʻa, i ke komo piha ʻana i loko o nā hana hoihoi a hōʻeuʻeu hoʻi o ke kaiapuni kulanui, a i ke kōkua pono ʻana aku i ka nui kaiāulu.

E holomua aku ana nō ke Kulanui o Hawaiʻi ma Hilo i kēia papahana hoʻolālā hikiāloa, a eia au ke kūpaʻa aku nei i ka hana pū me kēlā mea me kēia mea o ke kulanui, ke kaiāulu, a me ka ʻōnaehana UH i holopono nō ka hoʻokō ʻana.

Donald. O Straney, PhD

Poʻokulanui

* Ua hoʻohālikelike ʻia me ka huinanui o nā haumāna i puka i ka makahiki 2008.

UNIVERSITY OF HAWAI'I AT HILO STRATEGIC PLAN 2011-2015

Chancellor's Introduction

This strategic plan is our common five-year guide for building the future of our university, grounded in our unique location and reflecting the deep and enduring respect for one another that characterizes our local community. Our plan highlights UH Hilo as a place for international learning and discovery – from the rich mix of world-cultures of our students, faculty and staff, to our ability to partner with universities and agencies across the globe to promote greater local impact.

Our plan challenges us to do better with what we have, to be innovative and creative as we continue to offer high quality learning experiences for our students, and to ensure a productive working environment for our faculty and staff. It will guide us in making decisions about priorities for the campus, colleges and departments and recognizes that we have an obligation, as a state-supported university, to have broad impacts on our local community. Our plan recognizes that the quality of education for our students is in the hands of our faculty, and that the university as a whole works to support students to help them succeed.

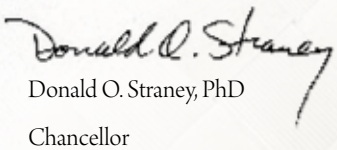
The plan complements the strategic goals and initiatives identified by the University of Hawai'i system to increase the number of graduates we prepare, to support innovation and economic growth, and to establish an infrastructure befitting a 21st century university. Cutting across all goals of our plan is a commitment to graduating women and men who are prepared to succeed in their professional and personal lives. We will use our strategic plan to recruit, support, challenge, and graduate our students and, in so doing, support the UH system's target of graduating 25% more students by 2015[1*].

Threaded throughout our plan is a profound appreciation for the indigenous history, culture and language of Hawai'i. We continue to embrace our responsibility to serve students of Native Hawaiian ancestry and to support the UH system's goal to significantly increase the number of Native Hawaiian graduates. We expect to continue exceeding the targets set for UH Hilo in this regard.

Circumstances will change over the next five years and we must be nimble, adjusting our plans to reflect new internal and external realities. This strategic plan is a living document that will be reviewed regularly and critically in collaboration with faculty, staff, students and the community.

I am grateful to the many people who gave so generously of their time and their insights to create this plan. We have drawn upon the rich and diverse intellectual resources of our university faculty, staff, students, alumni and community to learn from our past, review our current position and look ahead to a future that we helped shape. That future will allow all of us to achieve our fullest potential as individuals, to participate in a vibrant and stimulating campus environment, and to contribute meaningfully to the greater community.

This strategic plan will make an enduring, positive difference at UH Hilo, and I commit to working with each of you within the university, our local community and the UH system to ensure its successful implementation.



Donald O. Straney, PhD

Chancellor

[*] Compared to the number graduated in 2008.

Ka Ala Nu'ukia

'A'ohe pau ka 'ike i ka hālau ho'okahi

'O ka pahuhopu nui o ka 'ohana o ke kulanui nei ka paipai 'ana aku i nā haumāna e pi'i loa a'e i ka pae kālai'ike 'oi kelakela ma ka ho'oulu 'ana i ka 'ao'ao na'auao, 'imi, a makakū ho'i ma waho a ma loko nō o ka lumipapa. No ke kulanui nei ke kuleana 'o ka ho'okā'oi 'ana a'e i ka nohona o ko Hawai'i, ko ka Pākīpika, a me ko ke ao holo'oko'a.

Ka 'Ōlelo Nu'ukia 2020

E lawe i ke a'o a mālama, a e 'oi mau ka na'auao

E 'ike 'ia nō ke kulanui nei he kaiāulu e hana pū ana nā 'ano māhele a'o like 'ole i loko o nā 'ano kuana'ike like 'ole no ka ho'omākaukau pono 'ana aku i nā haumāna 'imi 'ike e ulu pono, e ho'okūkū, e ho'omakakū, a e alaka'i ho'i i loko o ko lākou mau nohona pilikino a 'oihana ho'i. E ho'olalelale 'ia aku nā haumāna a pau loa i loko o ke ki'ina a'o e ho'ohui ana i ka mana'o me ka hana, e ho'opili ana i ke ao kūlohelohe me ka mo'omeheu o Hawai'i, a e kāko'o ana i ke komo akamai 'ana i loko o nā hana o ke ao holo'oko'a.

Ke Kulanui Nei

He kulanui aupuni ke Kulanui o Hawai'i ma Hilo nona nā polokolamu muapuka hanohano o kēlā 'ano kēia 'ano i kāko'o 'ia e kekahi mau kēkelē mulipuka a 'oihana ho'i e 'imi aku ana i ka ho'okā'oi 'ana a'e i ka nohona o ka po'e o Hawai'i mokupuni a me Hawai'i moku'āina.

He kūpa'a ke kulanui nei i ka 'imi aku i ka 'imi na'auao a 'ike 'oi kelakela me ke *aloha*. He ho'oulu 'ia nā 'ao'ao makahi'o, noi'i, a kaunānā o nā haumāna ma ka ho'oulu 'ana i ka hakuhia, ka makakū, a me ka no'ono'o loi. He komo nā kumu a me nā haumāna i loko o nā hana 'imi na'auao e ho'okā'oi a'e ana i ka na'auao o nā haumāna a me ke kōkua 'ana aku o ke kulanui nei i ke ao kālai'ike a me ke ao kanaka.

He 'imi ke kulanui nei i ke kūlana e 'ike 'ia ai ke 'ano o Hawai'i, kona po'e, kona mō'aukala, kona mau mo'omeheu, a me kona kaiāpuni kūlohelohe, a e kūhō'ailona ai ho'i i ka mana'o o ke 'kulanui Hawai'i'. Ma ke 'ano he lālā o ka 'ōnaehana Kulanui o Hawai'i, eia ke 'ae aku nei i ke kuleana 'o ka lawelawe 'ana aku i ka po'e 'ōiwi o Hawai'i a me ke ***kāko'o*** 'ana aku i ka 'ōlelo a mo'omeheu 'ōiwi o Hawai'i kekahi.

Our Mission

'A'ohe pau ka 'ike i ka hālau ho'okahi/One learns from many sources

The purpose of our university '*ohana/family* is to challenge students to reach their highest level of academic achievement by inspiring learning, discovery and creativity inside and outside the classroom. Our *kuleana/responsibility* is to improve the quality of life of the people of Hawai'i, the Pacific region and the world.

Our Vision for 2020

E lawe i ke a'o a mālama, a e 'oi mau ka na'auao/Those who take their learnings and apply them increase their knowledge

We will be acclaimed as a university community that works together across disciplines and diverse perspectives to prepare student scholars to thrive, compete, innovate and lead in their professional and personal lives. We will engage every student in applied learning that links theory with practice, connects to the distinctive natural and cultural environments of Hawai'i, and promotes skilled participation in a global society.

Who We Are

The University of Hawai'i at Hilo is a public university with a comprehensive portfolio of distinguished undergraduate programs, complemented by select graduate and professional degrees that seek to improve the quality of life of the people of Hawai'i Island and state.

We are committed to excellence in higher education and learning with *aloha*. We inspire our students to explore, investigate and discover, through the cultivation of innovation, creativity, and critical thinking. Our faculty and students undertake research activities that enhance both our students' learning and our university's contribution to academia and society.

We seek to reflect Hawai'i, its people, history, cultures, and natural environment, and to embody the concept of a 'Hawaiian university'. As a member of the University of Hawai'i system, we embrace our responsibility to serve the indigenous people of Hawai'i and to ***kāko'o/support*** Hawai'i's indigenous language and culture.

Nā Loina

- ***He ʻīpuka i ka naʻauao:*** He ʻīpuka ke kulanui nei i ka naʻauao kiʻekiʻe me kaʻolana nui no nā haumāna a pau a me kākoʻo ʻana aku i ko lākou puka lanakila ʻana.
- ***He nui a lehulehu nā kumuwaiwai aʻo:*** He mālama ʻia ma ke kulanui nei he pōʻaiapili hoʻonaʻauao, kahi o ka ʻike e mōhala ai a e kaʻanalike ʻia ai hoʻi, kahi e mālama ʻia ai nā loina a me ka naʻauao, a me kahi e paʻa ai ka ʻike o kekahi i kekahi. ʻAʻole ma ka lumipapa wale nō e paʻa iho ai ka ʻike i ka haumāna, eia naʻe, ma loko pū nō hoʻi o ka lumi hoʻokolohua, ma ke ao kūlohelohe, ma ke keʻena pāheona, ma o ka hana keaka a me ka hōʻikeʻike, ma o ka hana pakanā ʻana me ke kaiāulu, a ma ka nohona maʻamau o kēlā lā kēia lā.
- ***Ka ʻoi kelakela o ka hoʻoili ʻike a me ka ʻimi naʻauao:*** He mea nui i ke kulanui nei ka hoʻopili ʻana i ka hoʻoili ʻike me ka ʻimi naʻauao, ka hoʻohui ʻana i ke aʻo ʻana me ka noiʻi ʻana, ka lawelawe, a me nā ʻike pili ʻoihana e hoʻoikaika aʻe ana i nā haumāna e hoʻokō i kā lākou mau pahuhopu ʻimi naʻauao a ʻoihana hoʻi. He ʻimi aku ke kulanui nei i ka pae ʻoi kelakela o ka hoʻoili ʻike ʻana ma ka paipai ʻana aku i nā kiʻina aʻo hou a kūpono e ikaika ai ka ili ʻana o ka ʻike ma luna o nā haumāna me ka ʻimi pū aku i hoʻoholomua ʻana i ka ʻimi naʻauao no lākou iho.
- ***Ka pili a ka haumāna me ke kumu:*** He mea nui ka walaʻau, ke kūkākūkā, a me ka paio kālai manaʻo i waena o nā haumāna a me nā kumu, i kākoʻo pū ʻia ma ke komo like ʻana a me ka hana like ʻana o nā haumāna a me nā kumu, a pēlā pū nā pōʻaiapili ma waho aku o ka papa.
- ***Ke komo like ʻana o nā ʻano lāhui a moʻomeheu like ʻole:*** He hoʻohanohano ke kulanui nei i nā ʻano lāhui like ʻole, ko lākou mau kahua a mōʻaukala, a me ka mokaika kūikawā o nā ʻano moʻomeheu like ʻole o Hawaiʻi nei e kūlana ai he kaiāulu ao holoʻokoʻa ma ke kahua kulanui nei.
- ***Ka lawelawe ʻana i ke kaiāpuni kūlohelohe a moʻomeheu:*** He mea nui ka *ʻāina* i ke kulanui nei a he mahalo hoʻi i nā haʻawina a pau o ka ʻāina. He hana pakanā pū ke kulanui nei me ke kaiāulu no ke kilo ʻana, ka kūpale ʻana, ka mālama ʻana, a me ka hoʻomau ʻana i nā kaiāpuni kūlohelohe a moʻomeheu o Hawaiʻi mokupuni.
- ***Ka hana like ʻana me ke kaiaūlu a me hoʻokele waiwai:*** Ua kūpaʻa ke kulanui nei i ke kūlana he kumuwaiwai kahua ʻike a he kumuwaiwai kālā hoʻi no ka mokunpuni, ka mokuʻāina, a me nā māhele ʻāina e pili pū ana. Hana pū nō hoʻi ke kulanui nei me ke aupuni kūloko a me kona mau keʻena ʻoihana, nā pāʻoihana, nā hui ʻauhau ʻole, nā haumāna puka kahiko, a me nā ʻano hui hoʻonaʻauao ʻē aʻe no ka hoʻoholomua ʻana aku i nā haumāna, ke kaiāulu kamaʻāina, a me ka hoʻokele waiwai ʻana.

What We Stand For

- ***Access to education:*** We provide access to higher education while holding high expectations for all students and providing support for their success.
- ***Learning from many sources:*** We offer an engaging atmosphere-of-learning where knowledge is created and shared, values and wisdom are preserved, and individuals can learn from one another. Learning occurs not only in the classroom, but in the laboratory, in the field, in the studio, through performance and presentation, in partnerships with our community, and in our everyday lives.
- ***Excellence in teaching and scholarship:*** We value the integration of teaching with scholarship, connecting instruction with research, service, and professional experiences that empower our students to achieve their academic and career goals. We strive for excellence in teaching by promoting effective and innovative teaching methods that have a positive impact on student learning, while also seeking the advancement of scholarship in its own right.
- ***Student-faculty interaction:*** We recognize the value of dialogue, discussion and debate between and among students and their faculty, fostered by quality student-faculty engagement and collaboration, and out-of-class experiences.
- ***Diversity and cultural infusion:*** We celebrate different people, their backgrounds and history, and the unique cultural mosaic of Hawai'i that brings the feel of a global community to our local campus.
- ***Stewardship of the natural and cultural environment:*** We respect the *ʻāina/land* and appreciate the many lessons it has to teach. We work in partnership with the community to study, protect, preserve and sustain the unique cultural and natural environment of Hawai'i Island.
- ***Community partnerships and economic impact:*** We are dedicated to our role as a major economic and knowledge-based resource for the Island, state and region. We work in partnership with local government and agencies, businesses, non-profit groups, alumni, and other educational institutions to create a positive impact on our students, local community and economy.

Nā Pahuhopu Kaʻakālai

He ʻeono pahuhopu o ke kulanui nei nāna e alakaʻi mai ma kekahi mau hana kaʻakālai kikoʻī i loko o nā makahiki e hiki mai ana. Kākoʻo ʻia nō ia mau hana kaʻakālai e kekahi mau hanana nāna e kōkua mai ma ka hoʻokō piha ʻana aʻe i ia mau pahuhopu. Ma muli o ka ʻike ʻana he wā wī kēia ma ka ʻaoʻao hoʻokele waiwai e mālama ʻia nei nā hana kulanui, ua hoʻomakakoho ʻia ia mau hanana ma ʻelua pūʻulu. ʻO *nā hanana makakoho* nā mea i hoʻomakakoho ʻia e hoʻokō ʻia ma mua o kekahi mau hanana ʻē aʻe i loko o kēia wā wī kālā ʻole. ʻO kēia nā hana i koho ʻia ma ke ʻano ʻo ia nā hana e holomua loa ai ka hoʻokō ʻana aʻe i ka pahuhopu e pili pū ana, nā hana e pili pū ai nā ʻano ʻaoʻao like ʻole o ke kulanui, a me nā hana e piʻi loa aʻe ai ka heluna haumāna puka. ʻO *nā hanana kākoʻo* nā hana nui ʻē aʻe i pili i ia pahuhopu, nā mea hoʻi e hoʻokō ʻia aku ke lawa ke kālā. I mea ka helu o nā pahuhopu a me nā hanana e kapaʻī wale ʻia ai nō - ʻaʻole hoʻi ma ke ʻano he kaʻina hoʻomakakoho.

Pahuhopu 1: E hoʻolako aku i nā *pōʻaiapili hoʻonui ʻike* me ke *kākoʻo* pū ʻana i nā haumāna e ulu pono, e hoʻokūkū, e hoʻomakakū, a e alakaʻi i loko o ko lākou mau nohona pilikino a ʻoihana hoʻi.

E hoʻomākaukau ke kulanui nei i nā haumāna e kōkua pono aku i ko lākou mau kaiāulu a e komo pono aku i loko o ke ao hoʻokūkū ʻimi ʻoihana. E hoʻoulu ʻia ka ʻaoʻao ʻaʻa i ka hana i loko o nā haumāna ma ka hoʻoulu ʻana i ko lākou mākau noʻonoʻo loi, ko lākou mākau hoʻomōhala manaʻo hou, a me ka hoʻokō ʻana aku i ia mau manaʻo hou. E hoʻoulu a e kākoʻo ke kulanui nei i nā haumāna ʻimi ʻike i loko o ko lākou noho haumāna kulanui ʻana, mai ke komo ʻana mai a i ka puka ʻana aku.

Nā hanana makakoho

1.1 E hoʻokumu a e paepae i ka *pōʻaiapili aʻoaʻo* i waena o nā kumu a me nā haumana e kākoʻo ana i ke kūkākūkā pono ʻana e pili ana i ka hoʻopau kēkelē ʻana, ka wae ʻoihana ʻana, a me ka hoʻomau ʻana aku i nā kula mulipuka a ʻoihana hoʻi. Aia i loko o ia pōʻaiapili aʻoaʻo ke aʻoaʻo maʻamau ʻana a pēlā pū nō hoʻi ka ʻimi ʻaeʻoia ʻana i ka naʻauao, ka noiʻi ʻana, ka huʻeaʻo ʻana, a me walaʻau pū ʻana kekahi me kekahi ma waho aku o ka lumipapa.

1.2 E hoʻolako aku i kēlā me kēia haumāna i wā e *komo maoli* ai i ka hana ma ka hoʻonui ʻana aʻe i ka huʻeaʻo ʻana me ka hoʻomaʻamaʻa hana me nā pāʻoihana/keʻena ʻoihana kamaʻāina, ka hana pū ʻana o nā haumāna i loko o ka noiʻi ʻana o nā kumu, a me nā hana pāheona a hoʻomakakū paha.

1.3 E hoʻokumu aku i ʻolokeʻa *pahuhopu kālaiʻike a lawena* hoʻi a e hoʻolako aku i ia ʻolokeʻa i nā haumāna a pau no ke kālele ʻana ma luna o nā mea e makepono loa ai ko lākou noho haumāna ʻana ma ke kulanui nei.

1.4 E ʻimi aku i nā haumāna e pono ai ke *kākoʻo kālaiʻike* ʻana, ma ka ʻoi loa aku ma ka hoʻomaka ʻana o ke kau, a e hoʻolako i nā papahana kākoʻo e hoʻoholomua aku ana i ko lākou puka ʻana.

Strategic Goals

We have identified six goals to guide us in strategic areas for the coming years. Each of these is supported by a number of actions that when implemented will help us to achieve our goals. In recognition of the challenging economic climate within which higher education institutions operate, the actions are divided into two groups. ***Priority actions*** are those which, in a challenging economic climate, we will prioritize to implement over others. These are identified as potentially having the most impact on achieving the associated goal, involve many aspects of the university and/or could have a positive impact on graduation. ***Supporting actions*** are other important actions related to the goal that should be progressed as resources allow. The numbering of the goals and actions is for identification purposes only - they do not indicate a preferential order.

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

We will prepare students to contribute positively to their communities and a globally competitive workforce. We will instill an entrepreneurial confidence in students by fostering their ability to think critically, develop ideas, and act on those ideas. We will develop and support student scholars throughout their university careers, from admissions to graduation.

Priority actions

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 and continued dialogue beyond the classroom.

1.2 Provide every student with an *applied learning* experience through, but not limited to, increased internships and practica with local businesses/agencies, greater student involvement in faculty research, and artistic and creative endeavors.

1.3 Develop an 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 university experience.

1.4 Identify students who would benefit from *academic support,* particularly early in each semester, and provide targeted services to help them succeed.

Pahuhopu 2: *E kīpaipai i ka ʻoi kelakela o ka hoʻoili ʻike, ka noiʻi, a me ka lōkahi.*

E paipai ke kulanui nei i ke kūnoa kālaiʻike a makakū hoʻi no ke kākoʻo ʻana i ka ʻoi kelakela o ka hoʻoili ʻike ʻana a me ka noiʻi ʻana. I ke kulanui nei, he mau kōkoʻolua ka hoʻoili ʻike a me ka noiʻi ʻana ma ke ʻano he mau hana kālaiʻike e kōkua nui aku ana i nā haumāna, ke kulanui nei, a me ka nui kaiāulu. E hoʻokumu ke kulanui nei i pōʻaiapili a pilina kulanui e hoʻomakakoho ana a e kākoʻo ana hoʻi i ka ʻimi ʻana i nā kiʻina aʻo hou. E hoʻoikaika ke kulanui nei i ka ʻōnaehana kūloko a me nā alakaʻi no ke kākoʻo pono ʻana aku i ka noiʻi kālaiʻike ma ka loa a me ka laulā o nā kumuhana aʻo a nā kumu. E kākoʻo ke kulanui nei i ka ʻimi aku i nā kiʻina hana hou e pono ai ma o ka hana like ʻana o nā ʻano māhele aʻo like ʻole a me nā ʻano keʻena lawelawe like ʻole o ke kulanui.

Nā hanana makakoho

2.1 E kākoʻo a e hōʻoiaʻiʻo i ***ka ʻoi kelakela o ka hoʻoili ʻike*** ʻana ma ka hoʻokumu ʻana i papahana nona ke kuleana ʻo ke kākoʻo ʻana i ka hoʻomōhala ʻana a me ke kaʻanalike ʻana i nā kiʻina aʻo hou a me nā kiʻina hana aʻoaʻo hou.

2.2 E kākoʻo i ***ka ʻoi kelakela o ka noiʻi*** ʻana ma ka hana pū ʻana me nā kānaka pili nui no ka haku ʻana me ka hoʻokō pū ʻana i papahana kaʻakālai nāna e makaʻala ana i kahi e mālama ʻia ai ka noiʻi, ke aʻoaʻo kumu, ke kaualewa ʻana o ke aʻo a me ka noiʻi, nā kūlana kumu aʻo - noiʻi, nā kumu hoʻolalelale, ke kākoʻo kākau noi kālā, a me nā papahana kūloko ʻē aʻe e piʻi aʻe ai ke kākoʻo kālā o waho a e holomua aku ai hoʻi ka noiʻi.

2.3 E loiloi a e hoʻokō i nā loli o ***nā kulekele tenua, hoʻopiʻi kūlana, loiloi mulitenua, nā kulekele ʻaelike hou o nā polopeka, a me nā kulekele ʻaelike hou o nā kumu hapamanawa***, no ke kākoʻo piha ʻana i kēia pahuhopu a me ka papahana kaʻakālai ma ke aʻoaʻo a hoʻomōhala haumāna ʻana a me ka hoʻoikaika piha pono ʻana aku i ke ʻano o ka hoʻoili ʻike ʻana, ke ʻano o nā hopena o ke aʻo ʻana, a me ke ʻano o ka ʻoʻoleʻa o ka ʻimi naʻauao.

Nā hanana kākoʻo

2.4 ***E hoʻolaukaʻi aku i ka hoʻoili ʻike a me ka noiʻi*** no ka hoʻolale ʻana aʻe i nā haumāna i loko o ka hana pū ʻana me nā kumu a no ka hoʻokomo ʻana i ka noiʻi i loko o nā haʻawina o ka lumipapa.

2.5 E hoʻohui aku i ka hana pū ʻana o ***nā ʻano māhele aʻo like ʻole me nā ʻano keʻena lawelawe like ʻole*** i mea e pono ai ke kaiāulu a me nā haumāna.

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

We will promote intellectual and creative freedom in support of excellence in teaching and research. We view teaching and research as complementary scholarship activities which have a significant impact on our students, our university and our broader community. We will foster a culture and organizational structure that value and support innovation in teaching. We will enhance our research infrastructure and administration to better support research scholarship across the broad range of disciplines represented by our faculty. We will promote innovation through interdisciplinary and inter-service collaborations across the university.

Priority actions

2.1 Support ***teaching excellence*** by establishing a program that is responsible for promoting the development and sharing of innovative teaching and mentoring practices.

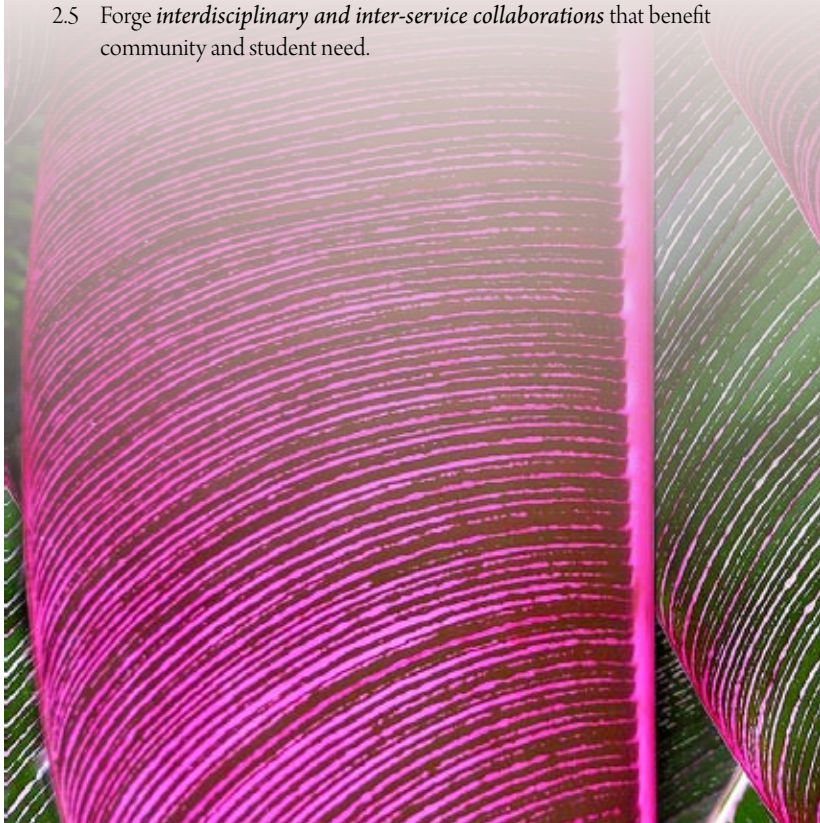
2.2 Support ***excellence in research*** by working with key stakeholders to generate and implement a strategic plan that addresses research space, faculty mentorship, the balance of teaching and research, instructional-research positions, incentives, grant-writing support, and other infrastructure required to increase extramural funding and research productivity.

2.3 Review and implement changes to the faculty ***tenure, promotion, post-tenure review and contract renewal policies/practices***, and lecturer and instructor ***contract renewal processes***, to fully support this goal and the strategic plan in areas of student advising and mentoring, and more comprehensive measures of teaching quality, teaching effectiveness and academic rigor.

Supporting actions

2.4 ***Integrate teaching and research*** to engage students in collaborations with faculty and infuse research into the classroom.

2.5 Forge ***interdisciplinary and inter-service collaborations*** that benefit community and student need.



Pahuhopu 3: E mālama i kaiapuni aʻo e ʻike ʻia ai *ke ohohia a me ke kākoʻo* ʻana i ka ʻimi naʻauao, ka hana, a me ka nohona

E hōʻoia ke kulanui nei i ke kūpono o nā hale a me ka ʻōnaehana kūloko no ka pono o nā haumāna noho ma ke kahua kula, nā haumāna noho ma waho aku o ke kahua kula, a me nā haumāna noho ma waho aku o Hawaiʻi mokupuni, a pēlā nō hoʻi nā limahana. ʻO ka pahuhopu o ke kulanui nei ka hoʻomōhala ʻana aku i ʻōnaehana kūloko mālama ʻāina, mālama ʻenehana, a kūkulu hoʻi e hiehie ana a me ke ō mau hoʻi nāna e hoʻoulu ana i ka haʻaheo i ke Kulanui o Hawaiʻi ma Hilo ma ke ʻano he kulanui ʻimi naʻauao me ke ohohia a me ke aloha.

Nā hanana makakoho

3.1 E hoʻoponopono aku i ka hemahema e kū nei a me ka hemahema i wānana ʻia no nā hale noho haumāna ma ka ʻimi ʻana aku i ke kālā no nā hale e kū nei a me nā hale e kūkulu ʻia ana, a no ka hoʻolilo ʻana i nā hale noho haumāna o ke kahua kulanui i ***kauhale haumāna hou*** nāna e hoʻoikaika i ka noho haumāna ʻana o nā haumāna makahiki ʻekahi a ʻelua paha.

3.2 E hoʻokāʻoi aʻe i ka ***ʻōnaehana ʻenehana kūloko*** o ke kulanui, ʻo ia hoʻi nā keʻena kamepiula a me nā lumipapa, ke kūkulu ʻana i ka ʻōnaehana uea ʻole no ke kamepiula mai ʻō a ʻō o ke kahua kulanui, a me nā ʻenehana hou o kēlā ʻano kēia ʻano i ʻoi aʻe ke kākoʻo ʻana aku i ke aʻo ʻana o ka haumāna, ke aʻo ʻana o ke kumu, a me ka noiʻi ʻana.

Nā hanana kākoʻo

3.3 E hoʻonui aʻe i nā ***wahi ʻākoakoa*** a e hōʻoia i ka ***piko*** maoli o ke kulanui no ka mālama ʻana i nā hanana launa, moʻomeheu, ʻimi naʻauao, pāheona, a hoʻonanea hoʻi e komo iho ai nā haumāna, nā kumu, a me nā limahama a no ke kono ʻana aku i nā haumāna puka kahiko a me ka nui kaiāulu e komo mai i ke kahua kulanui nei.

3.4 E ʻike ʻia mai ka haʻaheo a me ka pīkoʻu i ke ***kahua kulanui a me nā wahi e pili pū ana*** i ke Kulanui o Hawaiʻi ma Hilo ma ka hoʻomakakoho ʻana aku i ka mālama ʻana a me ka hoʻokāʻoi ʻana aʻe i nā hale kula a me nā hale noho haumāna e kū nei, ka hoʻonani ʻāina ʻana, ke kapa ʻana aku i nā hale o ke kulanui ma nā inoa e ahuwale ai ke kaiāpuni kūlohelohe a moʻomeheu hoʻi o Hawaiʻi, a me ka hoʻokāʻoi ʻana aʻe i nā hōʻailona inoa ma loko a ma nā palena o ke kahua kulanui.

3.5 E hoʻoikaika aʻe i nā ***hale ʻīkoi*** ma ka hoʻonui ʻana aʻe i nā hola e mālama ʻia ai nā hana lawelawe mea nui o ke kulanui, ma ka ʻoi loa aku ma ka hale waihona puke, i kūpono no ka noho haumāna ʻana, a ma ka hoʻolaukaʻi pū ʻana me ka (nā) pāʻoihana lawelawe meaʻai i māhuahua aʻe nā koho o nā wahi a me nā hola e ʻai ai ma ka ʻimi ʻana aku me ka hāpane pū aku i nā manaʻo o nā huamāna, nā kumu, a me nā limahana.

3.6 E mālama aku i ke kuleana lawelawe i nā kumuwaiwai kūlohelohe makamae ma ka hoʻokumu ʻana aʻe i papahana ***kaiāola ō mau*** i lilo ke kulanui i alakaʻi ma ka hoʻopōʻaiapuni ʻana, ka hoʻohana ʻana i nā kumuwaiwai ō mau, ka hānai a hoʻoulu ʻana paha i ka meaʻai, ke kūkulu ʻana i nā hale ō mau, a me ka hoʻohana ʻana i nā kumu ikehu ō mau ma ke kahua kulanui.

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

We will work to ensure that our facilities and infrastructure meet the developing needs of our residential, commuter, and distance learning students as well as our employees. Our aim is to develop an attractive and sustainable physical, technical, and organizational infrastructure that engenders a greater sense of pride in UH Hilo as a vibrant and welcoming institution of higher education.

Priority actions

3.1 Meet current and projected housing needs by identifying funds for and developing more ***student housing***, and converting existing on-campus residence halls into a ***freshman village*** that would enhance the freshman-sophomore experience.

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.

Supporting actions

3.3 Create more ***gathering places*** and identify a clear ***piko/center*** of the university to hold and promote social, cultural, educational, artistic, and recreational activities that engage our students, faculty and staff and welcome our alumni and broader community onto campus.

3.4 Demonstrate pride and identity in UH Hilo's ***grounds and surroundings*** by prioritizing maintenance and upgrades of existing buildings and student housing, landscaping and allocating names to university buildings that reflect the natural or cultural environment of Hawai'i, and improving signage in and around campus.

3.5 Enhance ***core facilities*** by providing more hours in essential university services, especially the library, to meet student needs, and by working with the food service provider(s) to broaden dining options by actively seeking and responding to student, faculty, and staff feedback.

3.6 Demonstrate responsible stewardship for Hawai'i's precious natural resources by developing an ***environmental sustainability*** plan to exhibit leadership in recycling, sustainable resource use, food production, "green" building design, and use of renewable energy sources on campus.

Pahuhopu 4: E hoʻoulu, mālama, a hōʻike aku he kulanui kēia i *ʻōʻā ʻia nā lāhui a me nā moʻomeheu o kēlā ʻano kēia ʻano* a he kulanui kēia i paʻa kona mole i loko o ka mōʻaukala ʻōiwi o Hawaiʻi nei.

He mea waiwai ka ʻōʻā ʻia o nā lāhui a me nā moʻomeheu o kēlā ʻano kēia ʻano i ka ʻīkoi o ka nuʻukia o ke kulanui a he mea pono no ka noho ʻana i loko o kēia ao puni honua. E hoʻoulu ʻia he kaiāulu aloha me ka poʻe i ʻokoʻa nā ʻano, manaʻo, moʻomeheu, a kuanaʻike hoʻi, kahi hoʻi e mahalo aku ai nā haumāna, nā kumu, a me nā limahana i ia ʻokoʻa a me ia mōʻaukala. He mea nui loa nō i ke kulanui ka hoʻokō ʻana aku i nā kuleana o ka mālama ʻana i ka poʻe ʻōiwi o Hawaiʻi. Ua paʻa iho ka pikoʻu o ke kulanui i loko o kēia moʻomeheu ʻōiwi me ka hōʻike pū aku hoʻi i ka ʻōʻā nui loa ʻia ʻana o nā moʻomeheu Hawaiʻi, ʻĀsia-Pākīpika, kamaʻāina, kaumokuʻāina, a kauʻāina, ka mea hoʻi e ʻike ʻia ai ka ʻōʻā nui ʻia ʻana o nā ʻano moʻomeheu like ʻole o Hawaiʻi nei. E hoʻoulu ke kulanui nei i ka makakau makaʻala moʻomeheu no ka mālama ʻana i kaiāpuni naʻauao me ka laulauna pū nāna e hoʻoikaika ana i ka poʻe a pau ma ka ʻimi naʻauao me ka ulu pū.

Nā hanana makakoho

4.1 E hoʻoili aku ma luna o nā haumāna a pau i kahua ʻike, me ka paipai pū ʻana aku i nā kumu a me nā lima hana e ʻimi aku i ia ʻike, e pili ana i ka *moʻolelo kūikawā o Hawaiʻi nei* a me kona ulu ʻana aʻe mai ke kahua ʻōiwi i kaulana i kona mōʻaukala o ka mahalo ʻana i ka ʻōʻā ʻia ʻana o nā ʻano moʻomeheu like ʻole o ʻaneʻi.

4.2 E paipai aku i ka *hoʻokamaʻāina i nā ʻano moʻomeheu like ʻole* ma o ke aʻo ʻana, ka hoʻomaʻamaʻa ʻana, ka noiʻi ʻana, a me nā wā e kūkaʻi ai nā haumāna, nā kumu, a me nā limahana no ka hoʻomōhala ʻana i ka makakau a me ka ʻike no lākou iho a pēlā pū no ka poʻe ʻē aʻe, a me nā mākau e kō pono ai ka launa pū ʻana, ka hoʻokaʻaʻike ʻana, ke alakaʻi ʻana, a me ka ulu ʻana o ka hoʻonohonoho ʻana.

4.3 E hoʻokumu aku i *papahana piha nāna e hoʻoulu, mālama, a hōʻike aku hoʻi i ka ʻōʻā ʻia* o nā hanana kālaiʻike a launa hoʻi o ke Kulanui o Hawaiʻi ma Hilo. E hōʻoia i ka hoʻokō pono ʻana aku o ke Kulanui o Hawaiʻi ma Hilo i nā *kuleana kūikawā o ke aupuni mokuʻāina i nā haumāna ʻōiwi Hawaiʻi.*

Nā hanana kākoʻo

4.4 E kākoʻo aku i ka hoʻomau ʻana i ka *hoʻōla ʻia ʻana o ka ʻōlelo Hawaiʻi* a me ke kūlana alakaʻi kauʻāina o ke kulanui ma ka hoʻōla ʻōlelo a moʻomeheu ma ke kūkulu ʻana aʻe i papahana hoʻohua no ka hoʻomōhala ʻana i nā manaʻo, nā hana, a me nā koina e pili ana i ka ʻōlelo a moʻomeheu Hawaiʻi a ʻōiwi no ka lawelawe i kēia kahua kulanui kūikawā, kēia mokuʻāina ʻōlelo ʻelua, a me nā kaiāulu ʻōiwi ʻē aʻe.

4.5 E hoʻoikaika aʻe i ke ala e komo ai i ka ʻimi naʻauao kulanui, ka paikomo ʻana i *ka poʻe maʻamau ʻole a me ka poʻe i lawa ʻole ke kākoʻo ʻia* ma o kekahi mau papahana aʻo a mamao kikoʻī, ʻaʻole naʻe e kaupalena ʻia ma laila, e paikomo pū hoʻi ma ʻō a ma ʻaneʻi o kēia mokupuni a ma waho aku hoʻi, ka hoʻonui ʻana aʻe i ke kālā kōkua hele kulanui, a me ka hoʻokumu ʻana i nā wahi mālama keiki ma ke kahua kulanui.

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

We value diversity as central to our mission and essential for effective participation in an increasingly global society. We seek to cultivate an inclusive community of people with varied characteristics, ideas, cultures, and world-views where our students, faculty, and staff celebrate difference and respect tradition. We especially embrace our responsibilities to the indigenous people of Hawai'i. We root our identity in this indigenous heritage and reflect the rich mix of Native Hawaiian, Asia-Pacific, local, national, and international cultures that embody the diversity of Hawai'i. We will foster cross-cultural awareness to promote an intellectual and social environment that challenges all of us to learn and grow.

Priority actions

4.1 Provide all students with a foundational understanding of, and encourage faculty and staff to learn about, the *unique heritage of Hawai'i* and its development from an indigenous base known for its history of embracing diversity.

4.2 Promote *multicultural fluency* through learning, training, research, and exchange opportunities for students, faculty and staff to develop awareness and knowledge of self and of others, and skills for effective interaction, communication, leadership, and organizational change.

4.3 Implement a comprehensive *plan to cultivate, sustain and reflect diversity* in the academic and social activities of UH Hilo. Ensure UH Hilo addresses the *unique responsibilities of the state to students of Native Hawaiian ancestry*.

Supporting actions

4.4 Support continued *revitalization of the Hawaiian language* and UH Hilo's position of international leadership in language and culture revitalization by structuring an education incubator for the development of ideas, practices, and qualifications relating to Hawaiian and indigenous language and culture to serve our distinctive campus, our bilingual state, and other indigenous communities.

4.5 Improve higher education access, outreach and support for *non-traditional and underserved populations* through, but not limited to, select, high-quality distance learning programs island-wide and beyond, increased financial aid, and establishment of child-care facilities on campus.

Pahuhopu 5: E hoʻoikaika aʻe i *nā hopena e ili aku ana ma luna o ke kaiāulu, ka mokupuni a me ka paeʻāina ʻo Hawaiʻi* ma ka hoʻonaʻauao ʻimi pilina, ka hana pakanā pū ʻana me ke kaiāulu, a me ke kaʻa ʻana o ka ʻike a me ka ʻenehana.

E hoʻonui aʻe ke kulanui nei i nā hana pakanā e kū nei me nā wahi hoʻonaʻauao ʻē aʻe o Hawaiʻi mokupuni a me ka ʻōnaehana Kulanui o Hawaiʻi no ka hoʻomākaukau ʻana aku i nā haumāna e ʻimi naʻauao kulanui a no ka mālama ʻana aku i nā papahana nāna e kia iho i nā pono koʻikoʻi o ka hoʻomākaukau limahana. E ʻimi pū aku ke kulanui nei i ka hoʻokūhelu a me ka hoʻopiʻi ʻana aʻe i ke kūlana o ke kulanui ma ke ʻano he kumuwaiwai ʻimi naʻauao a hoʻokele waiwai hoʻi no ka mokupuni ma ka hoʻolaukaʻi pū ʻana aku me nā ʻoihana aupuni a kūʻokoʻa hoʻi no ke kākoʻo ʻana aku i ke kaʻa ʻana o ka ʻike a me ka ʻenehana.

Ka hanana makakoho

5.1 E hoʻoikaika aʻe i ke *ala hoʻonaʻauao p-20 o* Hawaiʻi mokupuni ma ka hana pakanā ʻana me ka ʻOihana Hoʻonaʻauao, nā kula aupuni a me nā kula kūʻokoʻa, a me ke Kulanui Kaiāulu o Hawaiʻi no ka hoʻokumu ʻana i ka pōʻaiapili ʻimi naʻauao i emi mai nā ālaina a i ʻoi aku hoʻi ka noniākahi no nā haumāna a pau mai ke kula kamaliʻi a i ke kulanui nāna e hoʻoholomua ana i ka ʻimi kēkelē ʻana ma ke Kulanui o Hawaiʻi ma Hilo.

Nā hanana kākoʻo

5.2 E hana pū me ka ʻōnaehana Kulanui o Hawaiʻi a me nā pakanā o ke kaiāulu no ka loiloi pinepine ʻana a no ka hāpane ʻana i nā hemahema limahana o ke kaiāulu no ka hoʻoikaika ʻana me ka hoʻomōhala ʻana i nā papahana o ke kulanui.

5.3 E hoʻolaukaʻi pū aku me ke aupuni kūloko a me nā kānaka kākoʻo kālā i ulu ka hoihoi i ka hoʻomōhala ʻana aku i ***kūlanakauhale kulanui*** nāna e lawelawe i ke kulanui, iā Hilo, a i ka nui kaiāulu o Hawaiʻi mokupuni.

5.4 E kākoʻo i ke ***kaʻa mau ʻana o ka ʻike a me ka ʻenehana*** ma ka hoʻolaukaʻi pū ʻana aku me ka Pāka Kulanui o ka ʻEpekema me ka ʻEnehana, ke aupuni mokuʻāina, nā ʻoihana kaumokuʻāina a kauʻāina hoʻi, nā pāʻoihana, nā pāʻoihana kumuwaiwai kūlohelohe, a me nā hui ʻē aʻe o ke kaiāulu no ka hoʻoholomua ʻana aku i ka hoʻohana maoli ʻana i ka noiʻi, nā kuleana kālaiʻike, a me ke alakaʻi pāʻoihana ʻana.

5.5 E hoʻoikaika aʻe i ka ʻimi naʻauao ʻana a me ka hana pakanā ʻana me ke kaiāulu no ka ***mālama pono, ke kūpale, a me ka hoʻomau ʻana i nā kumuwaiwai kūlohelohe a moʻomeheu hoʻi***, ma ka ʻoi loa aku, iā Mauna Kea.

5.6 ***E hoʻolaukaʻi pū me nā kulanui ʻē aʻe*** o kēia paeʻāina, ke kaumokuʻāina, a me ke kauʻāina no ka hōʻoia ʻana me ka hoʻokō pū i nā papahana a hanana laukaʻi paha e pono ai ka mokupuni a me ka mokuʻāina ʻo Hawaiʻi..

5.7 E hoʻokāʻoi aʻe i ka hoʻokolo a me ka hoʻolale ʻana aku i nā ***haumāna puka kahiko*** o ke Kulanui o Hawaiʻi ma Hilo no ka mālama kūpono ʻana aku i ka moʻomōʻali holomua o nā haumāna puka a no ka pili mau ʻana mai o lākou me ko lākou kulanui, a pēlā nō hoʻi no nā hanauna haumāna hou.

Goal 5: Strengthen UH Hilo's *impact on the community, island and state of Hawai'i* through responsive higher education, community partnerships, and knowledge and technology transfer

We will expand upon our existing partnerships with other education providers on Hawai'i Island and within the UH system to help prepare students for higher education and offer programs that address critical workforce needs. We will also seek to formalize and elevate our role as a significant economic and knowledge resource for the Island by collaborating with public and private agencies to promote knowledge and technology transfer.

Priority action

5.1 Strengthen the ***P-20 education pipeline*** of Hawai'i Island by working in partnership with the Department of Education, local public and private schools, and Hawai'i Community College to help create a more seamless and integrated education experience for all students from preschool through higher education that facilitates UH Hilo degree completion.

Supporting actions

5.2 Work with the UH system and community partners to systematically assess and respond to ***community workforce needs*** to inform program improvement and development.

5.3 Collaborate with local government and private investors to spark the development of a vibrant ***college town*** serving the institution, Hilo, and the broader Hawai'i Island community.

5.4 Support ongoing efforts in ***knowledge and technology transfer*** through collaborations with the University Park of Science and Technology, state, national and international agencies, businesses, natural resource-based enterprises, and other community groups to advance research applications, intellectual property, and entrepreneurship.

5.5 Enhance our scholarship and partnerships with the community to responsibly ***preserve, protect and sustain natural and cultural resources,*** especially Mauna Kea.

5.6 Work in ***partnership with other universities and colleges*** regionally, nationally and internationally, to identify and deliver joint program ventures and/or activities that could benefit Hawai'i Island and state.

5.7 Improve tracking of and engagement with UH Hilo ***alumni*** to keep better records of graduate success and to foster lifelong connections to their alma mater as well as new generations of students.

Pahuhopu 6: E hoʻoholomua aku i ka *ʻoi kelakela o ka hoʻonohonoho papahana* ʻana ma ka ʻimi mau ʻana aku i nā kiʻina hana hou, ka hoʻomōhala pono ʻana i nā kumuwaiwai, a me ka hoʻokaʻaʻike kūpono ʻana.

E hoʻoikaika aʻe ke kulanui nei i ka hoʻokāʻoi ʻana aʻe i ka hoʻolālā ʻana, ka hoʻokele ʻana i nā kumuwaiwai kālā a kānaka hoʻi, a me ka ʻauamo kuleana, i ʻike ʻia hoʻi ke kūpaʻa ʻana o ke kulanui nei i ka paeʻāina ʻo Hawaiʻi. E hōʻoia aku ke kulanui nei i ka mālama ʻia o ka pōʻaiapili hana aloha a ʻoluʻolu e kū ana i ka hoʻokaʻaʻike kūpono, nā kiʻina hana a me nā kaʻakālai mōakāka.

Nā hanana makakoho

6.1 E hoʻokāʻoi aʻe i ka ***hoʻokaʻaʻike a me ka hoʻolaukaʻi kūloko*** ʻana i loko a i waena hoʻi o nā māhele aʻo, a i waena pū nō hoʻi o nā keʻena alakaʻi, nā kumu, a me nā limahana, no ka hoʻoulu ʻana aʻe i ka hilinaʻi a me ka pōʻaiapili aloha mai ʻō a ʻō o ke kulanui.

6.2 ***E hoʻohāiki, hoʻākāka, a palapala i nā kiʻina hana alakaʻi***, ma ka ʻoi loa aku, ma ka hoʻokomo a me ke alakaʻi ʻana i nā noi kālā, ka hoʻokele kālā ʻana, a me ka mālama ʻana i nā kumuwaiwai kanaka, no ka mālama ʻana i kaiāpuni hana hoʻolaukaʻi i kūpono a maiau hoʻi.

6.3 E hoʻoikaika aʻe i ke ***akāka o ka hoʻokele kālā a me ka ʻauamo kuleana*** ma ka hōʻoia ʻana i nā makakoho moʻohelu nāna e kākoʻo i ka papahana hoʻolālā hikiāloa, ma ka hoʻākāka ʻana i nā kūlana a me nā kuleana o ka poʻe i loko o ka hoʻoholo manaʻo ʻana, a ma ka hōʻike pinepine ʻana i ke kūlana kālā o ke kulanui a me nā mea i hoʻolilo ʻia ai ke kālā.

6.4 E mālama i ***papahana hoʻolauna limahana hou***, e mālama i nā wā a me nā papahana ***hoʻonuiʻike*** e kālele ana ma luna o ka mau ʻana o ke aʻo a me ka hoʻoikaika ʻana, me ka ***hoʻomaopopo me ka hoʻomaikaʻi pū aku*** i nā hana a nā kumu a me nā limahana e kākoʻo nui ana i ka nuʻukia o ke kulanui.

Nā hanana kākoʻo

6.5 E hoʻonui aʻe i ka ʻike ʻia o ke kulanui ma ka hoʻopukapuka i loko o ***nā ʻano kaʻakālai hokona a hoʻolaha like ʻole*** no ka hōʻike ʻana aku i nā ʻaoʻao maikaʻi o ke Kulanui o Hawaiʻi ma Hilo, no ka ʻume ʻana aku i nā haumāna kamaʻāina, kaumokuʻāina, a kauʻāina hoʻi, a no ke kālele ʻana ma luna o nā hopena maikaʻi i ili iho ma luna o ka mokupuni ʻo Hawaiʻi, ka paeʻāina, a ma ʻō aku.

6.6 E ***hoʻoikaika aʻe i ka moʻohelu*** ma ke kākoʻo pū ʻana aku i ka haʻawina kālā o ka mokuʻāina ma ka ʻimi a me ka hoʻomōhala ikaika ʻana aku i ka hoʻopukapuka kūʻokoʻa ʻana a me nā kaʻakālai hoʻoulu kālā hou e kākoʻo ana i nā pahuhopu o ka papahana hoʻolālā hikiāloa.

6.7 E hoʻomōhala a e mālama i ***pōʻaiapili loiloi a hoʻolālā mau*** e hiki ai i ke kulanui ke hoʻokolokolo aku i ka holomua ʻana me ka hāpane koke aku me ka ʻōlewa pū no ka hoʻololi ʻana i ke kaiāpuni kūloko a kūwaho paha.

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

We will work to improve our planning, financial and human resource management, and accountability, demonstrating our commitment to the state of Hawai'i. We will ensure that our employees experience a collegial and enjoyable working environment that is exemplified by effective communication, clear processes and procedures.

Priority actions

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.

6.2 ***Streamline, clarify and document administrative procedures,*** particularly related to the submission and administration of grants, fiscal management, and human resources, to facilitate an effective and efficient collaborative working environment.

6.3 Improve ***fiscal transparency*** and ***accountability*** by identifying budgeting priorities that support the strategic plan, clarifying the roles and responsibilities of those involved in decision-making processes, and regularly reporting on the university's overall financial situation and itemized allocations.

6.4 Provide an improved new ***employee orientation***, foster ***professional development*** opportunities and programs focused on continuous learning and improvement, and r***ecognize and reward*** significant faculty and staff contributions to the university's mission.

Supporting actions

6.5 Enhance our visibility by investing in varied and effective strategic ***marketing and promotion*** activities that showcase UH Hilo, attract local, national and international students, and highlight the university's positive impact on Hawai'i Island, the state and beyond.

6.6 Build ***financial strength*** and complement state funding by actively pursuing and developing private investment and innovative revenue-generating strategies that support the goals of the strategic plan.

6.7 Develop and sustain a culture of ***continuous assessment and planning*** that will enable the university to track its progress and respond quickly and flexibly to changes in the internal or external environment.

Ka Hoʻokō, ka Makaʻala, a me ka Loioi i ka Papahana Hoʻolālā Hikiāloa

He kūpaʻa ke Kulanui o Hawaiʻi ma Hilo i ka hoʻokō laukaʻi ʻana i kēia papahana hoʻolālā hikiāloa i kō nā pahuhopu a i makaʻala pono ʻia ka holomua ʻana*. I loko o ka makahiki kula 2011-2012, e komo aku ana ke kulanui i ka hoʻolālā hoʻokō ma nā māhele o ke kulanui me ka manaʻo no kēlā me kēia māhele o ke kulanui mai ka ʻiʻini e kō ai kēia papahana hoʻolālā (E nānā i ka Pākuʻina I i ke anakuhi hoʻolālā hoʻokō māhele). Mai ia mau papahana hoʻolālā hoʻokō māhele e mōakāka ai nā kaha ana a me nā huapuka i wānana ʻia i hiki i ke kulanui ke hoʻokoloholo i ka holomua ma ka hoʻohālikelike ʻana ma ka papahana hoʻolālā hikiāloa nui.

He alakaʻi kēia papahana hoʻolālā hikiāloa i ke kulanui i ka hoʻoholo manaʻo ʻana, ka hoʻolilo kālā ʻana, a me ka hoʻolālā māhele aʻo ʻana. E mau ka loiloi pinepine ʻana o ke kulanui nei i ka papahana hoʻolālā hikiāloa ma ke kūkākūkā ʻana me ko ke kulanui a me ka nui kaiāulu, a e hoʻomaka ana me ka loiloi waena papahana i ka makahiki 2013, no ka hōʻoia ʻana i ka makaʻala kūpono ʻana o ia papahana i nā loli o ke kaiāpuni hana kūloko a kūwaho paha.

Ke Kūpaʻa o ke Kulanui o Hawaiʻi ma Hilo i nā Pahuhopu a me nā Huapuka i Hoʻolālā ʻia o ka ʻŌnaehana Kulanui o Hawaiʻi

He kūpaʻa ke Kulanui o Hawaiʻi ma Hilo i ka hoʻokō ʻana aku i nā pahuhopu a me nā huapuka i hoʻohālā ʻia o ka ʻŌnaehana Kulanui o Hawaiʻi. Ua hoʻomōhala ʻia ka papahana hoʻolālā hikiāloa o ke Kulanui o Hawaiʻi ma Hilo me ka noʻonoʻo pū i ia mau pahuhopu a me ia mau huapuka, a ma muli o ia ʻano noʻonoʻo ʻana, he kākoʻo a he hoʻopiha pono ia papahana o Hilo i nā papahana ʻē aʻe o ke kaiaulu Kulanui o Hawaiʻi. E nānā aku i nā Pākuʻina II a III i ke ʻoloke'a e pili iho ai ka papahana hoʻolālā hikiāloa o ke Kulanui o Hawaiʻi ma Hilo i ka ʻīkoi o nā pahuhopu a me nā huapuka i hoʻolālā ʻia no ka ʻŌnaehana Kulanui o Hawaiʻi.

Nā Lālā o ke Kōmike Hoʻolālā Hikiāloa o ka makahiki 2010-11

Thora Abarca	Barry Mark
Kainoa Ariola	Sian Millard (Luna Hoʻolaukaʻi Papahana Hoʻolālā Hikiāloa, lālā koho pāloka ʻole)
Kelly Burke (Luna Hoʻomalu)	Tracey Niimi (lālā haumāna pani)
James Cromwell	Karen Pellegrin
Dee Drozario	Marcia Sakai
Mazen Hamad	Elizabeth Stacy
Maria Haws	William H. Wilson
Jackie Johnson	Harry Yada
Gaila Makuakāne-Lundin	Errol Yudko

Implementation, Monitoring and Review of the Strategic Plan

UH Hilo is committed to the coordinated implementation of this strategic plan so that its goals can be realized and progress monitored regularly*. During 2011-2012 we will engage in unit implementation planning where the drive for putting this strategic plan into practice will come from each area of the university (see Annex I for the unit implementation plan template). From these unit implementation plans we will develop clear indicators and anticipated outputs so that we can keep track of our progress against the broader strategic plan.

We consider this strategic plan as a guide that will be used to inform decision making, resource allocation and unit planning. We will consistently and systematically review the strategic plan in consultation with the campus and broader community, starting with a mid-term review in 2013, to ensure it remains responsive to changes in the internal and external operating environment.

UH Hilo's Commitment to UH System Initiatives and Strategic Outcomes

UH Hilo is committed to advancing the initiatives and strategic outcomes of the UH System. Our strategic plan was developed with these initiatives and outcomes in mind and as such it fully supports and complements the endeavors of the UH community. Please see Annex's II and III for an overview of how our strategic plan maps onto the UH System's core initiatives and strategic outcomes.

Members of the 2010-11 Strategic Planning Committee

Thora Abarca	Barry Mark
Kainoa Ariola	Siân Millard (Strategic Planning Coordinator, non-voting member)
Kelly Burke (Chair)	Tracey Niimi (alternate student member)
James Cromwell	Karen Pellegrin
Dee Drozario	Marcia Sakai
Mazen Hamad	Elizabeth Stacy
Maria Haws	William H Wilson
Jackie Johnson	Harry Yada
Gail Makuakane-Lundin	Errol Yudko

Pāku'ina I: Ke Anakuhi Ho'olālā Ho'okō Māhele

2011-2015 PAPAHANA HO'OLĀLĀ HIKIĀLOA UH-HILO - [INOA MĀHELE] PAPAHANA HO'OKŌ

2011-2015 Hanana Papahana Ho'olālā	**Hanana o ka Māhele i Ho'olālā 'ia**	**Ka Po'e Nona ke Kuleana**	**Ka Lā Ho'omaka i Hāpai 'ia**	**Nā Huapuka o ka Hanana**	**Nā Koina Kumuwaiwai**	**Ke Kāko'o i ka Huapuka Ho'olālā o ka 'Ōnaehana UH**	**Ka Lā e Kō Piha ai (ke pili)**
He aha ka hanana i pili mai ka papahana ho'olālā hikiāloa o UH-Hilo?	He aha ka hana a ka māhele e ho'okō aku ai i ia hanana?	'O wai ke kanaka a hui paha o ka māhele nona ke kuleana 'o ka ho'okō 'ana i ia hanana?	Ma ka wā hea e ho'omaka ai ka hana?	Pehea e 'ike 'ia ai ka holomua a pau poho 'ana paha o ia hanana?	He aha nā kumuwaiwai, inā nō he pono, e kō ai ia hanana?	Pehea e kāko'o ai ia hanana o ka māhele i nā huapuka ho'olālā a me nā ana ho'ohālike o ka 'Ōnaehana UH	Ma ka wā hea e kō piha ai ia hanana (ke pili)?
3.1 (hale noho haumāna) KO'IKO'I	E kūkulu 'ia nā hale noho haumāna hou no 250 pela moe ma ka li'ili'i loa ma mua o ka lā XYZ.	Ka Luna Ho'okele o XYZ	'Okakopa 2011 (ke hai 'ia nā kānaka kaha ki'i hala)	Pa'a nā hale noho haumāna i ka wā kūpono a he 250 pela moe ka'awale i ka Hā'ulelau o ka makahiki 2014.	Ho'olako 'ia mai ke kālā e kūkulu 'ia ai nā hale noho haumāna hou e ka 'aha 'ōlelo, a.p.w.a...	Nā Kumuwaiwai a me ka Lawelawe *Ho'okā'oi 'ia a'e ka 'ōnaehana kūloko o ke Ke'ena Hale Noho Haumāna no ka pono o nā haumāna*	Kupulau 2014 (no ka pa'a pono 'ana o nā hale noho haumāna)

I ka pāku'ina ma luna a'e nei, aia i ka lālani mua nā 'ōkuhi e ho'okō 'ia ai ia hanana. Aia i ka lālani 'elua nā la'ana e kō ai ke anakuhi no kekahi 'ano hanana.

Annex I: Unit Implementation Plan Template

2011-2015 UH HILO STRATEGIC PLAN – [NAME OF UNIT] IMPLEMENTATION PLAN

2011-2015 Strategic Plan Action	**Unit Planned Activity**	**Responsible Person(s) or Group**	**Proposed Start Date**	**Action Output(s)**	**Resource Requirement(s)**	**Contribution to UH System strategic outcome (if applicable)**	**Proposed Completion Date (if applicable)**
What is the relevant action from UH Hilo's strategic plan?	What will the unit do to work toward meeting the action?	Who is the dedicated point-person or group responsible for undertaking the action on behalf of the unit?	At what date or period will the work start?	How will you know if you are making progress against the action of if you have completed it?	What resources, if any, will your planned activity need?	What contribution will your planned activity will make towards the UH system strategic outcomes and performance measures?	At what date will you have completed your work (if applicable)?
3.1 (student housing) PRIORITY	Build new housing for minimum 250 extra beds by XYZ date	Director of XYZ	October 2011 (with appointment of architects)	New housing built on time and at least 250 more beds available from Fall 2014	Additional housing funds released by the legislature and etc …..	Resources and stewardship *Improvement to UHH's housing infrastructure to benefit students.*	Spring 2014 (for building completion)

In the table above, the first row provides instructions for completion. The second row gives an example of how the template could be completed for a particular action.

Pāku'ina II – He 'Oloke'a: Nā pahuhopu nui o ka 'Ōnaehana Kulanui o Hawai'i i kāko'o 'ia e ka Papahana Ho'olālā Hikiāloa 2011-2015

Nā Pahuhopu o ka 'Ōnaehana UH	*Nā pahuhopu o ke Kulanui o Hawai'i ma Hilo i pili*
Ka Pahuhopu Puka Kula Hawai'i E ho'onui i ka heluna o nā haumāna e puka kulanui ana ma ka 25% ma ke kāko'o kiko'ī 'ana aku i nā haumāna kūloko e komo mai a e puka aku mai ke kulanui.	**Pahuhopu 1 -** nā pō'aiapili ho'onui'ike me ke kāko'o **Pahuhopu 2** - ka 'oi kelakela o ka ho'oili 'ike, noi'i a me ka lōkahi **Pahuhopu 3** - he wahi ohohia e hana ai, e 'imi na'auao ai, a e noho ai **Pahuhopu 4** - he wahi i 'ō'ā 'ia ai nā lāhui a me nā mo'omeheu **Pahuhopu 5** - ka hopena o ke kaiāulu, ka mokupuni, a me ka moku'āina 'o Hawai'i **Pahuhopu 6** - ka 'oi kelakela o ka ho'onohonoho papahana He kāko'o nā pahuhopu 6 a pau o UH-Hilo i ka ho'okō 'ana i ka pahuhopu puka kula. Mai ke kālele 'ana aku i nā pō'aiapili ho'onui 'ike o nā haumāna o ka pahuhopu 1, a i ke kāko'o 'ana i ka 'oi kelakela o ka ho'oili 'ike 'ana o ka pahuhopu 2, a i ka ho'olako 'ana i pō'aiapili 'oi kelakela e 'imi na'auao ai a e noho ai o ka pahuhopu 3, a i ke kāko'o 'ana i ka haumāna i ma'amau 'ole a i lawa 'ole ho'i ke kāko'o 'ia o ka pahuhopu 4, a i ka ho'oikaika 'ana a'e i ke ala ho'ona'auao o ka pahuhopu 5, a i ka hō'oia 'ana ho'i i ka ho'okele pono 'ana o ka 'ōnaehana o UH-Hilo i ka ho'onohonoho papahana.
Ka ili 'ana o ka 'ike ki'ina hou a 'enehana E hō'oia i ka ho'olako pono 'ana o ke kulanui i nā limahana no Hawai'i, ka ho'okumu 'ana i nā kūlana hana hou, a me ke kāko'o 'ana i ka ho'okele waiwai 'ana o ka moku'āina.	**Pahuhopu 2** - ka 'oi kelakela o ka ho'oili 'ike, ka noi'i, a me ka lōkahi **Pahuhopu 5** - nā hopena e ili aku ana ma luna o ke kaiāulu, ka mokupuni, a me ka moku'āina 'o Hawai'i He kālele ka pahuhopu 2 i ka paipai 'ana i ke kūnoa kālai'ike no ke kāko'o 'ana i ka ho'oili 'ike a me ka noi'i e hua mai ai nā ki'ina hana hou i hiki ke ka'analike 'ia me ke kaiāulu. He ho'āhuwale ka pahuhopu 5 i nā ki'ina hana a UH-Hilo e kālele ana no ka ho'okō 'ana i ia ili 'ana ma ka hana pakanā 'ana me nā 'oihana o ke aupuni moku'āina a pekelala ho'i, nā kulanui 'ē a'e, nā pā'oihana kū'oko'a a mea like paha, no ka ho'oili 'ana aku i ka 'ike kulanui a me nā hana haku 'enehana hou, no ka pono nui o ka mokupuni a me ka moku'āina.
E ho'oponopono i 'oi a'e ka 'imi 'ike hou E kia ka no'ono'o i mua i ka wā e hiki mai ana i kūpono ka 'ōnaehana kūloko o UH-Hilo ma ke 'ano he kulanui o ke kenekulia 21.	**Pahuhopu 3 - he wahi ohohia e hana ai, e 'imi na'auao ai, a e noho ai ho'i** Ua kālele piha kekahi pahuhopu i ka ho'okā'oi 'ana a'e i ka 'ōnaehana kūloko a me nā pō'aiapili laulā o ka hana, ka noho, a me ka 'imi na'auao o UH-Hilo. Aia i loko o kēia ke kālele 'ana i ka ho'onui 'ana i nā hale noho haumāna a me ka 'ike 'enehana, a pēla pū ka ho'okā'oi 'ana a'e i ke kahua kula a me nā wahi e pili pū mai ana, a me ka ho'onui 'ana a'e i nā wahi e 'ākoakoa a launa ai ho'i.
He kulanui kau'āina E ho'omākaukau i nā haumāna i 'oi a'e ko lākou makakau i nā mea e pili ana i nā mea kau'āina ma ka ho'oikaika 'ana a'e i i nā pō'aiapili 'imi na'auao o nā haumāna. E ho'opili aku i nā maka'āinana o Hawai'i i nā mana'o, nā mākau, a me nā wā ho'okele waiwai ma o kona mau pilina i nā mo'omeheu ola o nā kā'ei 'Āsia-Pākīpika a ma 'ō aku.	**Pahuhopu 4** - he kaiāulu i 'ō'ā 'ia nā lāhui a me nā mo'omeheu **Pahuhopu 5** - nā hopena e ili aku ana ma luna o ke kaiāulu He ho'āhuwale nā pahuhopu 4 a 5 iā UH-Hilo ma ke 'ano he wahi e 'imi ai a pa'a ka 'ike kau'āina - ma muli o ka nui o nā lāhui a me nā mo'omeheu i 'ō'ā 'ia i loko o nā haumāna, nā kumu a me nā limahana, a me ka hiki 'ana ke hana pakanā me nā kulanui a me nā 'oihana mai 'ō a 'ō o ka honua no ka ho'oikaika 'ana aku i nā hopena e ili aku ana ma luna o ke kaiāulu nei.

Annex II – At a Glance: Major University of Hawai'i system initiatives supported by the UH Hilo 2011-2015 Strategic Plan

UH system initiatives	*UH Hilo relevant goals*
Hawai'i graduation initiative Increase the number of college graduates by 25% by 2015 by particularly encouraging more local students to attend and graduate from the university.	**Goal 1** – learning experiences and support **Goal 2** – excellence in teaching, research and collaboration **Goal 3** – a vibrant place to work, study and live **Goal 4** – a diverse, multicultural community **Goal 5** – impact on the community, Island and state of Hawai'i **Goal 6** – organizational excellence All six of our goals support achievement of the graduation initiative. From a focus on student learning experiences in goal 1, to promoting excellence in teaching in goal 2, providing a high-class learning and living environment in goal 3, supporting non-traditional and underserved populations in goal 4, enhancing the education pipeline in goal 5, and ensuring that UH Hilo's organizational structure facilitates all of the above.
Innovation and technology transfer Ensure that the university meets Hawaii's critical workforce needs, generating jobs and contributing to the state economy.	**Goal 2** – excellence in teaching, research and collaboration **Goal 5** – impact on the community, Island and state of Hawai'i Goal 2 focuses on promoting intellectual freedom to support teaching and research that will give rise to innovations which can be shared with the community. Goal 5 highlights the mechanisms that UH Hilo will focus on to achieve this transfer by partnering with state and federal agencies, other institutions, private organizations and others, to actively transfer the university-led knowledge and technology creation efforts, for the benefit of the Island and state.
Renovate to innovate – the university's infrastructure Invest in our future so that the University of Hawai'i has the infrastructure befitting a 21st-century university.	**Goal 3** – a vibrant place to work, study and live We have focused an entire goal on improving the infrastructure and general working, living and studying environment at UH Hilo. This includes a focus on more student housing and improved technology, as well as enhancements to our grounds and surroundings and more spaces to gather and socialize.
An international university Prepare students to be internationally engaged citizens by enriching the educational experience of students. Connecting the citizens of Hawai'i with ideas, talent and economic opportunities through its ties to the vibrant cultures of the Asia-Pacific region and beyond.	**Goal 4** – a diverse, multicultural community **Goal 5** – community impact Goals 4 and 5 highlight UH Hilo as a place for international learning and discovery – from the rich mix of world-cultures of our students, faculty and staff, to our ability to partner with universities and agencies across the globe to promote greater local impact.

Pāku'ina III: Ka Ho'ohālikelike 'ana i nā Pahuhopu o ka Papahana Ho'olālā Hikiāloa o ke Kulanui o Hawai'i ma Hilo 2011-2015 me nā Huapuka a me nā Ana Ho'ohālike Holomua o ka 'Ōnaehana Kulanui o Hawai'i

	NĀ HUAPUKA A ME NĀ ANA HO'OHĀLIKE O KA 'ŌNAEHANA KULANUI O HAWAI'I					
	Nā Kēkelē o nā 'Ōiwi o Hawai'i • nā kēkelē e loa'a ana i nā 'ōiwi o Hawai'i (muapuka a mulipuka paha)	**Ke kālā ho'ona'auao o Hawai'i** • Ka loa'a 'ana o nā kēkelē a me nā palapala hō'oia mai UH • Ke kāka'ahi 'ana o UH i nā ha'awina kālā Pell • Ka nui o nā haumāna kula aupuni a kū'oko'a paha e komo ana ma nā kula o ka 'ōnaehana UH	**Ke kāko'o ho'okele waiwai** • Ke kālā kāko'o kūwaho no UH • Nā mea i ho'ohakuhia 'ia, nā laikini, a me nā palapala ho'okuleana o UH (pili iā UH-Mānoa wale nō)	**Pū'ulu Limahana Kau'āina Mākaukau** • Nā kēkelē STEM o UH (no UHH, nā kēkelē laepua a laeo'o) • Nā kūlana hana hakahaka o ka makahiki i wānana 'ia ma nā wahi nele a puni ka moku'āina (no UHH, ka hana kamepiula, ke kahu ma'i, a me ke kumukula)	**Nā Kumuwaiwai a me ka Ho'okele 'ana** • E ho'āhu i ke koena kālā • Nā ala kumuwaiwai no waho o ka moku'āina (nā kāki kulanui, ke kālā pekelala, ke kālepa 'ana, nā lawelawe, nā waihona ō, a me nā ha'awina manawale'a 'ē a'e)	**Nā Haumāna Kulanui Kaiāulu Kuapo Kula** • E komo nā haumāna kulanui kaiāulu i loko o nā kulanui o ka 'ōnaehana UH. (no nā haumāna Hawai'i a lāhui 'ē a'e paha e kuapo kula ana, e māhelehele 'ia ma nā kahua kulanui)
Pahuhopu 1: E ho'olako i nā pō'aiapuni ho'onui 'ike me ke kāko'o pū 'ana i nā haumāna e ulu pono, e ho'okūkū, e ho'omakakū, a e alaka'i i loko o ko lākou mau ola pilikino a 'oihana ho'i.	✓	✓		✓		
Pahuhopu 2: E kīpaipai i ka 'oi kelakela o ka ho'oili 'ike, ka noi'i, a me ka lōkahi.			✓			
Pahuhopu 3: E mālama i ke kaiapuni a'o e 'ike 'ia ai ke ohohia a me ke kāko'o 'ana i ka 'imi na'auao, ka hana, a me ka nohona.					✓	
Pahuhupu 4: E ho'oulu, mālama, a hō'ike aku he kulanui kēia i 'ō'ā 'ia nā lāhui a me nā mo'omeheu o kēlā 'ano kēia 'ano a he kulanui kēia i pa'a kona mole i loko o ka mō'aukala 'ōiwi o Hawai'i nei.	✓	✓				
Pahuhopu 5: E ho'oikaika a'e i nā hopena e ili aku ana ma luna o ke kaiāulu, ka mokupuni, a me ka pae'āina 'o Hawai'i ma ka ho'ona'auao 'imi pilina, ka hana pakanū pū 'ana me ke kaiāulu, a me ke ka'a 'ana o ka 'ike a me ka 'enehana.		✓	✓	✓		✓
Pahuhopu 6: E ho'oholomua aku i ka 'oi kelakela o ka ho'onohonoho papahana 'ana ma ka 'imi mau 'ana aku i nā ki'ina hana hou, ka ho'omōhala pono 'ana i nā kumuwaiwai, a me ka ho'oka'a'ike kūpono 'ana.					✓	

E 'imi aku i nā 'ikepili a pau no nā huapuka i ho'olālā 'ia a me nā kaha ana holomua o ka 'Ōnaehana Kulanui o Hawai'i ma: http://www.hawaii.edu/ovppp/uhplan/SOPM.pdf

Annex III: Broad Mapping of 2011-2015 UH Hilo Strategic Goals Against UH System Strategic Outcomes and Performance Measures

	UH SYSTEM STRATEGIC OUTCOMES AND PERFORMANCE MEASURES					
	Native Hawaiian educational attainment • Degree attainment of Native Hawaiians at UH (graduate and undergraduate)	**Hawai'i's educational capital** • UH degrees and certificates of achievement earned • UH disbursement of Pell grants • Going rates of public and private high schools to UH system campuses	**Economic contribution** • UH extramural fund support (research and other contracts and grants) • UH inventions, licenses and U.S. patents (applies to UH Manoa only)	**Globally competitive workforce** • UH degrees in STEM fields (for UHH, bachelors and masters) • Projected annual vacancies in shortage areas statewide (for UHH, computing, registered nurses and teachers)	**Resources and Stewardship** • Maintenance backlog (applies to entire UH system only) • Non-state revenue streams (tuition and fees, federal, sales/ services/ endowments/ other and private giving	**Community college transfers** • UH system CC transfer to system universities (by Native Hawaiian and all transfers, split by campus)
Goal 1: Provide learning experiences and support to prepare student scholars to thrive, compete, innovate and lead in their professional and personal lives	✓	✓		✓		
Goal 2: Inspire excellence in teaching, research and collaboration			✓			
Goal 3: Foster a vibrant and sustainable environment within which to study, work and live					✓	
Goal 4: Cultivate, sustain and reflect a diverse, multicultural university that is rooted in the indigenous history of Hawaii	✓	✓				
Goal 5: Strengthen UH Hilo's impact on the community, island and state of Hawaii through responsive higher education, community partnerships and knowledge and technology transfer		✓	✓	✓		✓
Goal 6: Facilitate organizational excellence through continuous innovation, responsible resource development and effective communication					✓	

Access the full detail on the UH System strategic outcomes and associated performance indicators at: http://www.hawaii.edu/ovppp/uhplan/SOPM.pdf

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HILO
200 W. KĀWILI ST., HILO, HAWAIʻI 96720 ·WWW.HILO.HAWAII.EDU