This draft strategic plan for 2011-2015 is presented to UH Hilo stakeholders for comment and feedback. Development of this draft plan has been grounded in input from the preplanning phase (April-October 2010) and other relevant evidence (e.g. UH System initiatives and accreditation reviews). Key Performance Indicators to support the plan will be developed during April and May.

You are invited to review this draft plan and tell us what you think about it, including any suggestions you may have for changes or clarifications, through our consultation. Your views will help the Strategic Planning Committee to further develop and refine the plan prior to its finalization by the end of May 2011. The consultation is offered through two mechanisms:

- Via online survey available at: www.surveymonkey.com/s/draftplan - the survey will take approximately 15-20 minutes to complete and is available until 12pm on Thursday April 14th. You may find it helpful to read through the draft plan before completing the survey.
- By attending one of our town-hall sessions (please review the draft plan before attending):
  - Tuesday, April 12th, 12-1pm, CC301
  - Wednesday, April 13th, 3:30-4:30pm, CC301 (students only session)
  - Wednesday, April 13th, 5-6pm, CC301

You can also email uhhplan@hawaii.edu to submit any general comments you may wish to make.

We hope that you will able to take part in this consultation and thank you in advance for your help in developing UH Hilo’s Strategic Plan. Please don’t hesitate to contact any member of the committee if you have any questions. Mahalo

Members of the Strategic Planning Committee are:

- Maria Haws (CAFNRM)
- Errol Yudko (CAS: Social Sciences Division)
- Mazen Hamad (CAS: Natural Sciences Division)
- Jackie Johnson (CAS: Humanities Division)
- Kelly Burke (CoBE, and committee Chair)
- Karen Pellegrin (CoP)
- Pila Wilson (Ka Haka ‘Ula)
- Thora Abarca (Non-instructional faculty, Library)
- Kainoa Ariola (Non-instructional faculty, Advising)
- Harry Yada (Staff, Real Property)
- Jim Cromwell (Staff, Admissions)
- Marcia Sakai (Executive rep, committee vice-chair)
- Elizabeth Stacy (Faculty Congress rep)
- Gail Makuakane-Landin (Hanakahi Council rep)
- Dee Drozario (Student rep)
- Tracey Niimi (Student alternate)
- Barry Mark (Community member)
- Siân Millard (Strategic Planning Coordinator, non-voting member)
Our Mission

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

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

Our Vision

E lawe i ke a‘o a malama, a e ‘oi mau ka na‘auao / One who takes their learnings and applies them increases 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. Every student will engage in applied scholarship that links theory with practice and connects to the people, culture and environment of Hawai‘i.

Who We Are

UH Hilo is a public university with a comprehensive portfolio of distinguished undergraduate programs, complemented by select graduate and professional degrees which seek to improve the quality of life of the people of the 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.

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 each 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 gives our students a competitive advantage over their peers. 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 small class sizes, out-of-class experiences, and collaboration.

- **Diversity and cultural infusion:** We celebrate different people, their backgrounds and history, and the unique cultural mosaic of Hawai‘i that brings a global community feel to our personable campus.

- **Stewardship of the natural and cultural environment:** We respect the ‘āina and appreciate the many lessons it has to offer. We work in partnership with the community to 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, business, agencies, and other educational institutions to have a positive impact on the students we serve, local community and economy.
Goal 1: Provide every student with applied scholarship experiences that prepare them to thrive, compete, innovate and lead in their professional and personal lives

We will build on our existing strengths of offering out-of-class experiences and integrating scholarship with teaching. We will prepare students to be positive contributors to their community and for a globally competitive workforce. We will put in place initiatives to develop and support student scholars throughout their university career, from admissions through to graduation.

Priority actions

1.1 Instigate an institution-wide initiative that gives freshman students an overview of general university academic and conduct expectations, and emphasizes the skills they will need to develop to get the most from their university experience.
1.2 Instill an entrepreneurial confidence and spirit in students by fostering their ability to think critically, develop ideas, and act on those ideas.
1.3 Develop an institution-wide initiative that aims to provide every student with an applied scholarship experience through increased work-study opportunities, internships with local businesses/agencies, and greater student involvement in faculty research.
1.4 Develop an institutional level initiative that works with units and services to identify and support at risk students early in their tenure at UH Hilo, particularly in freshman and sophomore years.
1.5 Support non-traditional and underserved populations, through increased scholarships, by delivering select, high-quality distance learning programs to improve access to higher education island-wide, and by investigating the need and potential cost-options for child-care facilities on campus.
1.6 Improve tracking of and engagement with UH Hilo alumni to keep better records of graduate success.
1.7 Foster and recognize increased student mentoring by faculty.

Goal 2: Inspire academic excellence through scholarship in teaching and research

We will promote the advancement of intellectual and creative freedom that supports scholarship in teaching and research. We view teaching and research as complementary rather than competing scholarship activities, where both, either in their own right or integrated together, can have a significant impact on our students, our university, and our broader community. We will foster a culture and organizational structure that values and supports innovation in teaching scholarship, promoting engaged, active learning that supports our vision of preparing students to be leaders and thinkers in the world. We will enhance our research infrastructure to better support research scholarship from laboratory experiments resulting in journal articles to creative analysis presented at national conferences to original works of art and music shared with an admiring public.

Priority actions

2.1 Support excellence in teaching, promoting innovative and engaging, evidence-based teaching methods across the university by establishing a program for teaching excellence.
2.2 Support excellence in research by establishing a research development program with a permanent office. The program will generate a strategic plan for research development, seek to obtain research infrastructure and space, support and facilitate grant writing by faculty, institute a senior-junior faculty mentor-ship program, and create a start-up funding program for junior faculty research.
2.3 Improve monitoring, oversight and use of extramural funding.
2.4 Support and recognize the integration of teaching and research where faculty engage students in research collaborations and infuse research into the classroom.
2.5 Forge interdisciplinary opportunities among disciplines that benefit community and student need.
Goal 3: Foster a greater sense of campus community through a vibrant, sustainable, and well-maintained environment within which to study, work and live

UH Hilo has grown enormously over the past ten years but our infrastructure has not kept pace with our growth, and some of our facilities and services are in need of updating and expanding to better meet the needs of our students and 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 institution of higher education.

**Priority actions**

3.1 Improve maintenance of existing on- and off-campus student housing to enhance the living-learning experience for students.

3.2 Identify funds for and develop more on- and off-campus student housing to meet current and projected housing needs, complementing the Long-Range Development Plan to convert existing on-campus residence halls into a freshman village that would enhance the freshman-sophomore experience.

3.3 Demonstrate pride and identity in UH Hilo’s grounds and surroundings by making greater investment in grounds, lands and building maintenance, including cultivating plants native to Hawai‘i, allocating names to all buildings that reflect the natural or cultural environment of Hawai‘i, prioritizing existing buildings’ internal and external repairs, redecoration, upgrades, and improving signage in an around campus.

3.4 Identify and promote a clear piko (center) of the university, and create more gathering places and/or opportunities for students, faculty and staff to encourage social and professional engagement.

3.5 Upgrade the university’s technology infrastructure including ensuring wireless broadband across all areas of the campus, and instigate a rolling program of upgrades to computer laboratories and classrooms in order to better support student learning, teaching effectiveness, and research.

3.6 Demonstrate respect for Hawai‘i’s precious natural resources by developing an environmental sustainability plan for the university with a view to exhibiting leadership in recycling, sustainable resource use, and identification of renewable energy sources on campus.

3.7 Provide more evening services to students by extending essential university services to meet student needs and improve access.

3.8 Broaden food options by working with the food service provider to actively seek and respond to student, faculty, and staff feedback.

Goal 4: Build and sustain a distinctive identity that cultivates and celebrates our diverse, multicultural university, and radiates out from the unique core of our officially bilingual state

We will make distinctive within UH Hilo’s core, Native Hawaiian culture, values and wisdom that will serve as an impetus and foundation to embrace all other cultures, ideas, characteristics and perspectives. We embrace and celebrate diversity – in our students, our employees, the educational experience we offer, and our local community – and seek to cultivate an inclusive community of people whose interactions will both benefit and challenge each other to learn and grow.

**Priority actions**

4.1 Infuse native Hawaiian values, wisdom and ways of knowing into the fabric of UH Hilo’s academic, social and service activities resulting in UHH being known as our state's "Hawaiian university".

4.2 Encourage all students, faculty and staff to have a foundational understanding of the role of the host culture as well as the interaction of the Hawaiian and English languages within the diverse multi-cultural community of the island of Hawai‘i.

4.3 Support continued revitalization of the Hawaiian language and Hilo’s position of international leadership in language and culture revitalization by developing an education incubator structure from which new ideas, practices, and qualifications relating to Hawaiian and indigenous language and culture will be developed to the benefit of the rest of UH Hilo and the world.

4.4 Implement a comprehensive diversity plan to cultivate, sustain and celebrate diversity at UH Hilo.
4.5 Cultivate *multicultural fluency* where students, faculty and staff develop a deeper understanding and appreciation of the rich and diverse cultures represented by our university.

4.6 Engage a greater proportion of students in *exchange and study abroad* opportunities to broaden their experiences of other cultures and languages.

**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 take seriously our responsibility as a major provider of public higher education on Hawaii Island and will build on and extend our existing partnerships with other education providers on the 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 technology and knowledge transfer.

**Priority actions**

5.1 Strengthen the *P-20 education pipeline* of the Big Island by working in partnership with the Department for Education, local schools, and Hawaii Community College to help create a more seamless and integrated education experience for all students from kindergarten through to higher education.

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

5.3 Work in *partnership with other universities and colleges* to identify joint program ventures and/or activities that could benefit both the Island and broader state.

5.4 Continue to work in partnership with the community to responsibly *preserve, protect and sustain natural and cultural resources*.

5.5 Support ongoing efforts in *technology and knowledge transfer* through collaborations with national, international and state agencies, business, natural resource based enterprises, and other community groups to advance research applications, commercialization of patents and intellectual property, and entrepreneurship.

5.6 Collaborate with local government and private investors to spark the development of a vibrant *college-town* serving the institution, Hilo town, and broader Hawaii Island community by developing mixed-use commercial-residential areas and enhanced amenities that will act as a gateway to the university for education, inspiration, and recreation.

**Goal 6: Facilitate organizational excellence by fostering a culture of continuous innovation, responsible resource development, and effective communications**

The lean economic times within which all higher education institutions are now operating brings into sharp focus the need to be effective and efficient in all of the university’s fiscal and administrative operations. We will work to improve our financial resource management and accountability, demonstrating our commitment to tax payers. We will ensure that our employees experience a collegial and enjoyable working environment that is facilitated by effective communications and clear processes and procedures. We also make a commitment to implement this strategic plan by seeking to integrate the plan throughout the fabric of the university, with each unit working together, as a whole, towards supporting our mission and achieving our vision and goals.

**Priority actions:**

6.1 Improve *internal communications and collaboration* among and across units, and between the administration and faculty and staff to foster greater trust and culture of collegial working across the university.
6.2 Enhance our visibility in the community by investing in varied and effective strategic marketing and promotion activities which showcase UH Hilo’s work, attract students to study here, and highlight the university’s impact on the Island, state and beyond.

6.3 Streamline and clarify administrative procedures, particularly research grants, fiscal and HR procedures to facilitate an effective and efficient collaborative working environment.

6.4 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, providing financial management guidelines to existing and new budget-holders, and regularly reporting on the university’s overall financial situation and itemized allocations.

6.5 Build financial sustainability and complement state funding by actively pursuing and developing innovative revenue generating strategies for the university that are linked to the strategic plan.

6.6 Recognize and reward significant faculty and staff contributions to the university’s mission, and provide professional development opportunities through an improved new faculty orientation and a faculty and staff professional development series.

6.7 Monitor and regularly review the strategic plan, to support its implementation, by developing and sustaining 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.