LISTENING TOUR 2010: MEETING WITH THE COLLEGE OF PHARMACY
AUGUST 6TH 2010

This note represents a summary of the meeting held with the College of Pharmacy (CoP) on August 6th 2010 as part of the 2010 Listening Tour to prepare for the development of the next UH Hilo Strategic Plan. The order of the note may not necessarily reflect the order of the discussion.

Strengths of UH Hilo
The group identified the following as key strengths of UH Hilo:

• Faculty and staff
  o Faculty and staff at UH Hilo go above and beyond the call of duty to make things work. This is in spite of the system where processes alone would not support the functioning of the university

• Location
  o The geography of the Big Island provides an ideal place for students to study

• Community support
  o UH Hilo, especially CoP, enjoys strong support from the local community

CoP Specific Strengths that Benefit UH Hilo
• The college is a particular asset to the University, with strong leadership and support and an excellent student body

• There has been strong legislative support and an excellent commitment to providing facilities for the school to enable it to succeed

Weaknesses of UH Hilo
The group identified the following as key weaknesses of UH Hilo:

• Auxiliary support
  o This is not a reflection on the work that people in Auxiliary Services perform but rather the volume of work exceeds the number of people who can address the problems (e.g. air conditioning taking 3 months to fix)

• Procurement
- Archaic and ineffective processes and procedures
- UH Hilo Business Office is frequently hostile, adversarial and seems to intentionally impede progress
  - The Business Office does not appear to understand what a research instrument is and through fear of getting a decision wrong, the procurement process gets delayed.
  - There seems to be a culture where doing nothing is preferable to making a decision on the chance that a wrong decision could be made – this type of attitude holds UH Hilo back

- Infrastructure
  - Shabby looking nature of the campus
  - Dangerously inadequate maintenance of buildings and equipment
  - Inadequate parking. Faculty and students have to compete for parking spaces. There should be priority parking for faculty so that they are able to get to class to teach

- Poor security

- RCUH needs more support

- Rigidity of the UH System
  - New programs, which need a degree of flexibility to change and adjust over time, are negatively impacted by rigid rules and procedures which inhibit necessary amendments/changes to the program
  - There are ‘laws without policies’ – limited documentation to support rules, processes and procedures (e.g. financial policies)
  - Lack of documentation leads of lack of transparency of process

- Lack of access to library holdings at Manoa for faculty

- Not striving for academic excellence

- Salary levels of faculty and staff are poor
  - The forced salary reductions gave an insight into how management views faculty

- UH Hilo is not considered a viable alternative for growth in the System (i.e. System is building new campuses rather than investing in existing ones like UH Hilo which have so much potential
Challenges for UH Hilo
The group identified the following as challenges for UH Hilo:

- Provision of infrastructure to support growth
  - Parking
  - Housing
  - Security

- How to manage staff turnover

- The economy
  - Overreliance on state funds is a big risk if the economy does not pick-up

- Improving academic standards and commitment to excellence

- Developing of post-graduate programs

Priorities for UH Hilo
The group suggested that UH Hilo should focus on the following priorities over the coming years:

- Define positions of strength that are unique to UH Hilo

- Continue to develop the CoP

- Improve infrastructure
  - ‘Paint it or pull it down’

- Streamline administrative processes
  - Move from a paper intensive system to a more effective and efficient technology based system with appropriate documentation for rules, processes and procedures
  - Improve transparency of process

- Bring UH Hilo to a level of parity with UH Manoa
  - Determine what is unique to UH Hilo and all other campuses within the System (maybe view them as centers of excellence for each island)

- Convince faculty and staff that the administration is listening to and acting upon feedback given by faculty, staff, students and others

- Improve academic standards
  - Improve UH Hilo’s reputation so that it is seen as a viable place to come and study

- Provide resources to support infrastructure, faculty, staff and programs
• Research
  o Provide more support for RCUH
  o Establish a permanent research office at UH Hilo

**Appropriateness of the Current UH Hilo Strategic Goals**
The group discussed the current UH Hilo strategic goals and made the following comments:

• Goals 1 and 2 should also refer to graduate programs

• Goals 1 and 2 seem to say the same thing

• Goal 2 essentially states that we’ll think about getting better but does not indicate action to do that

• What is the difference between ‘distinguishing’ and ‘extraordinary’ in Goal 3?

• We have not accomplished Goal 6

• General comments
  o All goals say something about maintaining or continuing but not about developing or extending – they should be forward looking
  o The goals need ‘punch’ and should ‘shoot for excellence’
  o There is no indication of measures or timeframe
  o The current goals are not inspirational
  o The goals need to look at our location and what is extraordinary about UH Hilo within that

**Questions raised by the group**
Two questions were asked by the group:

1. **Next steps**
The group asked what the next steps would be following the listening tour. Siân Millard, facilitator, answered that for the listening tour:

• A summary note of this and all meetings would be written and posted onto the UH Hilo strategic planning website to support transparency of process.

• Listening tour meetings will continue until the end of October 2010.

• Following completion of all meetings and summary notes, a report will be written to pull together common themes and issues across groups. This will include all written submissions to the listening tour received via the online survey companion to the tour.

Next steps with regards to the broader planning process were, at the time of this meeting, unclear as a discussion had not been held with the new Chancellor. Siân Millard advised though that it was anticipated a Strategic Planning Committee would be formed in fall 2010 to consider all evidence from the listening tour, survey consultation and other evidence to inform development of the next UH Hilo Strategic Plan.
2. *Is anyone really going to listening to this feedback?*

The group asked whether the feedback they had provided would really be considered by the administration. Siân Millard explained that the ultimate listener to the views being expressed through this tour and the survey consultation (held from April to June) would be the Strategic Planning Committee. This Committee will be charged with developing the next UH Hilo Strategic Plan based on the feedback provided through this listening tour and the earlier survey consultation. Development of the plan would be done in collaboration and consultation with all key stakeholders and seek to reflect the key issues raised by those stakeholders.