1 Announcements/Questions from Stakeholders

Kelly Burke (Chair) welcomed members to the third meeting of the Strategic Planning Committee. Kelly made the following announcements:

- Diversity committee subgroup

  The Diversity Committee has set up a subgroup to determine how they could best work with/advise the SPC on issues relating to diversity. Members welcomed the Diversity Committee’s proactive approach and agreed that initially Kelly and Siân Millard (Strategic Planning Coordinator) should meet with the subgroup to determine how they could best advise the SPC. Members agreed that it may be useful to invite members from the Diversity committee subgroup to a meeting of the SPC next year when we are at the stage of developing strategic goals and actions.

  **Action 1:** Kelly and Siân to meet with diversity committee subgroup to better understand what they can offer to the SPC and to determine the most effective way of working with the group.
• Dates for January-May meetings

Kelly reminded members that Siân had distributed a list of all meeting dates from January to May 2011 and asked them to ensure those dates/times are in their calendars. Kelly thanked members for completing the doodle trawls that enabled Siân to schedule the meetings.

**Action 2: Members** to ensure that January through May 2011 meeting dates and times are in their calendars

• Other sources of evidence

Kelly reminded members to review the report from the survey consultation on ‘What Really Matters at UH Hilo?’ and the quantitative data available on strategic planning website to help ensure that the committee can start to have full discussions of all information from the next meeting. Kelly also reminded members that they are due to report back their analysis of the listening tour notes at the next meeting on December 1st.

• Questions from stakeholders

Kelly informed members that the start of each meeting from now on will be set aside for announcements and reflection on questions asked of committee members/the committee by UH Hilo’s stakeholders. This is in an effort to keep track of questions and to ensure an effective two-way feedback loop. Kelly therefore asked members if they had received any questions from stakeholders recently. Three questions were shared:

*What will be the process for developing the mission and the vision?* (received from the VC for Academic Affairs council)

This is covered under paper 09/10 – Redevelopment of UH Hilo’s Mission and Vision

*Why is there no graduate student representative on the SPC?*

The Chancellor asked UHHSA to nominate three members for the SPC and he selected two. There is a graduate student seat on UHHSA but is it as yet unfilled despite several attempts to fill it. A graduate student nomination could not therefore be put to the Chancellor. The graduate seat on UHHSA is still available and open to any graduate student who may to apply. UHHSA will receive updates on strategic planning throughout the process so should the graduate seat be filled graduate students would have a direct link to the SPC.

It was noted that graduate students are disparate on campus so colleges with graduate programs were asked to actively seek input from their students to ensure that the graduate voice is heard.

*How will the community colleges, specifically Hawaii Community College, be involved in the strategic planning process?*

This is an important question given UH Hilo’s links with HCC. Siân will discuss with the chancellor what the most appropriate mechanism could be for HCC involvement in the process and will add them to the communications strategy.

**Action 3: Siân** to discuss HCC involvement in UH Hilo strategic planning with Chancellor Straney and to add HCC to the SPC’s communications strategy.

**Action 4: Members** who reported those questions noted above to feedback the SPC’s responses.
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<th>2</th>
<th>Minutes of the 2nd SPC meeting</th>
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<td>There were no additions or amendments to the minutes of the second meeting. The minutes were therefore approved.</td>
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<th>3</th>
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<td>Kelly welcomed Brendan Hennessey (Institutional Research Officer) to the meeting and explained that Brendan was attending the meeting at the request of the SPC to deliver a summary presentation of the 2009 National Survey of Student Engagement (NSSE) results. Brendan gave a 20-minute presentation to members and summarized the main NSSE findings to the committee. Members particularly found the slide entitled ‘Core Findings from NSSE 2009’ helpful as it gave a sense of how UH Hilo compares to select peer institutions and nationally. Members also found helpful a slide on level of academic challenge as this slide illustrated that UH Hilo freshman self-reported a lower-level of academic challenge compared to students at both far west institutions, as well as compared against all institutions in the country. Senior students reported a higher level of academic challenge.</td>
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Following the presentation, members requested the following further information from Brendan:

- Findings from the Faculty Survey of Student Engagement (FSSE) and its link with the NSSE
- Macro-level summary information on aspects such as UH Hilo’s graduation rate, headcount of undergraduate versus graduate, gender (faculty, staff, students), ethnicity (faculty, staff, students) and average class size, freshman profile (e.g. High school GPA, SAT, class decile/quartile, residence)

The committee invited Brendan to their next meeting on December 1st to give them a macro-level overview of UH Hilo.

**Action 5:** Brendan to attend the SPC’s meeting on December 1st and provide a summary overview of key UH Hilo data.

The committee also discussed the matter of tracking students who choose to leave UH Hilo and the difficulties in measuring the complexities involved in such decision-making as there are no clear exit procedures enacted at the university. It was however noted that it may be possible to identify ‘predictors’ for those more likely to leave UH Hilo by analyzing data relating to those who have left. Care would though need to be taken in the interpretation of any such predictors.

**Action 6:** Errol Yudko and Brendan to discuss what, if any, data the IRO may be able to provide that could be used in analysis of ‘predictors’ for students who leave UH Hilo.

**Action 7:** Brendan to send electronic versions of the presentation and handout he used to SPC members for their information.

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<th>Communicating Strategic Planning</th>
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<td>Siân introduced this paper and informed members that this was an updated version of the communications strategy they had considered at the last meeting. Members noted the procedure for dealing with questions from UH Hilo stakeholders and acknowledged their responsibilities to effectively communicate with stakeholders and in particular groups that they have been assigned to communicate with.</td>
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Members *noted* that Siân will produce a fortnightly progress report and will send it to members for them to use as the basis for progress reports to other boards/committees/groups – either as a handout or verbal update. These progress reports will also be posted to the strategic planning website for public consumption.

Siân *highlighted* that she will add a section on communication with the community college and also with the UH Hilo WASC Accreditation Review Committee.

Members *approved* the strategy.

### Work Plan for Redevelopment of UH Hilo’s Mission and Vision

Siân introduced this paper and members *noted* the following key points:

- Re-development of UH Hilo’s mission and vision will start from next week’s meeting (December 1st) and culminate with submission of the draft mission and vision statements to the Board of Regents (BoR) meeting on February 24th. During that time will be six stages:
  - Stage 1: Identification of key directions by the committee – the focus will be on key points or issues relating to UH Hilo’s mission and vision that would be included in vision/mission statement, rather than on drafting full statements straight off. This is to ensure that consultation focuses on those points rather than sentence structure or grammar.
  - Stage 2: Consultation with the campus and community about those directions – this will be via both an online consultation to be issued before the Christmas break, and a series of ‘town-hall’ style meetings to be held in mid-January. Details for these two mechanisms will be determined over the coming weeks.
  - Stage 3: Revision of directions and drafting of statements – the committee will revise the directional points based on feedback from the consultation and draft the actual mission and vision statements.
  - Stage 4: Posting of statements to the campus and community – the committee will post the draft mission and vision statements for public viewing and explain changes that were made following consultation.
  - Stage 5: Endorsement by key UH Hilo governance and leadership groups – the committee will seek endorsement on the draft mission and vision statements from faculty congress, UH HSA, Hanakahi Council, the Council of Vice-Chancellor’s and the Chancellor.
  - Stage 6: Approval of the draft statements by the BoR – the committee will submit the draft mission and vision to the BoR for interim approval at their February 24th meeting (recognizing that the drafts will need to be ready by February 4th as that is the paper deadline for the BoR).

Two comments were made on the process:

1. It needs to be made clearer that at the SPC’s meeting on January 5th the committee will be considering the interim findings from the online consultation to get a sense of the types of comments coming back, but that there will be further time built into the online consultation and reminder emails sent to stakeholders.
**Action 8: Siân** to clarify that the first SPC meeting in January is to review interim findings of the online consultation and to add in a deadline for its completion.

2. It is important to have the ‘town-hall’ style face-to-face meetings. One way to engage the faculty would be to see if the SPC could link with the faculty congress sponsored faculty retreat to be held on January 7th. Elizabeth Stacy (Faculty Congress rep on the SPC) **agreed** to contact the congress’ executive committee to seek their view on potential SPC involvement at the retreat.

**Action 9: Elizabeth** to discuss potential SPC involvement at the faculty retreat with the faculty congress executive committee.

Following these comments, members **endorsed** and **approved** the process.

### 6 Implementation of the Strategic Plan – initial discussion

**Kelly** introduced this paper and explained that part of the SPC’s charge is to advise the Chancellor on implementation of the strategic plan – including monitoring, review and accountability. Kelly urged members to think about implementation from the Chancellor’s perspective in terms of seeking to identify what would need to happen/be in place to ensure implementation could take place and be supported.

Members made the following suggestions in their discussion:

- Need to ensure that the unit-level plans which the Chancellor will be requiring are timetabled and monitored. That is, units would benefit from being supported in the process to ensure that plans are developed in a timely, effective and consistent manner.

- Historically, the planning culture at UH Hilo has not been as effective as it could be. For implementation to be successful a change in that culture is required and the benefits of planning therefore need to be clearly articulated and evidenced.

- One way to promote implementation, and perhaps support a culture change, is to reward achievement of the measures/actions that will be set out in the plan.

- Implementation is also reliant on accountability so the question for the university is how can we hold ourselves accountable and responsible for the strategic plan?
  - Part of this is ensuring that the budget follows the plan (as articulated by the Chancellor at the last SPC meeting). In that case, mechanisms need to be established to ensure that the strategic plan is utilized as the basis for budget/resources allocations.
  - The priorities set out in the plan should feature in decision making.
  - The grass-roots are very important in enabling implementation. Development of unit-level plans supports this.
  - Would it be possible to have everyone sign up to the strategic plan? Making it clear that the plan is not just an ‘administration’ tool, but a guide for the whole campus – staff, faculty and students. That is, how can we engender ownership of the plan across the entire campus?

The committee **noted** the importance of having discussions about implementation this early in the process to ensure that mechanisms can be put in place to facilitate and support it once the plan has been developed. Time will be allocated at future meetings to deepen and strengthen this discussion.
with a view to going back to the chancellor with the committee’s recommendations in relation to implementation.

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<th><strong>Summary of actions and close</strong></th>
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Kelly summarized all actions from the meeting and reminded members to meet in their groups to discuss the listening tour notes and that reports will be due on December 1st. Kelly also reminded members to read through the survey consultation report on ‘What Really Matters at UH Hilo?’

The next meeting will be held **December 1st, 8-10am in the Private Dining Room.**

Kelly thanked members for their time and input and closed the meeting.