The order of the note may not necessarily reflect the order of the discussion.

<table>
<thead>
<tr>
<th>1</th>
<th>Welcome and Introductions</th>
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<td>Siân Millard (chair for this first meeting) welcomed everyone to the first meeting of the UH Hilo Strategic Planning Committee. Siân passed on Chancellor Straney’s thanks to members for taking up appointment to the committee and his regret at not being able to attend this first meeting due to a prior commitment. Members were invited to write down any questions they may have for a ‘Chancellor’s parking lot’ for the Chancellor to address at the next meeting. No questions were submitted.</td>
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<td>Action 1: Siân to liaise with Chancellor Straney for him to attend an up-coming SPC meeting</td>
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<td>To help members get to know each other, members paired-up/went into groups of three, talked about their backgrounds and then introduced each other.</td>
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<th>2</th>
<th>What is Strategic Planning?</th>
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<td>The purpose of this item was for members to think about what is meant by strategic planning so that everyone starts on the same page and has a shared understanding of the process.</td>
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<td>Members formed groups of two or three and discussed what they considered strategic planning to</td>
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be, and what they thought it not to be. Siân then collected all thoughts onto flipchart. The raw outcomes were as follows:

What strategic planning is:

- Where are we now?
- Who are we now?
- Information gathering
- Developing a shared vision, aspirations and mission of the institutions future
- Not too broad or too vague
- Concise – should roll off the tongue
- A bullseye we’re throwing darts at - is a targeted, not random (and no throwing darts and then moving the board)
- Is a battle that requires a strategy to put aside differences and pursue common goals
- Understands context and constraints
- Relationship to our students, resources, budget, future markets, our community, competition and environment
- Sets measurable outcomes
- Monitoring and implementation
- Should be reviewed

What strategic planning is not:

- Not all things to all people
- Not micro-managed – it is no operational planning
- It is not one goal or one idea (e.g. the aim of growing to 5,000 students somewhat hijacked the previous strategic plan)
- Not something to be left on the shelf or the coffee table
- Not driven by external demands/perceptions (particularly UH System) – however, we do need to take external factors into account when developing the plan, just not driven solely by them
- Not full of jargon (e.g. human capital)

**Action 2: Siân** to pull together the raw outcomes and form into a statement that accurately summarizes the committee’s view of strategic planning and what they aim to achieve from it. This is to be discussed at the next meeting (future agenda item).
Members were invited to:

- **Note** the charge of the committee; and
- **Discuss** the draft planning process and **agree** any necessary changes

Siân introduced this paper and highlighted the following points to the committee:

- The committee is charged to develop a 2010-2015 strategic plan for UH Hilo by the end of May 2011. The plan must be realistic and measurable and speak to the unique aspects of the university within the UH System. The committee is also asked to advise the Chancellor on monitoring and implementation of the resulting plan.
- The plan should be concise – in the region of 5 pages
- The 5 year period of the plan is different to the 8 year period of the current plan
- There are numerous terms used in strategic planning and it was important to set-out from the beginning the terms that the committee will be using to avoid any misunderstandings or ambiguities. Following a question raised by Jim Cromwell, it was agreed that the definition of ‘mission’ should be amended to include ‘who we serve’.

**Action 3: Siân** to amend definition of ‘mission’ to include ‘who we serve’

- The draft process plan suggests target dates but is flexible – apart from the deadline of May 2011. Members **noted** that they will first revisit and revise UH Hilo’s mission and vision, then they will identify key strategic issues and form strategic goals from those. A discussion of actions that could be taken towards those goals will follow along with identification of institutional key performance indicators to determine when/how well an action has been achieved.
- The university is committed to following through the strategic planning process and part of the role of the committee is to make recommendations to the Chancellor about implementation, monitoring and review of the plan. Members **noted** that to support the institutional plan, individual units/colleges will be asked to develop plans of their own. Details of this are to be developed by the Chancellor.

Following discussion of this paper:

- Members **agreed** that an important discussion for a forthcoming meeting will be on **how** to undertake each of these activities to ensure maximum consultation and iteration with stakeholders, and to timetable these appropriately. Decision will need to be taken about whether/which activities should be driven top-down or bottom-up.

**Action 4: Siân** to include a discussion item for the next meeting on how to work engage stakeholders through the various stages of the process. Preceding this discussion needs to be one on UH Hilo’s stakeholders and how best to communicate with them.

- It was also **noted** and members **agreed** that RCUH (Research Corporation of the University of Hawaii) input will be important to seek throughout the planning process.
### Action 5: SPC to ensure that RCUH feedback is explicitly sought throughout the planning process

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<th>Roles and Responsibilities of SPC members</th>
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<td>Members were invited to:</td>
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<tr>
<td>1. <strong>Note</strong> the roles and responsibilities of SPC members</td>
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<td>2. <strong>Note</strong> that there will be a four-member drafting sub-committee and other potential subcommittees to support the SPC’s work</td>
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<tr>
<td>3. <strong>Discuss</strong> nomination of a potential chair of the SPC with the committee’s recommendation to go to the Chancellor</td>
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Siân introduced this paper and talked members through their roles and responsibilities:

Members noted that 20 people who were nominated for the SPC but not selected have offered their services to the committee in the form of sub-committee work or other activities.

Members noted that their membership of the SPC is considered as university service but that the Chair and members of the drafting sub-committee will be offered a course-load reduction/stipend by the Chancellor to reflect the additional work required.

Members noted Siân’s role as Secretary and providing staff support to the committee.

Siân explained that the Chancellor had asked the committee to recommend a Chair to him. Siân explained that the Chair of the committee would be a faculty member as was appropriate given that UH Hilo is an educational institution. Following discussion of which faculty members would prefer not to be considered for the role, members elected by vote Kelly Burke (College of Business and Economics representative) as their Chair and will recommend Kelly to the Chancellor. The Vice-Chair of the committee is Marcia Sakai as the Executive representative.

**Action 6: Siân** to inform the Chancellor of the committee’s selection of Chair and to seek his approval.

Members also noted that a drafting sub-committee consisting of four SPC members, plus Siân as the Chair of the sub-committee, will be responsible to synthesizing SPC discussions into draft text. The drafting sub-committee will therefore leave the SPC free to have full discussions without being held back by trying to form draft phrases at meetings. Siân asked members email her by Thursday November 4th if they would be interested in serving on the drafting sub-committee.

**Action 7: Members** to email Siân by close-of-play Thursday Nov 4th if they are interested in sitting on the drafting sub-committee.

**Action 8: Siân** to inform the Chancellor of the interested members and to ask the Chancellor to select additional members if required.
Members were invited to:

- **Note** President Obama’s Graduation Initiative
- **Note** the UH Public Higher Education Agenda
- **Note** the UH System’s strategic plan, strategic outcomes and performance measures
- **Note** the measures that have been identified as linked to performance-based funding
- **Note** the current status of UH Hilo’s performance. Members are also **invited** to request any further data they may find useful during planning efforts.
- **Note** the Western Association of Schools and Colleges accreditation timeline

Siân introduced this paper and highlighted the various national and state/UH System-wide initiatives that are taking place and that need to be taken into account during development of UH Hilo’s strategic plan. Siân particularly explained the relationship between the UH System strategic outcomes and performance measures, and the proposed budget-linked performance targets. Members were referred to a tabled paper at the meeting (SPC03/10_tabled) which gave the most up-to-date information on UH Hilo’s progress towards the strategic outcomes, performance measures and budget-linked targets.

Siân then took members through some institution-wide data included in the paper (e.g. 6yr graduation rate) and explained that for some data we are able to compare UH Hilo against its peer and benchmark institutions. Members were interested to find out more about how these peer and benchmark institutions were decided upon.

**Action 9: Siân** to ask Brendan Hennessey for an overview of how peer and benchmark universities are chosen.

Members further discussed the need for additional quantitative data to inform their discussions. It was noted that such data will be important for the committee to consider so that discussions are well informed and members have a numerical picture of UH Hilo’s staff, students and faculty. Members agreed to invite Brendan Hennessey (Institutional Research Officer) to a future meeting to ask his advice on data sources and to help the committee form their data requirements. Members particularly requested to receive a summary presentation on the National Survey of Student Engagement (NSSE) results to inform their understanding of the student experience. It was also agreed that Siân, Errol Yudko and Kelly Burke would meet to have an initial discussion about potential data requirements and that Siân would then liaise with Brendan to determine what is currently available. Dee Devaki recommended that EMIT (the Enrollment Management Implementation Team) be asked to recommend data sources to the SPC as they are also looking at institutional-wide data to inform their discussions. It was further agreed that Siân would pull together links to existing data sources and send to members so that they can consider the data and determine what else they may find helpful. The committee agreed that they will need to be strategic in their data requests so that they are not buried by a data deluge.

**Action 10: Siân** to pull together links to existing data sources, following discussion with Brendan Hennessey and EMIT, and send to all members.

**Action 11: Members** to review data sources sent by Siân and note any further data they may wish to...
receive/think may be useful to help inform their discussions.

**Action 12: Siân** to invite Brendan Hennessey to a future meeting of the SPC and ask him to deliver a summary presentation on NSSE data to the committee.

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<th>7</th>
<th><strong>Communicating strategic planning</strong></th>
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<td>This item was deferred to the next meeting due to lack of time.</td>
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<th>8</th>
<th><strong>Summary and next steps</strong></th>
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<td>Siân summarized the outcomes from the meeting and all actions. There were no additional questions from members.</td>
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<td>Siân reminded members to complete the two ‘doodle’ meeting trawls she had recently sent out so that future SPC meetings could be booked into calendars. Siân also reminded members to email her by close of play on Thursday if they would be willing/able to sit on the drafting sub-committee.</td>
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<td>Siân thanked members for their time and input and closed the meeting.</td>
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