MINUTES OF THE SECOND MEETING OF THE UH HILO STRATEGIC PLANNING COMMITTEE

Date: November 17th, 2010
Time: 8am-10am
Location: Private Dining Room, Campus Center, UH Hilo

Attendees: Kainoa Ariola   Siân Millard (notes)
Kelly Burke (chair)   Karen Pellegrin
Jim Cromwell   Marcia Sakai
Dee Drozario   Elizabeth Stacy (8-9am)
Mazen Hamad   Pila Wilson
Maria Haws   Harry Yada
Jackie Johnson   Errol Yudko
Gail Makuakane-Lundin

Guests: Chancellor Don Straney (8:40-9am)

Apologies: Thora Abarca
            Barry Mark
            Tracey Niimi

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

1 | Introductions

Kelly Burke (chair) welcomed members to the second meeting of the Strategic Planning Committee and asked them to reintroduce themselves for the benefit of those who could not make the first meeting.

2 | Announcements

Kelly made the following announcements to the committee:

- Chancellor’s visit
  Chancellor Straney was due to attend the meeting at some point
- Experts
  The SPC may wish to call on the expertise of different faculty/staff members during the planning process to advise them on specific issues. It was particularly noted that the following experts have offered their services to the committee:
It was further noted that VC Luoluo Hong (co-chair of the Enrollment Management Implementation Team) has offered to meet with the committee to talk through the actions that EMIT are currently developing to work towards meeting UH Hilo’s budget-linked performance targets. The committee noted that it may be appropriate to invite VC Hong to an SPC meeting early in the New Year when they are at the stage of developing strategic goals and related actions.

Other groups/individuals that the committee may wish to meet with at some point included the Director of Marketing and Alumni, who is chair of the Marketing Steering Committee, and the WASC Liaison Officer.

- Engagement with the UH System

The committee noted that Linda Johnsrud (VP for Academic Policy and Planning) has offered to attend a future SPC meeting to both learn about UH Hilo’s planning process and to answer any questions the committee may have about planning within the UH System. Members agreed that it would be useful to have VP Johnsrud attend a future meeting, perhaps in the new year.

**Action 1: Siân** to work with VP Johnsrud’s office to invite her to a future SPC meeting

The committee also noted that after the strategic plan goes to Chancellor Straney for approval in May 20011, it will then go to the UH System Board of Regents (BoR) with a request to approve it in principle. However, the committee also noted that it would prudent to run UH Hilo’s revised vision and mission passed the Board of Regents (BoR) before the full strategic plan goes to the BoR for approval in principle. This will help ensure that the BoR and UH System in general are aware of UH Hilo strategic planning efforts and encourage their buy-in at an early stage. It was suggested that an ideal time to do this could be at the March 2011 meeting of the BoR which is being held at UH Hilo.

**Action 2: Siân** to ensure development of the mission and vision be timetabled to meet a BoR’s meeting and to liaise with relevant UH System personnel to include an item on BoR’s agenda for this.

- Chair/vice-chair perceptions

Kelly informed that committee that there may be a potential perception issue with both himself and the vice-chair, Marcia Sakai, being from the College of Business and Economics, and asked the committee for views. Points made by the committee included:

- Members emphasized that the planning process will be undertaken with fairness and transparency. It will be consensus driven and evidence-based.
- Kelly was democratically elected and the committee fully support his chairmanship and ability to chair the committee meetings fairly and professionally.
- Committee members will work together openly and voice concerns should any issues arise.

Following discussion of these points, the committee agreed to issue a memo, from the
committee, to the campus community.

**Action 3: Kelly** to draft memo on behalf of committee

**Action 4: Siân** to ensure that final memo is published and disseminated to the broader campus community.

- Drafting sub-committee

Kelly thanked Thora Abarca, Jim Cromwell, Maria Haws and Harry Yada for volunteering for the drafting sub-committee. He highlighted that the SPC will need to ensure they are clear on their recommendations after discussions to help the drafting sub-committee write relevant sections of the plan.

Siân (sub-committee chair) explained that the drafting sub-committee met for the first time on November 16th and reviewed their role and responsibilities. The sub-committee also reviewed some examples of recent strategic plans (from 2008 onwards) from some of UH Hilo’s peer and benchmark institutions. They are focusing on relatively ‘short’ plans (around 15 pages or less) given the SPC’s charge to produce a short strategic plan document. The sub-committee will review these and other relevant examples and develop a draft format/structure for UH Hilo’s plan – recognizing that this will be flexible to change if required. This draft format/structure will be presented to the full SPC in January.

**Action 5: Drafting sub-committee** to draft a format/structure for the strategic plan and present to the SPC in January 2011.

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**3 Minutes of the 1st SPC meeting**

There were no additions or amendments to the minutes of the first meeting. The minutes were therefore approved.

The committee also agreed to publish their meeting agendas, papers and minutes onto the strategic planning website. The committee delegated authority to Kelly and Siân to lead on this. Siân will ensure that the general strategic planning email address (uhhplan@hawaii.edu) is highly visible on the web pages to ensure that people who may wish to make comment on the meeting papers or any other aspect of the committee’s activities can do so easily. Siân will also make it clear that stakeholders can contact a committee member with their comments/questions as well.

**Action 6: Siân** to ensure that meeting agendas, papers and minutes are posted in a timely manner.

**Action 7: Siân** to ensure that the general email address is clearly visible on all web pages and that a note is posted to also encourage stakeholders to submit comments or questions through a committee member.

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**4 Chancellor’s visit to the Committee**

Chancellor Straney attended the meeting for 15 minutes and thanked members for joining the committee. He stressed the importance of the committee’s work as the strategic plan will form the core of what UH Hilo will seek to achieve over the coming five years by describing who we are (through our vision and mission) and what our priorities will be. The Chancellor advised the committee to ensure the strategic plan is set at the broad, institutional level, and highlighted that individual units will be required to develop their own plans to support its implementation.
The Chancellor also highlighted the following points:

- One of UH Hilo’s biggest challenges is to determine who we are and to help others within the UH System to see how far the university has come over the past 5 years, and where it is headed for the next 5 years.

- UH Hilo has world-class, quality faculty. The challenge is to bring faculty together across the university and not just work in particular units.

- The breadth of UIH Hilo’s programs is impressive – especially considering our relatively small size.

- Relatively small class sizes and the more personalized teaching/learning that is possible through them, are important and will remain important. Advantages of small class sizes for students and the comparative advantage this gives to UH Hilo over other universities with larger class sizes, is a significant distinction to make.

- The Big Island is the best place in the world to study an amazing number of things. The committee may want to consider how the location of UH Hilo gives it a comparative advantage over other universities.

- What makes UH Hilo distinctive – not just a university in Hawaii (that could be any university anywhere in the USA), but a Hawaiian university. What does a Hawaiian university look like?

- UH Hilo’s budget will follow the strategic plan

Questions asked of the Chancellor by members included the following:

*What is our role in determining what our students should leave with?*

If there are things that we think students in common should leave UH Hilo with then now is the time to articulate them. What generally could characterize our graduates? Given the SPC’s remit, it would be appropriate for the committee to consider this question and work with stakeholders to suggest an answer.

*Are we truly capitalizing on experiential learning opportunities from the ‘island as a learning laboratory’?*

Currently some units are actively encouraging and supporting experiential learning and some could but aren’t. Could we require all our graduates to do some sort of learning experience outside of the classroom? The committee should consider, based on the evidence, whether or not experiential learning could be a distinguishing aspect of the UH Hilo learning experience.

*How we can ensure implementation of the strategic plan?*

Individual units will be responsible for writing their own plans on how they intend to work towards the goals set out in the institutional strategic plan and support UH Hilo’s mission. We will also need to know what to look for to determine if implementation is being successful – i.e. measures and monitoring. Part of the committee’s job is to advise the Chancellor on how to ensure implementation will be effective and what will need to be in place to support it.

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5 | **What strategic planning is and is not** (paper 05/10)

Siân introduced this paper and explained that she had developed definitions of what strategic planning is and what it is not based on feedback from members at the first meeting. Also included in
the paper was the updated strategic planning terms – particularly the definition of ‘mission’ to include reference to ‘who we serve’ as discussed at the first meeting.

Members **approved** all definitions.

**Action 8: Siân** to post definitions to the strategic planning website.

### 6 Assessment of Listening tour Input (additional paper 1)

**Kelly** introduced this paper and highlighted the following points to the committee:

- There is a huge amount of information that the SPC is responsible for understanding and synthesizing to ensure that input already provided by stakeholders through the preplanning initiative (survey consultation and listening tour) and other resources is carefully considered, and development of the strategic plan evidence-based.

- The paper proposes a systematic process to produce an integrated and synthesized list of the issues raised in the listening tour and its companion survey. It focuses on the listening tour as a summary of the initial survey consultation on ‘What Really Matters at UH Hilo’ has already been produced.

- The committee will split into four groups and each take 5-6 listening tour notes to analyze. The groups should identify the top five themes in each section (strengths, weaknesses, challenges, priorities and current goals) across all notes allocated to them. The top 5 should be identified by level of prevalence. However, recognizing that prevalence does not always relate to importance, groups should also identify 2-3 other themes or issues outside of the top 5 that they determine warrant raising.

- Following discussion, the committee also agreed that it would be useful to analyze across different listening tour groups (e.g. student groups, faculty groups, staff etc) and note any key differences between them.

- The reports from each of the committee’s groups is due at the December 1st SPC meeting.

**Action 9: SPC** groups (as identified in the paper) should meet to discuss and analyze the listening tour notes assigned to them.

**Action 10:** Reports from SPC groups are due at the December 1st meeting.

### 6 Communicating Strategic Planning (paper 06/10 and additional paper 2)

**Siân** introduced this paper and highlighted the importance of effective communication during the strategic planning process. She explained that her original idea was to run a facilitated 1hr session on communication with the committee (as per paper 06/10) but realized that there would not be enough time so instead developed a draft communications strategy for the committee to discuss (paper 06/10, additional paper 2).

The committee **noted** that broad stakeholder groups had been identified and different mechanisms for communicating with those groups suggested. They further **noted** that the strategy focused on communication of progress to and invitation of general comment from stakeholders. It does not deal with consultation activities that will take place during strategic plan development – details of each consultation exercise will be developed and discussed separately. Members **acknowledged** their collective responsibility to ensure effective communication throughout the planning process,
and noted their individual responsibilities to particular stakeholder groups as set out in the strategy.

The committee split into three groups and focused on particular aspects of the draft strategy. The following feedback was provided (amendments in *italics*):

- Face-to-face meeting with the Chancellor every fortnight or as needed
- There are other leadership/director groups that would be useful to ensure are kept up-to-date on progress. These groups include but not limited to the Division of Student Affairs leadership group, Division of Administrative Affairs Directors group, and the VC for Administrative Affairs Council.
- Written reports should be provided at certain meetings such as those for faculty congress, Hanakahi Council, and the Chancellor’s Executive Committee.
- Member reps from colleges/divisions need to ensure that they engage their faculty and staff. This could be through faculty senates or department chairs meetings. Members noted that they need to ensure the mechanisms they employ also include opportunity to feedback to staff.
- A blog may be a useful and efficient way of reporting on general progress to all stakeholders and to seek interactive feedback.
- The SPC’s student members will write an article for every issue of the student newspaper to keep students up-to-date and solicit feedback.
- There are numerous advisory boards and committees that support UH Hilo and which commonly involve community members. It was agreed that Siân will trawl for a list of advisory committees/boards that involve community members so that such groups can be directly informed of consultation events/activities.

**Action 11: Siân** to update communications strategy as per members’ feedback and present back to the committee at the next meeting.

**8 Summary of actions and close**

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.

The next meeting will be held **November 23rd, 9-11am** in the **Private Dining Room**.

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

**Post meeting note:** Additional paper 3 on the December Ka Lono Hanakahi newsletter article was not reached by the committee. It was approved by the chair outside of the meeting and submitted to the newsletter.