The following report summarizes main outcomes relating to strategic planning from December 4th to December 17th 2010, and provides a brief overview of planned future activities/strategic planning committee (SPC) meetings. Full minutes and papers of all meetings are available on the strategic planning website at: [http://www.uhh.hawaii.edu/strategicplan/strategicplanningcommittee.php#Meetingschedule](http://www.uhh.hawaii.edu/strategicplan/strategicplanningcommittee.php#Meetingschedule).

**Update from meetings held**

During the period of this report, SPC meetings were held on December 7th and December 13th. These meetings focused on brainstorming redevelopment of UH Hilo’s mission statement.

- We have been carefully considering the feedback provided by faculty, staff, students and community members through the preplanning survey consultation and listening tour (see [www.hilo.hawaii.edu/strategicplan/preplanning](http://www.hilo.hawaii.edu/strategicplan/preplanning)), and institutional level data to inform our initial discussions on UH Hilo’s mission and vision. What is clear from the preplanning feedback is that there is confusion over our University’s identity – Who are we? What is our purpose? Where are we headed? What are our key strengths and how do they make us distinctive from our peers? It is these types of questions that we have and will be thinking about and discussing in our recent and forthcoming meetings to help us draft some initial mission and vision statements.

- **Mission discussions**
  - A ‘mission’ sets out an institutions purpose – essentially, what it does.
  - Our challenge from the Chancellor has been move away from the more descriptive way of articulating a mission that can be a number of paragraphs long (see UH Hilo’s current mission statement at [http://www.uhh.hawaii.edu/strategicplan/2002-2010/vision_mission.php](http://www.uhh.hawaii.edu/strategicplan/2002-2010/vision_mission.php)), to develop a statement that is concise (1-2 sentences), reflects UH Hilo, and distinguish us within the UH System.
  - We began our discussion by considering the following questions: Who do we serve? What do we provide? and, What distinguishes us?
  - In discussing these questions, we recognized that there are different ways to frame a mission statement. Some universities describe their institution as, for example, a four year, public institution offering X, Y and Z. Others describe what they produce in terms of what characterizes their graduates or what research they produce, and others still focus
on what they do with respect to what they offer. In response to our charge, we are focusing on developing the mission with respect to what we do.

- Please see the minutes from the December 7th and 13th (pending) meetings for more detail on our discussions:
  (http://www.uhh.hawaii.edu/strategicplan/strategicplanningcommittee.php#Meetingschedule)

**Forthcoming meetings/planned activities**

- **Vision redevelopment**
  - A vision statement sets out what we aspire to be in the future – it is the target we work towards. Chancellor Straney has asked us to develop a vision for UH Hilo that will take us to 2020. We will be focusing on developing a first draft of the vision statement during our January 5th and 12th meetings.
  - As with the mission statement, our challenge is to develop a concise, memorable and inspiring vision statement. We will start our discussions by considering the following questions: In the year 2020: What are our students saying about us? and, What are others saying about us? (others could include the local community, parents, businesses, peer universities, the UH System). These are our initial questions and you’ll notice that one takes an ‘inside’ perspective (from the students) and the other an ‘outside’ perspective (from others). We anticipate much discussion and ideas will flow from these two starter questions.

- **Consultation on mission and vision**
  - The change: In our 2nd Progress Report we said that from mid-December 2010 to mid-January 2011 we’d be consulting on key elements that would form part of the mission and vision. We’ve realized though that we need a little more time to fully discuss these critical identity-related statements and that it may be more helpful to put to you fully drafted statements rather than just a list of potential points that could be included in a statement. This is because during our discussions we’ve become more acutely aware of the importance of semantics and the meaning that even the smallest word can convey.
  - The new consultation plan: Whilst we are taking the lead in drafting the initial draft statements, they are just that – initial and draft. What we want to do is to ask you your thoughts on what we have come up with. We’ll be holding town-hall sessions for faculty, staff, students and community members in late-January (details to be issued shortly), and there will also be an online consultation if you can’t make one of the sessions. We will then consider all feedback, make any necessary amendments to the statements, and circulate them back to the campus and community by the beginning of March.