Announcements/Questions from Stakeholders

Feedback from the Council of VC's

As part of the SPC's communications, Siân meets with the Council of VC's every two weeks to update them on progress and seek their feedback/questions. At the latest meeting attended on December 13th the Council of VC's noted their appreciation for the SPC's work and highlighted the need to develop a mission statement that both describes the purpose of UH Hilo and distinguishes us from our peers. They recommended that we consider framing the mission statement around the impact that UH Hilo has on the community. That is, that we exist to pursue teaching, scholarship and research in partnership with and to have a positive impact on our community.

In relation to this feedback, the SPC noted that UH Hilo is the second largest employer on the Big Island, and that college-town development has the potential for further positive economic, cultural, academic and social impacts on the community. The SPC recognized that such development would require the infrastructure (university and community) to support it. Members noted that it is too early in the strategic plan development to have a discussion about this, but that they would return to it later in the process when discussing strategic goals and actions, in light on the preplanning feedback already provided.

Faculty retreat

Kelly reported that discussion held offline with the Faculty Congress Chair has clarified that the SPC will be providing a 30mins progress presentation (delivered by Kelly and Siân) at the Faculty Retreat on January 7th.
The SPC will also provide to the Faculty Congress Chair the two starter questions that the Committee has itself identified to help begin ‘vision’ discussions. These questions may be utilized as part of an ‘academic visioning’ exercise that faculty will be engaging in at the retreat. It was further clarified that the retreat is not an appropriate forum through which to seek formal feedback on SPC activities/strategic plan developments, but that relevant notes from the forum may be made available to the Committee as a further evidence-base for our discussions.

Questions from stakeholders

No members had received any feedback or stakeholders from campus stakeholders since the previous meeting, though it was noted that the recent faculty email discussion on General Education (GE) was interesting and bore relevance to strategic planning as a campus-wide initiative.

2 Minutes of the 5th SPC meeting

Subject to minor changes regarding the attendees and apologies for the meeting, the minutes were approved.

3 Consultation plan for mission/vision – proposed changes

Siân introduced this paper and outlined options for the committee regarding consultation on the revised mission and vision. The original plan was to consult on ‘key elements’ that would make up the mission and vision statements (not the statements themselves) from mid-December to mid-January 2011. However, the committee agreed that they needed some more time to fully discuss these critical identity-related statements and therefore agreed to delay the consultation such that the online consultation will be held from mid-January, and town-hall sessions in late January.

The Committee further agreed to draft full mission and vision statements and to consult on these full statements rather than a list of key elements that could be included in such statements. This is because during recent discussions regarding UH Hilo’s mission, members have become more acutely aware of the importance of semantics and the meaning that even the smallest word can convey. Having agreed to consult on draft statements, members noted the importance of gaining feedback on the statements and being careful in communications to make it clear that the statements are not a ‘done-deal’ and that all feedback and input from stakeholders will be actively sought, welcomed and duly considered.

Members further noted that the Drafting sub-committee will be drafting a short descriptive section on UH Hilo for the plan that will compliment the mission and vision statements.

4 UH Hilo’s mission

Framing the mission statement

Following the discussion of the previous meeting and ensuing email exchange between the committee, members recognized the different ways in which a mission statement can be framed – and that the way in which it is framed will affect the content. 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, the committee agreed to focus on developing the mission with respect to what we do.

The committee then discussed UH Hilo’s mission by starting with a draft statement suggested by one of the members. The flow of the discussion is replicated below:

Starter statement – draft statement 1

UH Hilo is proud to serve as a gateway to active learning, guided exploration and academic/scholarly excellence at the nexus of the vibrancy of the Pacific Rim.
Students learn from faculty who believe that discovery and creativity are key elements for both teaching and learning, through a ‘college-town’ that anchors its community as a (place, gathering-place, center) of cultural (economic) activity.

Comments on draft statement 1

- College-town
  It was agreed though that UH Hilo does not yet perhaps have a college-town ‘feel’ but that it is has enormous potential to do so.
- The mission statement needs to be more succinct.
- UH Hilo ‘does’ teaching, research, economic development and service (to the community). These elements could be included in a bullet-list format for a mission statement (see draft statement 2)
- Geographical descriptor of ‘Pacific Rim’ – is this in some ways restrictive/not reflective of our broad international student base/academic reach?
- Could sentence 2 be reflected in sentence 1?
- Change ‘UH Hilo is proud to serve’ to UH Hilo is committed to’
- Remove term ‘gateway’ as could be interpreted as a gateway school to other universities rather than what we were intending in terms of a gateway to a learning experience.
- Terms ‘discovery and creativity’ are good – they refer to both the sciences (discovery through research) and the arts through artistic creativity.

Members noted that like any university, UH Hilo has multiple aspects to its purpose: teaching, learning, research and community outreach. A statement suggested off the back of this was:

Draft statement 2

The mission of UH Hilo is to impact in a meaningful way our community through:

- teaching
- learning
- research and
- community outreach/service

Comments on draft statement 2

Members agreed that these were all good points but could be applied to any university/UH Hilo is not recognizable within it.

Framing the mission to what UH Hilo ‘produces’ rather than ‘does’, the following statement was suggested:

Draft statement 3

The primary mission of UH Hilo is to produce graduates who have the interest, expertise and ability to make a meaningful impact in our increasingly intercultural communities.

Comments on draft statement 3

- ‘primary mission’ is perhaps not helpful and starts to compartmentalize and apply relative importance to different parts of a mission – or suggests there are ‘secondary’ missions. Instead start the statement ‘UH
Hilo produces’

- Replace ‘graduates’ with ‘learners’ as not all who attend UH Hilo graduate here
- ‘interest, expertise and ability’ – how would interest be measured? Not sure they are the right words
- ‘our increasingly intercultural communities’ – this is perhaps a bit ‘sticky’ but it does reflect the multiple communities that UH Hilo serves without referencing a geography.

**Draft statement 4**

UH Hilo is committed to active learning, shared exploration and discovery, and academic excellence

**Comments on draft statement 4**

- It relates to all stakeholders without specifically naming one particular group. Should it though specifically state that we do what we do for the benefit of our students?
- Change ‘active’ to ‘interactive’ as this references both interaction with the natural and cultural environment and the interaction that students benefit from with their faculty (and staff) across campus
- ‘academic excellence’ is perhaps a bit ambiguous
- Merge part of drafts 3 and 4 to bring in reference to intercultural communities
- ‘shared exploration’ and ‘discovery’ sound very similar. Remove ‘shared exploration’ and include ‘creativity’ (from draft statement 1) instead.

Members paused in their discussions and were reminded to focus on the spirit that they wanted to convey in the mission statement. From that, it was suggested that the mission statement could be started with a traditional Hawaiian phrase about learning:

**Draft statement 5**

ʻA ʻohe pau ka ‘ike i ka hālau hoʻo kahi

One learns from many sources

UH Hilo is committed to interactive learning, discovery and creativity to benefit our increasingly intercultural communities.

**Comments on draft statement 5**

- ‘our’ – a small but powerful word that conveys being part of our local community.
- There is no reference to ‘excellence’ or ‘leadership’ – should reference be made?
- The statement is in keeping with the spirit of the Hawaiian language in terms of interpretation on many levels.
- Although the statement can be interpreted on different levels, it still positions the university with regards to referencing some of its core strengths of hands-on learning, faculty-student interaction, community support and engagement, and research and creativity.
- Starting with a Hawaiian phrase will make UH Hilo’s mission statement unique

Members **agreed** to stop the discussion with draft statement 5 and to think about this statement between
now and the next SPC meeting as the statement to potentially consult on with stakeholders.

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<th>5</th>
<th>Brainstorming UH Hilo’s vision</th>
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<td>Where the mission defines the university’s purpose, members noted that a vision is that which the university should aspire. That is, by 2020, where does it want to have reached/what does it want to have achieved? Members further noted that the vision should align with the mission.</td>
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Members had a quick 5mins brainstorm on vision and below are the key points of that initial brainstorm:

- Elizabeth introduced paper 23/10 on integrative learning which was also recently considered by the Faculty Congress Executive Committee. The paper was highlighted as a potential avenue to explore during vision discussions as integrative learning could be possible at UH Hilo because of our small size and our hands-on learning environment. Such an approach could positively impact the university as a whole, as well as the students, by eliminating some the artificial barriers to integrative working/learning that exist to develop a more holistic experience.
- Strengthening connections between our students and the community.
- Developing a college-town atmosphere/infrastructure.

**Action 1:** All members to submit to Siân their thoughts regarding a possible vision for UH Hilo for 2020 (copied to the whole group if possible) by close of play December 23rd 2010.

**Action 2:** Siân to synthesize members’ submissions into a paper for further discussion at the next SPC meeting.

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<th>Summary of actions and close</th>
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<td>Kelly reminded members that the next meeting will be held January 5th, 2-4pm in UCB 127. At that meeting the committee will focus on developing UH Hilo’s vision.</td>
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<td>Kelly thanked members for their time and input and closed the meeting.</td>
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