Summary of Email Submissions Regarding UH Hilo’s Potential Vision

Action required: SPC members are asked to:

- Note the summary below and make any amendments
- Refer to the summary to inform further discussion of UH Hilo’s vision

1. Background
At the December 13th meeting, SPC members were asked to submit their initial thoughts and/or ideas regarding a new vision for UH Hilo to Siân Millard by December 23rd 2010. Nine members submitted views – either direct to Siân or copied to the whole SPC group. Section 3 gives a synthesis of the ideas received.

2. Observations
Upon reading through the summary, you may be struck by some ideas and suggestions being action focused and some more aspirational in nature. That is, there may be ideas within the summary that we may wish to pursue under strategic goals or actions, as a means of working towards a vision, rather than referring directly to them within a vision statement. The vision statement that we develop needs to be consistent with the mission statement (our purpose) but have a clear enough ‘gap’ so that we know what we’ll be working towards. The strategic goals and actions also need to be consistent with the mission and enable us, as an entire university, to work towards the vision. Be mindful of this when you consider the ideas and suggestions and remember that a vision statement is aspirational – it sets our direction, our aim, for 2020.

The drafting subcommittee meets on Tuesday January 4th and will be considering these points and the summary below. They will, if possible, draft a vision statement based on the summary, and present this draft statement for discussion at the January 5th meeting. This will just be a starting point to help us begin the discussion but new ideas and alternatives will also be welcome.
3. Vision Views – synthesis of initial thoughts

Submissions received from SPC members clustered around two main areas – integrative learning (applied in many ways), and organizational excellence.

**Integrative learning**

*Aspirations*

- Academically:
  - Vertical (e.g. near-to-peer mentoring, partnering with K-12, linking more effectively with Hawaii Community College/System CC’s)
  - Horizontal (holistic, place-based integrative academic programs (interdisciplinary learning) - requiring 400-level capstone projects, including Hawaiian ways of knowing into and across programs)
- Culturally:
  - Learning about and respecting the diverse cultures of the Island and State of Hawaii (complemented by including Hawaiian ways of knowing across programs)

*Benefits/actions*

- Prepare students to excel, compete, collaborate and lead in a lean, global economy by offering interdisciplinary programs that are applicable to multi-faceted ‘real world’ issues
- Offer more programs, through integrative learning, that meet the needs of the Island and State of Hawaii, thus contributing to the Island and State’s economy – i.e. community economic and social impact
- Lead in infusion of cultural knowledge and ways of knowing into the fabric of a university’s academic and social activities
- More student-faculty interaction through increased integrative learning activities
- Students are challenged academically, broaden their horizon of thinking, and learn to be innovators
- Improved partnerships with local schools and Hawaii Community College
- Capstone projects – every student having the opportunity to engage in research

**Organizational excellence**

*Aspirations*

- There is excellent communication between and within units and a culture of collegially supporting and respecting each other to work towards shared strategic goals/mission
- University structure support mission and strategic goals, and facilitates increased interdisciplinary learning, discovery and creativity
- Budget and administrative processes are clear, transparent and necessary
• Physical, technological and personnel infrastructure is at a level that both caters for the current university population and can support its growth

Benefits/ actions

• Personnel
  
  o Reward merit for faculty and staff – defined as progress towards accomplishing our mission (and/or strategic goals)
    • Include therefore a review system for units such that merit can be identified and rewarded; and conversely poor performance addressed
  
  o Improved faculty and staff morale through improved merit reward and review system and improved communications
  
  o Ensure appropriate training for faculty and staff. Cross training, details, and workshops lead to improved employee work-life satisfaction and better job performance

• Communication
  
  o Improve within and between units to facilitate effective working and internal partnerships
    • Ensure roles and responsibilities of units are clear and known

• Supportive and enriching environment fosters the success of each individual in our diverse campus community

• Technological, physical and research infrastructure appropriately and adequately supports the activities of the university’s faculty, staff and students

• Efficient working through improved communications and administrative processes