1 Overview of UH Hilo – Quantitative Data Summary

Kelly welcomed Brendan Hennessey (Institutional Research Officer) to the meeting and explained that Brendan was attending the meeting at the request of the SPC to deliver a summary presentation of key UH Hilo institutional level data. Brendan gave a 20-minute presentation to members and summarized key data such as enrollment, graduation rates, student semester hours, and average SAT scores.

The following was noted:

- Non-resident students have a lower retention rate than resident students
  - There is currently no data available on the relationship between retention and students who live on campus versus those who live outside of campus. This is partly because the housing office does not use Banner as a means of recording their student resident.
- Average class size increased in graduate classes since 2007 (effect of the College of Pharmacy). Class sizes for undergraduates has remained relatively stable.
• STEM data is based on 2010 criteria
• The 6yr graduation rate is for first-time, full-time freshman that start and end their studies at UH Hilo. That is approx 30% currently. What is important to note is that the graduation rate does not include students who transferred to UH Hilo and graduated, nor those who transferred out of UH Hilo and graduated elsewhere.

Action 1: Brendan to share slides with the committee so that they can use them as a resource during discussions.

2 Announcements/Questions from Stakeholders

The following announcements were made to the committee:

Updated mission/vision development work plan

Siân informed members that Chancellor Straney has asked that we aim to present our progress with strategic planning – to include an overview of the draft vision and mission – at the Board of Regents meeting on March 17th 2011. Members noted that the strategic planning update will come within a broader presentation that UH Hilo needs to make to the BoR. The committee further noted that the March 2011 BoR meeting will be held at UH Hilo.

Siân therefore updated the work plan to develop the mission and vision and explained that she had built in more time to seek feedback on the full statements and to seek endorsement on them.

Final version communications strategy

Kelly directed members to the final version of the communications strategy. Members noted the strategy and their responsibilities within it.

UH Hilo Principles to Guide Recruitment, Admissions and Enrollment (endorsed by Chancellor Tseng, April 2010, and Chancellor Straney, August 2010)

Kelly highlighted that these guidelines were developed by EMIT and that they are another source of information that the committee needs to be aware of in developing the strategic plan. The committee noted the guidelines.

Summary of Recent WASC Recommendations

Siân introduced this paper and explained that it gives a summary of WASC (UH Hilo’s accrediting body) recommendations to UH Hilo as a result of its last review of the university and two special visits that were held in 2008 and 2009. The committee noted that the original action letters sent to UH Hilo with the full recommendations were available as annexes to the paper but that in general WASC has highlighted four areas for UH Hilo to address:

• Mission, Planning and Institutional Resources
• Institutional Governance and Decision Making
• Enrollment Management and Educational Effectiveness
• Diversity

The committee noted the information in the paper.
**Vision period – ten years until 2020**

Kelly confirmed that after clarification with the Chancellor, the committee is being charged with developing a 10 year vision for UH Hilo – until 2020. It was assumed that when the 2010-2015 strategic plan is reviewed, that any adjustments will be made within the context of the vision, and/or the vision updated as appropriate. The committee noted this.

### 3 Minutes of the 3rd SPC meeting

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

### 4 Outcomes of listening tour

Siân introduced this paper and informed the committee that its purpose was to outline a process for organizing the outcomes from the listening tour. At the last meeting, the committee had been split into five subgroups and allocated 5-6 listening tour session notes to analyze. The groups were asked to identify the top 5 themes or issues (based on prevalence) under each area of strengths, weaknesses, challenges, priorities and current goals of UH Hilo – the questions asked in the tour sessions. The committee were sensitive to the fact that although the exercise would seek to generalize the outcomes and identify top ‘super-themes’, the detail behind those themes would be returned to during discussions throughout the planning process. Members noted that Siân will write a full summary report of the listening tour outcomes, reporting the committee’s analysis below, to be disseminated to the campus and used as an additional resource by the committee.

**Action 2: Siân** to write summary report of listening tour outcomes by end December and disseminate.

The process: Five flipchart sheets were stuck to the wall in the meeting room – one each for strengths, weaknesses etc. For each area, each subgroup then wrote their top five themes on post-it notes (one post-it for each theme/issue) and stuck them to the relevant flip-chart sheet. As the groups moved to a different area they identified similarities between their identified themes/issues and those identified by other subgroups. In that way, they began to cluster the outcomes as they moved through each area. Once all subgroups had stuck up all of their themes/issues, they were then allocated a particular area (e.g. strengths) and asked to review all of the themes/issues and cluster them by similarity. In undertaking this exercise, members were able to get a good sense of the overarching feedback offered during the listening tour and identify links between them.

The outcomes from the exercise are presented below:

**Strengths**

- Small class sizes
  - Enabling greater interaction with faculty
  - Personalized attention
  - Student-centered
- Diversity
  - Of the culture within which UH Hilo is situated
- Ethnic diversity within the student body
- Indigenous language leader
- Committee recognized the semantic differences between a diverse student body and diversity
- Recognizing that whilst diversity is an identified strength, the deeper question is whether the university actively cultivates and supports that diversity

- Quality of faculty, staff and students
  - Faculty good teachers and researchers

- Community
  - Good community support
  - Good community connections and partnerships
  - UH Hilo is an economic engine for the island – positive impact on community

- Location
  - Natural environment
    - Matching programs to that environment and a natural ‘learning laboratory’ that supports experiential learning
    - Cultural environment
    - East/West reach because of geographic location in the Pacific
    - UH Hilo has land resources to enable growth
  - Relatively safe campus
  - Undergraduate focus with select graduate programs

Weaknesses

The committee noted that many of the weaknesses identified below are interlinked so the challenge going forward will be to try to determine which should be prioritized to address to have the greatest impact.

- Infrastructure
  - The committee recognized that the theme of ‘infrastructure’ covers a variety of areas and that in discussions it will be necessary to tease out the relevant priorities underneath it. Having said that, generally areas identified by listening tour participants in relation to infrastructure included:
    - Physical buildings/structures
      - Not enough and poorly maintained student housing
      - Lack of parking
- Lack of classrooms
- Lack of offices
- Lack of study spaces (outside of the library)
  - Inefficient technological infrastructure (e.g. poor Wi-Fi connections at various points on campus, outdated, slow equipment)
  - Inadequate public transportation to and from the university
  - Poor research support infrastructure
  - Low staffing/faculty levels
  - Limited library hours
- Unclear identity
  - Current mission and vision does not appropriately describe what UH Hilo is and where it wants to go
  - Clarifying UH Hilo’s identity in itself and within the UH System
- Poor internal communication
- Ineffective administration/leadership
  - The committee briefly discussed what participants described as the reasons for this. They determined that it was in relation to perceptions of poor planning, poor decision making, lack of accountability, too much bureaucracy and not enough transparency (in policy development, decision-making, planning or fiscal activities). The committee further noted the link between poor internal communication and ineffective leadership/administration.
- Low staff and faculty morale
- Poor reputation (academic)
- Marketing
  - UH Hilo not effectively communicating its strengths and ‘stories’ externally
  - This links to poor reputation – improved marking could help to improve perceptions of UH Hilo
- Underprepared students

Challenges
- Creating an identity to be proud of
  - Reconciling Western science versus Hawaiian culture
  - Local versus global issues
| Role of the arts and sports at the university |
| Managing and supporting growth/catch-up with past growth |
| Enabling adequate human and physical infrastructure |
| Managing class sizes with increasing enrollment |
| Lack of funds (and link with supporting growth) |
| How to gain more recognition |
| Within the community and within the UH System |
| Marketing |
| Expanding partnerships |
| Ensuring student success |
| How to serve culturally diverse students |
| Graduation rates |
| How to ensure class availability for students to help them graduate faster |
| Retention rates |
| Internal functioning |
| Improving faculty and staff morale |
| Improving communication |
| Improving leadership |
| Managing staff/faculty turnover |
| Recruitment and retention of faculty and staff |

**Priorities**

| Clarify UH Hilo’s identity |
| Revise mission and vision |
| Market the university based on clarified identity |
| Use as driver to improve UH Hilo’s role within the UH System |
| Implement strategic plan |
| Ensure budget is aligned to strategic goals |
| Improve and expand infrastructure |
| To catch-up to existing enrollment and provide for future growth |
| Particularly student housing, parking and technology |
- Improve maintenance – make UH Hilo ‘a nice place to be’
- Expand food options/vendors on campus

• Improve communication and collegiality

• Student support
  - Student retention and graduation (e.g. ensuring class availability to facilitate the latter)
  - Preparing students for the workforce/career counseling
  - More programs options/more variety

• Streamline processes
  - Reduce bureaucracy

• Improve community links
  - Ensure programs meet workforce needs of island/state
  - Two-way community engagement

• Merit system for faculty and staff
  - The committee discussed the aspects of ‘merit systems’ and noted that they can be implemented at both the departmental and individual level

• Smart growth

• Seek additional sources of revenue

*Current strategic goals*

Comments about UH Hilo’s current goals generally related to the structure/wording of the goals themselves, or indications about what is missing from them.

• Too vague and broad (lack specificity)
  - Not measurable/assessable

• Missing aspects/aspects that need highlighting:
  - Mention of graduate programs
  - Emphasis on research
  - Reference to students
  - Preparing students for the workforce
  - Distance learning
  - Emphasis on community engagement
  - Sustainability
The committee will be using these general outcomes and the detail that lies behind them to inform development of UH Hilo’s mission, vision, strategic goals, actions and measures. It was also suggested that the committee map the key strengths and weaknesses of UH Hilo identified from this exercise be mapped onto the key strengths and weaknesses identified from the NSSE results.

**Action 3: Siân** to map NSSE strengths and weaknesses against listening tour themes for those two areas and feedback to committee.

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<th>Summary of actions and close</th>
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<td></td>
<td>Kelly reminded members that the next meeting will be held <strong>December 7th, 9-11am</strong> in the <strong>Private Dining Room</strong>. At that meeting the committee will focus on identifying key potential directions to include in renewed vision and mission for UH Hilo.</td>
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Kelly thanked members for their time and input and closed the meeting.