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

Date: January 31st, 2011
Time: 8-10am
Location: Private Dining Room, Campus Center, UH Hilo

Attendees: Thora Abarca Barry Mark
           Kainoa Ariola Sián Millard (notes)
           Kelly Burke (chair) Marcia Sakai
           Jim Cromwell Elizabeth Stacy
           Mazen Hamad Harry Yada
           Maria Haws Errol Yudko
           Jackie Johnson
           Gail Makuakane-Lundin

Apologies: Dee Drozario
           Tracey Niimi
           Karen Pellegrin
           Pila Wilson

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<thead>
<tr>
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<th>Announcements/Questions from Stakeholders</th>
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<td>1</td>
<td><strong>Kelly</strong> thanked SPC members for attending the town-hall consultation sessions, highlighting that, alongside the survey, those sessions yielded rich, valuable feedback for the committee. Kelly then outlined the purpose of the meeting as being to start to review the outcomes of the consultations, with a view to revising the draft statements based on the feedback. The committee will also use part of their meeting on Friday February 4th to continue reviewing the feedback.</td>
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<td>Members <strong>noted</strong> that faculty congress’ survey on the draft mission and vision had resulted in 10 responses from 20 congress members. The committee agreed to receive the results of the survey, recognizing that they form an additional form of feedback that is not necessarily reflective of a formal response from the congress, or of the broader faculty.</td>
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<td><strong>Action 1: Sián</strong> to circulate link to faculty congress survey results to SPC members.</td>
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<td>Kelly highlighted to members that President Greenwood will be joining the SPC meeting on Feb 4th and that the purpose of her visit is for us to brief her on our progress, and to learn more about the System strategic plan and priorities in the context of UH Hilo.</td>
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<th>15/11</th>
<th>Minutes of the 10th SPC meeting</th>
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<td>There were no additions or amendments to the minutes of the tenth meeting. The minutes were therefore approved.</td>
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<td>16/11</td>
<td>Key points from the Chancellor’s Spring speech</td>
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<td>Siân</td>
<td>introduced this paper and talked through the key points from the Chancellor’s Spring Gathering speech. This speech was highlighted to members as another source of information to inform their strategic planning discussions.</td>
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<th>17/11 and numerous annexes</th>
<th>Consultation Outcomes</th>
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<td>Kelly</td>
<td>introduced this item and highlighted to members that we need to revise the mission and vision statements based on the feedback received, so that we can then identify themes/issues that will form the university’s strategic goals. Kelly also noted that the committee needs to be realistic about the level of consensus that will likely be achievable on the mission and vision statements and that we will not be able to respond to all individual comments and criticisms of the statements. What we can do though is reaffirm the concepts that we were trying to convey, review the overall feedback received and identify changes that need to be made. Siân then went through paper 17/11 which referred to all feedback received during the consultation period. Much of this ‘raw’ feedback is confidential to the committee, but a summary report will be produced and disseminated to stakeholders. This report will describe what the SPC hoped to convey through the draft statements, what the feedback was (broadly speaking) and what the SPC’s actions are to address that feedback. Members noted that whatever terms are chosen for the statements it is likely that not all people will interpret them how we intend. The committee therefore recognized that they will face situations where they need to decide whether to change a term or keep it as is. In both instances, the committee will need to be comfortable with their decision and be able to explain it if necessary.</td>
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Review of the draft mission statement

The committee focused on the draft mission statement and reaffirmed what concepts they were trying to convey through it, what consultation respondents/participants liked about it; the criticisms that respondents/participants had of it; and therefore what needed to change or remain the same. Below is a summary of that discussion:

**Hawaiian wise-saying**

'A'ohe pau ka 'ike i ka hālau ho'okahi

One learns from many sources

**Reasons why SPC included this wise-saying**

- It grounds us in Hawaii
- It implies that the entire university is involved in student learning/participating in educating
- That learning is not achieved from one source alone but that it takes a variety of sources to give a rounded experience
- It does not distinguish between the sciences and the arts and therefore implies cross-training between the two broad disciplines
- It reminds us that learning is ongoing, not static
- It included ‘both-ways’ learning – students learning from faculty and faculty learning from students
It includes different methods of learning

What consultation respondents/participants liked about Hawaiian wise-saying

- The reference to learning from many sources
- Speaks to UH Hilo identity as grounded in the people, culture and geography of Hawaii i.e. it is place-based
- It is a fairly common wise-saying which is helpful in that it is recognizable
- It refers to learning inside and outside of the classroom – ‘many sources’

Respondent/participant criticisms:

- ‘Many sources’ could mean anything and could apply to anything. It doesn’t distinguish UH Hilo
- The wise-saying is only in Hawaiian – why not also in other languages to reflect the different cultures of Hawaii.
- The second sentence of the draft mission does not flow well from this wise-saying.
- The translation of the wise-saying does not seem to be accurate

SPC Action:

The SPC discussed the merits of both forms of feedback and agreed that:

- The Hawaiian wise-saying is translated appropriately and accurately and reflects a concept of learning. It is the nature of the Hawaiian language. In this instance, individual words come together to shape an idea that speaks to learning across disciplines, cultures, and locales.
- The wise-saying helps to ground us in Hawaii and reflects the historical basis of these islands.
- The committee will work to more closely link the Hawaiian wise-saying with the rest of the mission statement.
- Whilst the committee recognizes that some people highlighted potential issues with ‘one learns from many sources’, the main feedback was that respondents/participants liked the saying and their interpretation was consistent with what was intended. The committee therefore agreed to keep the Hawaiian wise-saying as is.

Remainder of Mission Statement

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

Concepts the SPC intended to convey

- It was intended to complement the Hawaiian wise-saying through reference to multiple ways to learn through interaction, discovery and creativity.
- It was intended to refer to the strong interaction between student and their faculty and between students themselves and the natural and cultural environment, that are unique attributes of UH Hilo (through ‘interactive’)
- That UH Hilo offers a supportive ‘interactive’ learning environment, conveying the personal nature of our campus.
- Referencing research/science and arts/humanities through discovery and creativity.
- Recognizing Hawaii as a microcosm of cultures that enable a global experience in a local setting
That the world is becoming increasingly connected and ‘our increasingly intercultural communities’ and that UH Hilo is part of that ‘pulse’ particularly given our unique cultural diversity.

That intercultural takes us to the next level of diversity as diversity is something which exists, but intercultural implies interaction between and learning from different cultures.

Inclusive of all communities, university, local and global, by referring to ‘our’ communities.

What consultation respondents/participants liked

• Reference to discovery and creativity
• Recognition of cultural diversity through ‘intercultural’

Respondent/participant criticisms:

• Lack of direct reference to a supportive environment or learning with ‘aloha’ (a previous marketing tag-line)
• It does not clearly say who we serve – the only identified recipient of the university’s purpose is ‘communities’.
• There is a missing reference to education excellence/high quality
• The statement does not speak to the ‘uniqueness’ of our location and does not distinguish us within the UH System
• The term ‘committed to’ is not active enough and seems to relate to a list of values rather than a stated purpose of the university
• There is unclear flow from the Hawaiian wise-saying to this sentence.

SPC Action:

• The committee discussed the notion of ‘excellence’ and reminded themselves that they had discounted such a term in early discussions about the mission statement because it is inherently ambiguous. Their intent through the mission statement was to imply excellence but given the feedback, that was not conveyed to all. However, the committee respected the feedback from the consultation and will seek to more explicitly refer to the concept of excellence within the revised statement.

• The SPC will seek to revise the sentence based on the feedback and in particular will seek to:
  o Reflect the concept of educational excellence/high quality (this element was identified as missing particularly by student and faculty respondents)
  o Amend ‘committed to’ to a more appropriate phrase to convey purpose.
  o Include reference to the distinguishing features of UH Hilo – this will include reference to the unique island of Hawaii.
  o Find an alternative word to ‘interactive’ to better convey the interaction between faculty and students/students and environment.
  o Directly refer to students in relation to the university’s purpose
  o Clarify the concept of local vs. global through revision of the ‘increasingly intercultural communities’ phrase.
  o Confirm the definition of ‘intercultural’ and seek and alternative phrasing if necessary.
The drafting subcommittee was tasked with taking the committee’s discussions and redrafting the mission statement for critic at the next SPC meeting.

**Action:** Drafting subcommittee to revise draft mission statement based on respondent/participant feedback and SPC discussion.

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<th>Summary of actions and close</th>
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Marcia reminder members that the next meeting would be held **Friday February 4th, 8-10am in CC306** and that President Greenwood would be joining us for an hour from 8:30am.

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