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

Date: February 11th, 2011  
Time: 8-10am  
Location: Private Dining Room, Campus Center, UH Hilo

1. Announcements/Questions from Stakeholders

Siân gave feedback from the Long Range Budget Planning Committee (LRBPC). LRBPC members particularly requested that the SPC consider explicitly stating what ‘type’ of university UH Hilo is (e.g. liberal arts, comprehensive, research 1) so that its identity in this respect is clear. LRBPC acknowledged that this statement could be made in the mission itself or in another appropriate part of the strategic part. Siân confirmed to the LRBPC that the university’s ‘type’ was frequently a point of discussion at SPC meetings and that what the committee were attempting to do was describe the university first – that is identify what it currently does – rather than applying a ‘label’ like liberal arts or comprehensive which are in themselves ambiguous. Nonetheless, the SPC agreed that the issue of the university’s ‘type’/’label’ is something they will consider further.

2. Minutes of the 12th SPC meeting (paper 19/11)

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

3. Agreeing concepts/themes for the mission and vision statements (paper 20/11)

**Mission**

At the last meeting, members rank voted six redrafted vision statements. Following online votes from those not present at the previous meeting, the option ranked highest was Option F:

The University of Hawai‘i, Hilo is a model institution of higher learning, dedicated to excellence in research and education. Our students are inspired by a journey we call ‘learning with aloha’ which is filled with scientific discovery, exploration of the arts and humanities, and the cultivation of creativity and critical thinking. Our intercultural campus environment is an engaging atmosphere of learning where knowledge is created and shared, values and wisdom are preserved, and each can learn from one another. Living on the youngest and largest of the Hawaiian islands, we respect the 'āina and appreciate the many lessons it has to offer. Our mission is to promote students to the highest levels of achievement; our focus is to continuously improve the quality of life of the people of Hawai‘i, the Pacific region, and the world.

This represented the longest mission statement and members acknowledged that it included both the purpose of the university (in the last sentence) and a description of the university. In that way, members felt that this longer mission addressed many of the concerns raised during the consultation, specifically: reference to the concept of academic excellence, tying the university to the unique cultural and natural location of the Big Island, and referencing both local and global communities. Members acknowledged that selection of this option did not represent the final mission statement. Rather, it provides a good base to springboard from in
order to further develop and refine. In that regard, members **discussed** and **agreed** the following points:

### Specific Points

- This redraft is more inspirational that the original draft.
- The explicit, succinct mission (i.e. the university’s purpose), is articulated in the end sentence. This could be brought to the beginning of the paragraph and packaged in a way that the mission exists on its own, but supported by the more descriptive element. Alternatively, the descriptive element could be read as a prelude – an ‘about us’ section, with the mission and vision statements at the end.
- The order of ‘research and education’ in the first sentence should be reversed. As it currently reads, it suggests an elevation of research over teaching. This is not the case. It was **agreed** that UH Hilo’s ethic is education first, research second in support of education/academic development.
- Could the wise-saying be used as the tag-line? Or moto? [This issue was unresolved at the meeting]
- ‘Model institution’ may not be the right phrasing. It is not clear what the university is a ‘model’ for.
- It is missing an explicit reference to the concept of interaction between faculty and staff. This was a major strength highlighted in the preplanning evidence and should be explicitly stated.

### General points

- It seems to touch on everything that the committee has been struggling to express but it needs maturing.
- One thing that was clear from the consultation was that although many people liked the conciseness of the statement, but they also wanted more information, more description, in the mission. The committee **agreed** that Option F addresses that issue, but also **acknowledged** the balance that needs to be struck in providing more information/description, whilst ensuring that the mission statement in itself is memorable.
- There may be duplication between the mission and current vision statement – this needs to be addressed.
- The ultimate purpose of UH Hilo is to promote students to their level of achievement to improve live in Hawai‘i, the Pacific Region and beyond.

### Mission redevelopment next steps

- The committee **agreed** to investigate bringing in an external consultant to refine the wording of the mission statement. Kelly explained that a potential external consultant, who provides leadership counsel to university presidents/chancellors and is a communications expert, is currently not available and it is not clear exactly when/if the committee may be able to engage with them. Siân will continue to liaise with the Chancellor on this matter and will keep the committee informed. There was some concern that the external consultant is not from the Big Island and may therefore not have an appreciation for the unique cultural and natural environment. It was therefore agreed that a collaboration with an expert in strategic planning/communications from the island/state, with the external consultant, may be appropriate. Kelly also explained that the committee would not be relying on the external consultant to write the mission statement – rather they would be asked to providing wording advice and potential options for the committee to discuss further.

**Action 1:** Siân to liaise with Chancellor about external consultant and to progress redrafted mission statement as appropriate.

- The committee **agreed** that if an external consultant is brought on board that they should be sent all of the committee’s discussions on the mission, including the six redrafted options considered by the
committee at last week’s meeting. That way, the consultant can see how the draft mission was developed, and different wording options. This is because it was agreed that each of the six redrafted options has merit, but Option F was the one that captured all key points.

- In summary, it was therefore agreed that there was a level of consensus in the committee that Option F contained the concepts that are critical to the mission/description of the university, and will be a good basis for reframing and further development.

Vision

Themes

Since the last meeting, two subgroups met and identified the key themes they considered should be reflected in the vision statement. The subgroups were asked to identify the themes in the original draft vision and any additional themes/issues raised through the consultation. Below is a summary of the outcomes from each subgroup:

Group A

Themes from original draft:
- Community in support of student scholars
- Interdisciplinary/differences in culture, perspectives etc
- Not an ivory tower institution – ‘real-world’
- Every student engages in academic and applied scholarship
- Place-based ---connected to the people and environment of Hawai'i
- Promoting student success – compete, innovate and lead

Additional themes/issues from consultation/further discussion:
- Raising quality/academic excellence
- Integrating cultures of Hawai'i into the university
- College-town/campus-life/community partnerships
- The university as an economic engine – entrepreneurship (picking up on President Greenwood’s priority in this area)
- Better leveraging of natural and cultural resources

Suggested changes:

The group suggested the following wording changes:
- ‘Community of scholars’ to ‘community in support of student scholars’
- ‘Real world issues’ to ‘address issues in society’
- ‘Practical experiences’ to ‘academic and applied scholarship’

The subgroup also suggested that the vision statement be written in the future instead of the present tense. The committee agreed to reserve judgment on whether to adjust the tense of the statement until it had been re-written.

Group B

Themes from original draft:
• Community of scholars
• Diversity/interdisciplinary studies
• Conceptual and practical experiences
• Enmeshed in the community/benefitting the community/working in the community
• Connection to Hawai‘i/global
• Our produce (i.e. preparing students to succeed) – leave as it is in the original draft

Additional themes/issues from consultation/further discussion:
• Quality delivery and outcome
• Potential for second ‘ōlelo no'eau to encapsulate vision statement. One suggested from the consultation (which was as an alternative for the ‘ōlelo no'eau for the mission statement but could be applied to the vision) is: E lawe I ke a ‘o a mālama, a e ‘oi mau ka na ‘auao/one who takes their learnings and applies them increases their knowledge.

Suggested changes:
The group suggested the following wording changes:
• UHH is a community of scholars working together across disciplines and difference to address today’s problems.
• Every student engages in conceptual and practical experiences....Connected to the people and environment of Hawai‘i/global.......
• Preparing them to be competitive, to innovate, and to lead in their personal and professional lives

Differences in subgroup lists
The committee then briefly discussed the differences between the two subgroup theme lists:
• College-town – is it appropriate for UH Hilo to reference ‘college-town’ within its own vision? How much influence does the university have in this area? The university can influence this agenda through stronger partnerships with community leaders and local businesses. There is potential for UH Hilo to work with the community build more of a college-town feel through town-gown partnerships and it would be a challenging vision.
• Reference to the university as an economic engine seem to be part of the desire to develop more of a college-town feel. The committee noted that Hawai‘i Community College is thriving and is a natural partner. To develop a college-town we have to have a partnership with the community.

Potential duplication with the mission
The committee began to identify some potential cross-over and therefore duplication between the mission and the vision:
• Reference to connection to place – that is also explicitly referenced in the mission
• Community of scholars – in terms of UH Hilo as a community working together. That seems to be implied/referenced in the mission
• Preparing students to compete, innovate and lead. Should this be in the mission instead? It was noted though that the reference to ‘innovate’ resonates with President Greenwood’s message about preparing to innovate and entrepreneurship.
**The ‘stretch’ – key vision themes**

The committee attempted to identify those themes that indicated a ‘stretch’ for the institution.

- Interdisciplinary studies and collaboration in order to produce graduates who know how to integrate and apply their skills and knowledge to help them advance/succeed
- Focus on college-town development through community partnerships and its resulting positive economic impact

Other issues that would require a ‘stretch’ for the institution include:

- Changing perceptions of UH Hilo so that the institution is recognized for what it already does well.
- A commitment to ‘every student matters’
- Becoming a university ‘of first choice’, rather than a reported second or third choice.

**Summary**

Kelly summarized the discussion and the committee agreed that the two lists of themes from the subgroups were similar for the most part. Kelly and Siân will pull together a consolidated list that will be circulated to the committee for comment via email. The resulting list of themes will serve as a nucleus for goals/actions development. The committee recognized that these themes may overlap some with the mission, and that would need to be addressed in final drafting, and that the goals/actions discussions may serve to further refine and focus the vision.

**Action 2:** Kelly and Siân to propose consolidated themes list and send to committee members for comment

**Action 3:** Committee members to respond via email to proposed consolidated theme

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<th><strong>Process for developing strategic goals, actions and performance indicators (paper 21/11)</strong></th>
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<td>Kelly briefly went through the proposed process for developing the goals and actions. The committee noted the proposed process.</td>
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<th><strong>Finalization of Implementation Plan (paper 22/11)</strong></th>
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<td>Members discussed the latest draft of the Implementation recommendations for the Chancellor. Advising the Chancellor on implementation issues is part of the SPC’s charge and this paper constitutes the committee general recommendations in this regard.</td>
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**This discussion is confidential to the committee at this time.**

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<th><strong>Summary of actions and close</strong></th>
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<td>Siân reminded members that the next meeting is on <strong>Friday February 18th</strong> from <strong>8-10am</strong> in the Private Dining Room. Siân also reminded members to read the homework packs that members were sent with internal and external sources of information to inform the committee’s discussions on goals and actions.</td>
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Siân thanked members for their time and closed the meeting.