MINUTES OF THE TWENTY-THIRD MEETING OF THE UH HILO STRATEGIC PLANNING COMMITTEE

Date:        April 20th, 2011
Time:        8-10am
Location:    Private Dining Room, Campus Center, UH Hilo

Attendees:  Thora Abarca       Barry Mark
            Kelly Burke (chair)  Sián Millard (notes)
            Dee Drozario       Karen Pellegrin
            Marcia Sakai       Elizabeth Stacy
            Jim Cromwell       Errol Yudko
            Mazen Hamad

Apologies:  Kainoa Ariola
            Maria Haws
            Jackie Johnson
            Gail Makuakane-Lundin
            Tracey Niimi
            Pila Wilson
            Harry Yada

1  Announcements/Questions from Stakeholders

Kelly explained that he is going to meet with the Chair of the Diversity Committee this afternoon to talk about the timeframe within which the diversity committee could provide their feedback to the SPC. Kelly is going to present the SPC’s remaining schedule so that the diversity committee is aware of the time constraints we are operating under. Kelly will report the outcome of the meeting back to the committee. Marcia will attend with Kelly.

Dee reported that UHHS will this afternoon consider the latest draft of the strategic plan and will seek to endorse it under the current UHHS senate. This is because the current senate will disband at the end of April and it is this current senate who have been most involved in strategic plan development so it seems fitting that they will have opportunity to endorse the plan, recognizing that it is still draft and may change slightly. Dee also reported that the plan could go back to the new UHHS senate for endorsement if that was deemed necessary. The committee noted that Dee is the new UHHS President for the 11/12 academic year.

Marcia provided feedback from a couple of colleagues on the draft strategic plan who reported strong emotional reaction wording of goal 4, feeling that its focus on native Hawaiians was exclusionary to other cultures. The committee agreed to deal with this feedback further in discussion on the issues raised from the consultation (see item 3 below). The other piece of feedback was that some faculty do not feel sufficiently ‘respected’ in the strategic plan as the plan’s focus is primarily on the students. It was agreed that the
wording of goal 2 could be strengthened to address that issue.

Elizabeth provided some feedback from faculty congress where a question was raised about why the committee decided to go with the ‘Olelo No‘eau’s instead of creating and translating our own mission and vision statements into Hawaiian. The committee agreed that feedback on the ‘Olelo No‘eau’s had been largely positive and well-received and that use of them was intended to capture the spirit of the statements with a traditional native Hawaiian saying.

Maz provided feedback from one of his colleagues that they felt the draft plan consultation was a little rushed.

Dec noted that she will attending the BoR and said that she inform them that strategic plan development is going well.

2 Minutes of the 22nd SPC meeting (52/11)

There were no additions or amendments to the minutes of the twenty-first meeting. The minutes were therefore approved.

3 Consultation Interim Report (53/11)

Siân introduced this paper and explained that its purpose was to review the outcomes from the draft strategic plan consultation and attend to the 21 issues identified. The committee agreed to delegate redrafting tasks to the drafting subcommittee and noted that the full committee’s job today was to address the more conceptual and clarification issues raised from the consultation. The committee worked from back to front on the issues so started with issue 21.

Issue 21 (action 5.5)

SPC agreed to alter the order of ‘technology and knowledge transfer’ to read ‘knowledge and technology’ transfer’ so as to lead with the knowledge component, and to leave the remainder of the actions as currently stated. The revised action now reads:

Support ongoing efforts in knowledge and technology transfer through collaborations with national, international and state agencies, business, natural resource based enterprises, and other community groups to advance research applications, commercialization of patents and intellectual property, and entrepreneurship.

Issue 20 (goal 5 general, and action 5.6)

SPC agreed to make reference within an appropriate existing action or a new actions to undertake activities that will draw community members onto campus.

Action A: Drafting subcommittee to make appropriate reference to drawing community members onto campus.

Issue 19 (action 4.6)

SPC agreed to merge action 4.6 on study abroad opportunities, with action 4.5 on multicultural fluency as study abroad would be a component of encouraging multicultural fluency (see Action B below).

Issue 18 (action 4.5)

SPC agreed that the term ‘multicultural fluency’ needs to be spelled out more. Members noted that the issue is about exposing our students, faculty and staff to cultural experiences that enable them to work and adapt in new environments with people from varied cultures and backgrounds.

Action B: Marcia to work up new action text for multicultural fluency, taking into account reference to study abroad opportunities that was in action 4.6, and also making reference to language more
generally as an issue of diversity (see issue 17). Marcia to work with Elizabeth and Barry on refining the text.

**Issue 17** (action 4.2)

SPC agreed to reference the role of languages in general under the multicultural fluency action(s) that Marcia, Elizabeth and Barry will work up.

**Issue 16** (action 4.1)

SPC agreed to remove reference to a ‘Hawaiian University’ in action 4.1 in recognition that this is a label that is not being interpreted consistently and is in some cases evoking negative reactions with some people inferring that it means UH Hilo will become only a native Hawaiian serving institution. A similar issue was then raised about whether ‘native Hawaiian’ values as referred to at the start of action 4.1 was also exclusionary and whether in fact what the committee means to refer to is all cultures of the Big Island – the diversity of the local culture.

Committee members also raised some issues with action 4.2 in regards to whether the term ‘host’ culture is appropriate, and also whether there is an implication in the goal itself and action 4.1-4.3 that UH Hilo should be a bilingual university. It was agreed that further drafting work needs to be done on action 4.1-4.3.

**Action C:** Siân to work with Pila and others on redrafting the goal and actions 4.1-4.3 to take account of concerns raised during consultation and to clarify what we mean by trying to become a ‘Hawaiian university’ rather than naming the label itself.

**Issue 15** (goal 3 general)

SPC noted that some consultation participants had highlighted reference to parking and covered walkways as missing from the draft strategic plan. SPC noted that additional parking is currently being built and that the focus on new student housing would itself include more parking. The issue about covered walkways is also already covered in the Long Range Development Plan so does not necessarily need separate reference in the Strategic Plan. The committee noted however a related point that the focus in the strategic plan is on residential students and that the needs of commuter students are not currently addressed but should be. SPC therefore agreed not to reference parking and covered walkways in the strategic plan, but to make reference to commuter students in a relevant action.

**Action D:** Drafting subcommittee to determine appropriate phrasing for referring to commuter student needs in the plan.

**Issue 14** (action 2.3)

SPC agreed that reference to administration of research funding could be made in action 2.2 (or relevant action in goal 6). Errol, Elizabeth and Karen to develop rewording of action 2.2 with emphasis on clarifying that it would not result in micromanaging of faculty conducting research.

**Action E:** Errol, Elizabeth and Karen to develop new action wording to refer to research funding – either within existing action 2.2, in appropriate action in goal 6, or as a retained as a separate action in goal 2.

**Issue 13** (action 1.7)

SPC agreed to revise the phrasing of this action and refer to advising (with mentoring a part of that) but with the focus on improving faculty-student interaction. Committee noted that advising is part of the faculty’s job and that it is key to helping students graduate in 4 years. Faculty, however, need to be supported in this and have the relevant information to appropriately advise their students.

**Action F:** Jim, Maz and Errol to work up new action 1.7 based on committee’s discussion.

**Issue 12: (action 1.4)**

SPC agreed to not make specific reference to exceptionally gifted students in this action as they agreed the
focus would be on ‘raising the bar’ by providing improved support to those students who are struggling. The phrase ‘at risk students’ may however be revisited.

In relation to this point about raising the bar, the SPC discussed the need to encourage faculty to hold high standards in the classroom. It was noted that this relates to student evaluations and that there is a perception that some professors lower standards in their classes in order to get better student evaluations which count toward tenure. The committee agreed that reference to teaching standards and its relationship to the tenure process (including post-tenure review) should be an additional action under goal 2 on scholarship. It was noted that the tenure process is led by the faculty and therefore that any changes would need to involve faculty congress.

**Action G:** Committee faculty members, led by Elizabeth, to develop a new action on faculty teaching standards for inclusion under goal 2.

**Issue 11:** (action 1.2)
SPC agreed to retain the wording of this action (‘entrepreneurial spirit and confidence.’)

**Issue 10:** (action 1.1)
SPC agreed to refer to ‘new’ students in this action to encompass freshman and transfer students.

**Issue 9:** (action 1.1)
SPC agreed that this action needs to complement and be reinforced by the new action on teaching standards that is referred to above under Action G.

SPC also briefly discussed the overall tone of goal 1 and suggested that its current framing as ‘applied scholarship’ should be broadened as not all actions underneath it relate to applied scholarship. Instead, applied scholarship is referred to in action 1.3.

The committee did not have time to work through issues 1-8 which relate to section 1 of the strategic plan so Siân will work-up some potential options in response to these issues that the committee can consider at the next meeting.

**All actions to be addressed by next SPC meeting on April 27th with rewordings and new actions brought to the committee for approval. If possible, send revised wording/new actions to Siân by close of play on Tuesday April 26th so that they can be collated into next redraft of plan to be tabled at the next meeting.**

4 **Summary and close**

Marcia summarized the outcomes from the meeting and reminded members that the next meeting is Wednesday April 27th, 8-10am in the Private Dining Room.

Marcia thanked members for their time and closed the meeting.