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

Date: May 4th, 2011
Time: 8-10am
Location: Private Dining Room, Campus Center, UH Hilo

1 | Announcements/Questions from Stakeholders

Maria noted that CAFNRM’s faculty senate had met and recommended that the SPC consider including reference to food sustainability under the sustainability action. This was agreed by members and relevant reference made.

2 | Minutes of the 25th SPC meeting (58/11)

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

3 | Latest Draft Strategic Plan for Review (59/11)

Kelly facilitated this item where members went through the draft plan from the beginning of the document and clarified issues/made word changes as they progressed. They reached the end of goal 2 by the end of the meeting. The points below summarize the discussion under each section of the plan.

Mission

The committee agreed to change ‘elevate students’ to ‘challenge students to reach’.

Vision

The committee noted that the goals are weaved nicely into the vision statement (e.g. applied learning relating to goal 1, connection to the people etc of Hawaii in goals 3 and 5 etc). The committee considered a redraft to the second sentence of the vision statement. This change was suggested to try to better explain the relationship between the applied learning and its application in local and global contexts. The original vision second sentence of the vision statement read:

We will engage every student in applied scholarship that links theory with practice and connects to the people, culture and environment of Hawai‘i.

The suggested revision was:

We will engage every student in applied scholarship that links theory with practice, connects to the distinctive natural and cultural environments of Hawaii, and promotes skilled participation in a global society.

The committee noted that this offered a major change from the original on something that already has a relatively high-level of satisfaction. The committee therefore noted that there was risk to implementing the change as it would not have been ‘tested’. The committee however also noted that this issue of local versus global application had been raised in the first consultation on the original draft vision and as it had been raised again there was still work for the committee to do to resolve it.
The committee voted by 7 to 6 to apply the change (1 email vote and 3 abstains). The Chair had the casting vote.

Goal 1:
The committee agreed to amend the goal title from:

Provide scholarship experiences that prepare student to thrive, compete, innovate and lead in their professional and personal lives

To:

Provide the learning experiences and support to prepare students to thrive, compete, innovate and lead in their professional and personal lives.

The change was to better reflect the actions under goal – especially those that relate to supporting students.

Action 1.1:
The committee agreed to insert the word ‘develop’ into this action so it’s clear development of academic and conduct expectations needs to take place. The action now reads:

Develop an overview of academic and conduct expectations and provide this to all students to emphasize the skills they will need to get the most from their university experience.

Action 1.2:
The committee had another discussion on the term ‘scholarship’. At their last meeting, the committee had agreed to retain the term and provide a definition. However, it was noted that the very fact a definition is required implies that the term is not readily understandable. The alternative offered was ‘learning’. ‘Learning’ was considered to be more readily understandable however some members had felt that learning was not as encapsulating as ‘scholarship’. ‘Scholarship’ could have the effect of transforming the perception others have of us and we have of ourselves, whereas learning could be considered to be less active in that sense. Some felt that ‘learning’ implied learning within the university whereas ‘scholarship’ implied application of learning beyond the university. Other members disagreed and argued that the qualifier of ‘applied’ in the entire phrase brings the application of learning outside of the classroom. The committee could not reach consensus on which term to use so put it to a vote. The committee voted to replace the term ‘scholarship’ with ‘learning’ by 7 to 6 (2 abstain). The Chair had the casting vote.

The committee agreed to insert the words ‘and practica’ after internships. The committee also removed the phrase ‘work-study opportunities’ as it has particular scholarship implications. The action now reads:

Provide every student with an applied scholarship experience through, but not limited to, increased internships and practica with local businesses/agencies, greater student involvement in faculty research, and artistic and creative endeavors.

Action 1.3:
The committee agreed that the emphasis of this action should be on helping students to succeed. They agreed the following changes to the action:

- ‘early in their tenure’ to ‘early in the semester’ so that support is provided every year, not just for those newest to the university
- ‘work with units and services’ to ‘provide targeted services’ later in the sentence structure.

As a result of these changes, the agreed revised action reads:

Identify students who would benefit from academic support, particularly early in each semester, and provide targeted services to help them succeed.

Action 1.4:
Action 1.4 was agreed as is.
Action 1.5:
The committee agreed to change ‘a culture of interaction between faculty mentors and students’ to ‘a culture of mentorship between faculty and students’. The committee also agreed to change ‘and casual conversation outside of class’ to ‘continued dialogue beyond the classroom’. The revised, agreed action reads:

Create and sustain a culture of mentorship between faculty and students that fosters meaningful discussions about degree completion, career options and /or graduate and professional schools. This culture includes traditional advising as well as independent study, research, internships and continued dialogue beyond the classroom.

Goal 2:
The committee agreed to remove ‘academic’ from before ‘excellence’ in the goal heading as it should be clear that we are referring to academic teaching and research.

Action 2.1:
The committee agreed to change action 2.1 from:

Establish a program for teaching excellence that is responsible for promoting the development and sharing of innovative teaching and mentoring practices to respond to students’ different learning styles, and educational technologies.

To:

Establish a program for teaching excellence that is responsible for exploring new technologies and promoting the development and sharing of innovative teaching and mentoring practices to respond to students’ different learning styles.

Action 2.2:
The committee had a detailed discussion on this action. It was noted that reference to a ‘permanent office’ had been made in recognition that the VC for Research position is currently temporary and that a permanent infrastructure will be required to properly support research at the university. However, it was noted that the phrase ‘permanent office’ suggested a physical office space rather than an organizational infrastructure. The committee also noted that research partners such as RCUH should be brought into discussion about research infrastructure so as not to duplicate functions. The committee therefore agreed that the issues in relation to supporting research are bigger than can be addressed in one action of the strategic plan and that the first step should be the development of a research strategic plan to properly consider all requirements, with all relevant partners, to support the university most effectively.

The committee therefore agreed to take out ‘establishing a research development program with a permanent office’ to place the emphasis on research stakeholders (internal and external) working together to develop a plan to investigate issues that need to be considered to support research further. The committee therefore agreed to change the action from:

Support excellence in research by establishing a research development program with a permanent office and with responsibility for generating and implementing a strategic plan that addresses research space, faculty mentorship, workload, incentives, grant-writing support, and other infrastructure critical to increasing extramural funding and research productivity.

To:

Support excellence in research by working with key stakeholders to generate and implement a strategic plan that addresses research space, faculty mentorship, workload, instructional-research positions, incentives, grant-writing support, and other infrastructure critical to increasing extramural funding and research productivity.

Action 2.3:
Action 1.4 was agreed as is.
Action 2.4:
The committee agreed to remove ‘joint appointments and programs’ and lead with ‘Forge interdisciplinary and inter-service collaborations that benefit community and student need.’

Action 2.5:
The committee agreed to include ‘contract renewal’ to the faculty list. The agreed revised action was:

Review and implement changes to the tenure, promotion, post-tenure review, and faculty and lecturer contract renewal policies and practices, to fully support this goal and the strategic plan in areas of student advising and mentoring, and more comprehensive measures of teaching quality, teaching effectiveness, and academic rigor.

4 Summary of actions and close

Kelly reminded members that after the meeting Siân will email them a ranking document to rank each action under each goal. The purpose of the ranking is to identify the top 2-3 actions per goal per the Chancellor’s request. These top 2-3 actions would be groups separately as priority actions from the remaining, supporting actions.

Kelly explained that the committee will need additional time to go through the remaining sections of the plan and to review the ranking outcomes. The committee therefore agreed to extend the time of their meeting on May 9th by at least one hour, possibly two. The next meeting is therefore on Monday May 9th, 9am-12pm (possibly 1pm) in UCB 127.