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

Date: May 9th, 2011
Time: 9am-2pm
Location: UCB 127, University Classroom Building, UH Hilo

Attendees: Thora Abarca  Barry Mark
Kainoa Ariola  Siân Millard (notes)
Kelly Burke (chair)  Karen Pellegrin
Jim Cromwell  Elizabeth Stacy
Mazen Hamad  Pila Wilson
Maria Haws  Errol Yudko
Jackie Johnson
Gail Makuakane-Lundin

Apologies: Dee Drozario
Tracey Niimi
Marcia Sakai
Harry Yada

1 Announcements/Questions from Stakeholders

Kelly informed the committee that Siân has drafted a report of the April consultation. The committee delegated authority to Kelly (as Chair) to approve the report to be published on the strategic planning website.

2 Minutes of the 26th SPC meeting (60/11)

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

3 Latest Draft Strategic Plan for Review and Approval (61/11)

Kelly explained that the ultimate aim in discussing this item was to make all necessary changes to the strategic plan and agree a final draft that will be issued for endorsement on May 11th.

The committee picked-up from where they left off at the last meeting and worked through the strategic plan from Goal 3. Below is a summary of all changes made to the plan as a result of discussion:

**Goal 3**

3.1 The committee noted that funds have recently been allocated by the legislature to build more housing at UH Hilo. This is immediate progress toward achieving action 3.1.

3.2 The order of the action was reversed to put upgrades to classrooms etc first, then broadband.
3.3 The committee noted that a Piko could be where the university holds its signature activities and welcomes special guests, among other things. It may also have a ceremonial purpose as well.

3.4 The ordering of this action was changes to place emphasis on landscaping and allocating names to buildings that reflect the natural and cultural environment of Hawaii. The committee noted that UH system policy means that buildings can only be formally names after a donor. Any building names would therefore be ‘informal or nick-names’.

3.5 The word ‘evening’ was removed so that the emphasis is on more hours for essential university services not just evening hours.

3.6 This action on maintenance of student housing was merged with existing action 3.4 on general maintenance.

3.7 The suggested change to include ‘food production’ as part of sustainability efforts was accepted.

Goal 4

Goal description: Sentence 3 on diversity was moved to be the new sentence two. Original sentence 2 on Native Hawaiian ancestry was moved to new sentence 3. This was to lead with broader aspects of diversity and then onto more specific aspects of identity rooted in indigenous history.

4.1 – the committee approved the existing wording, no changes were made.

4.2 – the committee noted that there was ambiguity with the phrase ‘experiential training’. They agreed to remove all examples of possible things that could be ‘done’ to promote multicultural fluency so not to limit the activities that could potentially take place. The action was therefore reworded.

4.3 – the committee discussed what an ‘education incubator’ for Hawaiian language would look like. Ka Haka Ula would likely lead on conversations about this, but does not mean that the college would be the sole provider of courses on Hawaiian language and culture should another college wish to try to integrate Hawaiian wisdom into their curricula. The committee voted unanimously to retain this action.

4.4 – the committee agreed that this action demonstrates how UH Hilo is serving Native Hawaiians within the context of diversity. This action essentially tasks the Diversity Committee or another relevant group on campus to develop and implement a comprehensive plan to sustain and cultivate diversity on campus, with an emphasis on the university’s unique responsibilities to serve Native Hawaiian students. The committee also agreed to the remove the first part of this action and to lead with ‘Implement as comprehensive plan..' to make it stronger.

4.5 – The committee included at the start of this action reference to access and outreach: 'Improve higher education access, outreach and support…’ The last part of ‘investigating the need for child-care facilities on campus’ was strengthened to read ‘establishment of child-care facilities on campus’.

Goal 5

5.1 – reference to ‘degree completion’ was moved from the first part of this action to the last part to make it clear that we are talking about UH Hilo degree completion.

5.2 – no change was made to this action on college-town.

5.3 – end of action changed to refer to improving programs as a result of being informed by workforce needs. Changed to read: ‘…respond to community workforce needs to inform program development.’

5.4 – Order of list of agencies changed to read ‘…state, national and international agencies…’ The committee noted that ‘natural-resource based enterprises’ could refer to farms, geothermal and other organizations.

5.5 – remove ‘marine preserve’ and just state ‘especially Mauna Kea’ to reference the university’s particular responsibility to respectful management of Mauna Kea

5.6 – change ‘Island’ to ‘Hawaii Island’ – and make all changes throughout the document to refer to ‘Hawaii
Island’ consistently.

Goal 6

6.1 – ok, no change
6.2 – word ‘research’ removed from ‘extramural grants’ as not all extramural grants are research-based.
6.3 – ok, no change
6.4 – order changed to refer to employee orientation first, then professional development, then recognition and reward.
6.5 – deleted ‘work’
6.6 – ok, no change
6.7 – ok, no change

Ranking

The committee discussed the aggregated outcomes from the ranking exercise that individual members undertook outside of the meeting. The ranking was undertaken in response to the Chancellor’s request that the committee identify 2-3 priority actions per goal that should be prioritized for implementation. Splitting the actions into two groupings was required to assist decision-making in a challenging economic climate.

As a starting point, the top two actions identified from the aggregated results were identified as the priority actions with the remainder as supporting actions. The committee noted that this approach assumes that each goal is of equal importance. The committee further noted that in some instances there was a relatively large difference in score between the second and third ranked actions, and in other cases only a difference of 1-3 points was evident. Therefore, the committee agreed that just taking the top two actions was somewhat arbitrary and they therefore needed to review all ranking outcomes for each goal.

Goal 1 ranking:

The committee agreed to make all actions for goal one on student learning experiences and support ‘priority actions’ in recognition of the importance of student learning at the university. The committee also agreed to move the 5th action on alumni tracking and connection to alma mater to Goal 5 on community impact and partnerships as it was better placed in that goal.

Goal 2 ranking:

The committee agreed that the top two actions as identified from the ranking result (teaching excellence and excellence in research) were appropriate. They also agreed to move the action on integration of research and teaching to the first action under supporting actions to improve the flow all actions within the goal.

Goal 3 ranking:

The committee agreed the ranking result for this goal.

Goal 4 ranking:

The committee agreed that the top two actions as identified from the ranking result (unique heritage and multicultural fluency) were appropriate. They also agreed to move the action on diversity plan and the university’s unique responsibility to Native Hawaiian students to the first action under ‘supporting actions’ to improve the flow all actions within the goal.

Goal 5 ranking:

The committee noted that the top two actions identified from the ranking were ‘P-20’ and ‘college-town’. The committee agreed that although the university can strengthen its partnerships with local community leaders and businesses to help progress plans for a college-town, it has limited control over directly influencing college-town development. The committee therefore agreed that the action on ‘college-town’ was
not appropriate for the priority action grouping and agreed to put it in the ‘supporting action’ grouping instead. The committee also took out the last part of the action on college-town (from ‘by developing mixed-use...etc) to leave it more open how the university could progress this action.

Only one priority action is therefore identified for goal 5.

**Goal 6 ranking:**

The committee agreed to elevate the actions on fiscal transparency and recognition and reward to the priority action grouping in recognition that these actions were closely related to the top two in aggregated score. All four priority actions therefore specifically relate to improving communication, processes, accountability, and reward which are item directly related to improving organizational efficiencies and morale.

4 **Endorsement process overview**

Kelly explained that the next stage in the process A survey will be issued to all faculty and staff on or around Tuesday May 10th to seek endorsement on the strategic plan. This process is supported by Faculty Congress. The committee noted that ‘endorsement’ will mean that groups/individuals support the plan and agree that it is appropriate for UH Hilo.

Hanakahi Council is discussing the final draft on Weds May 11th. Siân will be facilitating that meeting and Hanakahi will be invited to endorse the plan.

UHHSA’s next meeting in May 20th after finals. UHHSA will be invited to endorse the strategic plan at that meeting.

If we do not reach ‘adequate’ levels of endorsement (we should aim for at 2/3rds from the survey), we will need to revert to plan B which would be to extend the term of the committee and work over the summer to resolve any issues and then put the plan back out for endorsement at the start of the fall semester.

The committee noted that endorsement is the last step before the committee recommends the plan to the Chancellor.

The committee briefly discussed how the endorsement survey questionnaire should be worded to encourage response. Siân agreed to make take into account all suggestions and to issue the survey tomorrow (Tuesday May 10th) afternoon.

5 **Next steps for remaining meetings**

Kelly explained that to fulfill their charge, (barring any major issues from endorsement that may need to be addressed), the two remaining tasks for the committee are to:

- Develop and agree implementation recommendations for the Chancellor
- Develop major outcome measures

Members noted that there are four meetings left to attend to these – May 13th, May 19th, May 25th and May 27th. Members had previously discussed implementation recommendations early in the process so Siân will revisit the last draft of that paper and provide it to the committee at the May 13th meeting. Siân has also done some preliminary work on the measures and, following discussion with the Chancellor, will provide a second paper to the committee on these.

6 **Summary of actions and close**

Kelly thanked members for their effort and engagement during this extended meeting of the committee. He confirmed that the committee now has a final draft of the strategic plan to seek endorsement on. Members noted that the next meeting is Friday May 13th, 9-11am in UCB 127.