**MINUTES OF THE TWENTY-EIGHTH MEETING OF THE UH HILO STRATEGIC PLANNING COMMITTEE**

**Date:** May 13th, 2011  
**Time:** 9am-11am  
**Location:** UCB 127, University Classroom Building, UH Hilo

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

**Apologies:**  
- Dee Drozario  
- Tracey Niimi  
- Errol Yudko

### 1. Announcements/Questions from Stakeholders

Kelly reported he had received direct comment from the Vice-chancellor for Academic Affairs thanking the SPC for their work.

### 2. Minutes of the 27th SPC meeting (62/11)

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

### 3. Endorsement progress (63/11, tabled paper)

Siân introduced this paper and explained that its purpose was to update members on progress with seeking endorsement.

The committee **noted** that 97 responses had so far been received to the endorsement survey. The committee **agreed** that the level of response was a little low so decided to extend the deadline to the survey to Tuesday May 17th.

Siân reported that Hanakahi Council discussed the final draft of the strategic plan at their meeting on May 11th. At that meeting the Council indicated that they were in support of the strategic plan overall but had reservations about action 4.3. The reservation was that the reference to UH Hilo’s responsibilities to support students of native Hawaiian ancestry was ‘lost’ within the action and appeared as an add-on rather than a
strong part of the action. As Hanakahi Council represents the interests of Native Hawaiian students (as well as faculty and staff) on campus, the Council decided that their reservations meant that they could not endorse the plan at that point. The Council did however suggest a change to the structure and positioning of action 4.3 that would address their concern.

Hanakahi Council’s feedback was discussed with the Chancellor on May 12th. The Chancellor agreed that although reference to serving native Hawaiian students is made in the current version of the plan and stated under the ‘who we are’ section, he understood the Council’s concern that the way in which that reference is structured in action 4.3 did not emphasize that responsibility enough. The Chancellor therefore decided to make the following changes to the plan:

- He will make specific and unambiguous reference in his introduction to the university’s commitment to serving native Hawaiian students and that this is a central tenant of the plan (as is the graduation initiative).

- That action 4.3 be amended and split into two sentences to read:

  ‘Implement a comprehensive plan to cultivate, sustain and reflect diversity in the academic and social activities of UH Hilo. Ensure that the university addresses its unique state responsibilities to students of Native Hawaiian ancestry.

- That the re-worded action 4.3 be elevated to the ‘priority action’ grouping as it would be necessary to have a clear diversity plan, that also addresses the university’s responsibilities to Native Hawaiian students, in order to progress the overall goal.

Hanakahi Council voted on these proposed amendments on May 12th and noted that they will endorse the plan.

The committee discussed the process by which the change has been made to the strategic plan. Members noted that as an Advisory Body that reports to the Chancellor, it was appropriate for the Chancellor to listen to and respond to the Council’s feedback by requesting the changes. However, the committee noted that they had sought direct feedback from the Council on Goal 4 as it was being redeveloped and the Council had not raised the issue at that stage. The committee noted though that it is easy to miss things in a plan’s development and that this represented such an instance.

However, the committee agreed that from a practical point of view the change, that is, the improved referencing of UH Hilo’s responsibilities to serve native Hawaiian students, was appropriate given UH Hilo’s status as a state-supported university. This is particularly because service to native Hawaiians is a UH system objective. The committee therefore acknowledged that the change was a structural refinement of what the committee had intended – indeed, the committee had intended the last part of action 4.3 to be an emphasis rather than an add-on – and did not result in a substantive change.

The committee agreed to review the endorsement process as part of a lessons learnt exercise at the end of the entire process.

4 Implementation recommendations paper (64/11)

The committee had been presented with an implementation recommendations paper. To help inform further development of this paper the committee brainstormed what would need to be in place to facilitate effective implementation of the strategic plan. The points below summarize the outcomes of that brainstorming exercise:

- Unit implementation plans
  - Unit plans to set out how they will accomplish/work towards the institutional strategic plan.
  - The unit plans should be evidence-informed. Part of this will involve units examining what they
already do that supports the plan and setting that out. Another part will be examining other forms of information (e.g. feedback/ideas from employees, and unit-relevant quantitative data) to help inform development.

- Units will not need to address all goals/actions – there will be some more relevant to them than others

- These unit-level plans will help to give units ownership of the strategic plan

- There is a question though of whether unit deans/directors will be equipped to develop their unit plans. They may require some assistance/training to help them.

- These plans should be developed in direct and open communication with all employees under a particular unit, and also students, committee members and other partners (e.g. RCUH) where relevant. Umbrella units may wish to seek input from their individual departments to help inform development of unit plans. Face-to-face interactions should be encouraged as a primary means of communication where possible to encourage personalized interaction.

- **Resources**
  - Some of the actions identified in the strategic plan will require additional resources and others a reallocation of existing resources. Resources (money/time/people) will need to be allocated to support implementation.

- **Accountability**
  - Identify particular people/groups that would be responsible for particular actions to hold people accountable for action.
  - This would detail the ‘who and when’ responsibilities for each action.

- **Coordination**
  - A means to coordinate implementation of the strategic plan by working with units and monitoring progress

- **Ownership by individuals**
  - Encourage individuals in all jobs to understand their role in supporting the strategic plan (particularly highlight the role that staff can play in helping to implement the plan)
  - Encouraging units to allow time for their faculty/staff to consider the strategic plan (e.g. through a unit awayday)
  - Embed responsibility for moving the institution forward in relation to the strategic plan into job descriptions (that is, reference specific items of the strategic plan relevant to jobs).

- **Engagement of stakeholders in implementation process**
  - Implementation needs to be as open and transparent as the planning process has been.
  - Student input to the implementation process should be actively sought.

- **Address concerns that that plan will not be implemented**
  - Identify ‘quick-win’ actions that could be addressed within 6 months to one year to demonstrate that the plan is put into action. It would be particularly powerful if the outcomes from these actions were visible (e.g. allocating names to buildings and signage).

- **Good communication**
Hold a launch event for the strategic plan and do some internal marketing to promote the new mission and vision statements

Demonstrate to people how everyone at the university can help to progress even just one action in the strategic plan

Encourage personalized interaction (i.e. face-to-face) during the implementation process

Report on progress against the strategic plan overall and by unit

Highlight exemplars of those who are doing excellent work to implement the plan and ensure that those involved in the exemplars are ‘rewarded’.

Ensure all unit-plans are available on the strategic planning website, demonstrating commitment to implementing the institutional plan.

Siân will update the implementation recommendations paper based on this brainstorm discussion and put the paper back to the committee for approval at their meeting on May 25th.

Summary of actions and close

Kelly thanked members for their time and confirmed that the next meeting is Wednesday May 18th, 8-10am in UCB 127.