

# ACTION PLAN (Print Version)

Strategy 1	Actions	Sponsor & Collaborators	Deliverables
Provide students an equitable experience to ensure student success.	1. Build an infrastructure that supports the hiring and retention of faculty reflective of our diverse student body.	<ul style="list-style-type: none"> <li><u>S</u> Human Resources</li> <li><u>C</u> Office of Equal Opportunity</li> </ul>	1. Institutionalized an annual campus budget for targeted searches.
		<ul style="list-style-type: none"> <li><u>S</u> VC Academic Affairs</li> <li><u>C</u> Human Resources</li> <li><u>C</u> Office of Equal Opportunity</li> <li><u>C</u> Student Employment</li> <li><u>C</u> Importance of Place Strategic Doing Committee</li> <li><u>C</u> Hanakahi Council TBD</li> <li><u>C</u> Supervisors</li> </ul>	2. Developed a detailed guide for establishing a one year onboarding process grounded in a sense of place and strategic framework: values, place, vision, mission, priorities. <i>Note - simultaneously addressing 8.1.1</i>
		<ul style="list-style-type: none"> <li><u>S</u> VC Academic Affairs</li> <li><u>C</u> Center for Community Engagement</li> <li><u>C</u> Office of Equal Opportunity</li> <li><u>C</u> Faculty Congress Faculty Development Committee</li> <li><u>C</u> Hanakahi Council TBD</li> <li><u>C</u> Colleges</li> </ul>	3. Established a mentoring program for successful onboarding and employee retention. <i>Note - simultaneously addressing 8.2.1</i>
	2. Identify and address institutional barriers to <b>student</b> equity and access.	<ul style="list-style-type: none"> <li><u>S</u> VCs for Student Affairs &amp; Academic Affairs</li> <li><u>C</u> Student Success Leadership Team</li> <li><u>C</u> Basic Needs Committee</li> <li><u>C</u> Committee for Excellence in Diversity, Equity, and Inclusion</li> </ul>	1. Developed and initiated the process to address student equity and access.
3. Form a diversity, equity, and inclusion (DEI) team to research and create opportunities for training.	<ul style="list-style-type: none"> <li><u>S</u> Committee for Excellence in Diversity, Equity, and Inclusion</li> <li><u>C</u> Office of Equal Opportunity</li> <li><u>C</u> Center for Community Engagement</li> <li><u>C</u> Various Constituents Across Divisions</li> </ul>	1. Provided an annual assessment summary of training impact.	

<b>Strategy 2</b>	<b>Actions</b>	<b>Sponsor &amp; Collaborators</b>	<b>Deliverables</b>
Ensure student success by building bridges between academic and student affairs towards successful partnerships.	1. Offer shared professional development and intentional events and celebrations that allow for relationship building.	<u>S</u> VCs for Student Affairs & Academic Affairs <u>C</u> Center for Community Engagement <u>C</u> Various Constituents Across Divisions	1. Held team and community building events.
	2. Develop and implement a shared vision for student success and roles in fulfilling the enrollment management priorities.	<u>S</u> VCs for Student Affairs & Academic Affairs <u>C</u> Student Success Leadership Team <u>C</u> Faculty Congress Student Success and Admission Committee	1. Updated the 5 Year Enrollment Management Plan (Student Success Plan).

<b>Strategy 3</b>	<b>Actions</b>	<b>Sponsor &amp; Collaborators</b>	<b>Deliverables</b>
Advance equity through undergraduate and graduate student input and disaggregated institutional data.	1. Make data more accessible.	<u>S</u> Office of Institutional Research <u>C</u> Chancellor Irwin	1. Created dashboards for student success.
	2. Develop and implement a campus coordinated data fellows program.	<u>S</u> Office of Institutional Research	1. Established learning and training for lay person ability to use dashboards.

<b>Strategy 4</b>	<b>Actions</b>	<b>Sponsor &amp; Collaborators</b>	<b>Deliverables</b>
Improve interdisciplinary and collaborative efforts to ensure student success.	1. Develop affinity groups across campus in order to bring people together whose paths might not normally cross.	<u>S</u> Office of Equal Opportunity <u>C</u> Relationships Strategic Doing Committee <u>C</u> Committee for Excellence in Diversity, Equity, and Inclusion <u>C</u> Various Constituents Across Divisions	1. Established affinity groups.
	2. Develop and support a formal structure for co-teaching and teaching across departments and disciplines.	<u>S</u> VC for Academic Affairs <u>C</u> Faculty Congress <u>C</u> Colleges	1. Developed a budget model for co-teaching and teaching across departments and disciplines.

Strategy 5	Actions	Sponsor & Collaborators	Deliverables
Build our level of engagement and communicate those efforts internally and externally to celebrate our role in regional stewardship.	1. Bolster <b>external</b> communications and marketing efforts in order to spread UH Hilo’s story of impact and success.	<ul style="list-style-type: none"> <li>☐ University Relations</li> </ul>	1. Created routine space to share and highlight stories.
	2. Map community efforts and interests so we might identify potential partnerships.	<ul style="list-style-type: none"> <li>☐ Chancellor</li> <li>☐ Center of Community Engagement</li> <li>☐ Various Constituents Across Divisions</li> </ul>	<ul style="list-style-type: none"> <li>1. Increased engagement with off-campus stakeholders, alumni, and community members including creation of advisory boards.</li> <li>2. Matched our unique resources in education and research with aligned community interests.</li> </ul>

Strategy 6	Actions	Sponsor & Collaborators	Potential Deliverables
Strengthen and support ‘āina- and community-based high impact practices.	1. Strengthen and support research, scholarship, and creative activity.	<ul style="list-style-type: none"> <li>☐ VC Academic Affairs</li> <li>☐ Research Council</li> <li>☐ Center of Community Engagement</li> <li>☐ Colleges</li> </ul>	1. Offered events and workshops.
	2. Strengthen and support internships.	<ul style="list-style-type: none"> <li>☐ VCs for Student Affairs &amp; Academic Affairs</li> <li>☐ Kīpuka Native Hawaiian Center</li> </ul>	1. Developed internship office and infrastructure including campus policies/processes.
	3. Strengthen and support public service and community engagement.	<ul style="list-style-type: none"> <li>☐ Center of Community Engagement</li> <li>☐ VCs for Student Affairs &amp; Academic Affairs</li> <li>☐ Kīpuka Native Hawaiian Center</li> </ul>	1. Developed annual recognition of community organizations that support UH Hilo service learning and community engagement.
	4. Strengthen and support international/domestic study-away programs.	<ul style="list-style-type: none"> <li>☐ Center for Global Education and Exchange</li> <li>☐ College of Arts &amp; Sciences</li> </ul>	1. Investigated expansion of interdisciplinary international partnerships.

Strategy 7	Actions	Sponsor & Collaborators	Potential Deliverables
Nurture and strengthen campus relationships and campus culture.	1. Increase opportunities to express gratitude and celebrate success in large and small ways across campus.	<ul style="list-style-type: none"> <li><u>S</u> University Relations</li> <li><u>C</u> Relationships Strategic Doing Committee</li> </ul>	1. Communicated the work of campus groups/committees recognizing that the work was meaningful and acknowledging the impact or efforts that came to fruition.
		<ul style="list-style-type: none"> <li><u>S</u> University Relations</li> </ul>	2. Inventoried existing cross campus and campus unit events.
	2. Formalize Hawaiian practices and processes that reflect a campus environment in the spirit of Hawai'i.	<ul style="list-style-type: none"> <li><u>S</u> Hanakahi Council TBD</li> </ul>	1. Defined Native Hawaiian values that are practiced at all levels of institutional decision making.
		<ul style="list-style-type: none"> <li><u>S</u> Office of Facilities Planning and Construction</li> <li><u>C</u> Hanakahi Council TBD</li> <li><u>C</u> Importance of Place Strategic Doing Committee</li> <li><u>C</u> Web and Graphic Services</li> </ul>	2. Acted upon campus wide color palette & 'ōlelo signage.
	<ul style="list-style-type: none"> <li><u>S</u> Hanakahi Council TBD</li> </ul>	3. Developed plan for Hawaiian language at parity with English usage.	

Strategy 8	Actions	Sponsor & Collaborators	Potential Deliverables
Create a professional development program that targets critical skills needed on campus.	1. Improve and expand the onboarding process for new employees.	<ul style="list-style-type: none"> <li><u>S</u> Human Resources</li> <li><u>C</u> Supervisors</li> <li><u>C</u> VC for Academic Affairs</li> <li><u>C</u> Office of Equal Opportunity</li> <li><u>C</u> Student Employment</li> <li><u>C</u> Importance of Place Strategic Doing Committee</li> <li><u>C</u> Hanakahi Council TBD</li> </ul>	1. Established employee orientation including how we operate, strategic framework, and sense of place: values, place, vision, mission, priorities. <i>Note - simultaneously addressing 1.1.2</i>
	2. Design faculty and staff development opportunities so that faculty and staff progress at UH Hilo with strong mentorship.	<ul style="list-style-type: none"> <li><u>S</u> VC Academic Affairs</li> <li><u>C</u> Center for Community Engagement</li> <li><u>C</u> Office of Equal Opportunity</li> <li><u>C</u> Faculty Congress Faculty Development Committee</li> <li><u>C</u> Committee for Excellence in Diversity, Equity, and Inclusion</li> <li><u>C</u> Hanakahi Council TBD</li> </ul>	1. Determine professional development for all employees, for faculty only, and for staff only. <i>Note - simultaneously addressing 1.1.3</i>

		<u>C</u> Colleges	
	3. Examine promotion and tenure and staff evaluation processes to reward and develop employees in ways that support the campus mission and benefit campus culture.	<u>S</u> VC for Academic Affairs	1. Held broad conversations about the changing nature of tenure and promotion.
		<u>S</u> VC for Administrative Affairs <u>C</u> Human Resources <u>C</u> Supervisors <u>C</u> Staff Taskforce: 2-3 from each division <u>C</u> Faculty Taskforce	2. Conducted regular and consistent evaluation of performance; praised positive behavior and performance.

Strategy 9	Actions	Sponsor & Collaborators	Potential Deliverables
Develop a stronger and future-focused organizational infrastructure including facilities, equipment, and workplace operations.	1. Identify and expand alternative revenue sources and sustain and grow existing sources.	<u>S</u> Chancellor	1. Worked with UHF to hire a Hawai'i Island Development Officer.
		<u>S</u> Chancellor <u>C</u> College of Business and Economics	2. Developed a plan for the Hawai'i Innovation Center.
	2. Build community and political clout.	<u>S</u> Chancellor	1. Revised University Relations (External Relations).
	3. Renew, innovate, and modernize facilities and information technology including processes for each.	<u>S</u> WORKGROUP (Chancellor Appointment) Office of Facilities Planning and Construction Information Technology Faculty Staff Community Advisory Board	1. Developed IT plan for campus. 2. Communicated Facility Planning Process, Campus Facilities Plan, Capital Improvement Plan (CIP) and Campus Maintenance Plan - each emphasizing sustainability.
	4. Inventory space with the intent of working toward more efficient use.	<u>S</u> Office of Facilities Planning and Construction <u>C</u> Faculty	1. Inventory space with the intent of working toward more efficient use.
	5. Automate more processes and improve upon existing automated processes.	<u>S</u> WORKGROUP (Chancellor Appointment) Information Technology Faculty Staff	1. Determined opportunities to automate processes (reduce paper, expedite approvals) and improve upon automated processes.