### NEW ACTIVITIES & STRATEGIES

**Priority Action 1.2**: Provide every student with an applied learning 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.

**ALSO**: Supporting Action 4.5: Improve higher education access, outreach and support for non-traditional and underserved populations through, but not limited to, select, high-quality distance learning programs island-wide and beyond, increased financial aid, and establishment of child-care facilities on campus.

#### Implement the Dorrance Scholarship Program, which in addition to payment for resident tuition includes summer programs in the following three areas for all participants:
1. nature/conservation experiential learning program in the summer after freshmen year;
2. study abroad in the summer after sophomore year; and
3. entrepreneurial practicum and/or faculty directed research internship in the summer after junior year.

All Hawai‘i Island 1st generation resident high school graduates with demonstrated financial need who meet the academic eligibility requirements are eligible to participate. Ten new scholars are selected each Fall to participate.

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<td>Implement the Dorrance Scholarship Program</td>
<td>Vice Chancellor for Student Affairs serves as liaison to the donor and as UH Hilo coordinator (working in consort with Director of Campus Recreation and Associate Director for Residence Life)</td>
<td>Dean of CCECS, Director of Academic Success Center, Director of Financial Aid, Director of UH Hilo Foundation, Arizona Community Foundation (donor)</td>
<td>Jun 2012 – first cohort enrolls with UH Hilo</td>
<td>Ongoing</td>
<td>Direct: By Aug 2016, 40 1st generation, Hawai‘i Island resident students will have participated in one or more applied learning experiences and engage in reflective learning about these experiences. Indirect: Additional resources will be invested to increase the amount of financial assistance available to students who wish to study abroad, pursue faculty-directed research internships, and/or engage in practicum experiences with local businesses.</td>
<td>Gift/contribution from Arizona Community Foundation in the amount of $60,000 plus per Scholar over a four-year period.</td>
<td>Hawai‘i educational capital, Economic contribution, Resources &amp; stewardship</td>
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### 2011-15 Strategic Plan action (priority & supporting)

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<td>Priority Action 4.1: Provide all students with a foundational understanding of, and encourage faculty and staff to learn about, the unique heritage of Hawai‘i and its development from an indigenous base known for its history of embracing diversity.</td>
<td>Division of Student Affairs Professional Development Committee, Student Affairs Leadership Council, Kipuka Native Hawaiian Student Center, with support of the Office of the Vice Chancellor for Student Affairs</td>
<td>Office of Facilities &amp; Planning; Ka Haka ‘Ula O Ke‘elikolani, College of Hawaiian Language (consultant)</td>
<td>Jan 2012</td>
<td>Ongoing</td>
<td>Divisional faculty/staff on surveys and in focus groups self-report increased knowledge, understanding and awareness of Hawaiian culture, language and values and self-report increased application of such in their day-to-day work</td>
<td>New costs associated with signage for buildings</td>
<td>Not applicable</td>
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<td>Supporting Action 6.5: Enhance our visibility by investing in varied and effective strategic marketing and promotion activities that showcase UH Hilo, attract local, national and international students, and highlight the university’s</td>
<td>Director of Admissions &amp; Director of Global Exchange, with support &amp; consultation of Vice Chancellor for Student Affairs</td>
<td>Admissions Office, Center for Global Education &amp; Exchange, English Language Institute, AASCU, US</td>
<td>Jun 2012</td>
<td>Ongoing</td>
<td>Increase incoming international student enrollment by 3%, 4% and 5% by Fall 2013, Fall 2014 and Fall 2015 respectively</td>
<td>Travel funds for 1-2 UH Hilo staff, faculty and administrators to establish networks (covered by non-G fund/non-TFSF revenue from English Language</td>
<td>Economic contribution</td>
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Program, at least 85% will graduate within four years (based on performance among Arizona institutions who have implemented this program).

New costs associated with signage for buildings

All other costs reflect existing expenditures
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<td>positive impact on Hawai‘i Island, the state and beyond.</td>
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<td>Student Affairs</td>
<td>Commercial Services</td>
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<td>Institute and admissions application fees; thereafter, need salary funds for Global Recruiters (casual hires) to sustain efforts</td>
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**CONTINUING ACTIVITIES & STRATEGIES**

**Priority Action 3.1: Meet current and projected housing needs by identifying funds for and developing more student housing, and converting existing on-campus residence halls into a freshman village that would enhance the freshman-sophomore experience.**

- A. Obtain legislative allocation for CIP
- B. Conduct survey to determine student demand, student needs & student price sensitivity
- C. Select design consultant
- D. Select construction management team for design/assist
- E. Obtain approval from BOR for housing rate increase and establish rates for new housing
- F. Break ground on project
- G. Obtain all necessary permits from Hawaii County
- H. Continue to improve/enhance first-year experience programs & initiatives
- I. Seek consultation and develop proposal for “Freshmen Village”
- J. Begin planning for “Freshmen Village”

**Vice Chancellor for Student Affairs**

- Associate Vice President for Facilities & Planning, Vice Chancellor for Academic Affairs, Vice Chancellor for Administrative Affairs, Director of University Relations, Director of University Housing & Director of Real Property

- A. Jul 2011
- B. Sep/Oct 2011
- C. Oct 2011
- D. Jan 2012
- E. Feb 2012
- F. May 2012
- G. Jun 2012
- H. Ongoing
- I. Jan 2013
- J. Aug 2013

**University Village, Phase I completed Fall 2013**

**Freshmen Village instituted Fall 2014**

**Direct:**
- At least 300 new beds available
- Increased student satisfaction with residence life & university housing
- Increased number of residents who are retained academically from year to year
- Increased number of residents who are retained as residents from year to year

**Indirect:**
- Increase in retention rate for freshmen students fall-to-spring and fall-to-fall

**Resource requirements:**

- $32M construction costs ($16M general obligation bonds, $16M revenue bonds)
- Approximately $75K salary dollars for a Director of First-Year Experience (position description has already been approved and classified by HR), plus nominal operating budget

**Contribution to UH System strategic outcomes:**

- Economic contribution
- Resources & stewardship

**Priority Action 1.3: Develop an overview of academic**

- Continue to offer University 101 (UNIV 101), the three-credit freshmen seminar, Vice Chancellor for College of Arts & Sciences, Ongoing Ongoing Continue to have a 1st year Fall-to-Fall

**Release time for DSA faculty/staff**

**Native Hawaiian educational attainment**

**Economic contribution**

**Resources & stewardship**

**Native Hawaiian educational**
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<td>and conduct expectations and provide these to all students to emphasize what they will need to do to get the most from their university experience. ALSO: Priority Action 2.1: Support and recognize teaching excellence by establishing a program that is responsible for promoting the development and sharing of innovative teaching and mentoring practices.</td>
<td>which covers academic, conduct, community, and other expectations that are associated with success in the first year of college and beyond. Continue to provide training for UNIV 101 instructors every Summer in order to ensure that best learning practices are being incorporated into the classroom, to provide opportunities for sharing teaching strategies with proven success, to afford opportunities for more experience instructors to mentor newer ones.</td>
<td>Student Affairs, along with Dean of Students, Orientation &amp; Transition Programs coordinator, and staff/faculty instructors</td>
<td>Institutional Research Analyst</td>
<td>Feb 2012</td>
<td>July 2013</td>
<td>To be determined</td>
<td>Estimated $1.5-3 million from student fee revenues for initial project planning and some construction; revenue bond authority of $6-8M; possible increase in student fees to cover debt service</td>
<td>Native Hawaiian educational attainment</td>
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<td>Supporting Action 3.3: Create more gathering places and identify a clear piko/center of the university to hold and promote social, cultural, educational, artistic, and recreational activities that engage our students, faculty and staff and welcome our alumni and broader community onto campus.</td>
<td>Continue to expand and enhance existing recreational and multi-purpose facilities both on and around campus so that students have more opportunities for outdoor activity, recreation, and community-building; proposed projects include, but are not limited to: Covered multi-purpose event/activity center Bay Front Halau Outdoor Adventure facility on Kailua-Kona coast</td>
<td>Director of Campus Recreation &amp; Athletic Director, in consultation with Vice Chancellor for Student Affairs</td>
<td>Student Life Center Advisory Board, UH-HSA, Office of Facilities &amp; Planning, Vice Chancellor for Administrative Affairs, Director of University Relations, Hawaii County Department of Parks &amp; Recreation, etc.</td>
<td>A. Aug 2012 B. Mar 2012 C. Aug 2012</td>
<td>Ongoing</td>
<td>A - Target of 50 student earning the co-curricular certificate by May</td>
<td>Funds to institutionalize the AANAPISI Title III grant after</td>
<td>Native Hawaiian educational attainment</td>
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<td>Priority Action 4.2: Promote multicultural fluency through learning, training, research, and exchange opportunities</td>
<td>Support and augment the newly reconfigured cluster, Global &amp; Intercultural Education, which includes International Student Services &amp; Intercultural Education, Center for Global</td>
<td>Executive Director for Global &amp; Intercultural</td>
<td>Academic departments (to assist with course)</td>
<td>A. Aug 2012 B. Mar 2012 C. Aug 2012</td>
<td>Ongoing</td>
<td>A - Target of 50 student earning the co-curricular certificate by May</td>
<td>Funds to institutionalize the AANAPISI Title III grant after</td>
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<td>A. Ongoing</td>
<td>A. Continue enhancing and expanding student health and wellness programs, services and initiatives utilizing a social justice framework and the CDC environmental change paradigm</td>
<td>Vice Chancellor for Student Affairs, in collaboration with Director for Student Health &amp; Wellness, Associate Director for Chartered student organizations &amp; Registered Independent Student Organizations, Residence Hall Association, Student Life Center Advisory</td>
<td>A. Ongoing B. Aug 2012 C. Ongoing D. Aug 2012</td>
<td>Inaugural Director for Student Health &amp; Wellness to be hired by May 2012</td>
<td>Increased student health fee</td>
<td>Improved knowledge about health-promoting behaviors among all students Increased adoption by students of attitudes/behaviors associated with health &amp; wellness</td>
<td>Special funds for Director of Student Health &amp; Wellness, to shift to general funds and/or grants funds ASAP General funds, special funds (including)</td>
<td>Hawai`i educational attainment Resources &amp; stewardship</td>
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<td>B. Ongoing</td>
<td>B. Initiate comprehensive, culturally-relevant health promotion activities that include paraprofessional applied learning opportunities, with a special emphasis on health capacities and health risks of students of Native Hawaiian ancestry</td>
<td>Education &amp; Exchange, and the newly established Pacific Islander Student Center. Initiatives include but are not limited to: A. Establishing a co-curricular certificate in intercultural relations/competency with an international service learning component and possible linkage to an academic subject certificate B. Developing and implementing culturally informed and responsive services, programs, etc. through the new Pacific Islander Student Center to promote the holistic success of Pacific Islander students (supported by Title III, Asian American, Native American &amp; Pacific Islander Serving Institutions, or AANAPISI, program grant) C. Increasing the number of UH Hilo students (particularly resident, 1st generation college students) participating in study abroad and national student exchange</td>
<td>Education, Director of Global Education, AANAPISI Project Staff, National Student Exchange Coordinator, with support from the Vice Chancellor for Student Affairs</td>
<td>Articulation and course credit, if applicable, Dean of College of Arts &amp; Sciences (to partner with for certificate program), TRIO/Student Support Services Program</td>
<td>2015</td>
<td>B - For Pacific Islander students, persistence rates will increase by 10% by Aug 2016, graduation rates will increase 5% by Aug 2016, and levels of engagement will increase by Aug 2016. C - Target of at least 50 students studying abroad, with at least 20 being 1st generation college students, by Aug 2013; increase in number of outgoing NSE students by Jan 2015</td>
<td>Contributions of existing staff and faculty</td>
<td>Hawai`i educational capital</td>
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| C. Continue the work of MEN OF STRENGTH to reduce violence against women by deconstructing and reframing gender role norms and stereotypes, while being cognizant of the unique context engendered in doing this work in Native Hawaiian and other disenfranchised and/or underrepresented communities. | Counseling Services, Assistant Director for Medical Services, and MEN OF STRENGTH Advisor | Board, student members of MEN OF STRENGTH, academic departments with related content expertise, community-based organizations | to be approved by BOR Dec 2012, and go into effect Aug 2013 | All other activities to be ongoing | Indirect:  
- Improved health status (and therefore social justice) for all students  
- Decreased rates of gender violence  
- Increased levels of student engagement both in and out of the classroom | increased student health fee), and new extramural funding to support program initiatives  
RTRF funds to support ACHA-NCHA (bi-annual health assessment to track UH Hilo students’ longitudinal health status) – baseline Fall 2010 |
| D. Engage in student consultation and seek BOR approval to increase student health fee, keeping in mind that campus health & wellness services are the only source of health & wellness care for many UH Hilo students and their families. | | | | | | |
| Priority Action 5.1:  
Strengthen the P-20 education pipeline of Hawai’i Island by working in partnership with the Department of Education, local public and private schools, and Hawai’i Community College to help create a more seamless and integrated education experience for all students from preschool through higher education that facilitates UH Hilo degree completion. | | | | | | |
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<td>2. Continue to engage in, expand and enhance activities that cultivate higher education aspiration and interest in UH Hilo as a destination campus among K-12 students, e.g., direct mail campaign to Hawai‘i high school students, Ka Lama Ku Conference and other student activities symposia/conferences to include high school students, Pu Lama I Ke Ola Health Conference and “Taste of College” events for middle school students, increased financial aid opportunities, etc.</td>
<td>Residential Life Admissions Office, Campus Center, MAAP, Financial Aid Office, Kipuka NH Student Center, TRiO SSSP, etc.</td>
<td>Education, parents/families of UB participants</td>
<td>For UB grant: receipt of the UB grants; recruitment of required number of high school participants per grant Participant Outcomes include: (1) 80% of participants will have a GPA of 2.5 or higher; (2) 75% will meet HI State proficiency standards in Reading and Math; (3) 75% of participants will be retained and graduate high school; (4) 50% of participants will complete a rigorous high school program of study; (5) 75% of graduating participants will enroll in post-secondary education (PSE) fall semester immediately following high school graduation; and (6) 75% of PSE enrollees will graduate PSE</td>
<td>Grant funding from USDOE</td>
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<td>Priority Action 6.1: Improve internal communication and collaboration within and across units, and among the administration and faculty and staff, to foster greater trust and a culture of collegiality across the university.</td>
<td>• Continue to implement regular Student Affairs Leadership Council meetings. • Continue to implement regular Divisional Town Hall meetings. • Continue to support planning and implementation efforts by the DSA Professional Development Committee and the DSA Social &amp; Community-Building Committee. • Continue to host Chartered Student Organization Forums. • Continue to encourage Divisional efforts to establish and/or maintain social networking sites and other similar media to provide info, engage with constituents, and offer a level of communication access. • Continue to lead efforts to update, revise and enhance webpages as a source of both information and engagement – with those within the Division and those across campus. • Continue to co-chair the Enrollment Management Implementation Team, Financial Aid &amp; Scholarship Advisory Committee, and other cross-divisional committees that foster meaningful dialogue, facilitate collaboration/communication, and promote active solution-seeking towards shared challenges/problems.</td>
<td>Leadership from Vice Chancellor for Student Affairs in collaboration with various DSA unit directors &amp; managers, chairs of the PDC and the SCBC</td>
<td>Vice Chancellor for Academic Affairs, academic deans/associate deans/division chairs, Campus Technology Office staff, student leaders and representatives</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Desired outcomes to be determined</td>
<td>General and Foundation funds to support speaker fees, webinar registration fees, refreshments, training materials, supplies, etc.</td>
<td>Not applicable</td>
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**Methodologies:**
- Focus groups to assess level of employee satisfaction and improved awareness/knowledge to perform core job responsibilities
- Surveys to measure levels of perceived trust, transparency, etc., within the organization
- Process evaluations to determine areas for improvement and areas of effectiveness

| Priority Action 6.2: | Participate in ongoing efforts to increase the | Registrar, with | Vice Chancellor | Ongoing | Ongoing | Reduction in number | May require | Not applicable |
Streamline, clarify and document administrative procedures, particularly related to the submission and administration of grants, fiscal management, and human resources, to facilitate an effective and efficient collaborative working environment.

- Effectiveness and efficiency of the curriculum review and implementation process.
- Review of the process to eliminate redundancy & ensure appropriateness
- Review/revisions of the timeline to ensure timeliness and feasibility
- Review of policies/procedures to increase clarity, transparency, consistency and compliance with WASC accreditation standards, UH System BOR policy, etc.
- Clarification of roles/responsibilities for various “key personnel” and ensure that staffing levels are adequate and training/expertise is appropriate
- Conduct training for faculty

**Planned activity/strategy**

**Responsible individual or group**

- Support from Vice Chancellor for Student Affairs

**Collaborative partners (individuals or groups)**

- For Academic Affairs; academic college deans, division chairs, and department chairs;
- Curriculum Officer;
- Registrar’s Office staff, UH System Banner & STAR support staff

**Proposed start date**

**Proposed end date**

- With “check-in” at least once a year in June when new timeline & process is being developed

**Progress indicator(s)**

- Of late submissions; reduction in number of errors; increase in efficiency when process evaluation is conducted

**Resource requirements (in-kind & direct)**

- Additional human resources in Registrar’s Office and/or the VCAA Office, including .50 FTE APT staff person (approximately $20K salary dollars)

**ACTIVITIES & STRATEGIES THAT WILL BE REDUCED OR ELIMINATED**