The full strategic plan, with more detailed strategies and supporting documents, can be found on the web at: http://www.uhh.hawaii.edu/uhh/strategic
Introduction from the Chancellor

This strategic plan will guide our evolution as we strive to realize an exciting vision for the university. UH Hilo is poised to flourish in the coming century. The plan communicates the ways in which we intend to fulfill our distinctive mission and achieve our full potential through the year 2010.

The plan was developed over the 2001-2002 academic year in a collaboration involving faculty, students, staff, administrators, and members of the public. In developing the plan, the Strategic Plan Review Committee relied on input from surveys, forums, and other means, including close contact with the UH Hilo Faculty Congress. I was very pleased to see the high degree of interest and participation on campus.

This planning effort could not have come at a more auspicious time. The 1997 strategic plan was due for its regular review. The campus had just drafted a comprehensive self study in preparation for an accreditation visit, so we had the benefit of a great deal of recent institutional research and reflection. And, as luck would have it, the UH system’s new president, Evan Dobelle, just at this time called for a systemwide planning process, challenging each campus to develop new plans aligned with the system’s emerging priorities.

The committee reported to the UH Hilo Faculty Congress, which approved the draft plan in May of 2002. I would like to acknowledge the hard work done by everyone involved and extend my thanks to all who participated. The full strategic plan, with supporting documents, can be found on the web at http://www.uhh.hawaii.edu/uhh/strategic.

Plans of this nature are always works-in-progress. In this rapidly changing world, we will continue to be challenged to find the best possible ways to focus our effort and resources to fulfill our mission. I look forward to working regularly with faculty, students, and the community to refine our plans and feel confident that, through communication, foresight, and careful attention to all of the plan’s objectives, we will be able to make our aspirations real.
Over the next eight years, the ultimate goal for the University of Hawai‘i at Hilo is to become the premier residential campus in Hawai‘i, while also providing an exemplary education, with aloha, to commuting students, non-traditional students, and distance learners. Already known for our success in Hawaiian language revitalization and for using the island as a learning and research laboratory, UH Hilo will become noted for:

- Academic excellence in liberal arts, professional, and agricultural programs
- A vibrant, enriched campus life
- Leadership in studies of Hawaiian, East Asian, Pacific, and indigenous cultures
- Leadership in studies of the tropical environment
- Active learning in research, internships, and community service
- Scholarship in theoretical and applied areas
- Commitment to community development

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The University of Hawai‘i at Hilo is a comprehensive, primarily baccalaureate institution on the island of Hawai‘i, offering a rigorous education in a caring, personalized atmosphere. As a regional, state-supported university, UH Hilo serves students from Hawai‘i Island and from around the state. Additionally, UH Hilo enrolls students from the U.S. mainland and from many other nations, especially from Asia and the Pacific islands.

**The primary mission of UH Hilo is to offer high quality undergraduate liberal arts and professional programs.** Selected graduate degree programs are also offered where need warrants and the university has strong expertise. UH Hilo offers “hands-on” learning, service, and leadership opportunities and especially encourages close student-faculty interaction and collaboration on research projects. The university encourages theoretical and applied research, and benefits Hawai‘i Island and the state through resource centers, community partnerships, continuing education, and distance learning programs.

Hawai‘i’s incomparable natural and cultural environment serves as a learning laboratory, the setting for many teaching, research, and service activities. The university also offers unusually rich opportunities for intercultural exchange, since we are located in the most ethnically diverse county in the U.S. and attract students from around the world. Providing an environment that is responsive to the needs of a diverse student population is central to the UH Hilo philosophy. As the university’s housing capacity grows, increasing numbers of students will benefit from immersion in our stimulating, diverse, and supportive residential environment.
GOAL:
Maintain a well-rounded mix of liberal arts and professional programs, while distinguishing ourselves by taking full advantage of the extraordinary natural environment and cultural diversity afforded by our island setting.

As a comprehensive, state-supported, regional university, UH Hilo helps ensure that the people of Hawai‘i have access to opportunities for personal growth and career advancement through programs of higher education appropriate to our unique location.

Selected Strategies
- Establish a system for encouraging, rewarding, and tracking faculty research projects involving students as researchers as well as senior-level courses requiring student research projects.
- Make more space available to support the integration of teaching and research.

Key Measures of Success
- The percentage of residents of the island of Hawai‘i aged 25 and over with a bachelor’s degree will rise to the national average by 2010.
- The percentage of UH Hilo seniors reporting in the National Survey of Student Engagement that they have done research with faculty will be higher than the national average.
- The percentage of graduating seniors who report having participated in a course offering hands-on learning at an off-campus location will rise to 75%.

Objectives
- Emphasize studies of the environment, cultures, and societies of Hawai‘i, the Pacific, and East Asia and make full use of Hawai‘i Island, from the tops of the mountains to the bottom of the ocean, for hands-on learning and as a research laboratory.
- Emphasize programs that help meet the needs of the island and state for professional and pre-professional studies.
- Offer selected graduate programs in areas with sustainable student and job market demand and where UH Hilo has strong expertise.
- Excel at using research and other scholarly endeavors to provide learning opportunities for students, enabling them to use the knowledge gained in the classroom and apply the methods and tools of the disciplines.
- Support knowledge creation and transfer in both theoretical and applied research, with special emphasis on studies that advance knowledge of the island, the state, the Pacific, and East Asia.

EDUCATIONAL OPPORTUNITIES
GOAL:
Continue to refine and strengthen efforts to fulfill our primary mission to offer high quality undergraduate liberal arts and professional programs.

The quality of our programs is reflected in the knowledge and skills of our graduates. Our goals are to enable the student to become broadly educated with the skills for continuing self-education, to take ownership of a body of knowledge in an academic discipline, and to freely explore academic areas outside the major.

Objectives
- Strengthen the commitment of every facet of UH Hilo to foster in our students the qualities that distinguish educated people in the 21st century.
- Continue the dialogue within the university community as to what these qualities are and how best to develop them, recognizing that the answers to these questions are and should remain dynamic. This dialogue should be an ongoing aspect of life at UH Hilo.
- Ensure that the general education curriculum prescribed for students offers them the opportunity to develop the knowledge and skills expected of an educated person.
- Continue to raise the level of academic challenge in courses and programs, in order to improve the quality of the educational experience and the value of our graduates to graduate programs, their professions, and communities.
- Develop a “culture of effectiveness” by making assessment of program quality part of the regular functioning of the university and using the results of assessment to improve our programs.

Selected Strategies
- Continue to discuss and refine our general education goals and infuse them throughout the university curriculum, ensuring that all students have the opportunity to develop the abilities described in those goals.
- For all educational programs, including general education, explicitly state our educational intentions, set standards for student achievement, and present evidence that these standards have been attained. Assessment results will figure in improvement efforts and budget decisions throughout the campus.

Key Measures of Success
- The percentage of graduating seniors who say that the quality of their baccalaureate degree from UH Hilo is above average will rise to 75% by 2010.
- Levels of engagement of freshmen and seniors in their education, as measured by the National Survey of Student Engagement, will exceed the levels predicted by the survey for institutions with our characteristics.
GOAL:
Build a learning environment that facilitates student development and success.

We will design our services so that all our students – residential, commuting, and distance learners – may take maximum advantage of a learning environment truly conducive to educational effectiveness.

Objectives
• Add residential capacity adequate to meet demand and better serve our student body.
• Develop a campus atmosphere that cultivates lasting intellectual, aesthetic, and recreational interests.
• Increase our capacity to serve commuting students, non-traditional students, and distance learners.
• Improve crucial services for all students, especially those that affect student learning and the successful transition to life after college.
• Create a positive, healthful, resource efficient, and sustainable physical environment on the campus.
• Maintain a multicultural campus community characterized by respect and an appreciation of differences of all types and create educational opportunity for students from underrepresented groups.
• Improve our freshman-to-sophomore retention rate and our six-year graduation rate.
• Deliver selected, high quality distance learning programs to improve access to higher education statewide and beyond, where UH Hilo can provide unique expertise.
• Make careful and effective use of technology and adopt new technologies where they enable us to improve teaching effectiveness, extend programs beyond East Hawai‘i, or otherwise achieve our mission.

Selected Strategies
• Continue through the Office of Student Affairs to provide support for student groups likely to need special services in order to achieve their educational objectives.
• Analyze the factors affecting student retention to obtain a better understanding of how we can meet the varying needs and expectations of our student body and use this analysis as the basis for sustained and coordinated action involving every venue across the university.
• Develop satellite facilities on the island of Hawai‘i to receive programs and serve as base facilities for research.

Key Measures of Success
• Freshman to sophomore retention will increase to 65% by 2010.
• Our six-year graduation rate will increase to 35% by 2010.
• Student evaluation of the quality of academic advising, as measured by the National Survey of Student Engagement, will be at or above the national mean.
GOAL:
Obtain sufficient resources to support enrollment growth, high quality programs, and enhanced services.

Enrollment and student body composition at UH Hilo must be consistent with our mission, campus size and infrastructure, and revenues from the state general fund and tuition. We recognize the optimal size for an institution such as ours is probably about 5,000. If carefully planned and supported with resources, growing to such a size will enable the University to diversify its programs so as to offer more choice to our students.

Objectives
• Work with the UH system to place UH Hilo on a sound financial footing, where both revenues and expenditures per FTE student will rise to the average of our peer institutions (with additions for services to Hawai‘i Community College and cost of living in Hawai‘i).
• Address deficiencies in our level of support staff and resources for service units.
• Aim for continued growth in student numbers, always consistent with resources available, while maintaining the “caring, personalized” aspect of our mission.
• Increase recruitment of students from Hawai‘i Island and the state, who are at the core of our mission.
• Maintain the percentage of students from the Pacific islands and recruit students from other indigenous groups.
• Aim for the maximum proportion of out-of-state enrollment allowable by BOR policy, using recruitment to maximize tuition revenues.

Selected Strategies
• Expand our resource base through increased external funding – endowment drives, private gifts, federal government support, corporate gifts, foundation grants – as well as through tuition increases.
• Continue to grow in enrollment while ensuring that our class sizes continue to allow for a caring and personalized education.
• Increase recruitment activities in Hawai‘i high schools and take full advantage of programs that allow qualified high school students to enroll in college classes.

Key Measures of Success
• Revenues and expenditures per FTE student will rise to the average of our peer institutions with appropriate additions for services to Hawai‘i Community College and for Hawai‘i’s higher cost of living.
• The “going rate” of recent Hawai‘i high school graduates enrolling at UH Hilo will increase 5% per year through 2007.
GOAL: Embrace opportunities for dynamic community involvement.

UH Hilo exists in an island ecosystem, with an island’s interconnected web of close social relationships, economic pressures, and natural forces. Beyond providing education to our students, we hope to help build a community offering economic and cultural opportunities to residents, as well as opportunities for lifelong intellectual development.

Objectives

• Develop community service opportunities that help students attain new knowledge and skills.
• Provide services to the people of the island and state that are natural products of our educational and research programs.
• Use community partnerships to encourage “college-town” development, high-quality residential areas for students near campus, enriched educational opportunities for our students, and economic development on the island of Hawai‘i.
• Connect university and community with continuing-education course offerings.
• Develop certificate and training programs to address the professional development needs of the community.

Selected Strategies

• Continue to develop our service learning component to meet specific needs of the community while, at the same time, providing students with opportunities to use the knowledge and skills they gain at the university in real-life situations.
• Continue to reach out to the community to attract housing and businesses that will cater to students.
• Continue to develop community partnerships designed to foster local economic development.

Key Measures of Success

• A record of growth will be established for student participation in university-sponsored service-learning activities.
• Surveys of the community (sectors such as government, business, agriculture, etc.) will show satisfaction with university’s responsiveness to community needs.
• A record of growth will be established in continuing education course offerings and in enrollment.
GOAL: Establish a more effective organization and invest in human capital.

In order to shape our future and sustain the changes to come, UH Hilo needs the contributions of many people in different capacities: administrators, faculty, staff, students, alumni, fellow educators, and well-wishers in the community. The university will fully engage the energies of our constituencies in the service of our mission by maintaining an open, inclusive, and supportive work environment, developing clear priorities, directing resources appropriately, and regularly charting progress toward university goals.

Objectives

- Improve organizational communication, trust, and understanding.
- Within the principles of shared governance, develop transparent and consultative planning and budgeting processes, with clear and consistent linkages between the two.
- Use performance data to guide decision-making, including resource allocation.
- Promote faculty and staff development in ways that support the achievement of our mission.
- Ensure that administrators, faculty, and staff are satisfied with the university as a workplace.
- Clearly delineate and publicize the roles of administrators and governance bodies.
- Develop a closer relationship with Hawai‘i Community College to ensure coordinated and seamless higher education services on Hawai‘i Island.

Selected Strategies

- Establish a tracking system that measures mission performance indicators, regularly publicize progress toward these goals, and use the data to inform planning and budgeting decisions.
- Develop as part of the budget process an allocation for faculty, staff, and administrator development and establish a clear and well-publicized procedure whereby faculty, staff, and administrators can request and receive funding for professional development and training.

Key Measures of Success

- Surveys of faculty morale will show satisfaction with the university as a workplace.
- By 2004, all key UH Hilo administrators will maintain websites describing their duties and the functional areas for which they are responsible, with links to key plans, policies, forms, institutional research, and other useful documents.
Helen Rogers, Librarian, Committee Chair
Susan G. Brown, Professor of Psychology
Bill H. Chen, Director of Technology and Distance Learning
Normand Dionne, Computer Specialist
Margaret Haig, Dean of the College of Continuing Education and Community Service
Harry Hennessey, Professor of Management
Robert Z. Knight, Student
Andrew Levin, Executive Director, County of Hawai‘i
Gail Makuakane-Lundin, Coordinator, Hawaiian Leadership Development Program
Rebecca Ostertag, Assistant Professor of Biology
William S. Sakai, Professor of Horticulture
Kenith L. Simmons, Professor of English
Lynne Stamoulis, Director of Institutional Research
William H. Wilson, Professor of Hawaiian/Hawaiian Studies