INTERIM STRATEGIC PLAN 2010-2012
Vision, Mission, Operating Principles, Goals & Strategies

VISION
The Division of Student Affairs strives to become an exemplary community of higher education professionals, conscious of the place and cultural context in which they practice, who inspire and empower students to achieve their life dreams and realize their full potential.

MISSION
As an integral contributor to the mission of UH Hilo and its unique responsibility as an indigenous-serving institution, the Division of Student Affairs facilitates the academic success of students and promotes their holistic development as citizens and leaders of increasingly diverse and global communities.

OPERATING PRINCIPLES
1. Focused on student learning, engagement and development as central to our purpose
2. Committed to sustaining an inclusive campus climate and to ensuring equitable access and opportunity for all students
3. Passionate about what we do, who we serve and making a positive difference in students’ lives
4. Guided by integrity, honor, courage, and excellence in all that we do
5. Engaged in ongoing learning about and infusing Native Hawaiian values and perspectives to the greatest extent possible in our work as leaders and educators
6. Dedicated to forging genuine collaborations and practicing effective communication in support of our work
7. Informed by evidence-based analysis, both quantitative and qualitative, in our planning and decision-making
8. Continually open to leveraging technology and other strategies that increase efficiency, effectiveness and excellence
9. Accepting of both accountability and responsibility in our work and our professional relationships
10. Sensitive to our need to expend fiscal, facility, human and other resources in a manner that promotes sustainability
11. Engaged continually in active learning to expand our individual and collective capacities
12. Devoted to advancing the best interests of UH Hilo, the Division of Student Affairs and of students at all times

GOALS & STRATEGIES
The Division of Student Affairs Strategic Plan expired on July 1st, 2010, at the same time that Dr. Donald O. Straney assumed his role as UH Hilo’s new chancellor. Chancellor Straney has launched a campus-wide strategic planning process that is scheduled to produce a new UH Hilo strategic plan by May 2011. As such, the Division of Student Affairs has developed an interim plan to guide our planning and implementation efforts through June 2012, giving us an opportunity to align our next plan (which will be a more comprehensive one) with the campus’ strategic priorities after they have been identified.

The goal we have identified as our 2010-2012 priority directly supports UH Hilo’s renewed commitment to reduce time to degree for our students and increase the number of students who receive a degree or certificate. This is also consistent with the recent shift in the University of Hawai‘i System toward an enrollment- and performance-based funding model beginning with the 2011-2013 biennium.

We recognize that the overarching goal we selected will take many years before measurable results can be achieved, so this plan should be regarded as an initiating step of a long-term process of improvement, focused on building foundations for future impact.

GOAL: Improve the academic and social integration of first-year students.
Goal-Related Measures:
• Increase in relevant freshmen NSSE scores in the areas of “Enriching Educational Experiences,” “Student-Faculty Interaction” and “Supportive Campus Environment” relative to selected peers and in comparison to own institutional performance over time.

Strategy 1.1: Increase the quantity and quality of the UNIVERSITY 101 freshmen seminar.
Strategy-Related Measures:
• Increase the number of UNIV 101 seats by 25%;
• Increase the average rating scores submitted on instructor evaluations;
• Increase the quality of peer- and self-evaluations of teaching;
• Achieve a first-year retention rate for UNIV 101 enrollees that exceeds that of the freshmen cohort, in particular for Native Hawaiian and other historically underserved students.

**Strategy 1.2:** Increase the quantity and quality of activities/events/programs which contribute to a sense of student community and to student engagement during the mid-day, in the evenings and on weekends.

**Strategy-Related Measures:**
• Increase in proportion of students who participate in co-curricular activities, including but not limited to University-sponsored events, programs, activities, intercollegiate competitive events, and University traditions;
• Increase in the number of students who report participating in at least one outdoor recreation activity;
• Increase in the number of students who report participating in at least one activity that involved Native Hawaiian culture, history, values or perspectives;
• Increase in the number of students who report having conversations with their peers or faculty/staff about difference and diversity related to race/ethnicity, religion, and/or political views;
• Increase in the number of students who report having conversations about academic progress, academic goals, and academic success skills with peers or faculty/staff/administrator mentors.

**Strategy 1.3:** Continue to strive for a comprehensive freshmen living-learning community that fosters academic and social integration of its residents.

**Strategy-Related Measures:**
• Increase the total University-managed residential capacity by 50%;
• Increase the percentage of new freshmen who reside on campus;
• Increase the array of academic and social amenities/offnerings available to residential students;
• Achieve a first-year retention rate for residential freshmen that exceeds that of the freshmen cohort, in particular for Native Hawaiian and other historically underserved students.

**Strategy 1.4:** Implement freshmen guaranteed academic schedules by Fall 2011.

**Strategy-Related Measures:**
• Increase the number of new freshmen who report satisfaction with their first-semester schedule;
• Increase the number of students who are able to take ENG 100 during their first 24 credit hours;
• Increase the first- to second-semester retention rate;
• Increase the first- to second-year retention rate;
• Improve the first- to second-year retention rate for Native Hawaiian and other historically underserved students.

**Strategy 1.5:** Increase the number and variety of co-curricular experiential learning opportunities that are available to first-year students both on- and off-campus that link classroom content with real-world application, including but not limited to student employment, service learning, student practica, internships and externships, and student exchange programs.

**Strategy-Related Measures:**
• Increase the number of freshmen, in particular Native Hawaiian and other historically underserved students, who report being involved in experiential learning opportunities, including service learning and global/national exchange programs;
• Increase the available allocation for student employment opportunities that have a measurable learning component;
• Increase the number of student employment positions that are available to first-year students.

Endorsed 10.7.10 by Division of Student Affairs Strategic Planning Committee
Revised 10.15.10 after Division of Student Affairs comment period
Finalized after 10.25.10 review by Chancellor and Council of Vice Chancellors