Strategic Planning Committee  
June 25, 2014  
10:00 a.m. – 12:00 p.m., D104  
MINUTES

Present – Mary Heller, Sarah Gilman, Jacque Honda, Donna Kiyosaki, Courtney Ketzenberger, Franklin Kudo, Ross Prizzia, Sherry Proper (Chair), Linda Randall, Alan Rosenfeld, Melissa Saul, Leila Wai Shimokawa, Ryan Sommer, Doris Ching

Chair Proper stated that the committee will now transition from emerging themes subcommittees to a more consistent approach to the document as a whole. The committee will now begin to focus on the content, consistency, cohesiveness, alignment, financial sustainability responsibility, and leadership. The committee will also address guiding principles. The creation of a strategic plan usually happens over the course of a year. The UHWO strategic plan, with its condensed timeframe, can cause confusion and frustration and Chair Proper acknowledged that it’s a heroic effort the committee is undertaking to complete a draft within a short timeframe.

Moving forward, in looking at the strategic plan as a whole document, the committee must become aware of consistency to create a cohesive document that is in alignment with the following:

- System Strategic Directions
- Hawaii Papa O Ke Ao
- WASC
- UHWO Comprehensive Communications Plan
- UHWO Academic Development Plan

In agreeing to use the University of Texas at Brownsville plan the committee will now focus on:

- Creating a Chancellors letter / statement
- An executive summary
- Our community, distinctions, university, stakeholders (key performance indicators)
- Guiding principals
- Internal & External Scans (Institutional history / our place in the UH System)
- Development of the Strategic Plan
- Expanded and condensable version of goals, performance indicators, directions)
Mission, Vision, and Values

The mission, vision, and values of the strategic development plan is the heart of the document. Alan and Mary will integrate Hawaiian values into the vision and mission statements. It was noted that in the Comprehensive Communications Plan, that the vision and mission statement is listed as one. Alan said that in the SCUP document it states that the mission as what your institution does now and the vision as what you intend to become during a given period. WASC is focusing mostly on the mission. Therefore, the mission statement should be shorter and concise. The vision and mission statements need to tie in together. Chair Proper asked that the Comprehensive Communications Committee place a footnote at their vision and mission statement that says - this area is subject to change based on the UHWO Strategic Plan.

The committee agreed to change the last sentence on the draft plan to read:

UH West Oahu envisions a supportive and dynamic learning environment where all students, faculty, and staff embrace and perpetuate Native Hawaiian heritage: culture, history, language, and the land.

Values

In the Values section of the draft strategic development plan the following changes were discussed (the committee subsequently decided that a subcommittee will further refine and combine the value statements:

**Collaboration:** our continuous development of partnerships and experiential learning opportunities both within and beyond the University of Hawaii System, to include the communities of Hawaii, especially on Central and Leeward Oahu.

**Sustainability:** our assurance to develop and maintain human, natural, and financial resources through responsible management.

**Innovation/Creativity:** our commitment to nurture new and diverse ideas, knowledge systems, and critical and creative thinking for local and global solutions.

Frank Kudo asked what the definition of values is stating that in a culture values define a code of behavior. Therefore, the values of the strategic plan should be the guide for our behavior
Values have been removed from the mission to their own Values Statement component. There, they explain what the institution stands for and the way in which it intends to conduct its activities. In some cases, these values are so important the institution has programs and assessment measures to support and sustain them as key elements. But regardless of their priority, within the context of planning and evaluation, the values statement should declare, “These are the characteristics we believe are important in how we do our work.”

Chair Proper asked that a new subcommittee be formed to further the values of the draft plan to include Native Hawaiian values and language and to reduce the number of values from eight to four. The following are suggestion form the whole committee to address reducing the number of values:

◊ Combine Diversity, Inclusion, and Accessibility
◊ Combine Innovation and Creative with Teaching Excellence
◊ Collaboration may become Partnerships or teamwork
◊ Stewardship and Sustainability focus

University of Texas at Brownsville Model

Chair Proper asked that the committee to consider page 9 of the UT Brownsville Strategic Plan in creating a preamble to the UHWO Strategic Plan. The preamble or introduction can also refer to Frank Kudo’s draft document on accountability with stakeholders. This accountability working model identifies stake holders as students, faculty, administration, staff, local and state government, and WASC. It is important to keep track of students, faculty and staff when they leave campus. High turnover of staff can cost UHWO money in the long run. The goal is to have employees happy with their job. Keeping track of students after they leave can help to create reports that can be shared with the community on the successes of UHWO students. We need to meet this kind of criteria. Current and former faculty, staff and students can help determine growth of the campus. UHWO must be accountable to their community, including all stakeholders.

Subcommittee assignments

There will be 4 new subcommittees based on tasks. The following are the subcommittees, its members and conveners:
Subcommittee A – Our Community, University, Distinctions, Stakeholders (Key Performance Indicators)
Sherry (Convener), Donna, Ross, Leila

Subcommittee B -- Internal and External Scans (Institutional History – Our place in UH System)
Leila (Convener), Garyn, Sherry, Courtney

Subcommittee C -- Guiding Principles (Mission, Vision, and Values)
Alan (Convener), Mary, Loke, Sarah, Linda

Subcommittee D -- Expanded and condensable version of goals, performance indicators/directions (main body).
Melissa (Convener), Frank, Ryan, Lui

**Next Steps**

The next steps for the subcommittees are as follows:

- Meet prior to next week’s meeting.
- Send Leila your subcommittee report by the end of Tuesday, July 1, 2014.

The next meeting of the Strategic Planning Committee is on Wednesday, July 2, 2014 from **10:00 a.m - 12:00 p.m.** in D104.