

Strategic Planning Committee

July 2, 2014

10:00 a.m. – 12:00 p.m., D104

MINUTES

Present –Mary Heller, Sarah Gilman Sur, Lui Hokoana, Jacque Honda, Loke Kenolio, Courtney Ketzenberger, Franklin Kudo, Ross Prizzia, Sherry Proper (Chair), Alan Rosenfeld, Melissa Saul, Leila Wai Shimokawa, Ryan Sommer, Garyn Tsuru, Doris Ching.

Strategic vs Tactical/Activity Planning

The committee discussed the differences between strategic planning versus tactical/activity planning. Differences between the two are:

Statistical Planning (high level)

- Sensitive to external environment
- Includes vision of desired future
- Fate/future of institutions highest priority

Tactical/Activity Planning (detailed)

- Internally focused
- More specific operational goals & objectives
- Departmental/divisional planning to make the vision a reality

The UHWO Strategic Plan should maintain a high-level perspective. It should be sensitive to the external environment and include the vision of where the campus wants to go. The fate and future of the institution should be the highest priority of the strategic plan. Each department and/or division will work on a more detailed version of the strategic plan, which consists of more goals and objectives and what each department or division would do to make the vision of the strategic plan a reality. Most of the work done on the strategic plan thus far has been from the tactical/activity planning phase. Combining objectives or rewording them may transition the plan from a tactically-driven plan to the desired strategic plan.

Subcommittee Updates

◇ **Mission, Vision, and Values**

Alan Rosenfeld reported that the subcommittee condensed the number of values from 8 to 4. The committee will work on better integrating Native Hawaiian terminology and values into the system. The committee used models from Windward CC and Kamehameha Schools that gave different Native Hawaiian concepts that correspond to the values articulated in the committee's objectives. In the areas of the mission and vision statements, where the committee reached an impasse last week, this subcommittee revisited both

areas and tried to come up with ideas to make it work. Below are some comments and ideas shared regarding the mission, vision, and values:

- **Mission statement** – is “distinct” the right word for the mission statement? What does distinct mean? Is there a better word or should it be removed? The committee agreed that distinct referred to UHWO’s non-traditional students, many online courses, its sense of place or belonging, small class size, its private small college feel in a public institution, and its personalization of education. Distinct could also be defined elsewhere in the narrative portion of the plan.
- **Mission statement** – discussion on whether workforce development should be changed to career competencies development.
- **Values** – Sarah Gilman Sur will find a better Hawaiian word for Diversity than Aloha. She will find a word that will best describe the spirit of welcoming every one of diverse backgrounds.
- **Stewardship** – Doris Ching asked if this value should expand its definition to include everything UHWO represents including development of employees, academic integrity, and financial stability in the future. Another suggestion was to possibly change the word “manage” to nurturing, caring, or supporting what the institution is building. Stewardship is not just about sustaining what you already have. It’s also about building a future.

◇ **Stakeholder Responsibility**

One suggestion was to mention alumni in this group. In paragraph 3, it was suggested that the phrase “in spite of those challenges” be removed. The first sentence of the same paragraph will be revised to ensure we are meeting expectations of our stakeholders.

◇ **Internal and External Scan**

The internal and external scans give context to outsiders who don’t know UHWO and where UHWO fits in the community. Internally, the scan states who we are. Externally, the scan describes the direction of the campus and where UHWO fits in the community. These scans give the history and demographics of the campus. It must be conveyed in this section that UHWO is a place where students from all backgrounds, including all age ranges, are welcome and the educational experiences here are enhanced because of this diversity. Leila Shimokawa suggested that maybe the distinctness of UHWO can be described better in this section rather than in the mission statement. The internal and

external scan will be located in the beginning of the strategic plan near the stakeholder statement.

◇ **Strategic Plan Consistency**

This subcommittee will focus more on how many objectives are under each goal and whether the objectives are measurable. Some themes have one goal while others have three goals. The subcommittee will also review whether some goals can merge with other goals. Performance indicators are under some objectives and are measurable. Goal #9 (To provide freshmen and transfer students access to a wide variety of academic programs and offered services to support their degree attainment within a reasonable time period), under Partnerships and Collaboration, may be relocated under the Student Success theme. Chair Proper stated that this goal can go both ways. It can be under Student Success because it provides access for freshmen and transfer students with academic programs, but it can also refer to partnerships with community colleges is getting students transferred to UHWO to continue their education. Melissa Saul also suggested merging Goals 8 & 9.

Questions arose as to whether this draft strategic plan should be sent to Department Chairs or Vice Chancellors to vet but Chair Proper stated that the Chancellor appointed this committee to draft the document that would be sent to the senior administration for review. Going forward the committee as a whole, and the subcommittees, need to keep an eye out on redundancies that are appearing in themes along with punctuation consistency in using Hawaiian diacritical marks throughout the document.

Next Steps

The original subcommittees will meet to review objectives and create concise measurable high-level indicators based on the University of Texas at Brownsville model. The goal is to create one goal with approximately four high-level strategic indicators.

Assigned responsibilities for this upcoming week are as follows:

- Teaching & Learning – Mary (convener), Alan
- Workforce Development – Ross (convener), Mary, Ryan
- Partnerships & Collaborations – Sherry (convener), Ross
- Indigenous Serving – Loke (convener), Sarah, Melissa
- Student Success - Garyn (convener), Loke, Courtney, Alan
- Stakeholder Responsibility – Sherry

- Internal & External Scans – Leila (convener), Garyn, Courtney
- Overall Formatting & Revisions/Consistency – Melissa (convener), Ryan

Draft reports by all subcommittees are due to Leila by 5:00pm on Tuesday, July 8.

The next meeting of the Strategic Planning Committee is on Wednesday, July 9, 2014 from **10:00a.m - 12:00p.m.** in D104.