

PAPAĀHANA HO'OLĀLĀ HIKIĀLOA



Strategic Plan



2021
2031

UNIVERSITY OF HAWAI'I AT HILO



CHANCELLOR'S MESSAGE

Mahalo to everyone who has shared their mana'o and offered input into this plan for UH Hilo. I am inspired by the engagement of our campus 'ohana and our community in this process.

As UH Hilo and the State of Hawai'i emerge from the pandemic, the values and commitments in this plan lead us to a bright future for our island and our campus. We move forward together, united by our mutual love for our island and our desire to improve the quality of life in our state. *Imua!*

Chancellor Bonnie D. Irwin

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HE HONUA ‘ŌIWI ‘O HAWAI‘I NONA KA PO‘E ‘ŌIWI O KA ‘ĀINA, ‘O IA NĀ KĀNAKA HAWAI‘I. AIA KĒIA KULANUI MA KĒIA AHUPUA‘A ‘O WAIĀKEA, MA KA MOKU ‘O HILO. KŪ NŌ KE KULANUI O HAWAI‘I MA HILO I KA HO‘OHĪKI A KE KULANUI O HAWAI‘I E HO‘OULU I KE OLA O KE KAIĀULU ‘ŌIWI MA O KA HANA KĀLAI‘IKE MA NĀ KAHUA KULA HE ‘UMI O KA ‘ŌNAEHANA PAPA HANA HO‘ŌIWI KULANUI I KAPA ‘IA ‘O HAWAI‘I PAPA O KE ĀO. HE LEO ALOHA KĒIA I KA PO‘E A PAU E ‘ĀKOAKOA ANA I ‘ANE‘I.

Hawai‘i is an indigenous space whose original people are today identified as Native Hawaiians. The university is in the land division called Waiākea, in the district of Hilo. The University of Hawai‘i at Hilo aligns with the University of Hawai‘i System’s commitment to fostering the wellbeing of indigenous communities through academic processes put into effect with the ten-campus, system-wide transformation called Hawai‘i Papa O Ke Ao. This land acknowledgement welcomes everyone who gathers here.



What is Planning Success?

A positive campus culture that places students at the center
Unity through shared identity and vision
Increased opportunities for collaboration and relationship building

Measurable and documented success
Equity across campus
A strategic approach to āina-based education and applied learning experiences



UH Hilo's strategic plan details our shared mission and work toward our shared vision. Therefore, the process of creating this strategic plan was collective, with significant input from stakeholders including faculty, staff, students, alumni, research partners, and community members. Meaningful participation by our 'ohana in listening sessions, meetings, workshops, retreats, surveys, and a summit contributed to this plan.

**E ALA E KA'Ū, KAHIKO O MĀKAHA;
E ALA E PUNA, PUNA KUMĀKAHA;
E ALA E HILO NA'AU KELE!**

*A rallying call.
The names are found in Ka'ū and Puna chants of the chiefs.
The Mākaha and Kumākaha were originally one.
Some moved to Puna and took the name Kumākaha
(Hawaiian proverb 260)*



Our Journey

This journey can be examined by using the ***Ka'ao: A Framework for Transformation***, a Hawaiian cultural pedagogy developed by Dr. Taupōuri Tangarō, Director of Hawaiian Culture and Protocols Engagement for Hawai'i Community College and the University of Hawai'i at Hilo and an alumni of UH Hilo. *Hawai'i Papa O Ke Ao* is the platform that supports the implementation of *Ka'ao* across the UH system.

Our ***Hua***, or dream, was explored in listening sessions, the strategic planning summit, and in other settings where we shared what drew each of us to UH Hilo, why our work is important, and what makes us feel most alive at UH Hilo. Students, faculty, staff, alumni, community members, and other stakeholders have dreamed and invested themselves in the university to impact student growth and success.

Our ***Ha'alele***, or preparation, started with pre-planning, extensive listening sessions, and continued when Chancellor Irwin joined the UH Hilo *'ohana*. Groundwork was put in place, with key positions filled and many discussions had. This was a period of exploration, learning, and preparation for the next steps.

Our ***Huaka'i***, or journey, is our day-to-day advancement including the challenges that we navigate while collaborating, learning, and making progress toward our vision for UH Hilo. We face challenges that motivate us to reimagine UH Hilo as we move forward together as a campus.

Our ***Ho'ina***, or service, is this plan's initiatives and actions that bring value to the community and the world. When asking the campus community about the importance of the work they do, we hear about quality teaching and research, building connections with the community, empowering students, and helping to close the gap of access to education. This is our *kuleana*, how UH Hilo will help drive transformation for students, campus, community, and beyond.

Hawai'i Papa O Ke Ao, composed of representatives of each campus, is a presidential appointed work committee tasked with developing, implementing and assessing strategic actions to make the University of Hawai'i a leader in indigenous education. The phrase means "Hawai'i Foundations of Enlightenment/Knowledge." The deeper application of this name is cosmogonic, for in the name is ***Papahānaumoku (Papa)*** and ***Wākea*** (reflected in his ***Ao*** form), original parents of Hawai'i Consciousness.

Our Strategic Clarity

Purpose

We exist to empower leaders who will cultivate opportunity in our communities.

Mission (How We Fulfill Our Purpose)

'A'OHE PAU KA 'IKE I KA HĀLAU HO'OKAHI.

One learns from many sources.

The UH Hilo 'ohana inspires learning, discovery, and innovation in unique environments that challenge each student to reach their academic, personal and professional goals. Our *kuleana* is to improve the quality of life of our diverse campus community, the people of Hawai'i Island, the state, the Pacific region and the world.

Core and Aspirational Values

We value diversity and strive to be student-focused and relationship-oriented. We seek to become more collaborative, intentional, and innovative. We believe that UH Hilo's diversity offers strength, but is only meaningful if we focus on equity by removing barriers to opportunity, fair treatment, and access for all.

Strategic Anchors

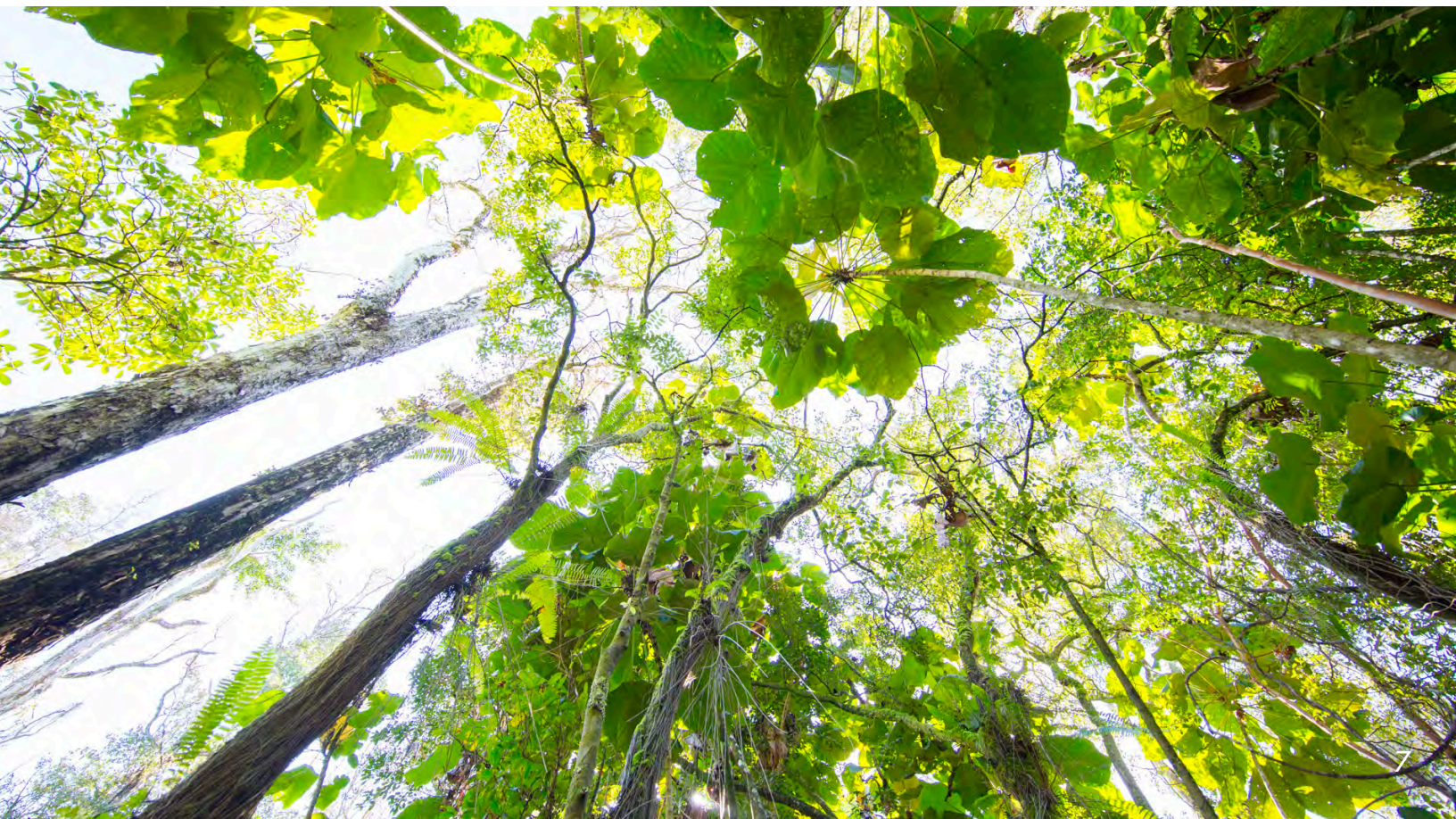
We make key decisions by considering responses to these questions:

- Does it contribute to student achievement, persistence, and success?
- Does it make the most of our assets - place and people?
- Is it scalable across the institution?
- Does it lift the 'ohana?

Top Priorities

We acknowledge that our goals (*outlined on page 11*) will be critically supported by substantial improvements in these areas:

- Campus culture
- Collaboration
- Accountability





Legacy Strengths and Strategic Doing at UH Hilo

In 2020, our UH Hilo *‘ohana* members were ready to see progress; however, not all the pieces were in place to complete a full plan. So, two strategic doing committees were formed to focus on the university’s legacy strengths, as identified at UH Hilo’s strategic planning summit:

- **Importance of Place**
- **Relationships**

These committees initiated projects and supported existing ideas that advance relationships and sense of place, that strong identity we share with our local community and our island home.

- *Ka Leo o ka Uluau*, a 24-episode podcast designed to *ho‘okama‘āina* or acquaint listeners to the island of Hawai‘i.

- *Wailau*, a series of themed events that create a stage for storytelling in our community, breaking barriers and helping people to find common ground.
- A campus gardens mapping project that will make it easier for members of our campus community to volunteer and connect with the *‘āina*.
- A foundational course redesign that grounds students in place while introducing them to college life at UH Hilo.

Aside from work on these and other projects, the committees have provided feedback and engaged in big picture discussions that have informed the planning process.



OUR VISION

E LAWE I KE A'O A MĀLAMA, A E 'OI MAU KA NA'AUAO.

Those who take their learnings and apply them increase their knowledge.

We will be acclaimed as a university community that works together across disciplines and diverse perspectives to prepare student scholars to thrive, compete, innovate and lead in their professional lives. We will engage every student in applied learning that links theory with practice in ways that are collaborative with the distinctive natural and cultural environments of Hawai'i and promotes responsible participation in a global society.





Thematic Goals to Realize Our Vision





Goal 1: Strengthen Our Commitment to *Haumāna*: Equity and Student Success

UH Hilo will achieve a thriving student-ready equity-minded campus culture by investing in data to identify equity gaps and equity-minded policies and practices to address structural barriers to equity. This is our shared *kuleana* (students, faculty, staff, and community responsibility) for a successful university experience through intentional design.

PULELO HA'AEHO KE AHI A NĀ LEHUA A O HILO HILO O KA MĀLAMALAMA, LAMAKŪ O NEI AO

Lehua blossom flame leap high above Hilo

Hilo, proud bearer of the torch of wisdom, light for all to share

(Pulelo Ha'aheo opening lyrics)

Goal 2: Strengthen Our Commitment to *Āina*- and Community-based Education

UH Hilo, through collaboration and our shared island history of resiliency and innovation, will grow its education and research capacity for solving complex problems of our region in support of a sustainable future for Hawai'i. *Āina*-based education deepens our students, faculty, staff and community's relationship with the natural world, builds their sense of connection to the broader community, and develops skills to help solve real-world issues. Making high-impact educational practices available to each student results in more collaborative interdisciplinary opportunities that improves student retention and overall student success. Perhaps more importantly, our students are inspired to make a difference.

HE ALI'I KA 'ĀINA, HE KA UWĀ KE KANAKA.

*The land has no need for man, but men need the land
and cultivated her for a livelihood of abundance.*

(‘Ōlelo No’eau 531)

Goal 3: Strengthen Our Commitment to *Kākou*, Our Campus *‘Ohana*

UH Hilo will support and invest in its campus *‘ohana* through professional development, leadership training, mentorship, recognition, celebration, and fostering interdisciplinary and collaborative efforts that achieve student success. Actively securing and aligning use of State funding, grants, corporate support, donors and other forms of institutional support will sustain our progress.

E KŪ A'E E HILO, LEI I KA NA'AUAO HO'OKAHI KA UMAUMA, HO'OKAHI PU'UWAI

*Rise up, O Hilo, wear proudly the mantle of enlightenment;
Let us stand united in purpose, mind, and heart.*

(Pulelo Ha'aheo Chorus)



Goal 1: Strengthen Our Commitment to *Haumāna*: Equity and Student Success

Goal Vision:

UH Hilo has advanced equity across the institution, allowing all of our students the opportunity to succeed and all of our employees to thrive. The entire campus community feels a sense of purpose, safety, positivity, belonging, and prosperity.

EQUITY Our Definition

We define equity as the recognition of historic, persistent, and institutionalized factors that have created an unequal postsecondary education system. Such recognition must be supported by the guarantee of resources, fair treatment, access, opportunity, and advancement through the identification and elimination of systemic and institutionalized barriers that have prevented the full participation and achievement of historically underserved and underrepresented populations.

STUDENT SUCCESS

Our Definition

Successful UH Hilo students earn their intended degrees from our campus or elsewhere within 150% of normal time and find employment or continue their studies within one year of graduation. To achieve this, UH Hilo provides rigorous, well-designed academic programs and co-curricular activities that rely heavily on our strong campus diversity, local community needs, and unparalleled natural environment to help develop productive citizens that make our world a better place.

UH Hilo enjoys the distinction of being named the most ethnically diverse campus among national universities, according to analysis by *U.S. News & World Report*. Historically, the university is known for a strong feeling of community among its faculty, staff, students, alumni, and community members. But, diversity and a sense of community does not ensure equity. We must work toward becoming a campus whose diversity is more than a ranking or a set of numbers.

Diversity in thought, race, gender, sexual orientation, ethnicity, life experiences, cultural heritage, attitudes, talents, and opinions in our classrooms, offices, and programs provides a richer environment for all members of the campus community, resulting in

stronger programs and more informed decision-making. Representation among faculty and staff that aligns with the diversity of our student body is crucial to student success.

There is much work to do to ensure that UH Hilo's students and employees benefit from the wealth of diversity that we enjoy, and in turn, give back to the UH and island communities. To grow, we must be intentional about our next steps and identify and leverage the strengths we all bring to the campus and community. We will do this by building a diverse, equitable, and inclusive environment for all members of the campus community. We will do this by exploring the unique needs of our students so that we best serve them. We will do this by ensuring and supporting access to higher education through local schools and community colleges. We will do this by identifying and removing barriers that block our way.

The student experience starts before students begin their work at UH Hilo and continues after they graduate - we recruit, inspire, prepare, engage, and celebrate. It is UH Hilo's *kuleana* to cultivate the next generation of leaders in our communities close to home and around the globe. Working toward an equitable and inclusive culture is fundamental to meeting this responsibility. Achieving this goal will help fulfill our mission and maximize our positive societal impact, while fulfilling our commitment to our students and community.





Goal 2: Strengthen Our Commitment to *‘Āina*- and Community-based Education

Goal Vision:

Through partnership and discovery our students succeed and our academic programs flourish within the context of a vibrant Hawaiian place of learning. Partnership translates into ideas, collaborative learning and research, reciprocal relationships that make a difference in the local, regional, and global lives of people, and contributes to a resilient and sustainable future for Hawai‘i. *‘Āina*- and community-based education across campus programs lead our students to first *mālama ‘āina* and to ultimately discover the connection and inspiration of *aloha ‘āina*.

ALOHA ‘ĀINA Our Definition

Aloha ‘āina is the *kuleana* to our land, sea, sky that feeds, heals, and sustains us; the *ea* - or breath - between our natural environments and its people as was the way of life of Native Hawaiians for over a hundred generations.

A sense of place—of belonging—is crucial to UH Hilo and to each person who sets foot on campus. We wish to take that sense of place at UH Hilo a step further because at its most basic, place is people, and we live and work and play in a broader community of people.

We have established our *kuleana* to create a welcoming, equitable and safe environment in which our students can thrive, and here we state that a UH Hilo education will be rooted in the community. For this to happen, we must grow relationships, build reciprocal partnerships, and collaborate widely.

First, we seek to identify how our connection to the *‘āina* makes our programs unique and to clearly articulate each program in the context of place. We will map UH Hilo’s successes to learn from them and find opportunities to scale these efforts in new areas. We will also update curriculum to be relevant to the needs of our students and the state to build resiliency and make a difference for the community, state, region, and beyond.

Students working with community partners is good preparation for citizenship, work, and life. Educational research suggests that by integrating more high-impact practices — service learning, learning communities, research with faculty, internships, study abroad, and culminating senior experiences — campuses see increased rates of student retention and engagement, as well as improved communication skills, problem-solving, and self-directed learning. Knowledge gained from internships, field projects, or experiences in other countries brings value to our campus and community.

‘Āina- and community-based education with partners is a strategy that gives students direct experience with the issues they are studying in the curriculum and with efforts to analyze and solve problems in our own community. Students learn best when they apply knowledge to life. They receive exceptional value from academic and development activities that go beyond

the classroom. Student success is central to all we do at UH Hilo. *‘Āina-* and community-based education will be transformational, a pathway for our students to discover *aloha ‘āina*, which will serve them for their entire lives, while impacting the community immediately.

Our geographical positioning near unique sites and partners—academic, cultural, environmental, recreational—allows us to pursue rare opportunities for discovery that few universities can even imagine. Our unique location already defines many of UH Hilo’s programs and we have strong relationships with other organizations and people whose work is focused on place. UH Hilo is located where many research partners are based, making it easier to build relationships with the U.S. Forest Service, National Park Service, Hawaiian Volcano Observatory, and others. Our location and the strength of our programs draws people to the university to teach, study, and conduct uncommon research in a place where their lab is the ocean or an active volcano or a tropical farm. Programs like Hawaiian language, education, environmental science, business administration, communication, tropical horticulture, tourism, nursing, marine science, astronomy, and others position us to build partnerships while providing a world-class education.

Members of our vastly diverse community have chosen this place to live for many of the same reasons and are also invested in place. Through partnership and collaboration, we can learn from the historically resilient and innovative people of the community, region, state, and Pacific Rim. Together we can build human, social, economic, and environmental sustainability. We are rooted in place and have an opportunity to engage deeply and make an impact. Working together with the community through research and innovation, we can create solutions to problems that will improve lives, especially those on our island home.

Percent of UH Hilo Seniors Participating in High-Impact Practices (HIPs)

Year	Completed at least one HIP			Completed 2+ HIPs		
	Far West Public	UH Hilo	Difference	Far West Public	UH Hilo	Difference
2013	91%	86%	-5	57%	62%	+5
2014	91%	86%	-5	57%	60%	+3
2015	85%	87%	+2	58%	60%	+2
2016	85%	92%	+7	59%	60%	+1
2017	86%	88%	+2	58%	58%	0
2018	85%	87%	+2	56%	55%	-1
2019	85%	91%	+6	59%	57%	-2

source: National Survey of Student Engagement



Goal 3: Strengthen Our Commitment to *Kākou*, Our Campus 'Ohana


Goal Vision:

UH Hilo has grown to a new level of organizational health including operational and financial maturity, and enjoys a culture of positivity, collaboration, and alignment. As a result, the university has realized significant progress in stretching toward its aspirational values and vision.

» CORE & ASPIRATIONAL VALUES

Our Values

We value diversity and strive to be student-focused and relationship-oriented. We seek to become more collaborative, intentional, and innovative. We believe that UH Hilo's diversity offers strength, but it is only meaningful if we focus on equity by removing barriers to opportunity, fair treatment, and access for all.



Our greatest asset is the people of UH Hilo — they are purpose-driven and want to make a difference. Student growth and success was identified as a high-point moment for faculty and staff, more than any other response to any inquiry throughout the entire listening tour. When we invest more in the people of UH Hilo, they can effectively go about fulfilling our purpose and working toward our shared vision for the future. We can push away barriers by offering strategic professional development opportunities, robust leadership training, and strong mentorship. Onboarding should be integrated into the UH Hilo experience, as not only a one-session event, but rather, an ongoing effort to align new employees with UH Hilo’s values, purpose, vision, and priorities. We strive to be an organization where every member of the community is supported and can advance to personal and professional success.

UH Hilo’s purpose is to empower leaders who will cultivate opportunity in our communities. While we provide our students with impactful community-based experiences, we cannot send them out into the community without making a larger institutional commitment to place. Both community engagement and community-based research are valuable to our students, faculty, research partners, and our island. UH Hilo is the university of Hawai’i Island and the island needs us to engage, now more than ever.

We seek to create a welcoming campus environment. A campus where interdisciplinary and collaborative efforts among programs, colleges, and units are commonplace and valued. A place where the boundaries of the campus melt away, and people of UH Hilo actively participate in the community. An environment where there is an understanding that student success and equity is the job of all UH Hilo employees. And one where members of our leadership express gratitude for a job well done and we all celebrate successes in large and small ways across campus.

Strong stewardship and growth of university resources are vital to bring about success while supporting the goal areas detailed in this plan. Our two resource foci are people and funding.

As we move through challenging times, we must develop a stronger and future-focused organizational infrastructure with people and funding sources at the center. Strategic use of data-informed decision making, along with increased access to institutional data and benchmarking tools is critical. Ultimately, it is this thematic goal that will make it easier to move the needle on all of our goals. The people must be prepared and ready to work together, the funding must be adequate, and the environment must be productive, collaborative, and healthy.



ACTION PLANS

Using stakeholder input, action plans and strategies advance the university's thematic goals. Action plans do not change programs, but highlight areas of focus for our campus or programs, while we continue to do what we do well. Ideas and proposals for action plans will be weighed relative to thematic goals as a means of prioritization and selection.

While there is not a strategy that relates to each aspect of a particular goal, the first action plan strategies were developed using the following criteria:

- It is a high-priority effort that will significantly advance achievement of the university's thematic goals.
- It is feasible to initiate or accomplish within one or two academic years.
- It positively impacts student success.

Subsequent action plans will cover additional aspects of the strategic goals as the needs and opportunity for making advancements are identified. The action plans make our strategic plan a living document, one that the entire campus uses together to advance UH Hilo's vision for the future.

When work on initiatives begins, an implementation plan will assist in resourcing (financial, human, facility) action items and deliverables. Monetary funding is critical. Increased diversified and sustainable funding sources will help us to succeed and will assist in advancing equity and access. It is crucial that we look to increase funding through state monies, grants, fundraising, corporate support, and other forms of institutional support. Expanded development efforts will increase annual giving that supports programs, scholarships, faculty, research, infrastructure projects, and more, all while assisting our donors in meeting their philanthropic goals.



Measuring and Evaluating Success

We will evaluate and measure our success in achieving our goals by advancing these strategies:

- Provide students an equitable experience to ensure student success.
- Ensure student success by building bridges between academic and student affairs towards successful partnerships.
- Advance equity through undergraduate and graduate student input and disaggregated institutional data.
- Improve interdisciplinary and collaborative efforts to ensure student success.
- Build our level of engagement and communicate those efforts internally and externally to celebrate our role in regional stewardship.
- Strengthen and support *‘Āina-* and Community-based high impact practices.
- Nurture and strengthen campus relationships and campus culture.
- Create a professional development program that targets critical skills needed on campus.
- Develop a stronger and future-focused organizational infrastructure including facilities, equipment, and workplace operations.

Data dashboards will illustrate our progress in advancing these strategies and the actions put in place to achieve them; identify areas needing attention; and help generate ideas for future strategies and actions.

While these evaluations will quantify some of the impact of our actions, we realize that we cannot measure all successes. We cannot know our full impact on the student experience. We also recognize that our work goes beyond the campus, impacting the local economy, environment, the arts, healthcare, and numerous facets of community life in ways that are difficult to quantify.

We will conduct reviews of the strategic plan in which we compare our university’s institutional profile to previous years and factor in other information to evaluate the success of individual strategies. The Chancellor and university leadership will coordinate these reviews. The campus community will receive updates on efforts to achieve our vision for UH Hilo and the advancement of strategies that support our goals.



PAPA WEHEWEHE 'ŌLELO/GLOSSARY

<i>‘Āina</i>	land, earth, island
<i>Ea</i>	life, breath
<i>Ha‘alele</i>	preparation, to leave
<i>Haumāna</i>	student, pupil, apprentice
<i>Ho‘ina</i>	service, returning, coming back
<i>Ho‘okama‘āina</i>	acquaint, familiarize yourself to a new place
<i>Hua</i>	dream, egg, seed
<i>Huaka‘i</i>	trip, voyage, journey
<i>Imua</i>	move forward toward a goal
<i>Kākou</i>	all of us
<i>Kuleana</i>	responsibility, a reciprocal relationship between the person who is responsible and what they are responsible for
<i>Mālama ‘āina</i>	caring for the land and properly managing the resources and gifts it provides
<i>‘Ohana</i>	family, a person’s extended family
<i>Papahana H‘olālā Hikiāloa</i>	strategic plan



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