Summary

During the first full year of implementation, the Strategic Planning Committee (SPC) approved six (6) initiatives to help the campus address key progress indicators identified in *Achieving Our Destiny (AoD)*. Five (5) Working Groups (WG) were formed to develop recommendations and implementation plans for five of the initiatives; a sixth working group will be formed in Fall 2013 to develop recommendations and an implementation plan for the sixth initiative which was approved by the Chancellor on June 20, 2013.

Each WG includes representatives nominated by campus governance, administration, and academic units. Approximately 100 students, faculty, staff, administrators and alumni participated in one or more of the first five (5) WGs during AY 2012-2013. WGs met once a month or more for 1.5 hours and were tasked with developing recommendations intended to address their thematic charge and one or more *AoD* progress indicators. The recommendation development process is iterative, i.e., WGs generate ideas for new or modified efforts intended to aid the campus in meeting goals and objectives, and the ideas are vetted with the SPC and Chancellor before being further developed and refined by WGs and eventually submitted to SPC and the Chancellor for final approval.

The broad stakeholder participation in *AoD* implementation enables robust engagement of faculty, students, staff and administrators across colleges and units. The process is designed to facilitate meaningful ‘buy-in’ and avoid problems that can occur when strategic plans are implemented in a top-down manner or without adequate consultation. Meeting minutes from SPC and WG’s are posted quickly and are regularly reviewed by members of the campus community not directly involved as members of a committee. An ongoing challenge has been responding to requests from constituencies to join committees that are full—satisfying all such requests would produce unmanageably large and ineffective Working Groups.

Two (2) of the five (5) WG’s (Engaged Learning and Engaged Scholarship) completed their work and submitted reports that included a total of seven (7) recommendations, all of which were approved by SPC and then by the Chancellor on June 20, 2013. The Engaged Learning WG was asked to continue for another year with a revised charge. The remaining three WG’s will continue their work into FY 2014. Of the seven (7) recommendations submitted to date, four (4) require funding for implementation to begin. In addition, start-up funds to establish a Sustainability Office or Institute will set the stage for new degree proposals expected from the Sustainability WG in AY 2013-2014.
The Chancellor indicated a commitment to direct up to $1M for strategic priority initiatives in AY 2013-2014 to support implementation of funded initiatives. Additional resources have been allocated for related strategic priorities as follows: $1M annually will be reallocated on a permanent basis for classroom renovation incorporating the innovative classroom design specification templates and classroom needs/priorities list developed by the Instructional Innovation Working Group; $2M was reallocated in FY 2014 to support the increase in graduate student stipends, as a first step toward full funding of UHM Ph.D. students, the design of which constitutes the charge to the Ph.D. Funding Working Group.

**AY 2012-2013 AoD Working Group Activities**

**Engaged Learning Working Group.** Having considered a broad range of ‘best practices’ for engaged learning at UHM and elsewhere, this working group submitted an annual report that included four (4) recommendations intended to expand and enrich engaged learning opportunities that will impact the broadest range of students possible. The recommendations include an aspirational capstone requirement for all degree programs (a companion resolution was passed by Manoa Faculty Senate on April 17, 2013), development of an agile e-portfolio tool for students and faculty, an ‘exploratory student’ program for undeclared students that includes both curriculum development and focused advising along with peer mentoring, and a civic engagement initiative to support student co-curricular activities. The recommendations were forwarded to SPC at the end of Spring semester 2013 and the working group agreed to continue with a revised charge focusing on academic rigor beginning Fall 2013.

**Engaged Scholarship Working Group.** With a majority membership of Native Hawaiian faculty, students and staff, this working group developed three (3) distinct recommendations it agreed would have high impact on current and future Native Hawaiian community engaged scholarship efforts and support Native Hawaiian scholars at UHM and completed its work at the end of the Spring 2013 semester. The first recommendation was that departments modify tenure and promotion criteria to reflect a broader definition of scholarship that would reduce some of the challenges faced by Native Hawaiian and other scholars who do community engaged scholarship. The second recommendation involves providing funding for undergraduates, graduate students, and faculty who conduct Native Hawaiian community engaged scholarship. The third recommendation encourages development of additional HAP courses across departments and colleges that do not currently offer them, to broaden course offerings in this focus area and enable students to reduce time to degree by completing their HAP requirement as part of their major.

**Ph.D. Funding Working Group.** After gathering and evaluating baseline data on the current number of unfunded Ph.D. students, this working group began developing what it refers to as a “mixed model” funding template that includes a mix of extramural, department, college and campus-level support, along with a competitive dissertation completion fellowship scheme. The working group is working to identify sources of
potential funding for dissertation completion fellowships and a timeline for implementation. The working group has also begun addressing ‘best practices’ high impact mentoring that includes career pathway preparation and career advising and should complete their recommendations in late Fall 2013 or early Spring 2014.

**Sustainability Working Group.** With the objective of developing new degree proposals in the area of sustainability, this working group reviewed all sustainability related courses currently offered at UHM, numerous historical documents and proposals for organizational structures, and then formed two (2) subcommittees to focus on undergraduate curriculum and graduate curriculum development while the Strategic Planning Coordinator worked with Vice Chancellors and others to determine a suitable organizational “home” for the new degrees that will satisfy the need for a coherent and visible locus of information, affiliation, and campus resources pertaining to sustainability education, research and activities.

The Undergraduate Subcommittee has made significant progress and, using the current Interdisciplinary Studies Environmental Studies degree structure as a starting point, developed a template for a certificate in sustainability, as well as a template for a BA in sustainability. The Undergraduate Subcommittee identified new course requirements and when it reconvenes in Fall 2013 will begin developing new course proposals and the Authorization to Plan both new degrees. The Graduate Subcommittee made less visible progress but has identified gap degree areas and reviewed models from other institutions to assess niche areas in which the unique location and expertise available at UHM can be leveraged to develop curriculum that contributes both locally as well as nationally/internationally. Developing new course and degree proposals is expected to take at least one more year.

**Instructional Innovation Working Group.** The faculty, staff and students on this working group represent a broad range of disciplinary and campus administrative expertise; several had been involved in helping the SPC develop the charge because of their knowledge of classroom usage and student/faculty learning and teaching needs. The WG worked first to develop templates for innovative classroom design in three categories and varying capacities; the template was completed on July 12, 2013 and has been forwarded to Office of Capital Improvement staff who will provide it to consultants and architects hired to build and/or renovate UHM classrooms. The second recommendation involves prioritizing new and renovated classroom needs based on historic and current usage data; this recommendation should be complete in Fall 2013. The third recommendation will involve developing training protocols for graduate students and faculty to ensure that the innovations are fully utilized with new and emerging teaching pedagogies.

**AY 2013-2014 AoD Initiative Funding**

As mentioned above, reallocations were made in Spring 2013 to begin funding several strategic initiatives. As an initial step toward fully funding Ph.D. students, $2M was redirected to graduate student funding to increase stipend level and in late Spring the Campus Facilities Planning Board began reallocating $1M annually for classroom
renovation. An additional $1M has been targeted for strategic plan initiative implementation during FY 2014. The SPC approved allocating available funds as follows:

1. **Sustainability, $200,000.** The Sustainability Working Group recommended establishing an administrative home for the new sustainability degree programs prior to submission of the Authorization to Plan for the degrees. The Year 1 start-up cost to establish a Sustainability Center or Institute (working title) is estimated at $200,000.00 to include funding for a 1.0 FTE Director of Sustainability, a 1.0 FTE Administrative Assistant, and $50,000.00 to equip the office and staff. Both positions are new to the campus.

2. **Native Hawaiian Community Engaged Scholarship, $100,000.** The Engaged Scholarship Working Group recommended an initial allocation of $100,000 to fund this initiative as follows: 1) $50,000 for graduate student support, and 2) $50,000 for faculty support. (A $20,000 allocation directed from the existing undergraduate research fund is also included in the recommendation.)

3. **Exploratory Student Program (ESP), $350,000.** The Engaged Learning Working Group recommended hiring a core staff of four (4) 1.0 FTE advisors (junior faculty specialists) at an annual cost of approximately $300,000 and allocating the ESP an additional $50,000 to meet programming costs. (A $50,000 allocation directed from Student Success Fellowship funds is also included in the ELWG recommendation to support ten (10) student peer advisors.) The four (4) 1.0 FTE advisor positions (faculty) are new to the campus.

4. **Civic Engagement, $100,000.** The Engaged Learning Working Group recommended an initial commitment of $100,000 to be used as follows: 1) $50,000 to provide five (5) students with $10,000 annual Chancellor’s Civic Engagement Leader Award stipends, and 2) $50,000 to fund student led civic engagement projects.

5. **Electronic Portfolios (ePortfolios), $250,000.** The Engaged Learning Working Group recommended that UHM begin implementing the e-portfolio recommendation by hiring a core staff of three (3) 1.0 FTE technical development and support staff at an estimated cost of $225,000 annually, and providing a budget of $25,000 for equipment. All three (3) positions are new to the campus.

**Next Steps**

1. **SPC Leadership and Membership Transition.** Beginning August 2013 SPC Co-Chairs will transition. These positions will be occupied by Chancellor Tom Apple and Professor David Ericson during AY 2013-2014.

In Summer 2013 the first SPC rotations began and with the Chancellor’s decision to make permanent the campus engaged implementation process, SPC is transitioning from two and three year appointments to two year appointments to ensure even and proportionate rotation of membership. The SPC membership transition will be complete in September 2013 with the first meeting of the 2013-2014 committee.
2. Progress Indicator Review/AoD Progress Metrics. With the hire of a graduate assistant in January 2013, the Strategic Planning Coordinator began collecting baseline data on all progress indicators which will enable the SPC to set specific targets and track progress through the remainder of AoD implementation and beyond; the progress indicator baseline data set should be fully populated by September 2013. Beginning Fall 2013, a significant focus of SPC activities will be progress indicator data evaluation, goal setting, and monitoring progress.

3. AY 2013-2014 Implementation Focus. The four (4) working groups continuing work begun during AY 2012-2013 will focus their efforts as follows:
   a. Engaged Learning Working Group has a revised charge to develop recommendations for increasing academic rigor at the undergraduate level.
   b. Ph.D. Working Group will complete its proposal to provide full funding to UHM Ph.D. students within 5 years.
   c. Pending action on administrative infrastructure that will serve as the home for campus-wide sustainability efforts including degree programs, the Sustainability Working Group will continue work to develop new course and degree proposals for undergraduate and graduate degrees in sustainability studies.
   d. Instructional Innovation Working Group will develop professional development and classroom renovation priority recommendations, and revise the Classroom Design Guidelines completed in July 2013 if necessary.

4. Business and Operational Practices Working Group. A sixth initiative was approved by the Chancellor on June 20, 2013 and the working group to develop recommendations for this initiative is expected to convene in early Fall 2013 with a charge to 1) identify day-to-day operational activities that can be modified or changed to better reflect institutional goals and outcomes, 2) look for ways to improve employee morale by providing training and/or addressing effective and efficient alignment of authority and responsibility, and 3) recommend measures to deploy best practices for the successful implementation of organizational change and innovation that engenders participation and investment by all stakeholders, and identify a plan for ensuring progress in meeting established goals.

5. 2013-2014 UHM Campus Planning Process. AoD will expire in December 2015 so it is incumbent on the Chancellor and SPC to determine how to proceed with the next planning process. Although the participatory process that culminated in AoD took roughly seven (7) months, this timeline was less than ideal. Broader participation and a more carefully designed and executed process with targeted goals and outcomes may be achieved with more lead time so the process to update, modify, or develop a new strategic plan should begin no later than January 2014. Moreover, the campus is well positioned to engage in a fully integrated planning process which has become the ‘best practices’ standard in higher education. Integrated planning is more complex than non-integrated strategic planning so if integrated planning is determined to be the UHM goal, ‘planning to plan’ should begin in September 2013.