Achieving Our Destiny Initiatives 1, 2 & 3
Strategic Planning Committee (SPC) Implementation Plan

In Spring 2011 Chancellor Hinshaw announced three strategic priority areas for the campus to focus on this year: undergraduate retention and graduation rates, the quality of graduate programs, and Native Hawaiian advancement. The Strategic Planning Committee was charged by the Chancellor with identifying ways that the entire campus can contribute to these overarching goals. The following initiatives were selected to help the campus address key progress indicators identified in Achieving Our Destiny and will be benchmarked to assist the campus community in measuring success in meeting objectives. Implementation of these initiatives will occur through a constituency driven working group process involving representatives appointed by campus governance (ASUH, GSO, MFS, Kuali`i Council), administration, and academic units. Implementation will begin Summer 2012 and be ongoing.

Initiative 1: Retention and Graduation—Engaged Learning

While much has been done during the past several years to improve undergraduate retention and graduation, one of the central goals of Achieving Our Destiny (2011-2015) is to increase undergraduate student opportunities for engaged learning. We believe this goal shows real potential to further improve these rates. As discussed in the 2011 UH Mānoa WASC Educational Effectiveness Report, students who engage in ways and sites of learning outside of their formal curriculum do better than other students and are far more likely to stay in school, graduate, and go on to advanced study. We therefore propose development of a comprehensive plan for strengthening and assessing different forms of engaged learning which we believe can, and should, take different forms in different disciplines including undergraduate research (paid and unpaid), service learning, internships (paid and unpaid), clinical practica, capstone courses, study abroad, international exchange, etc.

The retention and graduation focus of the SPC this year will be to strengthen engaged learning campus-wide, both by strengthening campus-wide initiatives and by strengthening individual college initiatives in this direction. We need to develop more effective metrics and systems of data collection to better define the parameters of engaged learning at UH Mānoa and then measure progress towards meeting this overarching goal in the Strategic Plan.

Implementing Initiative 1: Formation of the Engaged Learning Working Group (Summer 2012)

The Committee on Enrollment Planning (CEP) has responsibility for addressing the broad issues of retention and graduation of undergraduates at Manoa. Implementation of Initiative 1 will be coordinated by CEP with benchmark oversight by SPC. The Engaged Learning Working Group will be convened by SPC and will make recommendations to CEP (SPC Coordinator will serve as liaison); membership will include MFS (CAPP), ASUH, Kuali`i Council, and representatives from relevant programs and departments including: Honors, Study Abroad, Service Learning, OFDAS, Ethnic Studies (service learning program), HSHK (community placement),
Engaged Learning Working Group Charge: Develop a comprehensive plan by December 2012 for strengthening and assessing different forms of engaged learning that can, and should, take different forms in different disciplines including undergraduate research (paid and unpaid), service learning, internships (paid and unpaid), clinical practica, capstone courses, study abroad, international exchange, etc. This plan should clearly identify and operationalize steps that need to be taken to meet the objective outlined in Initiative 1, and identify a timeline and benchmarks for meeting it prior to the expiration of AoD.

Initiative 2: Graduate Education—Funding Structure for Ph.D. Students

One of the goals of Achieving Our Destiny (2011-2015) is to enhance graduate education and stimulate and support individual and group research and scholarly activities. To help address this goal we propose that graduate programs offering Ph.D. degrees admit only students for whom UH Mānoa can offer 5 years of funding (non-sequential). We believe this goal shows real potential for increasing graduate student acceptance, retention, and graduation rates. Given the high cost of living in Hawai‘i, this revised Ph.D. support structure will allow UH Mānoa Ph.D. programs to be competitive when recruiting top students, will increase the acceptance rate among top students, will enable students to move from enrollment to candidacy within the time horizon established by Graduate Division, and will increase graduation rates as well as placement after graduation. The cumulative effect will be an increase in the overall national ranking of UH Mānoa as individual graduate program rankings improve which has potential to increase extramural funding and further expand research infrastructure.

This is an ambitious goal. And we recognize it will pose challenges. Attention will be paid to ensure that the funding system is not detrimental to non-terminal graduate degree programs. A comprehensive cost analysis will be conducted before proceeding to implementation; this analysis will include identification of additional funding and new sources of revenue. Application and admission decisions will continue to reside with the faculty of graduate programs. To accommodate the logistics of implementation, we recommend a 5-7 year timeline for full implementation of this initiative. In the short term, the focus for the SPC will be to: (1) construct baseline metrics that reflect the status of graduate lifecycle for each graduate program. These data will include number of applicants, number who accept, number who enroll, years to candidacy, number of graduates per year, and total years to graduation. These data are currently captured by graduate division and can be compiled allowing SPC to compare metrics across disciplines and college; and (2) create metrics that capture the types of support currently available to Ph.D. students. This will include percentage of students funded by UH Programs (RA, GA/TA, other), percentage of students funded by extramural money, and percentage of students not funded by UH Mānoa. These data are not currently captured and will require the development of a new data collection system.
Implementing Initiative 2: Formation of the Working Group on Ph.D. Student Funding (Summer 2012)

The Working Group on Ph.D. Student Funding will be convened by SPC and make recommendations directly to the SP. It will include members of the MFS, GSO, appropriate administrators, deans and graduate chairs from a wide range of disciplines to include traditional academic track programs, professional school programs, and departments with terminal MA programs as well as doctoral programs as follows: CAB and CoRGE representatives (2 each), VCRGE, VCAA, Dean of Grad Division, Kuali‘i Council (2), GSO (3), deans (3), and graduate chairs (6).

Working Group on Ph.D. Student Funding Charge: Develop a comprehensive plan by May 2013 for providing 5 years of funding for the roughly 1200 traditional track Ph.D. students at Manoa within 5-7 years that accounts for cost factors (e.g., total cost, concern that RTRF from well funded units will be used to cover units without extramural funding support, etc.), impact on Ph.D. program size/access for underrepresented students, and impact on department autonomy. This plan should clearly identify and operationalize the steps that need to be taken to meet the objective outlined in Initiative 2, and identify a timeline and benchmarks for meeting it within the 5-7 year timeline identified by the SPC.

Initiative 3: Native Hawaiian Scholarship—Engaged Scholarship

UH Mānoa has made progress toward providing the necessary infrastructure to support Native Hawaiian advancement in recent years—a consideration fundamental to our mission as a research extensive land, sea and space grant institution. The February 2012 Native Hawaiian Advancement Task Force (NHATF) Report follows these efforts with a comprehensive vision of efforts in four areas: students, faculty and staff, environment, and community. There are several goals/initiatives recommended in the report that will be addressed by other campus committees. As a result, the focus of the Mānoa Strategic Planning Committee will be to enhance faculty professional development by supporting scholarship of engagement and outreach. This initiative merges core values inherent in Achieving Our Destiny and the NHATF Report in an effort to support and sustain a community of scholars and scholarship imbedded within and integral to Native Hawaiian communities and values.

Toward this end, it will be necessary to identify, support and invest in Native Hawaiian scholars and scholarship. The proactive recruitment and professional development of Native Hawaiian students, faculty and staff at UH Mānoa will ensure that Native Hawaiian representation increases, will enhance the preservation and generation of Hawaiian knowledge and language, will support the continued development of robust and rigorous academic programs across multiple disciplines, and will improve community engagement. We therefore propose development of a comprehensive plan to strengthen support for engaged scholarship at UH Mānoa that includes funding for student and faculty research, addresses criteria for tenure and promotion, and reinforces incorporation and expansion of Hawaiian knowledge and language
across colleges and disciplines. Once the plan is developed and vetted it will be benchmarked so that our progress can be regularly assessed.

**Implementing Initiative 3: Formation of the Scholarship of Engagement Working Group (Summer 2012)**

The Scholarship of Engagement Working Group will be convened by SPC and will make recommendations directly to the SPC. It will include members of the MFS, administration, Kuali‘i Council, and relevant unit constituency representation as follows: CPM and CoRGE (1 each), VCAA, Kuali‘i Council (1), Native Hawaiian faculty from academic units appointed by the deans (6), and faculty appointed by deans whose current scholarship reflects a high level of engagement with Native Hawaiian and Pacific Islander communities (3).

**Scholarship of Engagement Working Group Charge:** Develop a comprehensive plan by December 2012 to strengthen support for engaged scholarship at UH Mānoa that includes funding for student and faculty research, addresses criteria for tenure and promotion, and reinforces incorporation and expansion of Hawaiian knowledge and language across colleges and disciplines. This plan should clearly identify and operationalize steps that need to be taken to meet the objective outlined in Initiative 3, and identify a timeline and benchmarks for meeting it prior to the expiration of AoD.