Part 1. BRIEF DEMOGRAPHICS

Current status: check all that apply

☐ UHM Faculty
☐ UHM Staff
☐ UHM Student
☐ UHM Alumni
☐ Faculty/staff at other UH college
☐ Interested community member
☐ Oahu resident
☐ Resident of Hawai‘i – not Oahu
☐ Resident of other US state (not Hawai‘i)
☐ International resident

Part II. INSTITUTIONAL VALUES

Institutional values set the foundation for a strategic plan by showing what matters to us both as an institution and a community.

Q. The following represent the current institutional values expressed in the 2002–2010 UHM strategic plan. From your perspective, how important would you rate these for UHM to feature in our new plan?

Please rate each on a scale from 1 to 5, where
1 = SOMEWHAT important and 5 = VERY important to include in a new plan.

<table>
<thead>
<tr>
<th>Somewhat important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4 5</td>
<td>Research</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Educational Effectiveness</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Social Justice</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Place</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Economic Development</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Culture, Society &amp; The Arts</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Technology</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Leadership</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Innovation</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Excellence</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Respect</td>
</tr>
</tbody>
</table>
Q. Some additional institutional values that are found in other UHM documents but not the current strategic plan are listed below. If you could select ONE to add, which would it be?

- Sense of community
- Service to community and state
- Integrity/ethics
- Sustainability
- Stewardship
- Native Hawaiian community/legacy

Q. What THREE core institutional values do you think are most important to include in the updated UHM strategic plan? (you may include any of those above or add your own)

a. __________________________

b. __________________________

c. __________________________

Q. (Open-ended) Given these values, what is the most critical quality or aspect of UHM that we must be sure to preserve in the future?

__________________________________________________________________________

Part III. EXTERNAL ENVIRONMENTAL FACTORS IMPACTING UHM

Many changes in UHM’S external environment provide opportunities and challenges that should be considered in a strategic plan. Some national trends that have been commonly described in both popular media and in academic publications as impacting higher education are listed below.

Q. In your opinion, how important is each to UHM’s plans during the next five years?

<table>
<thead>
<tr>
<th>Less important</th>
<th>Most important</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4 5</td>
<td>Declining state revenues for education</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Declining public support for public education</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Affordability of higher education</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Rising costs of energy and raw materials</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Competition from other institutions</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Increasing competition for grant funding</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Greater demographic variability of prospective students</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Gap between entry expectations and student preparedness for higher education</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Rapid changes in technology</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Calls by multiple stakeholders for greater accountability</td>
</tr>
<tr>
<td>1 2 3 4 5</td>
<td>Changing workforce demands</td>
</tr>
</tbody>
</table>
Q. What THREE external trends, either positive or negative, do you think will have the most critical impact on UHM over the next five years? (You may include any listed above or add your own, including trends that may be unique to Hawai‘i).

   a. _______________________________________________________________________

   b. _______________________________________________________________________

   c. _______________________________________________________________________

Q. (Open-ended) Given changing external factors, what is one thing you think UHM might/must do to improve its ability to effectively address the most critical factor(s)?

___________________________________________________________________________

PART IV. UHM STRENGTHS AND WEAKNESSES

Plans typically identify institutional strengths which are important to recognize in goal setting and weaknesses which need to be addressed. In the 2002 plan, these were grouped under Research; Educational Effectiveness; Social Justice; Place; Economic Development; Culture, Society & The Arts; and Technology.

Given your knowledge of UHM and the values you indicated as important above, please consider UHM strengths and weaknesses from the following perspectives:

Q. What is the area that you think is UHM’s greatest strength from the perspective of educational effectiveness?

___________________________________________________________________________

Q. What is the area that you think is UHM’s greatest strength from the perspective of external stakeholders?

___________________________________________________________________________

Q. Is there an area in which UHM currently excels that is important to maintain?

___________________________________________________________________________

Q. Is there an area in which UHM should excel that is important to grow?

___________________________________________________________________________

Q. What is the area/issue that you think is UHM’s greatest weakness (and why)?

___________________________________________________________________________

Q. What is the one area/issue that most needs improvement at UHM from your perspective?

___________________________________________________________________________

Q. Is there anything UHM is doing now that you think will not be important to maintain as we address the challenges of the next five years?

___________________________________________________________________________

continued on next page
Part IV. FUNDING PRIORITIES

As UHM realigns strategic priorities to economic realities in an era of budget restrictions the campus must make difficult choices about where to direct limited resources. Please select your top six (6) choices, ranking from 1=most important to 6=less important.

- ☐ undergraduate education (degree programs)
- ☐ graduate education (degree programs)
- ☐ core educational commitments (e.g., traditional liberal arts education)
- ☐ professional schools/colleges (e.g., business, engineering, social work, law)
- ☐ distance education
- ☐ financial aid for undergraduate students (tuition waivers)
- ☐ support for graduate students (tuition waivers, GA/TA positions)
- ☐ student support services (advising, counseling, tutoring)
- ☐ Native Hawaiian education and research initiatives
- ☐ libraries/digital content
- ☐ athletics
- ☐ faculty recruitment (salaries/benefits)
- ☐ funded research
- ☐ all research (including unfunded)
- ☐ research in areas UHM is uniquely positioned to excel (e.g., Asian and Pacific language, ocean sciences, astronomy)
- ☐ physical plant (e.g., new buildings, maintenance & renovation of existing buildings, campus appearance)
- ☐ technology infrastructure and systems
- ☐ other, please list: ________________________________

Part VI. UH SYSTEM DIRECTIONS AND IMPACT ON UHM

Q. Since the last UHM plan was written in 2002, the UH System refined its strategic plan. The most recent iteration was provided by UH President Greenwood in her address to the legislature in spring 2010.

As you consider each of the statements, please suggest ONE specific goal you think UHM might implement to address each area. This could include:

- making sure a current program is funded or given priority;
- developing a new initiative to address an issue better; or
- consolidating/reorganizing existing structures to be more effective.

A. Positioning the University of Hawai‘i as one of the world’s foremost indigenous-serving universities by supporting the access and success of Native Hawaiians.

What is one way UHM should address this issue? ________________________________
B. Increasing the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions.

What is one way UHM should address this issue? _________________________________

C. Contributing to the state's economy and providing a solid return on its investment in higher education through research and training.

What is one way UHM should address this issue? _________________________________

D. Addressing critical workforce shortages and preparing students (undergraduate, graduate, and professional) for effective engagement and leadership in a global environment.

What is one way UHM should address this issue? _________________________________

E. Acquiring, allocating, and managing public and private revenue streams and exercising exemplary stewardship over all of the University's resources for a sustainable future.

What is one way UHM should address this issue? _________________________________

Part VII. WASC STANDARDS AND STRATEGIC DIRECTIONS

Q. One way to consider important strategic directions is to consider the expectations or standards set by accrediting agencies. WASC has a set of standards. How would you suggest we address each area from a strategic direction?


What is one way UHM should address this issue? _________________________________

Standard 2. Achieving Educational Objectives through Core Functions.

What is one way UHM should address this issue? _________________________________

Standard 3. Developing and Applying Resources to Ensure Sustainability.

What is one way UHM should address this issue? _________________________________

Standard 4. Creating an Organization Committed to Learning and Improvement.

What is one way UHM should address this issue? _________________________________

Q. In addition to the goals or important priorities you identified in the sections above, what is the ONE thing you think is most critical to accomplish as UHM sets strategic goals for the next five years?
Part V. OPEN-ENDED QUESTIONS

The following are intended to provide you a place to express your concerns about issues that may not have been addressed in the more structured questions above.

Q. What are the key *obstacles* we must overcome to achieve this vision?

Q. How might you propose getting your community *engaged* in accomplishing difficult goals?

Q. Is there anything else you think is important that should be considered in updating the UHM strategic plan?

Part VI. DETAILED DEMOGRAPHICS

Q. Relationship to University

**Faculty/Staff**

Position ________________________________

College or Division ______________________

Years at UHM ___________________________

**Student**

Undergraduate __________________________

Graduate _______________________________

Major _________________________________

Years at UHM __________________________

**Alumni**

Highest UHM degree _____________________

Graduation Year _________________________

Island _________________________________

**Other UH campus**

CC/4 year ______________________________

Faculty/staff ___________________________

Island _________________________________

**Other Community member**

Interest in UHM? _______________________