

University of Hawai'i at Hilo



UNIVERSITY  
OF HAWAI'I  
HILO

## STRATEGIC INITIATIVES 2002–2003

*Abridged Version  
December 2002*

The full UH Hilo *Strategic Plan 2002-2010* , with more detailed strategies and supporting documents, can be found at <http://www.uhh.hawaii.edu/uhh/strategic>  
The full UH Hilo *Strategic Initiatives* , with detailed strategies, cost estimates, and benefits and outcomes, is posted at <http://www.uhh.hawaii.edu/~vcaa/UHHSIMay3102.pdf>



# UNIVERSITY OF HAWAI‘I AT HILO STRATEGIC INITIATIVES 2002–2003

## Our Vision

Over the next five years, the ultimate goal for the University of Hawai‘i at Hilo is to become the premier residential campus in Hawai‘i, while also providing an exemplary education, with *aloha*, to commuting students, nontraditional students, and distance learners. Already known for our success in Hawaiian language revitalization and for using the island as a learning and research laboratory, UH Hilo will become noted for:

- Academic excellence in liberal arts, professional, and agricultural programs
- A vibrant, enriched campus life
- Leadership in studies of Hawaiian, East Asian, Pacific, and indigenous cultures
- Leadership in studies of the tropical environment
- Active learning in research, internships, and community service
- Scholarship in theoretical and applied areas
- Commitment to community development

## TABLE OF CONTENTS

Vision / 1

Mission & Goals / 2

The Strategic  
Initiatives / 3

### STRATEGIC INITIATIVES

Educational  
Opportunities / 4

Educational  
Quality / 5

Student  
Success / 6

Resources / 7

Community / 8

Organizational  
Issues / 9

Contributors / 10

## Our Mission

The University of Hawai‘i at Hilo is a comprehensive, primarily baccalaureate institution on the island of Hawai‘i, offering a rigorous education in a caring, personalized atmosphere. As a regional, state-supported university, UH Hilo serves students from Hawai‘i Island and from around the state. Additionally, UH Hilo enrolls students from the U.S. mainland and from many other nations, especially from Asia and the Pacific islands.

**The primary mission of UH Hilo is to offer high quality undergraduate liberal arts and professional programs.** Selected graduate degree programs are also offered where need warrants and the university has strong expertise. UH Hilo offers “hands-on” learning, service, and leadership opportunities and especially encourages close student-faculty interaction and collaboration on research projects. The university encourages theoretical and applied research, and benefits Hawai‘i Island and the state through resource centers, community partnerships, continuing education, and distance learning programs.

Hawai‘i’s incomparable natural and cultural environment serves as a learning laboratory, the setting for many teaching, research, and service activities. The university also offers unusually rich opportunities for intercultural exchange, since we are located in the most ethnically diverse county in the U.S. and attract students from around the world. Providing an environment that is responsive to the needs of a diverse student population is central to the UH Hilo philosophy. As the university’s housing capacity grows, increasing numbers of students will benefit from immersion in our stimulating, diverse, and supportive residential environment.

## MISSION & GOALS

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### Strategic Plan Goals

The UH Hilo *Strategic Plan 2002-2010* identifies six major goals for the campus, together with objectives and broad strategies for realizing them:

- I. Maintain a well-rounded mix of liberal arts and professional programs, while distinguishing ourselves by taking full advantage of the extraordinary natural environment and cultural diversity afforded by our island setting.
- II. Continue to refine and strengthen efforts to fulfill our primary mission to offer high quality undergraduate liberal arts and professional programs.
- III. Build a learning environment that facilitates student development and success.
- IV. Obtain sufficient resources to support enrollment growth, high quality programs, and enhanced services.
- V. Embrace opportunities for dynamic community involvement.
- VI. Establish a more effective organization and invest in human capital.

The UH Hilo Strategic Plan 2002-2010 is posted at <http://www.uhh.hawaii.edu/uhh/strategic>.

# THE STRATEGIC INITIATIVES

As part of the strategic planning process, the President of the University of Hawai‘i system asked each campus to develop strategic initiatives—new programs and undertakings that would implement campus strategic goals. In May 2002, UH Hilo’s vice chancellor for academic affairs invited the campus community to submit proposals for such initiatives. Department chairs, division chairs, deans, and other unit directors, faculty governance chairs, and administrators were invited to submit proposals which were reviewed in two open meetings spread over two days. Nineteen strategic initiatives were produced, ranging from additional undergraduate majors and new graduate programs to a center for research in diversity. The initiatives are posted in full on the UH Hilo website: <http://www.uhh.hawaii.edu/~vcaa/UHHSIMay3102.pdf>.

*The nineteen strategic initiatives are designed to implement the UH system and UH Hilo Strategic Plans and represent the visions of many members of the UH Hilo community.*

Like the UH system and UH Hilo Strategic Plans which they are designed to implement, the UH Hilo strategic initiatives are subject to continuous review and change. They have not been prioritized or formally approved. Rather than a coherent plan, they represent the visions of many members of the university community. Organized by strategic goal, they are presented here in acknowledgment of these diverse aspirations and their potential to contribute to the missions of the university system and of our campus.

**GOAL I:  
Maintain a well-rounded mix of liberal arts and professional programs, while distinguishing ourselves by taking full advantage of the extraordinary natural environment and cultural diversity afforded by our island setting.**

## EDUCATIONAL OPPORTUNITIES

**1. Expand the Business and Economics Curriculum and Faculty to Facilitate Sustainable Growth in Business and Economy on the Island of Hawai‘i**

- Reconstitute the School of Business and Economics as the College of Business and Economics.
- Establish BBAs in Technology Management, Accounting, and Sustainable Tourism and an Executive Master’s degree in Business Administration.
- In cooperation with other UH Hilo units, develop a Hawaiian entrepreneurship program and contribute expertise to an incubator center in downtown Hilo.

**2. Deliver an Integrated Agricultural Education, Research and Extension Program to the Island of Hawaii**

*Assume responsibility for coordinating state and federal extension services and applied research functions on the island of Hawai‘i*

- Develop new academic programs: an Equine Science Program, a Plant Tissue Culture Program, a Certificate and BS degree in Veterinary Technology, a BS degree in Forestry and Natural Resource Management, and a MS degrees in Animal Science and Plant Science.
- Establish an Institute of Animal Health and Nutrition.

**3. Continue Support for the Revitalization of the Hawaiian and Indigenous Languages and Cultures**

- Fully fund the faculty positions for the graduate program and teaching licensure program as well as for Title III aspects of the program.
- Realize the 1997 University of Hawai‘i Hawaiian Language Task Force Report to the Hawai‘i State Legislature and Act 315 of the 1997 Hawai‘i State Legislature.
- Add a doctorate in Hawaiian and Indigenous Language and Culture and a master’s in Indigenous Language and Culture Revitalization.
- Actively recruit students in the state, nation, and worldwide through distributed learning technologies.

**4. Develop and/or Expand Graduate Programs**

- *Provide Adequate Support for the M.A. Program in Counseling Psychology*  
Provide cross-cultural, student-centered professional training in counseling psychology within the existing Psychology Department.
- *Establish an interdisciplinary M.S. in Conservation Biology and Environmental Sciences*  
Train individuals for technical and multidisciplinary professional jobs in conservation and ecological research, protected parks management, natural resource management, and social and economic fields.
- *Establish an Interdisciplinary Master’s Program in Cultural Resource Management*  
Combine the faculty resources of UH Hilo’s programs in anthropology, geography, the natural sciences, and the College of Hawaiian Language in a Master’s degree curriculum in Cultural Research Management with special focus on Hawaiian culture.
- *Establish an Interdisciplinary Cross-Cultural Master’s Degree in Social Work*  
Using distributed learning technology and Hilo on-site courses, offer an MSW program statewide with specialties in case management/client services and program administration and development and a focus on local culture, rural, aging and legal issues.

- **Establish a Master's Program in Public Administration**  
Through the Political Science department and the College of Business Administration and Economics, offer a common core of courses for the first year of graduate study and second-year emphases in entrepreneurship, gerontology, and multicultural approaches.

## 5. Create an Integrated Astronomy/Technology Education Program

Drawing on the astronomy infrastructure of Mauna Kea and University Park, develop programs to train students for technological careers in astronomy and in related fields, such as computer science, engineering and informational technology.

## Goal II: Continue to refine and strengthen efforts to fulfill our primary mission to offer high-quality undergraduate liberal arts and professional programs.

### 6. Strengthen Undergraduate Programs

- **Establish Interdisciplinary B.A. and B.S. Degrees in Environmental Science/Studies**  
Prepare students for graduate study and careers in environmental-related fields: conservation biology, law, fisheries science, geology, natural resource management, wildlife ecology, and environmental law.
- **Establish a Certificate Program in "Creative Writing about the Environment"**  
Regularly offer series of courses in creative writing, both fiction and nonfiction, about the environment taught by locally prominent writers and establish a rotating Writer in Residence program, with nationally distinguished writers offering such courses.
- **Expand the Foreign Language Program**  
Establish BA and/or certificate programs in Chinese, Filipino, Japanese, Spanish, and other languages, and implement the one-year foreign language requirement for the BA.
- **Establish a BA in Journalism**  
Offer training through the Communication and English departments in the areas of

newspaper and web journalism, photojournalism, radio/broadcast journalism, multimedia production, and public relations.

- **Establish a B.F.A. in Studio Art**  
Formalize the current practice, in which many Art majors complete the equivalent of a BFA in Studio Art.

# EDUCATIONAL QUALITY

- **Establish a B.S. in Electronics and Information Engineering**  
Train students for the maintenance, design, and fabrication of electronic devices for the control of telescopes; or for employment as field engineers, marketing engineers, test engineers in a wide variety of other fields such as aerospace, networking, and manufacturing.
- ### 7. Provide Leadership and Increase Access to Higher Education on Hawai'i Island
- Establish a new, more integrated and efficient relationship between the University of Hawai'i at Hilo and Hawai'i Community College.
  - Assume responsibility for the West Hawai'i Education Center and explore means of developing other satellite sites in other remote areas, such as Ka'u.
  - Establish the Kalakaua Marine Laboratory in Puako and a North Hawaii Education and Research Center.
- ### 8. Bring Training and Degrees to Students throughout the State and Beyond
- Place UH Hilo counseling/recruiting officers on O'ahu and Maui to promote our existing DL programs and to serve our DL students.
  - Deliver high-demand programs such as non-credit Hawaiian Language and Hawaiian culture, the M.Ed. and the RN-to-BSN in asynchronous mode to in-state and out-of-state sites.

# STUDENT SUCCESS

## **Goal III. Build a learning environment that facilitates student development and success.**

### **9. Internationalize the Campus**

- Expand faculty and student exchange, study abroad, development assistance programs, and international agreements with other institutions of higher learning.
- Facilitate University of Hawaii at Hilo international scholar and faculty exchanges.
- Increase UH-Hilo revenues through short-term training programs and technical assistance serving international clients.

### **10. Meet the Academic Support and Developmental Needs of Students**

- Through public-private partnerships, increase the on-campus housing capacity of the University by doubling available spaces by 2005.
- Assure adequate staff needed to develop and maintain initiatives aimed at improving academic advising, enrollment management, retention, service learning, internships, leadership development, and exchange student support.
- Provide high quality and comprehensive health care for students with a special focus on serving economically disadvantaged students.

### **11. With Private Funding, Develop a Housing-Conference-Commercial Plaza Adjacent to Campus**

- Develop conference facilities to attract and serve scholars and others, in cooperation with the UH Hilo Conference Center.
- Construct a housing center for students and scholars adjacent to campus.
- Develop a commercial plaza with shops and restaurants.
- Offer students, faculty, staff a convenient location for shopping and socializing.

# RESOURCES

**Goal IV.**  
**Obtain sufficient resources to support enrollment growth, high quality programs, and enhanced services.**

## **12. Establish Endowments for Scholars, Programs and Facilities**

*Seek private funds to:*

- Establish endowed chairs to recruit nationally renowned scholars in such fields as Hawaiian language and culture, indigenous language and culture revitalization, astronomy, marine science, conservation biology, plant tissue biotechnology, and China-U.S. relations.
- Fund unrestricted and restricted scholarships to attract top students from the state as well as mainland and to support study abroad for UH Hilo students.
- Support a stimulating, diverse and supporting residential environment with for such items as lecture series, performing arts series, leadership training, and cultural events such as visitor experience at MKAEC.

- Support the university's institutes, centers, environment-related and native Hawaiian programs.
- Establish a \$5 million endowment for meeting operations, maintenance and upgrade costs.

## **13. Strengthen Intercollegiate Athletics Program**

- Bring UH Hilo into compliance with NCAA requirements by 2005.
- Bring UH Hilo into full Title IX compliance by 2008.
- Develop a strong focus on the student-athlete through scholarship funds, academic support, recruitment of quality student-athletes from in state, nationally, and internationally.

# COMMUNITY

## **Goal V. Embrace opportunities for dynamic community involvement.**

### **14. Engage Actively with the Community**

- Continue with EPSCoR, a federally funded program designed to boost Hawai‘i’s science and technology infrastructure.
- Partner with the U.S. Department of Agriculture to develop the Pacific Basin Agriculture Research Center in the University Park of Science and Technology to improve the economy and well-being of Hawai‘i and Pacific Basin societies agricultural industries.
- Develop the North Hawai‘i Education and Research Center in Honokaa to promote community development and educational.
- Recruit additional tenants for the University Park of Science and Technology.

### **15. Establish Research and Service Centers.**

- *Establish a UH Hilo-UH-Mānoa Center for Cross-Cultural and Diversity Studies*  
Cross-Cultural Studies: Develop certificates and graduate programs in cross-cultural studies in cooperation with UH Mānoa faculty, support a journal in intercultural relations, and develop research teams in timely areas such as terrorism, ethnic harmony, multicultural education, international economic development.

Human Diversity Studies: Promote interdisciplinary and interregional research and teaching on the biological and cultural nature of human diversity, developing integrative input from cultures represented in Hawai‘i, the U.S., and the Pacific Basin.

Innovation and Social Change: Support research on the impact of change and foster innovation in Pacific island communities in small businesses, agriculture, health practices ,and the environment.

- *Establish an Oral History Data Archive*  
Serve the research needs of students, scholars, and others in the fields of history, anthropology, sociology, geography, and business by coordinating and making widely available a collection of oral histories from distinctive constituents of the community.
  - *Establish a Rural Health Science Center*  
Bring together faculty in nursing, psychology, occupational health, medical anthropology) at UH Hilo with health-related institutions on the Island of Hawaii to expand undergraduate training, develop a program on aging and retirement.
- ### **16. Invigorate the Art and Practice of Teaching P–20 across Hawai‘i Island**
- Support additional positions for the recruitment, advising, admissions and support of students interested in becoming K-12 educators.
  - Establish post-baccalaureate programs in Alternative Teacher Education and Special Education.
  - Using distributed learning technology and in cooperation with UH Mānoa, offer teacher education programs to the entire island of Hawai‘i, the state and beyond.
  - Cooperate with Kamehameha Schools in improving educational opportunities on the island of Hawai‘i, especially for native Hawaiians.

# ORGANIZATIONAL ISSUES

## **Goal VI. Establish a more effective organization and invest in human capital.**

### **17. Strengthen the Research and Development Infrastructure**

- Establish an Office of Associate Vice Chancellor for Research and Graduate Studies to coordinate the development of new and approved masters' degrees, and oversee Experimental Program to Stimulate Competitive Research (EPSCoR).
- Establish a Graduate Faculty and a Graduate Council independent of those located at UH Manoa and make the UH Hilo Research Council a permanent body.
- Establish an Office of Vice Chancellor for Advancement and Entrepreneurship.

### **18. Market UH Hilo and Reach Out to Prospective Students, Alumni and Community**

- Create marketing strategies that are consistent, coordinated and integrated, and increase professional staffing in production of informational and recruiting material.

### **19. Enhance Management of Human, Physical and Financial Resources**

- Increase the utility budget to match the growth in new buildings.
- Establish a motor pool for all university vehicles, including vans and trucks used for field trips and other course-related activities.

- Enhance the campus security through additional personnel, training, and improved technology.
- Add an Associate Vice Chancellor for Facilities Planning and Management a Senior Budget Analyst, and a Personnel Systems Coordinator.

## Contributors:

**Many faculty, staff, administrators, and students have contributed to the development of these initiatives, both directly and indirectly. Among these participants are the following:**

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