



College of Tropical Agriculture and Human Resources

University of Hawai'i at Mānoa



**Strategic Positioning and Visioning
2022–2027**

Aloha Faculty, Staff, and Valued Stakeholders,

The college initiated a strategic positioning effort in the middle of a pandemic. That may seem like a bad idea, but the timing was fortuitous. The pandemic occasioned significant budget cuts. The College of Tropical Agriculture and Human Resources (CTAHR) was reduced in size due to retirements and resignations. The University of Hawai'i (UH) System President, Dr. David Lassner, and Mānoa Provost, Dr. Michael Bruno, initiated a review of the System and the Mānoa campus, knowing that this was an opportunity to reimagine the university.



Change often brings more change. While the UH System was asking what it should look like, CTAHR needed to determine its relevance to the future of the university and the state. With that knowledge, the college would be prepared to meet the challenges. Hence, a strategic positioning effort in the middle of a pandemic.

CTAHR is a unique blend of natural resource management, agriculture, human nutrition, food science, animal science, bioengineering, molecular biosciences, human development and fashion design. All of these subject areas are under the umbrella of the Agricultural Research Station, the Cooperative Extension Service, and the academic, degree-granting side of CTAHR. Our uniqueness also comes from the fact that we are the only state in the union located in the tropics. The college's challenge was to leverage our uniqueness to prepare Hawai'i for the future.

One key to the success of a strategic positioning effort for CTAHR was that it had to be based on faculty-driven input, which was informed by the college's stakeholders. However, we needed a framework within which we could collectively work and share. To that end, we engaged a facilitator with leadership experience, knowledge of organization development, and who employed a successful process the college could work within. We found that person in Dr. Mitch Owen, Owner and Chief Operating Officer, Mitchen, Inc. His experience working with Cooperative Extension at other land grant colleges was distinctively appropriate to work with our faculty.

When I say that this is a strategic approach developed by the faculty, I mean that the CTAHR administration had very little role in the process. While the process is described later, it is important to note that faculty input was informed by a total of 5,226 comments received from around the state and from within the college.

The result is a strategic positioning document that outlines four main initiatives. These initiatives are supported by CTAHR's strengths upon which the college will build, address the trends to which CTAHR must react to be relevant, improve operational effectiveness within the college, and outline the core values that CTAHR must exhibit along its journey.

It is my honor to support the strategic approach that our faculty defined, and I look forward to its role in moving the college into the future.

A handwritten signature in dark ink, reading "NB Comerford".

Nicholas Comerford, PhD

Dean, College of Tropical Agriculture and Human Resources
Director, Hawai'i Agricultural Research Station
and Cooperative Extension Service

The Strategic Positioning and Visioning Process

CTAHR launched its strategic positioning process in Fall of 2021 to map our future for the next five years. To initiate this effort, a working group consisting of 25 members (14 faculty, 3 staff, 4 administrators, 2 students, and 2 outside stakeholders) was formed to represent the college's departments and units and charged with developing a strategic vision for the future positioning of CTAHR.

The process was designed to generate a comprehensive, forward-looking, transformational vision of a future that would guide the college through the post-pandemic years while remaining relevant and effective in providing impactful services to the people we serve. This in turn would build a stronger college with more resilient departments and units.

In developing a collective vision, data and input were gathered from a diverse group of stakeholders, both internal and external to UH and the college, to ensure broad input, support, and ownership. The departments and units collected input from 354 individuals through phone, zoom, and in-person interviews. Those interviews included Legislators, State Officials, University Officials, funding agency sponsors, peer universities, industry leaders, community leaders, and farmers and growers. Ten listening sessions were led by the external facilitator both on campus and across the state and resulted in the collection of 5,226 data points (2,395 faculty; 2,049 public; and 782 staff). Each department also conducted their own

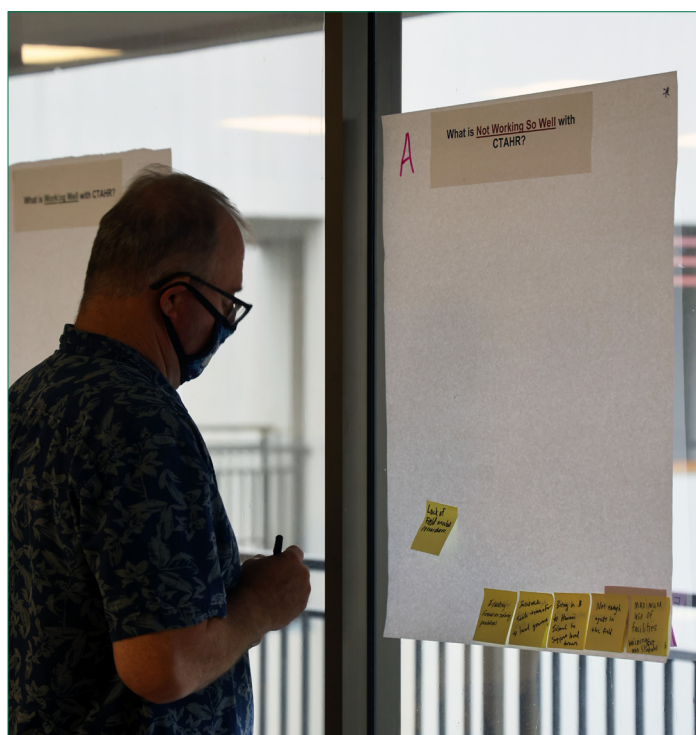
self-led listening sessions for their undergraduate and graduate students. Information collected at those student listening sessions were incorporated into the departmental retreats. In total, the working group committee considered input from more than 480 individuals and 5,226 data points in developing this strategic visioning document.

Each department had two external facilitator led retreats to build consensus, identify their departmental focus, identify the gaps they need to address, and contribute feedback to identify the college's grand challenge initiatives. In addition to attending their respective departmental retreats, the extension agents also had their own retreat focused on external stakeholder input. The working group committee studied all the collected data and identified common themes. The committee then developed the grand challenge initiatives and operational goals that will guide the college in realizing its vision during the next five years.

What follows is the result of the work of the college's faculty, staff, and stakeholders, and a vision for the future success of the college.



Working Group Retreat



Hawai'i Island Public Listening Session

About CTAHR



Anthurium, Magoon Research Station



Hawai'i 4-H

We are the College of Tropical Agriculture and Human Resources, and who we are is best described in the book, *Hawai'i's College of Tropical Agriculture and Human Resources: Celebrating the First 100 Years*.

"The founding faculty, regents, and students of the College of Agriculture and Mechanic Arts could not have imagined the institution that is now located at the mouth of the Mānoa Valley...Our college was built by dedicated visionaries... Over the past 100 years, the college has contributed to the growth of diversified agriculture, protection of our natural resources, and the strengthening of our families and communities. The college's 'ohana, past and present, can look with pride on its accomplishments and contributions to Hawai'i and the world"

As we continue the legacy that was started for us in 1907, today CTAHR is:

- Six academic departments offering BS, MS, professional Masters, and PhD degrees.
- 1,073 undergraduate and graduate students from diverse socioeconomic, cultural, and ethnic communities. (846 undergraduates, 227 graduates; Fall 2021)
- A team of 125 faculty and 135 professional, technical, and clerical staff.
- Faculty, students, and staff actively engaged in a wide array of research programs in agriculture, natural resources, human health, animal health, human nutrition, food, healthy and resilient families/communities, and fashion design and merchandising.
- Successful at competing for extramural grants and contracts from state and federal agencies, foundations, nonprofit organizations, and private donors.
- A team of 30 County Extension Agents and 20 Extension Specialists who deliver Extension programming statewide while generating \$3 in grants, donations, and volunteer time value for every \$1 dollar of support from the state and federal government.
- A cadre of 1,300 volunteers who assist in Extension program delivery.
- A statewide network of 22 Experiment stations and Extension offices on five Hawaiian Islands that support significant integrated Research and Extension programs.
- A Hawaiian Place of Learning.

CTAHR MISSION

Our responsibility is to provide exceptional transdisciplinary education, research, and extension in tropical agriculture, natural resources, and human well-being to local and global communities.

‘ŌLELO MĀKIA

‘O ko mākou kuleana ke a‘o a noi‘i ākea i ka mahi kopikala a kumu waiwai, no ka pono o ka lāhui kanaka ma Hawai‘i a ma ‘ō loa aku.

CTAHR VISION STATEMENT

An educated community, healthy population, and sustainable food system and environment that strengthens the well-being and economic development of the people of Hawai‘i.

‘ŌLELO NU‘UKIA

Na‘auao ke kaiāulu, ola ka lehulehu, momoma ka ‘āina, i ulu pono ka lāhui.

Core Values

These are the core values of all CTAHR administration, faculty, staff, and students:

Mālama

Care for others and the environment.

- We treat everyone equally and ensure their safety and protection.
- We embrace everyone's individuality.
- We nurture those in our learning community to promote growth, education, and academic success.
- We protect and preserve the natural resources and ecosystems of our islands to maintain sustainable communities and resilient agriculture.

Pono

To be righteous in thoughts, speech, and actions that reflect integrity and reciprocity.

- We build relationships that are honest, open, and transparent.
- We treat others with respect.
- We honor and protect the 'āina and the people of Hawai'i.

Kuleana

Take responsibility and accountability.

- We are responsive and accountable to the needs of the environment and its people.

- We strive to be more efficient and properly utilize human, natural, and financial resources.
- We encourage self-awareness of one's own individual contribution and fulfillment of CTAHR's mission toward teaching, research, and extension.

Loea

Resourcefulness, Resilience, and Innovation.

- We think outside of the box to address societal issues toward people, places, and environments.
- We encourage open-mindedness to listen to all ideas.
- We strive to build continual curiosity in everyone to promote life-long learners.
- We generate opportunities that challenge ineffective ways of thinking.

Laulima

Inclusive and collaborative in service and society.

- We foster active listening.
- We provide opportunities for team-building.
- We build multidisciplinary teams to tackle pressing issues in our community and society.
- We strive to be a CTAHR 'ohana and strengthen the greater community.

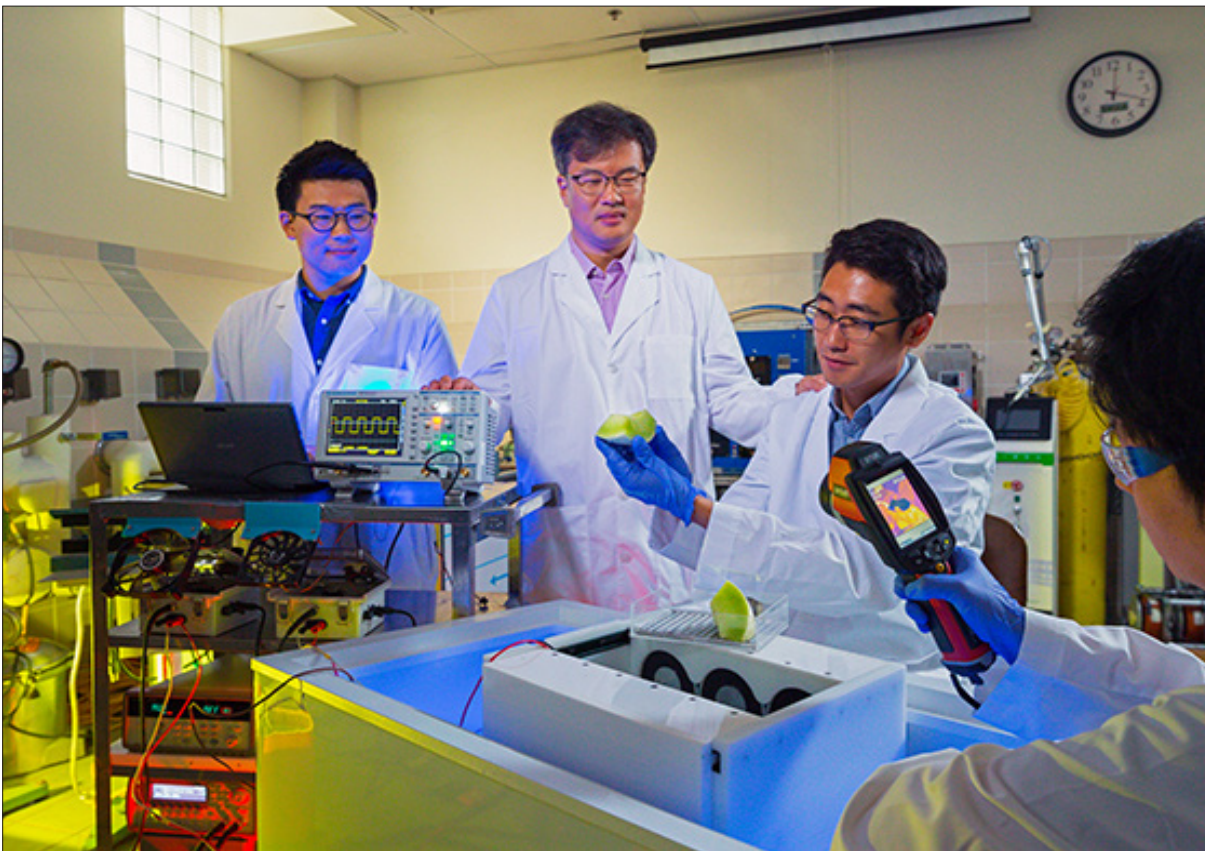


MBBE Fermentation Biochemistry students shifted operations of their mock company, 3Rewery, to produce hand sanitizers at the start of the Covid-19 pandemic.

External Forces and Trends

The following nine trends represent major external forces that are expected to influence the success of CTAHR in the next 10 years.

- Intensifying environmental threats and challenges, including accelerating climate change and increasing impact of invasive species, and the emergent demands for solutions to address them.
- Economic instability and changing legislative priorities leading to uncertainties in state funding.
- Increasing need to strengthen local food systems and markets to support greater food security and self-sufficiency.
- Growing recognition of interdisciplinary collaborations as essential to address grand challenges in improving sustainability, human health and social disparities.
- Emerging new technologies, such as big data science and sensor technology, and their significant impact on people, food, and the environment.
- Demographic imbalance due to an aging population and shortage of skilled and talented personnel reduces future capacity.
- Escalating anti-science sentiment and the widespread dissemination of misinformation through social media, and the resulting public distrust of research institutions.
- Increasing respect and incorporation of local cultural values and social traditions of Hawai'i.
- Increasing recognition of diversity, equity, and inclusion as a core value to engage and support diverse people.



Food Processing Lab in the Department of Human Nutrition, Food, and Animal Sciences.

College Strengths

The following points describe the foundational strengths of CTAHR. They are based on information collected during listening sessions and interviews with stakeholders.

- CTAHR is known for effective local and global stakeholder engagement, partnerships and collaborations with state and federal agencies, industry, nonprofit organizations, and community members.
- CTAHR has a strong history of innovation in tropical food systems and resilient island social-ecological systems.
- CTAHR values the integration of multiple knowledge systems, consistent with a Hawaiian Place of Learning.
- CTAHR has innovative and resourceful faculty and staff that create a sense of belonging throughout the

college, with diversity in expertise across research, extension and academic programs.

- CTAHR has a strong commitment to student support, caring for student well-being alongside quality teaching and research programs, resulting in increased retention, enrollment, and graduation rates.
- CTAHR extension has a strong reputation across the Pacific region for applied, collaborative outreach that meets stakeholder needs.
- CTAHR conducts research that is globally and locally recognized as high-quality and relevant, equipping professionals with multidisciplinary skills to solve emerging challenges.



CTAHR Graduates



CTAHR Bee Project teams up with the O'ahu Master Gardeners' Bee Hui to collaborate on a demonstration at the Pearl City Urban Garden Center.

College Operational Goals

To improve operational effectiveness, create a support structure that allows for growth and innovation, and align CTAHR's vision and resources, we have identified the following operational goals for the college:

- Develop a brand then communicate and market it effectively.
- Improve internal communication for students, faculty, and staff and improve external access to information for stakeholders and the general public.
- Strengthen collaborations, develop partnerships, and generate opportunities for revenue and resource diversification.

Grand Challenge Initiatives

The natural world, human communities, and agriculture are intrinsically connected, and CTAHR strives to understand all three of these elements holistically while addressing the grand challenges we face.

Resilient and Thriving Community Health

Improve the health, well-being, and resilience of regional communities while reducing disparities.

- Enhancing health and well-being locally, nationally, and globally.
- Promoting healthy and resilient regional communities in the Pacific region and beyond.
- Improving nutrition and health access equity by addressing historical disparities.
- Strengthening multicultural families and individuals across the lifespan.
- Revitalizing and reconnecting ecosystems and the community to bolster holistic health.

Vibrant Tropical and Pacific Island Agriculture and Food Security

Strengthen tropical and Pacific Island agriculture and food systems through sustainable agriculture research and education.

- Building leadership in abundant and flourishing social-ecological systems for sustainable and resilient crop, ornamental plant, and livestock production systems ('āina momona).
- Bolstering local food security and high-quality food systems through research, education, and extension.
- Increasing productivity through scalable and affordable technologies in crop improvement, pest and disease management, and biocultural resource conservation and management.



Giant fruit competition, Hawai'i Island



Stewardship of commercial fishing.

Grand Challenge Initiatives

Ecosystem Health

Apply indigenous knowledge and modern technologies that support healthy ecosystems and climate change adaptation.

- Weaving multiple knowledge systems for stewardship of natural resources (mālama ‘āina).
- Revitalizing and reconnecting ecosystems and community in Hawai‘i and globally.
- Biosecurity research and education for native species conservation and invasive species management.



Conservation efforts to protect the native ‘Ua‘u kani (Wedge-tailed Shearwater).

Workforce and Economic Development

Enhance economic development for an adaptable and resilient community and well-trained workforce.

- Developing a socially and emotionally fit workforce to serve diverse communities.
- Support preschool through university (P-20) educational and career pathways and skill development for student success.
- Technology and training for students, teachers, state employees, community members, and other stakeholders.
- Building strong relationships with the community and industry.
- Developing local industries that align with CTAHR areas of expertise and community need.



GoFarm Hawai‘i graduates of the inaugural AgTech program.

Working Group Members

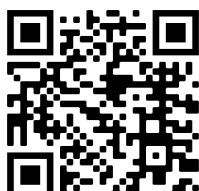
Name	Title	Classification
Dulal Borthakur	Chair and Researcher, Molecular Biosciences & Bioengineering	Faculty
Jonathan Deenik	Chair and Specialist, Tropical Plant & Soil Sciences	Faculty
Zhi-Yan (Rock) Du	Assistant Professor, Molecular Biosciences & Bioengineering and CTAHR Faculty Senate Member	Faculty
Lara Hackney	Instructor, Human Nutrition, Food & Animal Sciences	Faculty
Kacie Ho	Assistant Professor, Human Nutrition, Food & Animal Sciences and CTAHR Faculty Senate Member	Faculty
Emilie Kirk	Assistant Extension Agent, Tropical Plant & Soil Sciences (Kaua'i)	Faculty
Thao Le	Professor, Family & Consumer Sciences	Faculty
Michael Melzer	Associate Researcher, Plant & Environmental Protection Sciences	Faculty
Nhu Nguyen	Associate Researcher, Tropical Plant & Soil Sciences	Faculty
Nancy Ooki	Associate Extension Agent, Family & Consumer Sciences (Maui)	Faculty
Melissa Price	Assistant Professor, Natural Resources & Environmental Management	Faculty
Shannon Sand	Asst Extension Agent, Natural Resources & Environmental Mgmt. (Hawai'i)	Faculty
Ikkei Shikano	Assistant Professor, Plant & Environmental Protection Sciences	Faculty
Miaoying Tian	Associate Researcher, Plant & Environmental Protection Sciences	Faculty
Mark Berthold	Director, Communication Services	Staff
Marcus Hayden	Fiscal Manager, Administrative Services	Staff
Mililani (Michelle) Isaacs	Secretary, Plant & Environmental Protection Sciences	Staff
Glenn Evans	County Administrator (Kaua'i)	Administration
Jeff Goodwin	Interim Associate Dean for Cooperative Extension	Administration
Adrienne Lee	Director of Administrative Services	Administration
Ania Wieczorek	Interim Associate Dean for Academic and Student Affairs	Administration
Michelle Au	Graduate Student, Plant & Environmental Protection Sciences	Stakeholder
Cody Ching	Graduate Student, Natural Resources & Environmental Mgmt	Stakeholder
Audrey Hirayama	Director of Development, UH Foundation	Stakeholder
Brian Miyamoto	Executive Director, Hawai'i Farm Bureau	Stakeholder
Mitch Owen	Owner and Chief Operating Officer, Mitchen, Inc.	Consultant



Kamehameha Butterfly:

Ceramic mural, about 18'x24', created by UH-trained artist Bob Flynt in 1984-85 under a commission from the State Foundation on Culture and the Arts.

Testimonials



Acknowledgements

Mahalo nui loa kakou to all who contributed to our strategic positioning process and the development of this report. We are greatly appreciative of Dr. Mitch Owen of Mitchen, Inc. for his guidance and endurance throughout the process. There were many challenges in conducting a project this large in scope during a worldwide pandemic but he remained flexible and helped us reach our goal. Provost Michael Bruno for his support in our process. Adrienne Lee and Deborah Wong for being the college representatives for the process responsible for planning, coordinating and providing logistic support while keeping us all safe and in compliance with up to date COVID protocols. Adrienne Lee for searching photo archives and compiling the report and the Town Hall presentation PowerPoint. Adrienne Lee, Deborah Wong, Lynnet Higuchi, and Lynn Takahara for editing the report. The Working Group Team for their extra efforts compiling the information that was collected, summarized and provided by the entire faculty; taking it to its essence utilizing consensus building; and for all the extra meetings they had to participate in to make it all come together. Mehana Vaughn for her translation assistance. Matthew Chun-Hori and Marvin Chun sitting through our retreats and meetings providing technology support. Godwin Polendey for having a keen eye and storytelling skills in the creation of our wonderful testimonial video and for picture taking at our Town Hall meeting. There are so many other hands that have contributed, but most importantly, please recognize that none of this would have been possible without the CTAHR faculty, staff, students, and stakeholders for their participation and invaluable contributions throughout the process.

NB Comerford



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