Strategic Planning Committee Charge and Planning Process

**UH Hilo 2010-2015 Strategic Planning Committee Charge**

The following charge was developed by the Chancellor and the Vice-Chancellors in September 2010. The Chancellor’s Executive Committee and Faculty Congress endorsed the Charge.

**Aim:** By the end of May 2011, to develop a realistic and measureable 2010-2015 Strategic Plan for UH Hilo that reflects the unique aspects of the university within the broader UH System, and to advise on appropriate implementation and monitoring.

**Format of the strategic plan document:** The resulting strategic plan document should be concise, specific, and clearly set out UH Hilo’s unique identity and strategic goals for the next five years. The document should be short, on the order of five pages in length.

**Period of the plan:** The plan will cover the period 2010-2015 to bring UH Hilo in line with the UH System strategic planning cycle and match the WASC review cycle. However, in recognition that strategic plans need to remain flexible and responsive, the plan will be revisited for possible revision every two years. As initial development of the plan will be completed by the end of May 2011, the next formal review of the plan will be in 2013.

**Key terms:**

- **Strategic Plan** – a guide that defines UH Hilo and sets out what our priorities are and how we intend to meet them.

- **Vision** – an image or description of the university community we aspire to become in the future. It answers the question, ‘if we can achieve what we want to do, what will we look like in X years time?’
• **Mission** – a foundational statement that describes the purpose of the university’s existence. It answers the question ‘why do we do what we do.’ For UH Hilo, the mission statement should distinguish us from other universities within the UH System and highlight our unique attributes.

• **Strategic issue** – a fundamental challenge that could affect UH Hilo’s mission, service level, stakeholders, budgets, costs, organization or management.

• **Strategic goal** – a broad statement of a core area on which the University will focus its energies.

• **Action** – a measurable step that will be taken to accomplish a strategic goal.

• **Institutional Key Performance Indicator (KPI)** - a measure of institutional level performance (e.g., graduate rate, freshmen retention rate) in relation to a strategic goal or action.

The strategic plan must be:

• Aligned with the broader UH System Strategic Plan, objectives, outcome measures, and presidential initiatives (e.g., the Hawai‘i Graduation Initiative).

• Realistic within the university’s current and anticipated human resource and budgetary resources.

• Based on key evidence from internal and external sources (including WASC accreditation evaluations) and an analysis of the university’s current situation, the situation within the broader local and state community, and higher education trends, mandates and best practices.

• Based on effective consultation with UH Hilo stakeholders – faculty, staff, students, alumni, local community and others, including actively seeking input on the mission and vision of UH Hilo and identified priorities, goals and potential strategies.

Specific Instructions:

• By the end of December 2010 and in consultation with UH Hilo stakeholders, review and revise the **mission and vision** statements of UH Hilo based on evidence from the pre-planning stage, UH System plans and policies, and other relevant information.

• By the end of January 2010, identify **draft strategic goals** for UH Hilo through review of the pre-planning evidence, relevant documents or reports (e.g., state/island workforce needs, WASC reports, institutional data) and the UH System strategic plan.

• By the end of February 2011, **consult** effectively on the draft strategic goals with internal and external stakeholders to identify any key gaps, and to identify potential actions for meeting the draft goals.

• By the end of March 2011, review UH Hilo’s current **institutional key performance indicators** and recommend indicators that would be most appropriate for the university to monitor over the next five years.

• By end of April 2011, **develop** a full **draft strategic plan** and **consult** on this draft plan with a broad range of UH Hilo stakeholders.

• By the end of May 2011, **recommend** a 2010-2015 strategic plan document for approval by the chancellor, and provide advice to the chancellor on implementing and monitoring the plan.
## Draft Outline Process for Developing the 2010-2015 UH Hilo Strategic Plan

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Stage and Action</th>
<th>Lead Responsibility</th>
<th>Consultation</th>
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</thead>
<tbody>
<tr>
<td>Nov-Dec 2010</td>
<td>1. <strong>Review</strong> and <strong>revise</strong> current mission and vision.</td>
<td>SPC</td>
<td>Consult with campus stakeholders including key governance groups (e.g. Faculty Congress, Council of Vice-Chancellors, Council of Deans and Directors, EMIT*, LRBPC**)</td>
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<td>Nov-Dec 2010</td>
<td>2. <strong>Identify</strong> and <strong>prioritize</strong> strategic issues.</td>
<td>SPC</td>
<td>Consult with key governance/policy groups (e.g. Faculty Congress, Council of Vice-Chancellors, Council of Deans and Directors, EMIT*, LRBPC**)</td>
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<td>Dec 2010 - Jan 2011</td>
<td>3. <strong>Determine</strong> draft strategic goals and identify draft actions where possible.</td>
<td>SPC</td>
<td>Campus-wide consultation and with external groups.</td>
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<td>Jan-Feb 2011</td>
<td>4. <strong>Consult</strong> on draft strategic goals and actions. Mechanisms to be determined by SPC but could include ‘town hall’ meetings, online response submission, and other group meetings.</td>
<td>SPC</td>
<td>Consult with key governance/policy groups (e.g. Faculty Congress, Council of Vice-Chancellors, Council of Deans and Directors, EMIT*, LRBPC**)</td>
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<td>March 2011</td>
<td>5. <strong>Review</strong> UH Hilo’s current institutional key performance indicators and recommend a set appropriate to measure strategic plan goal attainment in the coming years.</td>
<td>SPC</td>
<td>Consult with key governance/policy groups (e.g. Faculty Congress, Council of Vice-Chancellors, Council of Deans and Directors, EMIT*, LRBPC**)</td>
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<td>March 2011</td>
<td>6. <strong>Develop</strong> full strategic plan based on responses from consultation.</td>
<td>SPC</td>
<td>Broad consultation with UH Hilo internal and external stakeholders (to be identified).</td>
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<td>April 2011</td>
<td>7. <strong>Consult</strong> on full draft Strategic Plan (allow 3 weeks).</td>
<td>SPC</td>
<td>Seek endorsement from key governance groups including faculty congress and the Council of Vice-Chancellors</td>
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<td>May 2011</td>
<td>8. Based on consultation feedback, <strong>amend</strong> draft plan where relevant</td>
<td>SPC</td>
<td></td>
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<td></td>
<td>9. Seek <strong>endorsement</strong> from key governance groups.</td>
<td>SPC</td>
<td></td>
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<td>End May 2011</td>
<td>10. <strong>Recommend</strong> final draft to UH Hilo chancellor and <strong>advise</strong> on potential implementation and monitoring mechanisms.</td>
<td>SPC</td>
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<td>June 2011</td>
<td>11. Chancellor to <strong>recommend</strong> UH Hilo’s Strategic Plan to the UH president for presentation to the Board of Regents.</td>
<td>Chancellor</td>
<td></td>
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*EMIT is the Enrollment Management Implementation Team  
**LRBPC is the Long Range Budget Planning Committee
Plan Implementation and Monitoring

Of key importance to the success of strategic planning is implementation and monitoring of the strategic plan. The plan will be the basis for budget and human resource decisions, including future program change requests, and its performance indicators will be tracked for evidence of progress toward plan goals.

In addition, individual colleges and other units will be asked by the Chancellor to develop plans of their own to support and implement the institutional strategic plan. Details of this are to be developed by the Chancellor.