Communicating Strategic Planning at UH Hilo

Action required: SPC members are asked to:

- **Note** the current mechanisms that have been utilized to communicate the planning process to the campus and community
- **Discuss** how to improve the current mechanisms and suggest ideas for different approaches to ensure faculty, staff, students and the local community are kept updated and engaged in the process. The committee will do this by:
  - identifying and prioritizing the university’s main stakeholders
  - determining the most appropriate communication mechanisms for each stakeholder group

*This item was deferred from the first meeting of the SPC held November 3rd 2010. This paper represents an amended version of the original paper (04/10) provided for that meeting.*

1. Introduction

Effectively communicating the process of strategic planning is one of the most important aspects of ensuring a plan is well developed, implemented and then integrated into the day-to-day running of the institution. The SPC needs to communicate effectively with all key constituents – faculty, staff, students and the local Big Island community – during development of the plan, and the university needs to continue communication throughout its implementation.

Communication mechanisms will be utilized for two main purposes:

- To inform constituencies of progress, feedback on outcomes, and planned consultation activities
- To seek feedback from constituencies on drafts of the plan/activities undertaken by the SPC
2. Current Mechanisms

So far, communications have related to the ‘pre-planning’ initiative and nominations process for the committee. The following mechanisms have been utilized:

2.1 Informing constituencies of progress

- Strategic planning website [www.hilo.hawaii.edu/strategicplan](http://www.hilo.hawaii.edu/strategicplan)
  The website requires review and revision now that pre-planning has ended. It needs to be streamlined and key messages pulled-out and made more obvious.

- Ka Lono Hanakahi faculty/staff newsletter
  *Every month since September 2010, Siân Millard has written an article for the Ka Lono Hanakahi newsletter updating faculty/staff on progress with pre-planning.*

- UH Announce email
  *Some key announcements like the preplanning survey consultation, listening tour sessions for students and nominations for the SPC have been issued via UHH Announce listserve from the Chancellor's office.*

- UH Hilo Announcements webpage, facebook and Twitter
  *Web-media have been utilized to promote preplanning activities – particularly in advertising the survey consultation – and the nominations process.*

- Hawai‘i Tribune Herald newspaper
  *To try to reach community members, an announcement about UH Hilo strategic planning was issued in September 2010 under the Chancellor’s column. In the column, the community was informed that the university is undertaking strategic planning and were invited to submit their views via the listening tour1 companion survey.*

- Chancellor’s Executive Committee
  *Siân has given presentations at two Chancellor’s Executive Committee meetings to keep the UH Hilo executive updated and informed of progress in pre-planning.*

2.2 Seek feedback from constituencies

During the preplanning phase, feedback has been sought from three main mechanisms:

- Survey consultation
  *A survey consultation called ‘What really matters at UH Hilo?’ was run from April to June 2010. A report of the survey responses can be accessed at [www.hilo.hawaii.edu/strategicplan/preplanning](http://www.hilo.hawaii.edu/strategicplan/preplanning) These will be discussed at a future SPC meeting.*

- Listening tour
  *Complimenting the survey consultation, a listening tour took place between June and November 2010 to gain views on UH Hilo from 31 groups in a face-to-face setting. The groups met with included faculty, staff,*

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1 The ‘listening tour’ was part of pre-planning efforts to gather views on UH Hilo. Its outcomes will be discussed at a forthcoming SPC meeting.
students and community members. Notes from the group meetings can be accessed at [www.hilo.hawaii.edu/strategicplan/preplanning](http://www.hilo.hawaii.edu/strategicplan/preplanning).

- Strategic Planning Coordinator

  Siân acts as a general point of contact for all questions on UH Hilo strategic planning. Siân’s contact details are on all pages of the strategic planning website and are sent out with every communication. Individual constituents have visited/emailed Siân to give their specific feedback.

3. **Areas for Improvement/Consideration**

The SPC needs to engage in a mix of one- and two-way communication mechanisms to ‘get messages out’ and seek feedback. We need to be consistent and systematic in the key messages we want to relay and ensure that all communications are delivered positively.

As the SPC has recently been formed and we are starting the process of formal strategic planning, it is appropriate that we review the current communication mechanisms. As such, during the meeting, we will consider the following questions and work in small groups and as the entire committee to answer them and prioritize actions:

1. **Who are our main stakeholders?** *That is, who do need to ensure we keep informed of progress and seek feedback from during development of the plan.*

2. **How can we most appropriately communicate with those stakeholders?** *That is, certain mechanisms may be more appropriate for different stakeholders – what are they?*
   
   a. To communicate our progress?
   
   b. To seek feedback (ie. via consultation)?

3. **What are the key messages we, as a committee, want to consistently refer to in our communications?** *That is, what messages do we want to communicate about the planning process (e.g. transparency)*