Implementation of the UH Hilo Strategic Plan – initial discussion

Action required: SPC members are asked to:

- Note their charge to advise the Chancellor on implementation of the strategic plan
- Discuss initial key questions relating to implementation: what it is, what the barriers are toward it, and what needs to happen to support it.

1. Introduction

Strategic plans fail for a number of reasons but, along with a failure to communicate, most commonly it’s due to a failure to implement. Strategic planning is a cyclical process – it does not stop with publication of a plan. It includes development and implementation, where implementation includes monitoring, review and accountability. Implementation is at the heart of making change happen.

Whilst the charge of the Strategic Planning Committee is focused on the development of the strategic plan, part of it is also to advise Chancellor Straney on how the resulting plan could be implemented at UH Hilo. It is important that we start to consider this issue now, concurrently with development of the document, so that we can ensure implementation will be possible, and the mechanisms required to for its success are in place before the strategic plan is finalized.

2. Questions to consider

The purpose of this paper is to initiate an initial discussion on implementation in terms of what it is, what the barriers are towards it, and what needs to happen to overcome those barriers. There are therefore three core questions to consider in our initial discussions:

- What does implementation of a strategic plan mean? That is, what does it encompass?
- What are the barriers to implementation at UH Hilo? Think about past and current experiences of implementation of both past strategic plans and other policies/initiatives.
• What needs to happen to support implementation? *That is, how can we overcome the barriers? Think about good examples of implementation that you may have experienced – what worked well? Why did it work well?*

We will discuss these questions in small groups and then as the full committee. Following discussion, Siân Millard will develop the framework for an implementation strategy that will be discussed further at a future meeting.