Producing Final Drafts of the Mission and Vision Statements – Process Options for SPC Consideration

Action required: SPC members are asked to:

- **Note** the outcomes of the redraft mission statement ranked vote
- **Confirm** the key concepts/themes they want to convey in the mission statement (see Section 3)
- **Report** back on subgroup discussions on vision concepts/themes
- **Discuss** similarities and differences between the two subgroups’ lists
- **Consolidate** the two lists into one set of concepts/themes that need to be addressed in a new version of the vision statement
- **Agree** which option to take for further testing of the mission/vision statements (see Section 4)

1. **Revising the draft mission statement**

At the last SPC meeting, members ranked by vote six revised statements that were put forward to address the comments from the consultation. The purpose of this vote was to choose a redraft that addresses the main consultation feedback. The chosen redraft would not be the final version – rather it would form the basis of further work and development with an external consultant who would help advise the committee on appropriate wording.

The six draft statements, all leading with the same Hawaiian wise-saying, were:

'A'ohe pau ka 'ike i ka hālau ho'okahi
One learns from many sources

Option A

UH Hilo challenges students to reach their highest potential through vibrant educational opportunities from which discovery, creativity and personal interaction benefit our intercultural society.

Option B

We advance high quality educational opportunities and experiences for the diverse communities of Hawaii and beyond, inspiring learning, discovery and creativity in a supportive, engaging island environment.

Option C

UH Hilo challenges students to reach their highest potential by inspiring learning, discovery and creativity in a supportive, engaging island environment. Our students are engaged in educational opportunities and experiences relevant to the diverse communities of Hawaii and beyond.

Option D

The mission of the University of Hawaii at Hilo is to advance to the highest potential, the intellectual, social and emotional capabilities of our students in collaboration with and for the benefit of our local, regional and global communities through the most innovative approaches in the integration of learning, discovery and creativity ideally complemented by a unique multicultural college-town setting.

Option E

The University of Hawaii at Hilo fosters learning, discovery, and creativity to benefit the world and our communities. At UH Hilo we believe that the close interaction between students, faculty, and the campus promotes learning. Students here have the opportunity to engage directly in world class research, study the culture of Hawaii, and explore the arts and humanities, all done in collaboration with leaders in their fields in a highly intercultural environment, and tied closely to the community in which we live.

Option F

The University of Hawaii, Hilo is a model institution of higher learning, dedicated to excellence in research and education. Our students are inspired by a journey we call 'learning with aloha' which is filled with scientific discovery, exploration of the arts and humanities, and the cultivation of creativity and critical thinking. Our intercultural campus environment is an engaging atmosphere of learning where knowledge is created and shared, values and wisdom are preserved, and each can learn from one another. Living on the youngest and largest of the
Hawaiian islands, we respect the a'ina and appreciate the many lessons it has to offer. Our mission is to promote students to the highest levels of achievement; our focus is to continuously improve the quality of life of the people of Hawai'i, the Pacific region, and the world.

From the ranked vote, members selected **Option F** as their primary choice, followed by Option E. This choice does not reflect the final statement for the committee. It reflects the statement that the committee judged to best reflect the issues raised in the consultation feedback. **The immediate next step is for the committee to agree on the concepts/themes that should be reflected in the mission statement. Options for the process of development following that are set out in Section 4.**

2. **Revising the draft vision statement**

The committee was split into two-subgroups and each group asked to identify the main concepts or themes that should be reflected in the vision statement. The purpose of splitting the committee was to ensure that each member had opportunity to provide input in a smaller group setting, and to develop concepts/themes via two streams, then for the whole committee come back together to identify and discuss similarities and differences. **The ultimate aim for the Feb 11th meeting is for the committee to agree a final list of concepts/themes that it determines should be reflected in the vision statement.** For options for next steps, see Section 4.

3. **Mission and Vision Concepts**

This section summarizes the key concepts that the SPC, on the basis of the initial draft and feedback from the consultation, wish to convey through the mission and vision statements:

**Mission concepts – UH Hilo’s purpose (to be discussed and confirmed by SPC)**

The concepts listed below are those identified by the committee at their Feb 4th meeting (in a slightly different format). They reflect the consultation feedback. This list is to be discussed, amended where necessary and confirmed by the SPC at their Feb 11th meeting:

- To offer students a high quality/excellent education
- That includes learning, discovery and creativity
- And reflects the uniqueness of Hawaii
- To benefit the diverse, intercultural communities of Hawaii, Pacific Region and the world

**Vision concepts – UH Hilo’s direction (to be discussed and confirmed by SPC)**
Concepts/themes identified from the two sub-groups to be discussed, amalgamated and agreed upon by the committee.

4. Mission and Vision Finalization

Two options are presented on how the committee could go about ‘finalizing’ the mission and vision statements. Regardless of which, if any of these options is chosen as the preferred course of action, the SPC may want to retain the right to amend the draft statements/concepts/themes based on their goals, actions and indicators discussions.

- Based on consultation feedback and initial discussions, agree concepts/themes for each statements (see Section 3 above)
- Consider options on how to proceed and select one (or a variation of one/another not listed) – see two options set out below
- Delegate authority to the drafting subcommittee to work with the external consultant to redevelop statements and following whatever option selected by committee. New drafts will be presented to the full committee for feedback, but delegation of the work will enable the subcommittee to work more quickly and will free-up the full committee to start developing the goals, actions and indicators.

Note that it is unclear when exactly the drafting subcommittee may be able to work with the external consultant as the consultant has not yet been brought on board. In some respects, it may be more effective to wait to re-word the statements whilst discussions about the goals and actions will be taking place as such discussions may help to further clarify and focus the mission and vision.

At some point however, the mission and vision statements will be redrafted. It would be prudent to consult again on those redrafted statements in some manner. The committee is asked to discuss and choose one of the following options in this regard:

**Option 1: Dedicated further consultation – focus groups**

This option would involve a second dedicated round of consultation, through focus groups, on the redrafted statements. **Pros:** further consultation means we can check revised drafts doing job intended; can validate that committee has addressed main feedback from main consultation. **Cons:** risks cycle of develop, test, redevelop, test; time consuming

- ‘Test’ new drafts with 2-3 focus groups of 5-6 participants. Selection could be random through HR/student lists); self-selection by asking for volunteers; or direct selection
- Further redraft based on focus group comments
- Agree amendments in committee/with external consultant
• If time/possible - seek indication of consensus through main consultation for goals, actions and indicators. This is dependent on when the focus groups could take place in relation to the goals etc main consultation

**Option 2: No further dedicated mission/vision consultation – tie to full goals, actions, measures consultation**

This option assumes only one further consultation on the plan, and suggests that further consultation on the mission and vision is included in the broader consultation on the goals, actions and indicators. *Pros:* more efficient that issuing another separate consultation on the mission/vision; reduces risk of ‘consultation fatigue’ with campus/community. *Cons:* risk of having just one remaining consultation that major issues may be identified with redraft statements making achievement of deadline and/or buy-in from key groups/people untenable.

• ‘Park’ redrafted mission/vision statements
• Develop goals, actions and indicators
• Consult on goals, actions and measures, and include further consultation on redrafted mission/vision in that consultation