1. **Overall Situation**

*Ultimate aim:* by the end of May 2011, to recommend a 5 year strategic plan to the Chancellor that is realistic and measurable and that reflects the unique aspects of the university within the broader UH System.

*Timeframe remaining and SPC meetings:*
- There are 3.5 months left in the development timetable. That equates to 17 currently scheduled meetings between Feb 11th and May 27th (our last meeting).

*Things remaining to do:*
- Finalization of the mission and vision statements
- Development of the goals, actions and performance indicators.
- At least one further rounds of consultation on the plan/elements of it

*Relevant terms relating to goals/actions/indicators development from SPC charge*
- *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.

2. **General Points for Goals/Actions/Indicators Development**

• *Working towards a vision for 2020 within a plan for 2015:* Whatever, approach is selected by the committee to follow in order to develop the goals, actions and indicators, members need to remember that the goals etc should support the mission and work towards the vision. With regards to the vision, members should also bear in mind that it is for 10 years until 2020 and that this strategic plan is only for 5 years. Therefore, achievement of the goals selected should take the university at least halfway to achievement of the vision.

• *Number of goals to aim for:* Given that the SPC’s mandate is to develop a strategic plan in the region of 5 pages in length, the Chancellor has confirmed that he anticipates a handful of goals (5-7) to be articulated.

• *Level of detail in the goals:* The Chancellor has confirmed that the goals should be detailed enough to be able to give units a guide for their own strategic plans, but specific enough that priorities can be clearly identified. They should be measurable. It is likely that the committee will need/want to engage the Chancellor in discussion during the goals development phase so that they can confirm they are at the right level. The Chancellor is aware and supportive of this approach.

• *Actions:* The actions should set out what steps need to be taken in order to achieve a goal. This should be measurable.

• *Key Performance Indicators* – These are institution-wide measures or indicators that enable the university to know whether they have done the actions they set out to achieve and met the goal.

3. **Materials/Support Potentially Required to Support Process**

• ‘Homework’ materials for the committee setting out key internal and external evidences/influences on UH Hilo that need to be taken into account in goals/actions development (see Zip files). This is primarily evidence/information that the committee has seen before, but is consolidated for convenience. This information will be sent to members separately. Members will be asked to read through the material and start to form ideas for broad goals-specific actions, ready for a full group discussion starting February 18th.
• Both options suggest subgroups of the SPC to progress. These subgroups may need some form of administrative/organizational/facilitatory support.

4. **Suggested Approach for Goals/Actions/Indicators Development**

This approach would seek to answer the questions: (1) what factors identified in the preplanning and other evidence must be addressed in order to achieve the vision? and (2) is there anything else/any other area we need to address to work towards the vision and support the mission?

**Step 1:** Full committee brainstorm key strategic areas/priorities/issues evident from internal and external evidence that need to be addressed in order to support vision and mission. A process of prioritization occurs and main goals identified. (2-3 committee meetings)

**Step 2:** Run main goals past Chancellor (and Councils of VC’s?) for feedback and necessary adjustments made/suggestions for actions sought

**Step 3:** Committee splits into subgroups to address goals (1-2 goals per group depending on number of goals and subgroups) to identify actions and performance indicators. People from outside of committee with specific expertise/knowledge/skills could be brought into the subgroups where appropriate/necessary. (2-3 weeks? Already scheduled SPC meetings could serve as subgroup meeting times)

**Step 4:** Each subgroup reports back to full committee and full committee enters process of review and refinement

**Step 5:** Proposed goals, actions and measures run past Council of VC’s for feedback and necessary amendments made

**Step 6:** Full consultation held (to include mission and vision in some form). Consultation could be through survey and town-halls.