Goals Discussions Meeting 2 – Proposed Process

Action required: SPC members are asked to:
- Note the raw outcomes from last meeting's brainstorm around the draft vision themes at Annex I
- Note the proposed process to guide goals discussions for this 2nd goals-related SPC meeting

1. Progress So Far

At the last meeting on February 18th, SPC members brainstormed 5 core themes relating to the draft vision. Members noted that organizing the discussion around these themes represented a starting point for strategic goal and action development. They also noted that the draft vision themes may change as the committee refines its discussions on the goals and actions. Annex I provides the raw outcomes from the committee’s brainstorming.

2. Overall Aim for Goals, Actions and Indicators Development

The committee is reminded that their overall aim is to develop 5-7 broad, overarching goals that the university should pursue over the coming 5 years. These goals should be grounded in the evidence available, support the mission and work towards the vision. The goals will be supported by more detailed actions and key performance indicators. Note that the vision is for 10 years but the strategic plan is for 5 years. Therefore the goals should be such that they take UH Hilo at least half-way to achieving the vision.

A visual representation of the committee’s current situation is given below:
In terms of the structure of the strategic plan, the committee is aiming for something that resembles the following (example given for illustrative purposes only):

**Terms from 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.

**Example Structure Related to Charge**

Example from Northern Kentucky University:

- **Strategic goal**
  
  *Goal* - Increase student engagement in learning
  
  *Explanation blurb* – Active engagement with the university and the learning process is associated with deeper learning and student success

- **Actions**
  
  - Maintain an ‘up close and personal’ approach to education by increasing student interaction with faculty and staff inside and outside of class, retaining small classes and ensuring outstanding advising for all students.
  - Increase opportunities for active learning through student research and creative work, service learning and alternative spring break programs.
  - Integrate student-learning and employment by expanding both campus and community-based work-study, cooperative education, practica and internship opportunities.
  - Expand opportunities for students to study abroad and learn from international students enrolled at NKU.
  - Enhance co-curricular, cultural, social, recreational and wellness programs to address the distinctive needs, interests and availability of our commuting, residential and non-traditional students.

- **KPI’s**

  KPI’s weren’t attached to Northern Kentucky’s strategic plan but they could have included something like this:

  - Increase student reporting of interaction with faculty on NSSE
  - Increase number of student employees on campus by 15%
  - Increase number of study abroad opportunities and students opting to take study abroad placements by 20%
  - Etc…
3. **Process for Goals Meeting 2 (Feb 23rd)**

In determining the process of discussion for this week’s meeting, the committee needs to bear in mind what they want to have achieved by the end of next week’s meeting. It is anticipated that by the end of next week’s meeting the committee will have developed and agreed on no more than 7 broad strategic goal areas to be developed further with actions and indicators.

As with the previous meeting (Feb 18th), the committee needs to ensure that their discussions are grounded in the evidence and information available to them.

**Aim for the meeting:** to identify common threads from last week’s brainstorming session that could form strategic goals

- If the committee does not get through all of the material, potential homework options to finish the process of identifying common goal threads are:

  - Option A: Subgroup of SPC (e.g. drafting sub-comm + others) to meet prior to next meeting and undertake grouping exercise.
  - Option B: Split committee into subgroups and ask them to meet before next week’s meeting to group issues into potential goals.
  - Option C: Individual members work up groupings, submit to Siân via email 2 days before next week’s meeting. Siân to collate groupings and submit consolidated version for discussion.

If the committee achieves these steps then by the end of the March 4th meeting they should have a set of draft strategic goals/goal areas. The next step will then be to run these proposed goals passed the Chancellor and VC’s for comment (see Step 2 in table below) before then determining the specific actions (and indicators where relevant) that could be undertaken to reach the goal. The committee will likely split into subgroups for this next stage. See below for overall process for goals, actions and indicators development.

4. **Reminder of overall process for goals, actions and indicators development**

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<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>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. Common threads identified and process of prioritization occurs if necessary and main goals identified. (2-3 committee meetings) – <strong>this is the step we are currently on</strong></td>
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<td>2</td>
<td>Committee splits into subgroups to address goals (1-2 goals per group)</td>
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<td>Step</td>
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<td>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. (Already scheduled SPC meetings could serve as subgroup meeting times)</td>
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<td>3</td>
<td>Each subgroup reports back to full committee and full committee enters process of review and refinement</td>
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<td>4</td>
<td>Full consultation held (to include mission and vision in some form). Consultation could be through survey and town-halls.</td>
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During this process, the committee may seek feedback from other groups or individuals with relevant skills/expertise.