Draft Strategic Plan Consultation

Action required: SPC members are asked to:

- **approve** the plan for the consultation subject to any changes recommended from discussion, including:
  - **confirm** that the consultation be issued as planned in the week commencing April 11th
  - **approve** the proposal to offer the consultation via two mechanisms – open town-hall sessions and an online survey
  - **decide** whether how many town-hall sessions should be held (see Section 3.1, Number of sessions)
  - **agree** how the town hall sessions should be run in terms of the questions that could be asked to facilitate feedback (see Section 3.1, Plan for sessions)
  - **agree** that the online survey be issued the afternoon of Friday April 8th and close at 12pm on Thursday April 14th (see Section 3.2, Timetable)
  - **discuss** and **approve** the draft consultation questionnaire at *Annex I* (separate document) *(confidential to committee)*
  - **approve** the communications plan at *Annex II* *(confidential to committee)*

1. Overview

The Strategic Planning Committee has worked over the past months to revise the mission and vision statements following the January consultation, and to develop strategic goals and actions. The committee sought feedback on an initial skeleton of the strategic plan, including those elements, from the Chancellor and Vice-chancellor’s over Spring Break. The committee has since been addressing that feedback and working to both reduce the number of strategic goals, and make them more specific. The committee has not yet discussed performance indicators – these will be addressed from mid/late April.
2. Purpose of the consultation

The purpose of this consultation on the draft strategic plan is to seek general feedback from UH Hilo stakeholders on what the SPC has so far developed. The consultation will include the:

- Revised mission statement
- Revised vision statement
- Who we are
- What we stand for
- Strategic goals
- Supporting actions

The overall aim from seeking the feedback is to determine how well the draft strategic plan has been received by stakeholders and what may need to be changed. This consultation will ask questions at a higher level than the draft mission and vision consultation. That is, we won’t be seeking specific feedback on particular words or phrases, but rather on the whole sections and the whole draft plan as a package. This approach will help the committee to identify high-level issues or potential ‘deal-breakers’ within the draft plan that may need to be addressed. It will also reduce the burden on respondents by asking a few general questions, rather than many specific questions.

3. Proposed consultation plan

Working towards the new workplan timetable that the committee viewed at the March 16th SPC meeting, it is proposed that the consultation on the draft strategic plan be held in the week commencing April 11th.

The committee is asked to confirm that the consultation be issued as planned in the week commencing April 11th.

As with the draft mission and vision consultation, it is proposed that feedback be sought through two complementary mechanisms to maximize the reach that the consultation has. The two mechanisms proposed are:

- Face-to-face, open town-hall sessions
- Online survey questionnaire

The committee is asked to approve the proposal to offer the consultation via two mechanisms – open town-hall sessions and an online survey.

The focus will be weighted towards seeking feedback on Section 2 - the draft goals and actions - as these are new aspects that stakeholders have not yet seen, although general comments will also be sought on Section 1 – the revised mission, vision, who we are, and what we stand for.

3.1 Open, town-hall sessions

Number of sessions
The draft mission and vision consultation held four, one hour, open town hall sessions. These were helpful in terms of having face-to-face interaction and debate on the draft statements, but there was, in general, low attendance to these sessions with an average of 7-8 per session. It may therefore be appropriate to reduce the number of town-hall sessions for this forthcoming consultation to make more effective use of the committee’s time.

So far, three dates/times have been provisionally booked. They are:

- Tuesday, April 12th, 12-1pm, CC301
- Wednesday, April 13th, 4:30-5:30pm, CC301
- Thursday, April 14th, 9-10am, CC301

The **committee is asked to decide** how many town-hall sessions they wish to hold.

**Plan for sessions**

It’s proposed that the sessions be facilitated by the Strategic Planning Coordinator, with SPC members present (where possible) to help answer questions and listen to the feedback first-hand. Attendees will be encouraged to consider the draft strategic plan prior to attending the session.

The aims of the sessions will be to:

- Give attendees an overview of the process the committee has gone through to redevelop the mission and vision and to develop the goals and actions. This will be achieved through a short (10mins) PowerPoint presentation, and supporting by explanatory text as a cover page to the draft plan. It will include going through the revised mission and vision, who we are and what we stand for part, as well as each goal and supporting actions

- Ask for general feedback on Section 1 of the draft plan – mission, vision, who we are, and what we stand for (10mins)

- Ask for general feedback on Section 2 of the draft plan – the draft goals and supporting actions.

  - By asking for general comments (35mins). The benefit of this approach is that it may highlight the areas of most concern to people relatively quickly. There may however be a risk of missing some potential feedback by not looking at each goal/set of actions.

  - By asking three questions: (1) what people like about the proposed goals and/or actions (altogether), and (2) what they would like to see changed and why, and (3) any other general comments (approx 10mins per question). The benefit of this approach is that it would help to structure the feedback into essentially likes, dislikes and further comment. There would however be time pressure to this approach and it runs the same risk as above of missing some potential feedback.

  - By asking attendees for general comments on each goal and set of actions. If there are four goals, that would mean approx 8mins per goal (total 35mins). The benefit of this approach is that each goal would receive equal attention and therefore reduce the risk of something being missed through general feedback. However, there would
be significant time pressure to this approach which may unintentionally cut-short important feedback.

- Summarize the feedback, explain next steps and close the session (5mins)

The **committee is asked to agree** how the sessions should be run in terms of the questions that could be asked to facilitate feedback (see sub-points under bullet three above)

### 3.2 Online Survey

The online survey for the mission and vision consultation worked relatively well as a complementary feedback mechanism to the town-hall sessions. It enabled those people who were unable to attend sessions or who preferred to give their feedback anonymously to do so.

**Timetable**

The SPC’s last meeting before the planned consultation week is Friday April 8th. It is anticipated at that meeting that the committee will approve the draft plan for consultation. In which case, it is proposed that:

- the online survey be **issued** the afternoon of **Friday April 8th**, and
- **close** at 12pm on **Thursday April 14th**.

This allows 5.5 days for the survey to be completed. Closing at 12pm on Thursday April 14th means that the Strategic Planning Coordinator will be able to do some preliminary analysis of the responses prior to the committee’s meeting on April 15th, and members will be able to review raw, anonymized comments.

The **committee is asked to agree** that the online survey be issued the afternoon of Friday April 8th and close at 12pm on Thursday April 14th.

**Questionnaire**

The draft questionnaire, available at *Annex I* (separate document), essentially has four parts:

Part 1: Questions 1-4 asks introductory questions to get a sense of the ‘type’ of stakeholder the respondent is (i.e. faculty, staff, student, etc).

Part 2: Questions 5-6 provides Section 1 of the draft plan and asks for general comments on the mission, vision, who we are, and what we stand for sections.

Part 3: Questions 7-8 provides Section 2 of the draft plan and asks respondents how satisfied or dissatisfied they are with each goal and its supporting actions, and asks for general comments on each one.

Part 4: Questions 9-10 asks respondents to indicate how satisfied or dissatisfied they are with the draft plan and asks for any further comment.

The **SPC is asked to discuss and approve** the draft consultation questionnaire at *Annex I* (separate document).
3.3 Communicating the consultation

It is proposed that a similar approach be taken to advertize this consultation as was taken with the mission and vision consultation – see Annex II below (confidential to the committee so removed from public version of this paper) for an overview of the planned approach.

The approach for the mission and vision consultation worked well in most respects although different and more mechanisms will be sought this time to try to reach students and RCUH employees. For students, communications will be sent through student employers, via facebook through UH Hilo Vulcans and the VC for Student Affairs, via the UH Hilo twitter, UHHS, and general Announce email. For RCUH, the difficulty remains in that there seems to be no one mechanism to contact this group so communications will need to be sent indirectly by asking UHH faculty and staff via ‘ohana who work with RCUH employees to forward on the consultation information.