UNIT IMPLEMENTATION PLANS

The Chancellor is expecting final Unit Implementation Plans by the end of June 2012. Unit implementation plans are expected from the four university divisions – Academic Affairs, Administrative Affairs, Research and Economic Development and Student Affairs – and the Chancellor’s Office. Unit plans should be developed in conjunction with all of the units ‘sub-units1’. The process for development is at the discretion of the unit leader2.

When reviewing UH Hilo’s 2011-2015 Strategic Plan and setting out your plans for addressing the actions relevant to your area, keep in mind that taken as a whole, the strategic plan will help our university to:

- Positively impact our students by:
  - Helping to graduate more men and women who are prepared to succeed in their lives outside of university, and providing an improved learning and living environment that encourages improved retention.

- Positively impact our faculty and staff by:
  - Improving the working environment through improved communications, streamlined processes and procedures, improved professional development opportunities and better supported teaching and research activities.

- Positively impact on our local community by:
  - Actively working with community partners on joint projects and initiatives, ensuring that UH Hilo produces high quality graduates that are able to meet local workforce needs, and encouraging community members to engage in university-based activities.

There are three important annexes in this document:

Annex I on page 2 provides the template for the unit implementation plans. In the first row is a description of what is required in each column. In the second row is an example of how the table could be completed:

Annex II on page 3 provides a quick reference broad mapping of UH Hilo’s strategic goals against the UH System strategic outcomes.

Annex III on page 4 provides general guidance for development of the unit implementation plans.

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1 Sub-unit: an organizational unit that sits underneath the major unit (e.g. all colleges, library, Kilohana and the IRO are subunits of the Division of Academic Affairs)

2 For subunits that report direct to the Chancellor (unit = Chancellor’s Office), the Chancellor’s Executive Assistant will coordinate development of the Chancellor’s Office unit implementation plan in partnership with the subunits.
### Annex I: Unit Implementation Plan Template


<table>
<thead>
<tr>
<th>2011-2015 Strategic Plan Action</th>
<th>Unit Planned Activity</th>
<th>Responsible Person(s) or Group</th>
<th>Proposed Start Date</th>
<th>Action Output(s)</th>
<th>Resource Requirement(s)</th>
<th>Contribution to UH System strategic outcome (if applicable)</th>
<th>Proposed Completion Date (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the relevant action from UH Hilo’s strategic plan?</td>
<td>What will the unit do to work toward meeting the action? You may have more than one way in which you want to address the action. That's fine. Just add additional rows to the table and put each part in a different row.</td>
<td>Who is the dedicated point-person or group responsible for undertaking the action on behalf of the unit?</td>
<td>At what date or period will the work start? It could be a particular month, or, if you're not sure which month, the semester. Note that in most cases, activity against priority actions should start before activity against supporting actions.</td>
<td>How will you know if you are making progress against the action if you have completed it? The action output is something that will help you determine if you've met or are meeting your planned activity. Refer to the master action output document. Please consider your data/information sources when determining these indicators and how often you will want to measure them. In some cases you may need to develop a new way to gather information. Be aware of resource requirements to develop and measure these.</td>
<td>What resources, if any, will your planned activity need? Particularly estimate financial resources and people time. This will help you to budget and prioritize based on the strategic plan.</td>
<td>What contribution will your planned activity will make towards the UH system strategic outcomes and performance measures? Please see Annex II for a broad mapping of UH Hilo goals against UH System strategic outcomes. Note: Don't be restricted by the broad mapping. If you think you'll be contributing to one of the UH System outcomes, regardless of whether there is a check in the box for the UHH goal you're looking at, then note it down.</td>
<td>At what date will you have completed your work (if applicable)? A completion date may not be applicable in some cases because work against some actions could be ongoing. In such instances, you should indicate review periods to check progress, or to simply put 'n/a' in the column and explain why it is not applicable.</td>
</tr>
<tr>
<td>3.1 (student housing)</td>
<td>Build new housing for minimum 250 extra beds by XYZ date</td>
<td>Director of XYZ (with appointment of architects)</td>
<td>October 2011</td>
<td>New housing built on time and at least 250 more beds available from Fall 2014</td>
<td>Additional housing funds released by the legislature and etc …..</td>
<td>Resources and stewardship Improvement to UHH’s housing infrastructure to benefit students.</td>
<td>Spring 2014 (for building completion)</td>
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</table>
### Annex II: Broad Mapping of UH Hilo Strategic Goals Against UH System Strategic Outcomes and Performance Measures

<table>
<thead>
<tr>
<th>Goal 1: Provide learning experiences and support to prepare student scholars to thrive, compete, innovate and lead in their professional and personal lives</th>
<th>Native Hawaiian educational attainment • Degree attainment of Native Hawaiians at UH (graduate and undergraduate)</th>
<th>Hawai'i's educational capital • UH degrees and certificates of achievement earned • UH disbursement of Pell grants • Going rates of public and private high schools to UH system campuses</th>
<th>Economic contribution • UH extramural fund support (research and other contracts and grants) • UH inventions, licenses and U.S. patents (applies to UH Manoa only)</th>
<th>Globally competitive workforce • UH degrees in STEM fields (for UHH, bachelors and masters) • Projected annual vacancies in shortage areas statewide (for UHH, computing, registered nurses and teachers)</th>
<th>Resources and Stewardship • Maintenance backlog (applies to entire UH system only) • Non-state revenue streams (tuition and fees, federal, sales/services/endowments/other and private giving)</th>
<th>Community college transfers • UH system CC transfer to system universities (by Native Hawaiian and all transfers, split by campus)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 2: Inspire excellence in teaching, research and collaboration</td>
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<td>Goal 3: Foster a vibrant and sustainable environment within which to study, work and live</td>
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<td>Goal 4: Cultivate, sustain and reflect a diverse, multicultural university that is rooted in the indigenous history of Hawaii</td>
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<td>Goal 5: Strengthen UH Hilo's impact on the community, island and state of Hawaii through responsive higher education, community partnerships and knowledge and technology transfer</td>
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<tr>
<td>Goal 6: Facilitate organizational excellence through continuous innovation, responsible resource development and effective communication</td>
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</tbody>
</table>

Access the full detail on the UH System strategic outcomes and associated performance indicators at: [http://www.hawaii.edu/ovppp/uhplan/SOPM.pdf](http://www.hawaii.edu/ovppp/uhplan/SOPM.pdf) The document does not contain the outcome on community college transfers as that was a new outcome introduced when the University was seeking a performance-linked budget from the legislature in 2010/11.
Annex III: General Guidance for Unit Implementation Plan Development

1. Key Definitions

Unit: defined at the macro-level the university’s major units are the university’s four major divisions – Division of Academic Affairs, Division of Administrative Affairs, Division of Research and Economic Development, and Division of Student Affairs – and the Office of the Chancellor (including all associated subunits for each one).

Sub-unit: an organizational unit that sits underneath the major unit (e.g. all colleges, library, Kilohana and the IRO are subunits of the Division of Academic Affairs)

Unit implementation plan: a document that specifically sets-out what unit’s will do to support and work towards the institutional strategic plan (see Annex I for a draft template). Unit implementation plans are not unit strategic plans, although unit leaders may find it helpful to develop their own strategic plan (if they do not already have one), that would be broader in scope, and to attach it to their implementation plan. That decision is at the discretion of the unit leader.

2. Summary of UH Hilo Planning Levels

![Diagram of UH Hilo Planning Levels]

Although not listed here as a planning level, it is expected that unit leaders will seek input from their subunits (e.g. individual colleges, departments) to inform development of the unit implementation plan. The process for that development is at the discretion of the unit leader.

3. Timetable for Unit Implementation Plan Development

By the end of January 2012, the Vice-Chancellor’s and Chancellor’s Executive Assistant submit to the Chancellor a short report on their progress in developing their unit implementation plans, and a note of work already underway (if applicable) against the strategic plan.

By the end of April 2012, the Vice-Chancellor’s and Chancellor’s Executive Assistant submit to the Chancellor draft unit implementation plans for review.

By the end of June 2012, the Vice-Chancellor’s and Chancellor’s Executive Assistant submit to the Chancellor final unit implementation plans. The Chancellor receives the plans.

4. Guiding Principles for Developing Unit Implementation Plans

- They should cover a 5 year period, with particular focus on the first two years (as the institutional strategic plan will be reviewed at some point in 2013).

- Their development should be transparent and led by an implementation planning team in partnership and consultation with unit employees – faculty and staff – and students and community members where appropriate.

- They should be informed by subunit plans or input.
• They should explicitly state how the unit will work towards and support the institutional strategic plan, including responsible persons/groups, timelines and expected action outputs.

• They should include indications of unit budgetary/resource requirements – especially indications of where ‘new’ funds would be necessary to progress activities and where activities could be undertaken with a reallocation of existing unit funds.

Note that:

• Units are not expected to address all aspects of the strategic plan. Rather each unit needs to determine the areas of the plan most relevant to them and work towards those.

• Units also do not need to progress each of those areas all at once – implementation planning teams are asked to take into account the five year period of the strategic plan and to timetable activities accordingly throughout.

• It is expected that, where relevant, units will timetable activities that support priority actions first, before timetabling activities against supporting actions.

• Some units may already have their own strategic plans. In such instances, those units should produce a separate implementation plan that explains (1) how their current strategic plan aligns with the new institutional strategic plan and (2) sets out any other areas that the unit will engage in to support the institutional plan.

5. Coordination and Oversight of Unit Implementation Plans

The institutional strategic plan offers opportunities for cross-working and coordinated action on particular goals and actions. It is recommended that steps are taken from the start of the implementation process to coordinate activities that respond to strategic goals/actions where relevant and possible. This is especially the case for actions that cross-cut divisions and where coordinated action would be most beneficial for the entire university. In this regard, the Council of Vice-Chancellor's will be responsible for looking across the unit implementation plans as a whole and ensuring: (1) their alignment with the institutional strategic plan, (2) integration of the plans with regards to identifying potential areas for cross-working, and (3) identifying and then reducing any possibility of duplication of effort.

6. Progress Reports

Annual progress reports, due by the end of June each academic year (with the first progress report due with submission of the unit implementation plan in June 2012), will be required from each unit to report on activities they have undertaken as set out in their implementation plans. These progress reports will be submitted to the Chancellor, Council of Vice-Chancellor’s and the strategic plan Progress Review Team* for feedback.

7. Monitoring and Review of Unit Implementation Plans

Responsibility for monitoring and reviewing unit-level implementation plans rests with the relevant unit leader. Monitoring and review criteria for the implementation plans should be determined by Council of Vice-Chancellors, in consultation with the strategic plan progress review team*, and map onto the review periods for the institutional strategic plan. *Charge for Strategic Plan Progress Review Team currently in development (August 2011).