July 30, 2010

TO: Virginia Hinshaw
    Chancellor

    Martin Raynor
    Chair, Mānoa Faculty Senate Executive Committee

FROM: Strategic Plan Working Group

RE: Fall 2010 Update of Defining Our Destiny 2002-2010

SPECIFIC ACTION REQUESTED:

The Strategic Plan Working Group (SPWG) requests that the Mānoa Faculty Senate Executive Committee and the Chancellor approve and begin implementing the proposed process for updating and extending the Mānoa strategic plan Defining Our Destiny 2002-2010.

ADDITIONAL COST:

Approximately $30,500.00. The SPWG made every effort to develop a cost-effective process for updating the strategic plan that utilizes the most current web planning technology and strategies. This approach is intended to ensure an efficient, inclusive and timely process.

The specific resources necessary to complete the strategic plan update process within in the proposed timeframe are as follows:

1. Technical/support staff for website development and data management (APT .25 FTE; $8000)
2. Facilitator to assist with SPWG representative led meetings in October and November ($6000)
3. Administrative support (Chancellor’s Office) to schedule campus wide strategic plan meetings, etc.
4. SPWG will oversee data analysis and coordinate report writing. Ellen Hoffman is available to perform data analysis and supervise web development but would require a .25 FTE buy-out for the Fall 2010 semester ($12,000)
5. Refreshments for facilitated meetings ($2000)
6. Travel for Mānoa faculty located on neighbor islands to facilitated meetings ($2500)
RECOMMENDED EFFECTIVE DATE:

August 2, 2010. This date provides a two week period for updating the current strategic plan website and setting up the web-based survey instrument developed by the SPWG to gather data on strategic planning priorities from campus stakeholders.

PURPOSE:

The Fall 2010 strategic plan update process will enable Mānoa to conduct a participatory, stakeholder engaged review of the current plan that includes a web-based data collection process and a series of town hall style focus group meetings that will produce a revised 2010-2015 strategic plan with broad campus buy-in.

BACKGROUND:

In Spring 2010 the Chancellor and Mānoa Faculty Senate Executive Committee agreed to jointly appoint a Strategic Plan Working Group to design a process for updating and extending the current Mānoa Strategic Plan Defining Our Destiny 2002-2010. The joint Administration-Faculty Senate SPWG was charged as follows:

“The strategic plan working group will determine/design the process for updating and extending the UHM strategic plan for the next 5 years through 2015. This working group will 1) define processes needed to gather input and the data needed to update and extend the UHM strategic plan, 2) develop questionnaires, surveys and other mechanisms to gather input, and 3) define the consultation/collaboration processes involving students, faculty, staff, and the Hawai‘i community that will then be executed in the fall 2010 to develop a 2010-2015 strategic plan that includes implementation and financial planning elements.”

SPWG members included Administration representatives Kelly Aune, Pat Cooper and Alan Teramura, Faculty Senate representatives Susan Hippensteele, Ellen Hoffman, and Torben Neilson, and GSO representative Sue Haglund. ASUH did not provide a SPWG representative.

The SPWG met on May 18, June 1, 7, 15, 29, July 16 and 30, 2010. At its initial meeting the SPWG reviewed the joint Administration/SEC charge, created a workplan, set meeting dates and identified focus questions to guide the development of process and implementation steps for the Defining Our Destiny update.
At the June 1 meeting the SPWG began developing questions for an online survey of stakeholders; between June 1 and 29 the survey instrument was further developed and refined.

On July 16 the SPWG began developing the Fall 2010 timeline and identified resources needed to complete the strategic plan update process by December 2010; on July 29 the timeline and this memo were finalized.

The SPWG proposes a web-based data collection survey instrument (attached) followed by facilitated in-person and web-based meetings with campus stakeholders to discuss stakeholder responses to the survey and scenarios developed from the data. Through this process a draft update to Defining Our Destiny will be prepared and distributed for review no later than the end of the first week of November and a final draft will be completed and distributed for review one month later.

The SPWG recommends that its members be retained throughout Fall 2010 to introduce the process to the campus (August-September), construct scenarios for future discussion based on initial data collected (September-October), lead discussions of the data and scenarios (October), lead discussions of the draft 2010-2015 strategic plan (November), and finalize the draft plan for distribution to the campus (November). We further recommend that additional stakeholder members be added to the SPWG when writing begins in October 2010.

Timeline for Completion of Fall 2010 Strategic Plan Update Process.

On or before August 15: Mānoa Strategic Planning website updated for current update process. Updated website to include SPWG charge and membership, SPWG meeting dates and summary of discussions, links to resource materials (Defining our Destiny 2002-2010, UH System Strategic Plan, benchmark updates, summary of WASC standards, samples of other university strategic plans, SPWG recommendation memo to Chancellor/SEC, proposed timetable, etc.)

August 16: Email blast to campus stakeholders announcing update process with url to website

Weeks of August 23-Sept 3: SPWG representatives make presentations to MET, FS/SEC, CoC, individual colleges, GSO, ASUH, etc., outlining process for strategic plan update and timetable

August 23-September 13: Survey instrument open—email notices/reminders to stakeholders sent August 23, 27 and September 2
Sept. 13-19: Analysis of results, write preliminary report

September 20: Publish survey results on website, email announcement of results to stakeholders, request comments on survey results

September 20-October 1: Develop scenarios based on survey results

October 4-14: SPWG representatives and facilitator meet in 4-6 large group facilitated sessions to discuss survey results and scenarios based on initial data collection, request attendees and other stakeholders provide web comments/ideas/recommendations, web facilitated discussions for community members, off island individuals, etc.

October 18: SPWG begins drafting updated strategic plan; add additional stakeholders to drafting committee

November 8: First draft of plan placed on website for comments

November 15-19: SPWG reps and facilitator conduct facilitated town-hall meeting to discuss draft plan, web based facilitated discussions.

December 1: Final draft written and placed on website for review

ACTION REQUESTED:

We ask that you approve and initiate the proposed process for updating *Defining Our Destiny* on August 1, 2010.

APPROVED / DISAPPROVED:

___________________________________            ____________________________________
Virginia Hinshaw    date           Martin Rayner    date
Chancellor               Chair, Mānoa Faculty Senate Executive Committee