BOR Policy

Chapter 4 Planning

The University of Hawai‘i has undergone rapid change over the years. Such changes have contributed to the creation of an economic base that allowed increasingly large appropriations for public higher education, created a greater demand for educational services, yet at the same time created competing demands for the same resources the University needs, such as land, housing and transportation.

The problems left by the tremendous expansion we have already experienced, the needs and aspirations of the citizens of Hawai‘i, and the constraints on resources and time—all these require the University to develop explicit statement of priorities and an orderly and reasonable plan for its further growth. Not everything desired by the University can be accomplished and, certainly, not all at once. (Sept. 21, 1970; am: Oct. 18, 2002)

a. The following policy establishes a strategic planning process to ensure that the University engages in appropriate long-range planning.

   (1) The Board will periodically approve a long-range plan referred to as the strategic or master plan.

   (2) The strategic plan sets forth common system goals and planning principles and, as appropriate, system and unit-specific strategies to implement these goals. Together these articulate the priorities of the University of Hawai‘i system for the planning period.

   (3) The President, in consultation with the Board, is responsible for updating the strategic plan at appropriate intervals, but at least every ten years. The process of updating the plan will include broad input from the University’s internal and external communities.

b. The President or his/her designee shall report to the Board at least once per year on accomplishments in carrying out the strategies and achieving the goals of the plan. (Ad: Oct. 18, 2002)

Section 4-3 Unit Academic Plans

a. This section establishes the policy for a mechanism for translating the system-wide mission and strategic plan and the unit mission statements into specific programmatic plans guiding the development of each institution and campus. The Board’s intent is to provide for detailed planning for each major unit that is consistent with the overall University mission and plan.

b. Unit academic plans are developed by the administration of each major unit with appropriate involvement of faculty, staff, students, and community members. A
A summary of comments received must accompany the unit plan when submitted to the Board for approval.

c. Approval of Plans: Upon recommendation of the President, the Board of Regents approves in principle major unit academic plans for UH Manoa, UH Hilo, UH West O‘ahu and the UH Community Colleges. The UH Manoa academic plan contains brief planning statements for each major UHM college, school and institute. The UH Community College academic plan contains similar planning statements for each community college campus. Unit academic plans constitute a statement of general academic direction and priority for each of the four major organizational entities of the University of Hawai‘i system.

d. Subunit academic plans for each community college and for schools, colleges, institutes, and other major components of the baccalaureate campuses are developed by campus administrators, with appropriate involvement of faculty, staff, students, and the community and approved in principle by the President or the President’s designee and made available to the Board for information. (Am: Oct. 18, 2002)

e. Together, the major unit academic plans and the subunit academic plans translate the broad directions contained in Board-approved mission statements and the comprehensive system plan into long-term academic program development, physical facilities development, biennium budget priorities, and policies and procedures that guide the ongoing operation of the University of Hawai‘i system.

f. It is delegated to the President to promulgate new and/or revised executive policy that carries out the intent of this Board policy and to periodically report to the Board on the status of academic plans. (Oct. 20, 1978; am: Apr. 18, 1997; am: Oct. 18, 2002)

g. Approved Academic Plans. The Office of the President maintains an updated list of approved major Unit academic plans and subunit academic plans. (Oct. 20, 1978; am: Apr. 18, 1997; am: Oct. 18, 2002)

**UH Executive Policy**

**E4.201 - Integrated Long-Range Planning Framework**

*University of Hawai‘i planning links planning and budgeting, is responsive to its planning environment and diverse campus missions, involves collaborative processes, and is informed by relevant data and information.*

1. **Links Planning and Budgeting.** A major objective of University planning is to ensure that *planning results are considered and reflected as appropriate in budget priorities.*

2. **Responsive to the Planning Environment.** Achieving shared directions and purposes that are *responsive to significant local, regional,*
national, and global trends and needs is critical to the success of the University’s educational planning process.

3. Responsive to Diverse Campus Missions. Long-range planning within the University of Hawai‘i is tailored to the needs of a heterogeneous system of campuses. Differences in mission, size, stage of development, etc., mean that system policies and guidelines must be flexible, recognizing that one planning process will not fit all.

4. Collaborative Processes. A central objective of UH planning is broad participation of faculty, staff, students, and managers resulting in decentralized implementation within common parameters. Universities are distinctive for their collegial, open, and participatory management style. Planning in this setting is characterized by consultation and review that combine the best of bottom-up and top-down approaches.

Section II, C,

3. **Unit Academic Plans.** Like the system plan, these plans are also typically called strategic plans. The planning unit distinguishes these plans from the more comprehensive system plan. Unit academic plans are prepared for the four major Units of the UH system (Manoa, Hilo, West O‘ahu, and the Community Colleges as one entity). Unit academic plans elaborate each Unit’s special mission, unique internal and external circumstances, and strategies and priorities designed to implement the system plan. At Manoa, Hilo, and West O‘ahu, these plans are the basis for physical facilities development.

4. **Subunit Academic Plans.** These plans are typically referred to as Academic Development Plans or ADPs. They are prepared for each UH Community College, the colleges, schools, and major institutes at UH Manoa, and other major campus and/or system academic entities or functions as deemed appropriate. These academic plans provide, at a finer level of detail, specific priorities and action strategies for implementing both the more comprehensive Unit and system plans. Academic plans guide the development of individual academic programs and are coordinated, as appropriate, with accreditation self studies. At the Community Colleges, they also guide the development of physical facilities.

**UHCC Policy**

**UHCCP 4.101 Strategic Academic Planning**

3. **Strategic Planning Council**

The process to develop an effective plan involves a partnership among students, faculty, and administrators from across the system to ensure that critical issues were identified, and that a mutual commitment to the accomplishment of shared goals and priorities is established. The community colleges Strategic Planning Council (SPC) is the primary body for assuring systemwide participation in the
The membership of the SPC consists of the Chancellor, Faculty Senate Chair, and student government chair from each campus, and the Vice President and Associate Vice Presidents for the Community Colleges.

4. Responsibilities

The Vice President for Community Colleges shall have the responsibility to:

a. Convene the SPC on a periodic basis;
b. Bring to the attention of the members of the SPC assessments of internal operational issues and external community issues potentially impacting the community colleges;
c. Establish a format (Attachment 1) and process to guide the development of a published plan;
d. Work with the SPC to develop and publish a multi-year UHCC Strategic Plan for Board of Regents approval. The plan shall incorporate broad input from both internal and external constituencies;

e. Use the outcomes of the strategic planning process to set UHCC system goals and priorities that are reflected in program planning, budget planning and resource allocation decisions;
f. Periodically assess the UHCC progress toward the system goals and priorities in the currently approved Strategic Plan;
g. Approve campus multi-year academic plans, and
h. Assign staff to support the efficient functioning of the SPC.

5. Campus Academic Planning

Each campus, under the leadership of the respective Chancellor shall establish a strategic academic planning process, and within the scope of the campus mission, and UHCC system goals and priorities, prepare a multi-year strategic academic plan for submission to the VPCC.