

Strategic Plan 2023-2029

Hawai'i's University for Today and Tomorrow



UNIVERSITY
of HAWAII®
SYSTEM



Our Aspirations

As the sole provider of public higher education in the state, the University of Hawai'i (UH) recognizes its many responsibilities to the people of Hawai'i. The University of Hawai'i is not just in Hawai'i, but must be of Hawai'i. UH is the single most important institution that can drive a more vibrant, sustainable, resilient, just and kind future across our islands. It must offer opportunity and hope for every resident of Hawai'i as it enables and empowers students to achieve their potential and their dreams. And its scholarship must address the opportunities and challenges of Hawai'i, the Pacific and our planet – with our students – during an extraordinarily challenging time in our history.

Hawai'i needs its university to be grounded in traditional Hawaiian values, in aloha, to create a strong sense of place, while also serving as a forward-looking economic engine driving hubs of innovation and research. This holistic nexus, and its structure as an integrated higher education system, positions the University of Hawai'i uniquely to advance the people of Hawai'i to build a better present and future for their families, their communities, and their islands.

As the University of Hawai'i begins its 116th year of service, it must remain vigilant, continually identify and respond to emergent needs, monitor what is happening, anticipate what is coming and act with agility and compassion to maintain a vital role in shaping the future of our island home. It must be Hawai'i's university for today and tomorrow.

“ The University of Hawai'i is **Hawai'i's university for today and tomorrow.** We address current challenges while preparing our islands for the future. Generations before us recognized their kuleana to carry forward our critical mission. It is now time to refresh our vision and mission with this bold plan to navigate our journey through the years ahead. ”



David Lassner

David Lassner

University of Hawai'i President





Our Vision

The University of Hawai'i is the world's premier integrated higher education system, advancing the quality of life for all the people of Hawai'i through robust educational offerings and world-class discovery while modeling how institutions must fulfill responsibilities to indigenous people and place in the 21st century.

Our Mission

With a focus on creating a healthy and thriving future for all, the University of Hawai'i provides broad educational opportunity as the higher education destination of choice in the Pacific that nurtures the personal success, leadership capacity and positive engagement of every resident of Hawai'i. It achieves global impact by enriching the fundamental knowledge of humankind through engagement in world-class research, scholarship and service that promotes the welfare and sustainability of Hawai'i's people and environment. Woven through all it does is an appreciation of and commitment to indigenous Hawaiian people, culture, values and wisdom.

Developing Our Strategic Plan

Collaborative Process and Broad Engagement

This strategic plan sets out to define the University of Hawai'i's path forward for the next six years. A dedicated Strategic Plan Steering Committee was established by President Lassner with representatives recommended by the systemwide shared governance organizations, campus leaders and systemwide offices.

Recognizing that virtually everyone in Hawai'i is a stakeholder of the UH system and has a vested interest in its success, the Strategic Plan Steering Committee believed it was important to create opportunities not only for the university faculty, staff, and students to share their thoughts and perspectives, but also for the broader community including residents, employers and government officials. The goal was to engage the community to collectively own the future of the UH. This plan, as presented, represents and incorporates hundreds of hours of listening and learning from individuals inside and outside the UH who care.

The Committee deployed a number of methods to capture and analyze feedback from various stakeholders.

1. Surveys were sent to students, faculty, and staff to develop and identify key themes.
2. The UH hosted a series of town hall meetings in Spring 2022 to elicit feedback on the themes and directions that the UH should prioritize. The Strategic Plan Steering Committee and the UH System Planning Committee met throughout Spring and Summer 2022 to further refine the themes, action items, and metrics.
3. The UH commissioned SMS Research and Marketing Services, Inc. (SMS), an independent, third-party market research firm, to also conduct an online survey open to those who wanted to share their thoughts about the UH. The majority of the respondents were UH alumni.
4. SMS also conducted key informant interviews with key elected officials, business and other community leaders to obtain their perspectives and to understand their hopes for the UH.
5. Finally, to close the loop, a draft of the strategic plan was shared with the UH community as well as members of the broader community during a series of town hall meetings and breakout sessions in September and October 2022 to confirm the findings and direction of the strategic plan.





Our Findings

What We Heard and Learned

The strategic planning process yielded valuable insights about the direction of the University of Hawai'i. Remarkably, UH faculty, staff, and students and others in the community share common aspirations for the UH. The Strategic Plan Steering Committee was able to distill the responses from the surveys, interviews and town hall meeting discussions into **five foundational principles** and **four imperatives**.

Foundational Principles

1. Hawaiian Place of Learning

The UH champions the principles of aloha, caring for people and place, as we integrate Hawaiian language, culture, history and values across the institution and its work.

2. Statewide Need

The UH's primary responsibility as the only public university system is to support the needs of the state of Hawai'i.

3. Diversity and Equity

The UH upholds its commitment to provide higher education opportunities for all, especially those historically underrepresented, including Native Hawaiian, Pacific Islander, Filipino, economically disadvantaged, first generation, LGBTQ+, rural students and students with disabilities - as well as continue to diversify its faculty, staff and leadership.

4. Sustainability

The UH recognizes its responsibility to the 'āina, to steward its natural resources, and to develop solutions to the complex challenges of sustainability, resilience, and climate change.

5. Stewardship of Resources

The UH is committed to ensuring the university's economic viability and will responsibly organize, align and allocate institutional resources effectively as a system, including the stewardship of its facilities, processes, and human resources.

Imperatives

These are the four major actionable imperatives that form the heart of the plan, each with a goal, objectives, and a few high-level metrics that will help us monitor progress:

- ▶ Fulfill kuleana to Native Hawaiians and Hawai'i
- ▶ Meet Hawai'i's workforce needs of today and tomorrow
- ▶ Develop successful students for a better future
- ▶ Diversify Hawai'i's economy through UH innovation and research



Imperative ► Fulfill kuleana to Native Hawaiians and Hawai'i

GOAL

Model what it means to be an indigenous-serving and indigenous-centered institution: Native Hawaiians thrive, traditional Hawaiian values and knowledge are embraced, and UH scholarship and service advance all Native Hawaiians and Hawai'i.



OBJECTIVES

- Ensure that UH supports the success of Native Hawaiians in learning, teaching, service and research across our campuses and nurtures Native Hawaiians as leaders.
- Create opportunities for all UH students, faculty, staff, executives and regents to inform their work by learning about Hawaiian language, culture, knowledge, and the past and present impacts of colonization.
- Play an active role in the reconciliation of injustices, advancing language parity, and improving the lives of Native Hawaiians across the islands.

METRICS

- Support the Hawai'i Papa o Ke Ao Leadership Council in creating a detailed plan as an update to the 2012 Hawai'i Papa o Ke Ao Report in consultation and collaboration with the Pūko'a Council and others throughout the university. The detailed plan to achieve this imperative and these objectives will be presented to the Board of Regents within one year of the adoption of this plan.

Imperative ► Develop successful students for a better future

GOAL

Educate more students, empowering them to achieve their goals and contribute to a civil society.



OBJECTIVES

- Increase participation in post-secondary education statewide.
- Provide necessary support for student success, including addressing barriers to access, basic needs (such as food and housing insecurity) and holistic health and wellness.
- Fully deploy multiple modalities of instruction that recognize changing times and widely differing student preferences, needs, and goals.
- Provide innovative learning experiences that prepare students to achieve their personal and professional goals, while fulfilling their kuleana to people and place.
- Improve campus infrastructure to develop successful students, and a vibrant, inclusive, and safe environment on campuses across the UH System.

METRICS

- Number of degrees and certificates awarded, including industry-recognized credentials, disaggregated for underrepresented groups.
- Increase the number of returning adults and those enrolling in distance/online programs.
- Social/economic mobility index or survey results of alumni perception of success after graduation.

Imperative ► Meet Hawai'i's workforce needs of today and tomorrow

GOAL

Eliminate workforce shortages in Hawai'i while preparing students for a future different than the present.



OBJECTIVES

- Prepare professionals to fulfill statewide needs in occupations that are essential to community well-being, including education, health, technology, skilled trades and sustainability/resilience.
- Enhance non-traditional offerings, including micro-credentials serving needs of specific groups of students, and industry certified credit and non-credit credentials, for those seeking upskilling or career change opportunities.
- Partner with employers to ensure the necessary preparation and support for students to succeed in their careers.
- Prepare graduates for life-long learning, innovation and entrepreneurship.

METRICS

- Size of workforce shortages in key sectors/occupations (e.g., teacher shortage).
- Number of students with work-based learning, entrepreneurial and research experiences, and internships with a preference for paid internships.

Imperative ► Diversify Hawai'i's economy through UH innovation and research

GOAL

Build and sustain a thriving UH research and innovation enterprise that addresses local and global challenges by linking fundamental scientific discovery with applied research necessary for technological innovation to create jobs and advance a knowledge-based economy.



OBJECTIVES

- Build out and sustain research and innovation hubs in key areas: Climate Resilience, Energy and Sustainable Ecosystems; Ocean, Earth and Atmospheric Sciences; Astronomy and Space Sciences; Data Sciences and Global Cybersecurity; Health and Wellness; Food Security and Agriculture; The Asia-Pacific and Hawai'i.
- Leverage intellectual diversity and indigenous innovation.
- Generate intellectual property and spin off startup companies that create high-quality jobs.
- Advance meaningful engagement in the Indo-Pacific region.

METRICS

- Amount of extramural and philanthropic funding, including in identified hubs.
- Number of active licenses and options.
- Number of UH spinoff companies and jobs created.



Putting Our Plan into Action

This strategic plan is a huge milestone, but it is only the first step. Next begins the hard work of implementing the plan. Included in this plan are challenging and important imperatives and goals for the next six years; some of them are truly transformational. We all know change is never easy. However, based on our accomplishments over the past six years and how far we have advanced, we are confident the UH can achieve success and excellence in executing this strategic plan.

Just as the development of this strategic plan has been a collaborative effort, implementing this strategic plan must also be a collaborative effort. As we work together, both across our 10 campuses and with the community, the UH will continue to evolve and grow to create a better future for our people and our islands.



www.hawaii.edu



About the UH

The University of Hawai'i System is Hawai'i's sole provider of public higher education. It fulfills its mission through seven community colleges, two regional universities and a globally-acclaimed research university with education and research centers throughout the state. Collectively, UH offers unique opportunities, grounded in Hawai'i, to meet the needs of the people and islands it serves.



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