

Hawai'i's University for Today and Tomorrow



Our Aspirations

The University of Hawai'i (UH) offers opportunity and hope for every resident of Hawai'i. As the sole provider of higher public education in the state, the UH can drive a more vibrant, sustainable, resilient, just and kind future across our islands. And our scholarship must address the opportunities and challenges of Hawai'i, the Pacific and our planet.

We want the 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.

As the UH begins its 116th year of service, we must remain vigilant, 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*.

Developing Our Strategic Plan

This strategic plan defines the University of Hawai'i's path forward for the next six years. A dedicated Strategic Plan Steering Committee, established by President Lassner, 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 strategic plan incorporates hundreds of hours of listening and learning from individuals inside and outside the UH.

FOUNDATIONAL PRINCIPLES

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.

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

Diversity and Equity The UH upholds its commitment to provide higher education opportunities for all students, especially those historically underrepresented and to continue to diversify its faculty, staff and leadership.

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.

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.



UNIVERSITY
of HAWAII
SYSTEM

Hawai'i • Hilo • Honolulu • Kapi'olani • Kaua'i
Leeward • Mānoa • Maui • West O'ahu • Windward
www.hawaii.edu

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.

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.

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.

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.