University of Hawaii at Manoa
2011-2015 Strategic Plan

Achieving our Destiny in the
Next 5 Years
Our Vision

UHM will be internationally recognized as among the nation’s leading land, sea and space grant universities with excellence in teaching and research and dedication to environment and human justice and sustainability
Our Values

- Hawaiian Place of Learning
- Local to Global
- Sustainability
- Effective Use of Technology
- Community and Diversity
UHM Overview

- Background
- Threats and Opportunities
  - Economic Downturn
  - Access and Affordability
  - Public Support for Education
  - Workforce Development
Guiding Documents

Defining Our Destiny 2002-2010
http://www.uhm.hawaii.edu/vision

UH System Strategic Outcomes and Performance Measures, 2008-2015
http://www.hawaii.edu/ovppp/uhplan/SOPM_web.html

WASC Institutional Proposal
http://www.manoa.hawaii.edu/wasc/proposal
2012-2015 Manoa Planning Strategy

- Evaluate strengths, weaknesses, opportunities & threats facing the campus
- Analyze the distinctiveness that separates us from other research universities
- Evaluate progress made toward strategic goals & priorities established in Defining our Destiny
- Engage stakeholders in all aspects of evaluation, analysis, identification & drafting our future goals & priorities
Four Strategic Planning Goals

- Goal 1: A Transformative Teaching & Learning Environment
- Goal 2: A Global, Leading Research University
- Goal 3: An Engaged University
- Goal 4: Facilitating Excellence
Goal 1: A Transformative Teaching & Learning Environment

Develop world-class teaching & learning building on our distinctive strengths & location

Infuse curricula with experiential learning opportunities
Enrich student perspectives by creating trans-disciplinary opportunities responsive to community needs
Promote stewardship & sustainability by infusing Native Hawaiian culture & values into curricula
Promote innovative teaching thru incentives
Foster culture of excellence thru review & improvement
Goal 1: A Transformative Teaching & Learning Environment

Maximize resources to support student success & leadership

Focus student services to promote academic success (retention & graduation)
Increase faculty advising & mentoring
Facilitate access & nontraditional delivery models
Ensure student preparedness thru community college & K-12 partnerships
Goal 2: A Global, Leading Research University

*Strengthen existing research excellence & diversity into key areas*

Support research where we have a competitive advantage
Improve services to support research
Establish new partnerships in emerging research areas
Support research/scholarship on Hawaiian language & culture
Goal 2: A Global, Leading Research University

Promote & communicate faculty & student scholarship to enhance our reputation

Increase access to faculty expertise on key state & national issues
Promote entrepreneurship, commercialization & technology transfer
Serve as an innovator & conduit for new technologies
Goal 3: An Engaged University

Build a diverse community locally within a global perspective

Expand student opportunities in local, national & international experiences
Expand student participation in Study Abroad programs
Promote an appreciation & understanding of cultural diversity
Improve communication on campus & build participative governance
Ensure access & affordability for local students, while increasing international diversity
Promote social justice for Native Hawaiians
Expand leadership in international affairs, emphasizing Hawaii, Asia & the Pacific
Goal 3: An Engaged University

- Enhance University image & public relations thru improved communication & partnerships

Recruit, reward & support outstanding faculty, staff & students
Recognize & reward faculty for scholarship that benefits communities
Build on our competitive advantages
Include community expertise into campus advisory boards & academic committees
Effectively communicate values, goals, identity & successes internally & externally
Enhance alumni community thru outreach, campus events & services
Goal 4: Facilitating Excellence

- Increase organizational efficiency & effectiveness

Streamline business services
Develop & implement a transparent budget focused on strategic initiatives
Begin benchmarking to identify best administrative practices

- Recruit faculty, staff & administration from diverse backgrounds committed to scholarly excellence, community engagement, strategic action & improvement

Invest in attracting & retaining new faculty
Incentives for those who excel in innovation & leadership
Provide programs for leadership & professional development
Goal 4: Facilitating Excellence

Become a model for innovation in maintaining a sustainable campus infrastructure

Enhance facilities & infrastructure to support excellence in teaching & research
Provide incentives that lead to a sustainable, safe, healthy & community-centered campus
Establish goals for a sustainable campus
Create a Hawaiian sense of place on campus
Plan Implementation

- Allocating Resources
- Annual Benchmarking
- Benchmarking & Budgeting Timeline