

Hawai'i Pacific University's Strategic Plan Framework 2012-2017

Vision:

HPU will be consistently ranked among the United States' top 10 Western, independent, comprehensive universities, leveraging its geographic position between the Western and Eastern hemispheres and its relationships around the Pacific Rim to deliver an educational experience that is distinct among American campuses.

Mission:

HPU is an international learning community set in the rich cultural context of Hawai'i. Students from around the world join us for an American education built on liberal arts foundation. Our innovative undergraduate and graduate programs anticipate the changing needs of the community and prepare graduates to live, work, and learn as active members of a global society.

Culture:

- Aloha: Shared future/goals, collaboration, decisive, disciplined, culture of accomplishment and valuing university communities.
- Pono: Truth and ethics, trust and respect, civility, transparency, gratitude, acceptance and purposefulness.
- Kuleana: Sustainability, student focused, value added, academic rigor, state of the art, stewardship and shared governance.

1. Positioning HPU for Recognition of Success

Goal: To position HPU as a highly ranked comprehensive independent university widely known for research and global contributions in addition to its teaching.



Leverage location to generate mix of students that makes student body and alumni a strategic asset

"Aloha" communications campaign across Hawaii, mainland and APEC region marketing academic strengths, location, physical and cultural assets

Link systematically with local and international communities

Use HPU's 50th birthday in 2015 as strategic opportunity to engage and re-engage related constituencies

2. Cultivating and Sustaining the Academic Culture

Goal: To develop a positive, self-perpetuating culture of "academics first" characterized by respect, harmony, transparency and trust within a liberal arts centered, professional university.



Develop distinctive programs, take advantage of opportunities specific to HPU's place in Hawai'i and tailored to fill global niches and marketplace needs

Rationalize academic calendar and resolve conflicts across programs that affect efficiency and compliance

Build systems and processes to attract and retain best teachers/scholars and align academic programs with best practices required by regulatory authorities

Support reality that technologically enhanced teaching can improve quality of student learning and productivity of engaged faculty and use latest, validated technologies in teaching research, administration

Create focus through "points of excellence" and use of "centers" and "institutes" for coordinating effort around institutional development priorities

3. Leading the Way in Student Success

Goal: To provide a complete residential and campus environment most suited to the needs of HPU's diverse student populations, and to exceed national standards for student retention and success.



Provide full system of student residential housing and support to meet market demands and create sense of "belonging" that encourages alumni support

Leverage improvements to rebuild tuition income stream around system that is competitive at higher student service quality level with graduate rates that meet or exceed HPU's competition

Make "Second Connect" of students-to-community a central part of student experience and use community as deliberate and critical lab for student learning

Provide system of career planning and placement that reflects HPU's recruitment catchment areas and needs of students and alumni which exceed HPU's peer institutions

Build comprehensive system for assessing and evaluating student support systems and monitoring against ultimate goal of supporting alumni success

Plus One: Sustaining the Future

Goal: To ensure a culture of continuously planned improvement within an environment of fiscal responsibility and sustainability.



Recruit, develop and foster excellence in staff dedicated to principles of Aloha, Pono, and Kuleana and to commitment to academics and student success

Recruit, assess and reward talented faculty and provide leading-edge faculty development programs to support them

Foster culture of evidence and fairness by creating system of planning and resource allocation that is efficient, transparent and future directed

Build technology platform that meets academic needs and creates productive synergies available to automated systems and reporting by creating an effective central office of information technology centered on commitment to core management support platform

Dedicate needed resources to create full range of programs of alumni and fund development to build a culture of major giving among alumni, friends and parents

The Message

We're about **Hawai'i**. Educating its sons and daughters, serving its communities and undertaking research to tackle its most pressing challenges. We're inspired by the opportunities of the **Pacific**. This vast region is home to some of the world's fastest growing nations and economies. We live and study at the dynamic crossroads of the global village. And we take seriously the meaning of **University**. Now approaching our 50th year, we are expanding our presence, growing our graduate and research programs and enhancing opportunities for undergraduates. We aspire to be among the top comprehensive, independent universities in the Western United States. And we're getting there.