

Hawai'i Pacific University's Strategic Plan 2012-2017 **Board of Trustees Vision and Guidance**

The "3+1" Strategic Plan

Our strategic plan calls for repositioning HPU to a higher academic level of recognition, characterized by powerful academics and successful students. This involves three principal strategies attended by a commitment to continuous planning based on HPU's three principal values of *Aloha*, *Pono* and *Kuleana*.

Mission: Hawai'i Pacific University 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 a liberal arts foundation. Our innovative undergraduate and graduate programs anticipate the changing needs of the community and prepare our graduates to live, work, and learn as active members of a global society.

Vision: Hawai'i Pacific 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.

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.

STRATEGY:

- To leverage HPU's unique location in Hawai'i to generate a tripartite mix of 10,000 local, mainland and international students that makes the student body, and its attendant alumni population, a strategic asset of the university.

- To create a concerted and coordinated communications and marketing campaign across Hawai'i, the mainland and APEC region, aggressively market the locational, physical and cultural assets of HPU's Hawai'i home and central Pacific location, as well as the stunningly unique assets of its three campus system:
 - Mauka at the Hawai'i Loa Campus in the Ko'olau Range;
 - Makai at the Makapu'u Oceanic Institute campus; and
 - Metropolitan on the Aloha waterfront in downtown Honolulu.The "Aloha" communications campaign will build on HPU's traditional strength in teaching but increasingly focus on the research, scholarly, athletic and artistic accomplishments of its students and faculty.

- To link HPU more systematically with its local and international communities, especially through applied research and community learning opportunities for students in experiential, service learning and project-based activities.
- To use the forthcoming 50th Birthday of HPU in 2015 as a strategic opportunity to engage and re-engage HPU's related constituencies.

University Positioning

"...Hawai'i Pacific

University will create a new kind of university that connects Hawai'i, U.S. and international higher education, business and communities for the advantage of all parties"

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.

STRATEGY:

- To develop programs that are distinctive, take advantage of opportunities specific to the university's place in Hawai'i and tailored to fill global niches and marketplace needs.
- To rationalize the academic calendar and resolve significant conflicts across programs that affect efficiency and regulatory compliance.

Academic Culture

"A 'best practice university of the future' will ensure that the best faculty are teaching the best and most distinctive programs delivered in the most efficient way."

- To build systems and processes to attract and retain the best teacher/scholars, and to align HPU's academic programs with best practices required by regulatory authorities, including both regional accreditors and the most demanding professional accrediting societies.
- To support the reality that technologically enhanced teaching can improve both the quality of student learning and the productivity of a highly engaged faculty, and to use the latest, validated technologies in teaching, research and administration.
- To create focus through encouraging "points of excellence," use a combination of "centers" and "institutes" as vehicles for coordinating effort around institutional development priorities in order to gain clear

reputational advantage. The Oceanic Institute may be the first of these entities and would reflect HPU's commitment to marine science, environmental and food sustainability and land-sea interactions. Subsequent developments would likely build on current strengths in areas such as international studies, cross-cultural communications, business, health, and military and diplomatic studies.

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.

STRATEGY:

- To provide a full system of student residential housing and student support to meet the market demands of HPU's multiple student populations and to create the sense of "belonging" that supports lifelong alumni support.
- To leverage these improvements to rebuild the HPU tuition income stream around a system that is competitive at a higher student service quality level, with graduation rates that meet or exceed HPU's competition.
- To make the "Second Connect" of students-to-community a central part of the student experience, and to use the community as a deliberate and critical laboratory for student learning.
- To provide a system of career planning and placement that mirrors HPU's recruitment catchment areas and the needs of its students and alumni, and which exceed expectations for HPU's peer institutions.
- To build a comprehensive system for assessing and evaluating all student support systems, especially advising, and monitor them against the ultimate goal of supporting alumni success.

Student Success

"Only 47 percent of incoming freshmen enter HPU as traditional students with no transfer credit, and of that population 60 percent have not completed their degree at HPU."

Plus One: Sustaining the Future

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

STRATEGY:

- To recruit, develop and foster excellence in a staff dedicated to the principles of Aloha, Pono and Kuleana, and to the central commitment to academics and student success.
- To recruit, assess and reward a talented faculty and provide leading-edge faculty development programs to support them.
- To foster a culture of evidence and fairness by creating a system of planning and resource allocation that is efficient, transparent and future directed. As part of this revision, human relations processes will be developed that are sensitive to academics, professional development and compliance taken in balance.
- To build a technology platform that meets the academic needs of the institution and also creates the productive synergies available to automated systems and reporting by creating an effective central office of information technology centered on a commitment to a core management support platform.
- To dedicate the needed resources to create a full range of programs of alumni and fund development, and especially to build a culture of major giving among HPU's alumni, friends and parents.