

UNIVERSITY OF HAWAII AT MĀNOA

Defining Our Destiny

Strategic Plan

2002–2010



LEADERSHIP LEADERSHIP LEADER
EXCELLENCE EXCELLENCE EXCELLENCE
INNOVATION INNOVATION INNOVA

www.uhm.hawaii.edu/vision

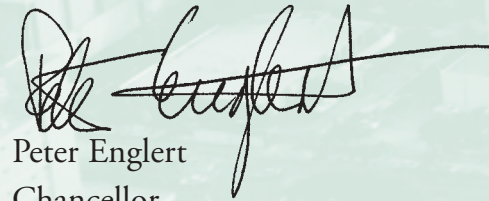
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To the University Community

I am delighted to release our strategic plan which was developed over the past year through an extensive consultative process that has involved thousands of students, faculty, staff, managers, and members of the community. It is a bold plan, one that sets a new course for our campus while recognizing our strengths and core commitments as a research university. As chancellor of the flagship campus of the University of Hawai'i system, it is my duty and honor to implement this vision which will benefit not just the students and faculty at Mānoa, but also the people of this state. Education in general, higher education in particular, is the key to our success. I look forward to your continued participation in building a stronger University.

Aloha,



Peter Englert
Chancellor

Introduction

“Planning is all about hope.”

This document represents the hopes and dreams of many of us at the University of Hawai'i at Mānoa who have come forward to express ideas about making our institution a more vibrant, engaged, and connected place to study, work, and interact. In addition to articulating our mission, this plan also contains our vision statement, our core commitments, and our strategic imperatives that we believe will help to transform our campus. We have also included a set of key benchmark indicators of success to measure progress towards achievement of our destiny. Unless otherwise noted, we hope to achieve them by 2010. Our planning effort is part of a larger systemwide process involving all ten campuses of the University of Hawai'i. A copy is available on our website: www.uhm.hawaii.edu/vision.

This plan was approved by the Board of Regents on November 22, 2002.

Our Mission

Leadership ♦ Excellence ♦ Innovation

Our Vision

Mānoa is a premier research institution whose scholars are leaders in their disciplines and whose students are prepared for leadership roles in society. Mānoa strives for excellence in teaching, research, and public service. Mānoa is an innovative institution, comfortable with change. Mānoa celebrates its diversity and uniqueness as a Hawaiian place of learning. We build on our strengths including our unparalleled natural environment and tradition of outstanding Asia-Pacific scholarship.

Our Core Commitments

Research

Educational Effectiveness

Social Justice

Place

Economic Development

Culture, Society & The Arts

Technology

RESEARCH



Mānoa's essence is research.

"Hawai'i is singularly unique in its location... having the most rare plant and animal species in the world...

It is unique in its geological and oceanic makeup.

We are diverse in ethnicities and culture. We must endeavor to know ourselves better."

Social, Cultural, Spiritual Working Group

Our Strategic Imperatives

- Recruit, reward, and support outstanding faculty, staff and students committed to research and graduate education.
- Set high standards for retention, post-tenure review, and merit pay.
- Engage all undergraduates in research and creative scholarship.
- Encourage research that benefits and involves the local community.
- Support research initiatives where Mānoa is uniquely positioned to excel.
- Publicize our research more widely to the local, national and international community.
- Expand applied research and scholarship.
- Assess the research productivity of all faculty and programs on a regular basis.
- Invest in modern research facilities, infrastructure, administration, and services.
- Implement electronic contracts and grants administration.
- Streamline technology licensing and transfer.
- Support advanced research and scholarship on Hawaiian language and culture.



“How can knowledge be responsibly applied to consequential problems?”

*Ernest Boyer
Scholarship Reconsidered,
Carnegie Foundation 1990*

Benchmarks: Our faculty and staff salaries increase to the 80th percentile of peer institutions.
Our contracts and grant volume increase by 10% annually.
Our library ranking according to the Association for Research Libraries improves from 68th to 40th (our former ranking) out of 113 U.S. and Canadian libraries.

EDUCATIONAL EFFECTIVENESS



*Mānoa provides a
transformational
learning experience*

**"The Mānoa
experience offers
challenging and
distinctive academic
programs, innova-
tive teaching and
service, and world-
class research and
scholarship reflec-
tive of global
perspectives and a
culturally diverse
island state."**

*Academic Affairs Working
Group*

Our Strategic Imperatives

- Deliver a modern, flexible, diverse, and multicultural curriculum supported by excellent teachers, classrooms, and information technology.
- Provide enriching applied educational experiences including freshmen programs, interdisciplinary learning communities, study abroad, and service-learning.
- Expand support for graduate students.
- Increase faculty involvement in advising and mentoring students.
- Facilitate timely student progress towards degree completion through improved course scheduling.
- Enhance the social, intellectual, cultural, residential, and recreational quality of student life.
- Initiate new learning centers that respond to societal needs such as public policy, environmental sustainability, and other interdisciplinary areas of inquiry.
- Evaluate and expand General Education course offerings.
- Evaluate a residential Honors College which provides a stimulating environment for gifted undergraduate students.
- Create a culture of evidence whereby every academic program is improved or discontinued based on measurement of student outcomes.
- Improve recruitment, retention, and degree completion for highly qualified undergraduates.
- Facilitate the transfer of students from peer institutions and other University of Hawai'i campuses through clear articulation procedures.
- Upgrade the academic calendar with an integrated summer session and innovative scheduling throughout the year.
- Enhance educational effectiveness with an office of undergraduate studies.

**“Smart
people thrive
at Mānoa!”**

Listening Project

Benchmarks: Our undergraduate enrollment increases by 5 percent annually.
Our graduate enrollment increases by 15% annually in select programs.
Our undergraduate retention rate increases by 20 percent annually.
Our NSSE (National Survey of Student Engagement) scores surpass peer institutions.

“Develop the Mānoa campus into a Hawaiian place of learning open to world culture, informed by principles of sustainability and respect for indigenous knowledges and practices.”

Physical Environment Working Group

Our Strategic Imperatives

- Recognize our *kuleana* (responsibility) to honor the indigenous people and promote social justice for Native Hawaiians.
- Advance stable, peaceful, prosperous and democratic relations in the region by being an international center of learning and exchange.
- Maintain the highest standards of integrity and conduct.
- Instill respect for human diversity and gender equity across the campus and curriculum.
- Create a positive, respectful, safe, and productive learning and working environment, free from harassment and discrimination.
- Promote the free exchange of ideas and be a source of renewal for our society.
- Actively recruit and retain administrators, faculty, staff and students from diverse backgrounds.



Mānoa respects the intrinsic worth and dignity of all

Benchmarks: Our enrollment of Native Hawaiians increases to 15 percent of the student population. We make continuous measurable progress toward gender equity and hiring of underrepresented groups. Our financial assistance to qualified students increases by 10 percent annually.

Our Strategic Imperatives

- Promote an understanding of the Native Hawaiian *ahupua'a* concept (page 13) by restoring and managing the Mānoa stream and ecosystem.
- Create a Hawaiian sense of place on campus through improved landscaping, architectural design, signage, and the creation of gathering spaces.
- Vigorously recruit students from Asia and the Pacific and foster regional alumni relations.
- Build on our comparative advantages such as our unparalleled natural resources, cultural diversity, sense of aloha, and excellent reputation.
- Expand leadership in international affairs, emphasizing Hawai'i, Asia, and the Pacific.
- Develop a Mānoa Charter on sustainability to create a green campus and promote stewardship of natural resources.
- Make the campus bicycle and pedestrian friendly and encourage alternative modes of transportation.
- Expand and improve on-campus housing services with mixed-use communities.
- Work with the community to develop a vibrant college town surrounding the Mānoa campus.
- Maintain exceptional campus facilities that service the diverse social needs of students, faculty, families, and persons with disabilities.

Mānoa is a globally-connected Hawaiian place of learning



“Universities are places and places matter!”

Technical Advisory Committee

Benchmarks: Our student housing availability doubles.
We spend \$20 million annually on repair and maintenance.
Our energy consumption is reduced by 20 percent.

“We should be nurturing a new society of entrepreneurs capable of starting new companies. We need to understand that education, research, innovation, entrepreneurship, and wealth creation are all linked—and they are all good for communities.”

Listening Project

Our Strategic Imperatives

- Educate a highly skilled, flexible, world-class labor force.
- Enhance human capital and knowledge infrastructure, technology, and the integration of Hawai‘i into the global economy.
- Expand the funded research enterprise.
- Strengthen public and private partnerships.
- Promote research applications, commercialization of intellectual property rights, and entrepreneurship.
- Create employment opportunities for students both on campus and in the community.
- Respect indigenous intellectual and cultural property rights.
- Promote environmentally and culturally sensitive economic development in services, high technology, diversified agriculture, tourism, and emerging sectors.
- Increase student enrollment and recruit a greater percentage of non-residents.
- Partner with the Department of Education to improve the overall effectiveness of public education in Hawai‘i.
- Manage all funds efficiently and effectively.



Mānoa is an engine of economic development for Hawai‘i

Benchmarks: Our share of the Gross State Product increases from 3 to 4 percent. The percentage of adults in Hawai‘i with post-secondary degrees increases annually. Our rates of invention disclosures and intellectual property commercialization agreements rank in the top quartile of universities surveyed by the Association of University Technology Managers.

Our Strategic Imperatives

- Promote the study of Hawaiian language, culture, and education.
- Support the arts as major fields of academic and creative scholarship that contribute to quality education and campus enrichment.
- Promote artistic and cultural expression as a means of personal, communal, and ethnic expression and identity.
- Expand our artistic and cultural reputation nationally and in Asia and the Pacific.
- Evaluate a film school to support the study of cinematic and digital arts.
- Enhance campus life with popular entertainment including movies, concerts, and plays.
- Build a vibrant alumni community through outreach, campus events, and unique services.
- Develop performance and exhibition venues.
- Provide an attractive variety of dining opportunities, including late night venues, coffee shops, and a faculty club.
- Build a sense of pride in Mānoa by supporting intercollegiate athletics at the highest level.
- Expand opportunities for students to participate in a broad range of athletic programs.
- Support gender equity in intramural and intercollegiate sports programs.
- Develop meaningful and effective wellness programs for students, faculty, and staff.

Mānoa's vibrant cultural life enriches our human spirit



“Artsy people are good for universities!”

Listening Project

Benchmarks: Our alumni giving increases by 20 percent annually.
Our attendance at cultural and sporting events increase by 10 percent annually.
Alumni participation at our events increases by 20 percent annually.

TECHNOLOGY

Our Strategic Imperatives

- Serve as an innovator and a conduit for new technologies and their applications in society.
- Effectively employ the most up-to-date information and communication technology to enhance instructional activities, on campus and globally.
- Share new technologies and computer resources with underserved public schools and others.
- Provide accurate and current online information to students regarding admissions, programs, classes, faculty, and policies.
- Modernize the Mānoa website.
- Promote the use of technology through support services, professional development opportunities, and funds for computer hardware and software.
- Provide efficient and reliable technology and wireless network capabilities in classrooms, libraries, student housing, offices, and high public access locations.
- Modernize administrative information systems to reduce the paper environment and streamline business services.
- Assure equal access to technology including those with disabilities.

“We should put the resources into distance education to make it the best in the US. The potential to then outreach to Pacific Rim countries is phenomenal.”

Listening Project

Mānoa embraces new educational and information technologies



Benchmarks: Our classrooms have wireless network capability and are generally equipped to support technology-enhanced instruction.

The University of Hawai‘i at Mānoa is a globally-connected Hawaiian place of learning unlike any in the world. Ours is an academy of tremendous diversity, open to world cultures and scientific advancement. We occupy a prestigious place among the international community of research universities. Mānoa is a place of inspiration, where artists, athletes, scientists and scholars gather and interact with intensity.

The role of our university is to promote the free exchange of ideas and to generate and disseminate knowledge. As such, Mānoa is a source of renewal for our society. Because of our remote location, we have unique challenges, opportunities, and futures. Our university has a special responsibility and obligation to do more than other institutions of higher learning. As a public university, we remain deeply committed to the educational needs of the people of Hawai‘i.

Mānoa must play a leadership role. We can build on our strengths and comparative advantages, such as our unparalleled natural resources and ecosystem, our cultural diversity, our sense of community, and our reputation in many areas for excellence. We can create a transformational educational experience not just for our students, but also for faculty, staff, administrators, and others in the community of scholars. Together, we will become a model of innovation for the world to emulate, and for the people of Hawai‘i to revere.



“ The *ahupua‘a* is a land division utilizing mountain ridges as natural boundaries between communities. All who live upon the land within the *ahupua‘a* considered themselves *‘ohana* (family).

The land, the sky, and the ocean are ancestors and as such are to be cared for, nurtured, and honored. Living within the means of the *ahupua‘a*, living in harmony with the land, and observing the wisdom of the land, sea and sky are the most efficient ways of honoring the ancestors. Every part of the environment is respected.

So it is with the *‘ohana*. When the children care for and respect the elders, the elders can better nurture and provide for the needs of the children. The reciprocity is not forced, but natural and organic. Balance, which has more to do with grace than exact distribution, is key to this paradigm. Every person contributes and is nurtured within the *ahupua‘a*.”

Social, Cultural, and Spiritual Working Group

“Planning is all about hope!”

Technical Advisory Committee

Planning, Governance, & Communications

Our strategic planning process was initiated during the Fall of 2001 when world events served to remind us of the importance of community. We began a series of campuswide conversations about our future and our highest aspirations for Mānoa. A Listening Project was initiated which included meetings, forums, questionnaires, bulletin boards, and an interactive website for enhancing communications throughout the campus and community. Representatives from key governance groups were appointed to our steering committee and three working groups (academic affairs, physical environment and social, cultural & spiritual). Faculty and staff involved in planning and community-building also stepped forward to serve on our technical advisory committee.

The Listening Project culminated in an unprecedented gathering on February 1, 2002 where more than 1,400 people participated in the *Defining Our Destiny: Planning Workshop*. Students, faculty, staff, alumni, parents, and members of the community came together to share their visions and ideas about how we can together improve our state’s leading institution for higher learning. Deliberations with our steering

committee, working groups, and other participants resulted in this plan. The plan was endorsed by the Mānoa Faculty Senate in the fall 2002.

In one sense, implementation of the plan has already begun. Based on input from the Listening Project, the dormitories remained open during spring break, a farmers market has come to campus, and more (see our Fast Track Initiatives web page at <http://www.uhm.hawaii.edu/vision>).

Each academic department, research unit, and office on campus will be asked to review this plan and propose its own implementation plan.

The Mānoa Strategic Plan 2002–2010 is a fresh start, a new genesis. It is the beginning of bringing our destiny into being, a process that will succeed beyond our dreams if all of us are committed to making that destiny our shared reality.



Acknowledgements Our Committees

Thank you President Evan Dobbelle and Interim Chancellor Deane Neubauer for your leadership and inspiration! A special mahalo to all faculty, students, staff, and members of our community for your continued participation.

Governance Supporters:

Administrative, Professional, and Technical Bargaining Unit 8
Associated Students of the University of Hawai'i
Clerical Association
Graduate Student Organization
Mānoa Academic Deans and Directors
Mānoa Chancellor's Office
Mānoa Faculty Senate

Others:

Avis Morigawara
Accord Group
American Institute of Architects
American Planning Association
Hawai'i Chapter
Campus Center Events Office
City and County of Honolulu
Department of Urban and Regional Planning
Faculty Retirees Association UHM
Golden Key International Honor Society
Information Technology Services
Information and Computer Science Club
Ka Leo
Kaimuki Neighborhood Board
Mānoa Neighborhood Board
Mānoa Parking Office
McCully/Moiliili Neighborhood Board
Moiliili Community Center
Program on Conflict Resolution
School of Architecture
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University and Community Relations
Urban Land Institute

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