



MEMORANDUM

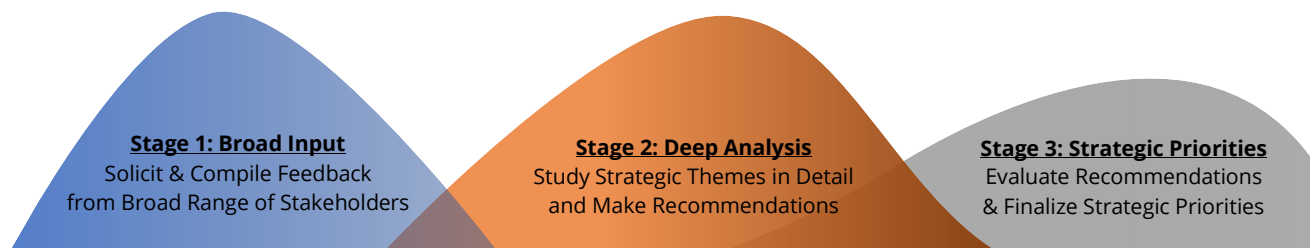
To: Students, Faculty, Staff
From: Lance Askildson, Provost
Re: Chaminade University Strategic Planning Process

Aloha Chaminade Ohana:

It is with great pleasure that President Babington and I announce the launch of our university strategic planning process. Our current 5-year university strategic plan, [Ke Ala Mua](#), will end in January 2024, and we now have the opportunity to examine and discern our next set of strategic priorities for the university through January 2029.

Developing a strategic plan begins with a period of reflection upon our [Mission and Commitments](#) as an institution of higher learning. Our distinctive Marianist approach to educating the whole person – and our legacy of serving the peoples of Hawaii and the Pacific – should form an essential foundation for our strategic priorities to come. Our next strategic plan will not change who we are, but it should help us refine how, where and when we focus our attention on specific areas related to our mission and values.

Our strategic planning process will occur over the next 11-months in three overlapping stages – each one building upon and informing the next:



A successful strategic plan requires broad input from all major university stakeholders and especially from those whose voices are not heard as consistently as others. Accordingly, we will offer a number of both online and in-person opportunities for our university ohana to share their ideas, recommendations and feedback on the potential priorities for our next strategic plan. This bottom-up stage of the strategic planning process will ensure that a diverse set of perspectives are available for us to consider further.

Once we have gathered input from you, our university stakeholders, we will use your feedback to identify a number of common strategic themes for further examination. Each of these themes will, in turn, be studied and analyzed by a Task Force representing a cross-section of our major stakeholder groups – which will include students, faculty, staff, alumni and board of regents’ members. Each Task Force will study their assigned theme – gathering additional information and/or input as needed – and prepare a written report with recommendations for potential strategic goals and initiatives.

In the last stage of the strategic planning process, a Strategic Planning Steering Committee – again representative of the university and our stakeholder groups – will carefully consider the reports and recommendations of the Task Forces and develop a final set of potential strategic priorities for consideration by President Babington. This final iteration of the strategic plan will include specific strategic goals alongside measurable indicators of progress and success. After the penultimate review and approval by President Babington, the strategic plan will be presented to our Board of Regents for endorsement and subsequent publication.

Throughout this 11-month process, we hope to do more than simply create a compelling set of strategic goals and initiatives in the form of a new Chaminade University Strategic Plan. In addition to finalizing a new strategic plan, we also want to invigorate our campus community through this process. We hope that the development of the new strategic plan will lead to compelling new ideas and the consideration of exciting new possibilities for our institution. We intend for the plan – and its associated goals and initiatives – to be motivating and accessible to everyone on campus. With this in mind, we are approaching this process with an overriding goal of *simplicity*.

While we will undoubtedly need to address complex and nuanced facets of our strategic priorities for the future, the plan itself should be simple and straightforward. Our next strategic plan will not capture everything that is important to us – we have too many important priorities to consider – but it will capture a selection of those important priorities that are most likely to have a transformative impact on the university if we focus attention upon them for the next five years. Our strategic plan needs to be clear, comprehensible and relatable to all university stakeholders. To that end, we hope to develop a simple visual representation of the plan alongside a memorable tagline that communicates the direction in which we are moving our university.

Above all, we hope that both the strategic planning process and its resultant plan will motivate you and our broader community to see the bright future ahead for Chaminade University of Honolulu. As we begin this important process, I would ask for your generous support and engagement whenever you are able to devote time and attention to our work. When you are called upon to provide input and/or serve on one of the many strategic planning bodies over the next 11-months, I urge you to make time to share your perspectives and insights.

Thank you for your consideration and attention to this announcement. I invite you to contact me directly with any questions that you may have. Additional announcements will follow soon with details on the first stage of our process and opportunities for you to contribute your thoughts, ideas and recommendations.

Respectfully,

A handwritten signature in blue ink, appearing to read "Lance Askildson", written in a cursive style.

Lance Askildson, Ph.D.

Provost & Senior Vice President for Academic Affairs