

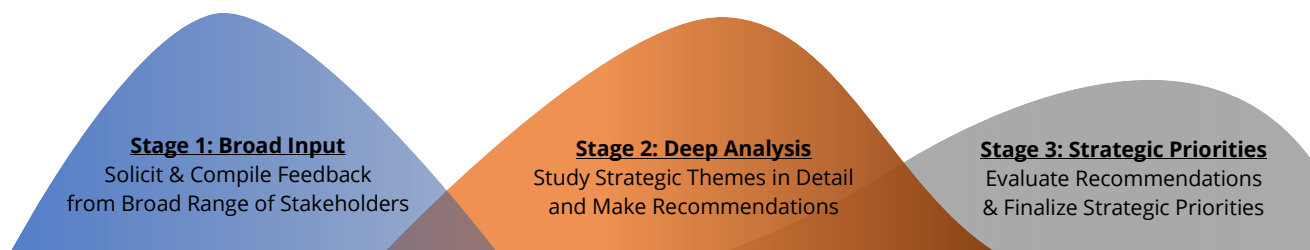


MEMORANDUM

To: Students, Faculty, Staff
From: Lance Askildson, Provost
Re: Chaminade University Strategic Planning Process Update (Stage 2)
Date: April 14, 2023

Aloha Chaminade Ohana:

As we approach the end of the academic year, I would like to provide you with an update on our University Strategic Planning Process at this point in time. As you may remember, we launched our process for developing a new university strategic plan in January with an invitation for your thoughts, suggestions and insights related to our potential strategic priorities over the next five years. As a reminder, this initial portion of the strategic plan development process was characterized as the first of a three-stage process for the full development of our next strategic plan – as detailed in the figure below.



Over the past three months, we have solicited, collected and analyzed feedback from the full range of our university's stakeholders – which has included students, staff, faculty, alumni and members of our Board of Regents. Drawing upon this broad input, the *University Strategic Plan Steering Committee* – comprised of student, faculty and staff representatives – has worked collaboratively to develop five overarching strategic themes that reflect the important feedback and suggestions that we have received from so many of you. These five themes, which are listed below, will guide the work of the second stage of our strategic plan development process. While these strategic themes were not initially written with our Marianist

Characteristics explicitly in mind, we were pleased to see that they align quite naturally with these fundamental values of our Marianist heritage:

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|--|---|---|
| 1. Academic Excellence <i>in Service to our Students</i> | → | <i>Integral, Quality Education</i> |
| 2. Sense of Belonging & Wellbeing <i>for our Entire Ohana</i> | → | <i>Educate in Family Spirit</i> |
| 3. Commitment to our Purpose, Place and Values | → | <i>Formation in Faith</i> |
| 4. Sustainable Development <i>for our Shared Future</i> | → | <i>Adaptation and Change</i> |
| 5. Community Focused Growth & Impact | → | <i>Service, Justice, Peace</i> |

During the second stage of development for the university strategic plan, each theme above will be assigned to a Task Force of university stakeholders – with each Task Force comprised of representative steering committee members as well as additional university constituents with unique insights into each theme. Over the next five months, these Task Forces will research and examine their assigned strategic themes in significant detail in order to recommend potential goals and initiatives that will meaningfully advance the university’s strategic plan. Each of these Task Forces and their associated charges are detailed below:

Task Force 1: Academic Excellence in Service to our Students. This Task Force will examine the theme of academic excellence and ways in which the university can ensure, increase and maintain academic excellence in service to our students and the institution as a whole. This Task Force is Co-chaired by Janet Davidson & David Carter.

Task Force 2: Sense of Belonging & Wellbeing for our Entire Ohana. This Task Force will examine the theme of belonging and wellbeing for our campus community with a particular focus on greater intentionality and structure to ensure, increase and sustain a culture of belonging and wellbeing for our students, faculty and staff. This Task Force is Co-chaired by Allison Jerome & Jennifer Creech.

Task Force 3: Commitment to our Purpose, Place and Values. This Task Force will examine the theme of our institutional mission as a student-centered university informed by our Catholic, Marianist faith and the legacy of our educational mission in Hawaii/Pacific informed by our Native Hawaiian host culture. This Task Force is Co-chaired by Edward Brink & Dustyn Ragasa.

Task Force 4: Sustainable Development for our Shared Future. This Task Force will examine the theme of our sustainability as an institution of higher education and the key variables that will ensure continued growth in our fiscal, educational and ethical development as a university and in keeping with our mission and values. This Task Force is Co-chaired by Aulani Ka’anoi & Cheryl Edelson.

Task Force 5: Community Focused Growth & Impact. This Task Force will examine the theme of local and regional community engagement, partnerships and impact as a central focus for our university and the legacy, mission and values that sustain our educational enterprise within Hawaii and the Pacific community. This Task Force is Co-chaired by Lisa Furuta & Rhoberta Haley.

The recommendations from the Task Forces will be advisory to the University Strategic Plan Steering Committee and delivered in the form of a *Strategic Plan Task Force Report* authored by each group. Task Forces will be led by two co-chairs who will provide direction to Task Force members and ensure

appropriate research and data collection to inform their meetings, discussions and final reports. Co-Chairs may also add additional members to their Task Force groups and invite external experts and consultants to contribute to their deliberations. The Task Forces will conduct their work during a five-month period from April 15 to September 15, 2023, and each Task Force will be encouraged to meet (in-person or via zoom) during this period and in addition to independent research and correspondence that will inform these meetings and discussions.

Once the work of the Task Forces is complete, and in the tertiary and final stage of the strategic planning process, the Strategic Plan Steering Committee will carefully consider the reports and recommendations of the Task Forces and develop a final set of potential strategic priorities for consideration by Hui Alaka'i and President Babington. The Strategic Plan Steering Committee will provide recommendations for a narrow set of strategic goals alongside measurable key performance indicators (KPI's) of progress and success. After a penultimate review and approval by President Babington, the strategic plan will be presented to our Board of Regents for endorsement and subsequent publication at the end of this calendar year.

As we continue with the development of our next university strategic plan, I would like to thank you for your contributions to this process thus far while also encouraging you to continue to share your thoughts, suggestions and ideas as we endeavor to discern the most important strategic priorities for our university. I also encourage you to reach out to the co-chairs of the thematic Task Force groups with any feedback that you may have and continue to use your representatives to these groups as well as the larger University Strategic Plan Steering Committee to share your voice and perspectives during this process.

Thank you for your consideration and attention to this update on our University Strategic Planning process. I invite you to contact me directly with any questions that you may have. I will continue to provide additional updates to our campus community as we progress through our strategic plan process over the summer and through the Fall Semester.

Respectfully,



Lance Askildson, Ph.D.
Provost & Senior Vice President for Academic Affairs