

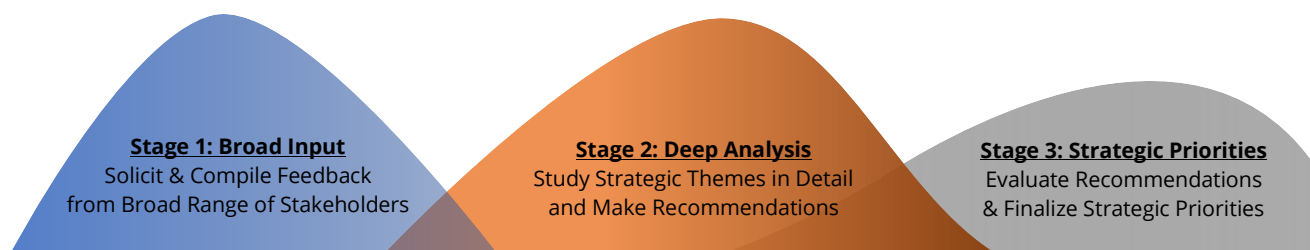


MEMORANDUM

To: Students, Faculty, Staff
From: Lance Askildson, Provost
Re: Chaminade University Strategic Planning Process Update (Stage 3)
Date: Sept. 21, 2023

Aloha Chaminade Ohana:

As we begin the new academic year and move into the third and final stage of our process, I would like to provide you with a detailed update on the development of our University Strategic Plan 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.



During those first three months, we solicited, collected and analyzed feedback from the full range of our university's stakeholders – which included students, staff, faculty, alumni and members of our Board of Regents. Drawing from this broad input, the *University Strategic Plan Steering Committee* – comprised of student, faculty and staff representatives – 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, were then used to 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 aligned quite naturally with these fundamental values of our Marianist heritage:

- | | | |
|--------------------------------------------------------------------------|---|-------------------------------------------|
| 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 was assigned to a Task Force of university stakeholders – comprised of representative steering committee members as well as additional university constituents with unique insights into each theme. Over the past five months, each of these Task Force groups have researched and examined their assigned strategic themes in significant detail in order to recommend a broad range of potential goals and initiatives that will meaningfully advance the university’s strategic plan. Each of the Task Forces and their associated charges are detailed below:

Task Force 1: Academic Excellence in Service to our Students. *This Task Force examined 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 was Co-chaired by Janet Davidson & David Carter.*

Task Force 2: Sense of Belonging & Wellbeing for our Entire Ohana. *This Task Force examined 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 was Co-chaired by Allison Jerome & Jennifer Creech.*

Task Force 3: Commitment to our Purpose, Place and Values. *This Task Force examined 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 was Co-chaired by Edward Brink & Dustyn Ragasa.*

Task Force 4: Sustainable Development for our Shared Future. *This Task Force examined 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 was Co-chaired by Aulani Ka’anoi & Cheryl Edelson.*

Task Force 5: Community Focused Growth & Impact. *This Task Force examined 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 was Co-chaired by Lisa Furuta & Rhoberta Haley.*

Earlier this week, each of the Task Forces submitted their Task Force Reports, which included recommendations for potential strategic goals, initiatives and key performance indicators (KPI’s) for our next University Strategic Plan. At this stage, these recommendations are entirely tentative and open to

significant revision based on feedback from our university community. The Task Force Reports, which total more than 50 pages in all, provide a detailed account of the many ideas and perspectives that we will consider as we develop the draft of our formal strategic plan – a document that will necessarily be limited to 4-5 pages of substantive content. I have attached these Task Force Reports to this letter and would like to invite you to review, evaluate and respond to them in your own words. Specifically, I would encourage you to provide feedback on these recommendations via the online [Strategic Plan Feedback Form](#). The link for this online form and the accompanying reports (including all report appendices) are also available on our [website](#) alongside detailed documentation of our full university strategic planning process. We will continue to collect feedback throughout our strategic plan development process, but I would ask that you make every attempt to submit your responses by our priority deadline of Oct. 6, 2023.

These Task Force Reports, alongside your feedback via the form above, will all be advisory to the University Strategic Plan Steering Committee and help inform the tertiary draft of our University Strategic Plan, which will be developed in committee over the next three months. While the reports and your feedback will inform and inspire our discussions, it is important to note that only a select few of these recommendations can be feasibly included in the final strategic plan. Once the Steering Committee has finalized its own draft for our next University Strategic Plan, we will share the fully articulated plan in order to gather final feedback from you, our university community, alongside the President's Cabinet (Hui Alaka'i) and our Senior Leadership Council (Hui Haku). Our strategic plan development process will culminate with an endorsement of the final strategic plan by President Babington and our Board of Regents with formal publication in January 2024.

As we continue with this third and final stage of 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. In addition to providing direct feedback to this process through the online feedback form above, I invite you to reach out to your community representatives serving on the [University Strategic Plan Steering Committee](#) to share your voice and perspectives during this final stage of the process.

Thank you for your consideration and attention to this update on our University Strategic Planning process. Please feel free to contact me directly with any questions that you may have. I will continue to provide additional updates to our campus community as we finalize this process during the remainder of this calendar year.

Respectfully,



Lance Askildson, Ph.D.
Provost & Senior Vice President