



Chaminade  
University  
OF HONOLULU

DRAFT  
UNIVERSITY  
STRATEGIC PLAN  
(2024 – 2029)

This document represents a draft of the core commitments and goals for our forthcoming university strategic plan. This draft is the result of a nearly yearslong process of soliciting input and feedback from hundreds of university stakeholders alongside dozens of meetings and committee discussions. In addition to further edits and revisions in response to campus feedback, this draft will also be supplemented by additional statements contextualizing our institutional mission and purpose alongside the people and process that gave rise to the final iteration of this strategic plan document. Likely key performance indicators (KPI's) will also be added to the summative version of this plan. Please consider providing your feedback on this current draft document via the 'Submit Feedback' form on the strategic planning website:

<https://chaminade.edu/chaminade-university-strategic-plan-2024-2029/>

*(The priority deadline for feedback is Nov. 20 but feedback will continue to be reviewed until the strategic plan is finalized)*



## **KULEANA 1: ACADEMIC EXCELLENCE**

*Marianist Value: Integral, Quality Education*

### **STRATEGIC GOALS**

These three transformative goals are intended to dramatically improve academic excellence, engagement and outcomes by ensuring that a Chaminade University degree leads to broad career and community success alongside a legacy of personal growth and lifelong learning.

- **Goal 1: Enhance the Relevancy of Academic Degree Programs to Students' Career Goals**

Design new and existing academic degree programs to provide students with a liberal and holistic education while also preparing them to be successful in their chosen career fields in order to make a meaningful difference in their community.

*Potential Examples*

- *Internship & shadowing experiences incorporated into academic degree programs*
- *Interdisciplinary institutes that connect academic majors to industry & career partners*
- *Degree programs incorporating industry certifications and professional standards*

- **Goal 2: Improve Student Success Outcomes across the Curriculum & After Graduation**

Expand academic support and intervention to improve student success across the curriculum while also curating opportunities for students to engage in curricular and co-curricular programs emphasizing personal growth, professional development and life-long learning.

*Potential Examples*

- *Mentorship programs focused on students' post-graduate goals and opportunities*
- *Expansion of career services and student professional development programming*
- *Incentives for students to engage in community and career-related service learning*

- **Goal 3: Promote Faculty & Staff Development that Increases Student Engagement & Outcomes**

Invest in faculty development that is designed to increase student engagement inside and outside of the classroom via high impact practices while also ensuring these efforts improve student attainment of program-level learning outcomes related to post-graduate goals.

*Potential Examples*

- *Faculty/staff collaboration with industry partners to gain insights into emerging trends*
- *Incentives for faculty/staff interdisciplinary collaboration with local community orgs*
- *Professional development for science of teaching-learning to support student engagement*



## **KULEANA 2: BELONGING & WELL-BEING**

*Marianist Value: Education in the Family Spirit*

### **STRATEGIC GOALS**

These three transformative goals are intended to dramatically improve a sense of belonging and wellbeing for all members of our campus community while grounding our efforts in a spirit of reciprocity with Hawai'i's unique people, culture and environment.

- **Goal 1: Assess & Strengthen Feelings of Belonging & Wellbeing across our Campus**

Conduct regular outreach to assess feelings of belonging and wellbeing among the entire campus community and particularly among members of marginalized communities in order to offer programs that strengthen feelings of belonging & wellbeing for all.

*Potential Examples*

- *Campus climate survey that assesses feelings of belonging and wellbeing*
- *Programs that celebrate our diversity of differences alongside our shared values*
- *Student, faculty & staff ombuds programs to increase dialogue and promote wellbeing*

- **Goal 2: Promote a Spirit of Reciprocity Inspired by Hawai'i's Diverse Peoples & Values**

Drawing upon leaders in our local community, promote shared understanding & appreciation for Hawai'i, its people and values with an overriding emphasis on reciprocity with our island environment & respect for the unique wisdom of the kānaka maoli.

*Potential Examples*

- *New coursework & student orientations on the history, cultures & peoples of Hawai'i*
- *Annual retreats focused on promoting an ethos of Aloha 'Āina for our campus ohana*
- *New speaker series featuring Native Hawai'ian cultural practitioners and wisdom*

- **Goal 3: Promote a Culture of Community Wellbeing that Encourages Empathy for Others**

Promote a campus culture that values the health and wellbeing of our community by encouraging all members of our campus ohana to empathize with the perspectives of others as we support the physical, psychological and spiritual needs of our community.

*Potential Examples*

- *Increased outreach and support for students struggling with mental health & wellbeing*
- *Annual publications spotlighting the diverse voices and shared journey of our students*
- *Campus dialogues focused on promoting greater empathy and shared understanding*



### **KULEANA 3: PLACE, PURPOSE & VALUES**

*Marianist Value: Education for Formation in Faith*

#### **STRATEGIC GOALS**

These three transformative goals are intended to dramatically improve the manifestation of our sense of place, purpose and values for our campus community as well as external audiences so that we can refine our personal and communal connections with our distinctive institutional culture and mission.

- **Goal 1: Personalize our Mission & Values Through Formative Experiences that Matter**

Develop opportunities for students, faculty & staff to connect with our Catholic, Marianist mission and legacy as educators for the people of Hawai‘i in ways that are highly personal and authentic so that we can feel a greater connection to our common purpose.

*Potential Examples*

- *Educational retreats focused on elucidating our Catholic intellectual tradition*
- *Publications, exhibitions & tours on the history of our institutional legacy in Hawai‘i*
- *Service-learning opportunities that instantiate our mission for students, faculty & staff*

- **Goal 2: Cultivate a Greater Sense of Place Rooted in Hawai‘i and our Host Culture**

Develop new programs and initiatives that cultivate a more sophisticated understanding of Hawai‘i and its people – examining history, culture & spirituality – in order to appreciate the role of the kānaka maoli community as our collective host culture.

*Potential Examples*

- *Development of a land recognition & statement of respect for Hawai‘i’s native people*
- *Creation of a university ‘Kumu-in-Residence’ role that promotes kānaka wisdom*
- *Educational programs, certificates & protocols for Native Hawai‘ian history & culture*

- **Goal 3: Enhance Communication of our Unique Mission & Identity to External Audiences**

Enhance the manner in which we communicate our unique mission, identity and values externally so that we can better differentiate our distinctive approach to education in Hawai‘i and the value proposition that we offer to our students and the community.

*Potential Examples*

- *Online and material publications focused on communicating our mission and identity*
- *Multimedia series focused on our unique Catholic & Native Hawaiian serving identity*
- *Creation of community Ambassadors program to promote our mission/identity locally*



## **KULEANA 4: INSTITUTIONAL SUSTAINABILITY**

*Marianist Value: Education for Adaptation and Change*

### **STRATEGIC GOALS**

These three transformative goals are intended to dramatically improve our sustainability as an institution of higher education in Hawai'i while also ensuring that we steward our unique culture, values and resources in ways that reinforce these same characteristics.

- **Goal 1: Gradually Increase Enrollment While Promoting our Institutional Culture & Values**

Sustainably increase our undergraduate, graduate and online student enrollment over time by attracting students who want to be members of a values-based community in Hawai'i and who aspire to serve more than just themselves through their journey.

*Potential Examples*

- *Expand the Hawai'i Guarantee & Increase Partnerships with Hawai'i High Schools*
- *Develop custom programs – such as Mu'o – to attract and support local priorities*
- *Develop degree programs that respond to local community needs & priorities*

- **Goal 2: Increase & Diversify New Revenues for Reinvestment within our Institution**

Encourage innovation and growth in ways that both diversify and increase overall revenues for the university so that our institution can sustainably reinvest these new monies into our employees and in service to our students.

*Potential Examples*

- *Expand auxiliary revenues through entrepreneurial use of residence halls & buildings*
- *Grow graduate revenues in new fields & diversify undergraduate enrollment*
- *Increase sponsored programs, grants and donations to fund new innovations*

- **Goal 3: Improve Stewardship of our Environment & Resources in Service to Sustainability**

In partnership with our United Nations Center, develop innovative solutions to improve sustainability and prioritize the UN Sustainable Development Goals so that we can become better stewards of our unique physical, financial and environmental resources.

*Potential Examples*

- *Conduct a sustainability audit of campus resources to improve savings & aloha 'āina*
- *Increase cost-saving sustainability programs such as solar, food waste and recycling*
- *Incorporate United Nations sustainability goals into curricula & campus operations*



## **KULEANA 5: COMMUNITY PARTNERSHIP & IMPACT**

*Marianist Value: Education for Service, Justice, Peace & the Integrity of Creation*

### **STRATEGIC GOALS**

These three transformative goals are intended to dramatically strengthen our relationships with key university partners, constituencies and our local community as a whole in order to expand our impact and responsiveness to these stakeholders and the local, national and global communities which we serve.

- **Goal 1: Prioritize New Programs that Respond to Community Needs & Partnerships**

Instantiate our aspiration to serve not as a Research-1 university, but as a Community-1 university; making our institutional orientation “Community First” and responding with new programs and scholarly insights that support our local, regional and global community.

Potential Examples

- Create community advisory groups representing local, national & global stakeholders
- Design new degree programs to prepare graduates to address community needs
- Assess our institutional impact in terms of community outcomes and development

- **Goal 2: Invest in Sustained Partnerships with Community Stakeholders for Greater Impact**

Invest in longitudinal relationships and formalized partnerships with key community organizations who share our values and can help us leverage our work for greater impact across our local community.

Potential Examples

- Promote long-term partnerships for degree program offerings with local organizations
- Develop & design programs in response to articulated needs within the community
- Leverage our behavioral health & wellness expertise to offer clinical resources

- **Goal 3: Expand Community & Alumni Engagement via New Outreach & Communications**

Expand efforts to build greater engagement and rapport among key constituencies within our local and regional communities as well as the Chaminade University alumni network by improving outreach, networking and communications.

Potential Examples

- Offer regional clubs, meetings & retreats to expand alumni & community engagement
- Invest in engagement with local conferences/conventions to reach visitor audiences
- Establish an online community/hub for local alumni with career networking resources