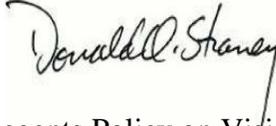




July 24, 2020

**MEMORANDUM**

TO: University of Hawai'i Faculty Senates

FROM: Donald O. Straney  
Vice President for Academic Planning and Policy 

SUBJECT: Consultation on Proposed Changes to RP 4.201 Regents Policy on Vision, Mission, Values, and Guiding Principles of the University, RP 4.202 Regents Policy on Integrated Strategic Planning, and RP 4.203 Regents Policy on Unit Missions

As described in the attached memorandum from Kendra Oishi, Executive Administrator and Secretary of the Board of Regents (BOR), the Board has asked the administration to consult on proposed changes to three Regents policies in Chapter 4 on Planning made at the May 21, 2020, meeting of the Personnel Affairs and Board Governance Committee. These include:

- RP 4.201 Regents Policy on Vision, Mission, Values, and Guiding Principles of the University, last revised in March 2009;
- RP 4.202 Regents Policy on Integrated Strategic Planning, last revised in October 2002; and
- RP 4.203 Regents Policy on Unit Missions, last revised in October 2002.

In addition to Secretary Oishi's letter, I attach copies of the proposed draft policies in both clean and redlined form as part of the formal consultation of these draft policies with the University Faculty Senates. The Board wishes to consider these revised policies at its meeting in October and I would ask that you return comments to my office by **Wednesday, September 30, 2020**

**Justification for Policy Changes**

Board policy requires review of all policies regularly, and Chapter 4 has not been revised for over ten years. Over the ten-year period, significant changes have occurred at the University of Hawai'i (University) and in higher education. For example, the University has built two new campuses in West O'ahu and West Hawai'i with substantial land assets. Technological changes have enhanced distance learning possibilities, and students have become more mobile and now frequently take courses from multiple campuses simultaneously.

Recognizing the need to re-examine the mission, vision, and planning functions of the University, the Board adopted the "Integrated Academic and Facilities Plan for the University of Hawai'i System (IAFP)." The policies related to strategic planning, however, were not updated to conform to the IAFP after it was formally adopted by the Board.

## **Informal Consultation**

In October 2015, the Board adopted a resolution requesting that “the Administration develop an integrated, high-level systemwide academic and facilities master plan that creates a strategic vision to align and leverage each campus’s unique mission and resources while reducing unnecessary duplication and increasing collaboration and sharing of academic offerings to make more effective and efficient use of fiscal, human and physical resources, modern distance learning technologies...”

An initial draft was prepared and shared with Faculty Senate chairs at all ten campuses. After the Board discussed the plan at its March 2017 meeting, a revised draft was posted and input solicited via the University website and email to the University community. The Board approved the “Integrated Academic and Facilities Plan for the University of Hawai‘i System” at its April 2017 meeting.

Changes in drafts of RP 4.201, 4.202, and 4.203 are aligned to the Integrated Academic and Facilities Plan.

Summaries of the draft policies are presented in the attached memorandum from the Board. The following summarizes the key changes made in this draft of the three policies.

### **RP 4.201 Key Changes at a Glance**

- I. Purpose: Changed by adding vision, values, and guiding principles to existing treatment of mission.
- II. Definitions: No changes
- III. Policy:
  - A. Vision: This section is completely replaced with the following:
    1. For the State of Hawai‘i:  
Hawai‘i is a place where diverse people and communities live, work, learn, and play in an environment that promotes a high quality of life through a vibrant and sustainable global economy inspired by its host culture.
    2. For the University of Hawai‘i (UH) System:  
The University of Hawai‘i is an integral contributor to the success of the State of Hawai‘i, and its campuses are recognized for their excellence and unique characteristics. The University of Hawai‘i is the premier integrated public higher education system in the country.
  - B. UH System Mission: This section was completely replaced with the following:  
The University of Hawai‘i, through innovation, collaboration, and partnerships,

weaves together the assets of each of its diverse campuses and system offices to support:

- Educating a diverse student body and preparing them for success in career and community;
- The development of Hawai‘i’s workforce;
- The diversification of Hawai‘i’s economy through the development of new economic sectors and reimagining of outdated sectors; and
- Strengthening the research enterprise as a major intellectual and economic driver of the State.

Not every part of the university can or should engage in every part of this mission across every disciplinary area. The University of Hawai‘i System benefits from a unique integration and alignment of the work of its community colleges, baccalaureate institutions, flagship research university, and system offices, and utilizes these strengths to work collaboratively to efficiently and effectively leverage its resources to meet the diverse needs of Hawai‘i’s communities.

- C. UH System Values: Previously under Mission, Unit Missions moved to RP 4.203
- D. UH System Guiding Principles: Added from IAFP
- E. Approval of Mission: Previous language shortened to just assert that the Board has the authority to establish the mission of the system and its major parts.

### **RP 4.202 Key Changes at a Glance**

Title Changed from Strategic Planning to Integrated Strategic Planning

- I. Purpose: Changed to:  
To establish an integrated strategic planning framework and process for the university to prioritize and maximize activities and resources that support the university mission across the system and all campuses.
- II. Definitions: Added in definitions:  
“Unit” or “Major Unit” refers to one of the three four-year universities, the community college system as a whole, or the collective system offices of the university.
- III. Policy: Changed to describe systemwide planning components and schedule to include:
  - a. 10-year outlook and state needs assessment;
  - b. Strategic directions;
  - c. Integrated strategic plans for academic programs, budget and finance, facilities and research.

### **RP 4.203 Key Changes at a Glance**

Title Changed from Unit Academic Plans to Unit Missions

- I. Purpose: Changed to:  
To set forth policy on the mission of the major units as a framework upon which to build their unit plans as part of the university system’s integrated strategic plan.
- II. Definitions: Added in definitions:  
“Unit” or “Major Unit” refers to one of the three four-year universities, the community college system as a whole, or the collective system offices of the university.
- III. Policy: Completely revised to add system office mission and mission of each unit as previously described in the IAFP and reiterates the Board authority to establish the mission of the university and its major units.

Please find attached clean copies and redlined versions of the revised policies along with a summary diagram from the BOR office. The current policies are located at:

Board of Regents Policy 4.201

<https://www.Hawai‘i.edu/policy/index.php?action=viewPolicy&policySection=rp&policyChapter=4&policyNumber=201&menuView=closed>

Board of Regents Policy 4.202

<https://www.Hawai‘i.edu/policy/index.php?action=viewPolicy&policySection=rp&policyChapter=4&policyNumber=202&menuView=closed>

Board of Regents Policy 4.203

<https://www.Hawai‘i.edu/policy/index.php?action=viewPolicy&policySection=rp&policyChapter=4&policyNumber=203&menuView=closed>

For any questions, please contact Pearl Iboshi ([iboshi@hawaii.edu](mailto:iboshi@hawaii.edu)). Please submit your comments to Pearl Iboshi.

Thank you.

Attachments

c: Pearl Iboshi, Director of Institutional Research, Analysis and Planning Office