

The current system strategic plan is administratively oriented, rather than visionary for educational and research excellence. In the August retreat of the ACCFSC, the faculty senate chairs developed the following document to aid in this process.

PREAMBLE: Strategic Planning is a useful management process often used to establish priorities, focus energy, and allocate resources. Given that the process might affect the core mission and activities of each campus or college, the ACCFSC offers the following draft principles for a useful and inclusive strategic planning process within the University of Hawaii system.

The charge for strategic planning should be developed in collaboration between all stakeholders (faculty, students, staff and administration).

Campuses must be free to create their own strategic plans according to their core values and missions.

Administration should provide information regarding what has been accomplished from previous strategic plans and the current state of the program. Timely and accurate data should inform the strategic planning process.

Strategic planning should be faculty-driven but inclusive of all stakeholders. Faculty should have the major role in shaping the strategic plan although units may incorporate the services of outside consultants as needed.

Faculty, student, and staff involvement should come from the recognized governance bodies.

The strategic plan should be used to create specific actionable goals for which specific outcomes must be defined.

Primary responsibility for executing the strategic plan should lie with the administration, and they should be accountable its implementation.

Strategic planning should not be limited to items for which funding has already been identified. Strategic planning should be visionary and open-ended and iterative, allowing for the possibility to attract new funding sources.

Any System-level strategic planning process must be transparent and articulated and coordinated through a collaborative process involving representatives of all campuses and the system. The coordination process may need to be iterative.

The University of Hawaii should strive to develop in-house strategic planning expertise and training as part of leadership development within UH.