



UNIVERSITY OF HAWAII AT MĀNOA

SHDLER

COLLEGE OF BUSINESS

• International Excellence •

STRATEGIC PLAN

2023-2028

MISSION

We are an academic community achieving international excellence in business education, research, and practice utilizing Hawai'i's unique multicultural and geographical advantages.

MISSION STRATEGIC CONCEPTS

Academic community – We are a community of scholars, learners, and practitioners. We value each other, our different cultures, our interactions, the knowledge we exchange, and a sense of belonging and mutual commitment. We create knowledge that informs our teaching, improves practice and has a positive impact on our community locally, nationally and globally.

International excellence – Our striving for excellence has propelled us to be a business school of choice with an Asia-Pacific focus. Knowledge seekers come to learn; employers seek our graduates; academics come to join in our research and training initiatives; and the broader community values our counsel.

Hawai'i's unique multicultural and geographical advantages – We leverage Hawai'i's environment for creating and disseminating knowledge. Our environment reflects the Hawaiian culture as well as the cultures of our Asian and Pacific neighbors and is therefore inviting to them. Our location provides convenient access. Our location also commits us to the importance of sustainability, and offers programs and a laboratory to work towards it. We leverage the University's linguistic and scientific competencies, and the expertise of our Asia-Pacific colleagues in other Hawai'i-based organizations.

GOALS

To fulfill our mission we will:

1. Deliver high quality education focused on knowledge and key competencies for successful careers;
2. Ensure inclusion to College programs for under-represented students;
3. Produce research relevant and beneficial to Hawai'i, the Asia-Pacific region, and the World;
4. Make sustainability a hallmark of our teaching, research, and outreach;
5. Serve as a collaborative hub for innovation, entrepreneurship, and knowledge exchange; and
6. Engage with the Community and with Shidler College Constituents to enhance our societal impact locally, nationally and globally.

Detailed strategies, tactics, and measures of success for each goal are included on the following pages.

GOAL 1

Deliver high quality education focused on knowledge and key competencies for successful careers.

Consistent with the University of Hawai'i at Mānoa's mission to "sustain and transform our islands and the world" the Shidler College is committed to provide our students the knowledge and key competencies necessary for them to achieve their life-long goals. A highly educated and flexible workforce drives economic sustainability and growth through Hawai'i and beyond. Key strategies to support this goal include:

Ensuring our programs provide all students with a deep grounding in contemporary business theories, concepts, and practices by:

- Identifying knowledge needs due to changing business practices including in emerging technologies, globalization and localization, climate change and sustainability.
- Addressing and updating curricula content and delivery on a continuous basis to reflect the changing knowledge identified above.
- Reviewing and systematically updating assurance of learning measures within the College and individual departments to reflect the most current thinking and techniques and changing accreditation requirements
- Lowering programmatic barriers to facilitate students' access to critical skills and knowledge across different disciplines

Preparing aspiring students with the variety and depth of skills and abilities needed for career success by:

- Ensuring curricula include actionable soft and hard skills including oral and written communication, team collaboration, effective use of existing and emerging technologies, and quantitative skills.
- Drawing from and integrating where appropriate, knowledge and practices relevant to the "Native Hawaiian Place of Learning" mission of UHM to enhance students' cultural awareness and approach to business careers.
- Mapping the specific skills learned in each focus area or program to help elevate the skill level and developing effective assessments of skills and abilities.
- Enhancing access to experiential learning opportunities.
- Increasing foundational support for Travel Industry Management School students to assist Hawai'i's largest industry in thriving in ways that are sustainable.
- Maintaining and expanding internship placement among undergraduates & graduates.
- Supporting active student club participation with a focus on improving students' teamwork, social, and organizational skills and abilities.

Systematically supporting and encouraging faculty excellence in pedagogical innovation and teaching excellence by:

- Developing and implementing a faculty coaching program focused on teaching excellence, including skills at designing and delivering online instruction.
- Providing appropriate financial incentives and recognition for excellent teaching and kaizen improvements in the College's educational processes.
- Providing support for faculty interested in enhancing their on-line, virtual and hybrid teaching skills.

GOAL 1, continued

Measures:

- Qualitative and quantitative measures of increasing student satisfaction across their academic experiences at Shidler through the use of student surveys at critical junctures in their academic programs.
- Qualitative and quantitative measures of increasing student learning outcomes through well documented assessment tools that have a high degree of reliability.
- Rates of student participation in internships for each major area with upward trends.
- Rates of student placement in first professional career positions with upward trends.
- Qualitative and quantitative measures of increasing employer satisfaction with hiring Shidler graduates through surveys and other data collection methods.



GOAL 2

Ensure inclusion to College programs for under-represented students.

The Shidler College is dedicated to ensuring access and inclusion for all students who are qualified and motivated to join our community. Under-represented student populations can face heightened barriers and challenges to do so. Shidler College seeks to facilitate inclusion by:

Assessing Shidler performance within the UH and UHM to identify potential barriers to and opportunities for access and inclusion for underrepresented groups.

Extending current outreach programs to increase enrollment among under-represented students by:

- Developing Shidler programs for interested middle and high school students (e.g., on campus visits to include interaction with faculty and students, RISE tours).
- Heightening awareness among parents and students and high school counselors of financial aid options and other support for higher education.
- Increasing marketing and outreach programs to high schools and community colleges with high enrollment of Native Hawaiian, Pacific Islander, and other underrepresented student populations regarding Shidler's programs and scholarship opportunities.
- Increasing the participation of Shidler student clubs in outreach efforts to potential under-represented students.

Strengthening inclusion for students from under-represented backgrounds:

- Empowering current Shidler students from under-represented populations to participate in outreach to high school students and newly enrolled students.
- Collaborating with experts across campus to ensure current and future academic programs and activities are inclusive of Native Hawaiians and the ethnically diverse population of Hawai'i, such as through offering Hawaiian, Asia and Pacific focus courses (HAPs) as electives within Shidler.
- Including activities and practices that represent the "Native Hawaiian Place of Learning" mission in student and faculty activities, such as new student and faculty orientations and College-sponsored activities and celebrations.
- Reviewing our curricula and programs to ensure they resonate with all our students.
- Facilitating opportunities for under-represented students to participate in Shidler clubs/programs.

Measures:

- Increasing diversity above current baseline data in Shidler student populations among under-represented groups to be more reflective of communities across the islands and consistent with UH Mānoa demographics.
- Increasing the amount of scholarship aid to make Shidler more affordable to all students.
- Year-on-year increases in outreach and recruitment visits to schools with a high percentage of Native Hawaiian students and Title 1 schools in Hawai'i (40% or more of the student population comes from low-income households).
- Number of new or enhanced classes that demonstrate inclusivity in curriculum.

GOAL 3

Produce research relevant and beneficial to Hawai'i, the Asia-Pacific region, and the world.

As a Very High Research university (the highest ranking for research universities per the Carnegie Classification of Higher Education) we are committed to excellence in research and scholarship that contributes vital knowledge for policy makers, business leaders, students, and our community, and insights for scholars. Research entails dissemination and translation into policies, organizational practices, and educational curriculum to have an impact on organizations and have a positive benefit to society. Key strategies to support this goal are:

Building relationships with research partners within the UH, business communities, and the communities we serve to increase joint scholarship and possible collaborations.

Increasing impactful collaborations between Shidler faculty and colleagues at leading research universities, corporations, and NGOs in the Asia-Pacific Region and/or stakeholders with an interest in the region by:

- Promoting and supporting joint research projects, papers, and grants.
- Developing a clear definition of what 'impact' means for research at Shidler, and clear mechanisms for achieving and measuring impact.

Supporting wider access to Shidler faculty scholarship by:

- Supporting and expanding College sponsored conferences and symposiums that diffuse our research findings to the regions and the world.
- Enhancing online channels to communicate research outcomes.
- Writing and translating white papers in APAC language openly available online

Recruiting, retaining and graduating competitive Ph.D. candidates by:

- Developing an effective recruitment process for top graduate students.
- Increasing recruitment of Shidler master's students to the Ph.D. program.
- Increasing the Ph.D. student compensation package to be more competitive.
- Funding Ph.D. student conference travel.
- Emphasizing mentorship throughout the doctoral student experience.

Measures:

- Increasing from baseline the Ph.D. graduate placement rates in the region's top research institutions.
- Increasing from baseline the promotion of faculty research through social media, social networks, and other communication channels.
- Increasing from baseline the number and quality of collaborations (e.g., joint research conferences and symposia) with Research Partners (including Centers) within UH.
- Increasing from baseline the interactions with global scholars via invitations, guest-speakers, visiting scholars and so on.
- Increasing from baseline the number of research projects, papers, and grants in prestigious and impactful outlets.

GOAL 4

Make sustainability a hallmark of our teaching, research and outreach.

The Shidler College recognizes the critical importance of sustainability in its broadest sense and recognizes the important contributions of higher education, through education, research and outreach, to enhancing the long-term sustainability of our Islands, the Asia-Pacific Region and the world. Key strategies for making sustainability an integral part of the Shidler mission are:

Increasing functional area curriculum and elective offerings, as appropriate, dedicated to sustainability awareness and management at the undergraduate and graduate levels by:

- Providing faculty with curriculum development training seminars focused on sustainability.
- Developing and launching as appropriate undergraduate course(s) in sustainability.
- Developing and offering one or more MBA electives in sustainability.
- Integrating considerations of sustainability across curriculum where appropriate.

Working with existing undergraduate and graduate-level programs offering sustainability-related certificates or emphasis to extend Shidler offerings across UHM.

Conducting a Shidler College sustainability audit to identify ways to lower our GHGe footprint and acting on feasible alternatives to “practice what we preach” in curricula.

Inviting guest speakers and visiting scholars focused on sustainability and engaging them in all college wide programs and activities.

Working with PACE at RISE to develop entrepreneurial and innovative endeavors that advance sustainable goals, objectives and actions in Hawai’i and elsewhere

Measures:

- Number of sustainability related classes taught.
- Undergraduate and graduate students enrolled in sustainability-focused classes.
- Number of guest speakers addressing sustainability topics per year.
- Journal submissions / publications addressing sustainability by Shidler faculty and UH co-authors.
- Sustainability-focused partnerships established with other University of Hawai’i Mānoa units
- Student placement in sustainability-related occupations
- Including top sustainability journals on the College’s target publication list.

GOAL 5

Serve as a collaborative hub for innovation, entrepreneurship, and knowledge exchange.

As the premier higher education business program in Hawai'i, the Shidler College strives to create a vibrant community and to be a unifying catalyst within the ecosystem that drives business innovation and enterprise in Hawai'i and the Pacific region. Constituents of the hub include students, alumni, businesses, investors and innovators. Strategies to support this goal include:

Providing opportunities and resources for our constituents to develop entrepreneurial and innovative endeavors by:

- Supporting and collaborating with PACE at RISE on experiential and educational programs.
- Connecting investors, incubators/accelerators, industry partners, and the community with PACE and our students, faculty, staff and alumni to explore investment and collaboration opportunities.
- Providing appropriate incentives for faculty and staff to participate in these opportunities.

Serving as a convener and connector to share and coordinate on information, resources and opportunities with other UH programs to fully mobilize resources for innovation by:

- Working with the Mānoa Institute for Sustainability and Resilience to develop new initiatives related to sustainable entrepreneurship and innovation.
- Connecting our constituents with other UHM programs supporting innovation and entrepreneurship.
- Extending our program reach to UH Hilo, UH West Oahu, and the UH community college innovation and entrepreneurship programs to students and businesses across the islands.

Convening forums for the exchange and dissemination of knowledge that inspires and drives innovation and entrepreneurship, such as current conferences and centers.

Integrating Native Hawaiian knowledge and perspectives into programs and activities to broaden views of innovation and entrepreneurship by:

- Partnering with members of the Native Hawaiian community to develop and present programs, seminars, and activities related to innovation and entrepreneurship that include Native Hawaiian knowledge and practices.
- Working with Native Hawaiian organizations to facilitate participation of interested Native Hawaiian students in PACE and RISE programs.
- Collaborating with these partners to learn from and extend effective support programs more generally to Hub constituents

Developing a compendium of information (e.g. about students, alumni, PACE, ERO and others) that allow us to assess and continually enhance innovation, entrepreneurship and knowledge exchange programs

GOAL 5, continued

Measures:

- Increase in the number of “hub events” convened (speakers, educational, competitions).
- Increase in the number of individuals and teams participating in entrepreneurial events “in the hub”.
- Increase in the number and variety of innovative program partners (businesses, faculty, investors, etc.) involved with Shidler-led events.
- Increase in the number of new ventures conceived/ initiated by constituents of Shidler hub (from competitions as well as by “alumni” of Shidler/PACE/RISE programs).
- Increase in local, national, and global investment in Shidler “hub” ventures (PACE/RISE).



GOAL 6

Engage with the community and with Shidler College constituents to enhance our societal impact locally, nationally and globally.

Shidler College has a duty and a commitment to contribute to a more just, equitable, and prosperous society in Hawai'i and globally. We do this through the educational programs we develop and deliver to students, through our research and its translation into practice, and importantly, through our engagement with the local community as well as with national and international constituents that brings our expertise and resources to the community. Strategies that support this goal include:

Facilitating community/business and faculty collaboration on consulting projects by:

- Developing a forum to identify opportunities and match faculty with appropriate collaborative opportunities.
- Engaging undergraduate and graduate students in community-based research or capstone projects (with appropriate IRB approval when needed).

Supporting and recognizing faculty and community professionals (including from public/nonprofit sectors) to engage and collaborate on societal priorities by:

- Recognizing formally College faculty and fellows who are the face of the College with the community.
- Providing financial and other resources for faculty to develop engagement initiatives.
- Recognizing effective community engagement in tenure and promotion processes (as approved at department/school, college and university levels.).

Disseminating knowledge about practical implications of research for the business community by:

- Developing and supporting professional education forums on critical and emerging topics for business and other constituents.
- Funding professional support for translating scholarly publications as informational articles for a newsletter to be distributed to constituents (beyond academic journals).

Measures:

- Number of faculty/staff recognized formally for their community service.
- Number of outreach workshops / public seminars and attendance records.
- Number of students involved in community-based activities through coursework or independent research.
- Number of publically available publications (interviews, white papers, newspaper columns) using Shidler expertise to address public societal needs.



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