

The University of Hawai'i System  
Mission Statement and Strategic Directions for  
International Engagement, 2010-2020  
DRAFT

Mission Statement:

*“Ma luna a'e o na lahui a pau ke ola o ke kanaka*

Above all nations is humanity”

These words, inscribed on the Founders' Gate at our oldest campus in Mānoa, reflect the native Hawaiian spirit of aloha and values that foster openness, respect, and collaboration, as well as the ethnic diversity of the population of Hawai'i and the University community. Hawai'i is perhaps the most isolated land on earth; yet, it has long been the crucible of international interaction--from the arrival of the first Polynesian voyagers through subsequent migrations that were part and parcel of the Islands' integration into a global economy. The result is Hawai'i's amazingly diverse people, who honor their Polynesian roots, recognize the unique responsibilities and challenges of an island society, and still retain a strong cosmopolitan outlook.

These circumstances are the backdrop to the many significant international initiatives beyond Hawai'i's shores that University of Hawai'i students, faculty, researchers, staff, and administrators conduct each year. The University of Hawai'i is, for example, a leader in the study of Hawaiian language and culture and the revitalization of indigenous languages and culture. The University's campuses, schools and departments have thriving partnerships with sister institutions throughout the Asia-Pacific region and beyond. Especially important are the ties which exist with traditional partners in North Asia--Japan, Korea and China. The archipelago's unique geography--volcanic islands in the middle of Pacific Ocean--has attracted scholars from around the world and made the University a foremost center for astronomy and oceanography. All these achievements in international education and research are significant and shall be preserved and encouraged.

Our task today is to call on the ten campuses of the University System to embark on a decade-long campaign to make the University of Hawai'i a preeminent global center of learning, research, and humanitarian service in the Asia-Pacific region. Campuses should enhance, intensify, expand and diversify their international activities. To this end, each campus should develop plans for international engagement--plans that are creative and flexible in leveraging comparative advantages, and resourceful in realizing the economies and efficiencies that derive from being part of a single higher educational system spanning the entire archipelago. Our international initiatives prepare our students to be global citizens, enrich the educational experience of students and faculty, and connect the citizens of Hawai'i with ideas, talent, and economic opportunity from the vibrant cultures and economies of the Asia-Pacific region.

## Strategic Direction

Each campus shall set goals for international engagement and shall communicate these priorities systemwide. In developing their plans campuses shall work collaboratively rather than competitively to share international education efforts throughout the system. They should take into account the following guidelines:

- Look to expand international engagement to Southeast Asia and South Asia while maintaining our areas of strength in Japan, Korea, and China.
- Increase international enrollment.
- Foster an international outlook by providing students with opportunities for international engagement abroad and at the University of Hawai'i.
- Play an active leadership and participatory role in Asia-Pacific focused organizations, both public and private.
- Work with Hawai'i-based institutions and communities with international ties to bring their expertise to the University of Hawai'i and to support shared goals.
- Strengthen ties and collaborations with other indigenous-serving institutions worldwide.
- Collaborate in international marketing and recruitment, where appropriate, to avoid duplication of effort and to preserve limited financial and human resources.
- Identify and pursue revenue-generating programs (short-term training, distance learning, technical assistance, research grants) based on new and existing partnerships and University program strengths and capacity.
- Seek to deepen and expand the successful collaborative relationship with the East-West Center, which already serves as a major multiplier for the University in its international engagement.
- Work with the UH Foundation to develop a supportive and active alumni and donor network especially in the Asia-Pacific region that can catalyze philanthropic funding and support.

## Assessment of International Engagement

In keeping with its goal of establishing broad system-level priorities on international engagement and coordinating campus strategies, the UH System, in consultation with the campuses, shall develop methods of coordinating, facilitating, and periodically assessing international engagement among the campuses to avoid duplication and to encourage innovation and best practices, while affording the campuses autonomy within the framework of the University of Hawai'i's international mission. The System shall:

- encourage each campus to create and develop its own mission statement and business model on international engagement;
- periodically assess, with each campus, its strategic direction and outcomes, business plan and initiatives;
- periodically convene representatives from each campus to effectuate collaborative campus strategies, to share best practices, to build on the strengths of each campus, and to avoid duplication;
- determine what initiatives (e.g., marketing, public relations), if any, should be adopted at the system level and communicate periodically with the campuses regarding these initiatives; and
- create a consistent method of collecting and reporting statistical enrollment and other data.

As a destination for international students and through its educational programs, research, campus activities, and international partnerships, the University of Hawai'i must prepare its students to be global citizens. The University of Hawai'i must continue to foster global knowledge and skills, international perspectives and attitudes, and the ability to adapt to a rapidly changing environment. The University of Hawai'i is, and should continue to be, a crucial site of international engagement for the State and people of Hawai'i.