



# UNIVERSITY of HAWAI'I®

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## MĀNOA

### **Opportunity and Challenge Profile**

*Search for the Chancellor  
University of Hawai'i at Mānoa  
Honolulu, Hawai'i*

The University of Hawai'i System, a thriving network of public postsecondary education institutions operating across the State of Hawai'i, seeks a Chancellor for its largest and oldest campus, the University of Hawai'i at Mānoa (UH Mānoa). Located in the beautiful Mānoa Valley of O'ahu, just outside downtown Honolulu, the University enrolls more than 20,000 undergraduate and graduate students. UH Mānoa is one of only 32 combined land-, sea-, and space-grant universities in the nation and a leading institution of higher learning in the Pacific Basin. The successful candidate for the Chancellor position will be a respectful community leader and academic visionary who will further grow and leverage the unique assets of the institution to increase its influence and impact across Hawai'i, the Pacific region, and around the world.

Founded in 1907, UH Mānoa plays an important role in bridging the cultures of Hawai'i, the Pacific, the mainland U.S., and Asia through education, research, and service. The university is renowned for its world-class programs in fields of study related to the geographical and cultural setting of Hawai'i, an archipelago of islands with a tropical climate and an exceptionally multicultural community. UH Mānoa's roughly 14,000 undergraduate and 6,000 graduate students participate in diverse degree programs, including 90 bachelor's, 84 master's, and 51 doctoral programs, three first professional degrees, three post-baccalaureate degrees, 29 undergraduate certificates, and 27 graduate certificates. UH Mānoa has schools of Law, Medicine, Engineering, Hawaiian Knowledge, Nursing & Dental Hygiene, and Social Work, among others. With an annual operating budget of \$1 billion that last year included more than \$450 million in extramural funding, UH Mānoa is classified as a Carnegie Doctoral/Research University (RU/VH: very high research activity) institution and is accredited by the Western Association of Schools and Colleges. For more information, see [www.uhm.hawaii.edu](http://www.uhm.hawaii.edu).

The Chancellor serves as the Chief Executive Officer for UH Mānoa and reports to UH System President Dr. M.R.C. Greenwood. The Chancellor will lead a team of four Vice Chancellors – for Academic Affairs; Administration, Finance & Operations; Research & Graduate Education; and Students – who are responsible for all areas of operation at UH Mānoa. The Chancellor will also work closely with Mānoa's Executive Team, which consists of the school and college deans, Directors of Organized Research Units, and others who advise on key operational and policy issues, programs, and institutional structure. In addition to directing the internal operations of the university, the Chancellor plays an important external role, working in partnership with other UH campuses, industry and community leaders, and with the state legislature and federal agencies.

The Chancellor will be joining the university at a pivotal moment in its history. Following five years of distinguished service, Dr. Virginia S. Hinshaw has announced that she will be returning to the faculty in July 2012. Under Chancellor Hinshaw's leadership, UH Mānoa has made excellent progress in developing its physical campus and core operational infrastructure – including many renovations, the

construction of new residence halls, breaking ground on an expanded student center, and successfully renewing WASC reaccreditation for 10 years. The next Chancellor will seize this momentum and continue the quest to position UH Mānoa as a global center for teaching and research excellence. To fulfill this potential, the Chancellor will address a diverse set of opportunities and challenges, as detailed in this document. S/he will: 1) empower Native Hawaiians in higher education and embrace the ‘ohana (spirit of family) of UH Mānoa and the State of Hawai‘i; 2) forge and execute a cohesive vision and strategy that will unlock the full potential of UH Mānoa; 3) ensure excellence in teaching while continuing to build the research enterprise in support of system-wide innovation and technology advancement initiatives; 4) further enhance the operational and physical infrastructure of the university; 5) diversify and grow the university’s funding portfolio; and 6) build bridges across the broader UH community and promote the value of UH Mānoa to the State.

This document was developed by the Search Advisory Committee and Isaacson, Miller, a national executive search firm, to provide background information to interested individuals about UH Mānoa, and to identify the key opportunities and challenges that the next leader of the university will face. A list of the qualifications for the successful candidate can be found in the Official Position Description (Appendix I). All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

## **The University of Hawai‘i System**

*Maluna a ‘e o nā lāhui a pau ke ola ke kanaka – “Above all nations is humanity”*

- University of Hawai‘i motto

The University of Hawai‘i was founded in 1907 as a single-campus, land-grant college of agriculture and mechanic arts in Mānoa Valley. In the ensuing decades, the University of Hawai‘i System (UH System) has expanded into an integrated public system of higher learning, with ten campuses: three 4-year and six 2-year community college campuses that together enroll more than 60,000 students. The University’s motto, as stated above, is reflected in the ethnic composition of its students system-wide, of whom 22% are Hawaiian/ Part-Hawaiian, 12% Filipino, 5% Chinese, 11% Japanese, 3% Pacific Islander, 12% Mixed, 15% All Other and 20% Caucasian.

The University of Hawai‘i (UH) System is unusual, as it encompasses all the public post-secondary education in the state – including community colleges – under one president and one Board of Regents. It is one of the most multi-cultural academic networks in the nation, and it embraces its unique responsibilities to the indigenous people of Hawai‘i and to indigenous language and culture generally. The mission of the UH system is to provide an environment in which faculty and students can discover, examine critically, preserve, and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life.

In addition to the Mānoa campus, the UH System encompasses three other four-year institutions: UH Hilo, the sole provider of public postsecondary education on the Island of Hawai‘i which serves about 4,200 students; UH West O‘ahu, a developing baccalaureate university that serves about 1,700 students; and UH Maui College on the Island of Maui which offers three bachelors of applied science degrees and has an enrollment of 4,500. In addition, there are six community colleges that collectively serve more than 30,000 students: Honolulu, Kapi‘olani, Leeward, and Windward Community Colleges on the island of O‘ahu; Kaua‘i Community College on the island of Kaua‘i; and Hawai‘i Community College, based in Hilo and serving west Hawai‘i at its UH Center in Kealahou. These institutions are united by a set of shared values, which include aloha, collaboration, respect, intellectual rigor, integrity, service, access, affordability, diversity, fairness, leveraged technology, innovation, accountability, and sustainability.

The 14th President of the UH System, M.R.C. Greenwood, is an internationally known scientist and nationally recognized leader in higher education; she is the first woman to serve as President of the UH System. President Greenwood assumed office in August of 2009, having previously served as the Provost and Senior Vice President of Academic Affairs for the University of California System, and as Chancellor of UC Santa Cruz from 1996-2004. Active in policy and higher education, she also served as advisor to the White House Office of Science and Technology under then President William Clinton. Currently President Greenwood is helping the campuses within the UH system to develop their respective roles and missions to the fullest, and to leverage strategic collaborations with key academic, business, community and international partners. The goal is to help ensure and promote the prosperity and educational advancement of Hawai‘i’s citizenry while leveraging the natural resources of the State including the Islands’ unique cultural heritage and geography so that UH Mānoa may become a “destination of choice” for distinguished teaching, research and community services. President Greenwood’s focus is on three objectives: increasing from current levels the number of college graduates system-wide by 25% by 2015; contributing to Hawai‘i’s overall economic future through research, innovation and technology transfer; and ensuring that the campuses and facilities reflect UH’s mission as a 21<sup>st</sup> century university built on excellence.

### **The University of Hawai‘i at Mānoa**

The flagship institution for the UH System, UH Mānoa, is comprised of 19 colleges and schools, including the Colleges of Arts & Sciences (comprising the Colleges of Arts & Humanities; Languages, Linguistics & Literature; Natural Sciences; and Social Sciences); Shidler College of Business; Education; Engineering; Tropical Agriculture & Human Resources, and Outreach College, which provides continuing education and summer programs. The university also is home to the Schools of Architecture; Hawai‘inuiākea Hawaiian Knowledge; Law; Medicine; Nursing & Dental Hygiene; Ocean & Earth Science & Technology; Pacific & Asian Studies; Social Work; and Travel Industry Management. Together, these primary academic divisions deliver more than 200 degree programs.

In July 2011, UHM secured a renewed 10-year accreditation from WASC (Western Association of Schools and Colleges). The university’s academic programs have earned distinction from various national rankings: the law school is one of the top 100 law schools in *U.S. News and World Report*; and it was named one of the “60 Best Value Law Schools” for 2011 by PreLaw Magazine. In 2011, The John A. Burns School of Medicine’s geriatric medicine program ranked 18th in the nation (*U.S. News and World Report*), and the Rural Medicine Program ranked 22<sup>nd</sup>. The Shidler College of Business’ programs in International Business have earned top-25 rankings by the *U.S. News America’s Best Colleges*; the Library and Information Science program’s School Library Media specialization ranks among the top 10 in the nation; and the Myron B. Thompson School of Social Work ranked 60th among the nation’s 191 graduate social work programs. In its *2010 Annual Report of the Top American Research Universities*, the Center for Measuring University Performance reported that the University of Hawai‘i had a national ranking of 64 and a controlled rank of 42 for institutions with over \$40 million in federal research in 2008. Over time UH Mānoa has consistently ranked a “best value” among U.S. colleges and universities where students have benefitted from a unique multicultural global experience.

### **Strategic Plan**

In 2002, the University of Hawai‘i at Mānoa established a set of key strategic goals entitled “Defining our Destiny.”<sup>1</sup> This plan is currently being up-dated for 2011-2015 to identify objectives aimed at enhancing the flagship campus. This strategic plan is centered around four objectives:

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<sup>1</sup> To see this plan in full, see: <http://manoa.Hawai‘i.edu/vision/pdf/achieving-our-destiny.pdf>.

*A Transformative Teaching and Learning Environment*, with an emphasis on increasing experiential learning opportunities, expanding trans-disciplinary opportunities, increasing student success, expanding international study opportunities, promoting a Hawaiian Place of Learning, and ensuring that quality of teaching is as important as quality of research in hiring, tenure, and promotion.

*A Global, Leading Research University*, focused on promoting faculty and student research and scholarship; rewarding and supporting outstanding faculty, staff, and students; improving research infrastructure; and investing in key areas of research and scholarship.

*An Engaged University* is geared toward promoting scholarly work that informs policies and practices that benefit communities; expanding internships, practica, mentoring, and service learning; increasing partnerships and sharing of expertise with community organizations; increasing appreciation and understanding of cultural expression in Hawai'i and the Asia-Pacific Rim; and facilitating student leadership and involvement in campus governance.

*Facilitating Excellence* is centered on implementing sustainable management practices in the use of energy, water, paper and other resources; improving facilities management systems to foster community engagement and student learning; streamlining business processes and investing in technology to promote data-driven decision-making; increasing transparency, efficiency, and accountability in resource allocation policies and practices; and implementing processes to promote a Hawaiian Sense of Place.

### ***Students and Campus Life***

UH Mānoa enrolled (Fall 2010) 20,599 students including 13,912 undergraduates and 5,726 graduate and professional students, and 971 unclassified, who are working toward certificates and bachelor's, master's, and doctoral degrees in various fields of study, either on campus or through distance-learning programs. The student body at UH Mānoa is ethnically diverse<sup>2</sup> 56% are women, and 29% attend UHM on a part-time basis. About 70% of UH Mānoa's students are from within the state with 20.3% out-of-state origin and 9.8% of international background, representing 108 different countries. Currently average in-state tuition is \$8,400; average out-of-state tuition is \$23,232, with fees and room and board totaling roughly \$9,900 per year. UH Mānoa also has a loyal base of more than 170,000 alumni residing in 50 states and more than 108 countries.

The UH Mānoa campus is home to a wide array of student activities with more than 200 cultural, political, and social organizations. Student life is centered around the two-building Campus Center Complex, which functions as a community center for the Mānoa campus; this facility has been undergoing a major renovation in recent years, including the addition of a new recreation center. The University also recently opened a new dormitory, Frear Hall, bringing in 800 new beds, and is in the process of updating four residential towers. The campus is also home to several art museums and galleries, as well as multiple theatrical venues, including the 600-seat John F. Kennedy Theatre, which is considered among the best in the world for presentations of Asian and Western theatre and dance. Furthermore, UH Mānoa places a strong emphasis on promoting the values of the Native Hawaiian

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<sup>2</sup> Fall 2010 Ethnicity Groups for UH Mānoa: American Indian or Alaska Native 0.3%, Chinese 5.7%, Filipino 7.4%, Japanese 11.5%, Korean 2.5%, Other Asian 8.7%, Black or African American 1.2%, Hispanic/Latino 6.3%, Native Hawaiian or Other Pacific Islander 6.6%, White/Caucasian 23.0%, Two or More Races 19.0%, and others 7.8%.

culture, an effort led by the Hawai'i inuiākea School of Hawaiian Knowledge, the newest school at the university, and there are frequent cultural events on campus that celebrate this heritage.

The UH Mānoa athletics teams, the Warriors, compete at the NCAA Division-I level. A conference and national athletic powerhouse, approximately 450 student athletes compete on 20 men's, women's, and coed varsity teams in affiliation with the Western Athletic Conference (WAC), the Mountain Pacific Sports Federation, and the Pacific Coast Intercollegiate Yacht Racing Association. In 2011, while the Warriors football team just missed a repeat invitation to the Sheraton Hawai'i Bowl with a record of 6 and 7, the Wahine Volleyball team was ranked No. 3 in the nation and made it to the NCAA Regional Semifinals and the Rainbow Baseball team won its second straight WAC Conference title. In 2012, UH will begin to participate in the Mountain West Conference in football and Big West Conference for most other sports.

### ***Finances and Capital Campaign***

Compared to many peer institutions, the UH System has maintained a strong financial position and historically has experienced strong support from the State of Hawai'i. Of the UH System's \$1.5 billion annual budget, approximately \$600 million comes from the state's general fund in support of its four-year campuses. Currently UH Mānoa's operating budget is \$1 billion, with \$300 million in general funds. To date, the campus has made significant progress in strengthening the revenue base of its teaching and research operations - enrollment projections are robust and projected to grow dramatically, and research contracts and grants totaled \$489 million in 2011.

Like most of its higher education counterparts, UH Mānoa has faced budgetary challenges in recent years – in 2010 and 2011, the state restricted a combined \$198-million resulting in temporary faculty pay cuts and increases in class size. Compared to many public universities, however, UHM has fared well during the downturn – buildings are being built, investments in academics and research are underway, and the state's citizens and leaders are highly vested in the university's continued progress. The State recognizes the importance of not only the intellectual missions of the UH System, and in particular UH Mānoa, but also its contribution to the economic vitality of Hawai'i. In any week, the UH System touches more than 80,000 citizens of Hawai'i (out of a population of over one million) through events and academic programs. In addition, it employs 9,000 citizens, making it the State's second-largest public employer.

Fundraising at UH Mānoa is supported by the University of Hawai'i Foundation, which provides a range of professional fundraising services to all 10 campuses in the UH System. Having successfully accomplished its Centennial Campaign, which generated \$282 million, the Foundation is preparing for a new campaign with significant funding designated for UH Mānoa. Moving forward, the new Chancellor will play an important role in this process by engaging donors and making a compelling case for investment in the university.

### ***Teaching and Research***

UH Mānoa was originally founded as a center for learning, and the university places a high priority on student success. UH Mānoa has 1209 full-time faculty members, more than 85% of whom have doctoral degrees; the average class size is 25 and the student-faculty ratio is 14 to 1. UH Mānoa has about 90 majors and 30 minors and offers a variety of opportunities for undergraduate students to enhance their learning outside of the classroom and to participate in undergraduate research or study abroad in Europe, Asia, the Pacific Islands and beyond. UH Mānoa also offers 84 master's and 51 doctoral programs in a variety of subject areas, in addition to a variety of credit and non-credit courses for Continuing Education & Non-degree Programs. There are also 56 graduate and undergraduate certificates and three first professional degrees and three post-baccalaureate degrees.

Research at UH Mānoa has grown significantly in recent years. UH Mānoa ranks in the top 30 public universities in federal research funding for engineering and science and 49th overall in funding from the National Science Foundation (NSF). It is known for its pioneering research in such fields as oceanography, astronomy, Pacific Islands and Asian area studies, linguistics, cancer research, and genetics. Over the last 10 years, contracts and grants have grown from \$179 million in 2000 to \$462 million in 2010<sup>2</sup>; while national funding from the NSF decreased from 2009 to 2010, Hawai'i's share increased from 0.81 percent to 1.02 percent. Notable research endeavors include projects at:

- Hawai'i Institute of Marine Biology (HIMB), at Coconut Island in Kāne'ōhe Bay, the world's only coral reef research center and marine biology laboratory located on a coral reef.
- The Institute for Astronomy (IfA) will be oversee three major next-generation projects- the Pan-STARRS project, which will detect killer asteroids threatening Earth; a NASA Discovery Mission project investigating a new class of comet; and the Advanced Technology Solar Telescope, which when complete will be the largest solar telescope ever built to investigate the sun's magnetic fields. The IfA will also be involved in the Thirty-Meter-Telescope (TMT) that, when constructed, will be the largest and most advanced optical telescope in the world and will be among an array of other telescopes atop Mauna Kea.
- The Hawai'i Space Flight Program, which upon completion in four years, will make UH Mānoa the first university in the world with the capability to design, build, launch, and control its own satellites.
- A new research facility called the Center for Microbial Oceanography: Research and Education (C-MORE Hale), focused on examining the role marine microbes play in sustaining planetary habitability.
- A new \$120 million Cancer Center is located next to the John A. Burns School of Medicine Building; when completed in 2012, it will consist of six floors, mostly devoted to research laboratories. .
- The nation's only School of Hawaiian Knowledge, which offers both bachelor's and master's degrees encompassing the breadth of Hawaiian knowledge and experience.
- Cutting edge research in the School of Ocean and Earth Science and Technology (SOEST), supported annually by about \$ 120 million in extramural funding from a variety of funding agencies, is being carried out in volcanology, marine geophysics, oceanography, planetary science and cosmochemistry, among others.
- The Colleges of Arts and Sciences is the heart of the university, providing a broad and excellent liberal arts education for undergraduates, and offering graduate degrees in more than 40 different fields. The Arts & Sciences provide the majority of the general education undergraduate courses offered on campus, and the majority of undergraduate and graduate degrees conferred are in Arts & Sciences disciplines, indicative of the key role the colleges play on the Mānoa campus.

Seven of UH Mānoa's faculty are currently members of the National Academy of Sciences, the National Academy of Engineering, and the National Institute of Medicine. In 2008, UH Mānoa faculty received high ranks in the Faculty Scholarly Productivity index in several fields including oceanography, marine sciences, teacher education, geophysics, and epidemiology.

### **Role of the Chancellor**

The Office of the Chancellor provides executive leadership and direction to the major academic units and research programs operating on the Mānoa campus, including other non-academic units such as extension, public service, intercollegiate athletics, financial management, and support services. The

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<sup>2</sup> In 2009, UH Mānoa received \$330 million in awards, with research grants reaching \$216 million and non-research awards reaching \$114 million.

Chancellor coordinates the development of long-range plans and programs to improve the quality of education, research, and services across UH Mānoa. The Chancellor will work dually as an advocate for UH Mānoa and as a representative for the administration, striving to deliver a high-quality academic program, comprehensive student-support services, and seamless campus operations, while collaborating with other campuses in the UH System. The Chancellor will oversee the UH Mānoa budget and may make policy recommendations to the UH System President while ensuring campus compliance with applicable policies and procedures. The Chancellor also maintains collaborative working relationships with faculty, staff and students and a variety of external constituents, most importantly the Hawai'i State Legislature, other UH System campuses, the local Mānoa community, and regional and national boards and commissions. The Chancellor also presents testimony to the Board of Regents, Legislature, federal and state agencies, and other external bodies.

The Chancellor will oversee a team of four Vice Chancellors. The Vice Chancellor for Academic Affairs (VCAA) functions as the Chief Academic Officer and provides leadership for the planning, direction, development, coordination, and management of the academic programs. The VCAA also helps to oversee program review, accreditation, as well as faculty tenure and promotion. The deans of most academic units report to the VCAA; the Deans of the John A. Burns School of Medicine and of the Richardson School of Law, and the Director of Intercollegiate Athletics, report directly to the Chancellor.

The Vice Chancellor for Students is responsible for all student matters including recruitment, admissions, retention, residential life, health and wellness, student activities, career and employment guidance, counseling services, judicial affairs, diversity and equity, dining services; and residential facilities and other areas. The Vice Chancellor for Research and Graduate Education provides leadership for the planning and direction of research and all aspects of graduate education and is the responsible administrator to whom the directors of the organized research units report. Finally, the Vice Chancellor for Administration, Finance and Operations provides leadership and executive management over administrative functions and campus operations.

The Chancellor's Executive Council is made up of deans, directors, and other executive leaders who report directly to the Chancellor and Vice Chancellors and have primary administrative and management authority for the institution. The Chancellor also works with governance bodies and advisory groups, including the UH Mānoa Faculty Senate, which has primary responsibility for fundamental academic areas, the Kualii Native Hawaiian Advisory Council, representative student and staff groups, the Athletics Advisory Board, and other constituencies.

### **Key Opportunities and Challenges for the Chancellor**

UH Mānoa is the only Carnegie Research University (Very High Research Activity) in the world poised to capitalize upon a host of globally significant and immediate issues – through unique and substantive connections of Hawaiian culture and language to the study of sustainability, energy, and natural and marine sciences. UH Mānoa is home to a highly motivated and talented faculty; an incredibly diverse and multicultural student body; and a dedicated staff who provide the strong foundation for the university's important work. With a strong track record of providing outstanding teaching while successfully competing for top tier research endeavors, UH Mānoa is positioned for ever greater success.

As such, the overarching challenge for the Chancellor will be to embrace the distinctive culture and milieu of Hawai'i and successfully leverage its strengths to achieve greater levels of academic and research prominence and impact. With astute leadership and relationship building skills, the Chancellor will have an opportunity in the long run to leave an enduring legacy. To achieve these goals, the Chancellor will address the following opportunities and challenges:

***Empowering Native Hawaiians in higher education and embracing the 'ohana of UH Mānoa and the State of Hawai'i***

The System Strategic Plan states that “public higher education embraces the Native Hawaiian reverence for the land and the Ahupua‘a practice of sharing diverse but finite resources for the benefit of all...in particular, multiple portals open pathways of knowledge that will provide educational leadership in support of Native Hawaiians, their indigenous culture, and Hawai‘i’s unique sense of pluralism.” In accordance with the Plan, the Chancellor must build the international profile of the University as a distinguished resource in Hawaiian and Pacific-Asian affairs, positioning it as one of the world’s foremost multicultural centers for global and indigenous studies, and to strengthen the crucial role that the University performs for the indigenous people and general population of Hawai‘i by actively preserving and perpetuating Hawaiian culture, language, and values.

The Chancellor must endeavor to understand the issues around Hawaiian sovereignty and attend to issues of interest to the Native Hawaiian community, including education of its children. The Chancellor must work to empower Native Hawaiians in higher education, to increase the representation of Native Hawaiians in all facets of the University, to improve programs and services for Native Hawaiians, and to increase funding and provide for the study, development, and research of Hawaiian language, culture, and history. UHM should ultimately be regarded across the State as a beacon and bridge for Hawai‘i’s myriad communities, an institution that welcomes Native Hawaiians and all the people of Hawai‘i into a single dynamic community based upon intellectual inquiry, the sharing of ideas, and preservation of Hawaiian culture.

In the Hawaiian language, ‘ohana means “family” in an extended sense. Upon arriving at UH Mānoa, the new Chancellor will join the unique ‘ohana and community of Hawaii, and embrace its collegial, relationship-based culture while demonstrating a commitment to openness and mutual respect. The Chancellor should work to become regarded as a credible and trusted member of this community; one who operates with humility and is interested in understanding and learning about Hawai‘i’s unique traditions and cultural heritage and utilizing that learning in their day-to-day professional and personal life.

The Chancellor should also create opportunities for dialogue and build strong relationships with faculty, staff, and students across the UH Mānoa campus; across the UH system, and with representatives from the local-communities state-wide. S/he should demonstrate a commitment to servant-leadership, and come to be seen as an active participant, facilitator, and mentor with a sense of passion and excitement about the future of the institution and the State; s/he should possess well developed listening skills and the ability to engage diverse populations in development of mutually beneficial solutions; the Chancellor should proactively open channels of communication and show a desire to welcome input before acting on major decisions. If successful, the Chancellor can help facilitate a comprehensive process for assessing the university’s current strengths and potential opportunities for enhancement.

***Forge a cohesive vision and strategy that will unlock the full potential of UH Mānoa***

At the nexus of cultures and geographies, UH Mānoa has potential to develop innovative, cross-cultural, and cross-disciplinary approaches to teaching and research by maximizing the efficient and effective utilization of resources and by establishing core programmatic niches of distinction. Over time, and in consultation with the faculty, administrative staff and community at-large, the Chancellor will be expected to articulate a coherent vision and complementary roadmap for how UH Mānoa can ascend to the next tier of excellence.

To this end, the Chancellor will be expected to work closely with the Deans, the faculty and other academic leaders to strengthen and grow undergraduate programs and to advance joint teaching and research collaborations. S/he will also work to further develop the Vice Chancellor team, with a renewed focus upon communicating outcomes and accountability measures. The Chancellor will help translate these activities into a clear strategic plan which will also define how UH Mānoa can become a more valued partner to local and state communities by addressing state workforce and development needs.

***Ensure excellence in teaching while continuing to build the research enterprise in support of system-wide innovation and technology advancement initiatives***

Teaching is of primary importance at UH Mānoa, and the Chancellor must ensure that UH Mānoa continues to fulfill its public mission as a teaching institution, where the university is seen as an attractive option for an excellent undergraduate and graduate education. To that end, the Chancellor will also be expected to focus on student success by strengthening and refining the academic undergraduate core, restructuring academic units where necessary to promote areas of key distinction with the ultimate goals of increasing student retention and graduation rates.

At the same time, the Chancellor will also continue to promote growth in research, including investing in more research infrastructure and the strategic investment in centers, supporting the academic goals of dissemination of knowledge and the cultivation of partnerships generating revenues through intellectual property in support of system-wide innovation and technology initiatives. The Chancellor will also help faculty members reach out across divisions to forge cross-disciplinary initiatives that will garner additional funding across all the Schools and Colleges.

***Enhance the operational and physical infrastructure of the university***

The Chancellor will oversee campus operations and will be responsible for working to improve graduation rates (5-6 years currently) and to increase student retention. This will entail collaborating with Deans, the faculty and other executives and staff engaged in student service support and may require investing or reallocating resources to student support services, academic advising and preparation, and in increasing operational infrastructure where possible. In addition, the Chancellor will help to build a greater culture of consultation and shared participation in institutional policy and budgeting, promote transparency in policy decision-making while ensuring that there is a greater sense of shared purpose moving forward. While Mānoa has made great strides with its physical plant, it has many deferred maintenance needs. The Chancellor will also be tasked with improving physical facilities, with the goal of finishing the Campus Center, upgrading residential dorms, renovating existing academic buildings, improving electrical efficiency, and improving lighting and safety on campus where feasible. In addition, as teaching and research activities increase, the creation of new academic spaces and facilities will be critical to the university's long-term success.

***Diversify and grow the university's funding portfolio***

For UH Mānoa to continue to prosper, it must continue to grow and diversify its funding base. To that end, the Chancellor will be involved in fundraising and a new capital campaign, helping to translate Mānoa's vision into a compelling opportunity for investment, and will be expected to work closely with the UH Foundation, donors, other philanthropic entities, and within the UH community. In addition, s/he will be expected to grow revenue through strategic enrollment management and effective budget allocation, development of earned revenue programs, and increasing federal, state, and private contracts and grants. S/he will also be responsible for building continued support with the Legislature and making the case for ongoing financial investment. Additionally, the Chancellor will be expected to initiate and

pursue creative funding sources that may include but are not limited to marketing of future intellectual property, capitalizing on entrepreneurial opportunities, and other ventures and revenue sources.

In the budget development and resource allocation process, a hallmark of the Chancellor will be transparency and development of methodologies of redeploying existing financial resources to better match future revenue opportunities while simultaneously encouraging innovation and cooperation, and reduce unnecessary expenses while finding new, untapped revenue streams. In this capacity, the Chancellor in context of stakeholder input will be required to exercise seasoned judgment in making wise and difficult decisions regarding which initiatives merit continued and/or future investment.

### ***Forge bridges across the UH System Campuses and the broader community***

In collaboration with others, the Chancellor will also lead the way in connecting the work of UH Mānoa with other entities across the state. UH Mānoa is not limited to its campus in Honolulu; rather, the university operates facilities across the state as one of the institutions within the UH system, as part of a statewide mission. Thus it will be imperative that the Chancellor enhance its relationships with other campuses across the University of Hawai'i system and the State, and serve as a model to all campuses particularly the community colleges as an effective and supporting partner. The Chancellor should be forward-thinking in envisioning a balance of responsibilities that both empowers UH Mānoa to pursue its mission to the greatest effect, while tying its work into the greater whole of the University of Hawai'i system. If successful, UH Mānoa will serve as the model for establishing practices and policies that can be emulated across the State and beyond. In addition, the Chancellor must also serve as visible and accessible within the community at large – reaching out to the local native and business communities, and to other higher educational institutions, such as Chaminade University and Hawai'i Pacific University – to develop entrepreneurial initiatives that touch communities in meaningful ways.

UH Mānoa also has significant opportunities to raise its reputation by developing a more compelling platform of marketing and communications materials that will help tell its story and build awareness about its many successes and potential opportunities. Through more effective communications, UH Mānoa can attract top students and faculty around the world, and can strengthen its relationships with its base of alumni while helping students build future bridges to careers. The Chancellor can also help raise the profile of the university about the significant impact that UH has on the state's economy, and help make the case for continued investment in the institution, in part by developing strong relationships with members of the legislature and continually educating them about the campus' progress and ongoing needs.

Another component of external relations is athletics. The athletics program at UH Mānoa plays an important role in fostering a spirit of unity and connection with the university among alumni and citizens of Hawai'i. In recent years, the athletic programs have been a successful influence with alumni and the general public and made progress towards becoming self-supporting. The Chancellor must strive to bring athletics closer to financial self-sufficiency, creatively taking on issues, while keeping the program in alignment with the University's academic mission. In this role, the Chancellor must be savvy and strategic in negotiating contracts and in navigating the athletic opportunities around sponsorships, conference negotiations, and hiring. The Chancellor will work with the Regents, the UH System leadership team, the Director of Athletics, and the community broadly to ensure the athletics program remains a viable, positive part of the institution's mission.

## **Compensation and Location**

Compensation will be commensurate with experience. UH Mānoa is located in Honolulu, the largest city in the state of Hawai'i and home to the State Capitol, on the island of O'ahu. With average temperatures between 75-85°, Honolulu has been hailed as the “favorite U.S. city for weather” by *Travel & Leisure* magazine; the city is globally famous for its tropical climate, lush green landscape, diverse population, and community spirit known as aloha. With a population of nearly one million inhabitants, Honolulu affords access to a wide variety of cultural activities, including theater, opera, museums, and film festivals, and; world-class surfing hiking, camping and boundless outdoor recreation. Honolulu has been ranked as one of the top safest cities, according to the FBI; and it has been called the Best U.S. city by Mercer Consulting; and has been hailed as the most livable U.S. city by *Monocle* magazine. It was also called one of the top 10 U.S. green cities by *National Geographic's* Green Guide. To learn more about Honolulu and O'ahu, see <http://www.goHawai'i.com/oahu>.

## **Minimum and Desired Qualifications**

For a list of the minimum and desired qualifications required for this position, please see the official position description, Appendix I.

## **Inquiries, nomination, and application information**

The University of Hawai'i at Mānoa is an equal opportunity/affirmative action institution. Nominations and applications are being accepted for the position. Candidates must submit a cover letter, a current resume, and a separate document with the names of five professional references including title and contact information. For more information about the University of Hawai'i at Mānoa, please go to <http://Mānoa.Hawai'i.edu/>.

Electronic correspondence is strongly encouraged. E-mail inquiries, nominations, and applications should be directed to:

David Bellshaw, Regan Gough, and Jamie Sands  
Isaacson, Miller  
649 Mission Street, Suite 500  
San Francisco, CA 94105  
Phone: 415.655.4900 / Fax: 415.655.4905  
E-mail: [4425@imsearch.com](mailto:4425@imsearch.com)

## **Appendix 1: Official Position Description**

### **CHANCELLOR OF THE UNIVERSITY OF HAWAI‘I AT MĀNOA**

#### **INTRODUCTION**

The University of Hawai‘i at Mānoa celebrated its 100<sup>th</sup> anniversary in 2007 and is the flagship institution of the ten-campus University of Hawai‘i system. A land-, sea- and space-grant institution with about 20,000 students, UH Mānoa is a doctoral research university (Carnegie RU/VH) with several professional schools, including law and medicine. The University’s Chancellor is the chief executive officer of the institution and is responsible for all aspects of its operation. The Chancellor reports to the University of Hawai‘i President and is a member of the President’s senior executive team and of the Council of Chancellors.

The Chancellor provides both administrative and academic leadership to the campus. As the administrative leader, the Chancellor is expected to promote a system of shared governance that is based on the values of collegiality, transparency, and excellence. As the academic leader, the Chancellor is expected to foster a vibrant academic climate and support outstanding scholarship and innovation, cultivating an environment in which effective, creative teaching, research and application can flourish.

The University has a special responsibility to Hawaiians —the indigenous people of Hawai‘i. The University is committed to developing Mānoa as a Hawaiian place of learning. In this context, the Chancellor works to increase Native Hawaiian student enrollment and success, and increase participation in the faculty, staff and administration.

As the Land-, Sea- and Space-Grant University for the State of Hawai‘i and the only large research university in the state and in the Pacific, the University of Hawai‘i at Mānoa plays a central role in economic development, civic engagement, and community outreach. The University is embedded in an island society that is also internationally connected, with special ties to the Pacific and to Asia.

#### **DUTIES AND RESPONSIBILITIES**

Serves as the chief executive officer of the University of Hawai‘i at Mānoa. Provides executive leadership in academic affairs, research, graduate education, professional training, student affairs, athletics, administration, finance and budget, human resources including the promotion of diversity, equality and affirmative action, facilities management, capital improvements, and other aspects of developing, planning, administering, and managing the operations of the campus.

Administers and implements Board of Regents and Executive policies, system wide procedures and, as appropriate, promulgates campus directives and instructions for the University of Hawai‘i at Mānoa. May make recommendations to the President regarding system-level policies and procedures based on campus experiences or needs.

Administers and implements Board of Regents and Executive policies and procedures as they apply to Mānoa.

Provides executive leadership in the development and implementation of long-range plans, goals, and objectives to improve the quality of teaching, research, and administration in full compliance with accreditation standards and requirements.

Provides executive leadership in the campus’ research training and graduate education programs; determines direction and priorities in response to existing and emerging research and training goals and initiatives; and provides collaborative leadership to advance innovation and technology system-wide.

Provides executive leadership and direction to administrators, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations, administration and management are executed efficiently and in conformity with governing policies and procedures.

Allocates and reallocates resources, as appropriate, in conformity with institutional priorities, applicable laws, rules and policies.

Works with governance bodies and advisory groups, including the Mānoa Faculty Senate, which has primary responsibility for fundamental academic areas, representative student and staff groups, the Athletics Advisory Board, with Native Hawai‘ians (the Kualī Council), and other constituencies, to ensure effective and transparent systems of shared governance.

Designs and implements programs to ensure student diversity, access, and support for under-represented groups.

Provides executive leadership in raising funds and obtaining resources for UH Mānoa to enhance the ability of the institution to provide financial support for students, and to provide resources for innovative and creative enterprises, endowments, and academic programs and services.

Works with the President, other chancellors and other University executives and administrators in the planning, development and coordination of operations of the University of Hawai‘i at Mānoa with those of the system and other campuses.

Keeps the President, and through the President, the Board of Regents, fully informed concerning the operations, needs and priorities of the University of Hawai‘i at Mānoa.

Develops and oversees agreements, partnerships, and exchanges between the University of Hawai‘i at Mānoa and other educational institutions and organizations, nationally and internationally.

Represents the University of Hawai‘i at Mānoa to the Hawai‘i legislature and other State and federal governmental bodies. Works with governmental agencies to advance Mānoa’s programs. Develops and maintains effective relations with the community, legislature, other UH campuses, and other internal and external organizations.

Serves as the chief public voice, interpreter, liaison, and advocate for the University of Hawai‘i at Mānoa, to internal and external constituencies.

Represents, promotes, and advances the University of Hawai‘i at Mānoa by participating in state, national, and international organizations, and in civic and charitable organizations, serving as the official representative of UH Mānoa as appropriate.

## **QUALIFICATIONS**

### *MINIMUM QUALIFICATION REQUIREMENTS*

Earned doctorate or equivalent terminal degree from an accredited institution.

Attained the academic rank of full professor or have demonstrated a record of comparable professional experience prior to appointment.

Professional experience in academic administration at a university or college which included research and graduate education programs, and experience at the dean's level or comparable that involved designing and implementing programs and initiatives, or have demonstrated a record of comparable professional experience.

Distinguished record of scholarly achievement.

Demonstrated experience in high-level academic administration.

Demonstrated record of successful leadership in teaching, research, and service.

Ability to establish and maintain effective working relationships with administrators, faculty, staff, students, legislators, state and federal officials, and the general public.

Ability to communicate effectively with internal and external constituencies.

Ability to understand and work effectively in Hawai'i's multi-cultural society.

#### *DESIRABLE QUALIFICATIONS*

Administrative experience at a university with extensive research and graduate programs.

Administrative experience at a university in a multi-level university system, planning, developing, and articulating programs in a multi-institution state system that includes interfaces with other components of public education.

Experience with large-scale funded research programs, projects, or institutes.

Possess an understanding of the importance of empowering indigenous people and minorities in higher education.

Experience working effectively with students, governing boards, legislative bodies, government officials, and community and business leaders.

Experience with international education, especially within the Asia-Pacific region.

Experience and demonstrated record of success in raising funds.

Experience working effectively with faculty governance bodies, student governance organizations, and various advisory groups.

Experience in higher education finance.