President’s Agenda

Improve the State’s Educational Capital

--Achieve substantial progress toward the State of Hawai‘i goal of 55 percent of its working age adults having a 2-or-4-year college degree by 2025 through expanded student access and improved graduation rates.

--Ensure excellent learning outcomes through productive collaboration with the Hawai‘i P-20 initiative, which focuses on student preparation in the public K-12 system, and high quality teaching and research throughout the University’s ten-campus system.

Economic Change and Diversification

--Greater focus on work force development. Double over this decade extramural funding to $1 billion and, through focused research, nurture a multi-billion dollar industry for Hawai‘i in R&D, innovation, spin-offs, and related services.

Hawai‘i in the Asia Pacific

--Advance the University’s strategic commitment to Native Hawaiians and other indigenous and disadvantaged peoples.

--Continued development of the University as a model indigenous-serving institution, to include Malama ‘aina—Sustainability, and as a center of academic excellence in the Asia-Pacific region.

Leadership

--Initiate a state-wide discussion of the role, affordability and financing of public higher education in Hawai‘i with the aim of creating a community consensus for a balanced, fair and sustainable business model. Students, their families, taxpayers and donors deserve maximum value for resources and time invested.

--Inspire faculty, students, staff, alumni, and community leaders to embrace their shared responsibility for the betterment of each of the ten campuses of the University system.

--Establish strong and positive working relationships with the State’s executive and legislative branches as well as with the State’s legislative team in Washington.
Management

--Motivate, empower and hold accountable the leadership of the ten campuses to wisely use public funds to achieve prioritized goals; ensure that the educational results of the ten-campus system is greater than the sum of its parts.

--Introduce a system-wide risk management culture that is directly linked to strengthened internal auditing.

Key Selection Criteria

The next President will have superb leadership skills and a track record of having successfully managed large, complex and diverse organizations in settings that value individual achievement, innovation and accountability. Specifically, the President will

--Have a passion for higher education and its role in society and in particular in Hawai‘i. Have an understanding of the likely changes higher education will undergo in this decade.

--Have an understanding of the unique importance of the University to the future of Hawai‘i, given the State’s size, geographic isolation, unique ecology, and singular blend of diverse cultures. In particular, have an appreciation of the contributions of Native Hawaiians historically and today, and a commitment to Native Hawaiian student success.

--Be effective in simultaneously pursuing the University’s commitment to offering the greatest access to the highest quality programs at the least cost possible and to establishing the University as a major research center.

--Be a persuasive leader and communicator in articulating the evolving role of the University in Hawai‘i, explaining its strategic goals, accomplishments, and resource needs. Have experience as a successful fund raiser.
--Have an appreciation that while intercollegiate athletics have great potential to unify and strengthen community support for the University they could also pose potential moral and financial hazards.

--Have a strong sense of ethics and integrity and be comfortable in an environment where sunshine laws are observed and public accountability is highly valued.

--Be a collaborative team leader who is willing to make and implement timely decisions.

--Be effective in creating and sustaining a partnership with the governing board.