

University of Hawai'i System  
President's Agenda  
adopted January 15, 2014

### 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 Mālama 'Āina 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 are greater than the sum of its parts.

--Introduce a systemwide 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 the following qualities and skills:

## Higher Education

- Passion to serve Hawai'i in higher education and its role in society.
- Have an understanding of the likely changes higher education will undergo in this decade.
- Understands research and its importance to a university; ability to bring in research dollars individually or with a team.
- 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.
- Strong grasp of fundraising, how to interact with top donors, and supporters at all levels; ability to work with UH Foundation to bring in funds that supplement the university's educational services

## Culture

- Understands 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.
- Understand and respects the indigenous culture and people, Hawaiian traditions, values, and language.
- Appreciates Hawai'i's multi-ethnic population and unique way of life.

## University of Hawai'i System

--Persuasive leader and communicator in articulating the evolving role of the University in Hawai'i, explaining its strategic goals, accomplishments, and resource needs; motivates people.

--Experience with or in UH or connections to UH; understands the UH System.

--Understands the value of the learning experience, at community colleges through baccalaureate and graduate levels, and appreciates UH's diverse student body; appreciates the ability of higher education to transform lives.

--Appreciates that intercollegiate athletics has great potential to unify and strengthen community support for the university as well as pose potential moral and financial hazards.

--Embraces new technologies and new ways of doing things; supports expansion of distance learning, and delivering services to areas and groups of people that need them.

--Values the role and perspective of neighbor islands, neighbor islanders and neighbor island businesses and organizations.

## External Constituencies

--Knows how to work with the legislature, elected officials, unions, and community leaders; politically savvy; understands "how things are done" here and can get things done here.

## Leadership Ethics and Skills

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

--Collaborative team leader willing to make and implement timely decisions; knows what it takes to work with diverse groups, can complement the leadership team, appreciates the power and the potential of a “system” of higher education.

--Business experience, private sector knowledge of what it takes to run a business; understanding of the complexities of managing an institution like the university, with its many activities, programs and missions.

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

--Secure in his or her own identity, who they are as an individual, who truly wants to serve, not for the money or the prestige, but as a service.

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