

# **REGENTS' COMMITTEE ON THE PRESIDENTIAL SELECTION FINAL REPORT TO THE BOARD OF REGENTS**

**May 1, 2014**

The University of Hawai'i Regents' Committee on Presidential Selection is pleased to recommend to the University of Hawai'i Board of Regents Interim President David Lassner and Lieutenant General Francis Wiercinski as finalists for the position of President of the University. Each finalist is talented and highly accomplished, and each is qualified in his own way to serve as President. It is now up to the Board to decide which of the candidates could best serve as President of the University at this time. The report that follows provides details on the conduct of the search and extensive information about each candidate.

## **THE SEARCH PROCESS**

### **Formation of the Search Committee**

The search began on June 6, 2013, when the Board convened in a special meeting to consider the way forward following the retirement of M.R.C. Greenwood as President. Board members voiced a consensus view that the presidential search should focus on identifying candidates with strong leadership, managerial and communications skills who were familiar with Hawai'i. The Board also authorized the formation of a core group of Regents that included John Holzman (as Chair), Jan Sullivan, Saedene Ota, Chuck Gee, Barry Mizuno, James Lee and Jeffrey Acido who would form the nucleus of a search committee. The following community representatives were subsequently added: Paul Lococo, Jr. from the All Campus Council of Faculty Senate Chairs, Richard Mizusawa from the Student Caucus, and Walter Niemczura from the Administrative, Professional and Technical staff. Ex Officio and non-voting members were Board Chair Eric Martinson, Board Committee on Personnel Chair Coralie Matayoshi, J. Kuhio Asam from the UH Foundation, and Hawai'i inuiakea School of Hawaiian Knowledge Dean Maenette Benham from the University's Executive/Managerial staff. In July after being elected Board Chair, John Holzman replaced Eric Martinson as an ex officio member and appointed Carl Carlson as Chair of what was now the Regents' Committee on the Presidential Selection.

At the June 6 special meeting the Board charged the Committee to prepare a detailed plan of how the Presidential search would be conducted, to include:

1. A proposed charge for the Presidential Selection Committee;
2. A proposed Statement of Presidential Selection Criteria reflecting the sense of the June 6, 2013 meeting, including a brief description of the University of Hawai'i System, a Position Description, an Agenda for the new President, a proposed term, and Key Selection Criteria (copies of these documents are attached as Exhibit A);
3. A recommendation on engaging key University constituencies in the selection process;
4. A recommendation on the merits of employing a search firm to assist and guide the Selection Committee through the process and suggestions on ways to minimize this cost; and
5. A plan to proactively reach out to all the University's constituencies and to the wider community to solicit their input

The Board also instructed the Task Group to work with the leadership of the Board of Regents to identify a slate of 2–3 candidates to be Interim President. The Board agreed that the Interim President would serve until the president was in place. It was expected that the selection process for the President would take some months. Lastly, it was agreed that the person selected as Interim President would not be eligible to apply for the permanent position of President.

In all its future work the Committee received invaluable assistance from the University's Human Resources staff, Office of External Affairs and University Relations, and the Board's own executive and professional staff.

#### Outreach to the Community

The hallmark of the search was the unprecedented public and statewide “speak to us” campaign that the Committee conducted from September of 2013 through January of 2014. In an effort to solicit the views of the public on the future direction of the University and the type of leader who could best serve the University and the State, Committee members appeared before close to 60 groups - after hours and on weekends—on every major island and throughout Oahu, from Nanakuli to Hawai'i Kai. Audiences included neighborhood boards, chambers of commerce and other business groups, alumni organizations, University groups such UHPA, the APT Caucus, the Pūkoa Council, faculty

senates, student councils, and former regents. “Open” conversations on campuses were held for all those interested.

The Committee established a website and communications channels (both public and confidential) to inform the public of upcoming appearances and events, and to receive suggestions, ideas and feedback. In addition, news releases were issued and interviews granted to various media representatives to further inform and involve the broader community. Committee members listened to – and heard—what was said, and these ideas from the public fundamentally shaped the search. What came through loud and clear was that the people of Hawai`i wanted the search committee to select a candidate who understood and appreciated the unique history and diversity of Hawai`i, was passionately committed to improving higher education in Hawai`i, and who was cognizant of the importance of the University to our state’s future. In addition, the outreach campaign confirmed the Board’s initial view that the University needed a topflight and savvy leader, manager, and communicator to represent the University, coordinate its constituent parts, and improve efficiency.

#### Decision Not to Retain a Search Firm or Consultant

Concurrent with the outreach, from the summer through the fall and early 2014, the Committee considered how to manage the recruitment, vetting, and selection process. Ever mindful of the need to be prudent with limited state resources, Committee members explored a variety of combinations of utilizing a search consultant and/or firm supplemented by staff from the University. The Committee issued two sets of RFQs, and over several weeks evaluated the responses from firms and consultants, and conducted phone and in-person interviews with their representatives.

It became readily apparent that the costs of retaining a search consultant and/or a firm would be significant. Moreover, the principal value of their expertise would lie in identifying candidates on the mainland and within academia; they would have little if any experience in identifying candidates with the unique Hawai`i-oriented qualifications that Committee members were seeking. Indeed, under any scenario, Board members and friends of the University would probably be heavily involved in developing local referrals. Committee members ultimately decided that they, with support from the Board staff and

advice from the University's Human Resources office, were capable of managing the search. This decision reflected a judgment that the best path forward would be to conduct a Hawai'i-oriented search and only if that failed would the option of retaining a national search firm be revisited.

#### Applications and Screening

The Committee published ads, based on a final set of minimum qualifications and desired qualifications, in print and online with the Honolulu Star Advertiser, Midweek, Pacific Business News, and the Chronicle of Higher Education, as well as posted the ad on the UH Website. (See Exhibit B: Position Description). In response, the Committee received 60 applications and 20 nominations, all of which were acknowledged, screened, and vetted as to whether they met minimum qualifications. Some Committee members personally read every application and nomination.

The Committee Chair briefed the Board monthly on the progress of the search. In March, the board instructed the Committee to provide it with an unranked list of five or six candidates from which three finalists would be selected. The Board also agreed that the finalists' names would be made public and that they would be expected to have public meetings with University stakeholders on the four islands where campuses are located.

The Committee winnowed the list to 13 applicants, from which a rough short list of the five most qualified was compiled. Two applicants then withdrew prior to an interview. One cited concerns related to the public nature of the search and the second wished to pursue other opportunities. In addition and almost simultaneously, a highly qualified nominee with deep roots in Hawai'i was debating whether to accept a nomination. This person ultimately decided not to participate for reasons related to privacy.

With only three remaining candidates, Committee members discussed whether the candidate pool should be revisited to supplement the current list or, alternatively, should the search be reopened. The members agreed not to return to the candidate pool because the five initially selected appeared to be significantly more aligned with the Committee's criteria than the others. The members also advised against reopening the search because a renewed public effort at that late date was unlikely to garner equal or better candidates in comparison to the three who remained.

The Committee interviewed the remaining three candidates. The interviews were guided by the President's Agenda and Selection Criteria, and the Position Description. One candidate stated during the course of his interview that, given the public nature of the final stage of the selection process, he would withdraw if any of the finalists was an internal candidate. He explained that his decision was based on two judgments on his part: First, he believed that internal candidates were selected about three-quarters of the time; and second, public knowledge of his candidacy would significantly undermine his work in his current position. The candidate subsequently withdrew when he learned that one of the finalists was indeed an internal candidate.

The Committee shared its assessment with and sought guidance from the Board at its April 17 meeting. The Board concurred in the Committee's recommendation that it need not provide five or six names since the remaining candidates appeared to be qualified. At a subsequent committee meeting, the members agreed that the final two names should be forwarded to the Board, notwithstanding the withdrawal of the third candidate. Due diligence was conducted on these final candidates, including discussions with references provided by the candidates. Committee members also contacted many references and sources of information.

The Board Office and Office of Human Resources are updating the background checks on the candidates. In-depth background investigations are being conducted on each candidate by a third party administrator, including DMV reports verifying current driver's license and any infractions, social security number confirmation, civil and criminal court investigations from every county of residence, state and federal criminal investigations, multi-state sexual offender searches, and verification of employment and stated educational degrees.

The finalists understand that they will be expected to engage in multiple-day campus visits on every major island before the end of the Spring academic semester to allow campus leadership, faculty, staff, students, and the public an opportunity to meet them, hear their views, and form a judgment as to their suitability to serve as President of the University at this time. Face-to face web and polycom communications will be used as

feasible to reach areas where they will not travel. University stakeholders and the community at large will be encouraged to provide feedback to the Board of Regents.

## **DR. DAVID LASSNER**

### **INTERIM PRESIDENT OF THE UNIVERSITY OF HAWAII**

Dr. David Lassner accepted his nomination and provided the Committee with three references and his CV (Attached as Exhibit C).

#### Nomination

Dr. Lassner was nominated in a joint letter signed by thirteen deans and directors of schools and institutes at the Mānoa campus, and by an individual from the business community. The Committee agreed that considering David Lassner as a nominated candidate did not conflict with the original intent that the interim president would not be eligible to apply for the position. Interim President Lassner made it clear that he would be willing to serve if nominated and selected.

#### Interview with the Selection Committee, April 14, 2014

Dr. Lassner provided a careful and thorough assessment of his efforts to achieve the priorities established by the Board at the time of his appointment as Interim President. Beyond the Board's priority initiatives, Dr Lassner discussed his forthright approach to external constituencies and to the legislature, which he thought was working reasonably well; his deep commitment to the system as the best model for public higher education in Hawai'i, and the opportunities and challenges it presents; his conviction that it was a false choice to pit education and research as competitors—they should be complementary and responsive to state needs; the need for the University to learn to close programs that are no longer justified; and his belief that shared governance can be a strength if it helps achieve consensus. Dr Lassner pointed out that the University needed to improve its communications by getting out the simple but powerful messages that it is helping Hawai'i by helping students every day and through its world-class research programs that advance the economy and address the challenges faced by communities throughout the islands. He explained that he tried to lead by example, to be collaborative, to not neglect "the small stuff" that could be fixed immediately, to be relentless at times in pursuing goals, and always to be positive.

#### Conversation with Committee Chair Carlson

On April 22, Chair Carlson had an extended conversation with Dr. Lassner about the direction of the University and some of the opportunities, issues, choices and quandaries now before the University. Chair Carlson's impressions of the session are summarized here.

Dr. Lassner noted the immediate importance of the position of Vice-President for Academic Affairs and how the selection of the person to fill that position was critical to the

future of the University. He talked at length about the strengths and weaknesses of the different campuses, demonstrating his grasp of the challenges facing the University and his views on what needs to be done. He spoke about the need to be creative in meeting the educational needs of our state going forward. For example, he emphasized the use of University centers while using the campus under construction at Pālanuanui in West Hawai'i. He saw that new campus as a unique opportunity for delivering a full range of services through traditional means, articulation agreements, on-line courses and cooperation among campuses, especially with UH Hilo. He expanded upon that by pointing out the unique branding and labeling opportunities that could exist.

He shared that he felt he had a good relationship with the Governor and the State Legislature as well as with the Hawai'i Congressional delegation. He has worked with them for many years, collaborating with them on a number of State task forces and committees. He looked forward to continuing those relationships. He expressed a clear understanding of the budgetary process and the steps necessary to work with the Legislature and Governor to meet the University's needs over time. He shared some thoughts on dealing with deferred maintenance, primarily at Mānoa, and potential funding options.

In his previous position as Vice President for Information Technology, he believed that he had the greatest job one could have as he loved what he did and enjoyed serving the people of Hawai'i and the University. He said he has grown into the position of Interim President. For example, he has learned the strengths of being a good listener and the respect one earns with that attribute. While being President of a major research university clearly wasn't what he previously sought or intended for his life's work, he looked forward to the opportunity to serve in that capacity should he be selected. However it turns out, he was deeply honored to be nominated and to be considered a finalist for the position. He was especially pleased to have received the support of so many colleagues, business and community leaders and friends around the state.

### References

Dr. Lassner provided three references as requested by the Committee. Committee Chair Carl A. Carlson, Jr. interviewed all three. Dr. Lassner's three references are all colleagues and associates of many years with whom he has worked and collaborated. None is a former supervisor or subordinate.



Dr. Lassner's references were unanimous in saying that he is not driven by ego, is comfortable with himself, decisive when necessary, and fair and straight forward in his dealings with others. They commented that he knows Hawai'i well and that his open and friendly style will play well with the Legislature and others.

One saw Dr. Lassner "as a visionary in his field" with a strong interest in furthering economic development in Hawai'i through technology. Another thought he could bring stability and continuity to the University with no learning curve. "He knows exactly what he is getting into, knows the ropes, and can help the UH re-group, which is needed at this period of time." This person also commented that he works well with neighbor islanders and knows the assets that the neighbor islands have.

The third reference commented that "what you see today in David Lassner is what you'll see if he is appointed President". He understands the role of the System President, and knows the System well. While Dr Lassner had been "decisive" as Interim President, he would be more so if named President. Dr Lassner had the skills to get the UH team to work together. He could articulate the mission and get the team to work together to meet that mission. He successfully built his team at IT and could do that for the System.

#### Due Diligence Regarding Hiring Matters

Due diligence conducted on Dr. Lassner did not identify any major issues.

**FRANCIS WIERCINSKI**  
**LIEUTENANT GENERAL, U.S. ARMY, RETIRED**

LTG Francis Wiercinski, U.S. Army, Retired accepted his nomination and provided the Committee with eight (8) references and his CV (Attached as Exhibit “D”).

Nomination

Four individuals nominated LTG Wiercinski; one from the military, a community leader who knows him in connection with his service, and two from the business industry and the university community who have known him for a year or two.

Interview with the Selection Committee, April 16

LTG Wiercinski met with the Selection Committee for an hour, and then for about 90 minutes with John Holzman, Chair of the Board of Regents on April 23. He covered much the same ground in both sessions but in greater depth in his private conversation with John Holzman. The following is John Holzman’s summary of both conversations.

LTG Wiercinski is a friendly, open, articulate and apparently sincere person who is deeply committed to public service. He explained that he became interested in serving as President after he was approached by several friends of the University. He was struck that USARPAC and the University System office are similar in that each has constituent elements—campuses or subordinate commands—that the CEO must lead and orchestrate.

LTG Wiercinski believes that he has learned to manage and lead “large, complex organizations” through team building, in which he excels. His tendency is to decentralize and delegate. Senior military officers do not lead by giving orders. They listen, consult and eventually devise ways to bring together individuals and groups with differing backgrounds and interests to achieve an organization’s objectives. This is exactly what he would do in his first days and weeks if appointed as President—listen, consult and learn from staff, faculty, students, and other stakeholders inside and outside the University.

He spoke of his work in Iraq, where he struggled to reconcile Kurds and Shi’a, and of his roles as a soldier-diplomat in Japan and as commander of USARPAC. Both were examples, he said, of his leadership style and of his ability to make progress in situations where important interests compete. His success in capitalizing on Washington’s “pivot

towards Asia” to bring greater resources to USARPAC was another example. He did not minimize the difficulties his leadership style could present, noting that it requires “persistence, patience, and—once again—listening.”

There can be no doubt that LTG Wiercinski thinks deeply and often about leadership and how leaders succeed in practice. During his interview with the Selection Committee he was most passionate when summarizing his principles of leadership.

They were: "High character and values, particularly integrity and trustworthiness; moral and ethical courage; passion and positivity; selflessness and being responsible for everything; and loving your people—being in awe of what they do, praising in public, chastising in private."

LTG Wiercinski envisions the President as more than another administrator leading other administrators. He believes the President should provide strategic direction to the chancellors—the on-the-ground decision-makers—and to the Vice President of Academic Affairs, to whom he would delegate much of the day-to-day coordination and guidance. The President’s day-to-day role would be to generate support for the University by working on the outside, with Legislators, the Governor, the Congressional delegation, and major interest groups in Hawai‘i and beyond. This approach, he believes, can help the university cope with declining state and federal support. He promised that he would be the university’s most fervent champion, whether at the Legislature, with downtown groups, on neighbor islands, in Washington, or at athletics events.

LTG Wiercinski makes clear that the President is the executive arm of the Board and is accountable to the Board. He sees the relationship between the Board and the President as a collaborative partnership. He commented that his long experience in working under the oversight of often-far-removed military and civilian superiors in the chain of command, not to mention Congressional scrutiny, has effectively given him experience in working productively and cooperatively with governing boards.

LTG Wiercinski espouses a vision of Hawai‘i as a “bridge” between Asia and the U.S., in which the University would be a critical variable. He argues that by embracing such a strategic paradigm Hawai‘i can diversify its economy and reduce its dependence on tourism and military spending. Within this larger strategic context, LTG Wiercinski focuses on the need to improve graduation rates and to align curricula and research

programs with current and future state needs and opportunities. Graduation rates could be improved through increasing use of online tools and by delineating clear and reliable paths to AA and BA degrees, to include “smooth” transferring from the community colleges to a baccalaureate campus. Students should be encouraged to carry heavier course loads. While he realizes that many students work to support themselves and their families, he believes that constraint could be mitigated through more financial aid and on- campus employment. He endorsed P-20 goals as an important part of achieving this vision and believes there should be increased cooperation between the K-12 public system and the University.

LTG Wiercinski does not underestimate the challenge of overcoming preconceptions held by some about military officers and their leadership and managerial style. He understood that the absence of a “terminal degree” would be held against him. In this context, he ruefully referred back to his year at the Army War College where he received only a certificate as opposed to the MA degrees the College later began to award for the same program. He claims to have “thick skin” and is confident that over time would win the respect of those who doubt his ability to lead and succeed in an academic setting.

LTG Wiercinski said that he and his wife have made Honolulu their permanent home and are committed to living here. Since leaving the Army, he has established a consulting business.

### References

LTG Wiercinski provided eight references. John Holzman spoke to six of his references plus another individual who seemed to know him well. James Lee spoke to one other reference. The last reference has not been available. About half the individuals contacted have known LTG Wiercinski for a year or two and some of them largely through lengthy discussions about the position of President. Several have known him longer, some for as long as eight or ten years.

All those contacted extolled LTG Wiercinski’s character, and his leadership, managerial and communication skills—“a military man’s military man”, as one put it. Several specifically praised his ability to listen, synthesize, reach a decision, and then implement. Several others spoke of his success as a soldier-diplomat across the vast

Asia-Pacific region with all its diversity. Several commented about LTG Wiercinski's ability to connect with people, including "common soldiers" and local folks in Hawai'i. One commented that he has "almost a local persona, he understands `ohana." Most felt that LTG Wiercinski would do extremely well leading the University, that he is the type of person to get the University back on track, "moving in the right direction."

#### Due Diligence Regarding Hiring Matters

The due diligence conducted on LTG Wiercinski did not identify any major issues.

## Exhibit A: President's Agenda and Selection Criteria

## President's Agenda

### Improve the State's Educational Capital

- Achieve substantial progress toward the State of Hawai'i through expanded student access and improved graduation rates, with the goal of establishing at least 55 percent of its working age adults to have a 2-or-4-year college degree by 2025.
- 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

- Strive for a greater focus on work force development to double extramural funding to \$1billion over this decade, and through focused research to 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.
- Continue 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. Believe that 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 governance which includes 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 system-wide risk management culture that is directly linked to strengthening 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.
- Holds an understanding of the likely changes higher education will undergo in this decade.
- Understands research and its importance to a university with the 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.
- Understands and respects the indigenous culture and people, and 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, and the ability to motivate people.
- Experience with or in the University of Hawai'i or its connections, that understand the University of Hawai'i System.
- Understands the value of the learning experience at community colleges through baccalaureate and graduate levels, and appreciates the university's diverse student body while appreciating 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 that support 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, who is politically savvy and understands "how things are done" here and how to get them done.

#### Leadership Ethics and Skills

- Embodies 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, who knows what it takes to work with diverse groups, and can complement the leadership team while appreciating the power and the potential of a "system" of higher education.

- Experienced in business with private sector knowledge of what it takes to run a company while understanding the complexities of managing an institution like the university, with its many activities, programs and missions.
- Effective in creating and sustaining a partnership with the governing board.
- Secure in his or her own identity and who they are as an individual who truly wants to serve, not for the money or the prestige, but as a service.

## Exhibit B: Position Description

PRESIDENT (Pos. No. 89058)  
UNIVERSITY OF HAWAII SYSTEM  
POSITION DESCRIPTION

Introduction

The University of Hawai'i is the single system of higher education for the State of Hawai'i. It is governed by a fifteen-member Board of Regents. Members are nominated by the Regents Advisory Council, appointed by the Governor, and confirmed by the Senate. The President is the executive arm of the Board of Regents and the chief executive officer of the University of Hawai'i system.

The University of Hawaii enrolls nearly 60,000 students in its ten-campus-system, which includes the University of Hawai'i at Mānoa, the flagship campus and a land, sea and space-grant research institution; the University of Hawai'i - Hilo and the University of Hawai'i-West O'ahu, both baccalaureate degree awarding institutions; and seven community colleges on the islands of Hawai'i, Maui, O'ahu and Kaua'i. The University of Hawai'i provides instructional, research and service programs within the State and, as appropriate, internationally.

Duties and responsibilities

The President has full authority and responsibility over the administration of all affairs and operations of the University, including academic, student, research, intercollegiate athletics, financial and other administrative areas of the institution. The President is responsible to the Board of Regents for achieving the following agenda:

Improve the State's Educational Capital

- Achieve substantial progress toward the State of Hawai'i goal that at least 55 percent of its working age adults will have a 2-or-4-year college degree by 2025. Progress will be achieved 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 ensuring college readiness in the public K-12 system, and high quality teaching and research throughout the University's ten-campus system.

Economic Change and Diversification

- Work with the business community to: educate and train a relevant and efficient workforce; and double extramural funding to \$1billion over this decade for focused research that will nurture a dynamic R&D and innovation sector in Hawai'i.

Hawai'i in the Asia Pacific

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

- Continue 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 dialogue on 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 that maximizes value for resources invested.
- Inspire faculty, students, staff, alumni, and community leaders to embrace shared governance and 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 Congressional delegation.

#### 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 system-wide risk management culture that is directly linked to strengthening internal auditing.

#### Names, class titles and position numbers of subordinates

See current official organization chart.

#### Nature and extent of guidance and direction received

Broad policy direction from Board of Regents.

#### Nature and extent of check or review of work

Work is reviewed by Board of Regents by overall program accomplishment including effective leadership, direction and decision-making.

#### Contacts with other departments or University organizations, with outside organizations, and with general public

Position deals directly with Board of Regents, legislature, elected officials, university administrators, Office of the Governor, state and federal department/agenda heads, business and community stakeholders, faculty, staff, alumni, and other related parties.

#### Minimum qualification requirements

- 1) Education (general, special or professional): doctorate or terminal degree, or equivalent.

- 2) Experience:
- a) Track record of successfully managing large, complex and diverse organizations in settings that value individual achievement, innovation and accountability.
  - b) Worked effectively with or within the University of Hawai`i or related entities.
  - c) Worked effectively with governing boards, legislative bodies, and diverse stakeholders and constituent groups.
  - d) Increased institutional resources, including state and government funding, and private gifts.

3) Licenses, certifications, or registration: None

### Desired Qualifications

1. Special knowledge, abilities and skills:

- a) Higher Education
  - i) Passion to serve Hawai`i and recognizes higher education's critical role in passing on a prosperous and vibrant society to our children and grandchildren.
  - ii) Ability to lead change as higher education evolves in the coming decade.
  - iii) Experience in building collaborative, productive and innovative teams that will advance the University mission.
- b) Culture
  - i) 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.
  - ii) Appreciates the contributions of Native Hawaiians, historically and today, and holds a commitment to Native Hawaiian student success.
- c) University of Hawai`i System
  - i) Persuasive leader and communicator in articulating the role of the University in Hawai`i, its strategic goals, accomplishments, and its resource needs.
  - ii) Understands the complexities of managing and unifying an institution that stretches across eight islands and has strong links to the Mainland and the Asia Pacific region.
  - iii) Appreciates that intercollegiate athletics has great potential to unify and strengthen community support for the University, as well as pose moral and financial hazards.
  - iv) Commitment to simultaneously pursue greater student access to high quality programs and advance the University as a major research center.
  - v) Experience in fundraising that builds support for the University among donors from all sectors, and especially in generating extramural support for research.
  - vi) Business acumen in advancing the University's mission, programs, and activities

- d) External Constituencies
  - i) Knows how to work with the state legislature, elected officials, unions, and community leaders; is politically savvy and understands how to get things done.
- e) Leadership Ethics and Skills
  - i) A strong sense of ethics and integrity, and is comfortable in an environment where sunshine laws are observed and public accountability is highly valued.
  - ii) A collaborative team leader who is willing to make and implement timely decisions, can work with diverse groups, and can complement the leadership team while appreciating the power and the potential of a “system” of higher education.
  - iii) Effective in creating and sustaining a partnership with the governing board.

## Exhibit C: CV for David Lassner



**DAVID LASSNER**  
Interim President  
University of Hawaii System  
2444 Dole St, Bachman  
Honolulu, HI 96822  
Phone: +1 808 956 9704    david@hawaii.edu

## **Education**

Ph.D. in Communication and Information Sciences, 1998

University of Hawaii

Primary Areas of Concentration: Computer Systems; Data Communications

Secondary Areas of Concentration: Policy & Planning; Quantitative Modeling

Dissertation Topic: "Global Telecommunications Standardization in Transition:  
Impacts on Southeast Asia"

M.S. in Computer Science - August, 1981

University of Illinois at Urbana-Champaign

Thesis: "A Comparison of Computer Assisted Instruction Drill Procedures"

A.B. in Economics - May, 1976

*Summa cum Laude*, with Departmental Distinction

University of Illinois at Urbana-Champaign

Senior Honors Thesis: "A Comparison of Statistical Tests for Heteroscedasticity"

## **Employment**

Interim President

University of Hawaii System; September 2013 -

Serve as Interim Chief Executive Officer for the University of Hawaii System during search for a new President. Provide leadership and direction to Chancellors and Vice Presidents as well as faculty and staff of the system and ten campuses to advance the statewide agenda for higher education. Focus on educating more students; developing an innovation economy modernizing college and university facilities and practices; improving accountability and transparency; and stimulating innovation, productivity, efficiency and sustainability. Support the university's mission as a model indigenous-serving university and in sustainability. Collaborate with students, faculty, administrators, alumni, donors, community influencers, funding agencies, legislators, the Governor and cabinet officers to advance the University locally, nationally and internationally. Ensure continued progress on major initiatives including the DKI Solar Telescope, Palamanui Campus, Culinary Institute of the Pacific, Thirty Meter Telescope, DKI College of Pharmacy, and stabilization of the new UHWO campus and Cancer Center.

Director of Information Technology / Chief Information Officer / Vice President for Information Technology  
University of Hawaii System; 1994 -

Serve as the University's first Chief Information Officer, with responsibility for designing, implementing and directing a new integrated IT organization created through the merger of four disparate units to support academic computing, enterprise information systems, distance and online learning technologies, and voice, data and video telecommunications for Hawaii's statewide system of public higher education. Represent the University in a variety of state, regional, national and international boards, committees, meetings and symposia regarding information technologies, telecommunications, research technologies and distance/online education. Serve as a member of the UH President's System and UH-Manoa Chancellor's Executive Teams. Serve as a member of the Cooperating Graduate Faculty of UH-Manoa.

(Position title continuously upgraded to reflect increasingly significant role within the University.)

Director of Information Technology  
University of Hawaii Office of Information Technology; 1989 - 1994

Serve as first director of the UH systemwide Office of Information Technology and its staff, with responsibilities including: coordinate systemwide computing and telecommunications activities and planning; initiate first systemwide distance education program and associated policies, procedures, technology, faculty training, program development, facilities planning and development; develop first strategic plan for information technology; lead development of a statewide, integrated, intercampus communications network.

Research Fellow  
East-West Center - Institute of Culture & Communications; 1992

Conduct research in the areas of telecommunications standardization and cultural predictors of development (while on half-time Professional Improvement Leave).

Manager of Interactive Services  
University of Hawaii Computing Center; 1987 - 1989

Manage professional/technical group that provides support and user facilities for interactive computing for the UH Computing Center, a systemwide academic support unit serving 10 campuses on 4 islands. Group responsibilities include: mainframe/minicomputer consulting, documentation, and instruction; mainframe/minicomputer applications selection, acquisition and installation; planning, implementation, and management of public workstation facilities; planning, implementation, and management of computer based instruction facilities; also manage the implementation of the first phase of the UH-Manoa campus television system.

Computer Based Education and Timesharing Coordinator  
University of Hawaii Computing Center; 1981 - 1987

Coordinate computer based education and timesharing activities for the UH Computing Center, including: supervise staff; maintain, design and implement new systems and facilities; provide training and support; produce and disseminate documentation.

Acting Director, Educational Use of Computers Unit  
University of Hawaii at Manoa; 1979 - 1983

Administer and operate small campuswide academic support unit for educational computing.  
(Performed duties half-time until unit was absorbed into UH Computing Center in July, 1983.)

Computer Based Education Specialist  
University of Hawaii System; 1977- 1981

Provide instructional design, programming and technical support on hardware, software and telecommunications to the University of Hawaii PLATO project and its participants at all campuses on all islands, including students, faculty and external customers.

Consultant  
Various Public and Private Clients; 1977 -

Perform assorted projects involving instructional software development, traffic data analysis, forecasting software, data communication system development, educational policy & planning, and professional development.

Student Assistant (Graduate and Undergraduate)  
Computer Based Education Research Laboratory  
University of Illinois at Urbana-Champaign; 1974 - 1977

Design, develop, maintain and evaluate instructional courseware for several major federally funded curriculum development projects.

### **Teaching Experience**

Distance Education Technology (ETEC 661, online)  
College of Education, University of Hawaii at Manoa

Electronic Commerce (DS 660)  
College of Business Administration, University of Hawaii at Manoa

Programming and Algorithms I (ICS 267)  
Department of Information and Computer Science, University of Hawaii at Manoa

Computer Based Learning (CS 381)  
Computer Science Program, Roosevelt University - Hawaii

Programming for Computer Based Learning (CS 382)  
Computer Science Program, Roosevelt University - Hawaii

Telecommunication Planning and Management (COM 684, online)  
School of Communications, University of Hawaii at Manoa

**Extramural Funding Activities**

Principal Investigator, Air Force Research Lab  
Maui High Performance Computing Center (MHPCC), \$251,000,000, 2001-

Principal Investigator, Co-PI, Department of Defense  
Pacific Disaster Center, \$30,000,000, 2009-  
Pacific Disaster Center, \$18,000,000, 2006-2009

Principal Investigator, National Science Foundation, \$177,819, 2012-2014  
Research and Education Networking in the Pacific Islands and Beyond  
Principal Investigator, Dept. of Commerce / Nat'l Oceanographic and Atmospheric Administration (NOAA)  
Hawaii's Connection to N-Wave, \$545,000, 2012 - 2017

Principal Investigator, Air Force Research Laboratory, \$1,048,568, 2012-2015  
Near Real-Time Viewing of Refined Images at the Joint Space Operations Center

Principal Investigator, National Science Foundation, \$9,838,151, 2010-2012  
Enabling Hawaii to COMPETE: Seizing the Opportunity for Equitable Connectivity

Co-Principal Investigator, National Science Foundation, \$1,176,745, 2010-2012  
Connecting the Islands: Cyber Connectivity for Science and Technology in Hawaii

Principal Investigator, Dept. of Commerce/NTIA, \$33,972,800, 2010-2013  
Ke Ala 'Ike: Connecting Hawaii's Public Schools, Community Colleges, Universities and Libraries

Principal Investigator, Dept. of Commerce/NTIA, \$1,949,360, 2010-2013  
Access for All: Hawaii Statewide Public Computing Centers

Principal Investigator, National Science Foundation  
International Research Network Connection - TransLight/PacificWave, \$3,999,793, 2010-2015  
Principal Investigator, University of Southern California Subaward (National Science Foundation)  
Hawaii Connections for TransLight/PacificWave, \$997,432, 2007-2010

Principal Investigator, U.S. Naval Observatory  
Fiber Connectivity to VLBA on Mauna Kea, \$375,752, 2010 - 2014

Principal Investigator, DoD High Performance Computing Modernization Office - DREN  
Hawaii Connectivity Project, \$255,000/yr, 2001-2010

Principal Investigator, DoD High Performance Computing Modernization Office  
Programming Environment and Training (PET), \$500,000, 2001-2009  
(Subcontract from Primary Awardee: Mississippi State University)

Principal Investigator, National Science Foundation  
Hawaii High Performance Internet Connection, \$393,000, 1999-2001  
Mauna Kea Observatories Communication Network, \$412,000, 1999-2001

Principal Investigator, National Science Foundation  
HERN: Hawaii Education and Research Network, \$2,100,000, 1994-98

Reviewer, multiple programs, National Science Foundation and Department of Commerce

## **Publications**

"Information Technology." In L. K. Johnsrud and V. J. Rosser (eds.), *Midlevel Administrators: Profiles and Pathways*, New Directions for Higher Education Series, San Francisco: Jossey-Bass, 2000.

"Global Telecommunications Standardization in Transition" in Jussawalla, M. *Telecommunications: A Bridge to the 21st Century*, Elsevier Science B.V, Amsterdam, 1995.

"Hawaii FYI Videotex Project" in Kuo, C.Y. and Ho, K.C. *Videotext Development in the Asia-Pacific: Policy, Marketing and Implications*, Asian Mass Communication Research and Information Centre, 1995.

Co-Author of numerous instructional PLATO lessons published by Control Data Corporation.

Numerous unpublished Conference Proceedings and Presentations locally, nationally and internationally.

Host of local "High Tech Hawaii" Cable TV show

## **Professional Associations, Service and Advisory Boards**

Association for the Advancement of Computing in Education (AACE)  
WebNet'99 Host  
EdMedia 2002 Program Co-Chair and Host

CAUDIT Management Institute Faculty Member: 2004 - 2008

Comnet New Products Awards Judge: 1997, 1998, 1999

### **EDUCAUSE**

Board Member: 2009-13 (Chair 2010-2012)  
Management Institute Faculty Member: 2001 - 2004  
Nominations & Elections Committee: 1998 – 2000 (Chair 2000)  
Recognition Committee member: 2003 – 2007 (Chair 2007)  
PeopleSoft Constituency Group Co-Founder/Leader: 1995 - 98  
Distributed Learning Constituency Group Founder/Leader: 1998 - 2000  
EDUCOM'95 Conference Program Committee

Global Information Infrastructure Awards Judge: 1998, 1999

Global Observation Information Network GOIN'99 Workshop Local Host

Hawaii Broadband Task Force Chair, 2007-2009

Hawaii Educational Networking Consortium, 1994 -  
Founding Member

Hawaii High Technology Development Corporation (HTDC)  
Board of Directors; 2000 - 2007  
Chair, Federal Programs Committee; 2002 – 2007

Hawaii Information Network Corporation (HAWAII INC); 1991 - 1995  
Board of Directors

Hawaii IntraNet Consortium (HIC); 1998 – (Chair 2000 - 2002)

Hawaii Public Broadcasting Authority (Hawaii Public Television); 1990 - 2000  
Board of Directors

International World Wide Web Conference Committee (IW3C2)  
WWW2002 Conference Chair  
IW3C2 Member, 1999 - 2003

#### Internet2

Board of Trustees; 2002 - 2006  
Applications Strategy Council Member; 2000 – 2006 (Chair 2002 - 2006)  
Governance and Nominations Committee; 2006 – (Chair, 2007-2008)  
University of Hawaii Representative; 1996 –

Internet Equal Educational Access Foundation (IEEAF)  
Founding Board Member; 2000 –

#### Internet Society

INET Program Committee: 2000, 2001  
INET'95 Conference Committee and Local Host: 1995  
INET Education Workshop Coordinator: 1995, 1996, 1997, 1998, 1999.  
Hawaii Chapter Founder and President: 1995 - 1997

Joint Purchasing Initiative (Western Region Consortium)  
Advisory Committee: 1994 - 1996

#### Kuali Foundation

Founding Foundation Board Member: 2004 – 2010; 2012 –  
Financial System Project Board member: 2007 -

National Association of State Universities and Land Grant Colleges;  
Commission on Information Technologies; 1993 - 1995

National Science Foundation National Visiting Committee  
National Center for Excellence in High Performance Computing Technology; 2003 - 2005

Olelo: The Corporation for Communication Television; 1992 - 94  
Education Advisory Committee

Pacific Internet Exchange, Corp. (Pihana Pacific)  
Research Advisory Committee: 2000

Pacific Neighborhood Consortium; 1991 - 1994  
Board Member

Pacific Northwest GigaPop; 2003 -  
Board of Directors

Pacific Telecommunications Council  
Board of Governors: 2003 – 2010 (Chair 2008-2010)  
Vice President and Executive Board Member: 1999 – 2003  
Board of Trustees: 1996 – 2003  
PTC Conference Chair: 2005

Telecommunications and Information Technology Coordination and Policy Advisory Council  
(Hawaii state interagency coordinating council): 1992

ThinkQuest  
Founding Co-Head Judge; 1996 - 2001

UH-PACOM Partnership  
Steering Committee Member, 2011 -

WICHE Cooperative for Educational Technologies (WCET)  
Founding Steering Committee: 1990 - 2006  
Vice-Chair: 1994 – 1995; 2002 - 2003  
Chair: 1995 – 1996; 2003 - 2004  
Executive Committee: 1996 – 2000; 2002 – 2005  
Institute for the Management of E-Learning, Faculty Member: 2003  
Program Committee: 1993, 1994, 1995, 1996, 1997, 1998

Western Governors University  
Regional Advisory Committee; 1995 - 98  
Technology Advisory Committee; 1997 - 98

### **Professional Honors**

- 2010 Internet2: Richard Rose Award
- 2010 University of Hawaii Alumni Association: Distinguished Alumni Award
- 2000 WICHE/WCET: Richard Jonsen Award

### **Scholastic Honors**

- 1976-7 University of Illinois Fellow in Computer Science
- 1976 Phi Beta Kappa
  - Sigma Xi (Honorary Research Society)
  - Omicron Delta Epsilon (Honorary Economics Society)
  - University of Illinois Bronze Tablet Scholar
- 1972 University of Illinois James Scholar





UNIVERSITY  
of HAWAII®  
SYSTEM

David Lassner  
Interim President

April 8, 2013

University of Hawaii  
Office of the Board of Regents  
Attn: Regents' Presidential Selection Committee  
2444 Dole Street, Bachman Hall, Room 209  
Honolulu, HI 96822

Aloha:

I would like to confirm acceptance of my nomination for the Presidency of the University of Hawai'i (UH). I have enclosed my current CV for the Committee's consideration.

I believe that most of the Committee members are familiar with my background. For those who may not be, I have also enclosed a copy of my July 1, 2013 letter to the BOR's Interim President Task Group. This letter provides more perspective on my work at UH through the middle of last year. I am now seven months more experienced and I think wiser about the realities of the UH Presidency.

Thank you for your consideration of my nomination. But more importantly, thank you for your long, hard and inadequately appreciated work on a complex task that is so important to the future of Hawai'i.

Sincerely,

A handwritten signature in black ink that reads "David Lassner".

David Lassner

Enclosures:  
CV  
Letter to Interim President Task Group

2444 Dole Street, Bachman Hall  
Honolulu, Hawai'i 96822  
Telephone: (808) 956-8207  
Fax: (808) 956-5286

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UNIVERSITY  
of HAWAII  
SYSTEM

Vice President for Information Technology  
and Chief Information Officer

July 1, 2013

University of Hawaii  
Office of the Board of Regents  
Attn: Interim President Task Group  
2444 Dole Street, Bachman Hall, Room 209  
Honolulu, HI 96822

Aloha:

I was honored to be invited to apply to be Interim President of the University of Hawaii (UH) and would like to confirm my willingness to serve if appointed by the Board of Regents.

As a graduate student at the University of Illinois, I came to Hawaii in 1977 on a one-year, half-time contract to staff UH President Matsuda's computer-based education pilot project. During my first year here I was fortunate to visit and work with each of our campuses to share and demonstrate a precursor to today's online learning environments. In that unusual role, I was able to work with many of the most innovative faculty and staff across all our campuses. And I have worked for the UH System continuously since then in progressively responsible positions as a contractor, as a technical staff member, as a manager and as an executive. As a result, when facing a challenge or an opportunity, I think "system" first.

My commitment to UH goes beyond my employment. I have taken classes at UH since I first joined the staff, beginning with courses taken solely for personal enrichment and then culminating with an interdisciplinary PhD in Communications and Information Science. I hiked with the UH Sierra Club Group and I traveled to Europe performing as a member of the UH-Manoa Hawaiian Dance Ensemble. And I have taught, online and in person, in four departments at UH-Manoa.

Information technologies have transformed all aspects of higher education so I've had the opportunity to engage across the system and all campuses around issues in education, research and administration. And as my responsibilities have grown, I've learned how to be successful within UH, within the State, and at the national and international level. In the following paragraphs I provide some examples of how I have developed the knowledge, skills and abilities I would bring to the Interim Presidency.

I lead the largest single operational unit in the UH System, Information Technology Services (ITS). I was tasked to create ITS by merging together four disparate technology support units that had separate missions in academic computer, administrative computing, telephony and distance learning. ITS is now one of the most successful systemwide operating units, and uniquely within the System, serves as the IT support unit for both the UH System and the Manoa campus. Personally, I have been able to transcend most System-Manoa tensions by understanding and supporting the needs of both. I have earned the trust to enjoy the rare

2444 Dole Street, Bachman Hall  
Honolulu, Hawai'i 96822  
Telephone: (808) 956-3501  
Fax: (808) 956-5025

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privilege of serving on the executive teams of both the President and the Manoa Chancellor simultaneously – during the tenure of multiple presidents and chancellors over the past decade.

As a member of the President's executive team I have been involved in the development of the major initiatives the Board of Regents expects the Interim President to guide and enhance. Success with these initiatives will require an even greater degree of collaboration among the campuses and System than we have enjoyed to date. I believe my experience within the System, supporting the campuses, would serve me well in leading UH forward.

The Hawaii Graduation Initiative articulates a bold but achievable statement of our intent to dramatically improve the educational capital of the State. Vice Presidents Johnsrud and Morton, working with our baccalaureate and research campuses, have provided exemplary leadership and creativity in developing and embracing best practices for systemwide behaviors that produce positive results. Our successes are noteworthy, and we should be particularly proud of our improvements in serving Native Hawaiians and under-represented minorities.

Ultimately, our ability to meet the needs of the State for a citizenry educated for the 21<sup>st</sup> century will also require changes in educational practices to embrace new methods of education that scale up to serve more students without linear increases in costs. I have been instrumental in ensuring that our information systems support improved transfer and articulation among our campuses and I have also been involved in the kinds of faculty consultation that we use to advance academic progress at UH. Our work in ITS with the National Center for Academic Transformation, in partnership with multiple academic units across the system, provides one set of models. But we must be attentive to other approaches that we may develop within UH or adopt from other institutions if we are to continue to succeed. Increased academic collaboration among campuses, more effective and targeted use of technologies, and new models for educating traditional and non-traditional learners will all be necessary for success. These are strategies I am experienced with at UH and with which I am engaged nationally through my professional associations and affiliations.

The Hawaii Innovation Initiative (HI2) represents UH leadership in diversifying and strengthening Hawaii's economy, creating high-quality jobs for the next generation, and applying our intellectual capital to address the problems and challenges that face our communities throughout the State. The HI2 vision is widely accepted, and we must now develop and articulate the strategies that will achieve the vision. While I am not a researcher, I am the most financially productive Principal Investigator (PI) at UH with awards primarily from the National Science Foundation, Department of Commerce and Department of Defense. In addition to helping me understand the processes around securing and executing large extramural contracts and grants, most of my projects have been focused on infrastructure developments that support research and education in areas that have been identified by the HI2 as essential to our success: "big data," high performance computing and advanced networking. And several of these projects have specifically ensured that Hawaii can provide the necessary data communication infrastructure to support global science projects such as the Thirty Meter Telescope and the Advanced Technology Solar Telescope.

We have developed strong community support for HI2 under President Greenwood and we need to translate that support into concrete assistance for a set of next steps that we must clearly define. In addition, within UH we need to strengthen our internal support for researchers and scholars, build a completely new technology transfer and commercialization capacity for the 21<sup>st</sup> century, and develop a new approach to federal and philanthropic relations for the post-Inouye era.

Perhaps our most challenging initiative is “Renovate to Innovate.” Eliminating our deferred maintenance backlog is the only element of the UH benchmarks that we have been unsuccessful in meeting across the System. The Community Colleges have made the greatest progress in modernizing their facilities under Vice President Morton’s leadership. UH-Manoa, with the largest deferred maintenance backlog in the System, faces the greatest challenges. The community college approach of utilizing performance contracts can be used to modernize some aspects of facilities while improving sustainability without new capital investment from UH or the State. And in my area of responsibility, with support from both extramural funds and internal funding strategies we are making substantial progress in upgrading our digital infrastructure for the challenges ahead. Over the past 3 years we have implemented major network upgrades on and among all our campuses and we are now creating a secure and energy-efficient data center for the System in our new IT Center. But ultimately, if we are to eliminate the backlog and maintain our facilities moving forward, we must face hard choices and work with our internal and external stakeholders to prioritize stable investment in maintenance.

ITS and I have been strong and integral elements of our implementations of Kuali software at UH. After watching some of our fellow institutions invest, literally, hundreds of millions of dollars in enterprise information systems, I worked with colleagues across the country at other universities (Indiana, Cornell, Arizona, Michigan State), with professional associations, and with the private sector to create a new approach to developing and supporting information systems for higher education. Our UH implementations of Kuali Coeus for research administration and the Kuali Financial System, along with those at a growing number of colleges and universities, demonstrate that we can reduce the cost of administration and return resources to our core mission of education, research and service. That said, UH must now leverage our new operational systems to provide improved information and processes that guide decision-making, further improve efficiency, and increase internal and external transparency.

My commitment to improving administrative practices and efficiencies goes beyond IT. I conceived and chair the UH Business Process Council, which is the venue that brings together UH executives and business process “owners” along with faculty and staff users of our systems and processes to review and improve our policies and procedures. And I am currently working with a graduate student who is summarizing the millions of dollars worth of studies and reports on improving efficiency developed at and for other universities over the past few years. The BPC will review the common elements of these studies and reports to identify promising opportunities for improvement at UH.

The Interim President must also rebuild our relationships within the State. We lost critical momentum on our initiatives while attempting to fend off increasingly intense criticism. There is no magic bullet that will instantly repair the damage done. And with the investigations already underway and ongoing scrutiny of past actions, the Interim President and new Board leadership can’t expect any honeymoon. Over the next months we need to humbly acknowledge where we can and will do better and demonstrate our commitment to improved practices. That won’t be enough for critics with personal agendas. But our goal should be to show those who truly care about our University, and I believe that comprises most of the public and the legislature, that the UH leadership is working together to improve accountability and transparency. And while we are visibly working to improve the perception of UH and our practices, we must also communicate relentlessly about the many things we do that improve the quality-of-life for the people of Hawaii.

I have engaged broadly in the community over the past decades, particularly in my areas of responsibility. Some of my successes with the legislature include: obtaining funding on multiple occasions for major intercampus network upgrades; reassignment of the HITS interactive

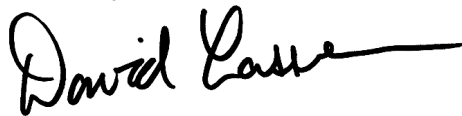
television system from Hawaii Public Television to UH; return of 100% of our indirect costs to our RTRF along with a commitment to support Internet access for UH and the State; establishment of the IT Special Fund to provide flexibility and support for aggregated purchasing and entrepreneurial activities; and obtaining funding for the new IT Center.

I have collaborated closely with many state agencies and organizations, particularly to advance agendas relating to technology and innovation. I served on the Board of Hawaii Public Television when it was a state agency up through its conversion to a private non-profit. I served on the Board of the High Technology Development Corporation for 8 years, where I assisted in two CEO transitions and chaired the Federal Relations Committee for 6 years. And I was elected by a membership of legislators, government representatives, private sector interests and federal officials to chair the Hawaii Broadband Task Force, which was established to provide a roadmap for improving broadband services and infrastructure across the State. I have worked with our Congressional delegations and their staffs on multiple funding and policy initiatives to serve Hawaii and UH.

I have also engaged nationally, taking on significant leadership and organizational development roles in organizations where I could learn how to improve UH capability and effectiveness. These have included: the WICHE Cooperative for Education Technologies, which advances the use of technologies for teaching and learning; Internet2, which focuses on advanced networking and cyberinfrastructure for research; the Kuali Foundation, which is working to reduce the cost and effectiveness of administrative information systems; and EDUCAUSE, which helps institutions apply information technologies across the full range of higher education activities. And internationally I have played an active leadership role in non-profit organizations such as the Internet Society, where I was an early champion of the Internet for education, and the Honolulu-based Pacific Telecommunications Council, which I led through a CEO transition as Board Chair. I am particularly proud of my work bringing major international conferences to Hawaii, which supports the economy while providing the UH community and Hawaii residents with the opportunity to engage globally without incurring the time and expense of trans-pacific travel.

The University of Hawaii System has an incredible opportunity to do what no other institution can do for our state. To achieve this, the Interim President will need a strong commitment to, understanding of, and passion for the entire UH System and Hawaii. I am by no means a conventional applicant for this position. But I would pledge to bring all that I have to the role if chosen to serve.

Sincerely,

A handwritten signature in black ink, reading "David Lassner", with a long horizontal flourish extending to the right.

David Lassner  
Vice President for Information Technology  
& Chief Information Officer

Enclosures:  
CV  
Professional References

## Exhibit D: CV for Francis Wiercinski

## FRANCIS (FRANK) WIERCINSKI

500 Lunalilo Home Road 18G  
Honolulu, HI 96825

## Curriculum Vitae

FRANK.J.WIERCINSKI@GMAIL.COM  
808.679.2659

### OBJECTIVES

Strategic Planning. Engagement. Business Development.

### SUMMARY

Over 20 years of senior management experience leading large, complex organizations ranging in size from 700 to 86,000. From 2003-2013, focus has been on the Indo-Asia-Pacific region while building military engagement strategies, establishing relationships, networking with senior area defense officials and learning the unique blend of regional cultures. History of planning, coordinating and conducting worldwide operations with an emphasis on strategic planning, strategic communications and operational management. Proven experience in financial management, foreign military sales and modernization. Known as an ethical, value-based leader who builds teams; establishes productive, transparent working environments based on dignity and respect; and encourages open communication and team input for organizational benefit and profit. An experienced executive and effective communicator with exceptional organizational, policy development and people skills. Relevant strengths include:

- Asia Pacific Understanding and Awareness
- Strategic Engagement
- Strategic Planning
- Financial Management
- Operational Management
- Crisis Response Management

### ACCOMPLISHMENTS

***Asia-Pacific Understanding and Awareness.*** Involved in the development and shift of U.S. defense strategy to the Asia-Pacific region and its accompanying requirements. Traveled extensively throughout the region to better understand the unique blend of regional cultures, interests and national, coalition and allied defense requirements for interoperability, modernization and protection. Recognized as the U.S. Armed Forces expert regarding land power and army-to-army relationships in the Asia-Pacific region.

***Strategic Engagement.*** As the senior Army Commander in the Asia-Pacific, conducted 50+ senior leader engagements in over 20 countries and territories with Chiefs of Army, ambassadors, heads of state, defense ministers and senior foreign general officers. Selected as the first U.S. general officer in over 25 years to engage in Burma as part of a State Department-led human-rights dialogue. Routinely conducted high-level engagements with members of Congress, the U.S. interagency and the joint military community to further develop U.S. policy and objectives in the Asia-Pacific region.

***Strategic Planning.*** Directed, developed and executed a “Partnering Campaign Plan” and “Theater Wide Strategy” to prioritize and focus critical assets within the organization to produce the most effective engagement strategy in the Asia-Pacific region. This was accomplished while simultaneously and efficiently conserving vital resources. The results produced a comprehensive strategy for operations and senior level engagement with 36 Asia-Pacific partner nations. This included bilateral, multilateral, joint and intergovernmental operations and personnel. It is now a synchronized effort tailored for each participating organization and country, with quantifiable metrics to effectively evaluate ongoing efforts and future engagement opportunities.

***Financial Management.*** Effectively managed a \$1 billion budget focused on the operations and maintenance of multiple complex organizations spread across the Asia-Pacific region from India, Korea and Australia to Hawai'i, Alaska and the U.S. West Coast. Every budget cycle concluded within less than 1% variance of programmed objectives. Effectively negotiated multimillion-dollar military construction projects vital to command, control and sustainment of Army forces in the Asia-Pacific, while simultaneously competing worldwide for vital resources.

## Curriculum Vitae

FRANCIS (FRANK) WIERCINSKI

Page 2 of 4

**Operational Management.** Directed the organization, synchronization and systemic timetable to completely transform and modernize two large and complex organizations, while simultaneously preparing and training these organizations for combat deployment. Through detailed management and coordination across multiple organizations, all aspects of modernization were completed to a 100% standard, on time and on budget. The synchronization of this effort included all mandatory training, installation improvements and construction, sustainment and personnel management.

**Crisis Response Management.** Developed, organized and trained a contingency emergency response force capable of responding on no-notice emergency operations throughout the Pacific. Following the Japan earthquake and tsunami in March 2011, this newly certified organization immediately deployed to the critical area to establish command and control of forces supporting recovery efforts, helping to restore critical infrastructure, provide comfort and assist in the evacuation of casualties and displaced civilians.

## WORK HISTORY

### ***Founder and Managing Partner, Wiercinski and Associates LLC***

**2013-Present**

Leading consultant and managing partner of a Hawai'i-based, veteran-owned, consulting firm focused on strategic engagement and strategic business development throughout the Indo-Asia-Pacific region to include Hawai'i and Alaska. Utilizing a decade of experience and expertise throughout the region, coupled with existing personal relationships and cultural and historical knowledge, engaged in supporting future and ongoing business and partner development across a spectrum of industry and management opportunities throughout the entire region. Advising leaders on the unique blend of Asian and Pacific cultures, business opportunities, strategic planning and 34 years of military leadership experience.

### ***Commanding General, U.S. Army Pacific***

**2011-2013**

Senior Army Commander in the Asia-Pacific with the responsibility and welfare of a workforce of 16,000 civilians in addition to 86,000 soldiers and 78,000 family members, responsibility dispersed across 9,000 miles from India to the west coast of the U.S., managing multiple installations and billions of dollars of equipment and infrastructure. Managed an operating budget of \$1 billion. Engaged on a daily basis with 36 partner nations and 27 chiefs of Army, ambassadors, foreign defense officials, U.S. Congress, U.S. interagency, non-governmental organizations, and federal, state and local government officials. Provided trained and ready forces, command and control capabilities, and over 146 joint logistical functions for the Pacific Command.

### ***Commanding General, U.S. Army Japan***

**2008-2011**

Commanded all Army forces in Japan consisting of a 7,000-member workforce spread over 16 installations with a budget of \$400 million. Responsible for strategic planning and operations management with the Japanese ground self-defense force commanders, communications and engagement with senior Japanese defense officials, U.S. Ambassador and JOINT force commanders, and the development, organization and implementation of an emergency response command and control organization.

### ***Deputy Commanding General, U.S. Army Pacific***

**2007-2008**

Responsible to the commander for the operational management and day-to-day operations of the largest Army component command in the U.S. Army. Provided direction, guidance, supervision and oversight of infrastructure and installation management, IT systems, the well-being of the force, supervision of a major transformation operation, and command and control of Homeland Defense operations to all U.S. states and territories in the Pacific.



## Curriculum Vitae

FRANCIS (FRANK) WIERCINSKI

Page 3 of 4

### **Deputy Commanding General, 25<sup>th</sup> Infantry Division and Multi National Division – North (Iraq)**

**2005-2007**

Responsible to the commander for the deployment of 15,000 personnel and equipment to combat operations in Iraq, while simultaneously transforming the organization with modernization, tactics and command and control systems. Coordinated and led the infrastructure development structure in Northern Iraq, increased governance, economic development, and rule of law. Worked with five provincial governors for 15 months to include interagency partners, senior Iraqi leadership, U.S. Congressional delegations, and industry, in major efforts to improve all standards of Iraqi reconstruction.

## **EDUCATION**

Bachelor of Science, United States Military Academy, West Point, New York

EIT Designation, National Council of Examiners for Engineering and Surveying (NCESS)

Graduate, U.S. Army War College

Graduate, U.S. Army Command and General Staff College

## **BOARDS AND AFFILIATIONS**

The Dawson Group – Chair, Senior Advisory Board

Military Affairs Committee, Honolulu Chamber of Commerce – Board Member

Association of the United States Army – Life Member

Veterans of Foreign Wars – Life Member

Chaminade University – Board of Governors

Hawaii Army Museum Society – Board of Trustees

## **SECURITY CLEARANCE**

Level: Top Secret (SCI)

Status: Active

## **HONORS & AWARDS**

### Description

### **Order of National Security Merit, Gukseon Medal**

Republic of Korea

October 2013

Conferred by the South Korean government on individuals who have rendered distinguished service to national security

### **Order of Resplendent Banner with Special Rosette**

Republic of Taiwan

September 2013

Conferred by the Republic of Taiwan on individuals for contributions to national security

### **Honorary Doctorate in Humane Letters**

Lackawanna College - Scranton, PA

May 2013

### **Gawad sa Kaunlaran**

Republic of the Philippines

March 2011

Second highest distinction presented by the Armed Forces of the Philippines to civilians and government officials

### **Military Commendation Medal**

Republic of the Philippines

March 2011

Presented to members of the Armed Forces of the Philippines for exemplary execution of military duty

## Curriculum Vitae

FRANCIS (FRANK) WIERCINSKI

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### ***Order of the Rising Sun - 2nd Degree***

Authorized by the Emperor of Japan and officially presented at formal ceremonies and parade by the highest ranking officer of the Japan Military  
October 2010

Presented only to select foreign dignitaries for their substantial work in fostering good will and productive accomplishments on behalf of both countries

### ***Meritorious Service Medal - M.S.M.***

Authorized by the Queen of Canada  
Presented by the Honorable Adrienne Clarkson  
Governor General of Canada  
June 2002

Presented in recognition of General Wiercinski leading Canadian forces as part of his brigade combat team into Afghanistan. This was the first deployment of conventional forces after 9/11

### ***Honorary Patricia***

Princess Patricia Canadian Light  
Infantry (PPCLI), Canada  
June 2002

General Wiercinski is the twelfth recipient of the award in ninety years and the first American-citizen recipient. The first award recipient is the renowned Lord Mountbatten of England.

### ***Distinguished Member of the Rakkasan Regiment***

187th (Rakkasan) Infantry Regiment  
June 2002

### ***Distinguished Member of the Ranger Regiment***

75th Ranger Regiment  
June 1999

The Ranger Regiment is an elite special operations force of the United States Army with a prestigious history and record. Less than 1% of the total Army force meets the stringent requirements needed to be a member of this very special regiment. In 1999, General Wiercinski was the recipient of the Distinguished Member of the 75<sup>th</sup> Ranger Regiment.

### ***Order of Saint Maurice - Primaserius***

U.S. Army Infantry

Named after the leader of the Roman Theban Legion in the 3<sup>rd</sup> century, the highest-level award from the National Infantry Association for significant contribution to the Infantry

### ***Recipient of the Bronze Star with "V" Device for Valor Under Fire***

Awarded after America's first large conventional battle of Afghanistan, Operation Anaconda, for bravery and command under constant fire for a two-week period. General Wiercinski went into battle with 1,411 soldiers under his command and returned from battle with a 1,411 soldiers

### ***Order of Saint Michael***

U.S. Army Aviation

### ***Order of Saint Barbara***

U.S. Army Field Artillery

**Francis J. Wiercinski**  
Lieutenant General, U.S. Army, Retired

March 15, 2014

**Electronically Mailed and Hand Delivered**

University of Hawai'i  
Office of the Board of Regents  
Attention: Presidential Selection Committee  
PRESIDENTIALSEARCH@HAWAII.EDU  
Bachman Hall, Room 209  
2444 Dole Street  
Honolulu, HI 96822

Dear Chair Carl Carlson and distinguished members of the Presidential Selection Committee:

I am honored and humbled to be nominated by esteemed members of the local community as a candidate for President of the University of Hawai'i System. These distinguished citizens expressed confidence in my three decades of leadership experience and management capabilities, culminating in my position as Commanding General of U.S. Army Pacific – an area of responsibility from Japan and Korea, to Alaska and Hawai'i. With the fortuitous timing of my retirement in June 2013, my references strongly believe—as do I—that my unique and publicly acknowledged qualifications, background and skillsets may be effectively utilized at the helm of the most important and greatest provider of higher education and research success in the State of Hawai'i. I formally acknowledge my commitment to this nomination, and respectfully submit the following for consideration:

***Leadership and Management***

I have held leadership and management positions for 34 years. In my last assignment, I directed a complex and high profile public organization as the Commanding General of U.S. Army Pacific. My constituency represented more than 86,000 soldiers, 16,000 civilians and 78,000 family members, and required the day-to-day oversight of organizations, facilities and infrastructure across the Pacific region.

Throughout my career, I directed teams to effect positive change and to rebalance initiatives in particularly demanding situations—often requiring crisis management analysis and on-the-spot decision-making. Throughout each situation, we exceeded expectations. During one of the most challenging periods in our nation's history involving declining resources and sequestration, I was personally accountable for managing an annual budget of \$1 billion while honing the valuable skills of adept analysis and enacting difficult but necessary prioritization and cost-cutting measures. I also worked with and cultivated continued amicable relationships with:

- Legislative, executive and federal leaders.
- CEOs and private partners in business and commerce.
- Ambassadors, ministers and heads of state.

***Knowledge about Asia-Pacific***

Since my first assignment to Hawai'i 34 years ago, I developed a great affinity and respect for Hawai'i and its acknowledged role as hub of the dynamic Asia-Pacific region. During the last two years of my command, our team's efforts focused on a national shift to the Pacific and the "whole of government" integration and rebalancing of priorities.

Through collegial collaboration with national, state, and local communities, and in many partnering opportunities with the University of Hawai'i, I strove for and accomplished balance. As an example, I was motivated by the desire to preserve our rich Hawaiian culture and precious environment by reevaluating our need for establishment of a Stryker brigade on O'ahu, while ensuring that our nation's soldiers were properly prepared to guard our country's defense.

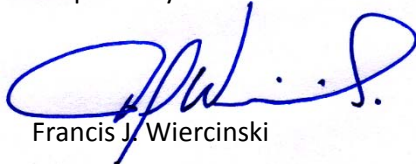
In addition, my extensive travel throughout the Asia-Pacific region resulted in building multiple and successful relationships with foreign senior leaders, and led to greater opportunities for business and cultural collaborations and understanding. In particular, I was honored by an invitation to join the U.S. State Department's delegation to Burma as a primary participant in the Human Rights Dialogue—specifically related to the institutional concept of civilian control of militaries in democratic nations.

***A Commitment to Hawai'i***

I look forward to meeting you to discuss how my unique background as an experienced and proven leader of a complex and multi-tiered \$1 billion organization would make me an out-of-the-box selection to lead our great university system. As you consider other applicants for this position, both from the academic and business sectors, I hope you will note how my past and current involvements in the Indo-Asia-Pacific region, decades of perseverance and disciplined leadership, have cultivated me into a viable candidate. May I add that, unlike other applicants who may have built most of their professional experience either predominantly within Hawai'i or totally outside of Hawai'i—I have been blessed with both. I have also been blessed with a supportive and loving wife, Jeannine, who has been honored with the Outstanding Civilian Service Medal for her dedicated volunteer service to the U.S. Army Pacific.

As always, I stand ready to serve the people of Hawai'i and our great state to the best of my abilities and with all of my dedication, energy and drive.

Respectfully submitted and with warm aloha,



Francis J. Wiercinski

Attachments:

Professional and personal references  
Curriculum Vitae