INTRODUCTION

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

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

The University has a special responsibility to Hawaiians—the indigenous people of Hawai‘i. The University is committed to developing Mānoa as a Hawaiian place of learning. In this context, the Chancellor works to empower Native Hawaiians in higher education.

As the only large university campus in the state, the University of Hawai‘i at Mānoa plays a central economic, civic, and community role. The University is embedded in an island society that is also internationally connected, with special ties to the Pacific and to Asia.

In 2007, the University celebrates its centennial and inaugurates its second hundred years. The Chancellor will lead the University into its new century.

DUTIES AND RESPONSIBILITIES

Serves as the chief executive officer of the University of Hawai‘i at Mānoa. Provides executive leadership in academic affairs, research, graduate education, professional training, student affairs, athletics, administration, finance and budget, human resources, facilities management and capital improvements.

Promulgates and implements policies and procedures for the University of Hawai‘i at Mānoa. Makes recommendations to the President regarding System-level policies and procedures. Implements and enforces Board of Regents policies and procedures as they apply to Mānoa.
UHM Chancellor Position Description
August 7, 2006

Provides executive leadership in the development and implementation of long-range plans, in order to improve the quality of teaching, research, and application.

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

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

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

Works with the President and with the other chancellors to coordinate the plans and operations of the University of Hawai‘i at Mānoa with those of the System and the other institutions in the System. Keeps the President, and through the President, the Board of Regents, fully informed concerning the operations and needs of the University of Hawai‘i at Mānoa.

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

Represents the University of Hawai‘i at Mānoa to the Hawai‘i legislature and other State and Federal governmental bodies. Works with governmental agencies to advance Mānoa’s programs.

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

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

QUALIFICATIONS

MINIMUM QUALIFICATION REQUIREMENTS

Earned doctorate or equivalent terminal degree from an accredited institution.
UHM Chancellor Position Description
August 7, 2006

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

Distinguished record of scholarly achievement.

Demonstrated experience in high-level academic administration.

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

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

Ability to communicate effectively with internal and external constituencies.

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

DESIRABLE QUALIFICATIONS

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

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

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

Experience and demonstrated record of success in empowering indigenous people in higher education.

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

Experience with international education, especially with the Pacific and with Asia.

Experience and demonstrated record of success in raising funds.
The University of Hawai‘i System, a thriving network of public postsecondary education institutions located across the State of Hawai‘i, seeks a chancellor for its largest and oldest institution, the University of Hawai‘i at Mānoa (UHM or UH Mānoa), located in a beautiful valley in Honolulu. The position of Chancellor represents an outstanding opportunity for a respectful, seasoned academic executive to lead and inspire UH Mānoa’s diverse, dynamic community members to achieve new levels of excellence while extending the impact of their work across the islands and beyond.

Enrolling more than 20,000 students on 300 acres, the University of Hawai‘i at Mānoa is the flagship doctoral research institution in the System. Founded in 1907, the University has in recent years endeavored to become “a globally connected Hawaiian Place of Learning,” -- a locus for research and instruction dedicated to the islands and to the rich traditions both of the Native People who have lived in these islands for a hundred generations, and of the peoples who have since come to Hawai‘i. The University celebrates its diversity and constantly strives to build on its many strengths, including research of the natural environment, a strong tradition of outstanding Hawai‘i-Pacific-Asia scholarship, and a legacy of service to the Hawai‘i community. About three quarters of the students are enrolled as undergraduates; 56% are women, and 71% attend full-time. About 25% of the graduate students and about 5% of the undergraduates are international students. Enrollment at UH Mānoa is expected to remain strong, and some project that it may increase. To learn more, see http://www.uhm.hawaii.edu .

As the leading institution of higher learning in the Pacific Basin and one of the nation’s few combined land-, sea-, and space-grant universities, the University plays a unique role in bridging the cultures of Hawai‘i, the Pacific, the mainland U.S., and Asia through education. The University is renowned for its world-class programs in fields of study related to the geographical and cultural setting of Hawai‘i, an archipelago of islands with a tropical climate and an exceptionally multicultural community.

The University of Hawai‘i System, the state higher education system of which UH Mānoa is a part, currently serves more than 50,000 students in ten campuses and educational centers on six Hawaiian Islands.

While working as the Chief Executive Officer for UH Mānoa, the Chancellor serves as a key leader within the System administration and reports to the System President. Following a recent restructuring of the Chancellor’s office, the Chancellor will lead a strong team of Vice Chancellors for Academic Affairs, for Administration, for Finance and Operations, for Research and Graduate Education, and for Students, who together are responsible for all areas of operation at UH Mānoa. The Chancellor also plays an important external role, working in partnership with
business and governmental leaders within the State and in the Federal government. The Chancellor will be called upon to shape and execute a strategic plan to elevate UH Mānoa, and to lead the campus in carrying out its mission to support and educate the citizens of the State of Hawai‘i while pursuing research that is of lasting value to the global community and the economy of the State.

This profile, which provides further information about the University and details the key opportunities and challenges facing the Chancellor, has been developed by the Chancellor Search Advisory Committee and Isaacson, Miller, a national executive search firm. This document serves as an addendum to the official Position Description (Appendix I), which contains a full list of duties and qualifications required of the successful candidate. All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

The University of Hawai‘i System

The University was founded in 1907 as a single-campus, land-grant college of agriculture and mechanic arts in Mānoa Valley, a residential area close to the heart of metropolitan Honolulu on O‘ahu. The University of Hawai‘i has since expanded into an integrated public system of higher learning, with a research-doctoral university at Mānoa, as well as baccalaureate institutions, community colleges, and an employment training center dedicated to land, sea, and air. Students work toward certificates and bachelor’s, master’s, and doctoral degrees in numerous fields of study, either on campus or through distance learning programs.

The mission of the UH System is to help ensure the survival and prosperity of Hawai‘i’s people and natural resources while serving as a model global research university. The University’s motto, “Maluna a’e o nā lāhui a pau ke ola ke kanaka” (“Above all nations is humanity”), is reflected in the ethnic composition of its students, who are 20% Japanese, 20% Caucasian, 15% Filipino, 13% Hawaiian, and 32% from other ethnic backgrounds. The University offers instruction in more languages than any U.S. institution outside the Department of State and serves students from more than eighty nations.

In addition to UH Mānoa, the System encompasses baccalaureate universities in Hilo and at West O‘ahu, a developing campus that caters primarily to upper-division students and transfer students with flexible scheduling and distance-learning technology. There are seven community colleges: Maui, Kaua‘i, and Hawai‘i (Hilo) are on other islands; Honolulu, Kapi‘olani, Leeward, and Windward Community Colleges are located on O‘ahu. These institutions are united by a set of shared values, which include aloha, collaboration, respect, intellectual rigor, integrity, service, access, affordability, diversity, fairness, leveraged technology, innovation, accountability, and sustainability.

The stated purpose for the System is multifold. It serves the public by creating, preserving, and transmitting knowledge in a multi-cultural environment, and it provides all qualified people in Hawai‘i with equal opportunity for high-quality college and university education and training. The system also provides a variety of entry points into a comprehensive set of postsecondary educational offerings, allowing flexibility for students to move within the system to meet
individual educational and professional goals, and it advances missions that promote distinctive pathways to excellence, differentially emphasizing instruction, research, and service while fostering a cohesive response to State needs and participation in the global community.

The System bears a responsibility to prepare a highly educated citizenry. It strives to be responsive to the State’s needs by creating an educational and research environment that attracts state, federal, and private funds to serve the broadest segments of Hawai‘i’s community. Drawing upon the islands’ multiculturalism, the leaders of UH aspire to provide a transformational educational experience for all its students and to improve the social, economic, and environmental health of Hawaiians through excellence in instruction, research, and service.

The University of Hawai‘i at Mānoa

The University of Hawai‘i at Mānoa, the flagship university in the UH System, is located in a residential valley above Waikīkī, in the capital city of Honolulu. UHM enrolls over 20,000 students (about 14,000 undergraduate and 6,000 graduate students) who participate in 288 degree programs, including 86 bachelor, 88 master, and 52 doctoral programs, as well as programs in law, medicine, and architecture. The undergraduate student-to-faculty ratio is approximately 16:1, a remarkable statistic for a major public university. UH Mānoa is classified as a Carnegie Doctoral/Research University-Extensive institution (“Carnegie I”), and is accredited by the Western Association of Schools and Colleges. UH Mānoa is renowned for its programs in Hawaiian, Asian and Pacific islands studies, tropical agriculture, tropical medicine, oceanography, astronomy, electrical engineering, volcanology, evolutionary biology, comparative philosophy, languages and applied linguistics, urban planning, and international trade.

In recent years, the University has made significant progress in strengthening the revenue base of both its academic and research operations. Tuition projections are robust and projected to grow dramatically as the University focuses its attention on improving student recruitment and retention, efforts that are well underway. Married to this success is the growing strength of the research enterprise. Built on the assets of many disciplines across UHM, research funding has experienced remarkable growth over the past few years, exceeding national averages in terms of percentage gains. In the most recent academic year, UHM generated nearly $400 million in research support and is on track for sustained growth as it continues to invest in its research infrastructure and recruit world class faculty. In addition to these successes, UHM has sustained strong support from the State of Hawai‘i. The State recognizes the importance of not only the intellectual missions of the UH System, and in particular UHIM, but also its contribution to the economic vitality of Hawai‘i. In any week, the UH System touches over 80,000 citizens of Hawai‘i (out of a population of over 1 million) through events and academic programs and employs 9,000 citizens, making it the State’s second-largest public employer.

The UH Mānoa campus is home to a wide array of student activities; students participate in dozens of cultural, political, and social organizations, many of which are funded by the University. The UH Rainbows and Warriors compete at the NCAA Division-I level, and students participate in dozens of intramural sports. The campus is also home to several art museums and galleries, as well as multiple theatrical venues, including the 600-seat John F. Kennedy Theatre,
considered among the best in the world for presentations of Asian and Western theater and
dance. At the center of several student activities and organizations is the two-building Campus
Center Complex, which functions as the community center for the Mānoa campus.

**Strategic Plan: 2002–2010**

In 2002, the UH System established a set of key strategic goals to guide its progress until the
year 2010. To see this plan in full, please see [http://www.hawaii.edu/ovppp/stratplansys.html](http://www.hawaii.edu/ovppp/stratplansys.html).

In conjunction with the System Plan, UH Mānoa developed its own vision for the year 2010,
"Defining our Destiny." The planning process culminated in an unprecedented gathering in
February 2002, where more than 1,400 people participated in the Defining Our Destiny Planning
Workshop. Students, faculty, staff, alumni, parents, and members of the community came
together to share their visions and ideas about how they could together improve the State’s
leading institution for higher learning. Deliberations with the steering committee, working
groups, and other participants resulted in the Plan, which was endorsed by the Mānoa Faculty
Senate in fall 2002. The Plan establishes goals to make the University a more vibrant, engaged,
and connected place. It articulates a mission, vision statement, and strategic imperatives,
including benchmark indicators of success, as well as core commitments. The full plan is
available at [http://www.uhm.hawaii.edu/vision/defining_our_destiny](http://www.uhm.hawaii.edu/vision/defining_our_destiny).

**The Office of the Chancellor**

The Office of the Chancellor provides executive leadership and direction to the major academic
units and research programs operating on the Mānoa campus, including other non-academic units
such as extension, public service, intercollegiate athletics, financial management, and support
services. The Chancellor coordinates the development of long-range plans and programs
designed to improve the quality of education, research activities, and services across UHM. The
Chancellor works dually as an advocate for UHM and as a representative for the administration,
striving to deliver a high-quality academic program, comprehensive student support services, and
seamless campus operations while supporting other campuses in the UH System.

The Chancellor holds authority for UH Mānoa’s budget of $650 million. The Chancellor makes
policy recommendations to the System President on a wide variety of matters, and works to
assure that UHM is in compliance with applicable policies and procedures. The Chancellor also
maintains relationships with a variety of external constituents, most importantly the Legislature,
other UH System campuses, the local Mānoa community, and regional and national boards and
commissions. The Chancellor also presents testimony to the Board of Regents, Legislature,
federal and state agencies, and other external bodies.

In recent history, the President of the System served as the Mānoa Chancellor. A distinct
Chancellor's Office was created in 2001. The reorganization is being implemented in phases to
address shifting of reporting lines, allocation of system and Mānoa resources, and budget and
staffing considerations. Four Vice Chancellors report to the Chancellor. The Vice Chancellor for
Academic Affairs functions as the Chief Academic Officer for the University and provides
leadership for the planning, direction, development, coordination, and management of the

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academic programs. The deans of most academic units report to the Vice Chancellor for Academic Affairs. The Vice Chancellor for Administration, Finance and Operations is the Chief Administrative Officer and provides leadership and executive management over the administrative functions and campus operations. The Vice Chancellor for Research and Graduate Education provides leadership for the planning and direction of research and all aspects of graduate education. The directors of the organized research units report to the Vice Chancellor for Research and Graduate Education. The Vice Chancellor for Students is responsible for residential life; health and wellness; student activities; career and employment guidance; counseling services; judicial affairs, diversity and equity; dining services; residential facilities; and other areas. In addition to the Vice Chancellors, the Dean of the John A. Burns School of Medicine, the Dean of the Richardson School of Law; and the Director of Intercollegiate Athletics, report directly to the Chancellor.

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

Key Opportunities and Challenges

In carrying out these far-reaching duties, the Chancellor faces several key opportunities and challenges:

*Further develop the strategic plan and provide intellectual and ethical leadership to the UHM community*

As a first challenge, the Chancellor should reach out across the UH Mānoa community and further build a concrete, realistic strategic plan for UH Mānoa that serves both of the University's "dual missions": to serve the citizens of the State of Hawai‘i with instruction and training and to pursue academic research that is of lasting and recognized value to the global community.

The Chancellor’s strategic plan should include a clear vision for the academic program at UHM. To develop this vision, the Chancellor must work to identify areas of strength and best practices, develop possible junctures for interdisciplinary research, and offer support in obtaining research funding from a variety of sources. To succeed in this role, the Chancellor must continually maintain a broad understanding of leading-edge ideas from a diverse array of academic disciplines, and be able to assume a “macro-level” perspective to help UHM scholars to develop initiatives that will ensure high levels of funding.

The Chancellor’s vision should also set a path for UHM to continue to fulfill its public mission of producing a regular crop of independent thinkers and skilled workers capable of leading the State of Hawai‘i into the future. To ensure that UHM serves students from the widest possible spectrum, the Chancellor should work to achieve a high level of cost efficiency and ensure
access to students across the State, regardless of their economic status, while maintaining a cultural and financial balance of students from within and outside Hawai‘i. UHM should not only recruit students from the State’s highly diverse communities, but also nurture and support their academic careers while promoting their cultural traditions. The Chancellor will work to ensure that UHM students are supported throughout their college experience.

To successfully realize this vision, the Chancellor must be an inspirational leader for UH Mānoa, a practical, selfless friend to the UHM community and a skilled, driven visionary. The Chancellor will need to simultaneously articulate and realize a clear, compelling strategic path that will guide staff, faculty, and students to realize their collective potential in accordance with the institution’s own values. Ultimately, the Chancellor’s legacy will be to further transform UH Mānoa into an competitive research enterprise, a center for excellence in instruction, a magnet for top-caliber students within Hawai‘i and beyond, and a source of adaptable graduates who have the training and preparation to become the leaders of tomorrow.

**Increase the effectiveness of the Chancellor’s office**

Another vital challenge for the Chancellor will be to continue to develop and implement the organizational effectiveness of the Office of the Chancellor. The recent restructuring requires continued definition and establishment of new systems and processes to improve the delivery of services. If successful, this reorganization should ultimately represent not merely the repositioning of names on an organization chart, but a meaningful, effective management strategy that increases efficiency and encourages lasting collaboration between faculty and staff.

To meet this challenge, the Chancellor must gain a keen understanding of how this reorganization has progressed to date and continue to implement changes to promote efficiency and increased cooperation. Currently, the Chancellor’s Office is in a relatively embryonic state. UHM has as yet no comprehensive human resource function of its own, nor does it have its own institutional research office, nor does it employ a UHM-specific legal counsel, relying rather on a service-level agreement with the System. UH Mānoa also does not currently have its own fundraising arm, but rather works in this capacity through the work of system-level staff. In enhancing the efficiency and quality of the Office, the Chancellor will need to develop independent capacity in these areas, as well as any others that may be needed to achieve its short- and long-term goals. Ultimately, the Office of the Chancellor should come to be regarded as a seamless, reliable administrative office, with the functions and personnel required in order for it to be effective.

**Build a strong working relationship with the System, its President, and his office**

As leader of UH Mānoa, the Chancellor is also an important figure within the Office of the President of the UH System, and must function as a respectful, energetic peer to leaders working across this multi-institution system. Indeed, UHM is highly dependent on other institutions within the UH System, which in many cases serve as a source of students, faculty members, and connections into the community. The Chancellor should maintain strong relations with leaders from all these institutions and serve as a friend, partner, and collaborator on initiatives that help to unify the UH System members.
As part of this challenge, the Chancellor must develop a clear sense of how the system and campus levels of the organization should ideally operate. The Chancellor should be fair-minded and forward-thinking in envisioning a balance of responsibilities that both empowers UH Mānoa to pursue its mission to greatest effect, while also tying its work into the greater whole. If successful, UHM has the potential to serve as a model to the System, establishing practices and policies that can be emulated across the State and beyond.

*Develop strong, meaningful partnerships with the community*

The Chancellor must reach beyond UHM and work to connect and maintain relationships with the political, civic, and business community across the State of Hawaiʻi. The Chancellor must “sit at the table” regarding all important decisions affecting the community, particularly related to education, and must work closely with key decision makers and stakeholders to develop partnerships that allow UHM to carry out its mission to greatest effect.

UHM plays an important leadership role in Hawaiʻi’s public education system, and also serves as an important economic catalyst for the State. The University’s leader should be closely familiar with the State’s most pressing economic needs, including current status and ongoing and future development initiatives, and should work proactively with legislators and local educational leaders to build initiatives that integrate UH’s research capacity with the practical needs of the State’s citizens.

*Empower Native Hawaiians in higher education*

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

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

The Chancellor is responsible for overseeing the management of financial resources at UHM and will allocate funds to achieve maximum impact. To this end, the Chancellor will need to improve the financial operations at UHM, both by developing processes to increase operational efficiency and by continually generating new funding through a variety of traditional and innovative sources.

As part of this challenge, the Chancellor should strive to improve the transparency in the budget system, develop a method of redeploying existing financial resources to better match future revenue opportunities while simultaneously encouraging innovation and cooperation, and reduce unnecessary expenses while finding new, untapped revenue streams. In this capacity, the Chancellor will be required to make wise and difficult decisions regarding which initiatives merit continued and/or future investment. Finally, the Chancellor must not only work with the Mānoa leadership to sustain and increase funding from traditional sources, but also lead the effort to generate new revenues through other means, such as public and private partnerships, sponsorships, and private philanthropy, and working with the University of Hawai‘i Foundation to increase the University’s endowment.

In managing UHM’s finances, the Chancellor will inherit two functional units that will require special attention:

- **Athletics**: UH Mānoa has the most visible sports franchises in Hawai‘i. In recent years, the athletic programs have been very successful with alumni and the general public, but have not been profitable, thus requiring a noticeable subsidy from the Chancellor’s office. The Chancellor should strive to bring athletics closer to financial self-sufficiency, creatively taking on issues such as the high expense of travel, while keeping the program in alignment with the University’s academic mission.

- **The School of Medicine**: The Chancellor must be highly attentive to the operations of the John A. Burns School of Medicine (JABSOM), which, like other schools of medicine around the nation, has been increasingly challenged to uphold its high level of teaching and research excellence while remaining profitable in the face of diminishing traditional revenue streams. In addition, JABSOM is grappling with substantial debt service and operating costs for its new state-of-the-art facilities. To address this challenge, the Chancellor must work closely with the Dean of the Medical School to build unique research and clinical programs that capitalize on Hawai‘i’s distinctive population and location, which will in turn bring in new funding streams to the School.

Finally, the year 2007 holds a special fundraising and fundraising opportunity as the University of Hawai‘i celebrates the centennial of the founding of the Mānoa campus, as well as the centennial of higher education in Hawai‘i. The Chancellor should play a prominent role in helping the System to celebrate this occasion while developing a strategy to mark the occasion for UHM that is memorable, meaningful, and, in particular, unites all members of the UH Mānoa family through a spirit of pride, shared tradition, and hope for the future. It is expected that
Chancellor will play a substantial role in the success of the System’s $250 million fundraising campaign for the centennial.

**Improve and grow UHM’s physical infrastructure**

The Chancellor is ultimately responsible for developing a beautiful physical infrastructure at the University. Mānoa has the potential to become a campus of exceptional beauty. The Chancellor will be called upon to develop a strategy to simultaneously chip away at a substantial list of deferred maintenance projects while developing new facilities that will serve the future space needs of UH Mānoa. The Chancellor should be versed in developing partnerships with private funding sources to leverage public support. Not only will resources be needed for new student housing, academic and research facilities, and faculty office space, but also for campus beautification and for infrastructural issues such as signage and campus lighting.

**Minimum and Desired Qualifications**

For a list of the minimum and desired qualifications, please see the official Position Description provided in Appendix I.

**Contact Information**

Nominations and applications are being accepted for the position. Review of candidates will continue until the position is filled. Candidates must submit a cover letter summarizing their interests and qualifications for the position, a current resume, and the names of five (5) professional references, including postal and e-mail addresses and telephone numbers.

Inquiries, nominations, and applications should be directed to Isaacson, Miller:

Isaacson, Miller  
Re: Chancellor, University of Hawai‘i at Mānoa  
533 Airport Boulevard, Suite 400  
Burlingame, CA 94010  
Phone: 650.685.2475 / Fax: 650.685.2476  
E-mail: 3256@imsearch.com

**E-mail correspondence is strongly encouraged.**

*The University of Hawai‘i is an equal opportunity/affirmative action institution and encourages applications from and nominations of women and minority candidates.*
UNIVERSITY OF HAWAII AT MĀNOA
POSITION DESCRIPTION
CHANCELLOR OF THE UNIVERSITY OF HAWAI‘I AT MĀNOA

INTRODUCTION

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

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As the only large university campus in the state, the University of Hawai‘i at Mānoa plays a central economic, civic, and community role. The University is embedded in an island society that is also internationally connected, with special ties to the Pacific and to Asia.

In 2007, the University celebrates its centennial and inaugurates its second hundred years. The Chancellor will lead the University into its new century.

DUTIES AND RESPONSIBILITIES

Serves as the chief executive officer of the University of Hawai‘i at Mānoa. Provides executive leadership in academic affairs, research, graduate education, professional training, student affairs, athletics, administration, finance and budget, human resources, facilities management and capital improvements.

Promulgates and implements policies and procedures for the University of Hawai‘i at Mānoa. Makes recommendations to the President regarding System-level policies and
procedures. Implements and enforces Board of Regents policies and procedures as they apply to Mānoa. Provides executive leadership in the development and implementation of long-range plans, in order to improve the quality of teaching, research, and application.

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

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

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Works with the President and with the other chancellors to coordinate the plans and operations of the University of Hawaiʻi at Mānoa with those of the System and the other institutions in the System. Keeps the President, and through the President, the Board of Regents, fully informed concerning the operations and needs of the University of Hawaiʻi at Mānoa.

Develops and oversees agreements, partnerships, and exchanges between the University of Hawaiʻi at Mānoa and other educational institutions, nationally and internationally.

Represents the University of Hawaiʻi at Mānoa to the Hawaiʻi legislature and other State and Federal governmental bodies. Works with governmental agencies to advance Mānoa’s programs.

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

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

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QUALIFICATIONS

MINIMUM QUALIFICATION REQUIREMENTS

Earned doctorate or equivalent terminal degree from an accredited institution.

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

Distinguished record of scholarly achievement.

Demonstrated experience in high-level academic administration.

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

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

Ability to communicate effectively with internal and external constituencies.

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

DESIRABLE QUALIFICATIONS

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

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

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

Experience and demonstrated record of success in empowering indigenous people in higher education.

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

Experience with international education, especially with the Pacific and with Asia.

Experience and demonstrated record of success in raising funds.
Subject: Re: Qs for Candidates
To: MFS Executive Committee <uhm-mfs-sec@hawaii.edu>
Cc: Robert Bley-Vroman <vroman@hawaii.edu>

I thought of an additional question, which I put at the top. So my suggested list of questions now is as follows

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Please summarize your record of scholarship.
  
  What is the role of the faculty senate on your campus?
  
  How regularly have you met with faculty leadership on your campus?
  
  Give an example of a time you and your faculty leadership have disagreed about something. How did that work out?
  
  How are representatives of the faculty chosen to serve on administratively formed committees on your campus?
  
  To whom does the FAR report and how should the holder of that office be selected?
  
  What expectations have you had for the academic performance of athletes and how strict have you been (and are prepared to be) about such standards?
  
  What experience do you have of getting an administrative department (mid-level administrators) with an inappropriate work ethos to function as it should?
  
  How have you been involved in fundraising?
  
  The separation of UH Manoa and the system is incomplete and ongoing. This is a challenge and an opportunity. How will you handle it?
  
  How have you been involved in relations with the Legislature in your state?
  
  How should relations between the Legislature and UH Manoa be handled, and what will you do when things don't go that way.
  
  Outline the differences between your past experience and what you will face at UH Manoa.
  
  Which of these differences do you think will be _hardest_, and how will you manage it?

Printed for charlotte mitsutani <mitsutan@hawaii.edu> 2/20/2007
Do you have any questions for us, or is there something you'd like to discuss with us that we haven't touched on?
Subject: Re: Qs for Candidates  
To: MFS Executive Committee <uhm-mfs-sec@hawaii.edu>  
Cc: Robert Bley-Vroman <vroman@hawaii.edu>  

Probably our questions should be structured around the Position Description and the Challenges and Opportunities document, as Robert suggested. Some of Jim's questions do not seem to meet that test.

Here's my try at refining Jim's refinements.

We ought to have a basic set of questions that are asked of all 4 candidates.

Comment on these questions soon, please.

Bill

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What is the role of the faculty senate on your campus?
  •
How regularly have you met with faculty leadership on your campus?
  •
Give an example of a time you and your faculty leadership have disagreed about something. How did that work out?
  •
How are representatives of the faculty chosen to serve on administratively formed committees on your campus?
  •
To whom does the FAR report and how should the holder of that office be selected?
  •
What expectations have you had for the academic performance of athletes and how strict have you been (and are prepared to be) about such standards?
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What experience do you have of getting an administrative department (mid-level administrators) with an inappropriate work ethos to function as it should?
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How have you been involved in fundraising?
  •
The separation of UH Manoa and the System is incomplete and ongoing. This is a challenge and an opportunity. How will you handle it?
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How have you been involved in relations with the Legislature in your state?
  •
How should relations between the Legislature and UH Manoa be handled, and what will you do when things don't go that way.
Outline the differences between your past experience and what you will face at UH Manoa.

Which of these differences do you think will be _hardest_, and how will you manage it?

Do you have any questions for us, or is there something you'd like to discuss with us that we haven't touched on?

On Feb 15, 2007, at 3:15 PM, James Tiles wrote:

Having noted Robert's advice I've tried rephrasing some of the Bill's questions and then added some of my own.

Jim

For Bill's 1:

- How regularly have you met with faculty leadership on your campus?

- How have you resolved disagreements between yourself and faculty representatives?

- On what matters do you think you should be prepared to yield to faculty when such differences of opinion arise?

- How are representatives of the faculty chosen to serve on administratively formed committees on your campus?

For Bill's 2:

-
To whom does the FAR report and how should the holder of that office be selected?

- What expectations have you had for the academic performance of athletes and how strict have you been (and are prepared to be) about such standards?

For Bill's 4

- From what you have seen of it do you think the UH Foundation will facilitate your fund raising efforts?

- What facilities would you hope (expect) the UH Foundation could offer your fund raising efforts.

My own:

- What have you done (what do you think can be done) to help students who have entered college inadequately prepared in subject matters they intend (or need) to study?

- What have you done (what do you think can be done) to help students who have entered college with insufficiently high expectations of the effort they will need to put forth to benefit from the opportunities they have before them?

- What have you done (what do you think could be done) to ensure undergraduates benefit from attending a research campus?

- What experience do you have of getting an administrative department (mid-level administrators) with an inappropriate work ethos to function as it should?