Written testimony submitted to the BOR on 1/21/2015

To: UH President Lassner and members of the UH Board of Regents

*I Mua Mānoa would like to provide arguments against merging the System President position and the Mānoa Chancellor position and advocate for an immediate search for a permanent Mānoa Chancellor.* These two positions have very different responsibilities and require very different qualifications. Furthermore, the duties of these two positions are immense. Hence, it would be ineffective and impractical to fill both positions with the same individual.

**UH Mānoa must have its own chancellor who must be selected by representatives of the UH Mānoa constituencies**

Being the flagship campus and a research university, UH Mānoa must have a full-time chancellor dedicated to achieving the goals and missions of Mānoa. Such a position should be filled by someone who has risen through the ranks of faculty and upper administration in comparable research universities and has gained extensive experience with academic and research enterprises and faculty governance. To ensure the confidence of the Mānoa constituencies in such individual, the Chancellor must be selected by a Mānoa-based search committee consisting of representatives of its stakeholders: faculty, students, staff, and alumni. This will ensure autonomy, effectiveness, and accountability.

**Problems with the System President also serving as the Mānoa Chancellor**

A main responsibility of the System President is to serve as an advocate for the entire UH system. The System President is the chief fund raiser, the chief-lobbyist, and the chief spokesperson for the entire UH system. It would be ineffective to require the System President to also be a part-time Mānoa Chancellor. If a Provost is hired to replace the Mānoa Chancellor, then what are the authorities of the Provost? If they are the same as those of the chancellor, then it is simply a renaming of the position, requiring that chancellors at all campuses also be renamed as provosts. The System President either serves as the chancellor for all campuses or none at all. The System President should focus his/her efforts outward to the community and let the management of the individual campus to the head officer for that campus.

Another problem with the dual System President/Mānoa Chancellor post is the selection process. It is critical that the System President is selected by a system-wide search committee whose goals may be more general and not specific to Mānoa’s goals. However, a system-wide selection will significantly weaken the confidence of the Mānoa constituencies in their chancellor, and will therefore reduce the effectiveness of the Mānoa chancellor. Mānoa has very specific missions, responsibilities, and concerns, and the campus should select its own chancellor, just as other campuses select their own chancellors.

**Problems with the Mānoa Chancellor also serving as the System President**

As the Mānoa campus is the largest in the state with over 20,000 students and hundreds of undergraduate, graduate, and professional programs and world-class research programs, the duties of the Mānoa Chancellor are immense. Therefore, it is also ineffective for the Mānoa Chancellor to be a part-time System President. Moreover, it would create an appearance of unfairness to other campuses to have a Mānoa-selected chancellor to serve as System President. In any case, allowing the Mānoa Chancellor to serve as System President will need the buy-ins of stakeholders from all the campuses.
Aside: If salary saving and improving efficiency are the aim, the BOR may consider possibilities of consolidating some of the system office operations with those of the individual campuses.

Search for a permanent Mānoa Chancellor

To restore confidence in Mānoa from both the internal and external communities, a search for a permanent Mānoa Chancellor should be commenced immediately and that a search process be well-formulated to ensure selection of high quality candidates. We recommend the following protocol:

1. **System President oversees the search**

2. **Search Committee composition**: Should represent all constituencies (typically ~15 members). The System President chooses from a pool of nominees that is put forward by each constituent group:
   - 1 from the graduate students (through GSO)
   - 2 from the undergraduate students (ASUH)
   - 4 from the faculty (MFS-EC, I, S, and R faculty)
   - 1 from Kuali’i Council
   - 1 from the deans
   - 2 from the department chairs (Council of Mānoa Department Chairs);
   - 1 alumnus (UH Alumni Association)
   - 1 staff (support staff)
   - 1 from UH Foundation
   - 1 from the broader community

3. **Search Committee Chair**: Should be elected by the committee members.

4. **Minimum qualification for Chancellor’s position**: Provost or equivalent upper level administrative experience at R1 level universities.

5. **Candidate Selection Process**: Search Committee votes on the finalists and recommends a candidate for the position, which is conveyed to the President and BOR. The President makes the selection. If the President’s selection differs from the search committee’s recommendation, the President must provide justification and meet with the search committee before announcing the selection.

Sincerely,

Pui Lam, on behalf of the I Mua Mānoa Planning Committee.