MEMORANDUM

TO: UH Mānoa Campus Community

FROM: Peter Englert
Chancellor

SUBJECT: Formation of an Educational Entrepreneurship Task Force

This memorandum is to initiate a task force charged to make recommendations on all entrepreneurial efforts at UH Mānoa, including outreach, continuing education, distance learning, summer session, and other entrepreneurial activities.

Background

In this era of budget cuts, Universities across the world are finding opportunities to become more entrepreneurial by extending their educational products to new markets and developing new, marketable educational products.

UH Mānoa’s Strategic Plan states that in order to meet our goal of improving educational effectiveness, we must move to upgrade the academic calendar with an integrated summer session and innovative scheduling throughout the year. This, combined with our commitment to accessibility, requires that we be innovative and proactive in reaching new students and new consumers of our educational products.

Traditionally UH Mānoa developed and administered lifelong learning opportunities for both traditional and nontraditional students. The University does this by offering day, evening, and weekend classes at UH Mānoa; by operating classes at UH Downtown and at University centers on Hawa‘i, Maui, and Kaua‘i; and via the web, wherever you are in the world.

The potential for even greater revenue-producing programs operating through UH Mānoa both at home and overseas is tremendous. We need to review our current mechanism for development and administration of new revenue-producing programming to ensure that we capitalize on the opportunities available to us.
Purpose

The Educational Entrepreneurship Task Force will review and make recommendations for improving and/or focusing the scope of current entrepreneurial instruction to ensure that UH Mānoa (1) delivers the highest quality educational products and (2) is poised to pursue revenue-producing opportunities.

Areas of focus for the Task Force could include:

- Evaluating the best base to operate distance learning;
- Evaluating contractual implications for faculty workload, overload, and compensation schedules;
- Developing structures to pursue and support new business opportunities;
- Establishing alternative academic recognition for non-traditional study programs;
- Determining the appropriate administrative home for academic programs;
- Mainstreaming alternative students by de-stigmatizing continuing education;
- Evaluating strategies to serve the needs of the fastest growing group of students: adults in the work force desiring a higher education degree;
- Efficiently providing faculty incentives to teach in non-traditional hours and venues;
- Determining how to assist faculty development of new entrepreneurial educational products;
- Evaluating how strategic appointments to governing these functions are made;
- Building a transparent financial support system to ensure funds are efficiently planned and tracked;
- Developing and expanding our academic services to ensure that education is accessible for all students;
- Review contractual and administrative barriers to educational entrepreneurship.

Terms of Reference

The following are draft terms of reference for the review process:

Consultation In order to effectively and accurately assess functions, the Review Committee will consult widely with students, faculty, staff and administration that currently work in instructional entrepreneurship including, but not limited to students, including part-time and evening students, college finance administrators, collective bargaining units, and other stakeholders as appropriate.

Parameters for Review The review will encompass (1) an analysis of current educational entrepreneurship functions and where they would best be administered; (2) what is required to produce a nimble, efficient, and revenue-producing structure; and (3) recommendations.
Thank you in advance for your assistance with this important task. I appreciate your commitment and dedication to the University of Hawai‘i at Mānoa.

c: President Evan Dobelle
   Vice President James R.W. Sloane
   ASUH President Vaimana Conner
   GSO President Jeff McNeill
   J.N. Musto, Executive Director, UHPA
   Russell Okata, Executive Director, HGEA
   Elizabeth Ho, Administrator, UPW
✓Mānoa Faculty Senate Chair Mary Tiles
   Executive Administrator/Secretary of the Board David Iha
   Executive Assistant Heather Crislip