2015 Report to the Board of Regents of the University of Hawai‘i System

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University of Hawai‘i Board of Regents · May 21, 2015
What is WICHE?

• Promotes access and excellence in higher education for all citizens of the West
General Overview

• Review of the Task
• Methodology
• Roles of the System President and the University Chancellors
• Avenues for Improvement
• Principles and Recommendations
Methodology

• Reviewed historical documentation
• Reviewed relevant literature and research
• Conducted interviews with key stakeholders at the time of the separation
• Conducted interviews with key stakeholders and leaders in place today
• Reviewed the governance structures of similar higher education systems
Role of the System President

“Between and Among” Activities

• Provides and sustains the strategic direction of the system in serving the state of Hawai‘i’s public agenda for higher education.

• Manages all those system-level tasks where system-level collaboration and management make sense given economies of scale.

• Leads the system’s activities with state-level entities external to the system.

• Leads efforts to work with the private and non-profit sectors within Hawai‘i.

• Involved in fundraising efforts.

  In concert with the Board of Regents
Role of the University Chancellors

• Lead and manage their institutions.
  – all academic programs
  – all ancillary programs, including athletics
  – all campus budgeting

• Provide advice and counsel to the president on the direction of the system as a whole.

• Need to be the last, and not the first, stop in the chain of command for campus-based faculty, administrative, and student issues.
Different Skills

**System President**
- Manage a diverse set of enterprises/work with a wide set of stakeholders.
- Comfortable with conflict resolution, staff management, public speaking, public engagement, and fundraising.
- Wants to be the president, not the chancellor(s).
- Understands and appreciates the uniqueness of Hawai‘i.

**University Chancellors**
- Well prepared to lead an academic institution.
- Understands academics and finance.
- Wants to be the chancellor, not the president of the system.
- Appreciates the mission of the institution, not a different institution.
- Recognizes that the institution is part of a system and serves the president and Board of Regents.
Primary Recommendation

Maintain the current structure.

Keep the president of the University of Hawai‘i system as a distinct and separate position from the chancellor of the University of Hawai‘i at Manoa.
Rationale

• Hawaii is no longer a small state.
• The scope of the system has grown considerably.
• The community colleges and baccalaureate campuses have grown in size and significance.
  – And have thrived under current structure
• Roles and responsibilities of the two positions are sufficiently different and demanding.
Just Because...

- Roles and responsibilities have been confused, misinterpreted, or simply violated.
  - Athletics
  - End Runs
  - Subordinate levels (confusion, redundancy)

Still Room for Improvement...
Principle 1

The roles and responsibilities of the system staff and the campus staff must be clear and understood by all.
Recommendations

• Establish a working group to help define roles and responsibilities for the system and for the campuses.
• Review and adjust where appropriate the titles of senior staff.
• Consider whether any of the existing system-level units could be reconstituted or consolidated to achieve greater efficiency and effectiveness.
Recommendations

• Prepare a manual that clearly articulates the roles and responsibilities of the senior officers.
• Implement leadership training at various levels within the University.
Principle 2

There must be transparency in decision making and clear communications.
Recommendation

• Consider establishing a clear protocol for communications, both within the university and externally.
Principle 3

All actors must be disciplined.
Recommendations

• Work with the university chancellors to find ways to reward participatory and respectful engagement and establish consequences for the lack thereof.

• Adopt a long-term plan for moving the system offices to a site that is not on the Manoa campus and is ideally close to the state capitol, and consider shifting the association of the President’s Mansion from the system to the University of Hawai‘i at Manoa.
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