Search for the Director
University of Hawai‘i Cancer Center
Opportunity & Challenge Profile

The University of Hawai‘i at Mānoa (UH Mānoa), a thriving public postsecondary education institution located on the island of O‘ahu, seeks a director for the University of Hawai‘i Cancer Center located on the beautiful shoreline in Kaka‘ako, near downtown Honolulu. The position of Director represents an outstanding opportunity for a respected, seasoned leader to inspire the UH Cancer Center’s diverse, dynamic research and community members to achieve new levels of excellence while extending the impact of their work across the islands and beyond.

The Center is recognized as one of many research institutions within UH Mānoa. Established in 1981, the Center is one of only 69 cancer research organizations in the country designated by the National Cancer Institute (NCI). This affiliation requires stringent and constant evaluation, yet brings the distinction of being recognized among the best cancer research institutions in the world. Current research programs are Cancer Epidemiology, Cancer Biology, and Cancer Prevention & Control. In addition, the Cancer Center also operates a Clinical Trials Unit and a SEER Tumor Registry. Additional information as to the programs may be found at www.uhcancercenter.org.

The Center’s mission is to reduce the burden of cancer through research, education, and patient care with an emphasis on the unique ethnic, cultural and environmental characteristics of Hawai‘i and the Pacific. Our new world-class research facility was completed in early 2013. The Center directly employs approximately 300 faculty and staff, with another approximately 200 affiliate members through the Hawaii Cancer Consortium, an alliance of the state’s leading healthcare organizations united in a common goal of improving cancer care through clinical research. The Consortium’s clinical partners are The Queen’s Medical Center, Hawaii Pacific Health, Kuakini Medical Center and the UH Mānoa’s John A. Burns School of Medicine.

This profile, which provides further information about the Center and details the key opportunities and challenges facing the Director, has been developed by the Chancellor’s Search Advisory Committee and the Center’s Faculty Senate. 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.

The University of Hawai‘i at Mānoa

UH Mānoa is the premier institution of higher learning in the Pacific Basin and belongs to an international community of research universities. Located in Honolulu, it is one of the nation’s few land-, sea- and space-grant institutions. UH Mānoa plays a unique role in bridging Hawaiian, Asian, and Pacific cultures through education, research, outreach/extension, and service. Many of the university’s fields of study are directly related to the distinctive geographical and cultural setting of Hawai‘i, an island community with diverse eco-systems and exceptional diversity of cultures. UH Mānoa is the flagship campus of the University of Hawai‘i System (UH System) and, as of fall 2014, enrolls more than 19,000 students (14,126 undergraduate students and 5,381 graduate students) with women comprising 56.3% of the student population.
UH Mānoa is renowned for its world-class programs in fields of study related to the geographical and cultural setting of Hawai‘i and offers 243 degree programs, including 100 bachelor’s, 85 master’s, and 58 doctoral programs, as well as programs in law, medicine, and architecture. The campus offers instruction on a regular basis in more languages than any U.S. institution outside the Department of State and serves students from more than eighty nations. The undergraduate student-to-faculty ratio (based on FTE) is approximately 13.3:1, a remarkable statistic for a major public university. UH Mānoa is classified as a Carnegie Doctoral/Research University-Extensive (“Carnegie I”) institution and is accredited by the Western Association of Schools and Colleges.

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

The University has worked to maintain its focus on academic priorities while maximizing the use of limited resources more effectively and by exploring additional ways to generate more revenues. The University’s larger academic development intent is to maximize its major research programs to the fullest extent possible.

For more information about the UH Mānoa, please go to http://www.manoa.hawaii.edu.

The University of Hawai‘i System

The University of Hawai‘i was founded in 1907 as a single-campus, land-grant college of agriculture and mechanic arts in the Mānoa Valley, a residential area close to the heart of metropolitan Honolulu where UH Mānoa, the flagship campus, is now located. Today, the public higher education system has expanded to become an integrated system of higher learning, with a baccalaureate and research-doctoral university in Mānoa valley, as well as baccalaureate universities in Hilo and West O‘ahu. The System includes seven community colleges: Maui, Kaua‘i and Hawai‘i (Hilo) are located on other islands; Honolulu, Kapi‘olani, Leeward, and Windward Community Colleges are on O‘ahu. These institutions are united by a set of shared values, many of which stem directly from the values of Native Hawaiian culture, including aloha, collaboration, respect, intellectual rigor, integrity, service, access, affordability, diversity, fairness, leveraged technology, innovation, accountability, and sustainability.

The mission of the 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 na lahui a pau ke ola ke kanaka” (“Above all nations is humanity”), is reflected in the fall 2009 ethnic composition of its students, of whom 43.1% are Asian, 20% Caucasian, 17.9% Hawaiian, and 15.9% from other ethnic backgrounds including Hispanic, Pacific Islander, African-American, American-Indian/Alaska Native, and individuals of mixed ethnic background.

The UH System is a major contributor to the State’s economy; in any given week, the University touches more than 80,000 citizens of Hawai‘i (out of a population of over 1.2 million) through events and academic programs, and employs 9,000 citizens, making it the State’s second-largest public employer. In fall 2014, the University of Hawai‘i system of campuses provided credit educational opportunities to 57,052 students (51,109 undergraduate and 5,943 graduate) with women comprising 57.5% of the student population.
University of Hawai‘i Cancer Center, Office of the Director

The Office of the Director provides executive leadership and direction to the research programs operating at the Center. The Director will be responsible for engaging the Center’s stake-holders and the community while increasing its national and international reputation. The Director is responsible for ensuring that the Center can demonstrate strength in each of the six essential characteristics of a NCI designated Cancer Center: visionary leadership, organizational capabilities, trans-disciplinary collaborations, cancer focus, institutional commitments, and physical space.

The Director holds authority for the Center’s budget of $31.23 million, and is responsible for the administrative and overall programmatic direction of the Center, the generation of new revenues, including through philanthropy, the recruitment of faculty and staff, recommendations for staff appointments and promotion through the usual University procedures, space allocations, budgetary planning and control, program review and evaluation, inter-program interactions, and the development of the Center. The Director is responsible for fostering collaborations with its neighbor, the John A. Burns School of Medicine (JABSOM), as well as UH Mānoa and the local hospitals to promote the research and clinical mission of the Center. The Director oversees the Center’s scientists for strategic planning, policy guidance, review of research progress, consideration of promising new directions, cultivating a rich academic life, review of reports, and preparation of proposals for funding of research projects. The Director will lead the faculty in the development of relevant, innovative and high-impact research programs that are commensurate with the space and other resources afforded through State support.

The Center is guided by the leadership of an internal executive committee. The committee members provide direction and advise the Director on matters including: scientific priorities, establishment of policies for the Center including its mission, long-range strategies, implementation of policies, and evaluation of current practices.

Key Opportunities and Challenges

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

To further develop the strategic plan and provision of academic leadership in cancer research to Hawai‘i and the Pacific

The Center has a long-standing commitment to reducing health disparities in disadvantaged populations in Hawai‘i who suffer disproportionately from the burden of cancer. The Director will work with local and national advocacy groups to advance the role of the Center as a positive force in the prevention, recognition, and treatment of cancer. The Director will serve as a role model for the cancer community in Hawai‘i.

The Director’s strategic plan should include a clear vision for the research programs at the Center and to ensure it is aligned with the mission and vision of UH Mānoa. To develop this vision, the Director must work to identify areas of strengths and best practices, develop possible junctures for trans-disciplinary research, and offer support in obtaining research funding from a variety of sources. To succeed in this role, the Director must continually maintain a broad understanding of leading-edge ideas from a diverse array of research and academic disciplines, and be able to assume a “macro-level” perspective to help the Center scholars to develop initiatives that will ensure high levels of funding.
To successfully realize this vision, the Director must be an inspirational leader for the Center and a skilled, driven visionary. The Director 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 Center’s own values. Ultimately, the Director’s legacy will be to further transform the Center into a stronger research enterprise, a center for excellence in cancer research, a magnet for top-caliber faculty worldwide, and a place where researchers may acquire the experience and visibility that will make them leaders of cancer research.

**To further develop the clinical translational research program that includes treatment and prevention trials, and other aspects of clinical research**

The Director will work with the Hawai‘i Cancer Consortium and the Center’s faculty to further develop a clinical trials operation and explore the creation of a clinical research program that may include a clinical oncology program using the university’s affiliated practice plan. In doing so, the Director will work to strengthen clinical partnerships with community oncology providers (practitioners and health systems).

**To collaborate in the re-organization of the Kaka‘ako Campus**

The Director will work with the Dean of the John A. Burns School of Medicine (JABSOM) to lead the creation of a “Health Science Campus.” The intention of the Health Science Campus is to develop synergy, efficiency and cost-savings through combining resources for the Campus that will support the missions of various health-science units, including the Center and JABSOM. The Director will retain oversight of scientific space, faculty and staff positions, existing personnel, and all resources allocated to the Center on the shared Campus.

**To develop strong, meaningful partnerships with the community, both internally and externally**

The Director must reach beyond the Center and work to connect and maintain relationships with internal constituents (i.e., Chancellor, Vice Chancellors, President, and Board of Regents, Mānoa Faculty Senate, faculty union), as well as the political, civic, and business communities across the State of Hawai‘i. The Director must “sit at the table” regarding all important decisions affecting UH Mānoa and the community, particularly related to research and the public’s health, and must work closely with key decision makers and stakeholders to develop partnerships that allow the Center to carry out its mission to the greatest effect.

The Center is an important role in Hawai‘i’s economic sector regarding research. The Director should build initiatives that integrate UH’s research capacity with the needs of the State’s citizens.

**Provision of good stewardship of financial resources to ensure the long-term prosperity of the Cancer Center**

The Director manages the financial resources of the Center and will allocate funds to achieve maximum impact. To this end, the Director will need to improve the financial operations at the Center, 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 Director should implement transparency in the budget system. In this capacity, the Director will be required to make wise and difficult decisions regarding which initiatives merit continued and/or future investment. The Director should work with the UH Center and UH Mānoa leadership to sustain and increase funding from traditional sources. The Director should also be creative in finding untapped revenue streams, such as through public and private partnerships, sponsorships, and private philanthropy, working with the University of Hawai‘i Foundation to increase the Center’s endowment.

**Qualifications**

For a list of the qualifications and characteristics required for this position, please see [www.manoa.hawaii.edu/executivesearch/uhcc](http://www.manoa.hawaii.edu/executivesearch/uhcc).

**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 curriculum vitae, and the names of four (4) professional references, including postal and e-mail addresses and telephone numbers.

Inquiries, nominations, and applications should be directed to the University of Hawai‘i at Mānoa (E-mail correspondence is strongly encouraged):

University of Hawai‘i at Mānoa UHCC Director Search  
Attn: Michele Tom, Executive Search Coordinator  
2500 Campus Road, Hawai‘i Hall 209  
Honolulu, HI  96813  
Phone: (808) 956-9396  

E-mail: uhccdir@hawaii.edu

*The University of Hawai‘i is an equal opportunity/affirmative action institution and encourages applications from and nominations of women and minority candidates.*