



## University of Hawai'i Strategic Directions, 2015–2021

As the sole provider of public higher education in Hawai'i, the University of Hawai'i (UH) is committed to improving the social, economic and environmental well-being of current and future generations. These *University of Hawai'i Strategic Directions, 2015–2021* build upon previous work outlined in the *Strategic Outcomes and Performances Measures, 2008–2015* (<http://www.hawaii.edu/ovppp/uhplan>) and will guide the university's priorities for the next three biennia to achieve the outcomes directed by the UH Board of Regents (BOR). Productivity and efficiency measures associated with these outcomes provide clear, measurable goals and the ability to effectively monitor progress over time.

Interwoven in the strategic directions are two key imperatives embraced within the BOR-approved UH mission: a commitment to being a foremost indigenous-serving institution and advancing sustainability. To those ends, the directions embrace the work and input of *Hawai'i Papa O Ke Ao* ([www.hawaii.edu/offices/op/hpokeao.pdf](http://www.hawaii.edu/offices/op/hpokeao.pdf)), a plan for the university to become a model indigenous-serving institution, the Pūko'a Council, and the UH System Sustainability Task Force and their reports. In addition, the President's Task Force on Title IX and Violence Against Women Act (VAWA) has provided recommendations on how to achieve compliance with emerging mandatory federal requirements. The university stands firmly committed to advancing these directions in concert with core values of the institution: academic rigor and excellence, integrity and service, aloha and respect.

The four strategic directions outlined below describe the university's priorities for 2015–2021.

### Hawai'i Graduation Initiative (HGI)

*Goal: Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students and those from underserved regions and populations and preparing them for success in the workforce and their communities.*

An educated labor force and engaged citizenry are essential in today's global, knowledge-based economy. Across the nation, states have set ambitious goals to boost college completion rates. Hawai'i's own *55 by '25 Campaign* goal focuses on increasing the percentage of working age adults with two- or four-year degrees to 55 percent by 2025. According to the most recent data available, 43 percent of Hawai'i's working age adults hold a postsecondary degree. At the state's current rate of degree production, that percentage is expected to reach only 47 percent in 2025, resulting in a shortage of 57,000 degree holders. As the state's sole public higher education system, the University of Hawai'i is committed to doing its part to close the state's projected educational attainment gap.

The university plans to address this gap through expanded access to postsecondary education and training throughout the state and strengthened support for student success. Vigorous support for Native Hawaiians, low-income students and underrepresented and underserved populations and regions remains a top priority for the university.

*HGI Action Strategy 1:*

Strengthen the pipeline from K–12 to the university to improve college readiness and increase college attendance.

**Tactics**

- Engage K–12 students and their parents statewide early and often to promote and encourage them to prepare for college
- Emphasize pipeline and college readiness initiatives for Native Hawaiians, rural communities, low-income and under-represented groups, including through UH programs (e.g., *Na Pua No’eau*) and through partnerships with non-UH entities
- Institutionalize early college and “bridge” programs
- Align high school graduation requirements with college entrance requirements and readiness
- Expand outreach services and support to facilitate the completion of college admissions and financial aid applications
- Enhance professional development for K–12 teachers and counselors in support of student preparation for higher education
- Strengthen private school partnerships, including with Kamehameha Schools

*HGI Action Strategy 2:*

Implement structural improvements that promote persistence to attain a degree and timely completion.

**Tactics**

- Establish pathways for all degree programs, including transfer pathways from the community colleges
- Strengthen developmental education initiatives that increase preparation, improve placement methods and reduce time spent in developmental education
- Reduce gaps in college completion for Native Hawaiians, low-income and under-represented groups
- Transition from a course-based to a curriculum pathway-based registration system
- Schedule courses to facilitate timely degree completion
- Strengthen and align financial aid resources, policies and practices for increased access and completion
- Improve and stabilize student support services for Native Hawaiians, veterans, returning adults and part-time students.
- Make effective use of summer terms

### *HGI Action Strategy 3:*

Anticipate and align curricula with community and workforce needs.

#### **Tactics**

- Obtain accurate information about workforce, employment and salaries from the Department of Labor and Industrial Relations, Economic Modeling Specialist International and other sources
- Follow up with graduates and employers regarding UH students' preparation for the workforce and community
- Engage systematically with community-based groups to inform program offerings and curricula
- Develop new programs that are responsive to community needs, e.g., STEM, data science, sustainability sciences and cybersecurity

### *HGI Action Strategy 4:*

Solidify the foundations for UH West O'ahu, and Hawai'i CC at Palamanui, our "startup" campuses, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve.

#### **Tactics**

- Develop complementary academic and strategic plans that promote UH mission differentiation with applied baccalaureate degrees, offerings of regional interest and need, 2+2 and 3+1 programs with community colleges, programs for returning adults, statewide online and distance learning programs, and development of strong University Centers
- Develop financial and operational plans that support the expected rapid increases in enrollment as the communities embrace their new campuses
- Create capital development plans for facilities that support expected enrollment growth and campus academic and strategic plans
- Develop plans for utilization of non-campus land assets to generate revenue and/or reduce university costs through complementary and compatible activities such as development of a university village and alternate energy generation

### *Productivity and Efficiency Measures for Hawai'i Graduation Initiative (HGI)*

- Number of degrees and certificates
- Graduation rates, graduation and transfer rates (IPEDS 100% and 150%, APLU-SAM)
- Enrollment to degree gap for Native Hawaiian students
- Enrollment to degree gap for Pell students
- Average unmet need of resident students
- Average total debt per undergraduate completer
- Tuition and fees as a percent of median household income

## **Hawai'i Innovation Initiative (HI2)**

*Goal: Create more high-quality jobs and diversify Hawai'i's economy by leading the development of a \$1 billion innovation, research, education and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world.*

The economy of Hawai'i is currently highly dependent on tourism and military spending. The creation of a third economic sector based on research and innovation has been identified as a community priority. As the largest research enterprise in the state, the University of Hawai'i is absolutely essential to achieving this economic diversification. The university, in partnership with the business community, plans to create innovation clusters that link fundamental scientific discovery with applied research and economic development. The university will also provide the training required for technological innovation and economic development to enable Hawai'i's citizens to lead and participate in this sector. With an emphasis on our responsibility to the community, the Hawai'i Innovation Initiative will focus on the following hubs: astronomy, ocean sciences, health sciences and wellness, data intensive sciences and engineering, agriculture and sustainability sciences including energy.

### **HI2 Action Strategy 1:**

Sustain and advance the UH research enterprise.

#### **Tactics**

- Empower current UH faculty by identifying and removing administrative and policy barriers that impede research efficiencies and effectiveness
- Achieve financial sustainability for research under declining state investment
- Craft internal incentives and rewards for growth

### **HI2 Action Strategy 2:**

Advance innovation and entrepreneurship within UH and the community.

#### **Tactics**

- Integrate entrepreneurship and innovation throughout the UH educational experience for students across the system with strengthened credit and non-credit education, internships, employment opportunities and extra-curricular/co-curricular activities
- Introduce new approaches to UH commercialization and technology acceleration (OTTED 2.0) such as:
  - More flexible licensing
  - Proof-of-Concept/Accelerator to nurture UH technologies
  - Greater community outreach and institutional in-reach
- Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawai'i:
  - Support the Hawai'i Business Roundtable (HBR) and others in the establishment of a Hawai'i version of "CONNECT"



- Enhance meaningful collaborations with state agencies, incubators and accelerators, national and international agencies and collaborators
- Improve communication within the State and beyond regarding the value of UH research and its critical roles in Hawai'i's economic development, job creation and in addressing the challenges and opportunities facing Hawai'i and the world

### *HI2 Action Strategy 3:*

Invest internal resources and seek external resources for strategic infrastructure requirements and hires that leverage our location and strengths as well as address critical gaps.

- Ocean and climate sciences
- Astronomy
- Health and wellness
- Digital/creative media
- Cybersecurity
- Sustainable agriculture
- Energy
- Data intensive science and engineering initiative to support all research sectors

### *Productivity and Efficiency Measures for Hawai'i Innovation Initiative (HI2)*

- Number of invention disclosures, patents, licenses and start-up companies and jobs
- Total extramural funds
- Number of STEM degrees

## **21<sup>st</sup> Century Facilities (21CF)**

*Goal: Eliminate the university's deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable and supportive of modern practices in teaching, learning and research.*

The University of Hawai'i must eliminate the substantial deferred maintenance backlog and modernize facilities to meet 21<sup>st</sup> century needs for learning, teaching and research. This systemwide problem exists on all but the newest campus, and is particularly acute at the flagship Mānoa campus. As of June 2014, the university's deferred maintenance backlog for general funded facilities is just over \$400 million for its nearly \$5 billion dollar capital plant.

UH students, faculty and staff need and deserve well-maintained and up-to-date facilities that support modern teaching, learning, innovation and scholarship. Facilities and campus environments must be safe, sustainable and support 21<sup>st</sup> century higher education expectations and practices. The university's facilities must be fully digitally enabled; flexible in use; maintainable at low cost; energy, water and waste efficient; and supportive of deep collaborations with partners across the state, nation and the world.

### ***21CF Action Strategy 1:***

Adopt model policies and practices for development and management of UH buildings and campuses.

#### **Tactics**

- Develop, adopt or adapt new streamlined, accountable, efficient and effective processes and organizational structures for construction, renewal and maintenance of facilities to include all phases from planning and procurement through project management and acceptance
- Develop comprehensive multi-year capital improvement plans for construction, renewal and modernization that minimize disruption to campuses
- Develop a financial plan that responsibly leverages state and university financial capacities to execute capital improvement plans and meet ongoing operating, maintenance and renewal requirements

### ***21CF Action Strategy 2:***

Improve the sustainability and resource conservation of the built environment including facilities and grounds by reducing energy consumption, greenhouse gas production, water use and waste production.

#### **Tactics**

- Implement full energy metering and monitoring of campus buildings
- Improve energy efficiency of UH campuses and facilities
- Increase the percentage of UH energy generated from renewable sources
- Reduce costs of energy consumed on/by UH campuses
- Improve the sustainability of campus grounds
- Track, report and minimize greenhouse gas emissions
- Re-invest savings and costs avoided from energy conservation and efficiency projects into sustainability projects

### ***21CF Action Strategy 3:***

Provide safe, healthy and discrimination free environments for teaching, learning and scholarship for students, employees and visitors.

#### **Tactics**

- Collaborate as a system to understand and comply with Title IX and Violence Against Women Act (VAWA) guidance and apply best practices in promoting safety and response to incidents across the state
- Update systemwide and campus policies and guidelines to ensure compliance and promote safety and security
- Ensure availability and accessibility of high-quality confidential resources for victims

- Provide appropriate safety and awareness education for responsible officials and all students and employees
- Ensure that clear and useful information is readily available when needed

*Productivity and Efficiency Measures for 21st Century Facilities (21CF)*

- Deferred maintenance
- Electricity purchased per gross square foot
- Gallons of water purchased per gross square foot
- Number of criminal offenses on campus

**High Performance Mission-Driven System (HPMS)**

*Goal: Through cost-effective, transparent and accountable practices, ensure financial viability and sustainability to ensure UH's ability to provide a diverse student body throughout Hawai'i with affordable access to a superb higher education experience in support of the institutional mission of the university, which includes commitments to being a foremost indigenous-serving university and advancing sustainability.*

UH is committed to accountability, transparency and managing costs including by leveraging our unique status as a unified statewide system of public higher education. Strategies for achieving higher performance will include: providing a diverse student body with multiple entry points and educational pathways across the state; streamlined administrative and support processes; efficient utilization of facilities; exploration and implementation of new instructional approaches; and enhanced use of metrics for productivity and efficiency.

These objectives are achieved with a deep commitment to the institutional mission of UH as a foremost indigenous serving university that advances sustainability at UH and for Hawai'i.

*HPMS Action Strategy 1:*

Employ best practices in management, administration and operations.

**Tactics**

- Implement world-class business practices to advance efficiency, transparency and accountability with sound risk management
- Create effective and efficient organizational structures that leverage the advantages of centralization and decentralization to maximize efficiency and responsiveness to internal and external stakeholders
- Maximize efficient use of facilities and classrooms
- Provide professional and leadership development for UH faculty and staff
- Effectively use metrics throughout the system to advance goals and objectives
- Increase transparency in budgeting and expenditures through improved reporting practices

### *HPMS Action Strategy 2:*

Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system.

#### **Tactics**

- Expand student-centered distance and online learning to create more educational opportunities through use of technology and by leveraging University Centers on all islands
- Develop degrees and certificates, including with distance delivery, as part of integrated pathways for students enrolled across the UH system
- Promote stronger and more comprehensive transfer and articulation policies that are student-centered, transparent and well communicated in order to support student mobility and success throughout the system.
- Promote mission differentiation through the review of academic offerings to identify unnecessary duplication and opportunities for improved collaboration
- Nurture instructional innovations and institutionalize high impact educational practices
- Standardize, centralize and collaborate on shared services to improve operating efficiencies and effectiveness in student support areas such as transcript evaluation, financial aid processing, admissions, monitoring of student progress, early alerts and intervention strategies
- Reduce cost of textbooks

### *HPMS Action Strategy 3:*

UH aspires to be the world's foremost indigenous serving university and embraces its unique responsibilities to the indigenous people of Hawai'i and to Hawai'i's indigenous language and culture. To fulfill this responsibility, the university ensures active support for the participation of Native Hawaiians and supports vigorous programs of study and support for the Hawaiian language, history and culture. In addition to the Native Hawaiian student success agenda within the Hawai'i Graduation Initiative, the following tactics align with the thematic areas set forth in *Hawai'i Papa O Ke Ao*, UH's plan for a model indigenous serving university.

#### **Tactics**

- Prepare more Native Hawaiians to assume leadership roles within UH and the community
- Develop community and public-private partnerships locally and globally that advance UH's indigenous serving goals and share practices globally
- Advance the utilization and understanding of the Hawaiian language and culture throughout the UH System, including through articulated programs of study as well as through informal learning
- Impart a Hawaiian sense of place on campuses through landscaping, signage and the creation of Pu'u Honua

*HPMS Action Strategy 4:*

UH will be a global leader in the integration of sustainability in its teaching, research, operations and service. The university must embrace both indigenous practitioners and global experts to advance Hawai'i's stewardship and use of energy, food, water, land and sea for the well-being of the state and the world.

**Tactics**

- Integrate sustainability across the curriculum using common criteria such as an 'S' designation
- Develop academic programs in sustainability sciences collaboratively throughout the system
- Support research and service around issues of sustainability
- Incorporate sustainability practices, including those derived from indigenous wisdom, throughout the university
- Encourage alternate modes of transportation
- Support Hawai'i's local food economy

*HPMS Action Strategy 5:*

Diversify resource base beyond state appropriations and tuition to support public higher education in Hawai'i.

**Tactics**

- Execute a successful fundraising campaign across all campuses to provide additional support for students, faculty, facilities, priorities and programs
- Actively manage UH land assets to generate revenue, reduce costs and support UH's mission activities statewide
- Execute a coherent strategy for international and non-resident recruitment and enrollment, including through partnerships, that advances revenue goals as well as the educational benefits to Hawai'i students of a globally diverse student body
- Improve revenue generation associated with UH innovations and intellectual property through the Hawai'i Innovation Initiative

*Productivity and Efficiency Measures for High Performance Mission-Driven System (HPMS)*

- Education and related expenditures per completion
- SSH/instructional faculty FTE
- FTE Students/FTE staff (non-instructional, non-EM) ratios
- FTE Students/FTE Executive/Managerial ratios
- Number of programs with low number of graduates per year
- Classroom utilization
- Number of Native Hawaiian employees and graduate assistants (faculty/staff/administrators)

- Student enrollment in Native Hawaiian courses in language and culture (unduplicated count)
- Number of international undergraduate students enrolled in credit courses
- Number of degrees in Health, Education, and Agriculture

## **MINUTES**

### **BOARD OF REGENTS' MEETING**

**NOVEMBER 19, 2015**

#### **I. CALL TO ORDER**

Chair Randy Moore called the meeting to order at 9:16 a.m. on Thursday, November 19, 2015, at Windward Community College, 47-720 Kea'ahala Road, Hale Akoakoa 101, 103, Kāne'ohe, HI 96744.

Quorum (15): Regent Simeon Acoba; Regent Eugene Bal; Regent Wayne Higaki; Regent David Iha; Regent Ben Kudo; Regent Coralie Matayoshi; Regent Michael McEnerney; Regent Barry Mizuno; Regent Randy Moore; Regent Jeff Portnoy (via teleconference); Regent Lee Putnam; Regent Jan Sullivan; Regent Michelle Tagorda; Regent Ernie Wilson; and Regent Stanford Yuen.

Others in Attendance: President David Lassner; Vice President for Academic Affairs, Risa Dickson; Vice President for Administration, Jan Gouveia; Vice President for Legal Affairs and University General Counsel, Carrie Okinaga; Vice President for Research, Vassilis Syrmos; Vice President for Budget and Finance/Chief Financial Officer, Kalbert Young; Interim UH Mānoa (UHM) Chancellor, Robert Bley-Vroman; UH Hilo (UHH) Chancellor, Don Straney; UH-West O'ahu (UHWO) Chancellor, Rockne Freitas; Windward Community College (WinCC) Chancellor, Doug Dykstra; Leeward Community College (LeeCC) Chancellor, Manuel Cabral; Hawai'i Community College (HawCC) Chancellor, Noreen Yamane; Executive Administrator and Secretary of the Board of Regents, Cynthia Quinn; and others as noted.

Chair Moore announced the board would take a scheduled break at 1:00 p.m. for executive session and lunch, and reconvene at approximately 2:30 p.m.

#### **II. APPROVAL OF MINUTES OF OCTOBER 15, 2015 MEETING**

Regent Portnoy moved to approve the minutes of October 15, 2015 meeting. Regent Matayoshi seconded the motion.

Chair Moore noted that Regent Matayoshi had submitted amendments to her remarks that were circulated to the regents.

The motion was put to a vote, and the minutes, as amended, were unanimously approved.

#### **III. PUBLIC COMMENT PERIOD**

Executive Administrator and Secretary to the Board of Regents, Cynthia Quinn announced that written testimony had been received in support of the appointment of Dr. Doris Ching as Interim UHWO Chancellor from the President of the Associated Students of UHWO containing a resolution in support of the appointment, and in opposition to the appointment from Mr. David Mihaila, a former UH student. Late written testimony was received from the UHM Faculty Senate containing a resolution opposing the implementation of the proposed executive policy on programs with low numbers of degrees conferred. All written testimony and late written testimony was distributed to the board.

The following individuals provided oral testimony:

1. Lilikalā K. Kame'eleihiwa, Director of the Kamakakūokalani Center for Hawaiian Studies and member of the Kualii Council and the Pūko'a Council, testified regarding the importance of the strategic outcome of UH being an indigenous-serving institution as it relates to strategic planning and budgetary needs; and concern over the amount of Research Training & Revolving Funds being used towards legal fees involving Maunakea and programs supporting TMT.
2. Dr. Marguerite Butler, Associate Professor of Biology at UH Mānoa and Vice Chair of the UHM Faculty Senate Executive Committee, testified in favor of a substantive reaffirmation of the role of faculty governance and called for a review of administrative salaries at the university based on workload.
3. Bob Cooney, UH Mānoa Faculty Senate Executive Committee Chair, summarized the resolution opposing implementation of the proposed executive policy on programs with low numbers of degrees conferred; the need to review overlap and duplication between UHM and the System and create reform, reduce administration, and save money at the administrative level that benefits students and the university .

#### **IV. REPORT OF THE PRESIDENT**

President Lassner recognized the generous donation of Roy and Hilda Takeyama of a \$1 million commitment to the Academy for Creative Media (ACM) program at UHWO. He noted that Mr. Takeyama was the former Secretary of the Board of Regents from 1968 to 1980, and served as a regent from 1987 to 1995, as member, vice chair and chair, among other service to the university, and founder of the Association of Emeritus Regents (AER), which is a unique organization of former regents available to advise current regents and administration.

Mr. Takeyama made remarks thanking the past board for hiring him as a staff member after he was first employed as legal counsel to the university, and the ACM System Director Chris Lee for starting the program. At 9:37 a.m., the board recessed to thank Mr. and Mrs. Takeyama and present them with lei. The board reconvened at 9:41 a.m.

President Lassner reported on the following news and activities of the month:



1. Regarding the status of the development of University Village at UHWO. The request for qualifications closed, with seven submittals received, currently being evaluated, with the goal being to identify the three most qualified applicants and to solicit full proposals. The board's real estate task group will be invited to review recommendations.
2. The comprehensive study of the UHWO Mauka lands has been received from the external consultant, focused on assessing suitability for a utility-scale photovoltaic (PV) project. The consultant found the land well positioned, soil and exposure good, and adequate land to generate via PV all the power the university consumes on O'ahu. Building the project on hills versus flat land will be more costly. The next challenge is financing and working with the utility company. He thanked Regent Kudo, chair of the real estate task force, for working with administration on this project to help the university substantially reduce energy costs and become carbon neutral on O'ahu.
3. Regarding the status of the Thirty Meter Telescope (TMT) project on Maunakea, Hawai'i, the Supreme Court of Hawai'i issued a stay on the permit for TMT until further notice or December 2, 2015. TMT announced it will not be proceed as planned to perform vehicle maintenance and other activities. UH has publicly announced the decommissioning of the last of three telescopes the university will decommission before TMT is operational, which is the equivalent of 25% of the observatories at the summit. The processes to decommission the observatories are governed by the Comprehensive Management Plan (CMP) that was approved by both the Board of Regents and the Board of Land & Natural Resources, are complex and have environmental implications depending on the nature of observatory. The Department of Land & Natural Resources has been notified that the decommissioned sites would be restored and not reused for further astronomy development.

#### Report of Host Campus

WinCC Chancellor Dykstra presented a report on WinCC's program for adult learners called Papai o Ko'olau program. The presentation covered the program's purpose, its foundation, first year measures (enrollment and success), second year measures (retention, graduation, transfer), and personal perceptions from students about the program (Student Perceptions of Paipai o Ko'olau). Chancellor explained how the program is funded with a four year, \$950,000 grant from the Harold K.L. Castle Foundation. The program targets adult learners, age 25 to 45, which is aligned with the needs of the Windward district's aging community and 15% decline in the number of traditional age students graduating from area high schools.

Questions were raised regarding efforts for recruitment, future funding, and expansion. Ms. Santos, program director, explained how recruitment involves working with community partners and specific events for the target population. The program is modeled after the Wai'ale'ale Project at KauCC, initiated by Mr. Jim Lally, and expanded to WinCC and KapCC. As to funding, the UH Foundation (UHF) provides

assistance. There are two years left on the grant that will be utilized creatively and strategically to broaden services to support the larger body of students at WinCC. Chancellor Dykstra added that they are pursuing other funding from the U.S. Department of Agriculture for scholarships for students enrolled in its Supplemental Nutrition Assistance Program (SNAP), with a target to enroll 100 students.

The board congratulated Chancellor Dykstra and the Papai o Ko'olau program team on the outcomes and noted the importance of these types of programs, and the need to continue implementation on a systemwide basis.

#### **V. QUARTERLY REPORT OF THE UNIVERSITY OF HAWAI'I FOUNDATION**

UHF President, Donna Vuchinich, thanked the regents for their service and commitment to the university. She summarized the fundraising results that were distributed in the materials. As of November 18, 2015, \$18.2 million of the annual goal of \$66 million was met, and it was expected that first quarter is slow, there are increases each quarter, and they are likely to be at 40% by year-end. UHF has staffing shortages that will be addressed when the new vice presidents starts December 10, and recruitment for a few more major gifts officers is finalized. Employment is good across the country, and these positions are difficult to recruit.

Chair Moore reminded regents that the capital campaign will be discussed in more detail in executive session.

#### **VI. QUARTERLY REPORT ON EXTRAMURAL FUNDING**

VP Symos provided an overview of the quarterly performance of extramural funding and metrics. He reported how the extramural awards for the first quarter are down by 12.5%, training awards are holding steady and higher than last year, and research awards are approximately 15% lower than last year. There is concern because the first quarter is usually very strong, which is being assessed as to whether this is an isolated phenomenon, or a matter of timing, lack of effort, or success. Certain large awards are expected in the third and fourth quarters, which may help balance out the slower quarters.

Regarding research and innovation metrics, provisional patents continue to increase, as the number of invention disclosures last year were very high; the number of non-provisional patents are steady; the number of license agreements are higher; revenues are lower for the first quarter, but expected to do quite well this year and the internal target increased from \$250,000 last year to \$400,000 this year.

A question was raised about the disposition of revenue raised from royalties and patents, reasons for spikes in royalty revenue, and efforts to increase the number of licensing option agreements. VP Symos explained that the revenue is deposited into a fund managed by the System to pay salaries, attorney fees for patents, and new business, and spikes in revenue is due to timing of payments made. The number of

licensing option agreements is tied to the number of patents in the portfolio, and a marketing structure to attract interested individuals, handled by the Office of Technology Transfer & Economic Development.

## **VII. COMMITTEE REPORTS**

Chair Moore noted that summaries of the committee meetings were included in the materials.

### **A. Report from the Committee on Academic and Student Affairs**

Academic & Student Affairs Committee Chair Putnam summarized the committee report attached to these minutes (Attachment 1). Chair Putnam, Regent Wilson, and VP Dickson provided a powerpoint presentation (Attachment 2) on the Association of Governing Boards (AGB) conference they attended on Strengthening Board Committees regarding their feedback on the workshop; the fiduciary responsibility of boards; the purpose and responsibility of committees, best practices for effective committees, and trends in the current environment that affect committees; the purpose of the Committee on Academic & Student Affairs; five basic responsibilities, and what is needed to accomplish them, and pitfalls.

Committee Chair Putnam commented in support of conferences, noting opportunities for peer comparison, and learning about trends and new ideas. The board is consistent with the trend to consolidate committee structure, and reorient the board from transactional to strategic emphasis. It was noted that the board is smaller in size and shorter in length of terms than other institutions; UH is among the institutions leading in developing a culture of evidence-based decisionmaking; and campus security is shifting to policing in part due to uncertainty and troublesome times. Regarding faculty trends, nationally there is an increased use of contingent faculty, unlike at UH. VP Dickson commented about how the conference afforded administration and regents to align perspectives to the proper role of a committee and focus on policy and oversight. She added how contingent faculty is a national issue, with some institutions having upwards of 60% of their courses taught by contingent faculty, which impacts faculty availability for service and governance. Regarding contingent faculty, UH Systemwide has approximately 35% of courses taught by contingent faculty, with UHM at 28%, which is much lower than the national average. There is a healthy number of tenure track faculty overall to run the institution.

Questions were raised regarding assessment and feasibility of increasing the number of contingent faculty given the budget problems and the economic situation, and level of participation of the Research Corporation of the University of Hawai'i (RCUH) personnel in shared governance at UH; and whether contingent faculty reflected credentials of individuals. VP Dickson explained how some institutions hire contingent faculty because of budgetary reasons, because the positions are less expensive since they are not paid to do governance and service to institution as are full-time tenure-track faculty. Other departments have difficulty to recruit specific

experience, full-time expertise is not needed (such as nursing or business), or private, not-for-profit and profit, institutions rely on part-time faculty, or focus on teaching rather than research. The percentage of contingent faculty at UHM refers to the number of courses taught by contingent faculty. RCUH personnel who teach courses are included in the numbers. In order to teach in accredited programs (e.g., business), all faculty, including contingent faculty, must meet specific criteria, and all departments have criteria for people who teach the classes. Contingent faculty is a reflection of their status as non full-time, non tenure-track individuals. Full-time tenure-track faculty perform a tremendous amount of work beyond the classroom in terms of service to the institution and governance, and if there are not enough faculty to do this the institution suffers greatly and accreditation can be impacted. No additional comments or questions from the board were raised.

**B. Report from the Joint Committee on Budget & Finance and Planning & Facilities**

Budget & Finance Committee Chair Sullivan summarized the committee report attached to these minutes (Attachment 3).

Chair Moore noted that three of the items mentioned in the committee report are on the consent agenda (amendments to policy regarding summer tuition rates; naming opportunity for Palamanui campus; and delegation of authority to president to negotiate a lease for real property in Hilo).

**C. Report from the Committee on Independent Audit**

Independent Audit Committee Chair Yuen summarized the committee report attached to these minutes (Attachment 4).

Regent Portnoy reiterated concerns over the lack of understanding for how complaints are filed under the present system while the formal whistleblower program is being initiated. He urged administration to clarify this matter to constituents during the interim. No additional comments or questions from the board were raised.

**D. Report from the Committee on Intercollegiate Athletics**

Intercollegiate Athletics Committee Chair Portnoy summarized the committee report attached to these minutes (Attachment 5). No additional comments or questions from the board were raised.

**E. Report from the Committee on Personnel Affairs**

Personnel Affairs Committee Chair Matayoshi summarized the committee report attached to these minutes (Attachment 6).

Regent Portnoy indicated that he intends to vote in favor of the consent agenda item

recommending approval of interim approval process of salaries for Executive & Managerial (E/M) personnel, but reiterated his belief that the board should not be involved in salary considerations for any university employees, except for the president, aside from setting the budget within which the president has to work. He hopes the board can move towards that direction going forward. Committee Chair Matayoshi explained that the board has been working on this for the past two years, and 70% of the individuals in the salary survey were unhappy with the way salaries were done. The board is working towards removing itself from the process, but needs to be confident about the ranges that are in place, and the basis for the salary structure are appropriate and fiscally responsible for the university. No additional comments or questions from the board were raised.

#### **F. Report from the Committee on Planning & Facilities**

Planning & Facilities Committee Chair Kudo summarized the committee report attached to these minutes (Attachment 7). He encouraged better communication with students (e.g., social media, student newspapers) to share the rationale of decisions to ensure students understand the issues. Chair Moore explained that he and Student Regent Tagorda have met with the Associated Students of the University of Hawai'i (ASUH) and UHM Graduate Student Organization (GSO), and will be more aggressive in making themselves available to the various student organizations. He added how misconceptions in the press exist on the campus as well. A number of student issues are administrative and not governance issues. Regent Tagorda added that she and Administration attends monthly meetings of student caucus, which is a convening of all of the student governing boards from each campus. She suggested they could be more purposeful in what they do and present and provide an opportunity to field questions. No additional comments or questions from the board were raised.

#### **G. Report from the Committee on Research and Innovation**

Research & Innovation Committee Chair Bal summarized the committee report attached to these minutes (Attachment 8).

Questions were raised about how the metrics would be utilized in the future and how return on investment is measured, the difference between provisional and non-provisional patents, and measuring the intrinsic value of research beyond financial value.

Committee Chair Bal explained that the committee had adopted 20 metrics to review progression regarding research and innovation and VP Symos has established empirical information and targeted values. VP Symos indicated these metrics will be used to determine where to strategically invest going forward, and can be used as part of the tenure process for faculty. The provisional patent is the least expensive way to protect a discovery for a year, costing approximately \$1,000, and provides time for the university to examine whether it should be a permanent patent, which can cost tens of thousands of dollars in legal fees. The scholarship also makes an institution great,

beyond funding. No further additional comments or questions from the board were raised.

### **VIII. ITEMS FOR DISCUSSION & APPROVAL**

#### **A. For Approval**

##### **1. By Consent Agenda**

- a. **Board Policy Amendments Regarding Summer Tuition Rates**
- b. **Naming Opportunities for Palamanui Campus**
- c. **Delegation of Authority to President to Negotiate a Lease of Real Property Located at 660 N. A'ohuku Place, Hilo, Hawai'i**
- d. **Recommendation for Approval of Interim Approval Process of Salaries for Executive & Managerial Personnel, Effective January 1, 2016**

Regent Wilson moved to approve the consent agenda, Regent Mizuno seconded the motion.

Regarding the amendment to board policy on summer tuition rates, regents expressed concerns that the amendment delegates authority to the president but regents remain accountable for the overall affordability of education. It is recognized that tuition is revenue that also helps operations and in balancing the budget, but academic purposes should be the priority in setting summer tuition. A discrepancy was noted that refers to the term citizen, which would be taken under advisement with the University General Counsel to correct.

The motion to approve the consent agenda carried by unanimous vote.

- 2. Approval of Indemnification Provision in a Material Transfer Agreement (MTA) and Data Transfer Agreement (DTA) between the Breast Cancer Association Consortium (BCAC) and the University of Cambridge**
- 3. Approval of Indemnification Provision in a Material Transfer Agreement (MTA) between University of Hawai'i and Uppsala University, Sweden**

Chair Moore explained that indemnification agreements in research are commonly required because state law exempts state agencies from indemnification requirements in contracts. The Legislature specifically authorized the Board of Regents to approve indemnification agreements in these situations, which the board can do upon recommendation of the president and review by CFO that the risk is appropriate or covered by insurance. Because of the transactional nature of this matter, the board is currently researching whether this can be delegated to the president with proper safeguards.

A question was raised regarding how the CFO quantifies the risk. VP Symos explained how DTAs are straightforward data transfer for publications with pretty minimal risks. MTAs involve physical specimens, and risk depends on whether the physical specimen is a biohazard. In this instance, there is minimal risk involved

because the research involves non-biohazard specimens shipped in accordance with health & safety regulations.

Regent Kudo moved to approve the two indemnification agreements, Vice Chair Sullivan seconded the motion, and the motion carried by unanimous vote.

**4 Delegation of Authority to the Board of Regents Independent Audit Committee to Review and Accept the University of Hawai'i Audited Consolidated Financial Statements for the Year Ended June 30, 2015 on behalf of the Board**

Chair Moore explained that this matter involves the board delegating authority to the Committee on Independent Audit to review and accept the external audit in December so that the UH can meet the Governor's December deadline for all state agencies to submit their respective audit to the State Department of Budget & Finance in December. The Executive Branch then must prepare and submit the consolidated state audit by January. The full board will review the consolidated financials in January.

Regent Yuen moved to approve delegating authority to the Committee on Independent Audit to accept the external audit, Vice Chair Bal seconded the motion, and the motion carried by unanimous vote.

At 11:34 a.m. the board went into recess. The board reconvened at 11:42 a.m.

**B. For Information Only**

**1. Deep Dive on the UH Athletics Program**

Intercollegiate Athletics Committee Chair Portnoy explained how the topic was identified at last year's board retreat, and recognized UHM Athletics Director David Matlin and the Athletic Department for the effort to prepare the materials. Chair Moore added that the deep dives are informational briefings and discussions to provide context for the board to take into consideration in future decisionmaking.

**UH Mānoa Athletics Program**

Interim UHM Chancellor Bley-Vroman explained his perspective about how UH athletics is important to the state and the people of Hawai'i in terms of identity, an economic engine, and that this presentation illustrates how UH is fully committed to developing an athletic program that is strong and financially viable on the long-term.

AD Matlin gave a presentation summarizing the detailed materials distributed to the regents that covered baseline and benchmarking; athletic performance/comparison to peers (financial model, external support to athletics, unique Hawai'i challenges); athletics benefit to the State and UH; changes on the horizon, a balanced financial model plan, partnering plans with stakeholders; and a timeline to accomplish the goals.

Benefits to athletes such as Cost of Attendance (COA) and supplemental meals continue to increase across the nation. To be competitive, UHM began paying about \$256,000 in stipends (\$1,000 per scholarship athlete), funded mostly through private donations. Recent court cases, such as O'Bannon and Kessler, might cause increases in the supplemental costs in the near future. Other expenses outside of legislative appropriations include competitive improvements, such as recruitment enhancements, and minor work on facilities to improve the health and safety of venues.

Highlights included that 90% of Division I schools operate in a deficit and UH's deficit is rather small in comparison; UH's level of institutional and governmental support is relatively lower to peers; because of Hawai'i's geographic location, UH has a \$5.2 million NCAA mandate to pay for travel costs to Hawai'i for opposing teams that no other mainland-based schools bear. The goal is to have a balanced financial model based on four categories to pursue with shared responsibility among the athletics department, the UH, the Legislature, Governor, people of Hawai'i and students. AD Matlin shared his perspective from his first six months on the job meeting with UH representatives, students, media, corporate sponsors, and fans that the UHM athletics program is held as not only UH Mānoa teams, but rather as Hawai'i's Teams.

Intercollegiate Athletics Committee Chair Portnoy concurred on how important sports are to the university, the community and students. He has heard that some opponents are trying to gain competitive advantage by spreading rumors to potential recruits about UH athletics program being in the last days and football will no longer be a Division I sport. It is important for administration and the regents, at the appropriate time to let the world and community know we are committed and that Division I sports and football in Hawai'i.

Questions and comments were raised regarding efforts to explore other funding sources and community support needed to reach the \$14 million in additional revenues by 2020 to run a competitive program; the action plan to garner student support in meeting projected revenues, correlation of fiscal impact to the performance of teams; how peers handle athletic departments deficits; whether utilizing the term deficit is appropriate when the shortfall is funded by UHM campus operations; contingency plan for the deficit; sharing or allocating costs of scholarships with affected departments; ratio of total athletics department budget to current student fees collected; updating the Historical & Current Financial Results chart to reflect funding from UHF; and the status of the Aloha Stadium rent negotiations.

Regent Yuen left the meeting at 12:08 p.m.

AD Matlin explained that the current plan is a road map open to modification and additional ideas as it is shared with the community and stakeholders, models could change with the conference, and COA initiatives could be scaled back if necessary. This plan was provided at an Athletics Advisory Board, feedback from ASUH and GSO representatives regarding a student fee increase was gathered. A draft plan for



students on the benefits and costs is being created. There is a fiscal impact on team performance depending on the sport. Football is significant, with ticket revenues of \$2.9 million, over \$5 million in a good year, and volleyball is about \$900,000 in ticket revenues. The Legislature has not appropriated separate funding specifically for athletics. Some institutions have done studies to quantify the impact of athletics on philanthropic support for the university, and others on increase in applications after a bowl appearance. In terms of how other public universities handle deficits in their athletic departments, he assumes institutional support makes up the difference. Chancellor Bley-Vroman explained that any deficit would impact the overall balance of carry forward funds of the university as the deficit would be by the UHM operating budget. It is important to find sources that do not burden the university, and they feel direct governmental support of athletics is the best approach. The total athletics budget for Fiscal Year 2015-2016 is \$37 million of which about \$1.7 million was collected from student fees. Regarding Aloha Stadium rent negotiations, AD Matlin indicated that UH pays costs (approximately \$100,000) associated with games instead of rent. He had several discussions with Aloha Stadium Manager Scott Chan, and understands that the new panel convened by Lt. Governor Tsutsui to advise him on prospects for creating a state sports commission is considering a new model/stadium. In the past six months, Aloha Stadium has given UH \$150,000 in revenues from the CBS sports contract.

#### UH Hilo Athletics Program

UHH Chancellor Straney explained that UHH has 12 Division II sports teams that benefit students, engage the community, and benefit the economy. Division II athletics have a different conference, challenges, and context. The UHH athletic program did not run a deficit this year due to the effort and work by the department.

AD Patrick Guillen gave a presentation on UHH Athletics, explaining the NCAA Division II structure, the PacWest Conference participating schools and colleges, Vulcan sports teams, demographic information student-athletes, recent successes, travel challenges, and impact on student performance. PacWest average expenditure comparison (budget, grant-in-aid, scholarship equivalencies), and challenges.

AD Guillen explained that five years ago at the National Division II Convention the Life in the Balance initiative was passed that decreased playing and practice seasons for all sports except football, and implemented a mandatory one week black-out period in December where no activity (e.g., strength & conditioning, practice) was allowed so that student athletes may spend time with their families. Regarding financial aid, there are very few full ride scholarships; partial-scholarships are balanced with federal financial aid, academic aid, college work-study, and part-time jobs; one out of every two athletes has the opportunity to participate in championship games, there is less missed class time and less expenses by utilizing a strong emphasis on regional competitions and National Championship Festivals that occur only once every three years, rotating between fall, winter and spring sports for all programs in one location. The PacWest Conference consists of 14, 12 of which are private, and 2 are public, and has doubled since UHH joined, 4 schools are located in the islands, 7 schools in California, and one

in Utah. UHH participates in more than 50 community service/civic engagements per year. Aside from travel challenges, the first priority for UHH is getting a plan in place for academic success center site, increasing personnel and support; addressing substandard facilities (e.g., no drainage on soccer field so games must be played on baseball outfield); exploring student fees as UHH is the only western NCAA II program that does not have an athletics fee for students; increasing the less than \$5,000 year assistant coach salaries to recruit and retain high quality assistant coaches and provide a great student athlete experience.

AD Guillen concluded with sharing that he is honored to work at UHH, grateful for the supportive community and dedicated staff, and anticipates further progress with athletics at UHH.

Questions and concerns were expressed regarding level of funding of the \$3.3 million budget to address the volume of backlog of repairs and maintenance (R&M) for directly-related athletic facilities; status of addressing HVAC and humidity issue at the gymnasium; plans for a new gymnasium to reduce injury, ensure player safety and reduce liability; and source of funds for basic needs of the program.

AD Guillen responded regarding the HVAC and humidity issues, large ceiling fans and airflow barriers around the doors have been installed, but the humidity and heat generated by the games accumulating water on the floor remains a challenge. There had been 14 injuries in the last three months alone as a result of the gym floor. Chancellor Straney noted that the money spent on traveling to an increasing number of competitions on the mainland could have gone towards addressing some of the facility issues. However, these facility issues are part of the campus R&M plan. He feels UHH needs to take a careful look at an athletics fee, but have not begun discussions with students yet. On the Big Island, Vulcan athletics is an important priority for the community, and they will be talking with the community about philanthropic efforts to support the athletics program in the future.

Chair Moore called for a recess to break for lunch and a motion for executive session, and that the board planned to reconvene at approximately 2:15 p.m.

#### **IX. EXECUTIVE SESSION**

Upon motion by Regent Acoba, seconded by Regent Putnam, the Board unanimously approved convening in executive session, pursuant to HRS §92-5(a)(7), to discuss fundraising, and HRS §92-5(a)(2), to discuss personnel matters. The Board convened in executive session at 12:47 p.m. Following a motion to come out of executive session by Regent Putnam, seconded by Regent Acoba, which was unanimously approved, executive session was adjourned at 2:15 p.m.

The meeting reconvened at 2:18 p.m. Chair Moore stated that the board went into executive session to discuss confidential fundraising and personnel matters as indicated on the agenda.

## **VIII. ITEMS FOR DISCUSSION & APPROVAL cont.**

### **2. Report on Strategic Directions Metrics for FY2014-2015**

President Lassner presented the status of 9 metrics adopted by the board in January 2015, and that administration sought feedback from the regents on the format of the annual report. VP Dickson provided a powerpoint presentation that summarized the UH Strategic Directions Measures, and the university progress in terms of reaching the long range goals.

Questions, concerns and comments were raised regarding whether deferred maintenance (DM) at UHM and other campuses were reducing at the correct rate; the projected date for the PV project on the mauka lands at UHWO; whether the graduation rate for first-time, full-time students at UHWO is lower than expected; whether or not the measurements include non-traditional and military students; whether or not some goals might be too modest; and including in future presentations a narrative on the rationale regarding mitigation plans on variances and improving results.

VP Dickson explained that DM at UHM has increased and is generally much lower at the other campuses. There is no projected date for the PV project, and consumption is managed to avoid penalty when rates fluctuate. The 2009 cohort at UHWO is new, which impacts the graduation rate, but UHWO has a very high transfer rate. Non-traditional and military students are included in student achievement numbers and graduation rate numbers if they are first-time freshmen or full-time students. Targets were reassessed, but found best to remain unchanged until more data on achievement over time is collected to compare against peer groups. Enrollment is decreasing nationally, but the affect Hawai'i is unknown at this time. More students leave Hawai'i for an education than most other states. President Lassner added that the officers and chancellors had robust conversation when these goals were set, the first year baseline is always a little odd, but target goals of 4% to 6% in number of graduates translates to significant growth over a sustained 6 year period. As data for this report are available in October, he suggested the report be presented annually in January, which allows time for campuses to review and discuss outcomes and next steps to share with the board.

### **3. Plan for System and UH Mānoa Organizational Structures**

President Lassner provided a powerpoint presentation (Attachment 9) on the plan for the UH System and UHM organizational structure that provided the background for the review; key relevant principles; plan of action for functional areas of research, construction, human resources, government relations, communications, and finance; steps to improving UHM-System collaboration; summary of UHM-specific responsibilities; and next steps. He explained that some of reorganization plans involve consultation with the unions, and therefore difficult to project a completion date as the consultation process can vary in length and complexity. As the reorganization will be done in full accord with all the policies regarding consultation and approvals, and some

may be delegated while others may require board approval. He wanted to immediately initiate the UHM chancellor search as it was clear that UHM is recruiting a chancellor to lead the UHM campus in a highly integrated system that is reliant on shared services, which is a different job than many chancellors around this country.

The board appreciated the effort and the attempt to delineate the respective roles, but also would expect reduction or consolidation of positions. President Lassner explained how in a unionized environment the preference is reassignment into areas where there are resource gaps, and resulting vacant positions would be eliminated. Administration has identified both excess positions and areas where positions are lacking, and will need the flexibility to move and deploy people. Areas of dual reporting, dual titles and job sharing at the executive level side will most likely achieve savings, and does not involve union consultation.

Extensive discussion was held regarding the necessary change in culture to centralize management of the university; whether it was premature for a UHM chancellor search given the challenges and uncertainties as to whether the plan would work; the need for a contingency plan should the plan to improve efficiency and effectiveness not work; and whether the reorganization plan must be approved before moving forward with a search.

A point of order was raised regarding whether the board could vote to authorize the search since this was an informational item only on the agenda. Chair Moore concurred that the item is not for approval, and clarified that the Committee on Personnel Affairs previously approved the salary range and the search was premised on the board's satisfaction and comfort with the direction the organization was moving. Further discussion ensued on the scope of board authority regarding the current plan and the chancellor search process.

At 3:26 p.m., Chair Moore asked to recess to consult with general counsel on the board's authority. Having no objection, the board recessed to consult with general on questions pertaining to the board's scope of authority on the matter.

The board reconvened at 3:36 p.m. Chair Moore explained that after consultation with general counsel, the board would not be voting on whether to proceed with the UHM chancellor search today as the understanding was the president would proceed with a UHM chancellor search once the board was satisfied that a reorganization was in process. President Lassner today reported on the plan and the progress to date. Therefore, the conditions by the Committee on Personnel Affairs placed to proceed with a chancellor search have been met. The final reorganization is not expected until after consultation is concluded.

Further discussion ensued regarding the process. Vice Chair Sullivan recounted that the board approved the WICHE report and recommendations, including keeping the president and UHM chancellor positions separate. One of the most critical recommendations was for administration to clarify roles and responsibilities between

UHM and the System. Therefore, one of the conditions the board gave was for President Lassner to report back on progress on the reorganization. The first steps to start the search have been taken, and she requested the board be given regular status updates on the progress of the reorganization and how the job description for the chancellor position is coming together.

Chair Moore explained that the Committee on Personnel Affairs met before there was any evidence of a reorganization taking place, so they requested that no search be started until there was a clear delineation of roles and responsibilities for the two positions to be optimally effective. He read aloud a statement from Regent Matayoshi regarding the discussions on reorganization that took place at the Committee on Personnel Affairs meeting:

"In accord with current policy, the committee approved in Executive Session a salary range for the position of chancellor at UH Mānoa. However, the board decision in September to keep the positions of chancellor and president separate was accompanied by a directive there be a substantial reorganization between the System and Mānoa to improve efficiency and effectiveness. The board has already requested an update on that reorganization at its meeting later this month. Pending that discussion with the full board, the president is not authorized to begin the search for a Mānoa chancellor."

Chair Moore stated that the discussion regarding reorganization has been held and the condition has been satisfied. There was nothing in the language that implied a UHM chancellor search should not begin until the reorganization was complete.

President Lassner explained that a search committee for the UHM chancellor position will be formed, the position description will be updated, an advertisement will be placed, and he will report back to the board on the progress in January.

## **X. ITEMS FOR APPROVAL (continued)**

### **A. Personnel Actions (A-1 for approval)**

Regent Wilson moved to approve the personnel actions on Attachment A-1. Regent Mizuno seconded the motion. The motion carried upon unanimous vote.

## **XI. ANNOUNCEMENTS**

Chair Moore announced that the next board meeting is January 28, 2015 at UH Mānoa.

## **XII. ADJOURNMENT**

There being no further business, Regent Matayoshi moved and Regent Portnoy seconded the motion, and with unanimous approval, the meeting was adjourned at 3:57 p.m.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Cynthia Quinn', with a long horizontal flourish extending to the right.

Cynthia Quinn  
Executive Administrator and  
Secretary of the Board of Regents

University of Hawai'i, Board of Regents, 2444 Dole Street, Bachman 209, Honolulu, HI 96822  
Telephone No. (808) 956-8213; Fax No. (808) 956-5156

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**Committee Chair Report  
UNIVERSITY OF HAWAI'I  
BOARD OF REGENTS' COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS**

The Committee met on November 5, 2015.

Vice Chair Tagorda reported on the 6<sup>th</sup> Annual Complete College America (CCA) conference which she attended along with Vice President for Academic Affairs Risa Dickson (UH System), Associate VP for Academic Affairs Joanne Itano (UH System), Joanne Taira (UH System), Chancellor Erika Lacro (HonCC), Interim Associate VC Kelly Oaks (UHH), Director of Advanced Technologies Gary Rodwell (UHM), and Hawai'i State Representative Choy. CCA promotes five game changers:

1. Performance Funding
2. Co-requisite remediation
3. Structured schedules
4. Full-time is 15 credits
5. Guided pathways

UH is on track in all five areas and is in the vanguard for the last two. The STAR system is widely recognized as a best practice initiated by the University.

The Committee reviewed the proposed work plan for the year and added an annual self-evaluation.

Vice President Dickson reported on program actions during the preceding academic year, including 6 new degrees or certificates approved by the Board, 5 provisional or established programs discontinued by the President, and a large number of curricular changes approved under delegated authority. The Committee noted that faculty and campus administrators were diligent about keeping program offerings relevant and current.

The Committee reviewed the annual report on program reviews and the schedule for upcoming reviews. For the most part, these are proceeding in a timely manner. The committee emphasized the importance of maintaining program quality through regular reviews.

The report on programs with small enrollment or low degree production revealed a diversity of underlying factors. The committee will continue to monitor this on an annual basis and requested addition of an update column to show programs moving off or coming onto the report in the future.

The Committee thanked Vice President Dickson, her staff, and all the faculty and administrators who were responsible for compiling the information in these reports. The reports represent a lot of conscientious attention and they are critical to ensure that academic programs are consistent with the UH mission and strategic plan, that they are appropriate to needs of students, and that there is ongoing assessment of educational quality for continuous improvement.

The Committee met in executive session for personnel matters pursuant to HRS §92-5(a)(2) on emeritus title recommendations. The committee recommends two actions for board approval as shown on the agenda in Attachment A-1.







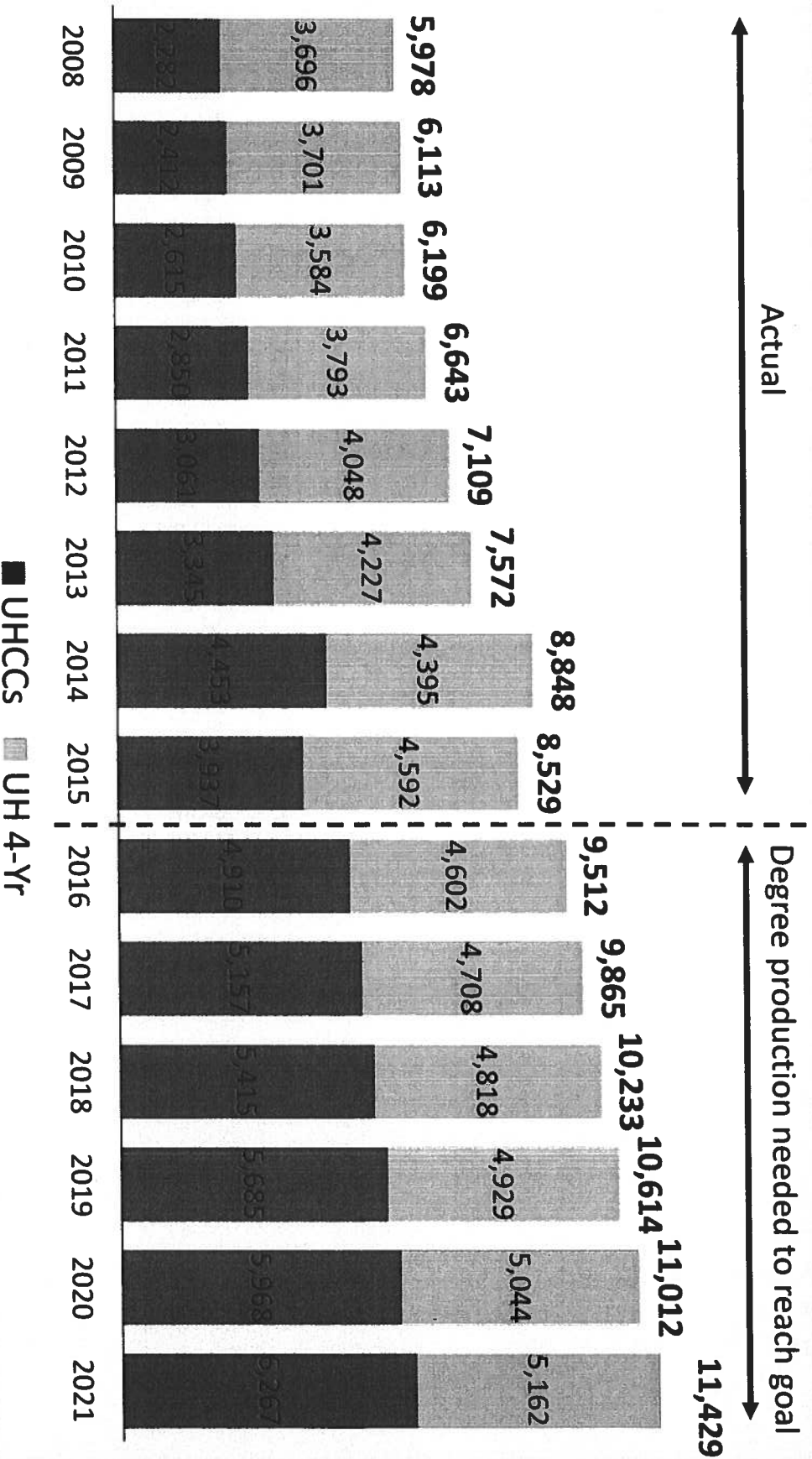
# UH Strategic Directions Measures and Goals

Presented to the University of Hawai'i Board of Regents  
By Risa Dickson, Vice President for Academic Affairs  
November 19, 2015

# Summary of Strategic Directions Measures

- I. Number of degrees and certificates
- II. Graduation Rates
  - A. IPEDS 100% and 150%
  - B. Student Achievement Measure
- III. Enrollment to degree gap for Native Hawai'i students
- IV. Enrollment to degree gap for Pell students
- V. Number of inventions, disclosures, patents, licenses, and startups
- VI. Total extramural funds
- VII. Number of STEM degrees
- VIII. Deferred maintenance
- IX. Electricity purchased

# Bachelors and Associates Degree Production Needed to Reach P-20 55 By '25 Goal

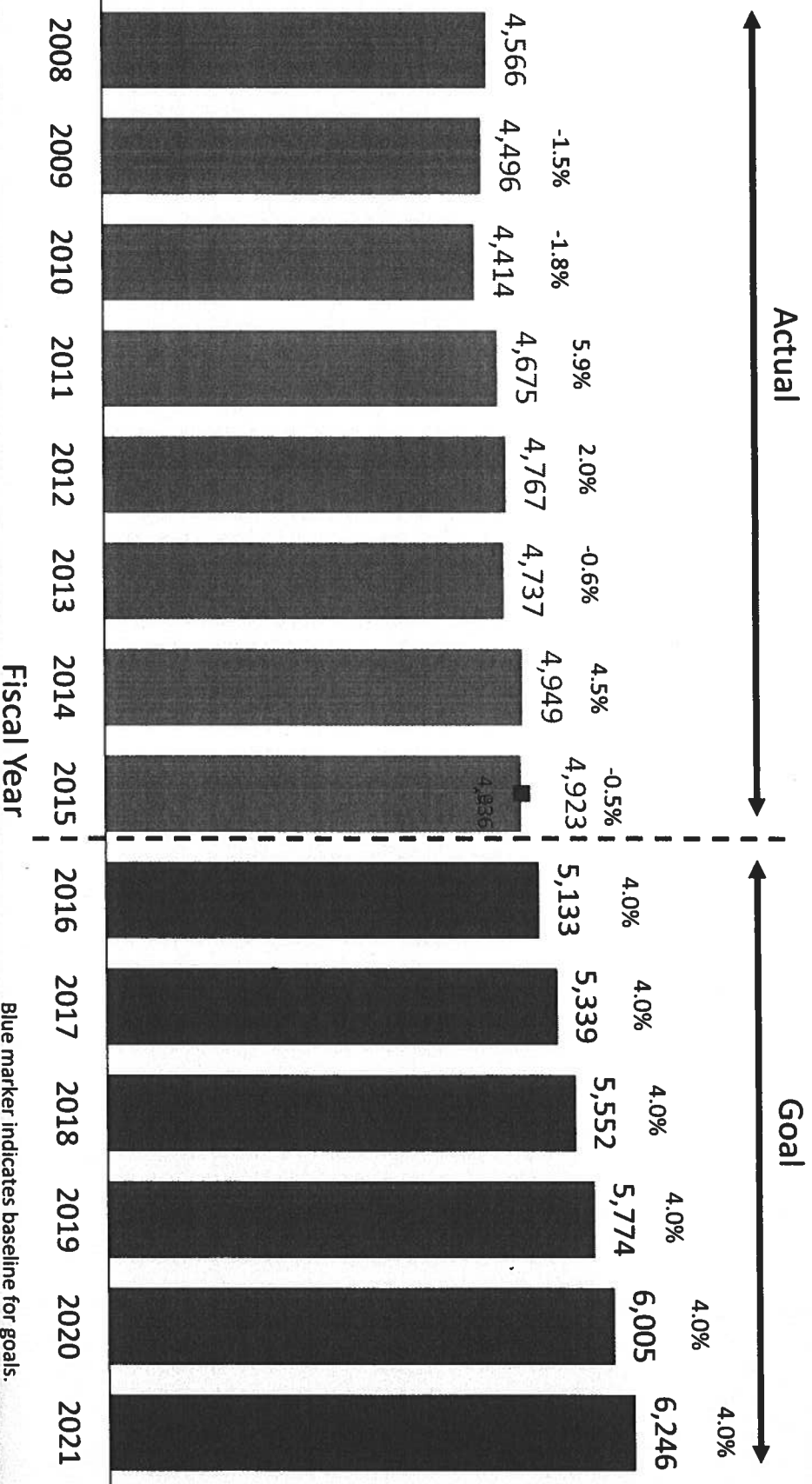


# I. Goal for Number of Degrees and Certificates

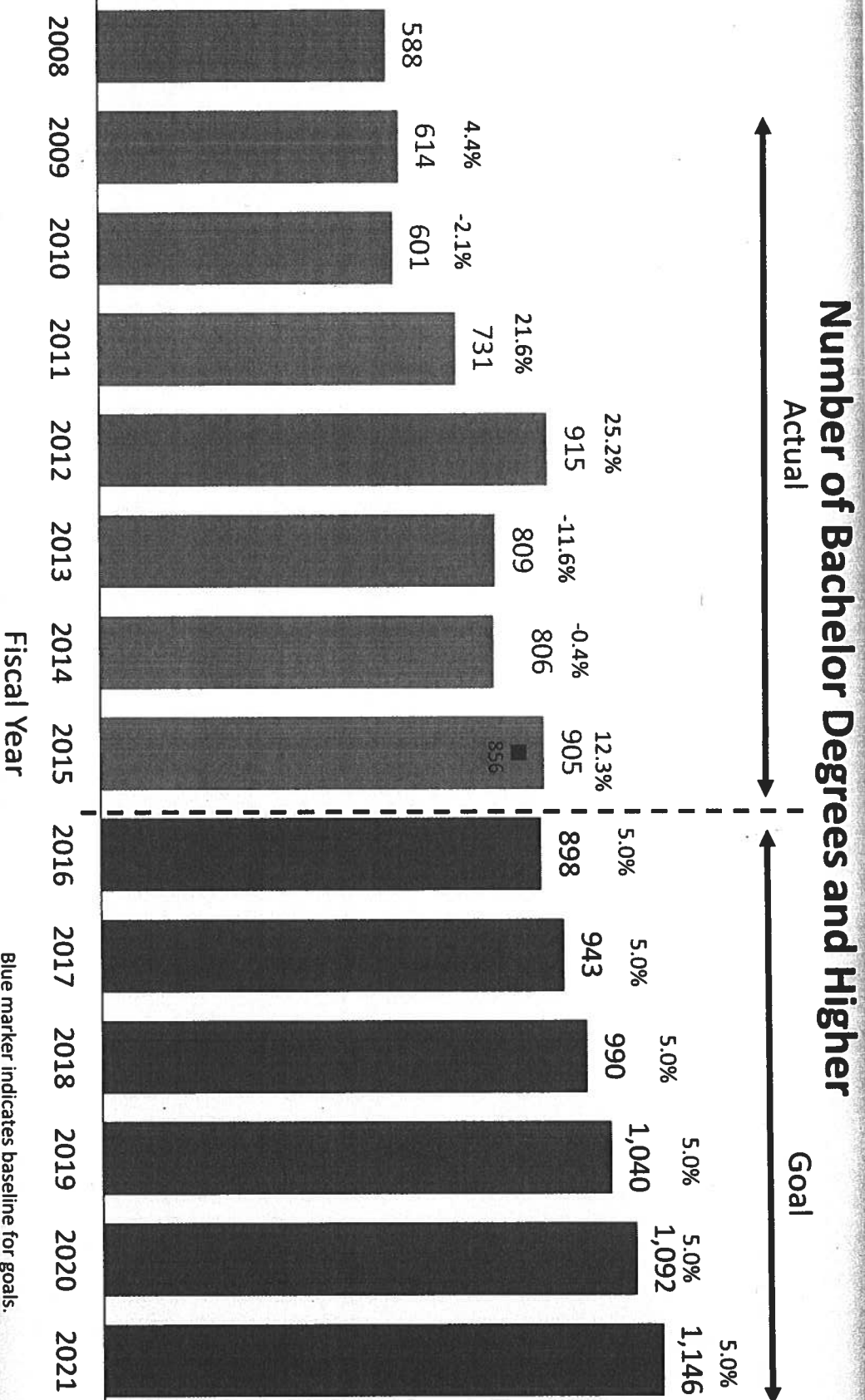
- Definition: Includes all degrees as well as certificates with duration of one year or more (Certificate of Achievement and above) awarded for the fiscal year as reported to IPEDS. Based on end of semester freeze.
- Use number needed to meet P-20 2025 goal, assuming that private institutions continue to produce degrees at historical levels (low growth) and including certificates of achievement and graduate degrees. Calculate degree and certificate goals using average of FY 2014 and FY 2015 as base.
- The annual increase is 4% for MAN and 5% for HIL and the UHCCs. For WOA, the annual increase is 5% for the first three years and 6% thereafter.

# Degrees Earned UH Mānoa

## Number of Bachelor Degrees and Higher

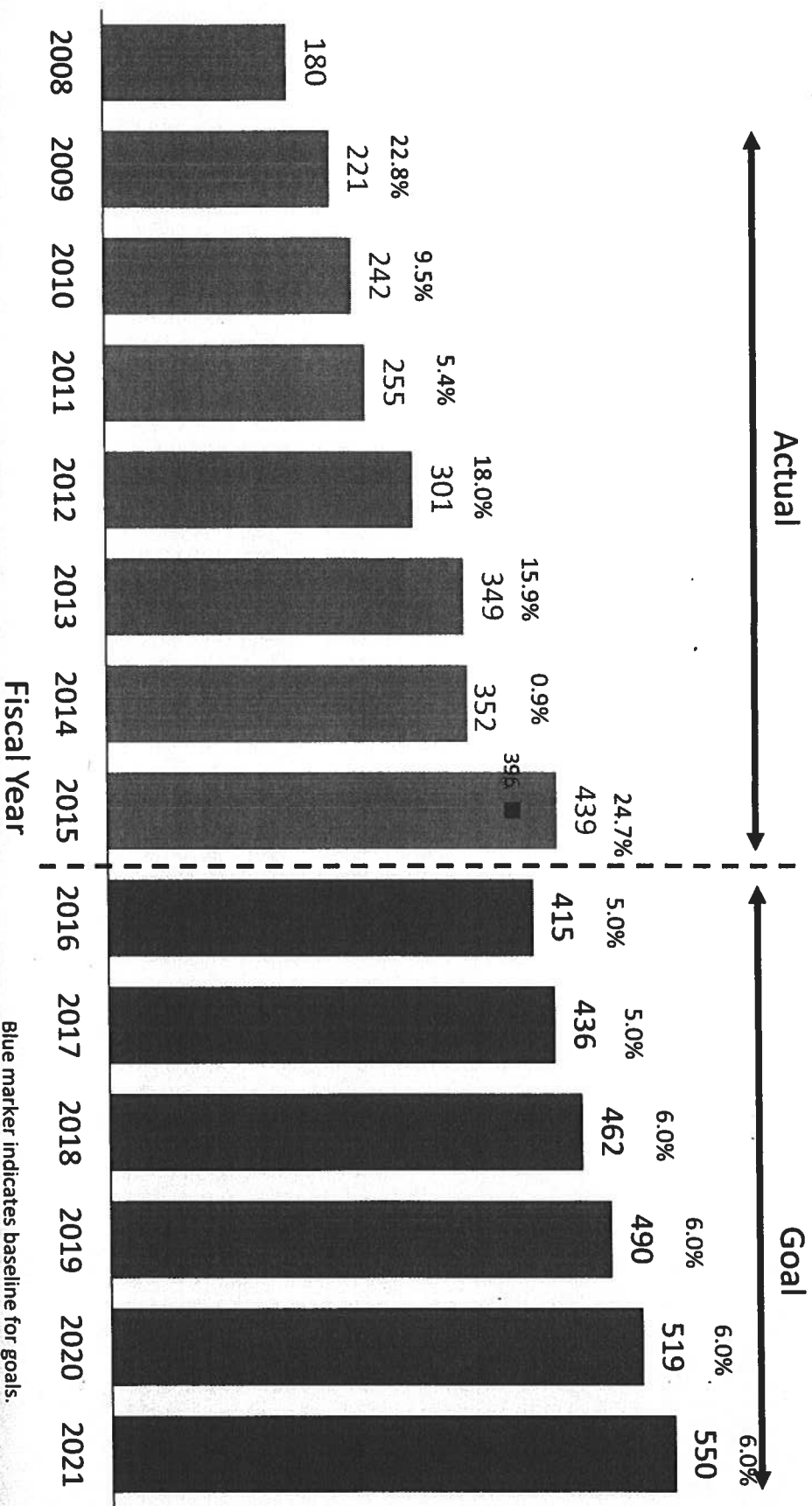


# Degrees Earned UH Hilo



# Degrees Earned UH West O'ahu

## Number of Bachelor Degrees and Higher

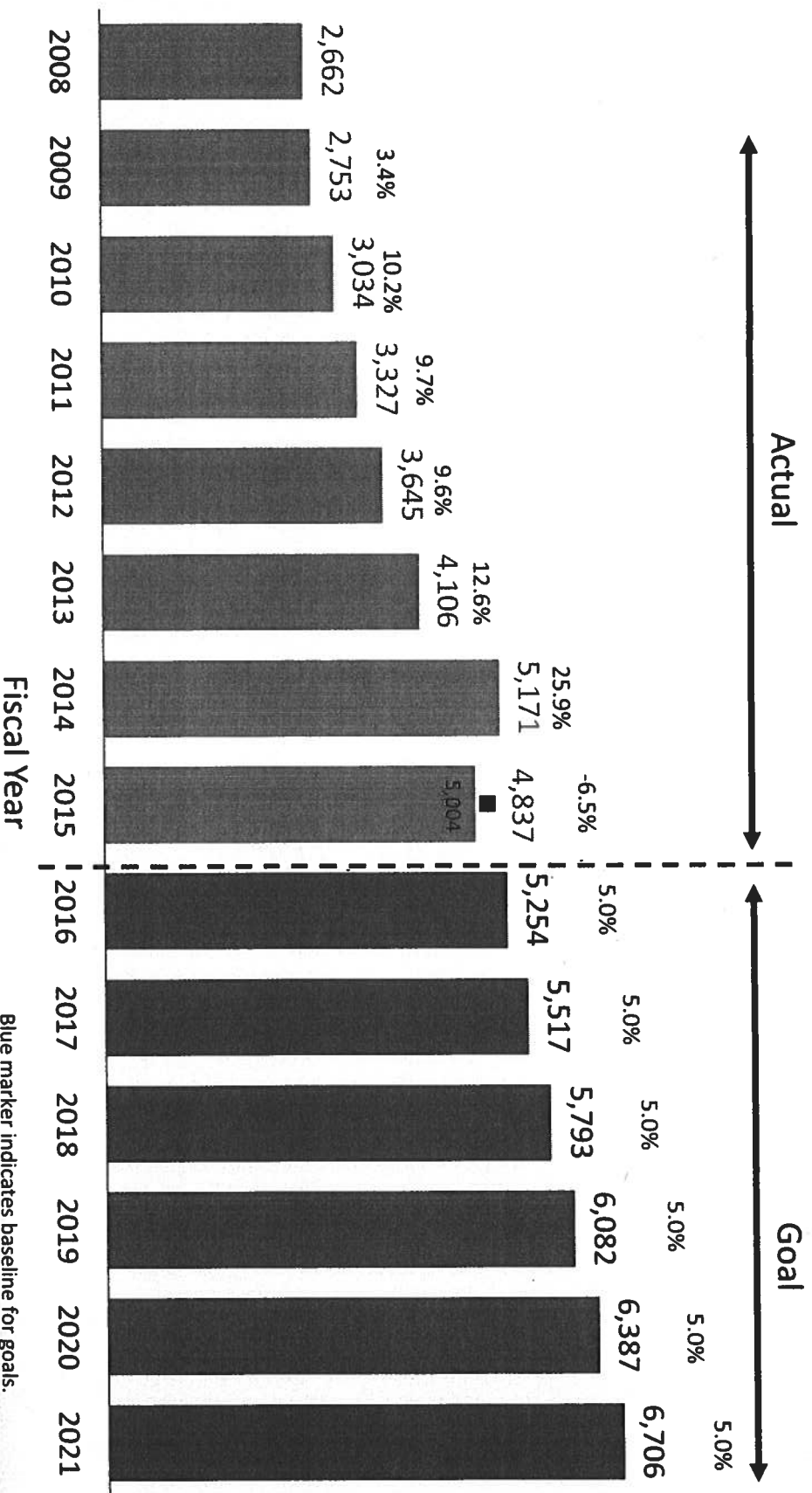




# Degrees & Certificates of Achievement Earned

## UHCC

### Number of Certificates of Achievement and Higher





# II.A. Graduation and Success Rates

## Definition

- Cohorts align with IPEDS definitions and the GRS and GRS 200 surveys.
- First-time, full-time, freshmen student graduation and transfers-out from a 2-year to any institution is tracked at each campus where they registered as their home campus.
- First-Time Freshman students are first-time classified students
  - 4-year campuses: BA seeking students and excludes DARCH and second BA seeking students
  - CC campuses: Includes Certificate and Associate degree-seeking students
- Transfers-out from a 2-year to any institution are students who transfer to internal (UH) and external (other than UH) institutions.
- Full-time attendance status is defined as undergraduate students taking 12 or more semester hours.
- Success Rates for UHCCs = Graduation Rate + Transfer Out to any institution rate.

# Goals for Graduation Rates

Using fiscal year 2013 as a baseline,

4-year graduation rate for 4-years through 2025:

MAN from 21.2 to 40

HIL from 11.7 to 25

WOA from 9.8 to 20

6-year graduation rate for 4-years through 2021:

MAN from 56.5 to 65

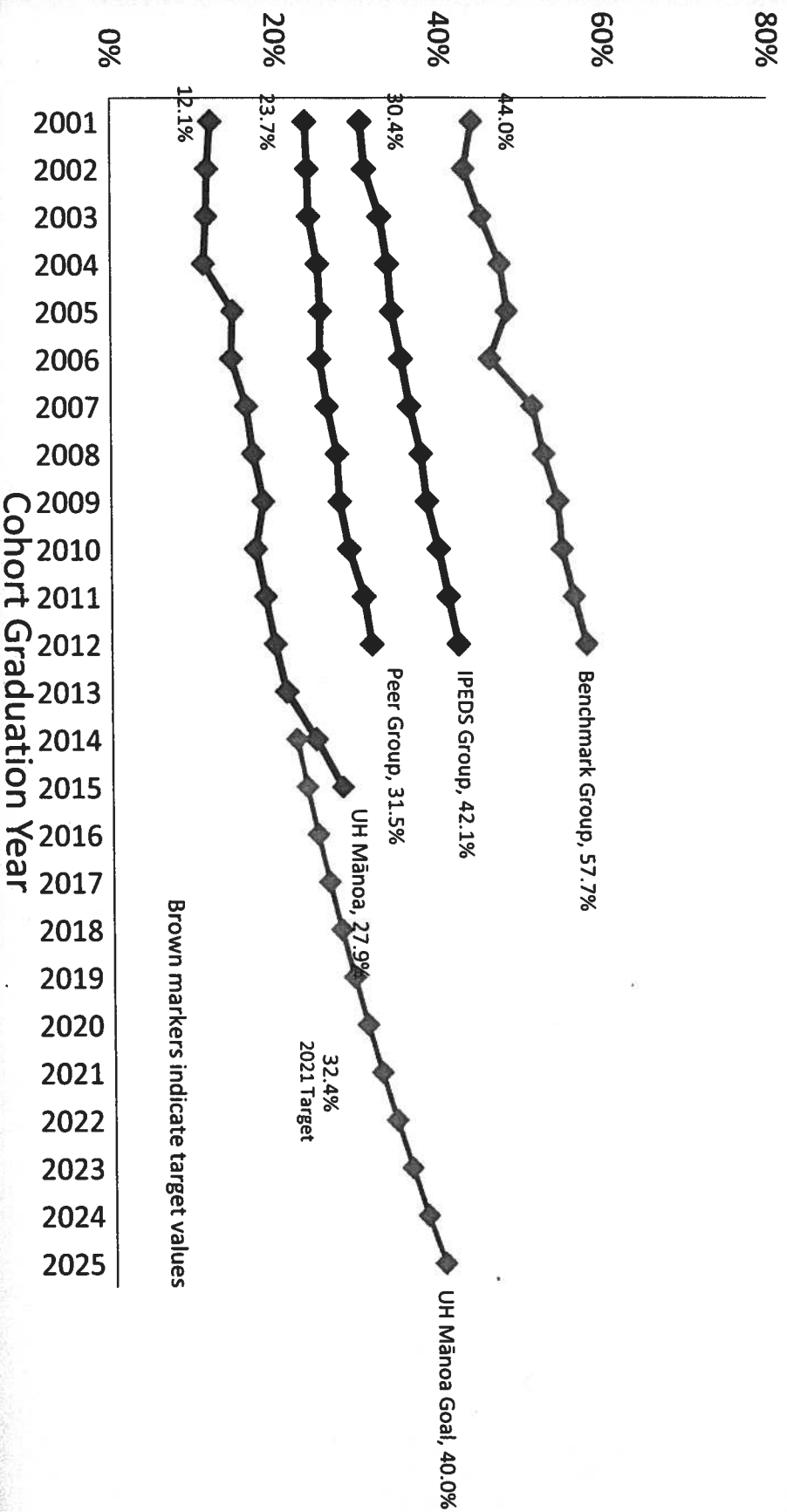
HIL from 36.4 to 50

WOA from 25.0 to 40

150% graduation + transfer Rate for 2-years:  
50%

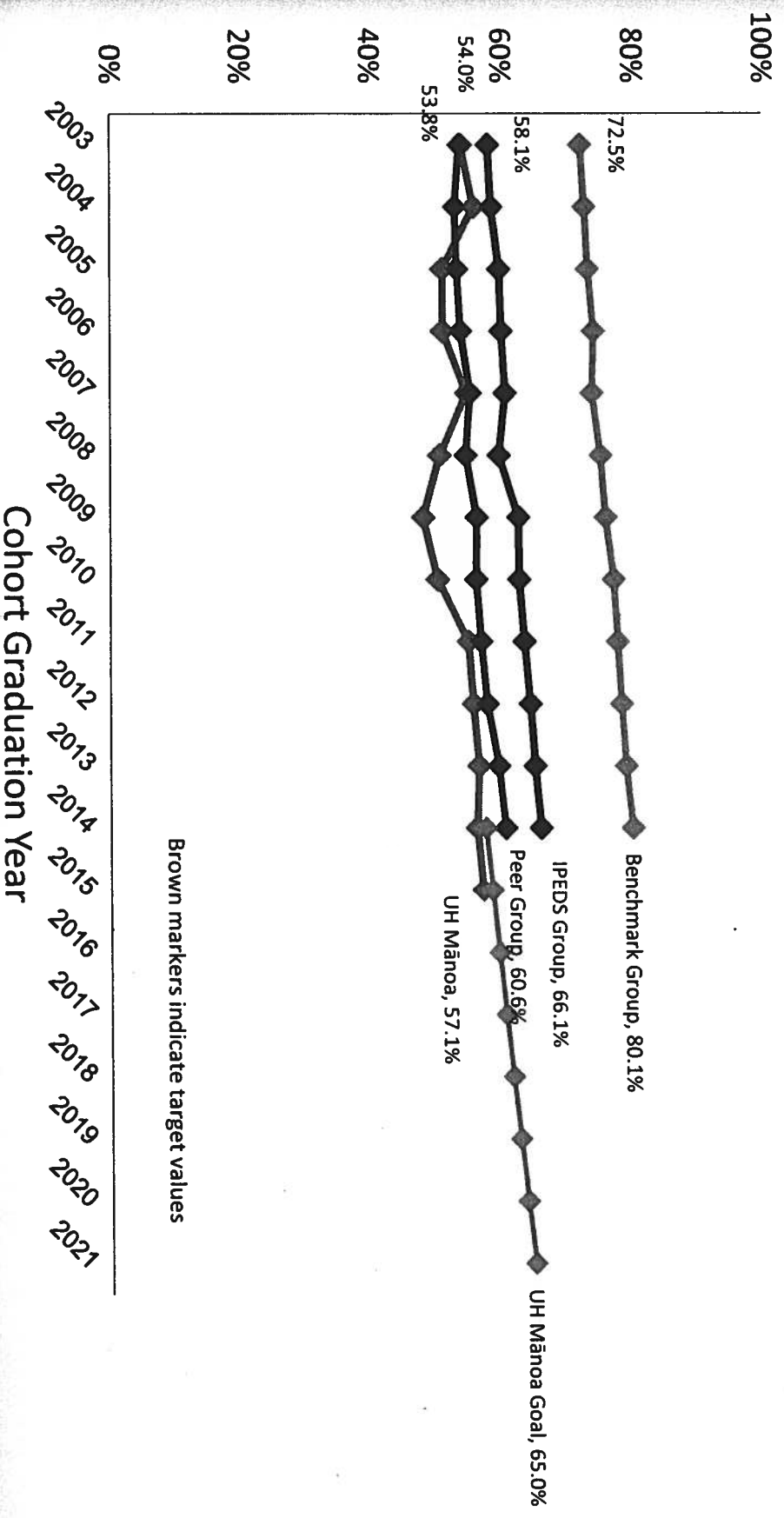
# 4-Year Graduation Rate Target for UH Mānoa

## UH Mānoa and Comparison Groups



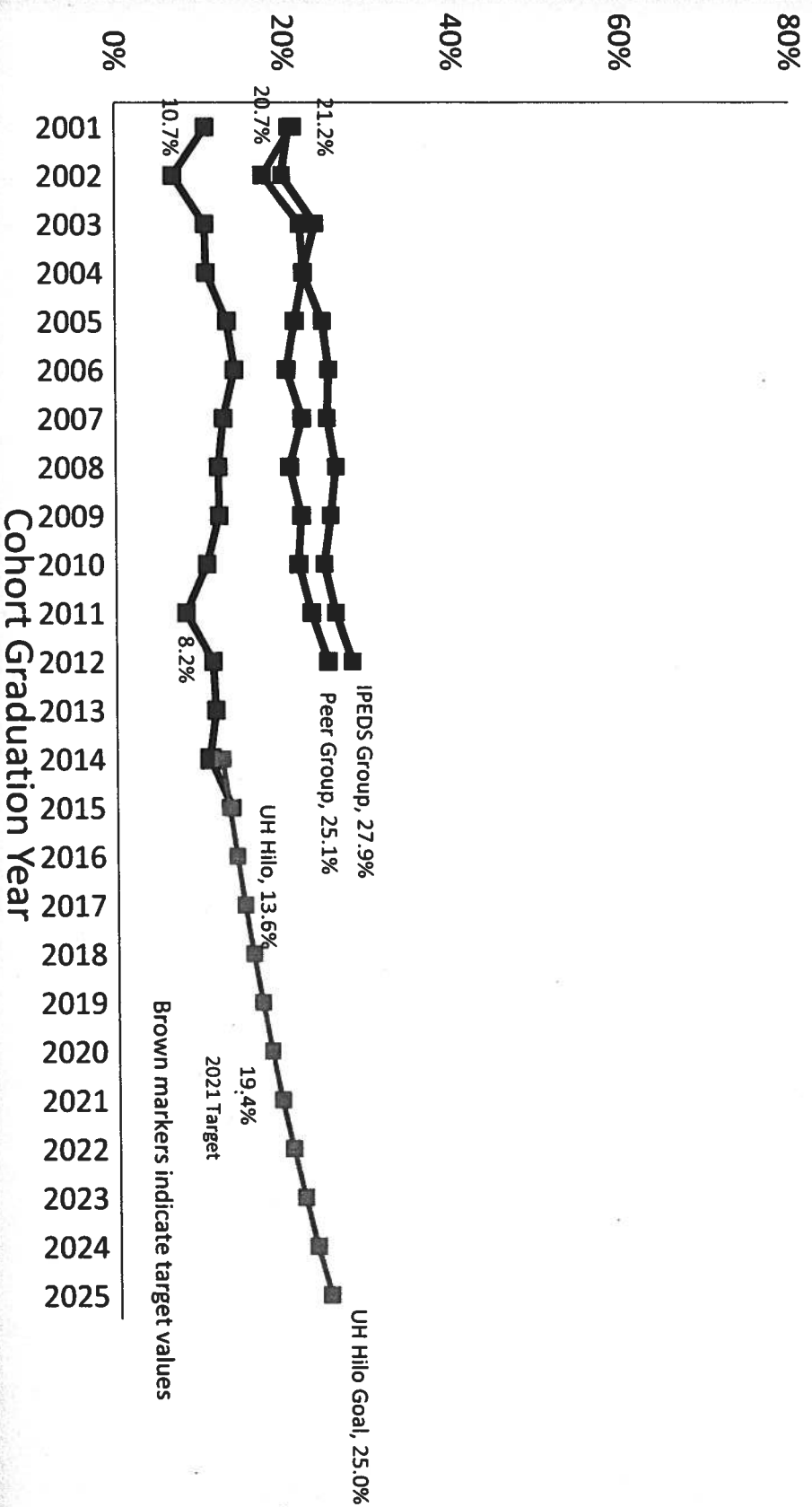
# 6-Year Graduation Rate Target for UH Mānoa

## UH Mānoa and Comparison Groups



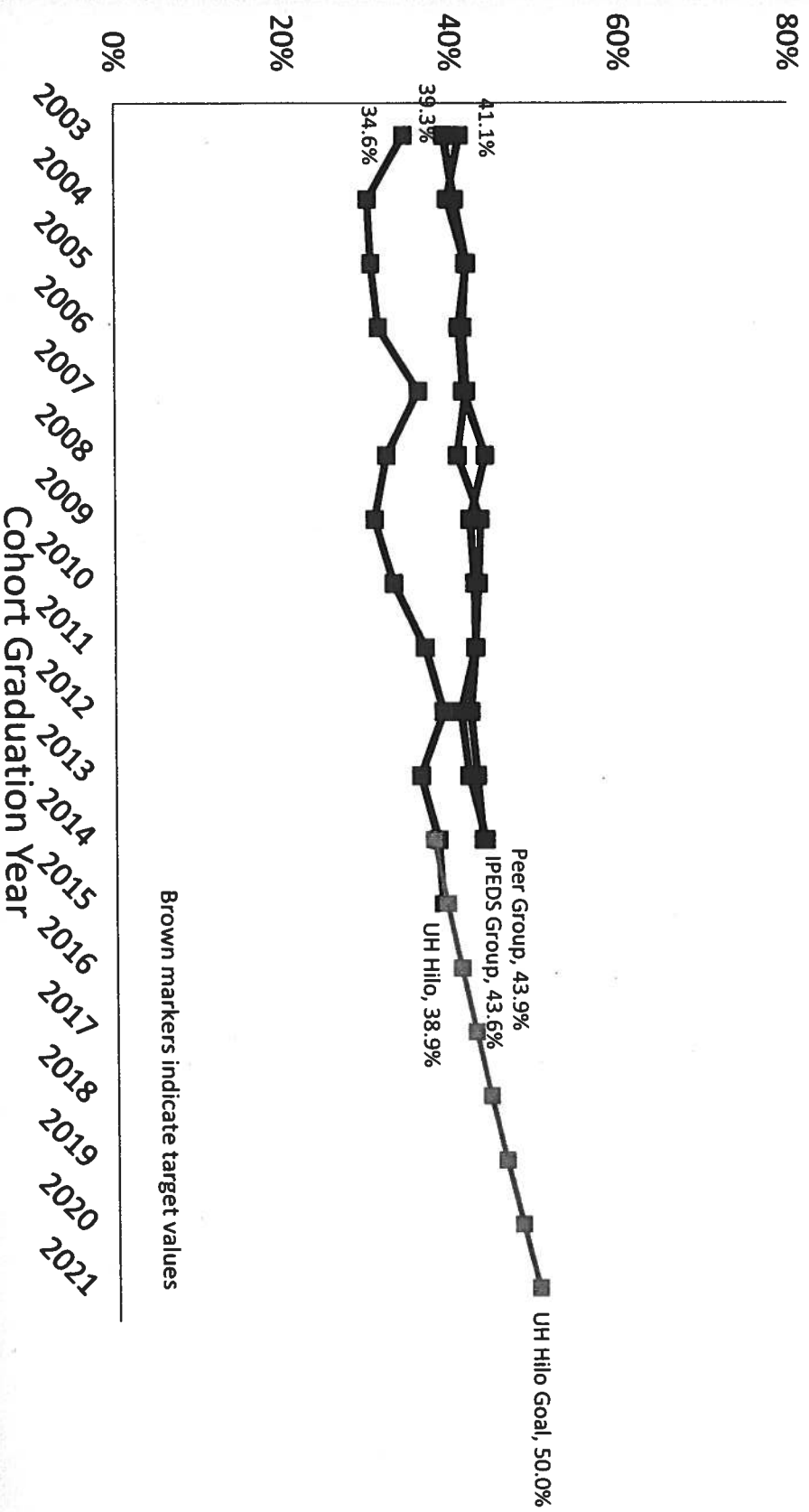
# 4-Year Graduation Rate Target for UH Hilo

## UH Hilo and Comparison Groups



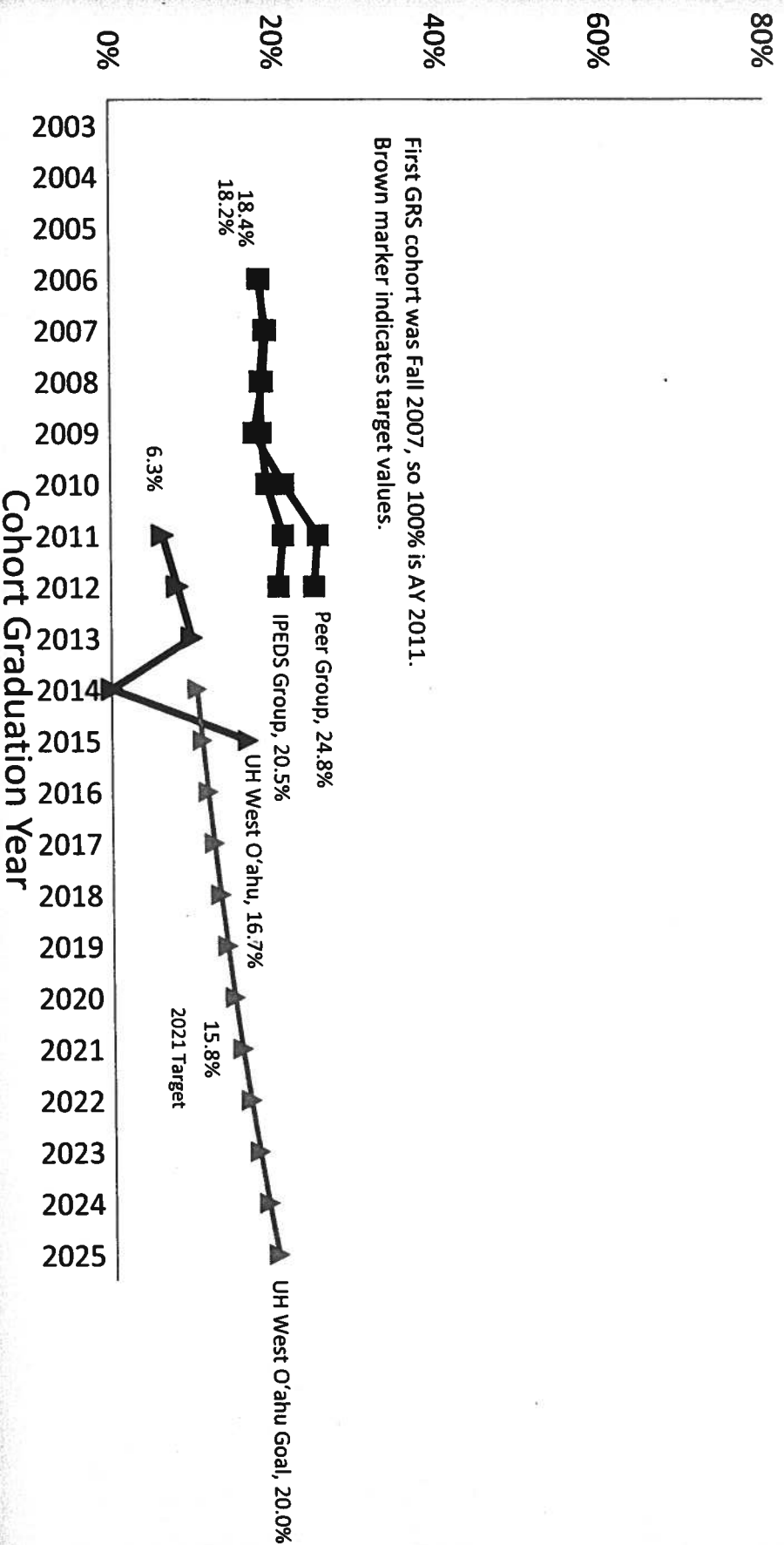
# 6-Year Graduation Rate Target for UH Hilo

## UH Hilo and Comparison Groups



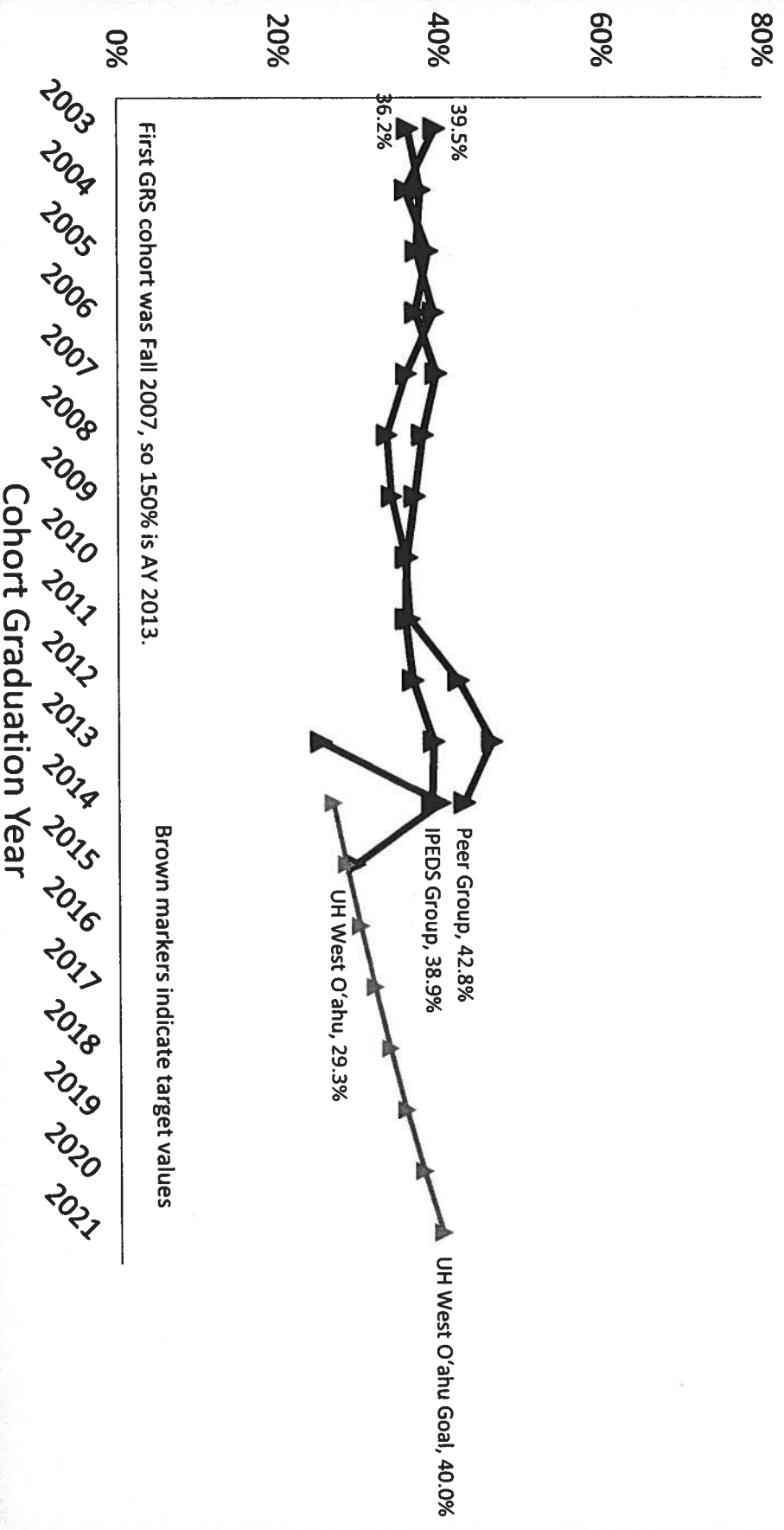
# 4-Year Graduation Rate Target for West Oahu

## UH West Oahu and Comparison Groups



# 6-Year Graduation Rate Target for UH West Oahu

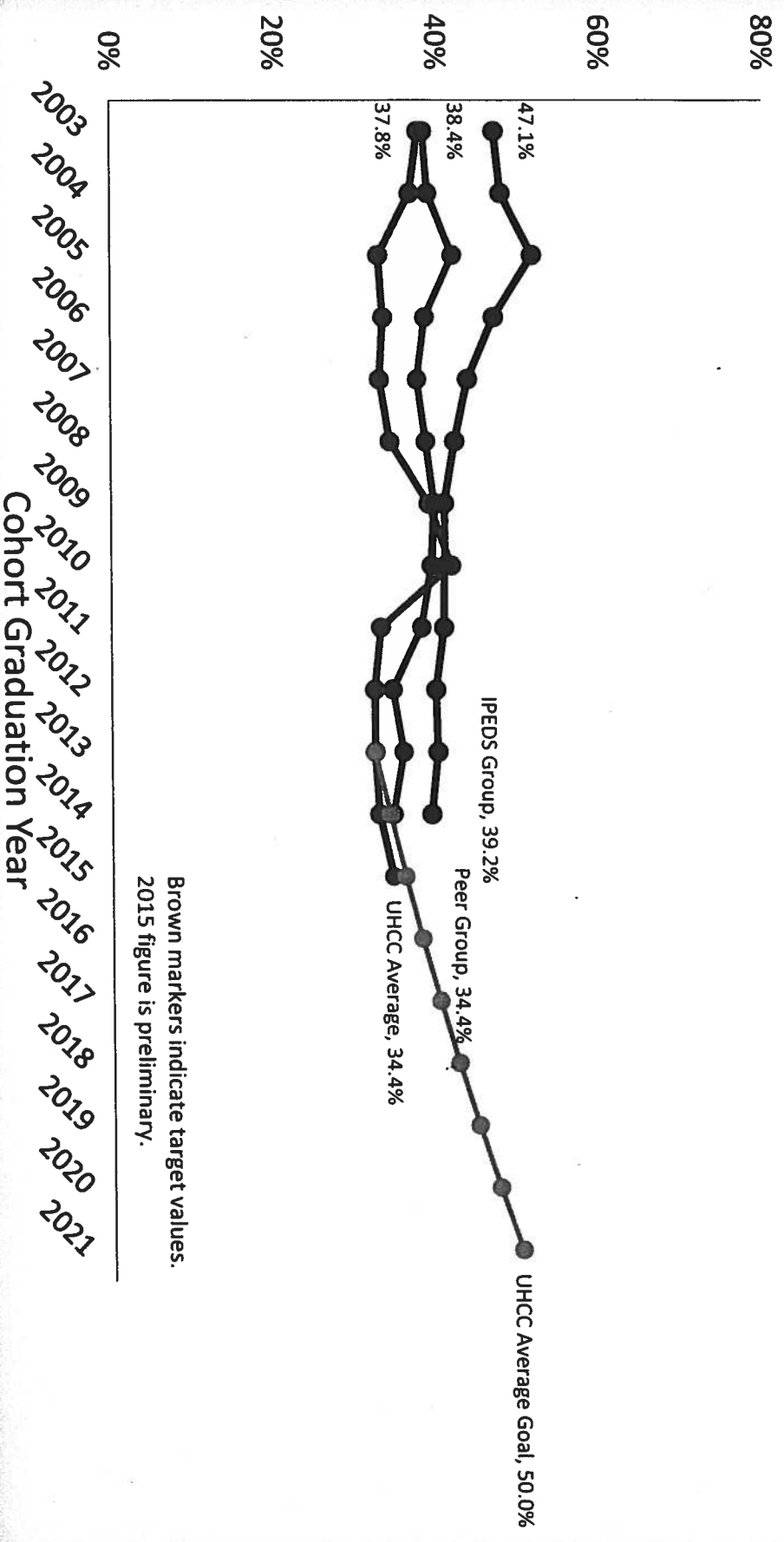
## UH West Oahu and Comparison Groups





# 150% Graduation + Transfer Out Rate Target

## UHCC Average and Comparison Groups



# II.B. Student Achievement Measure

New way of looking at success by including part-time and transfer students. Uses National Student Clearinghouse data to look at transfers and degrees from other institutions

Bachelor's-seeking cohorts entering in fall 2009:

1. first-time, full-time (cohort one)
2. full-time, transfer-in (cohort two)

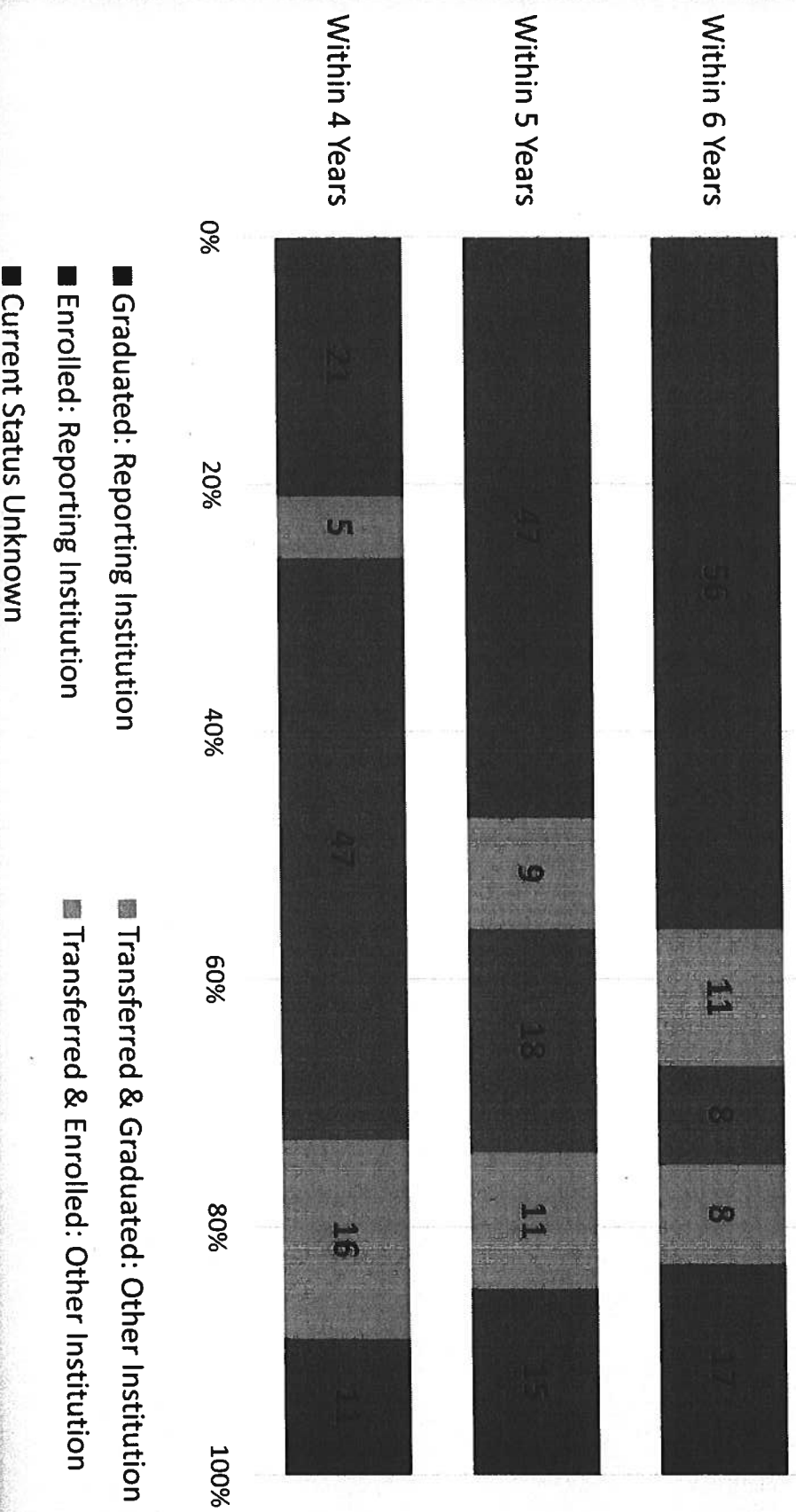
Associate/Certificate-seeking cohorts entering in fall 2009:

1. full-time (cohort one)
2. part-time (cohort two)

Source: Student Achievement Measure

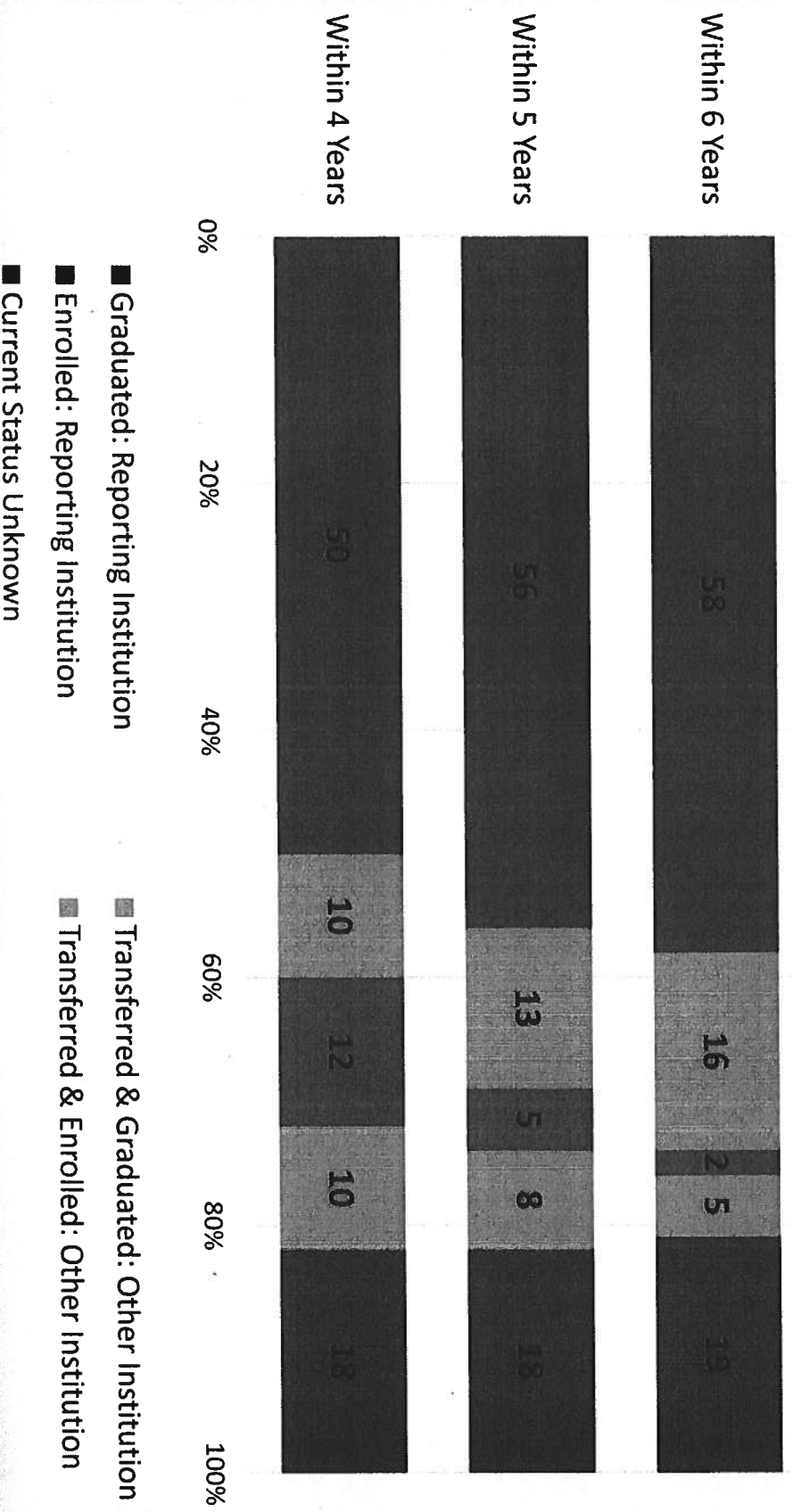
# Student Achievement Measure

## UH Mānoa First-Time, Full-Time Students Starting Fall 2009



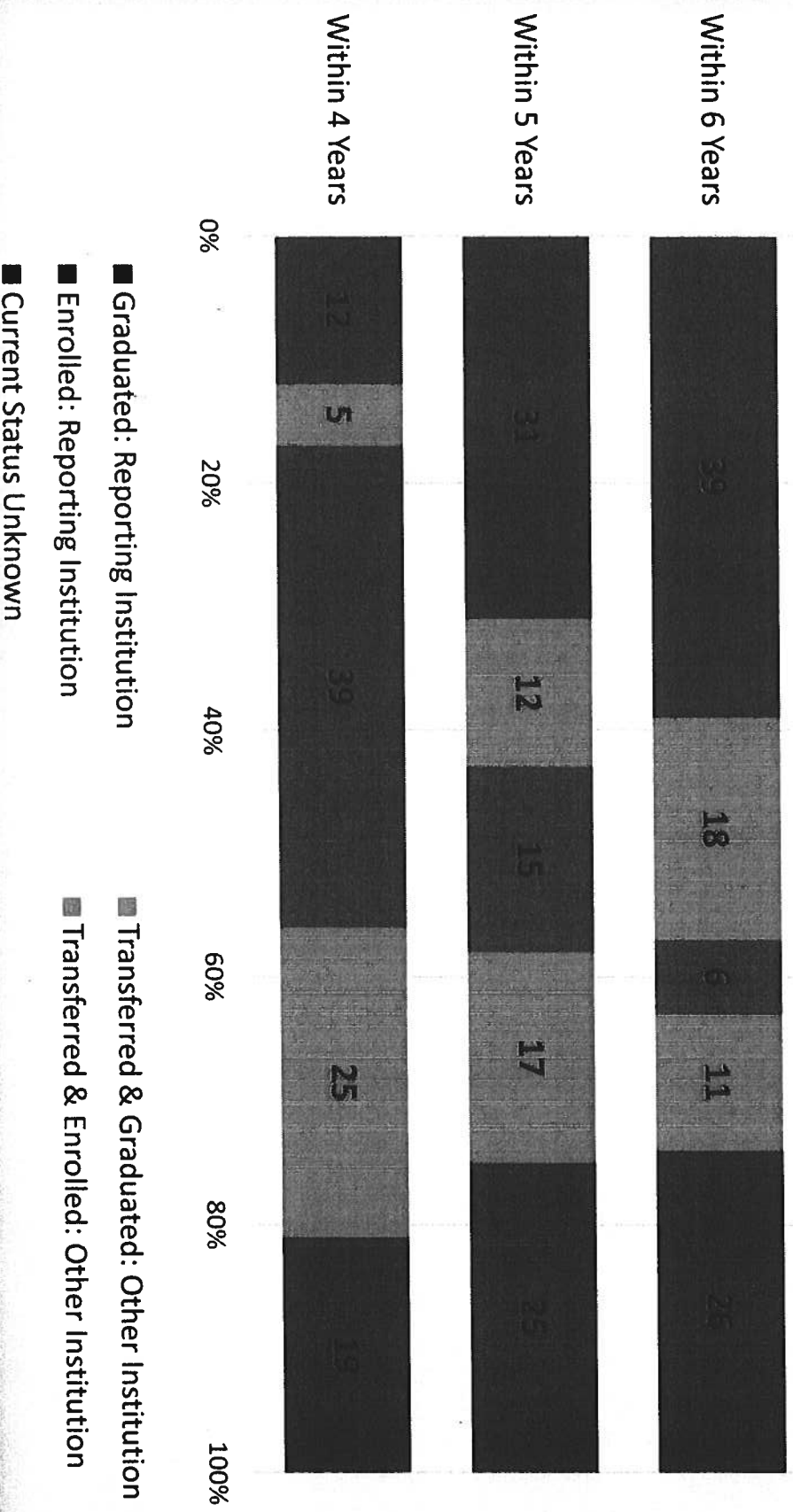
# Student Achievement Measure

## UH Mānoa Full-Time Transfer Students Starting Fall 2009



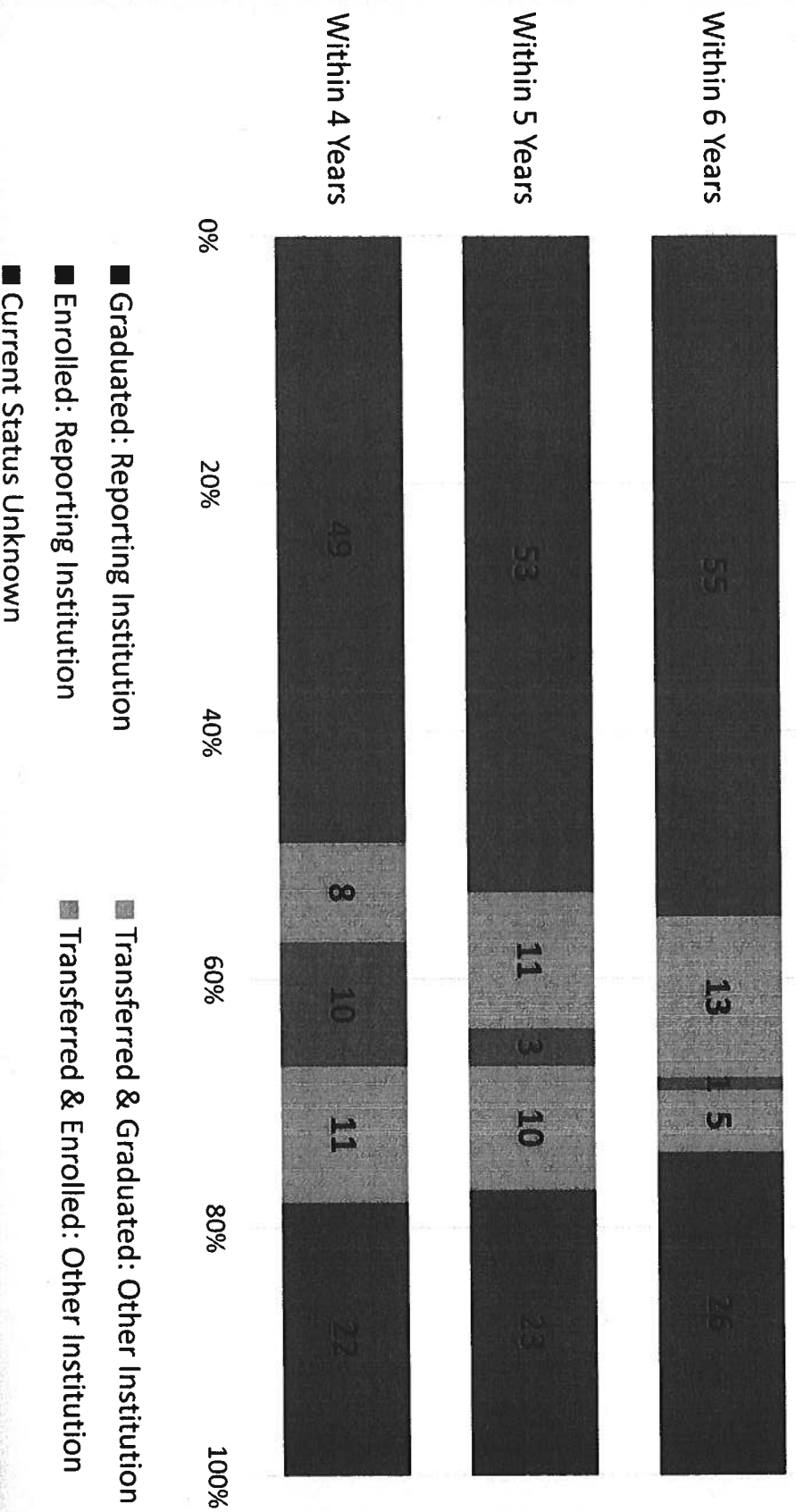
# Student Achievement Measure

UH Hilo First-Time, Full-Time Students Starting Fall 2009



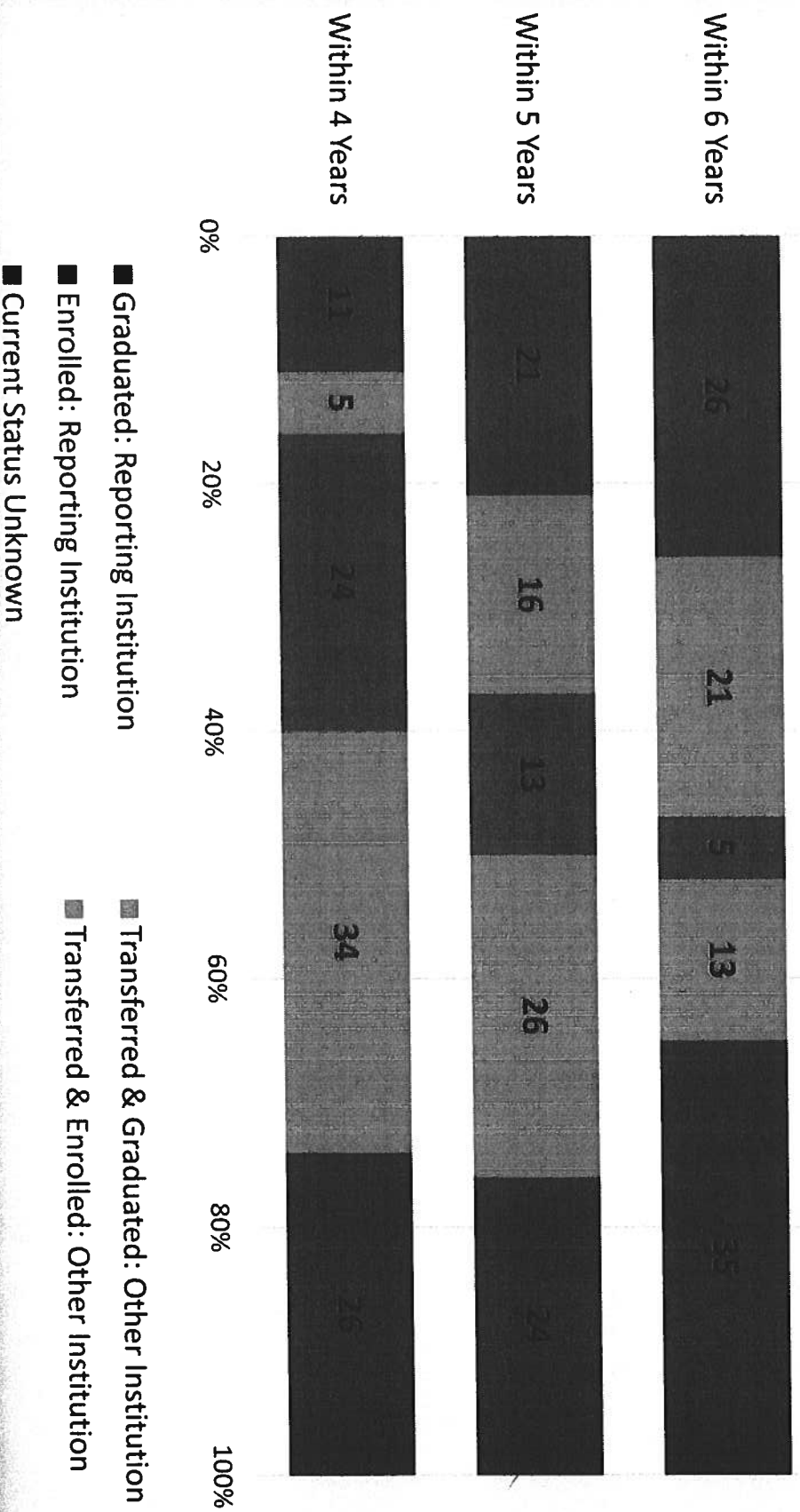
# Student Achievement Measure

## UH Hilo Full-Time Transfer Students Starting Fall 2009



# Student Achievement Measure

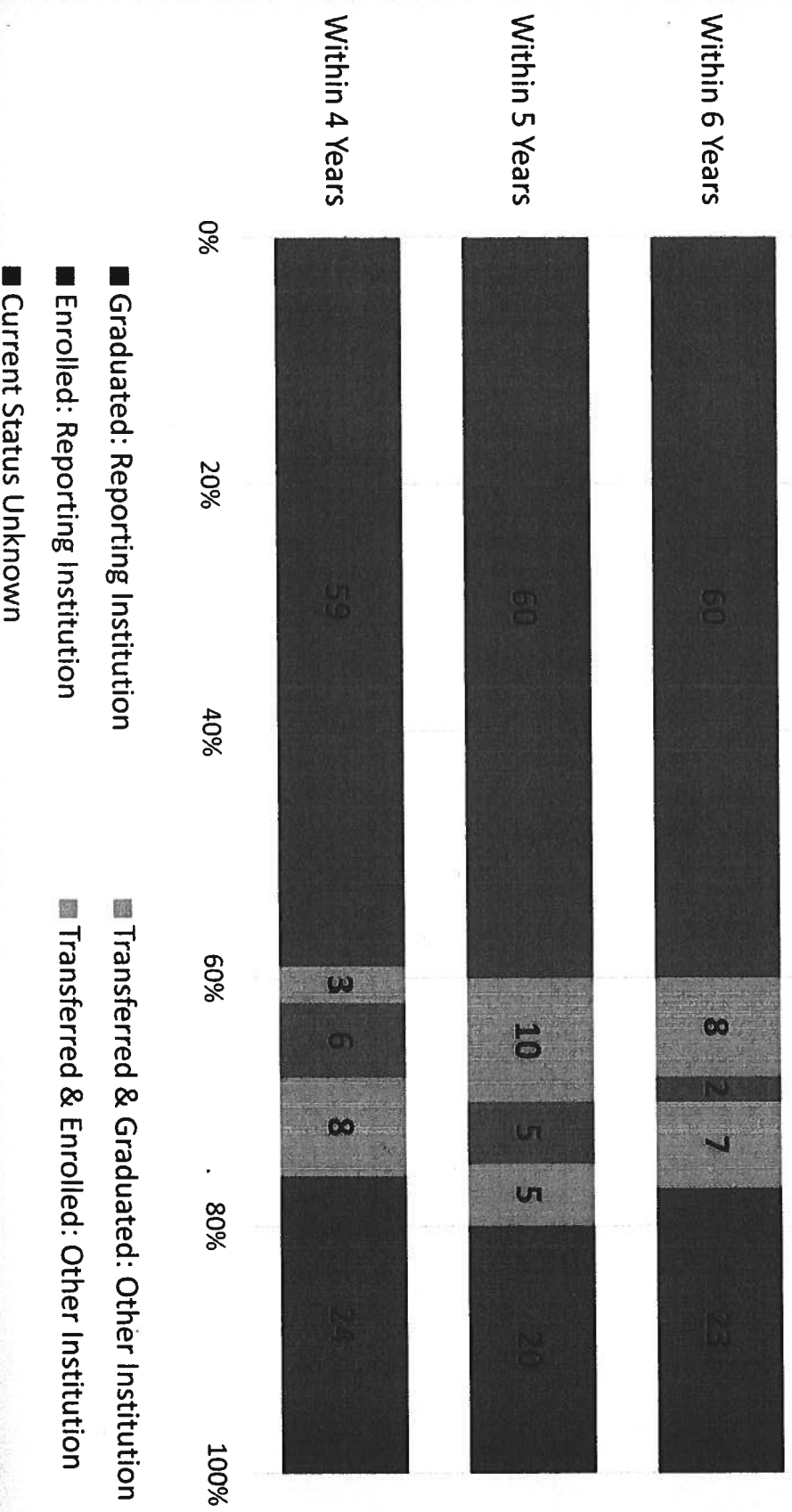
## UH West O'ahu First-Time, Full-Time Students Starting Fall 2009





# Student Achievement Measure

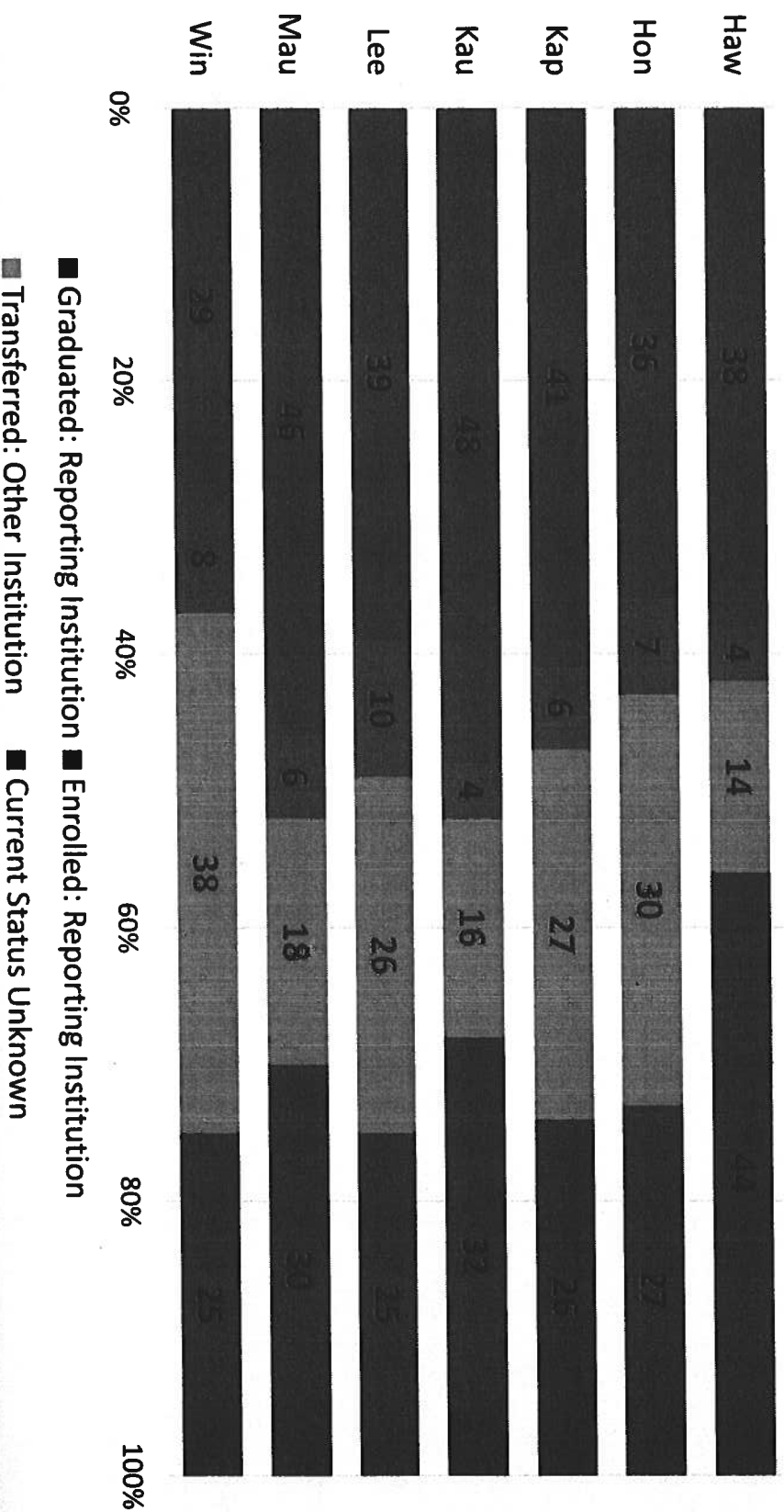
## UH West O'ahu Full-Time Transfer Students Starting Fall 2009





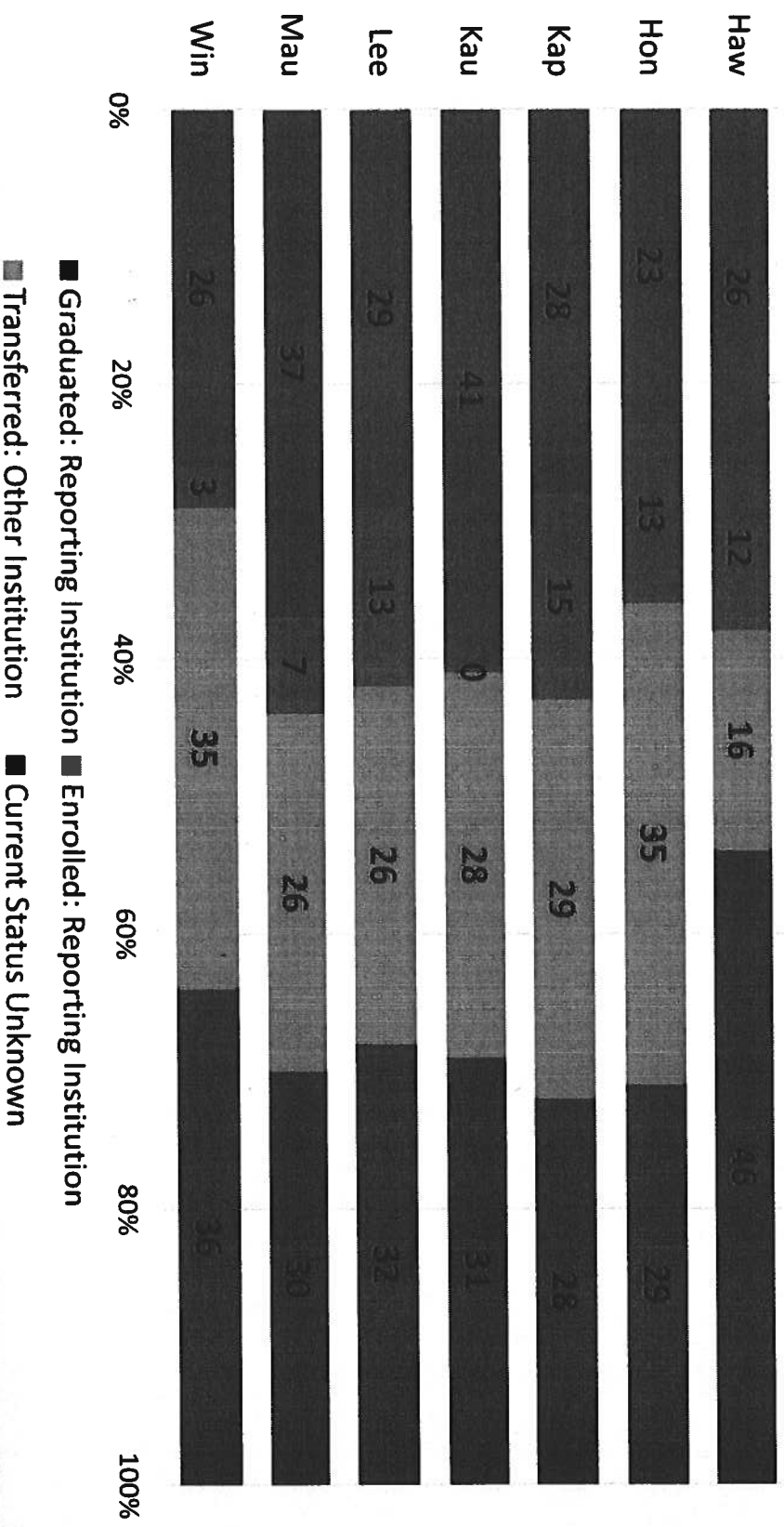
# Student Achievement Measure

UH 2 Year - First-Time at Institution, Full-Time Students Starting Fall 2009  
Within 6 Years



# Student Achievement Measure

UH 2 Year - First-Time at Institution, Part-Time Students Starting Fall 2009  
Within 6 Years



# III and IV. Enrollment to Degree Gap for Native Hawaiian and Pell Students

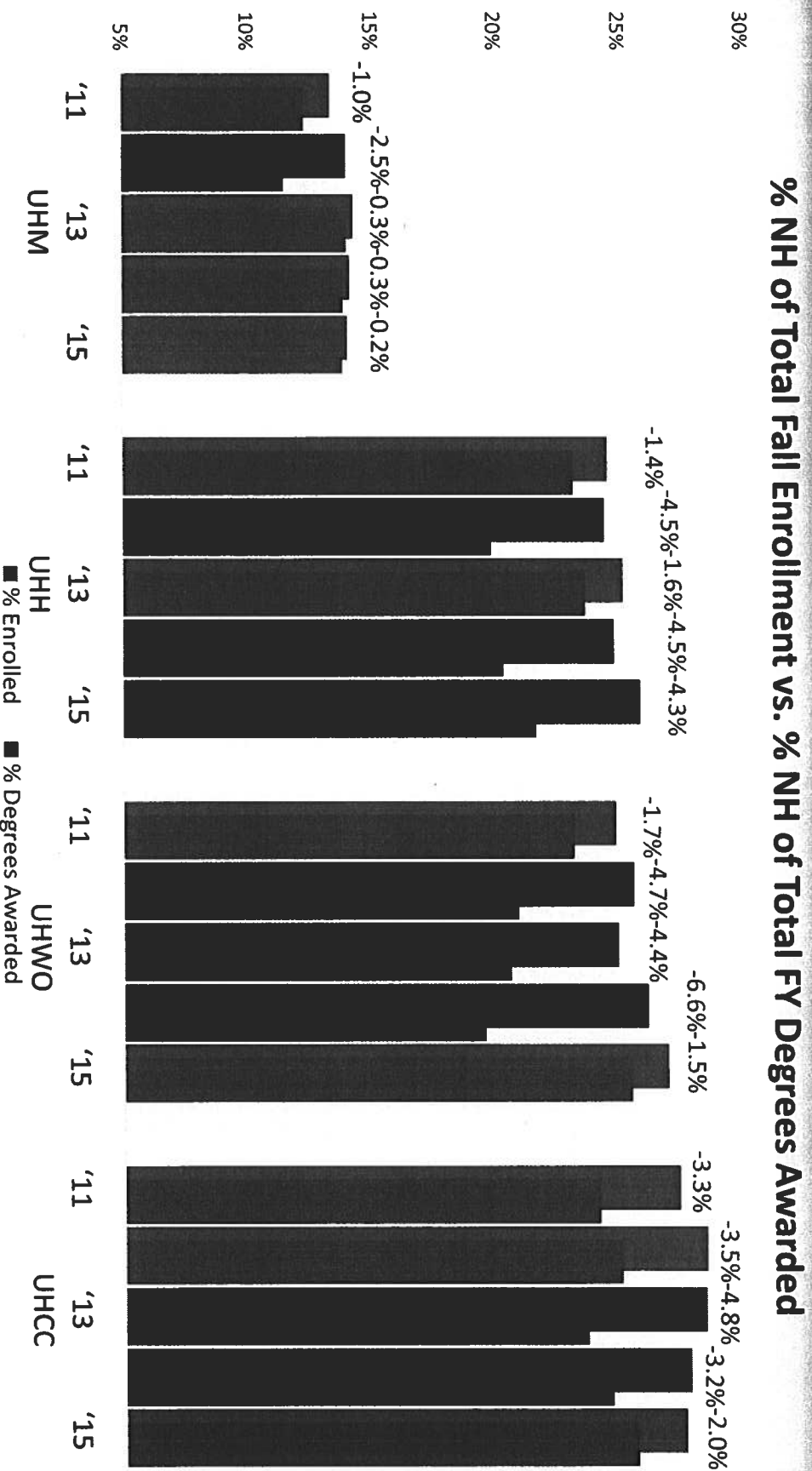
## Definition

- Enrollment is counted at Fall Census. Degrees awarded are counted by Fiscal Year.
- Enrollment is unduplicated at UHCC System level.
- Native Hawaiian is defined as Ethnicity = "HW".
- Pell shares exclude ineligible students (i.e. International Visa Types, non-home-based, unclassified and early admission).
- Pell recipient counts include those awarded Pell at anytime.
- Pell recipient counts are taken from active data tables and may change as corrections are made.

## Goal for Gap

- Move to be zero or greater than zero.

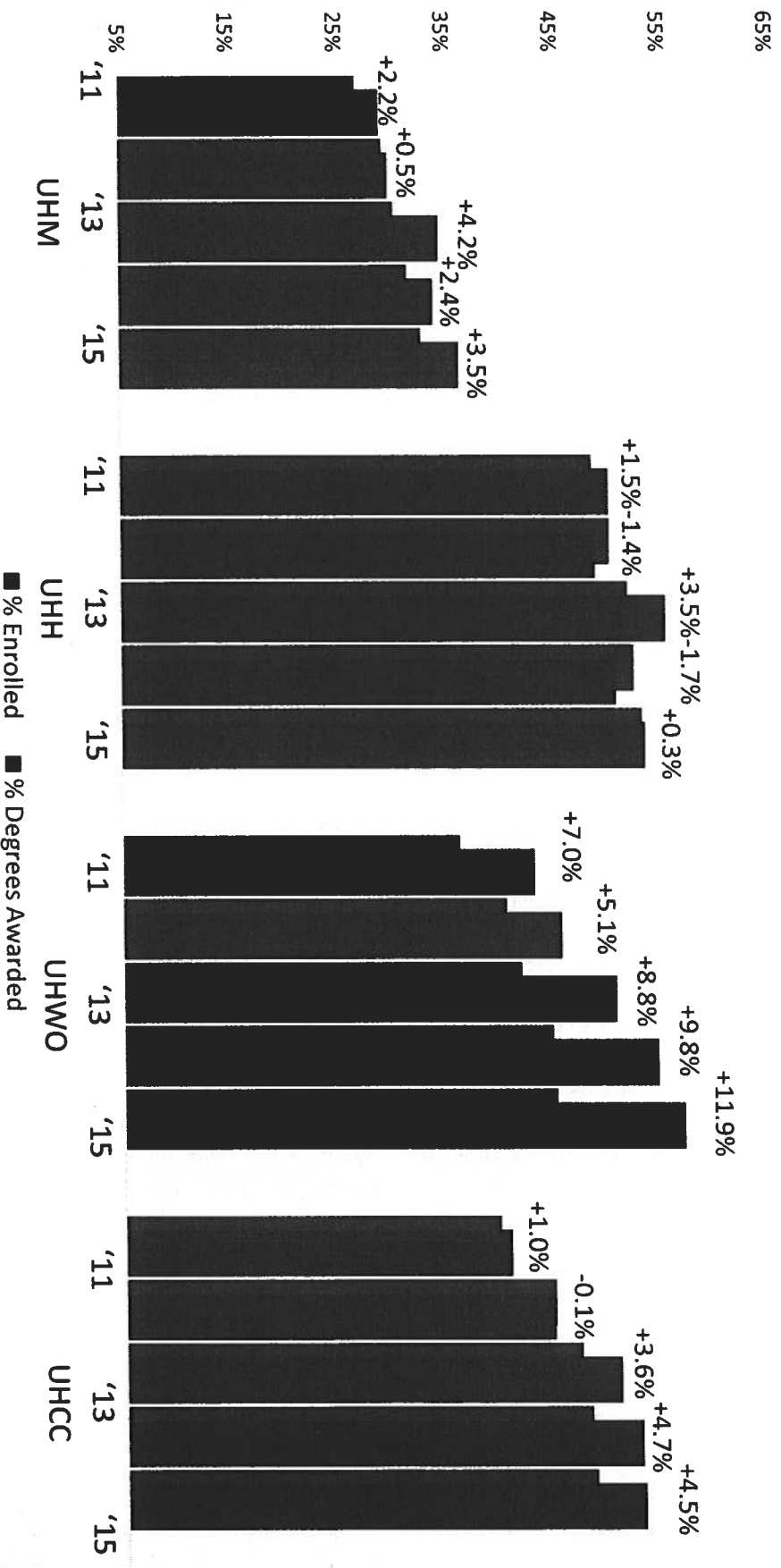
# Enrollment to Degree Gap: Native Hawaiian (NH) Students



\* Native Hawaiian includes Hawaiian Race only (Ethnicity = 'HW'). Does not include Hawaiian Ancestry.

# Enrollment to Degree Gap: Pell Grant Recipients

**% Pell Recipients of Total Fall Enrollment vs. % Pell Recipients of Total FY Degrees Awarded**

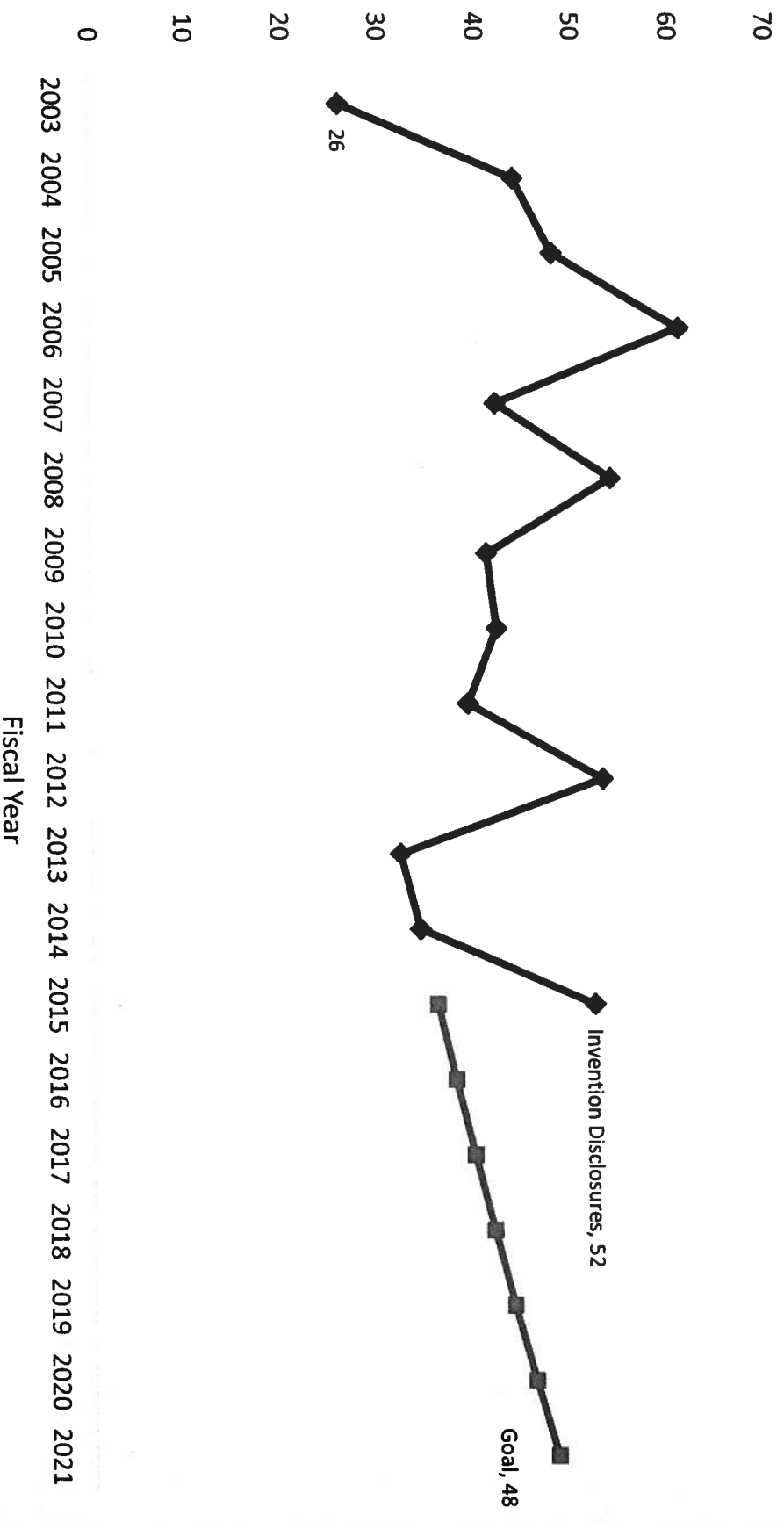


\* Pell shares exclude ineligible students. Pell recipient enrollment and degree counts include those awarded Pell at anytime.

V. Goal for  
Number of Inventions, Disclosures, Patents, Licenses,  
and Start Ups

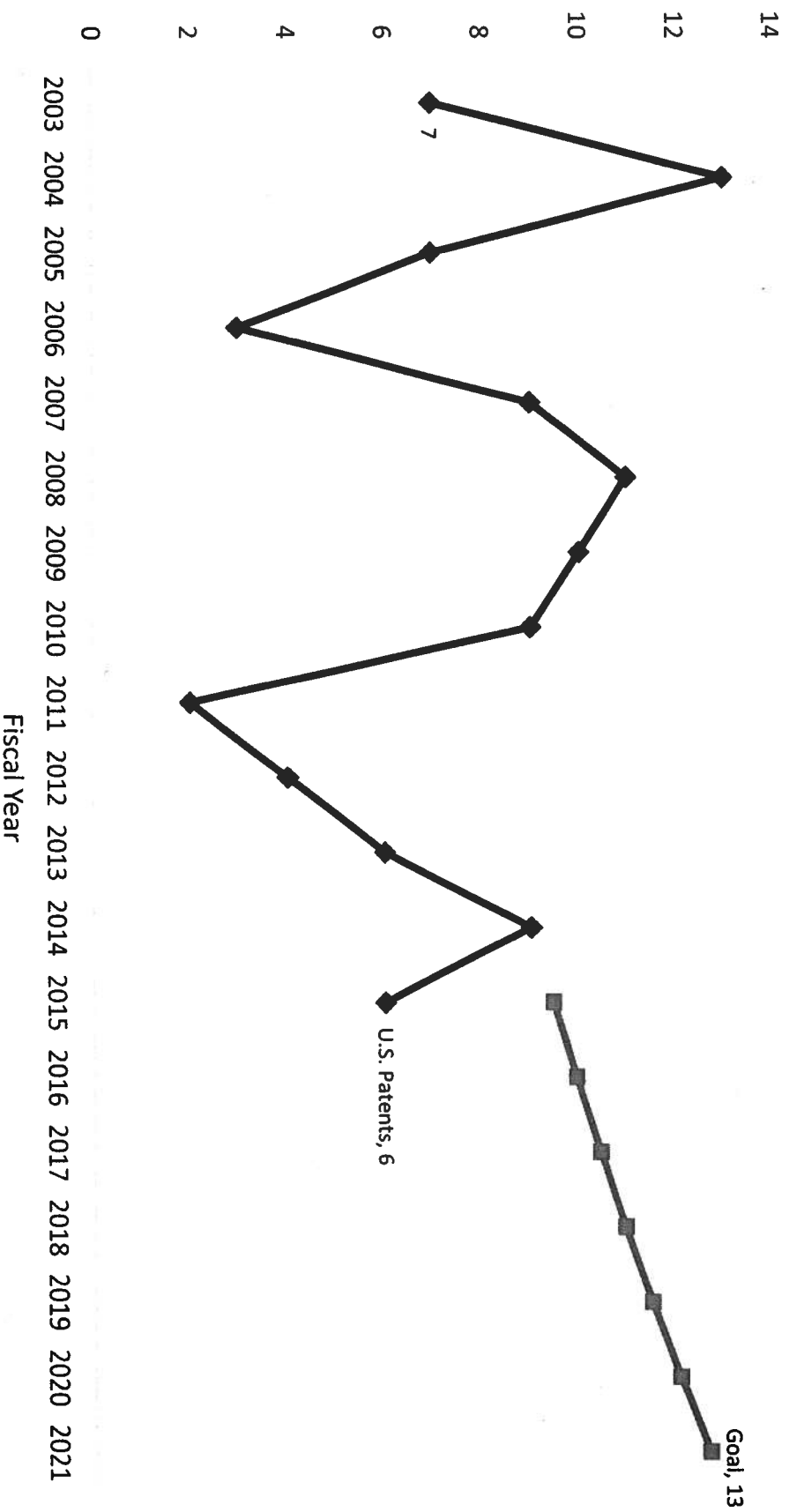
- 5 % annual growth

# Invention Disclosures



Source: UH Office of Technology Transfer and Economic Development.

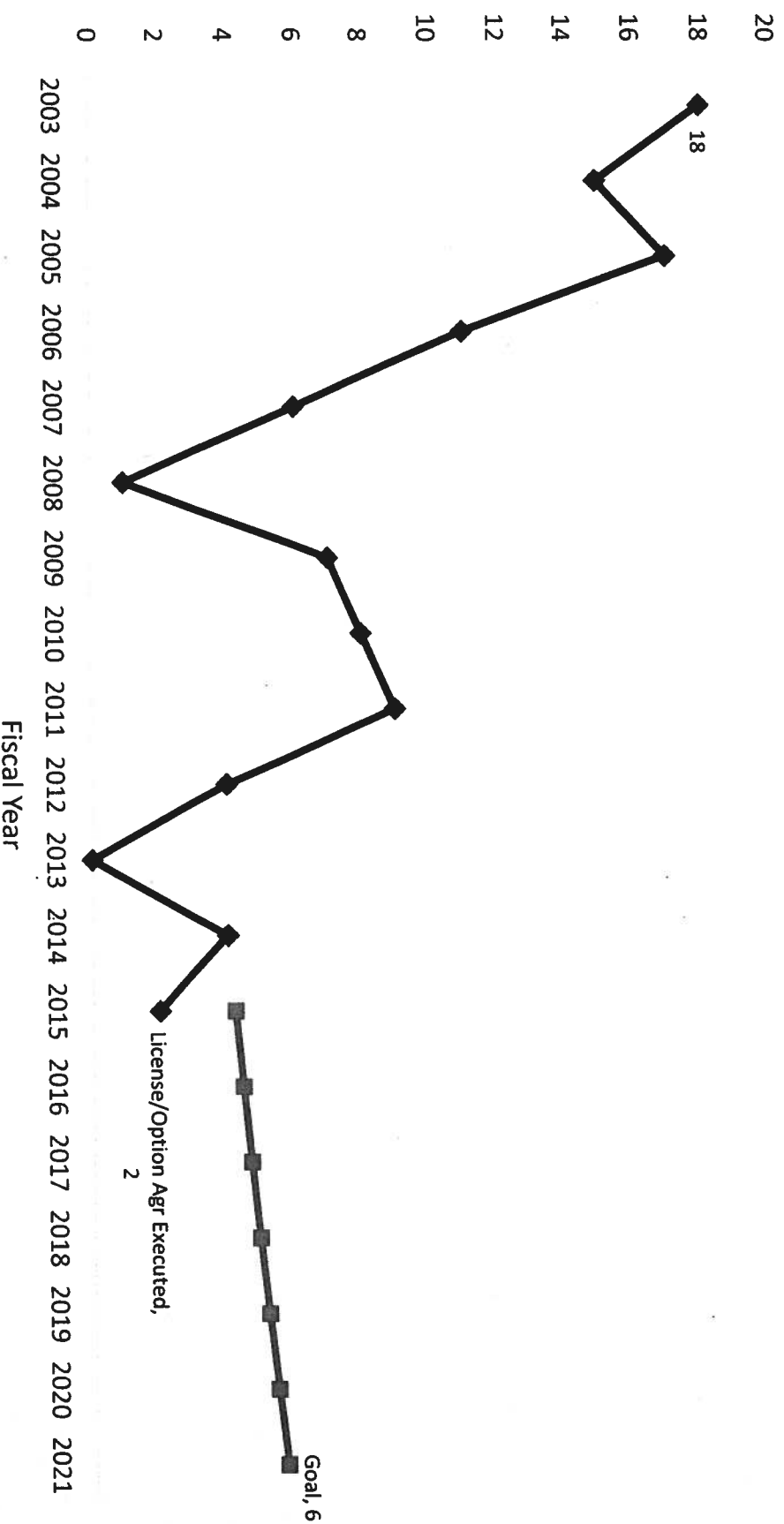
# U.S. Patents



Source: UH Office of Technology Transfer and Economic Development.

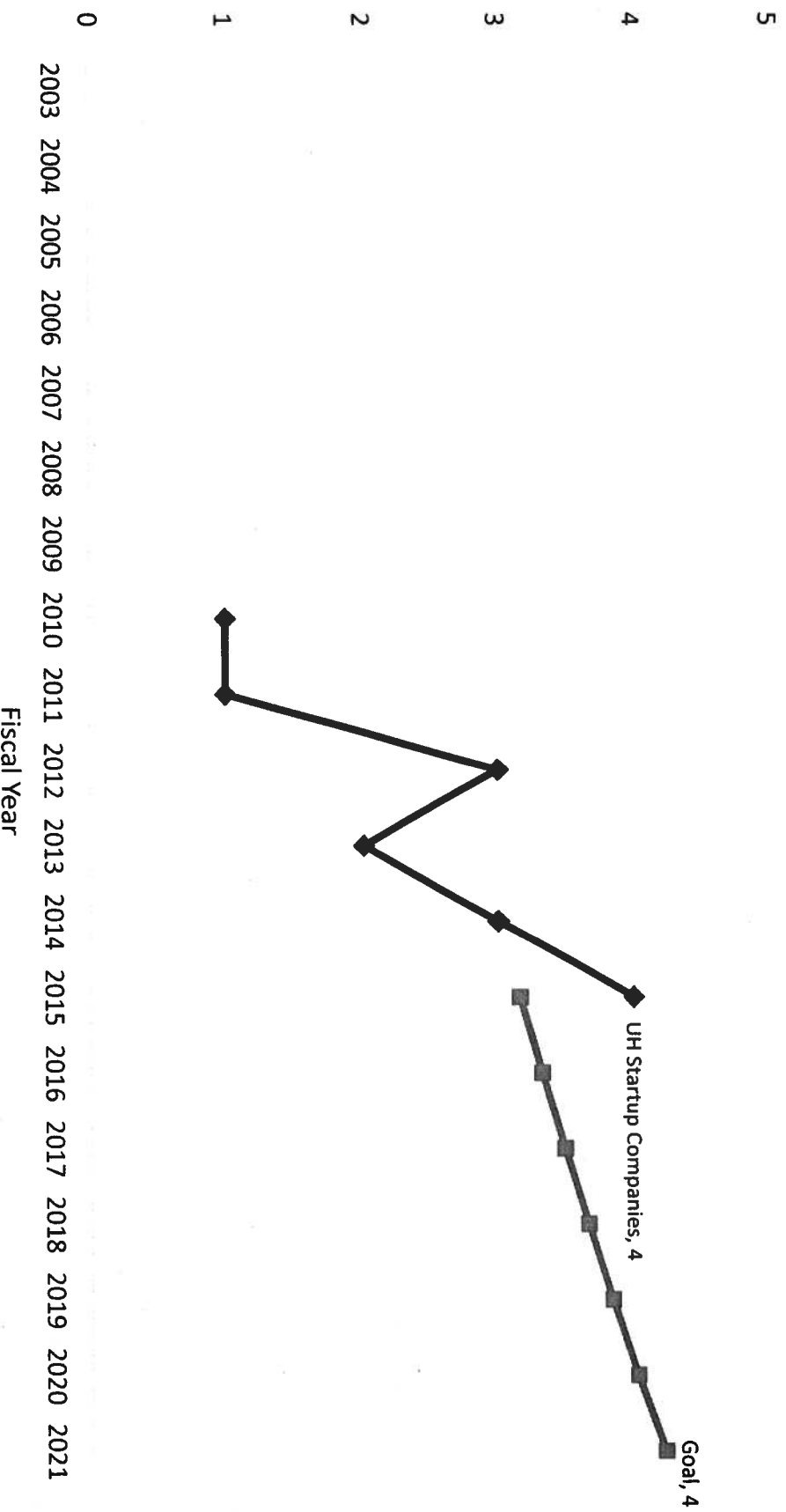


# License/Option Agreements Executed



Source: UH Office of Technology Transfer and Economic Development.

# UH Startup Companies



Source: UH Office of Technology Transfer and Economic Development. Startup jobs not collected.

## VI. Total Extramural Funds

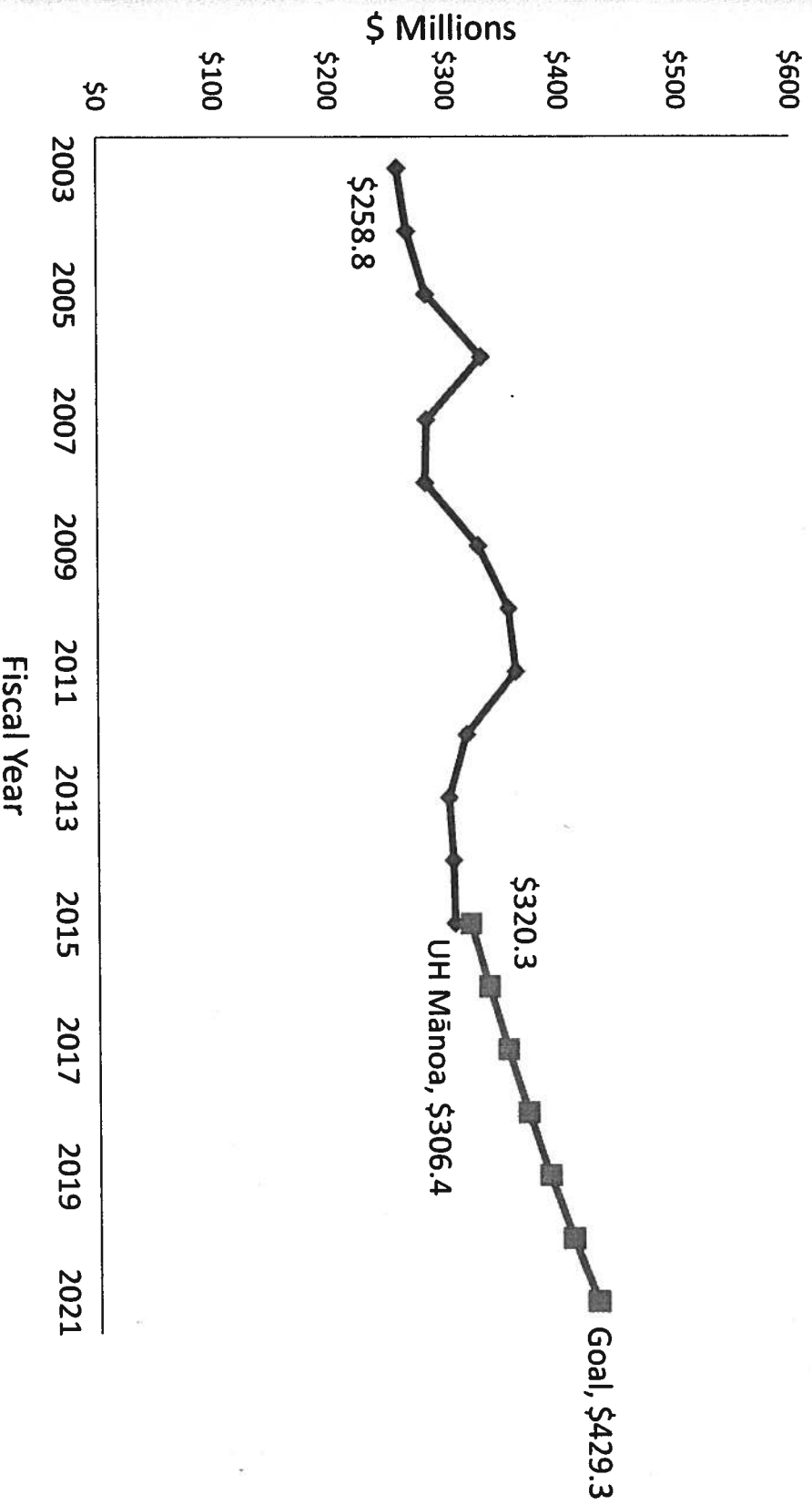
### Definition

Includes research and non-research awards recorded in Office of Research Services extramural fund award database.

### Goal

5% annual growth

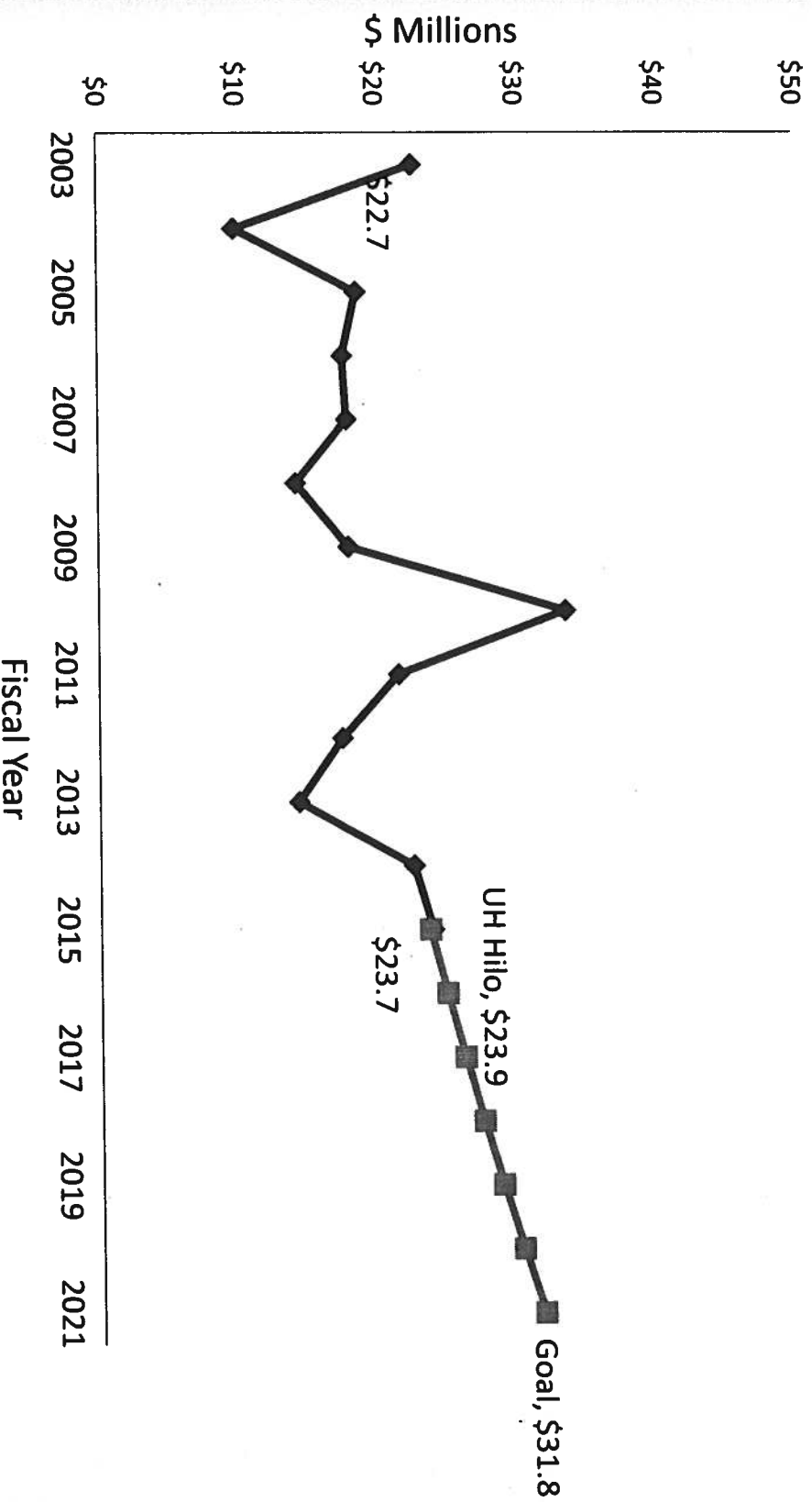
# Total Extramural Funds UH Mānoa



Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.

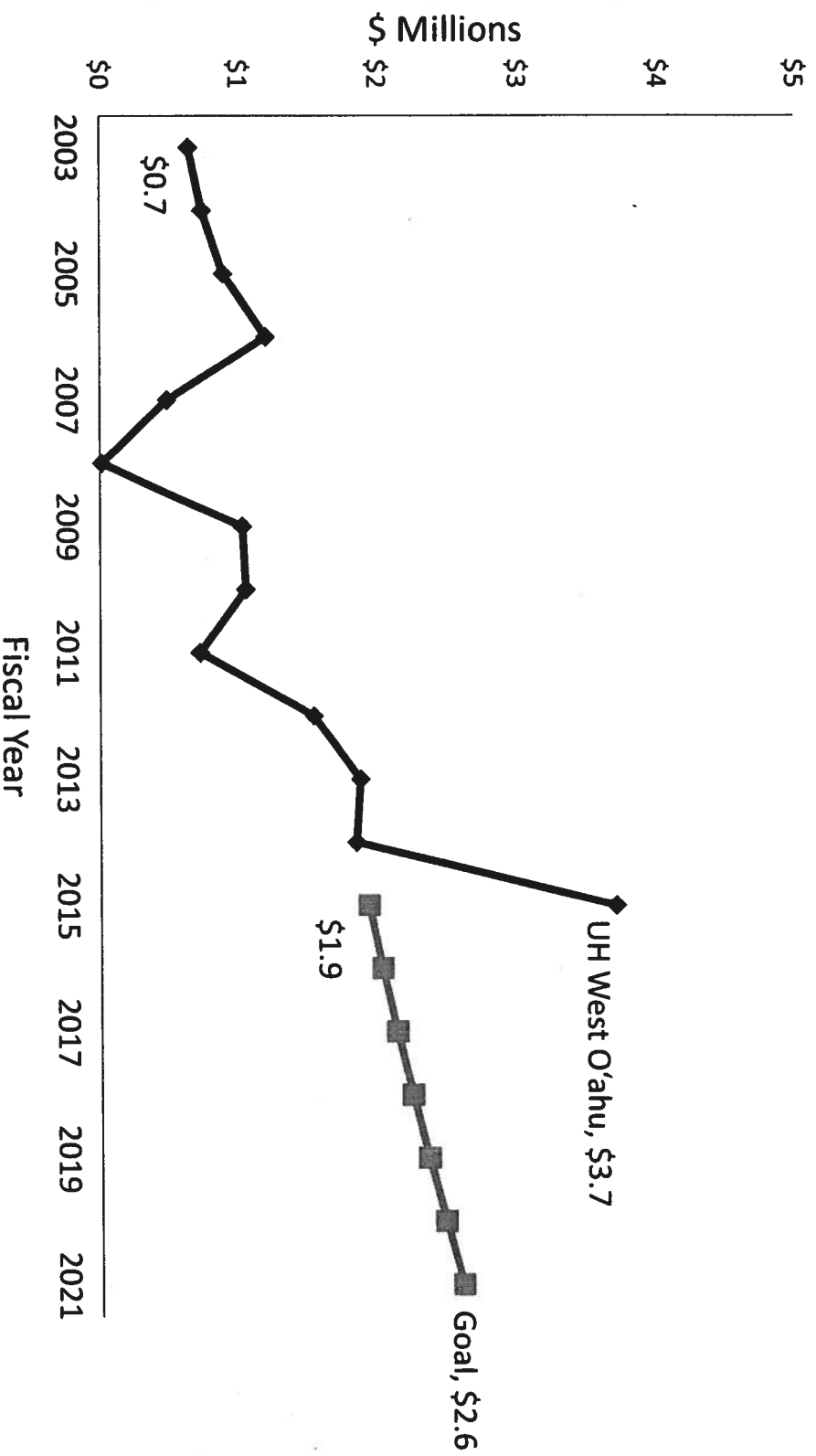
# Total Extramural Funds

## UH HiLo



Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.

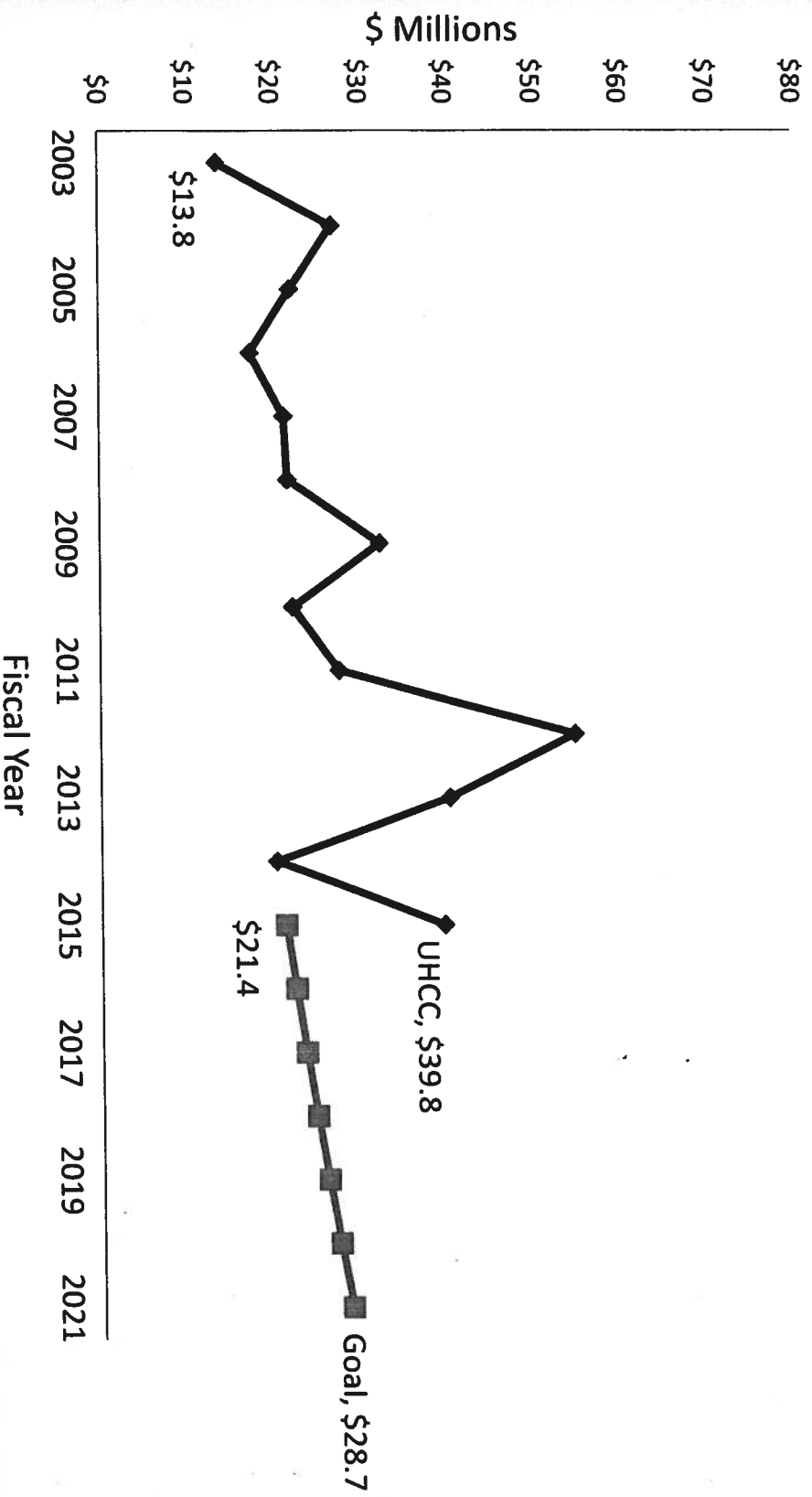
# Total Extramural Funds UH West Oahu



Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.

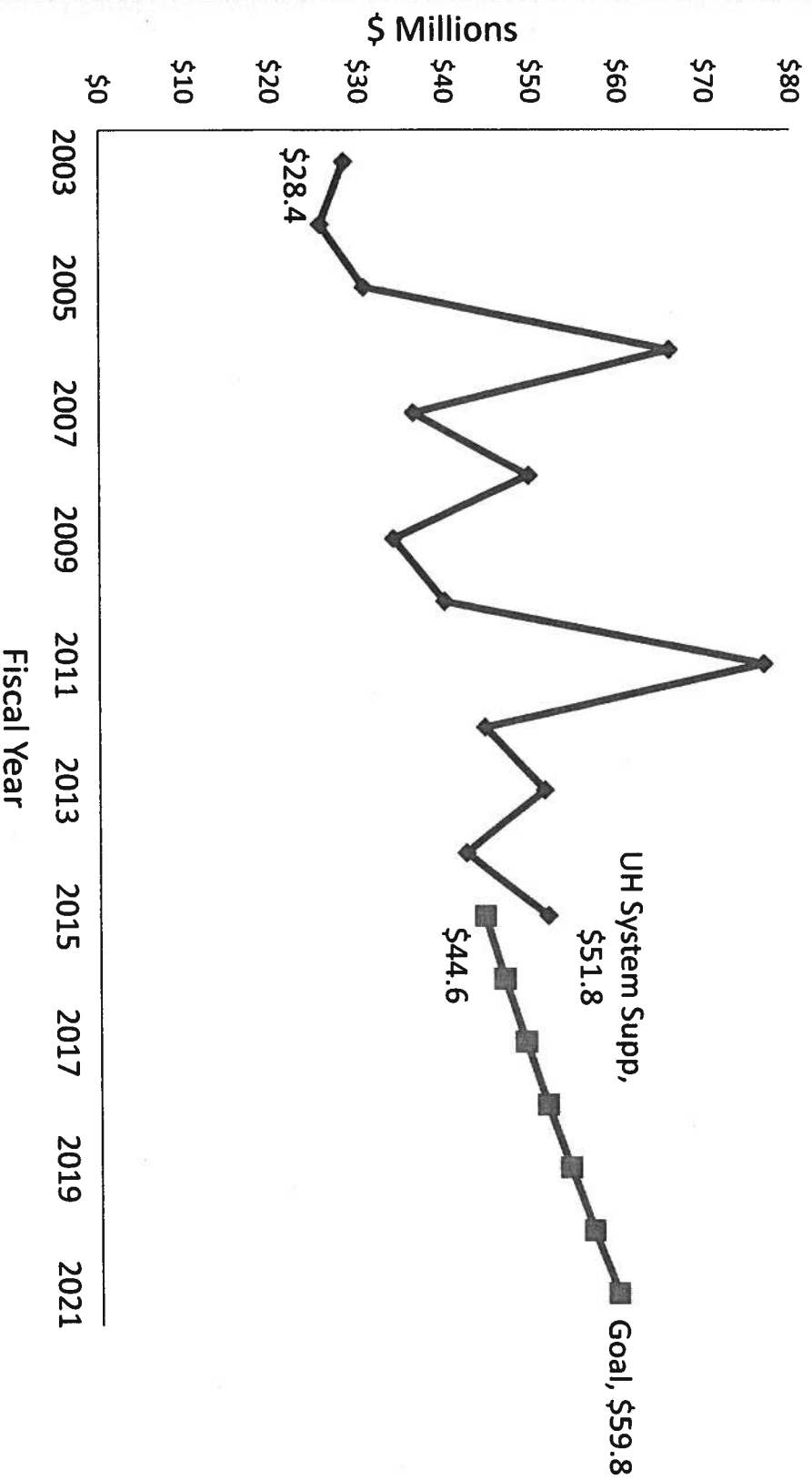
# Total Extramural Funds

## UHCC



Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.

# Total Extramural Funds UH System Support



Source: Office of Research Services. Includes awards recorded in ORS extramural fund award database for the UH system.



## VII. STEM Degrees Awarded

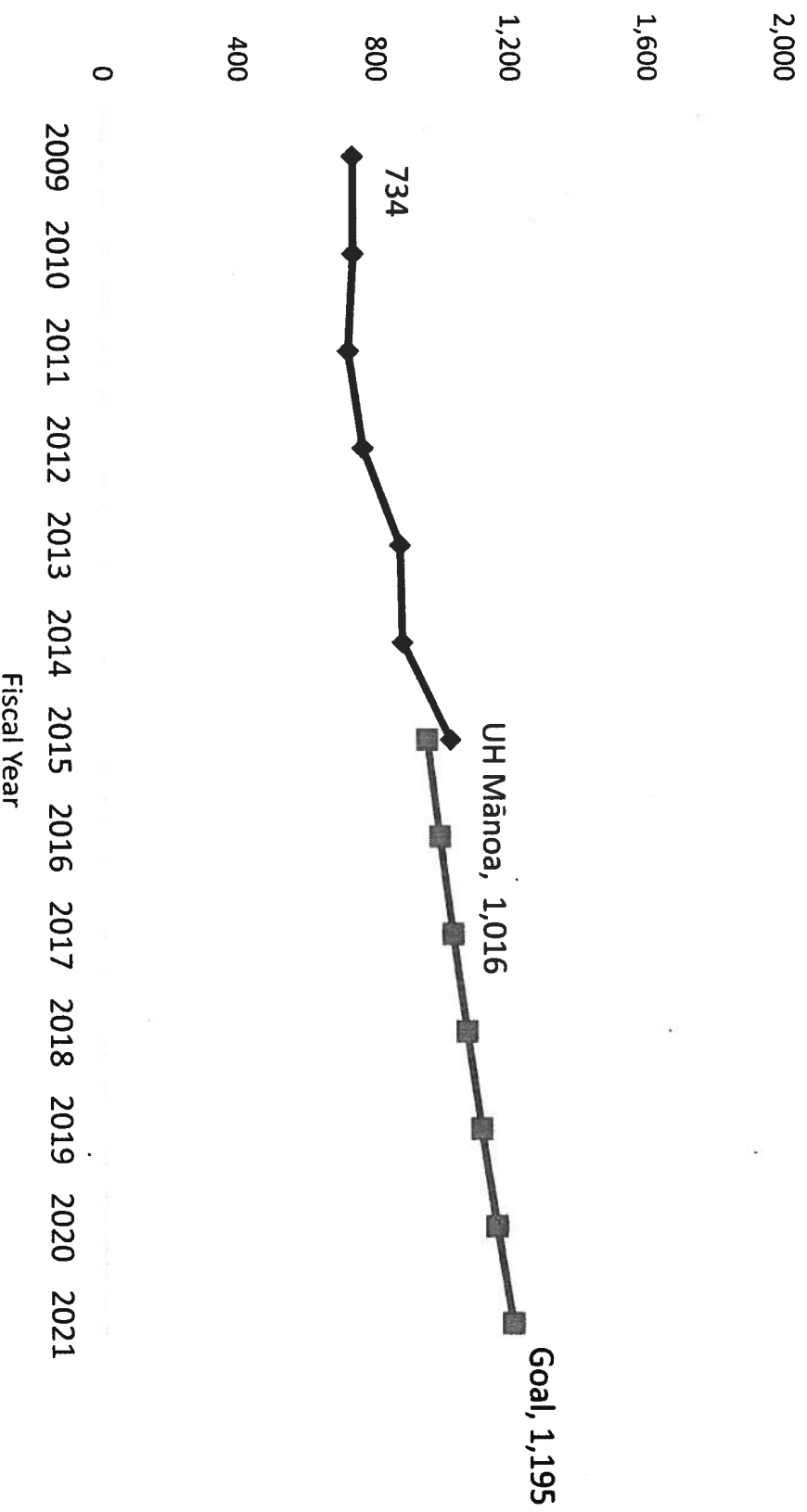
### Definition

- Includes Certificates of Achievement and higher.
- Includes programs identified as STEM by the Department of Homeland Security.

### Goal

- 4% for MAN and 5% for HIL and the UHCCs. For WOA (no STEM degrees to date), no STEM goal has been set.

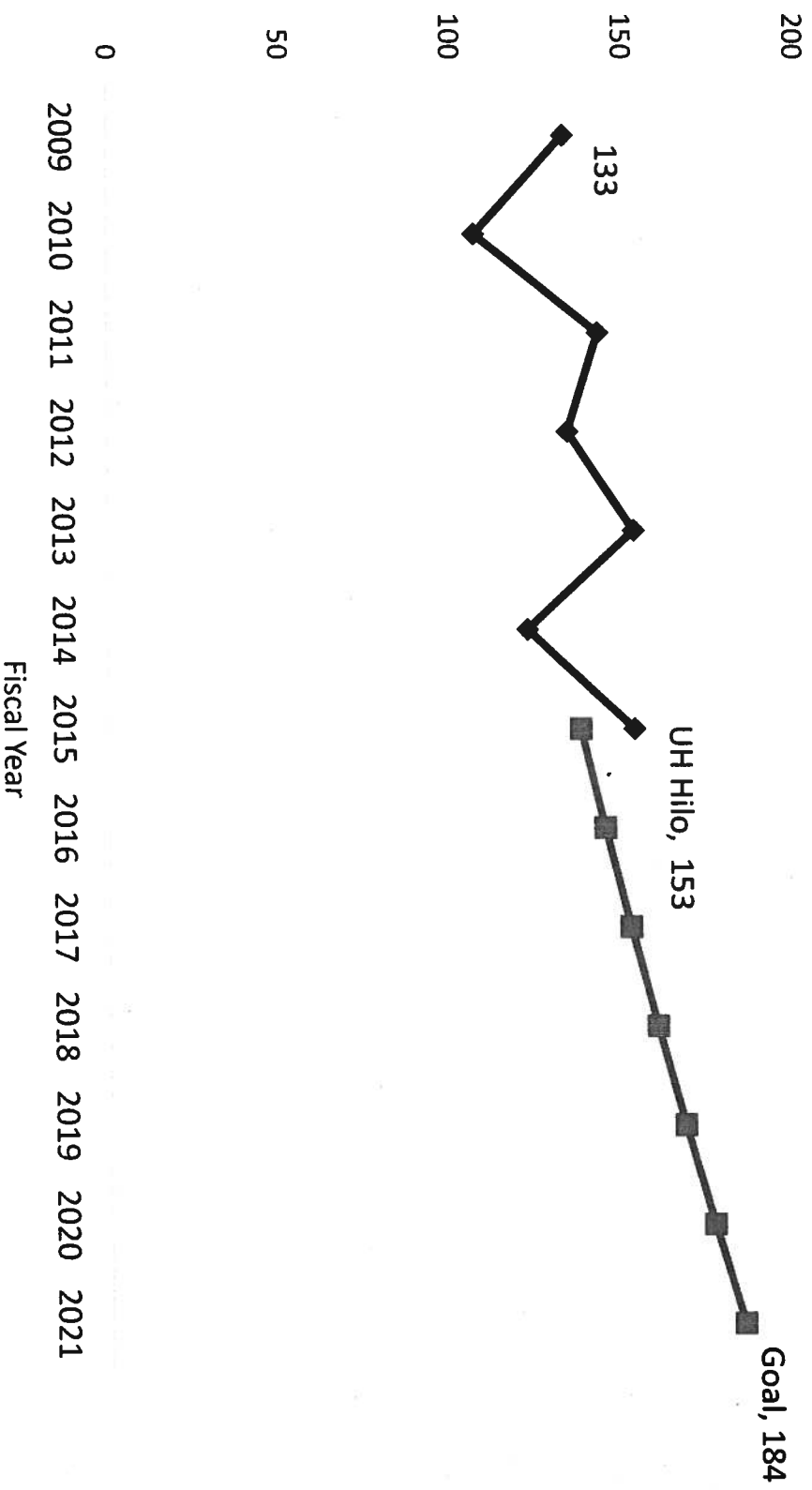
# STEM Degrees Awarded UH Mānoa



Based on DHS STEM definition.

# STEM Degrees Awarded

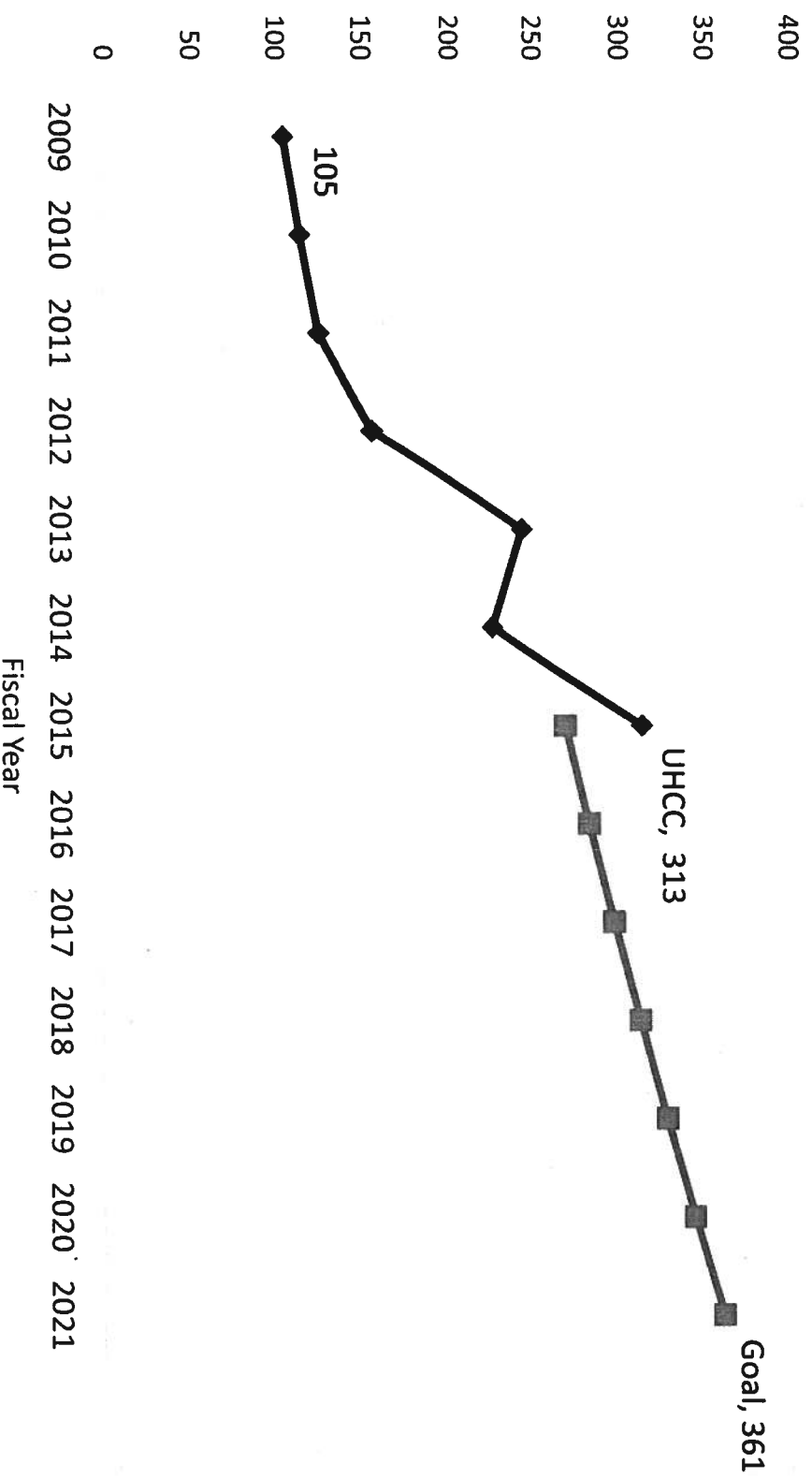
## UH Hilo



Based on DHS STEM definition.

# STEM Degrees Awarded

## UHCC



Based on DHS STEM definition. Excludes Applied Trades (APTR) at Honolulu CC.

## VIII. Deferred Maintenance

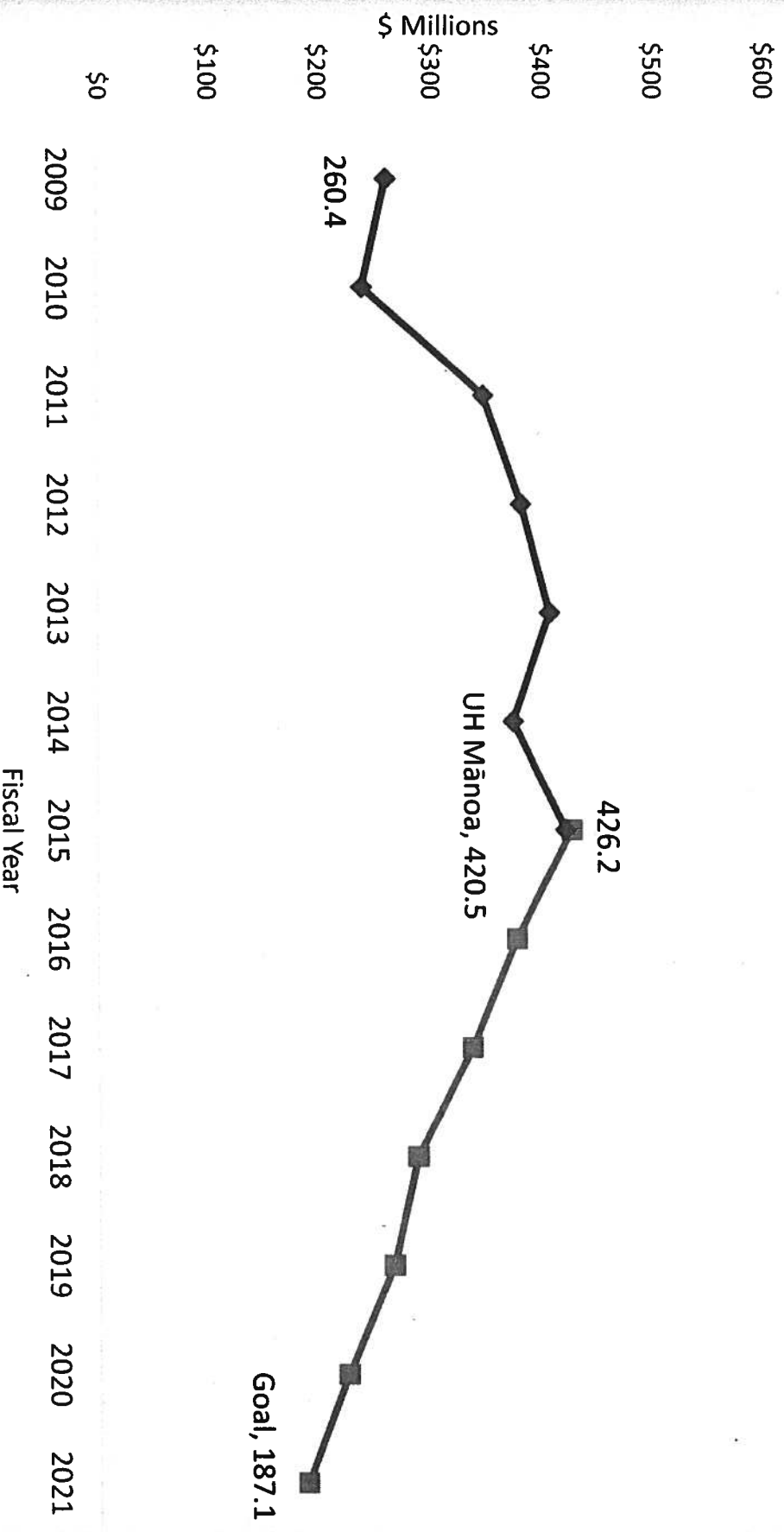
### Definition

Includes facilities that have failing sub-systems, or sub-systems that are operating beyond their useful lifetime.

### Goal

Match the plan approved by the BOR.

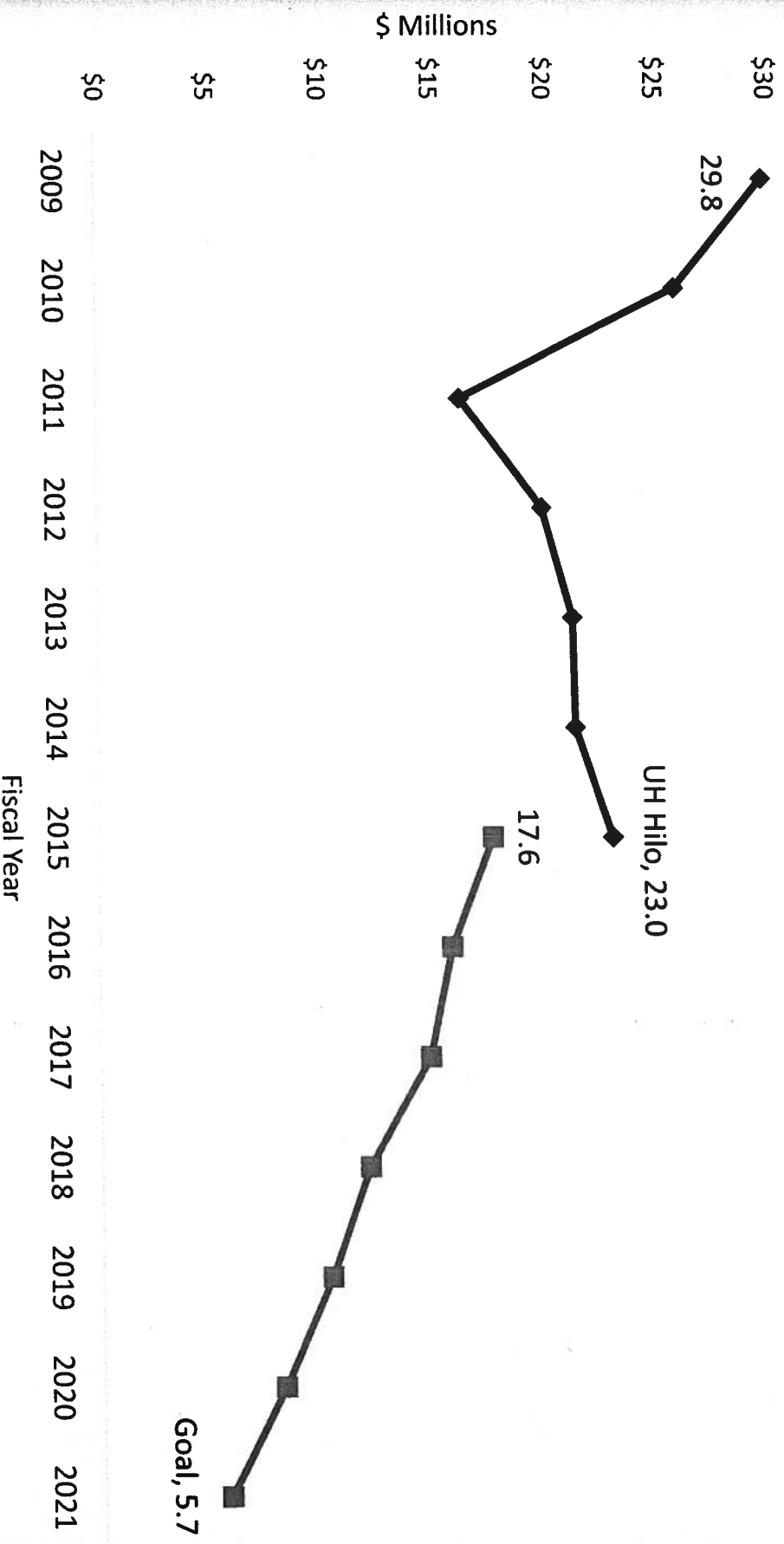
# Deferred Maintenance UH Mānoa



Source: Office of Capital Improvements. Note: UH West O'ahu does not have any deferred maintenance.

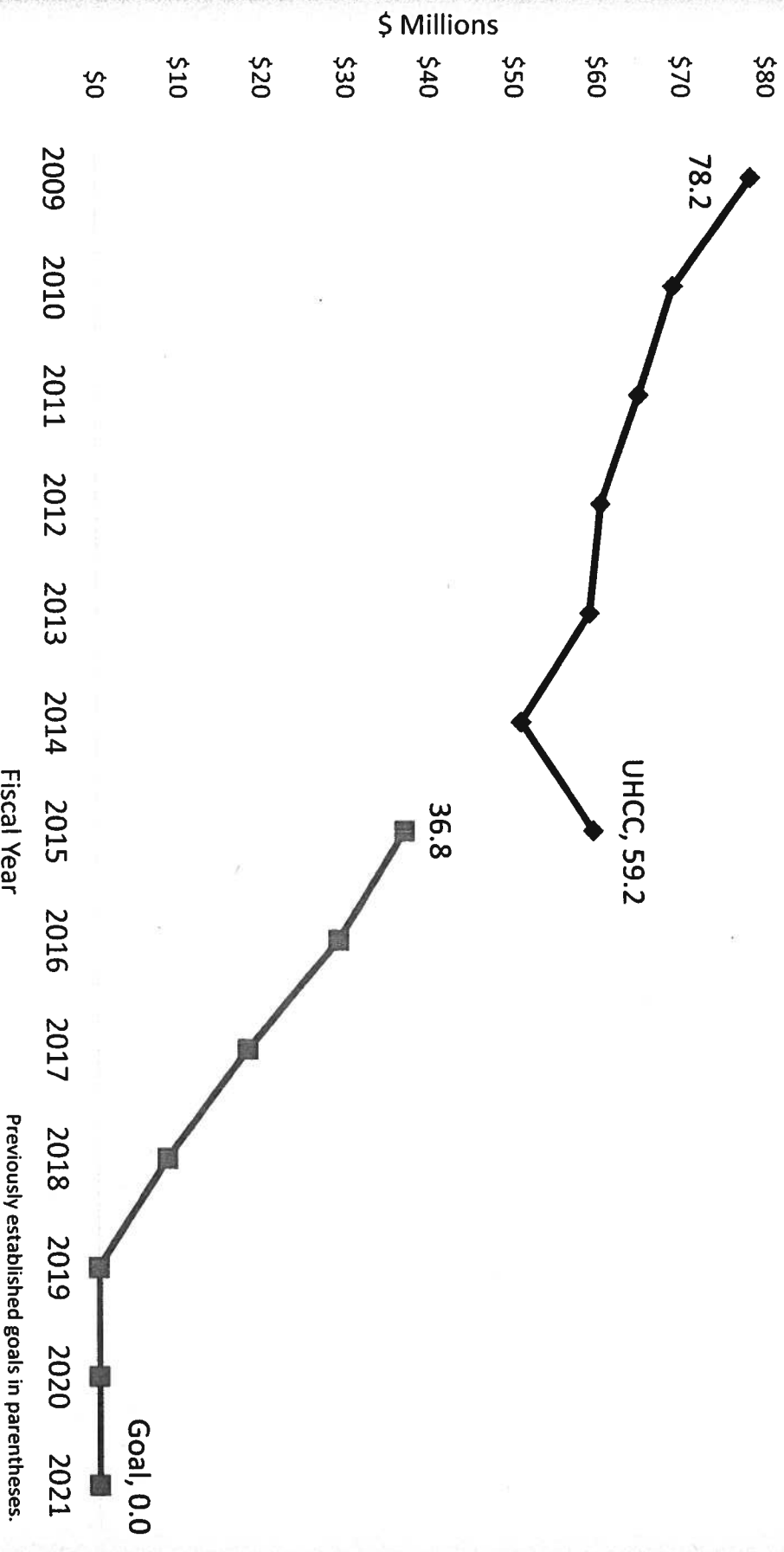
# Deferred Maintenance

## UH Hilo



Source: Office of Capital Improvements. Note: UH West O'ahu does not have any deferred maintenance.

# Deferred Maintenance UHCC



Source: Office of Capital Improvements. Notes: UH West O'ahu does not have any deferred maintenance. Includes community college system backlog.



## IX. Cost of Utilities: Electricity (kWh) Purchased

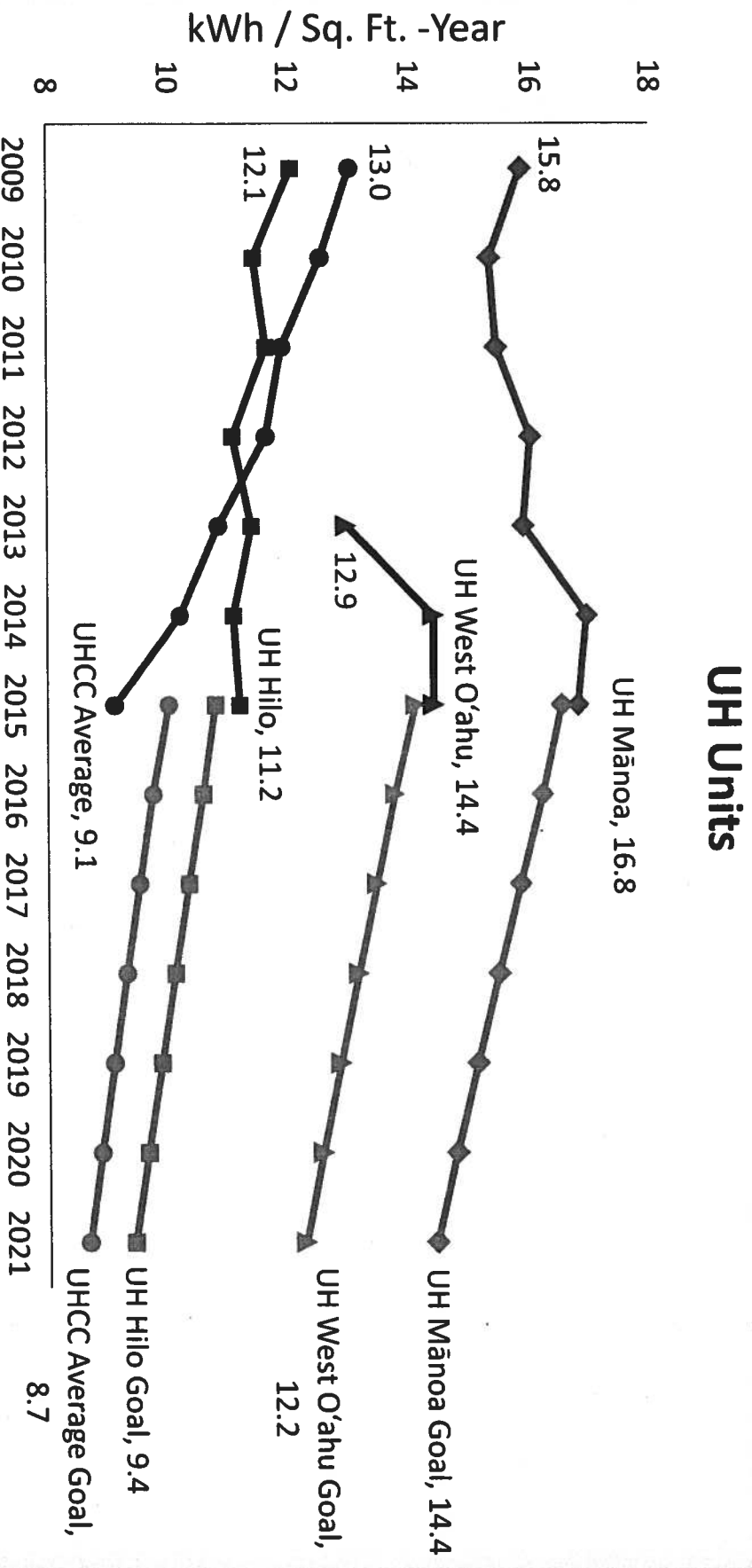
### Definition

- Based on gross square footage as reported by campuses
- Purchased amounts from the utility based on campus utility records

### Goal

15% decrease by 2021

# Cost of Utilities: kWh Purchased Per Square Foot Per Year



Source: Campus records.  
Based on gross square footage.  
UH Mānoa gross square footage based on FY 2013 information. Accurate historical GSF not available.  
UH West O'ahu also includes landscaped square footage.

Brown markers indicate target values.