



November 23, 2012

Dr. Ralph Wolff
President, WASC
985 Atlantic Ave., Suite 100
Alameda, CA 94501

SUBJECT: Responses to Recommendations in the September 2012 Report of the
WASC Special Visit Team

Dear Ralph:

Thank you for the opportunity to respond to the Special Visit Team's recommendations. We address each team recommendation below, and when available, include an update of events that have occurred since the team's September visit. But first, the University would like to express its appreciation to the team for their affirmation of the University's progress on its key system initiatives and priorities. The University's continuing commitment to serve the needs of the state is embodied in these initiatives and priorities.

- 1. The team recommends that the University provide to the Commission staff the report and other results of the efforts of the working group the Board of Regents has established to investigate delegations of authority and the appropriate balance of authority between the system and campuses.**

The following has occurred since the WASC Special Visit Team's visit in September:

- At its November 15, 2012 meeting, the Board of Regents accepted Phase 1 of the report of the Operational and Financial Controls Improvement Advisory Task Group (ATG). Phase 1 focused on evaluating the operational and financial processes associated with the planned Stevie Wonder Concert. The report indicated the loss resulted from a lack of judgment and a failure to take overall responsibility by individuals within the UH Mānoa Athletics Department who were involved in the financial transactions. The report determined that the UH Disbursing Office received the appropriate approvals and documentation to process payment. The University has also taken further steps to tighten its policies and procedures.

The Phase 1 report is available online at:

www.hawaii.edu/offices/bor/tempdocs/UH_BOR_Report_111512.pdf

- Phase 2 will assess whether the University's current policies (Board, Executive, and Administrative) require clarification and revision with respect to the assignment of responsibility, delegation of authority, and accountability for duties performed by University personnel. The University will share the results of the Phase 2 report when it becomes available.
- 2. The team recommends that the University provide to the Commission staff any report or draft legislation arising out of the work of the special state senate investigative committee and other findings, reports, and recommendations by the state that may pertain to the matters raised by the Stevie Wonder concert.**

The following has occurred since the WASC Special Visit Team's visit in September:

- On November 19, 2012, the Special Committee on Accountability issued its final report resulting from its investigations. The committee listed 18 recommendations.

The full report is available at:

www.capitol.hawaii.gov/committeefiles/special/sca02/CommitteeReport.pdf

- 3. Building on the success the University has had with Native Hawaiian undergraduate students and to further its efforts to be a model indigenous serving university, the team recommends that the President work with leaders from throughout the University to espouse and implement a plan that articulates clear goals and paths for improved success for Native Hawaiians in graduate programs and as faculty, staff, and administrators for the University.**

The University's "Model Indigenous-serving University" plan, *Hawai'i Papa O Ke Ao*, sets forth clear goals and plans to prepare and foster students, faculty, and staff of Hawaiian ancestry to assume leadership roles within the University and the community. It addresses key areas of student leadership, faculty and staff stewardship, and institutional decision-making. The plan was accepted by the Board of Regents in February 2012 and a request for 30 new positions to support the plan's efforts was included in the Board of Regents' budget request. President Greenwood has charged the chancellors with the task of creating

campus specific plans to increase the post-secondary success and employment of Native Hawaiians within the University.

Hawai'i Papa O Ke Ao is available at:
www.hawaii.edu/offices/op/hpokeao.pdf

- 4. The team recommends that the University consider carefully student concerns about tuition and affordability as well as the availability of needed classes as it pursues its efforts to increase the number of Hawaiians to whom it awards degrees.**

The University remains sensitive to students' concerns about access and affordability and the availability of classes and will remain diligent in monitoring student and public sentiment. Access and affordability are core principles upon which the University was founded and the University is committed to providing Hawai'i's people with a variety of entry points into the state's sole public postsecondary institution. Examples of activities the University will be undertaking to address these concerns include:

- **A mid-schedule review of the impact of tuition in fall 2014.** As with the previous AY 2006–07 to AY 11–12 schedule, the University plans to conduct an analysis of the impact of tuition as illustrated by the following timeline:

Fall 2014 – analysis of first two years of the schedule (AY 2012-13 and AY 2013-14)

Spr 2015 –seek BOR approval to modify the tuition schedule, if deemed necessary

Since the rate of increase is more modest in the first two years of the schedule than the last three years, the University anticipates repeating the analysis for the remaining three years of the schedule.

The University has improved its ability to access financial aid data for reporting and analysis and will be able to do a more thorough analysis of specific population segments (e.g., those with unmet need) than it did with the previous mid-schedule review in 2007.

The University appreciates the Special Visit Team's acknowledgement of its efforts to implement financial plans during this economic downturn, including the adoption of another multi-year tuition schedule. The multi-year schedule has proved beneficial for students and their families as well as the University for planning purposes.

- **Implementation of campus strategies to address class availability and other issues.** Hawai'i Graduation Initiative and related campus efforts around retention and graduation, are expected to have a positive effect on issues such as the availability of required classes and the perceived value of student services. These strategies focus on removing barriers and redirecting resources to where they will have the most impact on student success. They include employment of wait lists, campus academic maps, block scheduling, increased intervention, timely information on students' status toward graduation, etc. In addition, the Board of Regents has included a budget request to expand the University's distance learning efforts.

In closing, it is most important to share the statement issued by the Regents affirming their partnership with President Greenwood after their November 15, 2012 meeting. Below are a few excerpts:

The Regents and the President share a conviction that autonomy and independence in governing its internal affairs are essential if the University is to carry out its mission. They agree that improved communication and transparency within the University's leadership is critical to avoiding future mishaps. The Regents are optimistic that under President Greenwood's leadership the University will correct the management failures highlighted by the Advisory Task Group Report on Operational and Financial Controls Improvement.

The Regents and President Greenwood will work together to build on this record by offering affordable access, excellence in teaching, internationally recognized research and innovation, and a culture of service to the people of Hawai'i. Our shared goal is to make the University the first choice of the people of Hawai'i to achieve their academic goals and pursue their personal dreams.

The complete statement is available at
www.hawaii.edu/news/article.php?ald=5434

The University administration is holding campus listening tours from mid-November 2012 through early January 2013. The visits provide members of the University community and the general public an opportunity to share their thoughts on the University and its future directly with President Greenwood, representatives from the UH System administration, and Board of Regents members.

The schedule of campus visits is available at:
<http://www.hawaii.edu/news/article.php?ald=5433>

Ralph Wolff
November 23, 2012
Page 5

The University administration is committed to regaining the trust and good will of the public we enjoyed prior to this unfortunate incident. We appreciate the assessment of the visiting team that the system is working as a team with a spirit of collaboration to build a stronger University.

Sincerely,

A handwritten signature in cursive script that reads "M.R.C. Greenwood". The signature is written in black ink and has a fluid, connected style.

M.R.C. Greenwood