MINUTES

BOARD OF REGENTS’ COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS
MEETING

AUGUST 20, 2015

I. CALL TO ORDER

Committee Chair Lee Putnam called the meeting to order at 8:23 a.m. on Thursday, August 20, 2015, at the John A. Burns School of Medicine, University of Hawai‘i at Mānoa, 651 Ilalo Street, Medical Building 314, Honolulu, HI 96813.

Committee members in attendance:  Committee Chair Lee Putnam; Committee Vice Chair Michelle Tagorda; Regent Eugene Bal; Regent Simeon Acoba; Regent Wayne Higaki; Regent Ernest Wilson, Jr.

Committee members excused:  Regent David Iha.

Others in attendance:  Regents’ Chair Randy Moore (ex officio committee members); President David Lassner; Vice President for Academic Affairs Risa Dickson; Vice President for Legal Affairs and University General Counsel Carrie Okinaga; Vice President for Research Vassilis Syrmos; Interim UH Mānoa Chancellor Robert Bley-Vroman; UH Hilo Chancellor Don Straney; UH West O‘ahu Chancellor Rockne Freitas; Executive Administrator and Secretary to the Board Cynthia Quinn; and others as noted.

Committee Chair Putnam welcomed everyone to the first meeting of the brand new Academic and Student Affairs Committee and indicated today’s discussion was going to be open ended about the charter for the committee and share ideas on where the committee wants to focus this coming year.  There is dissatisfaction with the current approach to academic planning, and the committee wants it to be more strategic and the committee will discuss what that means.  She separated the many items of the charge, analyzed them and divided them into strategic vs. transactional goals.


Board Chair Moore moved for approval of the minutes of the April 1, 2015 Joint Meeting of the Committees on Planning & Facilities and Community Colleges; May 6, 2015 Meeting of the Committee on Academic Affairs, May 6, 2015 Meeting of the Committee on Student Affairs, and March 18, 2015 Meeting of the Committee on Community Colleges, Committee Vice Chair Tagorda seconded the motion, and the minutes were unanimously approved.
III. **PUBLIC COMMENT PERIOD**

Executive Administrator and Secretary of the Board Cynthia Quinn announced that the Board Office received no written testimony, and no individuals had signed up to give oral testimony.

IV. **AGENDA ITEMS**

A. **Review of Committee Charter**  
B. **Setting Goals and Objectives**

Committee Chair Putnam reviewed the transactional and strategic mandates of the committee in the bylaws, noting there may be areas to suggest minor revisions that can be taken up later. The focus for this committee is the Hawai‘i Graduation Initiative metrics which were adopted by the board last year and she suggested having the committee review the performance metrics annually in September. Administration has been asked to present the results and give some background on the metrics and how they are utilized to measure progress.

**Transactional Mandates**

The committee discussed maintaining a set of metrics tied to performance and funding as done for community colleges. The community colleges have experienced a great deal of success in performance based funding and could be a model for the rest of the system. Program. The mandates specific to the community colleges as requirements of academic accreditation and compliance could be expanded to include all academic programs at all campuses (e.g., medical schools and research institutes). Similarly, the scope of the mandate on providing oversight and direction on operational and financial issues could be broadened to include all campuses.

President Lassner explained that in fall of this year Administration will be presenting a set of performance metrics tied to financial performance for the system as a result of the legislation to add performance funding, which in all cases are based on a slight variance of the metrics adopted by the board last year. There will be multiple layers of metrics tied to strategic directions, community college specific and performance metrics that apply to the system. The committee currently receives an annual program evaluation report, termination decisions are made at appropriate administrative levels and the board receives a report for informational purposes only. All programs are supposed to undergo a periodic review cycles based on when the program was established, but it is not known if these program reviews are being done timely, which is complimentary to accreditation reviews. Administration indicated they could add information on timeliness of reviews to the annual report.

The committee recalled that during the past year, the Committee on Academic Affairs received a briefing on the STAR system and articulation of students which directly related to the mandate on providing oversight and direction to facilitate a seamless transfer of students matriculating between the community colleges and the four year degree schools. The committee agreed that it should revisit the topic for informational purposes and
understanding. This is an area where Hawai‘i has been innovative and is regarding across the country as a high performance institution in this regard.

Regent Acoba entered the committee at 8:46 a.m.

Committee Vice Chair Tagorda noted that board started addressing the mandate of serving as a liaison between the board and appropriate student organizations last year by having different organizations and shared governance groups make presentations at board meetings, as well as the informal breakfast talk story sessions with students at the various campuses, which allowed student leaders to engage and interact with regents. Continuing these types of opportunities and presentations in the coming year would be helpful. President Lassner noted the former chair of the Committee on Student Affairs used to attend the student caucus group meetings, so this new committee may want to consider sending a representative to those meetings. It is a good way to hear directly from students their opinions on matriculation. He offered to inform the student caucus group that either the Committee Chair and/or Vice Chair would be happy to attend those meetings. Regents were concerned about undermining the relationship between administration and students and impacting the chain of command. Administration responded that the student groups embrace opportunities to interact with the board, and the key is to take input and not react, and agree to follow up with Administration on assertions made.

The committee considered other tasks and identified some that have been delegated, and may want to consider other delegations, such as recipients of honorary degrees and endowed chairs. The committee may want to consider hearing a report on carry forward issues such as the implementation of the no smoking and alcohol policies, and Title IX & Violence Against Women Act (VAWA). Discussions have been held on the importance of mental health promotion. The committee will be spending time on programs with low enrollment and/or low degree productivity, and working with Administration on improving the template for program review and costs within the context of program sustainability.

Strategic Mandates

The committee discussed the value of the mandate reviewing the impact of the community colleges upon the workforce in the state, recognizing that it is widely accepted that universities across the nation do an inadequate job understanding what employer needs are, with the exception being community colleges due to their trade schools. The university has a representative on the state’s Workforce Development Council (WDC), and that relationship is an important one and to the extent possible the university needs to play a role relative to workforce development in the state. Regent Higaki suggested regents may want to consider attending a WDC meeting to gain better insight.

The committee agreed that the mandate for providing oversight and direction to the community colleges in providing greater access to higher education throughout the state is important. They noted some misunderstandings shared by some legislators who expressed concern about the inability to recognize credits in courses that were similar offered at the community college and some of the programs at the four year colleges, and a recent incorrect assertion that UH was in the bottom quartile of almost every ranking.
Administration responded it was an inaccurate characterization of the state of the university and is preparing a response. Administration added the Shanghai Rankings, one of the more well regarding international rankings of universities, released the Academic Ranking of World Universities 2015 this week and UHM was ranked in the 151-200 internationally, and 66-78 nationally. Regents felt the university needed to do a better job of promoting itself and getting positive information out to the community. It was suggested the committee receive a presentation sometime in the fall on the different rankings, which rankings the university participates in, and how the university and the various campuses are doing compared to peers. Administration agreed that one of the challenges is how to have a shared understanding of the same data, and this is an opportunity to provide metrics and where the university stands.

The committee agreed that the intersections/interfaces with P-20, returning adult learners, and international students are also an important part of this mandate. New learning modalities and methods of delivering instruction both in person and across technologies needs to be looked at, and how that relates to where the institution is moving. There needs to be an understanding of what is the existing culture as it pertains to the use of technology in education and transition challenges. It was suggested that the committee consider a site visit to the Palamanui campus. Administration was cognizant of where the university is with distance learning and could provide an update.

Regarding the mandate related to reviewing and making recommendations on programs, objectives and activities relating to international education, research and training, the committee concurred that the mandate is important. Previously the university focused on the Asia-Pacific region and the university was thought as a higher education institution for the region, not just the state, but the current status is unclear. This was suggested as a deep dive topic last year, but did not make the top five, but it might be useful for the committee to comprehensively look at the whole international strategy in terms of what kinds of initiatives there are, how are they formed and carried out, how they fit within the university’s emphasis of serving the state, and what formalized agreements there are with international universities.

Administration explained that when the UHM Chancellor's office was established, the international office was eliminated from the system and moved to UHM. There is currently one part-time person at the system level handling international matters. There is much activity: Tokai University is located next to UH-West O'ahu; Kapi'olani CC enrolls more lower division undergraduates from Japan than any college in the United States; UHH has an aggressive intention of serving Pacific Island students; and there are many collaborations with East-West Center that are largely under the radar.

The committee suggested the mandate for reviewing the strategic plan, mission statement, and the long range development plans of the community colleges for recommendation to the board be expanded to include all campuses to ensure time, space and money come together in the right way for quality academic programs. This issue will come up when the committee received the report from the consultant on the Long Range Development Plan for Hawai'i Community College later this year. The strategic approach to academic planning has to involve what facilities are needed and how to ensure the right supports are in place for the programs the university envisions providing.
Board Vice Chair Bal reminded everyone that when the new combined committee was formed there was fairly strong concern about losing the student affairs emphasis. While much of the mandates presented touch students, the committee needs to maintain the very important student affairs aspect of the committee. Committee Vice Chair Tagorda agreed the topic of student affairs touches in a lot of areas, and a much of the discussion today expanded on some things that students affairs encompasses (e.g., workforce development). Within the academic affairs metrics, there are companion metrics that exist within student affairs, so it would be interesting to look at career and leadership development that exists to support workforce; study abroad programs that support international learning; student success and how students learn in distance learning and other modalities. The committee should look at student success and engagement metrics and how the university delivers practical and real life experiences, and other student life issues (e.g., health, welfare and safety).

Committee Chair Putnam asked Administration had any suggestions for things the committee should focus on this year. VP Dickson responded that she was thrilled with the new combined committee because both academic affairs and student affairs affect each other. Their goal is the Hawai'i Graduation Initiative, bringing things together, metrics, moving towards a larger strategic plan for moving the System forward in a meaningful, purposeful, and planned way. New programs will be brought to the committee twice a year instead of piece meal and other efficiencies that will make things easier to move forward. Once they receive more direction on how to move things forward they will work on creating a new template for program cost analysis of new programs that includes the second and third order consequences of the cost of facilities and long term costs, to ensure the program is sustainable and efficient. They want to make the process more agile and flexible in order to better respond and more tightly connected to workforce. They want to pull the pieces together in a meaningful way and communicate them in a way that makes sense, brings people on board, and moves everyone in the same direction.

Chancellor Bley-Vroman was also enthusiastic about the new combined committee because the student experience is not separate from the academic experience, and the university needs to closely integrate the two. Being a student is not just about going to class and getting a degree, and though the Hawai'i Graduation Initiative is a top priority, the Mānoa Experience that includes improving the new student experience, streamlining and decentralizing advising into the colleges to be closer to the students, and creating a pleasant and efficient experience is also a high experience. In addition, they are working on and have made progress with Title IX, gender discrimination and VAWA, and recently appointed a Title IX coordinator. The committee added that it recognized the importance of student autonomy, independence, and responsibility.

The committee recognized former Director of the Department of Labor & Industrial Relations Dwight Takamine who was seated in the audience.

Chancellor Straney noted learning comes from many sources, including outside the classroom. Accreditors want to know how the university assesses learning outcomes in a program, from both courses and co-curricular activities. The ability to ask about learning
outcomes success in a comprehensive way is important. UHH is adding an applied learning experience requirement for students before they graduate because it is important for students to test learning in their field of study before finishing their degree. It is important for students to participate in the workforce they want to join and this will be a hallmark of what UHH provides.

Committee Chair Putnam concurred workforce development was important, and that learning for the sake of inquiry and knowledge is equally important to produce a well rounded and educated citizen. She concluded by asking regents to submit any additional thoughts to her, and indicated she would work with Committee Vice Chair Tagorda and VP Dickson to figure out how to address mandates and come up with an outline for the year that can be adapted as needed.

V. ADJOURNMENT

There being no further business, on the motion of Regent Higaki and second by Regent Acoba and with unanimous approval, the meeting was adjourned at 9:29 a.m.

Respectfully Submitted,

/S/

Cynthia Quinn
Executive Administrator and
Secretary of the Board of Regents