MINUTES

BOARD OF REGENTS COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS
MEETING

NOVEMBER 1, 2018

I. CALL TO ORDER

Committee Chair Michelle Tagorda called the meeting to order at 10:30 a.m. on Thursday, November 1, 2018, at the University of Hawai‘i at Mānoa, Information Technology Building, 1st Floor Conference Room 105A/B, 2520 Correa Road, Honolulu, Hawai‘i 96822.

Committee members in attendance: Committee Chair Michelle Tagorda; Committee Vice Chair Brandon Marc Higa; Regent Eugene Bal III; Regent Ben Kudo.

Committee members excused: Regent Jan Sullivan.

Others in attendance: Board Chair Lee Putnam; Board Vice Chair Wayne Higaki; Regent Simeon Acoba; Regent Michael McEnerney; Regent Randy Moore; Regent Douglas Shinsato; Regent Ernest Wilson Jr.; Regent Stanford Yuen (ex officio committee members); President/Interim UH-Mānoa (UHM) Chancellor David Lassner; Vice President for Administration Jan Gouveia; Vice President for Community Colleges John Morton; Vice President for Legal Affairs/University General Counsel Carrie Okinaga; Vice President for Academic Planning and Policy Donald Straney; Vice President for Research and Innovation Vassilis Syrmos; Vice President for Budget and Finance/Chief Financial Officer Kalbert Young; Interim UH-Hilo (UHH) Chancellor Marcia Sakai; UH-West O‘ahu (UHWO) Chancellor Maenette Benham; UHM Vice Chancellor for Research/Interim Vice Chancellor for Academic Affairs Michael Bruno; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. APPROVAL OF MINUTES OF THE SEPTEMBER 6, 2018 MEETING

Committee Vice Chair Higa moved to approve the minutes of the September 6, 2018, meeting, seconded by Regent Bal, and the motion carried unanimously.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Board Office received no written testimony.

The following provided oral testimony:

1. Stuart Martin, a UHM student and a licensed pilot, provided oral testimony in support of the proposed aeronautical sciences program at UHH. He attended ATP Flight School in Arizona because there were no options in Hawai‘i. Many of his peers are going to the mainland because the flight schools are better and the local schools lack structure. Having a program in Hawai‘i would help keep the money
here and provide an opportunity to other people who are interested in becoming a pilot.

Regent Kudo arrived at 10:33 a.m.

IV. AGENDA ITEMS

A. For Information and Discussion

1. Update on Systemwide Enrollment Management and Enrollment Management Reports

VP Straney, UHM Chancellor Lassner, UHH Chancellor Sakai, UHWO Chancellor Benham, and VP Morton, provided an update on enrollment management for each of their respective units. The reports included historical enrollment figures, challenges and factors affecting enrollment, WICHE forecasts of high school graduates, college participation rates of Hawai‘i public high school graduates, UH community college transfers to four-year campuses, and goals and action strategies for enrollment growth.

Noted in the general presentation was that there is a correlation between recession and enrollment; UH’s challenge is to demonstrate value in college attendance; and high school graduates in Hawai‘i are expected to increase by 1,800 graduates from 2018 to 2025 while high school graduates in Western states are forecast to decline, thereby creating an increase in competition.

A question was raised regarding the mechanics of implementing the freshmen Common Book requirements into the curriculum. Chancellor Lassner explained that other universities have utilized the Common Book strategy to build bonds and connections among students and with faculty.

Questions were raised regarding whether there was someone at the system level dedicated to enrollment management issues and whether the enrollment count only includes full-time students. President Lassner explained each unit has an individual dedicated to enrollment management, and VP Straney has oversight for the system. VP Straney indicated that the enrollment numbers includes the total headcount of all students registered in credit courses, both full-time and part-time.

Comments were made regarding the importance of taking into consideration the method of educational delivery, meeting the needs of non-traditional students, the need to review real-time data to help to anticipate a decline in enrollment so that administration can respond quickly to mitigate or minimize the impact, and expanding online programs to reach a wider range of potential students with unique offerings. VP Straney responded that some of these features can be added to future reports, and noted that the community colleges are proactively exploring new student populations and those efforts are working their way up into the four-year campuses.

A question was raised regarding what the term “modified graduation requirements” means at UHH, and the number of modifications that occur in an academic year. Chancellor Sakai explained that the process involves reviewing courses a student has successfully completed to determine if a particular course would fulfill requirements.
Interim Vice Chancellor for Academic Affairs Ken Hon noted that approximately 500 course modifications were processed annually. Administration is encouraging faculty to review degree programs and overlapping courses to eliminate unnecessary course modifications and simplify the degree pathway.

A question was raised regarding the reason for the significant drop in mainland transfer students at UHH. Chancellor Sakai replied that mainland transfers decrease every year, but this year the decrease was larger and she believes the Kīlauea eruptions were a factor.

Questions were raised regarding the EAB enrollment campaign and its intended targets. Chancellor Lassner responded that every campus sets challenging enrollment and conservative operational budget goals. VP Straney noted that EAB enrollment-related services are tailored to the campus. Each campus was provided analytical tools to set targets to model enrollment by category and translate that into projected net revenue. Chancellor Sakai explained the EAB campaign targeted accepted freshmen who had not yet enrolled, but it is too early to determine its success. The initial targets were set to a specific enrollment number that UHH had previously achieved and what was required to retain existing students until graduation, with input from admissions and the enrollment management groups.

A question was raised regarding efforts made for marginal students that may require special attention or those who encounter academic problems and do not return. VP Straney responded that each campus has been developing strategies such as first year experience programs to match students with student affairs, extracurricular support, and learning support for courses. Both UHM and UHH started a learning assistance program in Science, Technology, Engineering, and Mathematics (STEM) because of high failure rates in introductory courses and hired upper-level students that had already taken and passed the course. He added that the university does not want to just retain students, it wants them to succeed in their courses, even if it results in a reduced curriculum workload.

A question was raised regarding whether Early College Program (ECP) students are included in the total enrollment numbers. VP Straney explained that ECP students are included in total enrollment but are not part of the first-time freshmen, transfer, or continuing totals. ECP students who subsequently enroll at UH campuses are counted and defined as first-time freshmen, even if they have earned credits.

Questions were raised regarding whether the 2018 first-time freshmen count at UHWO being lower than 2017, 2016, and 2015 was cause for concern; and how the 14.2% change in first-time freshmen was derived. Chancellor Benham explained that there had been a large number of students funded through one-time grants over the last few years which increased the numbers. Administration is working on institutionalizing programs in order to sustain enrollment growth. Chancellor Benham noted that she would get back to the committee regarding the calculations of the percentage change in first-time freshmen.

Concern was expressed that it was unrealistic to set an enrollment of 60,000, simply because it was a previous peak enrollment that was reached during an economic
President Lassner added that the university is being extremely intentional and analytical about shaping how it manages enrollment.

A request was made for a more detailed presentation on distance learning in the future that shows the types of degrees and certificates each campus is offering and how online programs are being marketed to reach other market segments. VP Straney responded that a presentation on distance learning will be provided.

A comment was made regarding the need for more data on students from independent schools to inform enrollment management. VP Straney responded that Hawai‘i P-20 could assist.

Comments were made regarding working with the Department of Education (DOE) to ensure there are fewer students needing remedial math and English and having more robust college counseling at the DOE schools. VP Straney responded that a presentation is forthcoming by Hawai‘i P-20 on the 6-16 College and Career Guidance Program designed to bring high school counselors and college advisors together.

A comment was made regarding course scheduling and facilities use as being a factor in student retention and it was suggested that administration utilize the STAR system to predict what students will need and when. VP Straney responded that administration is taking that into consideration and moving forward in that direction.

A question was raised regarding whether there were individuals assigned to high schools with responsibility for achieving enrollment targets. VP Straney explained that campuses are focusing on specific high schools, but was unsure if there are specific targets by high school.

Committee Chair Tagorda agreed with comments from committee members regarding the effort made over the years to increase enrollment and the collaboration that is occurring among the campuses. Sharing what works and does not work helps the university system function more successfully.

The committee went into recess at 12:28 p.m., and the meeting resumed at 12:41 p.m.

2. Academic Planning Update

VP Straney noted that the board had received an update on the new integrated planning framework at the August board meeting, which covered many of the elements included in today’s presentation. Due to time constraints, he focused on the types of program proposals and indicated that the provisional Aeronautical Sciences, B.S. program at UHH would be considered a capital-intensive proposal and the Engineering Science, B.S. program at UHM would be considered a modification of an existing program proposal. If these programs are approved today and subsequently approved by the full board, campuses can begin recruiting students in fall 2019.

B. For Review and Recommend Board Approval

1. Establishment of a New Provisional Bachelor of Science Degree in Aeronautical Sciences at the University of Hawai‘i at Hilo
Chancellor Sakai provided an overview of the provisional Aeronautical Sciences, B.S. program at UHH that was updated to address concerns previously raised by the board. The proposed program was broadened to include concentrations in commercial professional pilot training (CPPT) and commercial aerial information technology (CAIT), and its applications will integrate into UHH’s existing strengths in STEM, agriculture, conservation, biology, geography, environmental sciences, marine science, and astronomy.

Chancellor Sakai highlighted data in a 2016 report prepared by the Office of Aerospace Development at the Department of Business, Economic Development & Tourism entitled “Hawai’i’s Aerospace Industry – Developing a Strategic Roadmap for Expansion and Diversification” that strategically reviewed Hawai’i’s aerospace industry, including its locational assets such as its strategic location, terrain, and existence of resident expertise. The purpose of the report was to develop a roadmap for a sustainable aerospace industry. Eight sectors within the aerospace industry cluster were identified, two of which, civil aviation and unmanned aerial systems (UAS) are a focus of the proposed degree program. Data shows the largest projected growth in pilot demand will be the Asia-Pacific region. The UH Applied Research Laboratory UAS program operates the Pan Pacific UAS Test Range Complex, one of six approved across the country by the Federal Aviation Administration (FAA). UHH has an existing relationship with the FAA which enables them to obtain certificates of waiver or authorization for research and training on a per project basis, which would provide additional privileges for the aerial information technology program. This proposed degree aligns well with UHH’s focus on professional programs that prepare students in the workforce and the focus on the application of science in a broad range of fields using tools for information development such as geographic information systems, data visualization, and data science.

Chancellor Sakai shared a video demonstrating how UHH researchers used drones to aid lava monitoring.

Regent McEnerney left at 12:57 p.m.

Chancellor Sakai noted that questions previously raised include why the program should be at UHH, what need does the program fill, and how do they know students will want to enroll. She explained that for the pilot track, there are approximately 200 projected job openings in the next 10 years and 186 replacement positions for an average of 40 positions per year, at an average salary ranging up to $150,000 for major airline pilots. For the UAS track, demand is more difficult to project. The salary range is estimated to be $30,000 to $150,000 per year. Students who graduate from these programs will go through experience pathways for their career objectives and salaries will differ depending on the track.

The 3 +1 format provides flexibility and the 3 years of pilot training can be done at UHH and may be broadcast via distance learning. For the pilot track, a mainland flight school has been identified than can provide the Year 4 pilot training, and if similar operations were to develop in Honolulu, Year 4 could be completed in Hawai’i. For the UAS track, the final year occurs at UHH where students can better complete the academic portion of the program.
The 4-year program at UHH provides 60 credit hours of core aviation courses and 60 credit hours of general education courses. This program would benefit the student by streamlining the time to get a 4-year degree in aviation, allows graduates to avoid the Year 4 cost of college which is approximately $22,000 of the entire cost of education; reducing cost for flight training in Year 4; and puts them at a competitive advantage for being hired by a major carrier in the future over someone with a 2-year degree. Eighty percent of the Hawaiian Airlines pilot force have 4-year degrees.

Pilots need to earn flight hours before being considered to be hired by major airlines. Hawaiian Air has indicated they are supportive of any program that increases pipeline of pilots into the workforce.

Chancellor Sakai indicated that this program will help students move toward a career that can be highly compensated, both as commercial pilot and operating unmanned aerial vehicles, which is a rapid growth sector in the United States and Hawai‘i. UHH projects 20 students per year entering into pilot training cohort, and 10 per year into the UAS cohort. Assuming retention rates mirror general UHH population, the mature program size would be approximately 80 students. The 4th year revenue would be $500K, and expense would be projected at $350K, which would put UHH in a net positive position. Additional resources will be needed to initially start the program and UHH plans to ask the board for authorization to utilize $100,000 from the $12 million in tuition reserves. She added that if UHH had to stop the program, the estimate for the entire cost is $600,000 net of tuition. The benefits appear to exceed the risk.

A question was raised regarding whether all four years of the UAS track could be done at UHH, with UHH providing all lab experiential opportunities required to get the Federal Aviation Administration license. Chancellor Sakai explained that they could.

Regent Bal noted the expansion of the program to include the added value of the UAS certification pathway, which will expand the program’s ability to attract more students. He indicated that airline pilot industry training is largely supported by the Air Line Pilots Association, International (ALPA) and shared forecasts from the ALPA website on hiring of pilots by Boeing and Airbus, the world’s two largest aircraft manufacturers. The forecasts show Boeing’s prediction of hiring 637,000 pilots in the next 20 years with Airbus’ hiring estimate of 562,200 pilots. Looking at the airline industry worldwide, it is conceivable that pilots that go through this program will have tremendous opportunity and potential for employment both in Hawai‘i and around the world.

Regent Shinsato left at 1:18 p.m.

Concerns were raised regarding whether entering the memorandum of understanding (MOU) with the flight service provider would place the position of the university in a partnership or joint venture with the flight service provider and therefore, still pose a substantial risk of liability; whether the MOU would be effective with third parties in the event of an unforeseen incident or property damage; and the potential liability of the UAS program.

Board Vice Chair Higaki left at 1:24 p.m.
A question was raised regarding the possibility of individuals with this academic program background expanding into airport management and other aviation operations. Chancellor Sakai responded that there are many employment opportunities, and any career that deals with air space or ground operations could leverage this degree.

Regent Kudo moved to recommend board approval of the new provisional Bachelor of Science in Aeronautical Sciences at UHH, seconded by Regent Bal, and the motion carried unanimously, with Regent Sullivan excused.

2. Establishment of a New Provisional Bachelor of Science Degree in Engineering Science at the University of Hawai‘i at Mānoa

VC Bruno provided an overview of the provisional Engineering Science Degree, B.S. program at UHM. The proposed program would allow the College of Engineering and the university to be more agile and strategic in the development and deployment of ABET-accredited engineering programs in high-demand areas. There was some concern regarding the marketability of an engineering science degree as opposed to a specialized engineering degree.

Committee Vice Chair Higa moved to recommend board approval of the new provisional Bachelor of Science in Engineering Science at UHM, seconded by Regent Bal, and the motion carried with Regent Kudo voting no, and Regent Sullivan-excused.

V. ADJOURNMENT

There being no further business, Committee Chair Tagorda adjourned the meeting with no objections. The meeting was adjourned at 1:47 p.m.

Respectfully Submitted,

/S/

Kendra Oishi
Executive Administrator and Secretary of the Board of Regents