Notice of Meeting
UNIVERSITY OF HAWAI'I
BOARD OF REGENTS COMMITTEE ON PERSONNEL AFFAIRS AND BOARD GOVERNANCE
Members: Regents Moore (Chair), Westerman (Vice-Chair), Bal, Haning, and Wilson

Date: Thursday, December 2, 2021
Time: 8:30 a.m.
Place: Virtual Meeting

In light of the evolving COVID-19 situation, protecting the health and welfare of the community is of utmost concern. As such, this will be a virtual meeting and written testimony and oral testimony will be accepted in lieu of in-person testimony. See the Board of Regents website to access the live broadcast of the meeting via livestream: www.hawaii.edu/bor. Mahalo for your consideration.

AGENDA

I. Call Meeting to Order

II. Approval of Minutes of the May 6, 2021 and August 5, 2021 Meetings

III. Public Comment Period for Agenda Items:

All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Written testimony may be submitted via the board’s website through the testimony link provided on the Meeting Agendas, Minutes and Materials page. Testimony may also be submitted via email at bor.testimony@hawaii.edu, U.S. mail, or facsimile at (808) 956-5156. All written testimony submitted are public documents. Therefore, any testimony that is submitted for use in the public meeting process is public information and will be posted on the board’s website.

Those wishing to provide oral testimony for the virtual meeting may register here. Given constraints with the online format of our meetings, individuals wishing to orally testify must register no later than 7:00 a.m. on the day of the meeting in order to be accommodated. It is highly recommended that written testimony be submitted in addition to registering to provide oral testimony. Oral testimony will be limited to three (3) minutes per testifier.

IV. Agenda Items

A. Annual Report on Regents Policies
B. Discussion on Board Member Education and Development
C. Discussion of Possible Board Retreat Meeting Topics
D. Discussion of request of All-Campus Council of Faculty Senate Chairs for a faculty seat on the Board of Regents

V. Adjournment

ATTACHMENTS

Attachment A – Personnel actions posted for information only, pursuant to Section 89C-4, Hawai‘i Revised Statutes. These actions are not subject to approval by the Board of Regents.
Attachment A: Pursuant to §89C-4, Hawai‘i Revised Statutes, the following proposed compensation actions for excluded Executive/Managerial are disclosed for purposes of public comment.

<table>
<thead>
<tr>
<th>Campus</th>
<th>Last Name</th>
<th>First Name &amp; Middle Initial</th>
<th>Proposed Title</th>
<th>Unit</th>
<th>Nature of Action</th>
<th>Monthly Salary</th>
<th>Effective Date</th>
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<tbody>
<tr>
<td>Mānoa</td>
<td>Fletcher</td>
<td>Charles</td>
<td>Interim Dean</td>
<td>School of Ocean and Earth Science and Technology</td>
<td>Appointment</td>
<td>$20,625</td>
<td>January 1, 2022 - December 31, 2022</td>
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BOARD OF REGENTS COMMITTEE ON PERSONNEL AFFAIRS AND BOARD GOVERNANCE MEETING

MAY 6, 2021

Note: On January 30, 2020, the World Health Organization declared the outbreak of COVID-19 a public health emergency of international concern, subsequently declaring it a pandemic on March 11, 2020. On March 16, 2020, Governor David Y. Ige issued a supplementary proclamation that temporarily suspended Chapter 92, Hawaii Revised Statutes, relating to public meetings and records, “to the extent necessary to enable boards to conduct business in person or through remote technology without holding meetings open to the public.”

I. CALL TO ORDER

Chair Robert Westerman called the meeting to order at 11:46 a.m. on Thursday, May 6, 2021. The meeting was conducted virtually with regents participating from various locations.

Committee members in attendance: Chair Robert Westerman; Vice-Chair Simeon Acoba; Regent Eugene Bal; Regent Michelle Tagorda; and Regent Ernest Wilson.

Others in attendance: Board Chair Benjamin Kudo; Regent Randy Moore; Regent Alapaki Nahale-a (ex officio committee members); Vice President (VP) for Administration Jan Gouveia; VP for Community Colleges Erika Lacro; VP for Legal Affairs/University General Counsel Carrie Okinaga; VP for Research and Innovation Vassilis Syrmos; VP for Information Technology/Chief Information Officer Garret Yoshimi; VP for Budget and Finance/Chief Financial Officer Kalbert Young; UH-Mānoa Provost Michael Bruno; UH-Hilo Chancellor Bonnie Irwin; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. APPROVAL OF MINUTES

Regent Wilson moved to approve the minutes of the February 4, 2021, committee meeting, seconded by Regent Bal, and the motion carried with all members present voting in the affirmative.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Board Office did not receive any written testimony, and no individuals signed up to provide oral testimony.

IV. AGENDA ITEMS
A. **Review of Board Bylaws (Bylaws)**

Board Secretary Oishi explained that the responsibilities of the committee include ensuring that the Bylaws are reviewed on a regular basis. Although this periodically occurs at the individual committee level within the context of examining a committee’s scope and responsibilities, it was noted that a comprehensive review of the Bylaws has not occurred since February 28, 2019, which was also the last time they were amended. As such, the Board Office conducted a cursory review of the general provisions of the Bylaws and recommended several housekeeping amendments.

Regent Wilson asked whether the changes highlighted on the marked-up copy of the Bylaws provided in the committee materials were the housekeeping amendments being proposed by the Board Office. Board Secretary Oishi responded in the affirmative.

Chair Westerman stated that the proposed amendments, while merely housekeeping in nature, should be adopted so that the Bylaws accurately reflect the appropriate statutory and administrative rules provisions that are applicable to the board.

Regent Wilson moved to recommend board approval to adopt the identified housekeeping amendments to the Bylaws, seconded by Vice-Chair Acoba, and the motion carried with all members present voting in the affirmative.

B. **Discussion on Board Member Education and Development, Including Orientation for New Regents**

Board Secretary Oishi stated that a responsibility of the committee is to ensure that board members are provided with educational and development opportunities. She noted that the Board Secretary typically coordinates these efforts and gave an overview of the educational and development opportunities and resources made available through the Board Office.

The Board Office, in conjunction with the President and administration, also conducts orientation sessions for incoming Regents. Board Secretary Oishi reviewed some of the topics included in the orientation sessions and solicited feedback from Regents on any additional topics that might be useful for incoming board members.

Regent Wilson suggested that Regents be allowed to furnish information to the Board Office on topics that they believed would be helpful for the orientation of new Regents. Chair Westerman concurred with this suggestion.

Regent Moore stated that it would be helpful if incoming board members could receive an orientation from the Board Office prior to being officially sworn in as Regents on July 1 and asked whether this would be possible. Board Secretary Oishi replied that orientation for incoming board members was currently scheduled to begin in June.

Discussion occurred on a number of topics and issues that may be helpful in addressing the educational development of current board members, as well as for the orientation of new board members, including the use of interactive technology to access
educational resources and seminars that are already made available through organizations such as the Association of Governing Boards of Universities and Colleges. It was also suggested that educational development sessions covering various topics be placed on each board agenda in the future.

C. Review of Committee Structure

Regent Moore stated that he conducted a review of the board’s committee structure in relation to the committee structures of boards at 12 flagship universities in the western United States, reviewed the process used in conducting this review, and prepared a report of his findings which is included in the committee materials for the edification of the committee. He highlighted a number of items contained in the report noting that the median number of members on the university boards that were reviewed was between 10 and 11 and that the median number of board committees was four. The current composition of the UH board is 11 members and seven committees. He suggested that reorganizing the board’s current committee structure into four subject matter committees would allow for more time during committee meetings for Regents to deepen their understanding of significant issues. Additionally, the content of committee meetings could be refined to strike a balance between addressing the strategic direction of the university and key policy issues with items that are more managerial in nature.

The committee engaged in robust discussion offering various perspectives and considerations on the structure of the board’s committees. It was noted that discussion is occurring at the national level regarding the changing landscape of higher education that is prompting a number of university boards to reimagine board and university governance, and that this is an opportune time to review the board’s committee structure. Although several regents agreed that there should be an objective with regard to the constitution of committees and that committees should be purposeful and policy-oriented, others mentioned the need to take into account issues of importance to the residents of Hawai‘i as well as the university’s constituencies. It was specifically noted that, while committees with the term “athletics” in their titles did not exist on university boards that were reviewed, this particular issue is a topic of great importance to the residents of Hawai‘i and should not be overlooked. It was also emphasized that the board should not lose sight of the needs of the university and Hawaii, which may be unique in comparison to other states.

The issue of the university’s role as an indigenous-serving institution was raised and it was suggested that a committee or group be considered to focus on this responsibility, irrespective of the direction the board takes with regard to its standing committees. The importance of Hawai‘i’s unique location in the Asian-Pacific region was also highlighted as a factor for consideration.

It was also observed that committees should be viewed from the perspective of how they help the board in supporting the university and solving problems. An example was given of how a committee was formed as a result of an incident that occurred in the past, but that assessments should be conducted as to whether a continued need still exists. It was also noted that committees receive a number of reports which could be
shared via other means if they are not directly contributing to helping the university move forward.

Several members, including Board Chair Kudo, suggested that an ideal arena to discuss the board’s committee structure would be at a board retreat after the scope of each committee has been assessed, as such a restructuring would impact everyone. It was also suggested that the alignment of Regents policies and committee responsibilities to the bylaws should be evaluated to determine what is working and what could be done differently.

D. Summary of 2021 – 2023 Biennium Collective Bargaining Changes

Sarah Hirakami, Director of Collective Bargaining and Labor Relations, provided an update on collective bargaining agreement (CBA) negotiations noting that all of the university’s current CBAs will expire on June 30, 2021. While CBA discussions for three of the eight bargaining units associated with the university are ongoing, agreement has been reached on new CBAs for the remainder of the bargaining units and employees have ratified these agreements. The Legislature has also funded the ratified agreements. She also reviewed the major terms of each of the agreed upon CBAs including agreement duration, reopener provisions, salary adjustments, and health care contributions.

Vice-Chair Acoba asked if the university has concluded its involvement in CBA negotiations with the public employee representatives. Ms. Hirakami replied that the university’s major involvement in CBA negotiations has concluded since agreements have been reached on the primary bargaining units associated with the university. However, the university is monitoring ongoing discussions between the State and counties as an employer group with the bargaining units that have not yet finalized agreements.

Following-up on his previous question, Vice-Chair Acoba inquired as to whether the university would align itself with the Governor’s, and thereby the State’s, position on the CBAs. Ms. Hirakami replied in the affirmative.

E. Committee Annual Review

Chair Westerman referenced the committee annual review matrix provided in the materials packet noting that the committee was unable to address issues related to shared governance and a board self-assessment. He stated that the committee would plan on addressing these matters during the next academic year after the newly-appointed Regents join the board.

Regent Tagorda suggested including the issue of the role of the university as an indigenous-serving institution be included in orientation or ongoing development in the next academic year.

V. ADJOURNMENT
There being no further business, Regent Bal moved to adjourn, seconded by Regent Tagorda, and with all members present voting in the affirmative, the meeting was adjourned at 12:38 p.m.

Respectfully Submitted,

Kendra Oishi  
Executive Administrator and Secretary  
of the Board of Regents
I. CALL TO ORDER

Chair Randy Moore called the meeting to order at 9:30 a.m. on Thursday, August 5, 2021. The meeting was conducted virtually with regents participating from various locations.

Committee members in attendance: Chair Randy Moore; Vice-Chair Robert Westerman; Regent Eugene Bal; and Regent William Haning.

Committee members excused: Regent Ernest Wilson.

Others in attendance: Regent Simeon Acoba; and Regent Diane Paloma (ex officio committee members); President David Lassner; Vice President (VP) for Administration Jan Gouveia; VP for Community Colleges Erika Lacro; VP for Legal Affairs/University General Counsel Carrie Okinaga; VP for Research and Innovation Vassilis Syrmos; VP for Information Technology/Chief Information Officer Garret Yoshimi; VP for Budget and Finance/Chief Financial Officer Kalbert Young; UH Mānoa (UHM) Provost Michael Bruno; UH Hilo Chancellor Bonnie Irwin; UH West O‘ahu Chancellor Maenette Benham; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. APPROVAL OF MINUTES

Regent Acoba stated that, although he was not currently a member of the committee, he served as the committee Vice-Chair at the committee meeting on May 6, 2021, and requested amendments be made to the minutes before they were officially approved by the committee. He noted that the portrayal of discussions involving the issue of committee restructuring should reflect additional details about statements made by Board Chair Kudo suggesting that an ideal venue for discussing this matter further would be at a board retreat since restructuring would impact everyone, as well as comments made by Regents emphasizing that the board should not lose sight of issues
of importance to the people of Hawai‘i, which may be unique in comparison to other states particularly with regard to athletics, when contemplating a restructuring of board committees.

Chair Moore remarked that he was amenable to accepting the suggested edits proposed by Regent Acoba if there were no objections from the committee members. There having been no objections, he presented the committee with options to address approval of the amended minutes, including deferral until the next committee meeting to allow time for Regents to review the minutes as revised, and inquired if members had any comments. Hearing none, approval of the committee meeting minutes of May 6, 2021, was deferred until the next meeting.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Office of the Board of Regents (Board Office) did not receive any written testimony, and no individuals signed up to provide oral testimony.

IV. AGENDA ITEMS

A. Committee Work Plan

Chair Moore referenced the Committee Work Plan (Work Plan) that was provided in the materials packet stating that it was an outline of the work to be performed by the committee during the coming year and inquired if Regents had any comments.

Vice-Chair Westerman remarked that he agreed with the Work Plan, believed it was well thought out, and was pleased to see that it included discussions on issues related to the Board Office emergency response plan (ERP), as well as the possible restructuring of board committees.

Referencing comments made during her confirmation hearing regarding adherence to the requirements of Hawai‘i’s open meetings, or “sunshine”, law, when she suggested the use of board retreats to conduct further vetting of specific issues, Regent Paloma stated that actions must be taken to ensure that all applicable requirements of this law are met when consideration is given to a board retreat. Chair Moore agreed replying that, while there is a mechanism that allows the board to conduct private meetings under certain circumstances, a board retreat would adhere to the requirements of Hawai‘i’s sunshine law and would be open to the public.

Noting that one of the goals contained with the Work Plan involved the review of the ERP for the Board Office, Regent Haning asked about the process for suggesting amendments to the ERP. Chair Moore replied that the Board Office ERP is the next item on the meeting agenda and will be discussed at that time.

Regent Acoba expressed concerns with the process by which the board committees have been restructured noting that, while deliberations on this issue took place at the committee meeting held on May 6, 2021, a formal recommendation or official vote on this matter had neither been offered nor taken. Although the process of trying to arrive
at a decision to restructure the board’s committees was initiated, discussions concluded with a suggestion by former Board Chair Kudo that this matter be addressed at a board retreat to allow for full participation by all Regents which appeared to have the concurrence of former Committee Chair Westerman. Thus, it was his understanding that further discussions would occur on this proposal prior to action being taken. Regent Acoba expressed his opinion that restructuring of board committees had already occurred without input from the Regents.

While Regents were afforded the opportunity to express their preference for assignment to various board committees, Regent Acoba stated that no explanation was given for the grouping of committees into various categories, why Regents were offered choices based upon this grouping, or why the same group of Regents were placed into committees assigned to each category. He stressed the importance of committees in the board decision-making process and opined that such fundamental changes to the committee structure that will result in similar groups of Regents making recommendations to the board on issues that fall within the parameters of particular committee grouping should have been discussed by the board as a whole. He also expressed his belief that it would be in the best interest of the board for the committee to revisit this issue forthwith thereby allowing full discussions to occur and urged that the Work Plan establish a specific meeting to accomplish this through a formal process. Reexamining, reassessing, and reevaluating this matter will allow Regents to provide individual input into the reasoning for, and necessity of, committee restructuring thereby fulfilling their responsibility to make the right decisions that are in the best interests of the university.

Chair Moore thanked Regent Acoba for his observations stating that he agreed with many of his points. However, it was emphasized that neither the committee structure nor duties of each committee were changed as such actions would require the approval of the full board. Rather, he stated that the committees were grouped in various categories and with similar memberships in order to develop a framework that would be useful to both Regents and the administration in planning for the management and flow of information provided to the board through the committees. Additionally, grouping the committees into the various categories would provide an opportunity for both Regents and administration to assess whether the work of the committees within each category is sufficiently similar and assist the board in determining if its current committee structure is appropriate or if it would be beneficial to realign this structure.

Regent Acoba respectfully disagreed with Chair Moore’s assessment stating that the placement of committees into specific categorical groupings and appointing identical Regents to serve on the committees within each grouping has, in essence, created two mini-boards. As a result, only half of the Regents will be involved in making recommendations to the full board on various issues impacting the university including major fiscal, capital, and planning issues. He reiterated his belief that the categorization and grouping of the committees, as well as the establishment of current committee membership, was a fundamental change to the committee structure that should have involved discussions among all board members and should be revisited.
Chair Moore suggested that this matter be discussed further at future committee meetings.

B. Update on the Board Office ERP

Board Secretary Oishi stated that, in 2020, the Board Office was requested to prepare an ERP to ensure the continuance of essential operations during emergency situations. She highlighted the changes made to the Board Office’s ERP since it was last presented to the committee during the August 6, 2020, meeting stating that the majority of these changes were clarifying and technical in nature. The ERP was also modified to address a reduction in office staff as well as the temporary relocation of the Board Office from Bachman Hall to Hawai‘i Hall.

Regent Acoba left at 9:50 a.m.

Board Secretary Oishi also addressed a question raised at the August 6, 2020 meeting which was reiterated by Regent Acoba during the immediately preceding meeting of the Committee on Independent Audit regarding security measures that were in place at various locations where board meetings are held should a situation escalate, requiring lockdown of a facility or the evacuation of Regents. She stated that Board Office staff has met with the Chief of Security at UHM to discuss and review emergency procedures for meetings held at the Information Technology (IT) building on the UHM campus since the majority of board and committee meetings are held at this venue. Once in-person meetings resume, plans will be made for a walk-through of the IT building and review of evacuation procedures to be conducted with Regents. With respect to meetings held at other venues, the Board Office staff monitors the volume and nature of testimony received on agenda items and works closely with the university’s communications office which monitors social media activity regarding agenda topics. Should it be determined that added security measures appear necessary, the Board Office coordinates with security personnel at the meeting location to formulate an emergency plan and procedures prior to the commencement of the meeting.

Lauding its comprehensiveness, Regent Haning questioned whether it would be possible to amend the Board Office’s ERP to allow for the mobilization and active participation of students, faculty, and staff in addressing emergency situations facing the university and asked about the process to make such amendments. Chair Moore clarified that the ERP being discussed was only applicable to the Board Office as opposed to the broader university community which has a separate and distinct ERP. Nevertheless, he requested the administration to address this topic during its enterprise risk management update to the board.

C. Discussion on Board Member Education and Development

Chair Moore noted the importance of ensuring that Regents are continually educated and updated on various governance issues and indicated that this would be a regular agenda item. Examples were provided of how this could be accomplished citing several educational resources for board members including the Association of Governing
Boards of Universities and Colleges and Association of Community College Trustees, as well as numerous publications such as the Chronicle of Higher Education. The ideas of having in-depth presentations and discussions on specific topics at board or committee meetings and holding a board retreat for the purposes of educating Regents on specific issues were likewise mentioned. He also suggested that Regents familiarize themselves with the mission of the university, the board’s policies and bylaws, and the duties and responsibilities of each committee as outlined in the bylaws, and which are contained within the committee work plans.

Although he was unable to attend this meeting, Chair Moore stated that Regent Wilson wanted to convey his belief that continuing education and development for Regents was important and provided his thoughts on how the board could effectively discharge its responsibilities in this area.

Regent Bal thanked the Board Office for their continual efforts to provide educational materials and guidance to Regents. He also expressed his belief that educational opportunities on university-related topics existed and suggested that board leadership determine strategic issues that deserved in-depth reviews which could be discussed at a board retreat or meeting. Chair Moore concurred and expressed his belief that detailed discussions on specific topics related to the university should occur on a regular basis. He also remarked that Regents should not hesitate in forwarding any information they believed would be helpful to their colleagues to the Board Office for distribution.

Vice-Chair Westerman also expressed his thanks to the Board Office for their efforts to update Regents on current affairs and educational seminars provided by various organizations and agreed that education should be ongoing. In addition, he stated that Regents have a personal responsibility to educate themselves on things such as current issues facing universities throughout the country and Regents' roles, responsibilities, and duties, and that Regents should not shy away from requesting or suggesting training seminars on topics which they believed would be of benefit to the board.

V. ADJOURNMENT

There being no further business, Vice-Chair Westerman moved to adjourn, seconded by Regent Bal, and noting the excused absence of Regent Wilson, and with all members present voting in the affirmative, the meeting was adjourned at 10:12 a.m.

Respectfully Submitted,

Kendra Oishi
Executive Administrator and Secretary
of the Board of Regents
MEMORANDUM

TO: Randy Moore
Chair, Committee on Personnel Affairs and Board Governance

FROM: Kendra T. Oishi
Executive Administrator and Secretary of the Board of Regents

SUBJECT: REPORT ON THE REVIEW OF REGENTS POLICIES 2021

BACKGROUND

This memorandum provides an update to information presented at the November 5, 2020, meeting of the Committee on Personnel Affairs and Board Governance (PA&BG), with respect to the review and assessment of Board of Regents (Board) Policies (RP), conducted by the Office of the Board of Regents (Board Office). The Board Office is also including information on policy changes that have occurred over the course of the 2021 calendar year in this report.

There are currently 119 RPs contained within 12 chapters. The Board Office began the process of determining alignment between RPs, Board Bylaws, Hawai‘i Administrative Rules, and the Hawai‘i Revised Statutes, near the end of 2019 but experienced some delay because of a shift in priorities with the onset of the COVID-19 pandemic. The Board Office resumed work on its review of the full set of RPs in early 2021, has conducted a high-level review of the full set of policies, and is presently in the process of requesting reviews of each RP by the appropriate administrative liaison and will recommend amendments to the appropriate committee.

AMENDED POLICIES

Since January 2021, the Board approved amendments to three RPs:

- RP 2.201, Officers of the University of Hawaii
- RP 8.204, University Budget (Operating and Capital Improvements)
- RP 8.207, Investments
PENDING POLICY REVIEWS

Chapter 4, Planning:

At the February 3, 2021, Committee on Planning and Facilities (P&F) meeting, the committee considered amendments to RPs 4.201, 4.202, 4.203, 4.204, and 4.208 to align these policies with the Integrated Academic and Facilities Plan that was adopted by the Board in 2017. These policies had also been considered by the Board and the PA&BG and P&F committees several times over the past several years. Regents expressed concerns relating to the lack of clarity with regard to the University’s future mission, and action on these policies was deferred to allow time for Regents to provide additional comment and feedback. The Board Office intends to revisit these policies following the January 2022 Board meeting at which Administration is scheduled to present its plan to achieve a reimagined University of Hawai‘i, per Board Resolution 21-01.

Chapter 6, Tuition, Financial Assistance, and Fees:

Administration has been working on proposed amendments to RP 6.208, Board Exemptions to Non-Resident Tuition, and RP 6.210, Payment of Tuition, Fees and Charges, both of which are going through the necessary deliberative and consultative processes.

Chapter 9, Personnel:

In response to a request by the Board Office, the Office of the Vice President for Administration (OVPA) is currently in the process of reviewing all of the RPs within Chapter 9 to determine policy relevance and consistency with current practices, as well as the need to amend any of the policies. The Board Office anticipates that it will receive any recommendations for necessary policy changes from OVPA upon completion of its review for consideration by the appropriate committee.

UPDATED POLICY REVIEW COMMENTS

An updated addendum is attached that identifies some preliminary comments and findings resulting from the high-level review conducted by the Board Office. The Board Office will report back to the PA&BG Committee no later than November 2022 on the status of the policy reviews.
ADDENDUM

Upon cursory review, the Board Office has preliminarily identified the following as possibly needing changes or updates:

- **RP 1.201, Policies and Policy-Setting:** May need to be updated to delineate a policy review process
- **RP 1.202, Relationship of the Board to Administration and University:** This policy could be streamlined and clarified
- **RP 1.210, Regents’ Policy on Faculty Involvement in Academic Decision-Making and Academic Policy Development:** This policy was last revised in 2002; Board may want to examine and consider revising this policy
- **Chapter 5:** A number of policies in this chapter may require more thorough review and possible revisions
- **RP 6.202, Tuition:** May need to clarify the President’s authority on distance education courses
- **RP 6.203, Fees:** May need to revisit this policy in conjunction with tuition and other costs of attendance
- **RP 6.205, State of Hawai‘i B Plus Scholarship Program:** This policy should be reviewed to see if it is still necessary
- **Chapter 7:** Several policies may need minor technical revisions with regard to the references
- **RP 8.205, University Projects:** May need to revisit this policy, which appears to be unclear; a resolution was set forth in the form of a policy
- **RP 9.213, Evaluation of Board of Regents’ Appointees:** This policy needs to be reviewed in-depth for possible changes; the term “Board of Regents’ Appointees” has a different application now than when the policy was first established
- **RP 10.203, Management and Maintenance of Real Property Assets:** Language in section III.B. could use some clarification
- **RP 10.206, Child Care Programs:** This policy may be duplicative to RP 10.205
- **RP 12.205, Patent and Copyright Policy:** This policy was established as provisional; need to check if Executive Policies were implemented
Topics for a board retreat and for board education and development

For a retreat

**Related to higher education in general**
1. National “reimagining” trends; emerging from the pandemic.
2. Demographic trends nationally and locally for students.
3. On-line education, within UH and by competitors. Cost and quality. How do we other online for-profit and nonprofit players? What are our obligations and niches, and where should we compete?
4. State support for higher education: how does Hawaii stack up?
5. Accelerated programs; e.g., 3-year bachelor’s, 4-year MBA, 5-year JD, 6-year MD.
6. Where in their educational journey is a student expected to learn life skills (buy a car, invest, rent a house, marry, divorce, fix a toilet, self-care, etc.)?

**Related to UH specifically**
7. The UH mission and vision – where are we going and why? Need for a common understanding of terms.
8. What does student success look like? How do we know it is happening?
9. What does an indigenous-serving university look like? How does UH measure up?
10. What should UH mean when it says it is a Hawaiian place of learning? What evidence shows that it is? What should UH look like in 10 years as a Hawaiian place of learning? What needs to be done differently to get there?
11. Should UH also strive to be a cosmopolitan place of learning – a global center for learning?
12. Autonomy for UH – what does it mean?
14. Disaster planning – for the institution and for individuals

**For board education and development**
15. University of Hawaii Foundation: how is its work coordinated with UH needs, and how should UHF be funded?
16. What does it mean for the regents to have fiduciary responsibility?
17. BOR committee structure and frequency of committee meetings.
18. Overview of the overall structure of UH and the scope of the major areas: academic strategy, administration (facilities, HR), budget and finance, community college system, information technology, research & innovation. How can the structure be streamlined?
20. Tuition and affordability primer. The regents have not made a tuition decision for several years, but the time will come when they will need to.
21. Financial aid – sources and selection of recipients. What place does merit aid have?
22. Board self-evaluation (how should the board assess its own performance?), including evaluation of the use of PIGs and the development of board agendas

**For subject matter committee**
23. Monetizing real estate – L/T projections by project. Where does the start-up capital come from?
24. Budget primer. UH budget and financial reporting are complex.
25. How does UH compare to peers and the best in getting students to persevere to a degree or certificate?
26. Intramural vs intercollegiate athletics.
27. What are our equity gaps, and how do we close them?
28. What is the board’s role in assuring the quality of teaching and learning?
29. What kind of professional development do we provide to leaders/managers/supervisors who have leadership/management/supervisory responsibilities?
30. Leadership succession planning and process, both administrative and board.

12-1-21
Item IV.D.

Discussion of request of All-Campus Council of Faculty Senate Chairs for a faculty seat on the Board of Regents