Notice of Meeting

UNIVERSITY OF HAWAI‘I
BOARD OF REGENTS COMMITTEE ON PLANNING AND FACILITIES
Members: Regents Tagorda (Chair), Higaki (Vice-Chair), Acoba, Acopan, Nahale-a, and Sullivan

Date:       Wednesday, February 3, 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. Meetings may be monitored remotely via the livestream pilot project. See the Board of Regents website for information on accessing the livestream: www.hawaii.edu/bor. Mahalo for your consideration.

AGENDA

I. Call Meeting to Order

II. Approval of Minutes of the November 5, 2020 Meeting

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. University of Hawai‘i Space Utilization Update (deferred from 11/5/20)

B. Review of 2018 Board of Regents Resolution Supporting a Moratorium on Square Footage Growth

For disability accommodations, contact the Board Office at 956-8213 or bor@hawaii.edu. Advance notice requested five (5) days in advance of the meeting.
C. Review Changes and Recommend Board Approval of Amendments to Regents Policies (RP) Related to Planning:
   1. RP 4.201, Mission and Purpose of the University (to be renamed, Vision, Mission, and Guiding Principles of the University)
   2. RP 4.202, Strategic Planning (to be renamed, Integrated Strategic Planning)
   3. RP 4.203, Unit Academic Plans (to be renamed, Unit Missions)
   4. RP 4.204, Long-Range Physical Development Plans (to be renamed, Campus Development and Capital Improvement Planning)
   5. RP 4.208, Sustainability Policy (to be renamed, Sustainability)

D. Review and Recommend Board Approval of Amendments to the Bylaws of the Board of Regents Article II.D.2.c., Committee on Planning and Facilities

E. Annual Report on Sustainability at the University of Hawai‘i

F. Fiscal Year (FY) 2020-2021 2nd Quarter Capital Improvement Project Status Report as of December 31, 2020

G. FY 2020-2021 2nd Quarter University Land-Related Strategic Initiatives and Partnerships Program Update

H. St. Francis Property Update

V. Adjournment
BOARD OF REGENTS COMMITTEE ON PLANNING AND FACILITIES
MEETING
NOVEMBER 5, 2020

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, Hawai‘i 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 Michelle Tagorda called the meeting to order at 11:02 a.m. on Thursday, November 5, 2020. The meeting was conducted virtually with regents participating from various locations.

Committee members in attendance: Chair Michelle Tagorda; Vice-Chair Wayne Higaki; Regent Simeon Acoba; Regent Kelli Acopan; and Regent Jan Sullivan.

Committee members excused: Regent Alapaki Nahale-a.

Others in attendance: Board Chair Benjamin Kudo; Regent Eugene Bal; Regent Randy Moore; Regent Robert Westerman; Regent Ernest Wilson (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 (UHH) Chancellor Kalbert Young; UH-West O‘ahu (UHWO) 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 Sullivan moved to approve the minutes of the September 3, 2020, meeting, seconded by Regent Acoba, and noting the excused absence of Regent Nahale-a, 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 that no one had signed up to provide oral testimony.
IV. AGENDA ITEMS

A. Honolulu Rail Transit Project Update

David Uchiyama, Chief Operating Officer of the Honolulu Authority for Rapid Transportation (HART), introduced Steve Cayetano, HART Project Director, who would be providing an overview of, as well as an update on, the current and projected status of the Honolulu Rail Transit Project (Rail Project). Mr. Cayetano provided an overview of several of the goals for the 20-mile, light metro system stating that the Rail Project was envisioned as one piece of a multi-modal transportation network that would provide increased corridor mobility through a mix of fast, reliable, and efficient transportation methods with transit stations serving as mobility hubs.

The Rail Project’s construction timeline was reviewed with Mr. Cayetano reporting that construction of the westernmost portion of the rail line, which includes the first nine rail stations, is over 93 percent complete and expected to open and begin service in 2021. Construction of the five-mile portion of the Rail Project stretching from Aloha Stadium to Middle Street, which includes five additional rail stations, is underway and expected to reach completion and be operational in 2023. Design and construction planning for the final four miles and eight rail stations from Middle Street to Ala Moana Shopping Center is currently occurring and has yet to be finalized, although it was noted that this is the most challenging and difficult portion of the entire Rail Project.

Mr. Uchiyama reported on the Rail Project as it relates to the university noting the interconnectivity of UHWO, Leeward Community College (LeeCC), and Honolulu Community College (HonCC) with the rail line and the anticipated benefits the Rail Project will provide to the university, including increased educational opportunities for students. He also noted that the locally-preferred alternative approved in 2006 expected the rail line to extend to UHM but that this spur of the line is considered to be part of the next phase of the Rail Project that would be addressed in the future.

The anticipated long-term and temporary uses for areas of land associated with UHWO, LeeCC, HonCC, and the university’s Pearl City Urban Garden, as well as the timeframes for the use of these lands, were also presented by Mr. Uchiyama. He highlighted that land located at UHWO being temporarily used by the Rail Project is expected to be returned to the university in 2026 or 2027 and that HART is currently finalizing its construction right-of-entry with the university for parcels located at HonCC. A breakdown of the various infrastructure improvements made by HART to university properties and the amount of funds expended for these capital improvements, as well as the appraised relinquishment value of the properties was provided. In total, the cost for HART-provided infrastructure, excluding rail station improvements, and the appraised relinquishment value of the parcels was approximately $11.4 and $4.5 million respectively. It was also noted that joint use and occupancy agreements (JUOA) with State agencies other than the university, including JUOAs with Aloha Stadium and the Hawaii Department of Transportation, are already in existence and include provisions that allow relinquished lands to be used rent-free for a term of 75 years or the life of the Rail Project. However, the JUOAs are subject to renegotiation by the parties prior to the end of the term of the agreement.
Referencing statements made by HART that some areas of the Rail Project are 99 percent complete, Regent Acoba asked if that indicated that the rail line in those areas were within one percent of being fully operational. Mr. Cayetano replied that HART’s reference to the 99 percent completion rate related to the scope of construction work. Final inspections and certifications for this work need to be completed and approved prior to rail commencing with operations. Given this response, Regent Acoba asked when the rail line is expected to be carrying passengers from Kapolei to West O’ahu, when it was anticipated that students would be able to use rail to access HonCC, and when HART anticipates the Rail Project will afford staff and students the opportunity to access UHM. HART officials replied that the rail line from East Kapolei to Aloha Stadium, which includes UHWO and LeeCC, is projected to begin passenger service in the spring of 2021. However, the portion of the Rail Project from Middle Street to Ala Moana Shopping Center, which would include HonCC, is the most difficult and challenging portion of the entire project and there have been numerous issues related to its alignment along this corridor, particularly with the placement of utilities. HART is currently evaluating its options in this area. As for rail access to UHM, HART’s primary objective is to complete the rail line to Ala Moana Shopping Center and that the line to Mānoa would be part of the second phase of the Rail Project. Matters such as environmental studies, planning and design work, and securing of project funds would have to be addressed prior to construction beginning on this phase. Current plans call for commuter buses to transport passengers from the Ala Moana Shopping Center station to UHM for the near future.

Regent Acoba inquired as to what was meant by the term “appraised relinquishment value”, when the appraisals were completed, and what basis was used to determine the appraised value of the properties. HART officials replied that appraised relinquishment value refers to the appraised value of the parcels that the university is relinquishing to HART for temporary or long-term use for the Rail Project, that appraisals of the properties in question were completed in 2018, and they were based on the fee-simple value of each parcel.

Regent Sullivan stated that the board has a fiduciary responsibility to the university and must ensure that the benefits received by the university from the Rail Project are commensurate with what the university is relinquishing in the land agreements with HART. She noted that HART’s consultant study stated that the appraised relinquishment value of the parcels in question was approximately $4.5 million and asked if this was a fair assessment value, whether the method used to value this land was consistent with how land was valued along the entire transit corridor, and whether the land may have been undervalued given the potential for transit-oriented development (TOD) currently being pursued by the City and County of Honolulu (City). HART officials responded that assessments for properties along the transit corridor were made in accordance with established assessment guidelines and federal statutes that require assessment values to be based on existing land-use value and not on the potential development value. Given the zoning of the land in question, HART believes the assessment value is fair. Regent Sullivan asked what the zoning classifications were for the university parcels. HART officials replied that the UHWO property was
zoned BMX-3, the LeeCC property was zoned AG-2, the Pearl City urban garden property was zoned AG-1, and the HonCC property was zoned IMX-1.

Stating that the valuation of infrastructure improvements to Road B on UHWO property appears to have been amended from the original amount, Regent Sullivan inquired as to the reasoning for the amended valuation and whether there was a commitment by HART to proceed with the improvements. Mr. Uchiyama replied that the improvements to Ho'omohala Avenue, generally referred to as Road B, have been completed but that HART is presently reevaluating its costs in order to provide a more accurate valuation of those improvements.

Further discussions ensued between Regents and HART officials regarding property valuations, benefits afforded to both HART and the university for the use of properties belonging to the university, and the necessity for the long-term use of university property by the Rail Project.

Regents asked several questions regarding security for the Rail Project, particularly at rail stations, including whether the City would be using the Honolulu Police Department (HPD) to provide security for the Rail Project, whether security is expected to be physically present at each station or more of a roving-type security detail, and whether cameras would be present at each station. Jon Nouchi, Deputy Director for the City’s Department of Transportation Services (DTS), replied that the City is currently in the process of procuring a private security firm to provide 24-hour security for the Rail Project in collaboration with HPD. He stated that the City intends for there to be a security presence at each rail station, as well as roving security patrols, and that there will be numerous security cameras located in the rail cars and at each rail station.

Regent Sullivan asked if the City would commit to offering discounted rail fares to students. Mr. Nouchi replied that the City’s University Bus Pass Program, or U-PASS, which provides a reduced-rate bus pass tailored to meet the transportation needs of university students at certain individual campuses currently exists and there may be an opportunity to amend this program to include the use of rail transit. As U-PASS was already in existence, Regent Sullivan questioned whether the City would object to a provision being placed in the use and occupancy agreement with HART that stipulates that university students be provided with discounted rail transit fares. Mr. Nouchi responded that DTS would prefer the flexibility to negotiate rates and fares that would be tailored to meet the specific transportation needs of students at each individual campus as is currently done with the U-PASS system. Additionally, City ordinances may prohibit this specific type of requirement being place in agreements involving HART. However, he stated that the City is willing to take this issue under advisement and discuss this matter further.

Board Chair Kudo inquired about jurisdictional issues with regard to rail facilities located on university lands and whether this would prevent security personnel of the university from interceding in the event an incident occurs at a rail station or originates on university property and carries over to a rail facility. Mr. Nouchi stated that the establishment of jurisdictional lines of demarcation will be required to indicate the areas of responsibility for various law enforcement and security agencies. However, the City's
position is that jurisdictional issues should not prevent enforcement action being taken by university security personnel if an incident is occurring at a rail station with no other security or HPD present. Board Chair Kudo expressed his concerns with regard to liability of the university in cases where jurisdictional issues may arise and suggested that the City or HART develop a triparty agreement between HPD, the university, and the private security firm contracted by the City to address this issue.

Board Chair Kudo asked whether HART had the financial resources to complete the rail line to HonCC. Mr. Cayetano replied that there are numerous unresolved issues involving the final four miles and eight stations of the Rail Project, which includes the portion of the rail line fronting HonCC, particularly with regard to existing placement of utilities. HART is currently reviewing these issues and developing possible alternatives to the design plans to address these issues but must consult with the HART board as well as the various stakeholders prior to any changes being finalized. HART is also reviewing the financial resources available for completion of the Rail Project.

As it appeared that there may be some question as to whether HART would be capable of completing the Rail Project to HonCC, Board Chair Kudo inquired as to what the ramifications on any use agreement approved by the board would be if HART’s design evaluation and financial analysis determine that completing the rail line to HonCC is not feasible. Mr. Cayetano replied that the use agreement contains language addressing this situation and would allow either party to delete HonCC from the use agreement if, within a five-year period, it was determined that use of the HonCC property for the Rail Project was no longer necessary or feasible.

Regent Acoba requested clarification on what was considered HART-provided infrastructure and asked if this infrastructure was donated to the university. HART Officials stated that HART-provided infrastructure referred to infrastructure it had developed and built, or would develop and build, on university property and re-reviewed the infrastructure projects for the university properties. Regent Acoba continued, asking whether these infrastructure improvements would benefit the Rail Project. HART Officials replied that they would provide short-term benefits to the Rail Project but that the university would experience the long-term benefits from these improvements. Regent Acoba questioned whether negotiations occurred between HART and the university for these infrastructure improvements and if there was written documentation regarding the negotiations that took place. HART officials replied in the affirmative noting that existing construction rights-of-entry contained information on the negotiated agreements.

Regent Acoba inquired as to whether there were residential lots along the Rail Project’s route that were condemned and asked about the process used for the valuation of properties acquired by HART through the condemnation process. HART Officials replied that very few condemnations occurred along the Rail Project’s route and that appraisals for all of the land acquired along the route were conducted using established appraisal guidelines in accordance with federal regulations.

Regent Sullivan requested clarification on the appraised land value for UHWO property as it did not appear that the value of the park-and-ride facility was included in
the financial figures provided by HART. HART officials stated that the park-and-ride improvement costs were not included in the estimated cost-value for HART provided infrastructure because use of the park-and-ride facility was intended to be temporary and the facility will be returned to the university once HART completes construction of a permanent park-and-ride facility. Regent Sullivan asked what the term-of-use was for the park-and-ride facility. HART Officials replied the term-of-use was five years. Regent Sullivan questioned what would occur if the permanent park-and-ride facility could not be constructed. HART officials replied that construction of the permanent park-and-ride facility has already been initiated and was a required element under HART’s Rail Project agreement with the federal government.

Chair Tagorda commented that much of the discussion occurring related to the use and occupancy agreement between HART and the university which was the next agenda item and stated that the committee would move on to the presentation on this agreement and continue with questions after this presentation was completed.

**B. Recommend Board Approval of Use and Occupancy Agreement for HART Stations on University of Hawai‘i Property**

VP Young provided an overview of a proposed use and occupancy agreement between the City and the university which would afford the City exclusive rights to use and occupy portions of various university parcels located at the UHWO, LeeCC, and HonCC campuses for the completion, operation, and maintenance of the Rail Project. He noted that proposed uses for the university property addressed in the agreement included, among other things, a rail station and five-year term-of-use for a park-and-ride facility at UHWO; rail guideway placement, rail station, electrical substation, and specialized vehicle parking facility at LeeCC; and a rail station and utility relocation area for HonCC and highlighted several benefits afforded to the university. VP Young also reviewed several major provisions contained within the agreement including the agreement terms, university indemnification, rail station infrastructure maintenance and security, and the university’s retention of development rights outside of the designated use area for potential future TOD projects. As is generally the case with government-to-government use of public property for public infrastructure projects, and consistent with the City’s and HART’s use agreements for other State properties, the university will not be charging the City or HART rent for the use of university properties due to the qualitative value-benefits rail transit will bring to the campuses of the university. However, it was stated that the agreement provides for revenue sharing between the university, City, and HART for concession-related activity and joint development opportunities. Approval of this agreement is necessary for the Rail Project to begin interim service operations which is anticipated to begin as early as April 2021.

Regent Acoba requested clarification as to the necessity for discussions regarding the agreement to be conducted in executive session. VP Young replied that the agreement itself is not confidential and does not have to be discussed in executive session. However, ongoing negotiations between the university, City, and HART regarding several of the provisions contained in the agreement need to be discussed in executive session prior to finalization of the agreement. VP Okinaga added that the executive session will allow Regents to fully and freely discuss various provisions of the
agreement without undue influence or constraint from provisions that were already agreed to by university, City, and HART staff. Regent Acoba remarked that, despite this explanation, it was his opinion that an executive session on this issue was not warranted at this time and wanted to register his objections.

Stating that the Rail Project has been touted for its TOD potential, Regent Acoba opined that this should result in increased value for properties along the rail line and expressed his concerns with, and questioned the validity of, the $4.5 million property valuation for the university property being used for the Rail Project, as well as the $12 million valuation of improvements made to the property in question, provided by HART. He noted that an independent assessment of the fair market value of the parcels would be necessary to determining if the value of improvements made by HART were equitable to the value of the property being relinquished. Without an independent assessment, it would be difficult for Regents to determine if the university was receiving adequate compensation. While the original agreements between the university and HART were discussed and contemplated seven years ago, circumstances have changed since that time and it is imperative that Regents know and understand what the university is conceding to HART in order to make an informed decision on whether to approve the agreement. HART officials reiterated that general appraisal standards, as well as federal statutes and the federal agreement with HART, requires that property values and compensation be determined based on existing use of the property and not on potential value offered by future development of the parcel. Regent Acoba remarked that the university is not bound by a contract between HART and the United States Department of Transportation. HART Officials stated that the parameters for land appraisals was not contained within a contract but was federal law.

President Lassner acknowledged the comments and concerns raised by Regents and stated that the administration will do its best to address these comments and concerns prior to executing any use and occupancy agreement.

Chair Tagorda noted that an executive session was scheduled to discuss agenda items B, C, and D and stated that consideration and voting on these items would occur after the executive session.

C. **Recommend Board Approval of Authorization and Delegation of Authority to Negotiate, Finalize, and Execute a Master Pre-Development Agreement (PDA), by and among UHF Atherton Student Housing LLC, University of Hawai'i Foundation (UHF), Hunt Development Group, LLC, and University of Hawaii**

VP Young provided a brief history and description of the Atherton Project which focuses on the development of an innovation and entrepreneurship facility, as well as student housing, on property located on the corner of University Avenue and Metcalf Street that is owned by UHF and leased to the university. He stated that the administration was seeking approval of authorization to negotiate, finalize, and execute a master PDA between UHF, UHF Atherton Student Housing LLC, Hunt Development Group, LLC and the university which will allow for pre-development work related to the Atherton Project to proceed and highlighted some of the major terms of the PDA which
include provisions for current lease and sub-lease terminations. The benefits derived by the university from its participation in the Atherton Project were also noted.

Board Chair Kudo left at 12:39 p.m.

D. Recommend Board Approval of Amendment to Fiscal Year (FY) 2020 Capital Improvement Project (CIP) Expenditure Plan to include Komohana Research and Extension Center (KREC) Project

VP Gouveia explained that the administration was requesting approval of an amendment to the board-approved FY 2020 CIP expenditure plan to include a project that will address critical needs and repairs at KREC in Hilo. Following previous renovations to KREC, it was determined that a number of deficiencies such as insufficient roof sloping; insufficient roof drainage; condensate drain overflow; leaks from plumbing vents; and cracks in floors and walls are contributing to roof and building leaks that have caused serious damage to the building and its contents, rendering some rooms unusable, and posing a health and safety hazard. Procurement bids for reroofing and interior repairs were sought and, while the cost was initially under the threshold for board approval for CIPs, it was determined that additional work would be required to properly address the issues which increased the scope and proposed cost of the project necessitating a change in the FY 2020 CIP expenditure plan to include the KREC project.

V. Executive Session

Regent Sullivan made a motion to convene in executive session, seconded by Regent Higaki, and noting the excused absence of Regent Nahale-a, and with all members present voting in the affirmative, the committee approved convening in executive session to carry out deliberations concerning the authority of persons designated by the board to conduct labor negotiations or to negotiate the acquisition of public property, or during the conduct of such negotiations pursuant to Section 92-5(a)(3), Hawai‘i Revised Statutes (HRS), and to consult with the board’s attorneys on questions and issues pertaining to the board’s powers, duties, privileges, immunities, and liabilities, pursuant to Sections 92-5(a)(4), HRS.

The meeting recessed at 12:57 p.m.

Board Chair Kudo returned at 1:26 p.m.

Chair Tagorda called the meeting back to order at 2:42 p.m. and announced that the board met in executive session to discuss public property acquisition issues and legal matters as stated on the agenda.

The committee proceeded with taking action on agenda items discussed prior to the executive session as follows:

IV.B. Recommend Board Approval of Use and Occupancy Agreement for HART Stations on University of Hawai‘i Property
Regent Acoba remarked that it was his belief that the use and occupancy agreement contained numerous concerning issues and lacked adequate information. Accordingly, he would be abstaining from the vote on this agenda item.

Vice-Chair Higaki moved to recommend board approval of the use and occupancy agreement for HART stations on university property, seconded by Regent Sullivan, and noting the excused absence of Regent Nahale-a and abstention of Regent Acoba, the motion carried, with all other members present voting in the affirmative.

IV.C. Recommend Board Approval of Authorization and Delegation of Authority to Negotiate, Finalize, and Execute a Master Pre-Development Agreement (PDA), by and among UHF Atherton Student Housing LLC, University of Hawai‘i Foundation (UHF), Hunt Development Group, LLC, and University of Hawai‘i

Vice-Chair Higaki moved to recommend board approval of authorization and delegation of authority to negotiate, finalize, and execute a master PDA by and among UHF Atherton Student Housing LLC, UHF, Hunt Development Group, LLC, and University of Hawai‘i, seconded by Regent Sullivan, and noting the excused absence of Regent Nahale-a, the motion carried, with all other members present voting in the affirmative.

IV.D. Recommend Board Approval of Amendment to FY 2020 CIP Expenditure Plan to include KREC Project

Vice-Chair Higaki moved to recommend board approval of an amendment to the FY 2020 CIP expenditure plan to include the KREC project, seconded by Regent Sullivan, and noting the excused absence of Regent Nahale-a, the motion carried, with all other members present voting in the affirmative.

Regent Sullivan left at 2:56 p.m.
Regent Westerman left at 2:58 p.m.

VI. Agenda Items (Continued)

A. Recommend Board Approval of the Fiscal Biennium (FB) 2021-2023 CIP Budget:

1. Recommend Board Approval of the FB 2021-2023 CIP Budget Request for Submittal to the Governor and the Legislature

2. 6-Year CIP Plan Update

VP Gouveia provided an overview of the FB 2021-2023 CIP budget request which would be submitted to the Governor and Legislature for consideration stating that the budget request was being presented within the context of the university’s broader 6-year CIP plan. It was noted that the university’s CIP Plan has been aligned with academic programming and historically focused on classrooms, laboratories, and
student spaces to improve the learning and research environment and provide agile and flexible work and study spaces. The university has also been shifting to a culture of shared space to maximize the best use of institutional space by multiple programs.

Stating that deferred maintenance is a significant issue affecting the university’s CIP plan and that the university’s ability to address its deferred maintenance backlog is impacted by a lack of adequate, consistent, and reliable funding, VP Gouveia presented data on historical CIP appropriations as compared to funding required to address the backlog. Currently, the university faces a deferred maintenance backlog of $747 million and it will require $90 million annually to maintain the status quo. She also reviewed the impacts of the COVID-19 pandemic on the university’s CIP plan, the challenges in predicting future space utilization given the current reduction in campus presence due to the pandemic, the need to right-size programs in the future because of the anticipated budget crisis, and factors that need to be considered to address these issues.

VP Gouveia reviewed the FB 2021-2023 CIP appropriation requests, as well as projected budget requests for future fiscal years, for UHM, UHH, UHWO, and the community colleges briefly outlining the projects for the various campuses. She stated that the focus of the requests was primarily on renew, improve, and modernize CIP projects that prioritize health and safety and align with, and support, the university’s mission and priorities while being cognizant of fiscal constraints. Additionally, it was emphasized that major CIP projects must not result in an increase in square footage on campus and must significantly advance a strategic initiative of the university. In total, $1.613 billion of CIP funding would be requested over the next six years with $288 million and $232.5 million in CIP funding being requested for fiscal year 2022 and 2023 respectively.

Regent Acopan asked whether the administration had any indication as to what the new normal would look like for students and university personnel, including the resumption of in-person instruction, that may impact the university’s CIP plan and projected expenditures. VP Gouveia responded that the administration was still evaluating an ever-changing situation regarding the future presence of students and personnel on campus. Although it is anticipated that the number of people physically present on the campuses of the university system will increase, it is not yet known to what extent the increase will be and is dependent on a number of factors. She stated, however, that the administration understands that it will need to make certain assumptions to address this issue and plan accordingly and will do so in the near future.

Regent Wilson left at 3:17 p.m.

Chair Tagorda remarked that she was appreciative of the data provided in the report, particularly the breakdown of the CIP funding and adjustments made to the CIP plan for the various years, and stated that this was a testament to the administration’s understanding of the complexity of the current fiscal situation facing the State as well as anticipated future economic impacts of the pandemic.
Vice-Chair Higaki moved to recommend board approval of the FB 2021-2023 CIP budget request, seconded by Regent Acoba, and noting the excused absence of Regents Nahale-a and Sullivan, the motion carried, with all other members present voting in the affirmative.

B. **University of Hawai‘i Space Utilization Update**

C. **FY 2020-2021 1st Quarter CIP Status Report as of September 30, 2020**

D. **University Land-Related Strategic Initiatives and Partnerships Program FY 2020-2021 1st Quarter Update**

Chair Tagorda stated that, due to time constraints, the space utilization update, 1st quarter CIP status report for FY 2020-2021, and 1st quarter update on university land-related strategic initiative and partnerships program would be deferred to a later date.

**VII. ADJOURNMENT**

There being no further business, Vice-Chair Higaki moved to adjourn, seconded by Regent Acopan, and noting the excused absences of Regents Nahale-a and Sullivan, and with all members present voting in the affirmative, the meeting was adjourned at 3:18 p.m.

Respectfully Submitted,

Kendra Oishi  
Executive Administrator and Secretary  
of the Board of Regents
University of Hawaiʻi

Mānoa Space Utilization Update

West Oʻahu Classroom Utilization Baseline Overview

February 3, 2021
Mānoa Space Utilization Update
Framework Goal: Reduce Square footage through improved space utilization and occupancy

• Increase utilization
  Use our existing physical assets for more hours per week

• Increase occupancy
  Reconfigure so spaces are at full capacity not partial

• Reduce inventory
  Redeploy/remove square footage
Target: 1,000,000 s.f. reduction

500,000 s.f. main campus academic and administrative space reduction

An additional 500,000 s.f. reduction will come from other Mānoa space types

Teaching, learning, and research space
- Higher utilization and occupancy
- Improved quality
- Transforming pedagogies shift composition of space

Libraries/Study Space
- Shift from book storage to student space

Offices
- Eliminate inefficient portables
- Space standards
- High quality conference and meeting space

General Use
- Increase student gathering space

Circulation
- Eliminate inefficient portables
Current CIP are planned to support square footage repurpose and reduction

Snyder Replacement
- Replace excess classroom space with research space
- Consolidate faculty space

Kuykendall Replacement
- Replace excess classroom space with research space
- Consolidate faculty space

Student Success Center (Sinclair)
- Convert book storage space to student study and academic support

Portable Demolition
- Replace low-density portables with efficient modern space

Teaching, learning, and research space
- Higher utilization and occupancy
- Improved quality
- Transforming pedagogies shift composition of space

Libraries/Study Space
- Shift from book storage to student space

Offices
- Eliminate inefficient portables
- Space standards
- High quality conference and meeting space

General Use
- Increase student gathering space

Circulation
- Eliminate inefficient portables
Mānoa Classroom utilization remains at 34%

Average utilization for Classrooms/Class Labs:
34.1% (15.4 hrs/week out of 45 available hours)

Source: Banner/R25 Scheduling System

Classroom utilization by building, based on target 45 hour week
Spring 2019
Less than 30% of Classrooms and Class Labs are controlled by the VCAA

125,000 sf (29%) is controlled by the VC for Academic Affairs

305,000 sf (71%) is scheduled by departments

Classroom square footage by departmental control
Spring 2019

Source: Field-Validated AIM Database
VCAA scheduled rooms are 42.6% utilized (vs. 34% overall)

Classroom utilization by departmental control, based on target 45 hour week
Spring 2019

Source: Banner/R25 Scheduling System
Tuesday and Thursday mornings remain the most scheduled time periods

Target: 75% of available classroom time in use

Percent of classroom time in use by hour of day, day of week
Spring 2019

Source: Banner/R25 Scheduling System
Classroom Occupancy is approx. 55%

Target: use 80% of room capacity

Classroom rightsizing (part of CIP and RIM projects) will improve occupancy

Percent of room seat capacity used
Spring 2019

Source: Banner/R25 Scheduling System
UH Mānoa
Near Term Space Savings Opportunities

Utilization
• More effective scheduling can free up 257,000 square feet

Occupancy
• Rightsize classrooms as part of CIP and RIM to recapture 60,000 square feet

Inventory
• Replace portables with Administrative Center CIP to recapture 50,000 square feet
88% of Fall 2020 Courses are being taught online
Science labs and research are the main on-campus coursework

Source: UH Manoa Scheduler

Percentage of courses by teaching mode
Fall 2020
Return to Campus
The campus is an essential part of the UH Mānoa experience

Guiding Principles

**Promote world-class instruction & scholarship**
Contribute to the advancement of human knowledge and help our communities to solve the complex and interconnected challenges facing their futures.

**Develop the whole student**
Provide spaces that are physically, mentally and emotionally safe on a daily basis and in times of need. Retention and enrollment growth are reflective of how well we take care of our students.

**Steward our natural environment**
Optimize existing resources and assets by using what we have as efficiently as possible, and utilize sustainable design principles to minimize environmental footprint when we do need to build new.

**Foster inclusivity & connectivity**
Provide access for campus community members to housing, transit by all types of mobility, and digital technologies.

**Cultivate collaboration**
Promote interaction, cross-disciplinary learning and meaningful work so that folks can work together to create the best futures for Mānoa, Hawai‘i, and the world.

**Leverage unique attributes of place**
Honor indigenous ancestral knowledge systems. Care for and learn from Native Hawaiians and their knowledge systems, which provide lessons on how to care for each other and our natural world in our specific regions of Mānoa and larger Hawai‘i.

**Ensure financial viability**
Demonstrate fiscal responsibility and a robust financial plan to make smart decisions which maximize our ability to do more with less. Ensure that capital is deployed efficiently to achieve the mission of the university.
West Oʻahu: Overview

• Enrollment: 2,979 (Spring 2020)
• Faculty/Staff: 369 (315 FTE)
• Campus: 262,987 SF
• 88 sf/student (Mānoa = 97 sf/student)
West O‘ahu’s 262,987 gross square feet are contained in 6 buildings. 32% of space is circulation.
Classroom and office space is distributed across buildings

Source: UHWO Space Database
West O‘ahu has 39,400 sf of Classrooms, distributed across the campus

Source: UHWO Space Database
Overall classroom utilization is 40% based on a 45 hour week

Fall 2019

- Average utilization for Classrooms: 40% (17.8 hrs week out of 45 available hours)

Source: UHWO Space Database
11:00 and 2:00 are peak scheduled hours

Target: 75% of available classroom time in use

Percent of classroom time in use by hour of day, day of week
Spring 2020

Source: UHWO Space Database, UHWO Scheduler.
Classroom Occupancy is approximately 50%

Average classroom occupancy Spring 2019-Fall 2020

Source: UHWO Space Database, UHWO Scheduler.
Class sizes are consistent, larger rooms are underoccupied - Admin/Health Sciences Bldg

Average classroom occupancy Spring 2019-Fall 2020

Source: UHWO Space Database, UHWO Scheduler.
Class sizes are consistent, larger rooms are underoccupied – Classroom Bldg

Average classroom occupancy Spring 2019-Fall 2020

Source: UHWO Space Database, UHWO Scheduler.
West O‘ahu
Utilization and Occupancy Key Findings

Utilization

- Increasing classroom utilization to 30 hours per week equals
  - 27,045 square feet of classroom space
  - 23-28 classrooms

Occupancy

- Classroom occupancy of 30-50% is below target level of 80%
  - Room to grow class sizes
  - Subdivide rooms to create more classrooms
  - Accommodate current distancing guidelines
Next Steps: Community Colleges

- Inventory, Utilization and Occupancy Study begun for Community Colleges

- Leeward Community College as pilot, initial findings December 2020

- Remainder of campuses starting in January
University of Hawai‘i Board of Regents

RESOLUTION
Supporting Moratorium on Square Footage Growth

WHEREAS, the University of Hawai‘i System ("University") has a deferred maintenance backlog of $742 million for general and special funded facilities both on and off campus; and

WHEREAS, in addition to the deferred maintenance backlog, many University facilities are in need of substantial modernization to meet the needs of 21st-century students and faculty; and

WHEREAS, every square foot of space incurs ongoing costs for ongoing operations and maintenance as well as major improvements over time; and

WHEREAS, the deferred maintenance backlog can be reduced and further growth in the backlog can be limited by reducing or limiting the growth of the University’s space inventory; and

WHEREAS, studies have indicated that there is a significant amount of space that is underutilized, often due to the poor quality and functionality of the space; and

WHEREAS, it is in the best interest of the University to encourage all forms and methods of capital projects, including the demolition and replacement of existing facilities; and

WHEREAS, the University must not simply rely on increased capital funding to address the deferred maintenance backlog in the context of modernizing University facilities, but must also maximize the utilization of existing space inventory in an efficient and prioritized manner; and

WHEREAS, in 2013, the Board of Regents adopted a resolution imposing a moratorium on all new construction at the University of Hawaii System for an initial term of three years and possible additional time to reduce the deferred maintenance and repair ("DMR") balance to an acceptable level; and

WHEREAS, the Board of Regents recognizes that there is still a need to reduce the DMR balance and to implement innovative strategies to modernize and improve the University’s facilities systemwide.

NOW THEREFORE, BE IT RESOLVED that there shall be a moratorium on all new construction that results in an increase in the total campus building square footage without an equivalent reduction in square footage on any campus with an overall deferred maintenance backlog greater than 10% (ten percent) of the replacement value of its facilities; and

BE IT FURTHER RESOLVED that this resolution shall not apply to exceptions approved by the Board of Regents or public-private partnership (P3) opportunities that do not impose significant new operations and maintenance or major improvement obligations on the University; and

BE IT FURTHER RESOLVED that this moratorium will be reevaluated after 3 years to determine the level of the DMR balances overall and at each major unit (Mānoa, Community Colleges, Hilo, and West O‘ahu) and to assess the effectiveness of this moratorium in moving toward well-maintained and efficiently utilized 21st-century facilities on all campuses.
Adopted by the Board of Regents
University of Hawai‘i
June 7, 2018

“Grandfathered” Exceptions:

Honolulu CC Science Building
Culinary Institute of the Pacific
Hawai‘i Community College Redevelopment (subject to Board of Regents approval of development plan)
Snyder Replacement Building
UH West Oahu academic space to accommodate enrollment growth
WHEREAS, the University of Hawai‘i System (“University”) has a deferred maintenance backlog of $742 million for general and special funded facilities both on and off campus; and

WHEREAS, in addition to the deferred maintenance backlog, many University of Hawai‘i System (“University”) facilities are in need of substantial modernization to meet the needs of 21st-century students and faculty; and

WHEREAS, studies have indicated that there is a significant amount of instructional and administrative space that is underutilized; and

WHEREAS, every square foot of space incurs ongoing costs for operations and maintenance, as well as major improvements over time; and

WHEREAS, the deferred maintenance backlog can be reduced and further growth in the backlog can be limited by reducing or limiting the growth of the University’s space inventory; and

WHEREAS, studies have indicated that there is a significant amount of space that is underutilized, often due to the poor quality and functionality of the spaces; and

WHEREAS, it is in the best interest of the University to encourage all forms and methods of capital projects, including the demolition and replacement of existing facilities; and

WHEREAS, the University must not simply rely on increased capital funding to address the need for improved deferred maintenance backlog in the context of modernizing University facilities, but must also maximize the utilization of existing space inventory in an efficient and prioritized manner; and

WHEREAS, in 2013, the Board of Regents adopted a resolution imposing a moratorium on all new construction at the University of Hawai‘i System for an initial term of three years and possible additional time to reduce the deferred maintenance and repair (“DMR”) balance to an acceptable level; and

WHEREAS, in addition to focusing on reducing DMR, the University has undertaken a strong commitment to improve and modernize facilities not just to keep them running as at the time of construction, but to support 21st-century teaching, learning, and research; and

WHEREAS, overall enrollment at the University is stable or even declining, with no campus currently experiencing rapid growth; and

WHEREAS, the COVID-19 pandemic and associated financial crisis have demonstrated the need for the University to provide education and training that serve adults who cannot attend traditional daytime classes, as well as the opportunity for more teaching, learning, and working to take place online rather than solely on a campus; and

WHEREAS, the Board of Regents recognizes that there is still a need to reduce the DMR balance.
both the quality and the overall utilization of the University’s facilities and reduce overall facilities costs by implementing innovative strategies to modernize and improve the University’s facilities systemwide while reducing footprint wherever feasible.

NOW THEREFORE, BE IT RESOLVED that there shall be a moratorium on all new construction that results in an increase in the total campus building square footage without an equivalent reduction in square footage on any campus with average classroom, office, and research space utilization below the University standards as set by the President an overall deferred maintenance backlog greater than 10% (ten percent) of the replacement value of its facilities; and

BE IT FURTHER RESOLVED that this resolution shall not apply to situations in which new construction is part of a multi-stage plan that also includes planned reduction of at least an equivalent amount of space once the new construction is completed and occupied; and

BE IT FURTHER RESOLVED that this resolution shall not apply to exceptions approved by the Board of Regents, e.g., for special-purpose buildings, or public-private partnership (P3) opportunities that do not impose significant new obligations on the University of operations, and maintenance, or major improvements obligations on the University; and

BE IT FURTHER RESOLVED that this moratorium will be reevaluated after 3 years to determine the level of the DMR balances, overall condition of the facilities relative to meeting 21st-century needs, and space utilization overall and at each major unit (Mānoa, Community Colleges, Hilo, and West O'ahu) and to assess the effectiveness of this moratorium in moving toward an appropriate level of modern, well-maintained, and efficiently-utilized 21st-century facilities on all campuses.

Adopted by the Board of Regents
University of Hawai‘i
__________________, 2021
June 7, 2018

“Grandfathered” Exceptions:

Honolulu CC Science Building
Culinary Institute of the Pacific
Hawai‘i Community College Redevelopment (subject to Board of Regents approval of development plan)
Snyder Replacement Building
UH West Oahu academic space to accommodate enrollment growth
Central Administration Facility with Parking
University of Hawai‘i Board of Regents

RESOLUTION
Supporting Moratorium on Square Footage Growth

WHEREAS, many University of Hawai‘i System ("University") facilities are in need of substantial modernization to meet the needs of 21st-century students and faculty; and

WHEREAS, studies have indicated that there is a significant amount of instructional and administrative space that is underutilized; and

WHEREAS, every square foot of space incurs ongoing costs for operations and maintenance, as well as major improvements over time; and

WHEREAS, the University must not simply rely on increased capital funding to address the need for improved University facilities, but must also maximize the utilization of existing space inventory in an efficient and prioritized manner; and

WHEREAS, in 2013, the Board of Regents adopted a resolution imposing a moratorium on all new construction at the University of Hawaii System for an initial term of three years and possible additional time to reduce the deferred maintenance and repair ("DMR") balance to an acceptable level; and

WHEREAS, in addition to focusing on reducing DMR, the University has undertaken a strong commitment to improve and modernize facilities not just to keep them running as at the time of construction, but to support 21st-century teaching, learning, and research; and

WHEREAS, overall enrollment at the University is stable or even declining, with no campus currently experiencing rapid growth; and

WHEREAS, the COVID-19 pandemic and associated financial crisis have demonstrated the need for the University to provide education and training that serve adults who cannot attend traditional daytime classes, as well as the opportunity for more teaching, learning, and working to take place online rather than solely on a campus; and

WHEREAS, the Board of Regents recognizes that there is a need to improve both the quality and the overall utilization of the University’s facilities and reduce overall facilities costs by implementing innovative strategies to modernize and improve the University’s facilities systemwide while reducing footprint wherever feasible.

NOW THEREFORE, BE IT RESOLVED that there shall be a moratorium on all new construction that results in an increase in the total campus building square footage without an equivalent reduction in square footage on any campus with average classroom, office, and research space utilization below the University standards as set by the President; and

BE IT FURTHER RESOLVED that this resolution shall not apply to situations in which new construction is part of a multi-stage plan that also includes planned reduction of at least an equivalent amount of space once the new construction is completed and occupied; and
BE IT FURTHER RESOLVED that this resolution shall not apply to exceptions approved by the Board of Regents, e.g., for special-purpose buildings, or public-private partnership (P3) opportunities that do not impose significant new obligations on the University of operations, maintenance, or major improvements; and

BE IT FURTHER RESOLVED that this moratorium will be reevaluated after 3 years to determine the level of the DMR balances, overall condition of the facilities relative to meeting 21st-century needs, and space utilization overall and at each major unit (Mānoa, Community Colleges, Hilo, and West O‘ahu) and to assess the effectiveness of this moratorium in moving toward an appropriate level of modern, well-maintained, and efficiently-utilized 21st-century facilities on all campuses.

Adopted by the Board of Regents
University of Hawai‘i
_____________________, 2021

“Grandfathered” Exceptions:

Central Administration Facility with Parking
MEMORANDUM

TO: Benjamin Kudo
Chair, Board of Regents

Michelle Tagorda
Chair, Committee on Planning and Facilities

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


SPECIFIC ACTION REQUESTED:

It is requested that the Committee on Planning and Facilities (P&F) recommend that the Board of Regents (Board) approve the proposed changes to: RP 4.201, Vision, Mission, and Guiding Principles of the University; RP 4.202, Integrated Strategic Planning; RP 4.203, Unit Missions; RP 4.204, Campus Development and Capital Improvement Planning; and RP 4.208, Sustainability.

BACKGROUND:

The Board adopted the Integrated Academic and Facilities Plan (IAFP) framework during its April 20, 2017, meeting. The IAFP was developed as a result of the work of a Board permitted interaction group and consultation that was conducted by Administration with various stakeholders. Although the IAFP was formally adopted by the Board and Administration has been using the IAFP to guide its activities, the RPs related to strategic planning were not updated to conform to the IAFP as required by the adopted IAFP. As such, the purpose of the action requested is to begin the process of updating the policies accordingly.

The intent of the IAFP is to provide guidance and structure as to how the university prioritizes the use of resources through integrated planning, particularly with regard to academic programs, facilities, and finances. Given the economic and financial impacts facing the university and the State as a result of the COVID-19 pandemic, it is
imperative that the university clearly articulate its priorities and direction in order to focus the use of limited resources.

During the February 20, 2020, Board meeting, discussion occurred on proposed revisions to RP 4.201, RP 4.202, and RP 4.203. The drafts circulated for the February 20 meeting were prepared by the Board Office at the direction of Board leadership and included input from Administration. Some Regents provided feedback during the meeting and Chair Kudo requested that Regents review the proposed policies and provide comments or suggestions to the Board Office for consideration as the next set of draft policies were prepared.

Revised drafts of RP 4.201, RP 4.202, and RP 4.203 were subsequently presented to the Committee on Personnel Affairs and Board Governance (PA&BG) during its May 18, 2020, meeting. PA&BG voted to recommend that the Board approve revisions to the RPs, subject to consultation to be conducted by Administration.

Upon discussion with Board leadership, and with the concurrence of the Chairs of PA&BG and P&F, it was determined that these RPs would instead be reviewed by P&F given that they fall under the purview of the committee under the current bylaws. Additionally, there are two other Chapter 4 policies with proposed amendments related to the IAEP: RP 4.204, Campus Development and Capital Improvement Planning, and RP 4.208, Sustainability.

The attached draft policies are briefly summarized as follows:

- **RP 4.201, Vision, Mission, and Guiding Principles of the University:** Serves as the overarching policy directing the mission and vision for the University. It also identifies guiding principles to provide guidance and direction for decision making. The language is derived mostly from the IAEP and retains some of the current policy language that is still relevant. The following changes have been made to the version recommended for Board approval by PA&BG in May 2020:

  - The “values” section was eliminated and some of the language was incorporated into the “UH System Mission,” notably, the language relating to the University’s commitment to Hawai’i’s indigenous language and culture. Note that much of this language resides in the “Mission and Purpose” section of the current version of the policy and is not new.

  - The sustainability language that was in the “values” section was removed because it appears to be redundant. The concepts relating to sustainability are incorporated in the existing RP 4.208, the standalone policy relating to sustainability, as well as in Executive Policy 4.202, which provides further systemwide guidance on the execution of RP 4.208.
- **RP 4.202, Integrated Strategic Planning:** Outlines the IAFP framework, referred to as the "Integrated Strategic Plan" or "ISP." The proposed revisions, as recommended for Board approval by PA&BG in May 2020, connect the 10-year outlook and state needs assessment to the Strategic Directions, and outlines the four component parts of the ISP: (1) Academic Programs; (2) Budget and Finance; (3) Facilities; and (4) Research. It requires that multi-year rolling plans be developed for each of the components, as well as a multi-year enrollment plan which is developed in consideration of the component parts. An existing example of a multi-year rolling plan is the 6-year capital improvement program (CIP) plan, which fulfills the requirement for the "facilities" component.

This proposed policy also incorporates provisions of RP 4.205, Institutional Accountability and Performance, which sets forth assessment and accountability requirements.

*No substantive changes have been made to the proposed revisions to this policy that were recommended for Board approval by PA&BG in May 2020.*

- **RP 4.203, Unit Missions:** This policy outlines the unit missions, as provided for in the IAFP: UH Manoa, UH Hilo, UH – West Oahu, and the Community Colleges, as well as the System Offices.

*No substantive changes have been made to the proposed revisions to this policy that were recommended for Board approval by PA&BG in May 2020.*

- **RP 4.204, Campus Development and Capital Improvement Planning:** This policy currently relates to long-range physical development plans (LRDPs), and is proposed to be renamed, Campus Development and Capital Improvement Planning. To date, LRDPs have been developed for the campuses, but have proven to be costly and somewhat aspirational in nature, with little practical application in managing campus physical and facility footprints. As such, it is proposed that RP 4.204 be amended to better align with the IAFP and the proposed amendments to RP 4.201, RP 4.202, and RP 4.203, by focusing the policy around the 6-year capital improvement plan, which is a rolling plan that guides the university in system and campus planning. The amendments also reflect the need to develop plans based on right-sizing the facilities on campus to meet enrollment projections and other long-term space need forecasts that take into consideration the impact of remote learning, online programs, and alternative workplace strategies. Administration believes that these policy changes would have a better practical application in ensuring the best use of the university's space.

- **RP 4.208, Sustainability:** The primary substantive change to this policy is to add, "or equivalent," after the references to LEED designations in section
III.B.1.c. on page 2. The purpose for this proposed change is that some of the requirements to achieve the LEED designation do not comport to Hawai‘i’s environment and can be costly with little benefit. Adding, “or equivalent,” will allow flexibility to implement standards that are best suited for our State, while also achieving cost-efficiency. Other technical non-substantive amendments were made for grammar, consistency, and formatting.

There may be a future need to repeal or modify some of the other policies in Chapter 4 of the RP’s to conform to any changes made to the attached policies that are adopted by the Board. Additionally, Administration may be seeking union consultation as applicable.

ACTION RECOMMENDED:

The P&F Committee is requested to recommend board approval of the aforementioned revisions to RP 4.201, RP 4.202, RP 4.203, RP 4.204, and RP 4.208, allowing for additional non-substantive edits for grammar and style, and subject to Administration conducting union consultation as applicable.

Attachments:
RP 4.201 original
RP 4.201 redline
RP 4.201 clean
RP 4.202 original
RP 4.202 redline
RP 4.202 clean
RP 4.203 original
RP 4.203 redline
RP 4.203 clean
RP 4.204 original
RP 4.204 redline
RP 4.204 clean
RP 4.208 original
RP 4.208 redline
RP 4.208 clean
I. **Purpose**

To set forth policy establishing the mission and purpose of the university.

II. **Definitions:**

No policy specific or unique definitions apply.

III. **Policy:**

A. Introduction

1. The board believes that it is essential from time to time to re-examine the mission and purpose of the university and to provide policy guidelines for its continued development and growth. The university has grown from a one-campus operation to a multi-campus, statewide system requiring coordination and the establishment of priorities and policies reflecting such change. The comments contained in this document, therefore, apply to the entire higher education in the state. The benefits accruing to the state from this arrangement are manifest when one compares the Hawai‘i system to the scattered and divided governance of higher education in most other states.

2. The university has grown dramatically over the years. This growth has not only been wholeheartedly supported by the people of Hawai‘i; it was, in a sense, mandated by them. The state’s legislators and its elected and appointed officers could not have brought about such sustained growth without the understanding, encouragement and backing of the citizens of Hawai‘i. The commitment that the people of Hawai‘i have made to higher education is reflected in their financial support.

B. An Environment of Change
1. Since its founding, the university has undergone considerable change in size, scope, and complexity. The university reflects the economic and social realities of the state, which in turn, reflects the realities of the nation, and increasingly, the world. Both the state’s capacity for funding the university and the citizens’ demand for services are responsive to this environment. Planning occurs within this broad context of change.

C. Mission and Purpose

1. The primary mission of the university is to provide environments in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life.

2. In carrying out that mission, it is the basic purpose of the university to afford all qualified people of Hawai‘i an equal opportunity for quality college and university education at both undergraduate and graduate levels.

3. As the only provider of public higher education in Hawai‘i, the university 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 at the university and support vigorous programs of study and support for the Hawaiian language, history, and culture.

4. Within its unique geographical location, the university will serve as a leader in how its stewards the resources of the islands and the world for the benefit of all. The university shall be a global leader and model for the integration of sustainability throughout its teaching, research, operations, and public service. The university recognizes than an important knowledge base in sustainable island systems resides in the indigenous people of Hawai‘i and all those for whom Hawai‘i is home. The university commits to consult with local cultural practitioners and sustainability experts on best practices in sustainable resource allocation and use for the well-being of our communities, our state, and the world. Critical resources include energy, food, water, land and sea as they are integrated with the relationships of family, culture, community, justice, work, and economy in the present and future.

a. Basic unit missions

(1) University of Hawai‘i at Mānoa is a doctoral/research university with selective admissions. It offers baccalaureate, master’s and doctoral degrees in an array of liberal arts and professional fields, degrees in law and medicine and carries out organized research activities.
(2) University of Hawai‘i at Hilo is a comprehensive, primarily baccalaureate institution with a regional mission, offering baccalaureate degrees in the liberal arts, agriculture, nursing, and business, as well as select masters and doctoral degrees.

(3) University of Hawai‘i West O‘ahu is a four-year baccalaureate institution founded in the liberal arts, serving professional, career-related, and applied fields, based on state and regional needs, and providing access through partnerships and distance delivery.

(4) The University of Hawai‘i Community Colleges are open-door, low-tuition institutions. Community colleges offer two-year college transfer and general education programs, two and four-year career and technical education programs; semiprofessional, career and technical, and continuing education programs, and such other educational programs and services appropriate to community colleges.

b. The board approves a mission statement that elaborates the basis system mission, articulating those qualities common to the system as a whole. At a minimum, the system mission incorporates the vision, purpose, and common values of the university system, emphasizing the fundamental commitment to access and quality. The university system’s special advantage and distinction in Hawaiian, Asian, and Pacific affairs is highlighted in the mission, and the overall governance structure is summarized.

c. The university is committed to diversity within and among all racial and ethnic groups served by public higher education in Hawai‘i. The president, working with the chancellors, ensures the unique commitment to Native Hawaiians is fulfilled by:

(1) Providing positive system-wide executive support in the development, implementation, and improvement of programs and services for Native Hawaiians;

(2) Encouraging the increased representation of Native Hawaiians at the university;

(3) Supporting full participations of Native Hawaiians in all initiatives and programs of the university;
(4) Actively soliciting consultation from the Native Hawaiian community and specifically Puko'a, the system-wide council of Native Hawaiian faculty, staff and students that serves as advisory to the president;

(5) Providing for and promoting the use of the Hawaiian language within the university;

(6) Providing a level of support for the study of Hawaiian language, culture and history within the university that honors, perpetuates and strengthens those disciplines into the future;

(7) Encouraging Native Hawaiians to practice their language, culture and other aspects of their traditional customary rights throughout all university campuses and providing Hawaiian environments and facilities for such activities; and

(8) Addressing the education needs of Native Hawaiians, the State of Hawai’i, and the world at large, in the areas of Hawaiian language, culture, and history through outreach.

d. The university is committed to social, cultural, environmental, and economic sustainability in operations; education, research and service; planning, administration, and engagement; and cultural and community connections. The president, working with the chancellors, ensures the commitment to sustainability is fulfilled by:

(1) Establishing a Presidential Sustainability Policy that sets ambitious sustainability goals such that the university will achieve carbon neutrality, zero waste, and local food self-sufficiency;

(2) Providing system-wide executive support and coordination in the development, implementation, assessment, and improvement of programs and services that encourage sustainability throughout the university and each of its campuses;

(3) Ensuring that the university meets or exceeds all statewide policies, targets, and goals relevant to sustainability and coordinates with statewide sustainability initiatives;

(4) Establishing system-wide sustainability policies for operations; education, research and service; planning and administration; engagement; and cultural and community connections;
(5) Establishing system-wide and, where appropriate, campus-specific metrics and targets for improved efficiency and reduced resource waste for buildings, climate, dining, energy, grounds, purchasing, transportation, waste, and water;

(6) Developing mechanisms to track and re-invest savings from sustainability initiatives that further increase efficiencies, reduce waste, and improve sustainability; and;

(7) Reporting on accomplishments and challenges in implementing sustainable practices at the university.

e. The president is delegated the authority to develop specific processes that carry out the intent of this board policy. The president and his/her designee shall report to the board annually on progress in carrying out the university’s commitment to sustainability.

f. The board also approves separate mission statements for the major units of the system that use as their foundation the basic mission described herein and elaborates the separate and unique roles of these units within the system’s overall mission. At a minimum, these unit mission statements define their differentiated missions in terms of instruction, research and service roles, campus types, degree levels, populations served, student selectivity, and special campus distinctions.

g. The president is responsible for adhering to the institution’s mission including a thorough review of university and unit missions as needed, but at least every ten (10) years. In conducting this review and recognizing the board’s final authority, to establish the mission of the university and its major units, the president ensures that each unit of the system has procedures that include full participation in the review process with opportunity for community input prior to submission to the board for adoption. All comments from the various sectors shall be summarized when transmitting the final document to the board.

IV. Delegation of Authority:

The president is delegated the authority to develop specific processes that carry out the intent of this board policy. See RP 4.201(C)(4)(e).

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu
VI. References:

- http://www.hawaii.edu/offices/bor/

Approved as to Form:

_________________________________________       ___
Cynthia Quinn                                     Date
Executive Administrator and
Secretary of the Board of Regents
I. **Purpose**

To set forth policy establishing the vision, mission, and purposeguiding principles of the university.

II. **Definitions**:

No policy specific or unique definitions apply.

III. **Policy**:

A. **IntroductionVision**

1. The board believes that it is essential from time to time to re-examine the mission and purpose of the university and to provide policy guidelines for its continued development and growth. The university has grown from a one-campus operation to a multi-campestic, statewide system requiring coordination and the establishment of priorities and policies reflecting such change. The comments contained in this document, therefore, apply to the entire higher education in the state. The benefits accruing to the state from this arrangement are manifest when one compares the Hawai‘i system to the scattered and divided governance of higher education in most other states.

2. The university has grown dramatically over the years. This growth has not only been wholeheartedly supported by the people of Hawai‘i; it was, in a sense, mandated by them. The state’s legislators and its elected and appointed officers could not have brought about such sustained growth without the understanding, encouragement and backing of the citizens of Hawai‘i. The commitment that the people of Hawai‘i have made to higher education is reflected in their financial support.
1. For the State of Hawai‘i:
   Hawai‘i is a place where diverse people and communities live, work, learn, and play in an environment that promotes a high quality of life through a vibrant and sustainable global economy inspired by its host culture.

2. For the University of Hawai‘i (UH) System:
   The University of Hawai‘i is an integral contributor to the success of the State of Hawai‘i and its campuses are recognized for their excellence and unique characteristics. The University of Hawai‘i is the premier integrated public higher education system in the country.

B. An Environment of Change

1. Since its founding, the university has undergone considerable change in size, scope, and complexity. The university reflects the economic and social realities of the state, which in turn, reflects the realities of the nation, and increasingly, the world. Both the state’s capacity for funding the university and the citizens’ demand for services are responsive to this environment. Planning occurs within this broad context of change.

C.B. UH System Mission and Purpose

The University of Hawai‘i, through innovation, collaboration, and partnerships, weaves together the assets of each of its diverse campuses and system offices to support:

- The education of a diverse student body and preparing them for success in career and community;
- The development of Hawai‘i’s workforce;
- The diversification of Hawai‘i’s economy through the development of new economic sectors and reimagining of outdated sectors; and
- The strengthening of the research enterprise as a major intellectual and economic driver of the State.

Not every part of the university can or should engage in every part of this mission across every disciplinary area. The University of Hawaii System benefits from a unique integration and alignment of the work of its community colleges, baccalaureate institutions, flagship research university, and system offices, and utilizes these strengths to work collaboratively to efficiently and effectively leverage its resources to meet the diverse needs of Hawai‘i’s communities.

As the sole provider of public higher education in Hawai‘i, the university 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
The university ensures active support for the participation of Native Hawaiians at the university and supports vigorous programs of study and support for the Hawaiian language, history, and culture.

The university is committed to diversity within and among all racial and ethnic groups. The university is committed to social, cultural, environmental, and economic sustainability in operations; education, research, and service; planning, administration, and engagement; and cultural and community connections.

The university is committed to designing environments in which faculty, staff, and students can discover, examine critically, preserve, and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life and to affording all qualified people of Hawai‘i an equal opportunity for quality college and university education at both undergraduate and graduate levels.

1. The primary mission of the university is to provide environments in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life.

2. In carrying out that mission, it is the basic purpose of the university to afford all qualified people of Hawai‘i an equal opportunity for quality college and university education at both undergraduate and graduate levels.

1. As the only provider of public higher education in Hawai‘i, the university 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 at the university and support vigorous programs of study and support for the Hawaiian language, history, and culture. The president, working with the provost and chancellors, ensures the unique commitment to Native Hawaiians is fulfilled by:

   a. Providing positive system-wide executive support in the development, implementation, and improvement of programs and services for Native Hawaiians;

   b. Encouraging the increased representation of Native Hawaiians at the university;

   c. Supporting full participation of Native Hawaiians in all initiatives and programs of the university;
d. Actively soliciting consultation from the Native Hawaiian community and specifically Puko’a, the system-wide council of Native Hawaiian faculty, staff, and students that serves as advisory to the president;

e. Providing for and promoting the use of the Hawaiian language within the university;

f. Providing a level of support for the study of Hawaiian language, culture, and history within the university that honors, perpetuates, and strengthens those disciplines into the future;

g. Encouraging Native Hawaiians to practice their language, culture, and other aspects of their traditional customary rights throughout all university campuses and providing Hawaiian environments and facilities for such activities; and

h. Addressing the educational needs of Native Hawaiians, the State of Hawai‘i, and the world at large, in the areas of Hawaiian language, culture, and history through outreach.

4. Within its unique geographical location, the university will serve as a leader in how it stewards the resources of the islands and the world for the benefit of all. The university shall be a global leader and model for the integration of sustainability throughout its teaching, research, operations, and public service. The university recognizes that an important knowledge base in sustainable island systems resides in the indigenous people of Hawai‘i and all those for whom Hawai‘i is home. The university commits to consult with local cultural practitioners and sustainability experts on best practices in sustainable resource allocation and use for the well-being of our communities, our state, and the world. Critical resources include energy, food, water, land and sea as they are integrated with the relationships of family, culture, community, justice, work, and economy in the present and future.

a. Basic unit missions

(1) University of Hawai‘i at Mānoa is a doctoral/research university with selective admissions. It offers baccalaureate, master’s and doctoral degrees in an array of liberal arts and professional fields, degrees in law and medicine and carries out organized research activities.

(2) University of Hawai‘i at Hilo is a comprehensive, primarily baccalaureate institution with a regional mission, offering
baccalaureate degrees in the liberal arts, agriculture, nursing, and business, as well as select masters and doctoral degrees.

(3) University of Hawai‘i West O‘ahu is a four-year baccalaureate institution founded in the liberal arts, serving professional, career-related, and applied fields, based on state and regional needs, and providing access through partnerships and distance delivery.

(4) The University of Hawai‘i Community Colleges are open-door, low-tuition institutions. Community colleges offer two-year college transfer and general education programs, two and four-year career and technical education programs; semiprofessional, career and technical, and continuing education programs, and such other educational programs and services appropriate to community colleges.

C. UH System Guiding Principles

The following principles and priorities are intended to guide how UH applies its fiscal, human, and physical resources efficiently, coherently, and collaboratively in its service to the people and the world:

1. UH supports and rewards collaboration across all programs and activities. New silos are discouraged and current silos are eliminated or reduced. The university prioritizes and integrates systemwide articulation and transferability in all academic planning.

2. Duplication of academic programs takes place only with intention and sound justification. All programs are planned in a fiscally sound and sustainable manner and placed in appropriate locations. Considerations include type of program and mission, regional and statewide demand, and availability of physical space, facilities, and land.

3. To increase and diversify enrollment, UH features a centralized enrollment management support system that enhances campus efforts and provides clear lines of responsibility, authority, and accountability.

4. To advance its academic mission and ensure modern well-maintained facilities, UH strengthens the diversity of its financial base beyond the continuing critical cornerstones of state funding and tuition revenue. Opportunities include leveraging land assets, generating more revenue from intellectual property, and increased philanthropy.

5. UH is committed to shared use of facilities. New capital projects maximize long-term flexibility and include shared classrooms and resources to make
the best use of institutional space. Campus space belongs to the university, not to a department, school, or person. Specialized and costly facilities and capabilities are shared externally to address community needs while generating revenue to support operating costs.

6. UH land is an asset of the UH System, not an individual campus. UH has a systemwide plan for real estate assets that respects each campus mission while maximizing opportunities, including through the use of public-private partnership (P3) strategies where appropriate.

7. UH is committed to prioritizing its investment of fiscal resources to support academic programs and facilities that reflect the principles and priorities set forth in this policy.

D. Approval of Mission

b. The board approves a mission statement that elaborates the basis system mission, articulating those qualities common to the system as a whole. At a minimum, the system mission incorporates the vision, purpose, and common values of the university system, emphasizing the fundamental commitment to access and quality. The university system’s special advantage and distinction in Hawaiian, Asian, and Pacific affairs is highlighted in the mission, and the overall governance structure is summarized, has the authority to establish the mission of the UH System and its major parts.

6. The university is committed to diversity within and among all racial and ethnic groups served by public higher education in Hawai‘i. The president, working with the chancellors, ensures the unique commitment to Native Hawaiians is fulfilled by:

(1) Providing positive system-wide executive support in the development, implementation, and improvement of programs and services for Native Hawaiians;

(2) Encouraging the increased representation of Native Hawaiians at the university;

(3) Supporting full participations of Native Hawaiians in all initiatives and programs of the university;

(4) Actively soliciting consultation from the Native Hawaiian community and specifically Puko‘a, the system-wide council of Native Hawaiian faculty, staff and students that serves as advisory to the president;
(5) Providing for and promoting the use of the Hawaiian language within the university;

(6) Providing a level of support for the study of Hawaiian language, culture and history within the university that honors, perpetuates and strengthens those disciplines into the future;

(7) Encouraging Native Hawaiians to practice their language, culture and other aspects of their traditional customary rights throughout all university campuses and providing Hawaiian environments and facilities for such activities; and

(8) Addressing the education needs of Native Hawaiians, the State of Hawai‘i, and the world at large, in the areas of Hawaiian language, culture, and history through outreach.

d. The university is committed to social, cultural, environmental, and economic sustainability in operations; education, research and service; planning, administration, and engagement; and cultural and community connections. The president, working with the chancellors, ensures the commitment to sustainability is fulfilled by:

(1) Establishing a Presidential Sustainability Policy that sets ambitious sustainability goals such that the university will achieve carbon neutrality, zero waste, and local food self-sufficiency;

(2) Providing system-wide executive support and coordination in the development, implementation, assessment, and improvement of programs and services that encourage sustainability throughout the university and each of its campuses;

(3) Ensuring that the university meets or exceeds all statewide policies, targets, and goals relevant to sustainability and coordinates with statewide sustainability initiatives;

(4) Establishing system-wide sustainability policies for operations; education, research and service; planning and administration; engagement; and cultural and community connections;

(5) Establishing system-wide and, where appropriate, campus-specific metrics and targets for improved efficiency and reduced resource waste for buildings, climate, dining, energy, grounds, purchasing, transportation, waste, and water;
(6) Developing mechanisms to track and re-invest savings from sustainability initiatives that further increase efficiencies, reduce waste, and improve sustainability; and;

(7) Reporting on accomplishments and challenges in implementing sustainable practices at the university.

e. The president is delegated the authority to develop specific processes that carry out the intent of this board policy. The president and his/her designee shall report to the board annually on progress in carrying out the university’s commitment to sustainability.

f. The board also approves separate mission statements for the major units of the system that use as their foundation the basic mission described herein and elaborates the separate and unique roles of these units within the system’s overall mission. At a minimum, these unit mission statements define their differentiated missions in terms of instruction, research and service roles, campus types, degree levels, populations served, student selectivity, and special campus distinctions.

g. The president is responsible for adhering to the institution’s and units’ missions in planning and general operations, and is responsible for conducting— including a thorough review of university, the UH and unit missions as needed, but at least every ten (10) five (5) years. In conducting this review and recognizing the board’s final authority to establish the mission of the university and its major units, the president ensures that each unit of the system has procedures that include full participation in the review process with opportunity for community input prior to submission to the board for adoption. All comments from the various sectors shall be summarized when transmitting the final document to the board.

IV. Delegation of Authority:

The president is delegated the authority to develop specific processes that carry out the intent of this board policy. See RP 4.201(C)(4)(e).

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References:
Approved as to Form:

Cynthia Quinn  Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents
Regents Policy Chapter 4, Planning
Regents Policy RP 4.201, Vision, Mission, and Guiding Principles of the University
Effective Date: xxx 2021
Review Date: August 2024

I. Purpose

To set forth policy establishing the vision, mission, and guiding principles of the university.

II. Definitions:

No policy specific or unique definitions apply.

III. Policy:

A. Vision

1. For the State of Hawai‘i:
Hawai‘i is a place where diverse people and communities live, work, learn, and play in an environment that promotes a high quality of life through a vibrant and sustainable global economy inspired by its host culture.

2. For the University of Hawai‘i (UH) System:
The University of Hawaii is an integral contributor to the success of the State of Hawaii and its campuses are recognized for their excellence and unique characteristics. The University of Hawaii is the premier integrated public higher education system in the country.

B. UH System Mission

The University of Hawaii, through innovation, collaboration, and partnerships, weaves together the assets of each of its diverse campuses and system offices to support:

- The education of a diverse student body and preparing them for success in career and community;
- The development of Hawaii’s workforce;
• The diversification of Hawaii’s economy through the development of new economic sectors and reimagining of outdated sectors; and
• The strengthening of the research enterprise as a major intellectual and economic driver of the State.

Not every part of the university can or should engage in every part of this mission across every disciplinary area. The University of Hawaii System benefits from a unique integration and alignment of the work of its community colleges, baccalaureate institutions, flagship research university, and system offices, and utilizes these strengths to work collaboratively to efficiently and effectively leverage its resources to meet the diverse needs of Hawaii’s communities.

As the sole provider of public higher education in Hawai‘i, the university 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 at the university and supports vigorous programs of study and support for the Hawaiian language, history, and culture.

The university is committed to diversity within and among all racial and ethnic groups. The university is committed to social, cultural, environmental, and economic sustainability in operations; education, research, and service; planning, administration, and engagement; and cultural and community connections.

The university is committed to designing environments in which faculty, staff, and students can discover, examine critically, preserve, and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life and to affording all qualified people of Hawai‘i an equal opportunity for quality college and university education at both undergraduate and graduate levels.

The president, working with the provost and chancellors, ensures the unique commitment to Native Hawaiians is fulfilled by:

1. Providing positive system-wide executive support in the development, implementation, and improvement of programs and services for Native Hawaiians;

2. Encouraging the increased representation of Native Hawaiians at the university;

3. Supporting full participation of Native Hawaiians in all initiatives and programs of the university;
4. Actively soliciting consultation from the Native Hawaiian community and specifically Puko’a, the system-wide council of Native Hawaiian faculty, staff, and students that serves as advisory to the president;

5. Providing for and promoting the use of the Hawaiian language within the university;

6. Providing a level of support for the study of Hawaiian language, culture, and history within the university that honors, perpetuates, and strengthens those disciplines into the future;

7. Encouraging Native Hawaiians to practice their language, culture, and other aspects of their traditional customary rights throughout all university campuses and providing Hawaiian environments and facilities for such activities; and

8. Addressing the educational needs of Native Hawaiians, the State of Hawai’i, and the world at large, in the areas of Hawaiian language, culture, and history through outreach.

C. UH System Guiding Principles

The following principles and priorities are intended to guide how UH applies its fiscal, human, and physical resources efficiently, coherently, and collaboratively in its service to the people and the world:

1. UH supports and rewards collaboration across all programs and activities. New silos are discouraged and current silos are eliminated or reduced. The university prioritizes and integrates systemwide articulation and transferability in all academic planning.

2. Duplication of academic programs takes place only with intention and sound justification. All programs are planned in a fiscally sound and sustainable manner and placed in appropriate locations. Considerations include type of program and mission, regional and statewide demand, and availability of physical space, facilities, and land.

3. To increase and diversify enrollment, UH features a centralized enrollment management support system that enhances campus efforts and provides clear lines of responsibility, authority, and accountability.

4. To advance its academic mission and ensure modern well-maintained facilities, UH strengthens the diversity of its financial base beyond the continuing critical cornerstones of state funding and tuition revenue.
Opportunities include leveraging land assets, generating more revenue from intellectual property, and increased philanthropy.

5. UH is committed to shared use of facilities. New capital projects maximize long-term flexibility and include shared classrooms and resources to make the best use of institutional space. Campus space belongs to the university, not to a department, school, or person. Specialized and costly facilities and capabilities are shared externally to address community needs while generating revenue to support operating costs.

6. UH land is an asset of the UH System, not an individual campus. UH has a systemwide plan for real estate assets that respects each campus mission while maximizing opportunities, including through the use of public-private partnership (P3) strategies where appropriate.

7. UH is committed to prioritizing its investment of fiscal resources to support academic programs and facilities that reflect the principles and priorities set forth in this policy.

D. Approval of Mission

The board has the authority to establish the mission of the UH System and its major parts.

The president is responsible for adhering to the institution’s and units’ missions in planning and general operations, and is responsible for conducting a thorough review of the UH and unit missions as needed, but at least every five (5) years. In conducting this review and recognizing the board’s final authority to establish the mission of the university and its major units, the president ensures that each unit of the system has procedures that include full participation in the review process with opportunity for community input prior to submission to the board for adoption. All comments from the various sectors shall be summarized when transmitting the final document to the board.

IV. Delegation of Authority:

The president is delegated the authority to develop specific processes that carry out the intent of this board policy.

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu
VI. References:

- RP 4.202
- RP 4.203
- RP 4.204
- RP 4.208

Approved as to Form:

Kendra Oishi
Executive Administrator and Secretary of the Board of Regents

_____________________________     ___________
Kendra Oishi            Date
I. **Purpose**

To establish a strategic planning process to ensure that the university engages in appropriate long-range planning.

II. **Definitions:**

No policy specific or unique definitions apply.

III. **Policy:**

A. The following policy establishes a strategic planning process to ensure that the university engages in appropriate long-range planning.

1. The board will periodically approve a long-range plan referred to as the strategic or master plan.

2. The strategic plan sets forth common system goals and planning principles and, as appropriate, system and unit-specific strategies to implement these goals. Together these articulate the priorities of the university for the planning period.

3. The president, in consultation with the board, is responsible for updating the strategic plan at appropriate intervals, but at least every ten (10) years. The process of updating the plan will include board input from the university’s internal and external communities.

B. The president or his/her designee shall report to the board at least annually on accomplishments in carrying out the strategies and achieving the goals of the plan.

IV. **Delegation of Authority:**
There is no specific policy delegation of authority.

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References:

• http://www.hawaii.edu/offices/bor/

Approved as to Form:

__________________________________________     ___________
Cynthia Quinn         Date
Executive Administrator and
Secretary of the Board of Regents
I. Purpose

To establish an integrated strategic planning framework and process to ensure that the university engages in appropriate long-range planning for the university to prioritize and maximize activities and resources that support the university mission across the system and all campuses.

II. Definitions:

No policy-specific or unique definitions apply. “Unit” or “Major Unit” refers to one of the three four-year universities, the community college system as a whole, or the collective system offices of the university.

III. Policy:

A. The following policy establishes a strategic planning process to ensure that the university engages in appropriate long-range planning.

1. The board will periodically approve a long-range plan referred to as the strategic or master plan.

2. The strategic plan sets forth common system goals and planning principles and, as appropriate, system and unit-specific strategies to implement these goals. Together these articulate the priorities of the university for the planning period.

3. The president, in consultation with the board, is responsible for updating the strategic plan at appropriate intervals, but at least every ten (10) years. The process of updating the plan will include board input from the university’s internal and external communities.
B. The president or his/her designee shall report to the board at least annually on accomplishments in carrying out the strategies and achieving the goals of the plan.

A. Introduction

The University of Hawai‘i provides academic programs and research of value to students, faculty, and the State of Hawaii through integrated strategic planning that considers statewide economic and workforce needs, community dynamics, and the maximization of limited resources in order to make efficient use of fiscal resources, human resources, and facilities.

Integrated strategic plans (ISP) are developed at the systemwide level and at each of the major units in consideration of each other. Integrated strategic plans consist of the following components: academic programs, budget and finance, facilities, and research (as applicable). Each component contains a multi-year “rolling” plan that is informed by the others and updated each year to reflect current conditions and changes over the past year. Components developed at the unit level are consistent with and integrated into components of the systemwide ISP. A multi-year enrollment plan is also developed in conjunction with the component plans.

Each campus may also develop and maintain campus strategic plans that conform to the university’s and campus’s vision, mission, values, and guiding principles, and the integrated strategic plans described above, and may be used for accreditation and other purposes.

B. Systemwide Planning Components and Schedule

1. 10-Year Outlook and State Needs Assessment

   The 10-Year Outlook is an assessment of state needs, examining the statewide economic, social, and demographic trends and emergent needs for the next decade, and how well the university is positioned to meet those needs to assist in identifying broad priorities for the university over the decade ahead.

   a. The president, in consultation with the board, is responsible for updating the system 10-year outlook and state needs assessment at least every ten years. This process will include broad input from the university’s internal and external communities.

   b. The 10-year outlook and any updates shall be presented to the board at a duly noticed public meeting.
2. Strategic Directions

Using the 10-Year Outlook as a guide in conjunction with the vision and mission of the university, the president is responsible for the development of strategies toward target areas that will set the course for the university to best meet state needs over a five-year planning period. These strategies will include goals, priorities, desired outcomes, and metrics for the university.

a. The president is responsible for updating the system Strategic Directions at least every five years and should consider broad input from the university’s internal and external communities.

b. The Strategic Directions shall include a set of metrics, at least one per target area, to be reported to the board at least annually at a public meeting and maintained on a public dashboard.

c. The Strategic Directions shall be subject to approval by the board.

3. Integrated Strategic Plans

a. The following are component parts to the ISP:

   (1) Academic Programs;
   
   (2) Budget and Finance;
   
   (3) Facilities; and
   
   (4) Research.

b. Multi-year rolling plans shall be developed for each of the component parts. Each plan considers and evaluates academic, facilities, and fiscal impacts and summarizes the actions being taken each year to meet the goals, priorities, and outcomes identified in the Strategic Directions, and comport with the vision, mission, values, and guiding principles of the university.

c. The president is responsible for updating the multi-year rolling plans annually, with a minimum of six years of current and future plans included. Each component plan shall be presented to the appropriate committee of the board and shall be approved by the board each year.
d. The president is responsible for developing a multi-year enrollment plan in consideration of the component parts.

e. Each plan shall be developed in consideration of the multi-year enrollment plan and other component parts and together will serve as the systemwide ISP. The ISP will inform legislative requests for the biennial and supplemental operating and capital improvement budgets.

f. The component parts and the ISP as a whole shall embody the UH System values of sustainability and Native Hawaiian place of learning as articulated in RP 4.201.

C. Institutional Assessment and Accountability

1. The university is committed to accountability and a process that provides for the regular and systematic assessment of the success of the campuses, and the university as a whole. The intent is to gather evidence about the institution’s effectiveness in meeting its mission, goals, and objectives, and to use this information to improve programs and services and demonstrate public accountability.

2. Institutional assessment and accountability are focused on institutional performance rather than individual or program evaluations, which are addressed elsewhere in Regents Policy.

3. Benchmarks and/or performance indicators are established by the president to evaluate overall and unit effectiveness in meeting the goals in the Strategic Directions through the ISP component plans with reference to accreditation standards or comparative performance relative to peer institutions as appropriate.

IV. Delegation of Authority:

There is no specific policy delegation of authority.

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References:
• RP 4.201
• RP 4.203
• RP 4.204

Approved as to Form:

Cynthia Quinn  Kendra Oishi  
Executive Administrator and  
Secretary of the Board of Regents  

Date
I. Purpose

To establish an integrated strategic planning framework and process for the university to prioritize and maximize activities and resources that support the university mission across the system and all campuses.

II. Definitions:

"Unit" or "Major Unit" refers to one of the three four-year universities, the community college system as a whole, or the collective system offices of the university.

III. Policy:

A. Introduction

The University of Hawai‘i provides academic programs and research of value to students, faculty, and the State of Hawaii through integrated strategic planning that considers statewide economic and workforce needs, community dynamics, and the maximization of limited resources in order to make efficient use of fiscal resources, human resources, and facilities.

Integrated strategic plans (ISP) are developed at the systemwide level and at each of the major units in consideration of each other. Integrated strategic plans consist of the following components: academic programs, budget and finance, facilities, and research (as applicable). Each component contains a multi-year “rolling” plan that is informed by the others and updated each year to reflect current conditions and changes over the past year. Components developed at the unit level are consistent with and integrated into components of the systemwide ISP. A multi-year enrollment plan is also developed in conjunction with the component plans.

Each campus may also develop and maintain campus strategic plans that conform to the university’s and campus’s vision, mission, values, and guiding principles, and the integrated strategic plans described above, and may be used for accreditation and other purposes.
B. Systemwide Planning Components and Schedule

1. 10-Year Outlook and State Needs Assessment

   The 10-Year Outlook is an assessment of state needs, examining the statewide economic, social, and demographic trends and emergent needs for the next decade, and how well the university is positioned to meet those needs to assist in identifying broad priorities for the university over the decade ahead.

   a. The president, in consultation with the board, is responsible for updating the system 10-year outlook and state needs assessment at least every ten years. This process will include broad input from the university’s internal and external communities.

   b. The 10-year outlook and any updates shall be presented to the board at a duly noticed public meeting.

2. Strategic Directions

   Using the 10-Year Outlook as a guide in conjunction with the vision and mission of the university, the president is responsible for the development of strategies toward target areas that will set the course for the university to best meet state needs over a five-year planning period. These strategies will include goals, priorities, desired outcomes, and metrics for the university.

   a. The president is responsible for updating the system Strategic Directions at least every five years and should consider broad input from the university’s internal and external communities.

   b. The Strategic Directions shall include a set of metrics, at least one per target area, to be reported to the board at least annually at a public meeting and maintained on a public dashboard.

   c. The Strategic Directions shall be subject to approval by the board.

3. Integrated Strategic Plans

   a. The following are component parts to the ISP:

      (1) Academic Programs;
(2) Budget and Finance;

(3) Facilities; and

(4) Research.

b. Multi-year rolling plans shall be developed for each of the component parts. Each plan considers and evaluates academic, facilities, and fiscal impacts and summarizes the actions being taken each year to meet the goals, priorities, and outcomes identified in the Strategic Directions, and comport with the vision, mission, values, and guiding principles of the university.

c. The president is responsible for updating the multi-year rolling plans annually, with a minimum of six years of current and future plans included. Each component plan shall be presented to the appropriate committee of the board and shall be approved by the board each year.

d. The president is responsible for developing a multi-year enrollment plan in consideration of the component parts.

e. Each plan shall be developed in consideration of the multi-year enrollment plan and other component parts and together will serve as the systemwide ISP. The ISP will inform legislative requests for the biennial and supplemental operating and capital improvement budgets.

f. The component parts and the ISP as a whole shall embody the UH System values of sustainability and Native Hawaiian place of learning as articulated in RP 4.201.

C. Institutional Assessment and Accountability

1. The university is committed to accountability and a process that provides for the regular and systematic assessment of the success of the campuses, and the university as a whole. The intent is to gather evidence about the institution’s effectiveness in meeting its mission, goals, and objectives, and to use this information to improve programs and services and demonstrate public accountability.

2. Institutional assessment and accountability are focused on institutional performance rather than individual or program evaluations, which are addressed elsewhere in Regents Policy.
3. Benchmarks and/or performance indicators are established by the president to evaluate overall and unit effectiveness in meeting the goals in the Strategic Directions through the ISP component plans with reference to accreditation standards or comparative performance relative to peer institutions as appropriate.

IV. **Delegation of Authority:**

There is no specific policy delegation of authority.

V. **Contact Information:**

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. **References:**

- RP 4.201
- RP 4.203
- RP 4.204

**Approved as to Form:**

Kendra Oishi
Executive Administrator and Secretary of the Board of Regents
Regents Policy Chapter 4, Planning
Regents Policy RP 4.203, Unit Academic Plans
Effective Date: Oct. 18, 2002
Review Date: August 2017

I. **Purpose**

To set forth policy on specific programmatic plans that guide the development of each institution and campus.

II. **Definitions**

No policy specific or unique definitions apply.

III. **Policy:**

A. This section establishes the policy for a mechanism for translating the systemwide mission and strategic plan and the unit mission statements into specific programmatic plans guiding the development of each institution and campus. The board’s intent is to provide for detailed planning for each major unit that is consistent with the overall university mission and plan.

B. Unit academic plans shall be developed by the administration of each major unit with appropriate involvement of faculty, staff, students, and community members. A summary of comments received shall accompany the unit plan when submitted to the board for approval.

C. Upon recommendation of the president, the board approves in principle major unit academic plans for UH Mānoa, UH Hilo, UH West O‘ahu and the UH Community Colleges. The UH Mānoa academic plan shall contain brief planning statements for each major UHM college, school and institute. The UH Community College academic plan shall contain similar planning statements for each community college campus. Unit academic plans constitute a statement of general academic direction and priority for each of the four major organizational entities of the university.

D. Subunit academic plans for each community college and for schools, colleges, institutes, and other major components of the baccalaureate campuses are
developed by campus administrators, with appropriate involvement of faculty, staff, students, and the community and approved in principle by the president or designee and made available to the board for information.

E. Together, the major unit academic plans and the subunit academic plans shall translate the broad directions contained in board-approved mission statements and the comprehensive system plan into long-term academic program development, physical facilities development, biennium budget priorities, and policies and procedures that guide the ongoing operation of the university.

F. The president is delegated the authority to promulgate new and/or revised executive policy that carries out the intent of this board policy and to periodically report to the board on the status of academic plans.

G. The Office of the President shall maintain an updated list of approved major unit academic plans and subunit academic plans.

IV. Delegation of Authority:

The president is delegated the authority to promulgate new and/or revised executive policy. See RP 4.203 (F).

V. Contact Information:

Office of the Vice President for Academic Affairs, 956-7075, risad@hawaii.edu

VI. References:

- http://www.hawaii.edu/offices/bor/

Approved as to Form:

____________________________________  __________________
Cynthia Quinn                           Date
Executive Administrator and
Secretary of the Board of Regents
I. **Purpose**

To set forth policy on specific programmatic plans that guide the development of each institution and campus, the mission of the major units as a framework upon which to build their unit plans as part of the university system's integrated strategic plan (ISP).

II. **Definitions:**

No policy specific or unique definitions apply. "Unit" or “Major Unit” refers to one of the three four-year universities, the community college system as a whole, or the collective system offices of the university.

III. **Policy:**

A. **Introduction**

1. This policy sets forth unit missions as part of the systemwide integrated strategic plan and is consistent with the vision and mission of the university. Each unit builds upon this framework in developing its individual unit plans.

A. This section establishes the policy for a mechanism for translating the systemwide mission and strategic plan and the unit mission statements into specific programmatic plans guiding the development of each institution and campus. The board's intent is to provide for detailed planning for each major unit that is consistent with the overall university mission and plan.

B. 2. Unit academic plans shall be developed by the administration of each major unit with appropriate involvement of faculty, staff, students, and community members. A summary of comments received shall accompany the unit plan when submitted to the board for approval. Unit plans should reflect and be integrated with the systemwide ISP.
C. Upon recommendation of the president, the board approves in principle major unit academic plans for UH Mānoa, UH Hilo, UH West O'ahu and the UH Community Colleges. The UH Mānoa academic plan shall contain brief planning statements for each major UHM college, school and institute. The UH Community College academic plan shall contain similar planning statements for each community college campus. Unit academic plans constitute a statement of general academic direction and priority for each of the four major organizational entities of the university.

D. 3. Subunit academic plans for each community college and for schools, colleges, institutes, and other major components of the baccalaureate campuses are developed by campus administrators, with appropriate involvement of faculty, staff, students, and the community and approved in principle by the president or designee and made available to the board for information.

E. Together, the major unit academic plans and the subunit academic plans shall translate the broad directions contained in board-approved mission statements and the comprehensive system plan into long-term academic program development, physical facilities development, biennium budget priorities, and policies and procedures that guide the ongoing operation of the university.

F. The president is delegated the authority to promulgate new and/or revised executive policy that carries out the intent of this board policy and to periodically report to the board on the status of academic plans.

G. The Office of the President shall maintain an updated list of approved major unit academic plans and subunit academic plans.

B. System Offices Mission

The mission of the system offices is to promote a cohesive and collaborative approach to fulfilling the university’s mission and purpose across all of the university campuses. The system offices are responsible for ensuring that resources are allocated and expended efficiently and to the maximum benefit of the students, faculty, staff, and the community.

The system offices serve as the liaison to the board, the Governor, and the Legislature. They provide systemwide services which are more efficiently delivered and coordinated on a larger scale such as the establishment of systemwide goals, financial and budgetary oversight, information technology, data stewardship and governance, long-range and medium-term planning.
facilities management, human resources support, research services and compliance support, and legal services.

C. Academic Unit Missions

The academic unit missions, described below, define their differentiated roles in terms of special campus distinctions, instruction, research and service roles, campus types, degree levels, populations served, and selectivity in student admissions.

1. UH Mānoa

As a land, sea, and space grant university, UH Mānoa is the cornerstone of Hawai‘i’s system of public higher education. It is an internationally recognized and globally competitive research university that complements its educational activities with a fundamental mission of innovation, knowledge-generation, and discovery that improves human life and well-being. UH Mānoa focuses on programs of excellence that emphasize Hawai‘i’s many strengths and advantages of location, population, and geography. As a Carnegie “R1” research university, UH Mānoa inspires, nurtures, and educates tomorrow’s leaders while addressing the most challenging issues of our time.

UH Mānoa’s research and scholarly activity attract substantial extramural funding to the state, foster the development of new businesses, and generate high-paying jobs. The research enterprise is itself a significant employer and brings unique insights to major and global challenges and opportunities. UH Mānoa attracts internationally-competitive research-intensive faculty who attract the best students. The research and scholarship mission should continue to grow in areas of excellence and emphasis, including areas of strategic importance to Hawai‘i.

UH Mānoa will continue to meet the workforce needs of Hawai‘i. Efforts will be focused on integrating education, innovation, and scholarship across disciplines, and to develop the next generation of Hawai‘i’s leaders.

Through strategic planning and public-private partnerships, UH Mānoa will be transformed into a vibrant university campus that integrates leading-edge education and research with a mixed-use “college town” and shared community spaces.

2. UH Hilo
UH Hilo is characterized as a comprehensive, regional university. The primary focus of the campus is on providing high-quality baccalaureate and select postgraduate education. In carrying out this mission, UH Hilo offers programs that take advantage of the unique physical and social characteristics of the island, attracting and serving Hawai‘i Island students who are qualified for baccalaureate entry and seek opportunities for highly engaging and experiential learning. This includes first-generation and non-traditional students, some of whom attend part-time. Scholarship and research are an important part of faculty work and enhance student engagement in Hawai‘i Island’s unique environment.

While a primary target for UH Hilo are Hawaii Island residents, its programs are attractive to prospective students from other islands, the Pacific, the mainland United States, and other countries. University-bound students from O‘ahu in particular may select UH Hilo not only for its distinctive undergraduate programs but also for its rural setting, affordability, intimate character, and/or to leave home without leaving the state.

UH Hilo is noted for several programs which are unique and distinct within the UH system and that are considered cornerstone programs to be highlighted, including the Doctor of Pharmacy and Doctor of Nursing Practice programs. It is also known for its distinctive role in advancing Hawaiian language immersion education. UH Hilo should also focus on its distance learning efforts, given the vast expanse of Hawai‘i Island.

3. UH West O‘ahu

UH West O‘ahu has a community-based regional mission and provides baccalaureate degrees to students who live and work in the region, and to those who choose to access its distinctive programs on a campus or via distance learning. It has a primarily instructional mission with a professionally active faculty.

As the youngest baccalaureate campus, UH West O‘ahu has the opportunity to evolve in unique ways. It has developed a special applied focus critical to Hawai‘i that should become a strong, recognized, and distinctive component within the UH System. UH West O‘ahu has a number of degree programs and concentrations that emphasize practical applications, including creative media and cybersecurity, which are considered cornerstone programs. Many of these programs include efficient applied baccalaureate degree pathways for community college transfer students.
UH West O‘ahu has opportunities to recruit underserved populations including military students, and should continue to focus on community college transfer students, Early College pathway programs, and seeking increased participation of baccalaureate-bound high school students from the Leeward, Central O‘ahu, and North Shore communities.

It is important for UH West O‘ahu to complete, in partnership with the UH System, comprehensive master planning for its substantial land assets, with an emphasis on development through public-private partnerships. Strategic opportunities include the presence of mass transit stations at UH West O‘ahu and the development of faculty and student housing that can serve the entire UH System.

4. Community Colleges

The UH community colleges are critical in expanding access to higher education. The community college mission is enabled by open admission, affordable costs, easy geographic access, and robust programs and services to address college readiness.

The UH community colleges play a major role in the development of Hawai‘i’s workforce by providing degree and certificate programs in multiple career and technical fields, resulting in skills that can be used for immediate employment. The community colleges also address workforce needs across the state through non-credit programs, short-term training, and professional development, and provide an important baccalaureate pathway for students.

a. Community colleges differentiate their roles and focus. On O‘ahu, as each campus develops its special programmatic focus, individual colleges may reduce their comprehensiveness. For the neighbor islands, community colleges continue to provide a comprehensive set of courses and programs, but use distance learning strategies when appropriate.

b. In cooperation with labor and management, the community colleges continue to provide educational leadership for apprenticeship training and related educational programs.

c. Educational programs, including short-term certificate programs and non-credit programs, are planned to maximize the career options offered and reach other than regularly enrolled students.

d. Increasing the college going rate, targeting working adults, eliminating the enrollment gap for Pacific Island Students, building successful
international programs, and increasing the persistence of students to the second year and on to completion is the focus of the community colleges.

D. Approval of Mission

1. The board has the final authority to establish the mission of UH and its major units.

2. The president is responsible for adhering to the institution’s and units’ missions in planning and general operations, and is responsible for a thorough review of UH and its unit missions at least every five years. In conducting this review and recognizing the board’s final authority to establish the mission of the university and its major units, the president ensures that each unit of the system has procedures that include full participation in the review process with opportunity for community input prior to submission of the mission to the board for adoption.

IV. Delegation of Authority:

The president is delegated the authority to promulgate new and/or revised executive policy. See RP 4.203 (F). The president is delegated the authority to develop specific processes that carry out the intent of this policy as stated herein, except as authority is reserved to the board.

V. Contact Information:

Office of the Vice President for Academic Affairs, 956-7075, risad@hawaii.edu Board of Regents, 956-8213, bor@hawaii.edu

VI. References:

http://www.hawaii.edu/offices/bor/
• RP 4.201
• RP 4.202

Approved as to Form:

__________________________________  ___________
Cynthia Quinn
Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents
I. Purpose

To set forth policy on the mission of the major units as a framework upon which to build their unit plans as part of the university system’s integrated strategic plan.

II. Definitions:

"Unit" or “Major Unit" refers to one of the three four-year universities, the community college system as a whole, or the collective system offices of the university.

III. Policy:

A. Introduction

1. This policy sets forth unit missions as part of the systemwide integrated strategic plan and is consistent with the vision and mission of the university. Each unit builds upon this framework in developing its individual unit plans.

2. Unit plans are developed by the administration of each major unit with appropriate involvement of faculty, staff, students, and community members. Unit plans should reflect and be integrated with the systemwide ISP.

3. Subunit plans for each community college and for schools, colleges, institutes, and other major components of the baccalaureate campuses are developed by campus administrators, with appropriate involvement of faculty, staff, students, and the community and approved in principle by the president or designee and made available to the board for information.

B. System Offices Mission

The mission of the system offices is to promote a cohesive and collaborative approach to fulfilling the university’s mission and purpose across all of the university campuses. The system offices are responsible for ensuring that
resources are allocated and expended efficiently and to the maximum benefit of the students, faculty, staff, and the community.

The system offices serve as the liaison to the board, the Governor, and the Legislature. They provide systemwide services which are more efficiently delivered and coordinated on a larger scale such as the establishment of systemwide goals, financial and budgetary oversight, information technology, data stewardship and governance, long-range and medium-term planning, facilities management, human resources support, research services and compliance support, and legal services.

C. Academic Unit Missions

The academic unit missions, described below, define their differentiated roles in terms of special campus distinctions, instruction, research and service roles, campus types, degree levels, populations served, and selectivity in student admissions.

1. UH Mānoa

As a land, sea, and space grant university, UH Mānoa is the cornerstone of Hawai‘i’s system of public higher education. It is an internationally recognized and globally competitive research university that complements its educational activities with a fundamental mission of innovation, knowledge-generation, and discovery that improves human life and well-being. UH Mānoa focuses on programs of excellence that emphasize Hawai‘i’s many strengths and advantages of location, population, and geography. As a Carnegie “R1” research university, UH Mānoa inspires, nurtures, and educates tomorrow’s leaders while addressing the most challenging issues of our time.

UH Mānoa’s research and scholarly activity attract substantial extramural funding to the state, foster the development of new businesses, and generate high-paying jobs. The research enterprise is itself a significant employer and brings unique insights to major and global challenges and opportunities. UH Mānoa attracts internationally-competitive research-intensive faculty who attract the best students. The research and scholarship mission should continue to grow in areas of excellence and emphasis, including areas of strategic importance to Hawai‘i.

UH Mānoa will continue to meet the workforce needs of Hawai‘i. Efforts will be focused on integrating education, innovation, and scholarship across disciplines, and to develop the next generation of Hawai‘i’s leaders.
Through strategic planning and public-private partnerships, UH Mānoa will be transformed into a vibrant university campus that integrates leading-edge education and research with a mixed-use “college town” and shared community spaces.

2. UH Hilo

UH Hilo is characterized as a comprehensive, regional university. The primary focus of the campus is on providing high-quality baccalaureate and select postgraduate education. In carrying out this mission, UH Hilo offers programs that take advantage of the unique physical and social characteristics of the island, attracting and serving Hawai’i Island students who are qualified for baccalaureate entry and seek opportunities for highly engaging and experiential learning. This includes first-generation and non-traditional students, some of whom attend part-time. Scholarship and research are an important part of faculty work and enhance student engagement in Hawai’i Island’s unique environment.

While a primary target for UH Hilo are Hawaii Island residents, its programs are attractive to prospective students from other islands, the Pacific, the mainland United States, and other countries. University-bound students from O’ahu in particular may select UH Hilo not only for its distinctive undergraduate programs but also for its rural setting, affordability, intimate character, and/or to leave home without leaving the state.

UH Hilo is noted for several programs which are unique and distinct within the UH system and that are considered cornerstone programs to be highlighted, including the Doctor of Pharmacy and Doctor of Nursing Practice programs. It is also known for its distinctive role in advancing Hawaiian language immersion education. UH Hilo should also focus on its distance learning efforts, given the vast expanse of Hawai’i Island.

3. UH West O'ahu

UH West O’ahu has a community-based regional mission and provides baccalaureate degrees to students who live and work in the region, and to those who choose to access its distinctive programs on a campus or via distance learning. It has a primarily instructional mission with a professionally active faculty.

As the youngest baccalaureate campus, UH West O’ahu has the opportunity to evolve in unique ways. It has developed a special applied focus critical to Hawai’i that should become a strong, recognized, and distinctive component
within the UH System. UH West O‘ahu has a number of degree programs and concentrations that emphasize practical applications, including creative media and cybersecurity, which are considered cornerstone programs. Many of these programs include efficient applied baccalaureate degree pathways for community college transfer students.

UH West O‘ahu has opportunities to recruit underserved populations including military students, and should continue to focus on community college transfer students, Early College pathway programs, and seeking increased participation of baccalaureate-bound high school students from the Leeward, Central O‘ahu, and North Shore communities.

It is important for UH West O‘ahu to complete, in partnership with the UH System, comprehensive master planning for its substantial land assets, with an emphasis on development through public-private partnerships. Strategic opportunities include the presence of mass transit stations at UH West O‘ahu and the development of faculty and student housing that can serve the entire UH System.

4. Community Colleges

The UH community colleges are critical in expanding access to higher education. The community college mission is enabled by open admission, affordable costs, easy geographic access, and robust programs and services to address college readiness.

The UH community colleges play a major role in the development of Hawai‘i’s workforce by providing degree and certificate programs in multiple career and technical fields, resulting in skills that can be used for immediate employment. The community colleges also address workforce needs across the state through non-credit programs, short-term training, and professional development, and provide an important baccalaureate pathway for students.

a. Community colleges differentiate their roles and focus. On O‘ahu, as each campus develops its special programmatic focus, individual colleges may reduce their comprehensiveness. For the neighbor islands, community colleges continue to provide a comprehensive set of courses and programs, but use distance learning strategies when appropriate.

b. In cooperation with labor and management, the community colleges continue to provide educational leadership for apprenticeship training and related educational programs.
c. Educational programs, including short-term certificate programs and non-credit programs, are planned to maximize the career options offered and reach other than regularly enrolled students.

d. Increasing the college going rate, targeting working adults, eliminating the enrollment gap for Pacific Island Students, building successful international programs, and increasing the persistence of students to the second year and on to completion is the focus of the community colleges.

D. Approval of Mission

1. The board has the final authority to establish the mission of UH and its major units.

2. The president is responsible for adhering to the institution’s and units’ missions in planning and general operations, and is responsible for a thorough review of UH and its unit missions at least every five years. In conducting this review and recognizing the board’s final authority to establish the mission of the university and its major units, the president ensures that each unit of the system has procedures that include full participation in the review process with opportunity for community input prior to submission of the mission to the board for adoption.

IV. Delegation of Authority:

The president is delegated the authority to develop specific processes that carry out the intent of this policy as stated herein, except as authority is reserved to the board.

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References:

- RP 4.201
- RP 4.202

Approved as to Form:

_________________________________________     ___________
Kendra Oishi          Date
Executive Administrator and Secretary of the Board of Regents
I. **Purpose**

To set forth policy on long-range physical development plans.

II. **Definitions**

No policy specific or unique definitions apply.

III. **Policy:**

A. The board shall approve a long-range physical development plan for each campus upon recommendation by the president.

B. The board recognizes that the university is a dynamic institution subject to change and these changes will necessitate modifications to the long-range physical development plans. Significant changes in the programs and policies of the institution which affect the physical facilities and design character of the campuses shall be reflected by an amendment to the plan. Changes which can be considered significant include those which affect or alter building sites, building heights, bulk, densities, and infrastructure support facilities. All amendments to the approved long-range physical development plans shall require the approval of the board.

C. Only facilities appropriately designated on the approved plan may be constructed on the campus.

D. Campus long-range physical development plans are developed and revised based upon the campus academic development or strategic plan. The administration shall provide the opportunity for faculty, staff, and students' input during the development phase.
E. The Office of the President shall maintain an updated list of approved long-range development plans.

IV. **Delegation of Authority:**

There is no policy specific delegation of authority.

V. **Contact Information:**

Office of the Vice President for Administration, 956-6405, jgouveia@hawaii.edu

VI. **References:**

- http://www.hawaii.edu/offices/bor/
- EP 4.201

**Approved as to Form:**

_________________________________________     ___________
Cynthia Quinn                           Date
Executive Administrator and
Secretary of the Board of Regents
I. Purpose

To set forth policy on long-range physical development plans regarding integrated and strategic capital improvement planning.

II. Definitions:

No policy specific or unique definitions apply.

III. Policy:

A. The board shall approve a long-range physical development plan for each campus upon recommendation by the president. General Principles. In accordance with RP 4.202, the university shall develop a 6-Year Capital Improvement Projects Plan (6-Year CIPP) that integrates the academic, research, student-life, and financial plans for all campuses for such period. The 6-Year CIPP shall be guided by the following principles:

1. Reflect the idea that all space is university space, rather than departmental space, by promoting flexible spaces that support varying uses by multiple programs and administrative functions, and can be readily adapted to changing needs over time.

2. Evaluate its existing inventory to ensure that all space is efficiently utilized and is appropriately assigned to occupants in a manner consistent with the campus’ priorities and objectives.

3. Prioritize students by focusing on learning and research environments and fostering interdisciplinary collaboration.
4. Incorporate emerging trends and enrollment projections across the campus and within individual units to maintain campus facilities at the appropriate size.

5. Evaluate the projected impact of remote learning, online programs, and alternative workplace strategies, and adjust long-term space need forecasts accordingly.

6. Be constructed with flexibility and opportunity in mind. It cannot be so rigid that it is unable to strategically adapt to shortfalls in funding and unanticipated facility needs.

A.B. The board recognizes that the university is a dynamic institution subject to change and these changes will necessitate modifications to the long-range physical development plans. Significant changes in the programs and policies of the institution which affect the physical facilities and design character of the campuses shall be reflected by an amendment to the plan. Changes which can be considered significant include those which affect or alter building sites, building heights, bulk, densities, and infrastructure support facilities. All amendments to the approved long-range physical development plans shall require the approval of the board. Classrooms. Collaboration with the registrar or class scheduler is critical for each campus to maximize and efficiently utilize classroom space. In formulating its 6-Year CIP, the university shall work with campus leaders, registrars and/or class scheduler(s) when evaluating classroom space utilization, occupancy, availability, and future plans. Campuses should maximize classroom utilization, occupancy, and scheduling efficiency, and ensure classrooms are appropriately-sized based on average class enrollment and academic needs. The university shall also consider the impact of online and hybrid courses on classroom sizes, configurations, and technology needs.

B.C. Only facilities appropriately designated on the approved plan may be constructed on the campus. Office Space. The university should strive for shared, open office space that encourages collaboration. In formulating its 6-Year CIP, the university shall consider whether office spaces are sized appropriately and regard office space as shared, university space, instead of owned by any single department. The university shall prioritize meeting and conference room space that is flexible and can support multiple uses to promote teamwork and communication. The university shall also evaluate alternative workplace strategies and their impact on office space need and configuration.

D. Campus long-range physical development plans are developed and revised based upon the campus academic development or strategic plan. The
administration shall provide the opportunity for faculty, staff, and students’ input during the development phase. Research. It is essential that research space is appropriately allocated for productive use. The move toward large shared flexible laboratory spaces should be encouraged, as this is where efficiencies are gained in regards to infrastructure, changes in utilization/needs, and waxing/waning of grant activity in specific areas. In formulating its 6-Year CIPP, the university shall consider whether research spaces are sized appropriately and regard research space as shared, university space, instead of owned by any single department. Priority should be given to funded and sponsored programs that align with the university’s long-range priorities and strategies.

C-E. Study, Meeting, and Gathering Space. The university should provide space for individual and group activity that offers students an on-campus environment for study and interaction. In formulating its 6-Year CIPP, the university shall evaluate how existing single-function space can be adapted to accommodate student use and encourage on-campus activity.

F. The Office of the President shall maintain an updated list of approved long-range development plans. The Vice President for Administration is responsible for developing the systemwide 6-Year CIPP.

G. The board shall approve the systemwide 6-Year CIPP upon recommendation by the president.

H. The 6-Year CIPP shall be a “rolling” plan and shall be updated annually for information.

D-I. All City and County permit or other applications shall be consistent with the systemwide 6-Year CIPP.

IV. Delegation of Authority:

There is no policy specific delegation of authority.

V. Contact Information:

Office of the Vice President for Administration, 956-6405, jgouveia@hawaii.edu vpadmin@hawaii.edu

VI. References:
http://www.hawaii.edu/offices/bor/
EP 4.204

Approved as to Form:

Cynthia Quinn  Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

Date
I. **Purpose**

To set forth policy regarding integrated and strategic capital improvement planning.

II. **Definitions:**

No policy specific or unique definitions apply.

III. **Policy:**

A. General Principles. In accordance with RP 4.202, the university shall develop a 6-Year Capital Improvement Projects Plan (6-Year CIPP) that integrates the academic, research, student-life, and financial plans for all campuses for such period. The 6-Year CIPP shall be guided by the following principles:

1. Reflect the idea that all space is university space, rather than departmental space, by promoting flexible spaces that support varying uses by multiple programs and administrative functions, and can be readily adapted to changing needs over time.

2. Evaluate its existing inventory to ensure that all space is efficiently utilized and is appropriately assigned to occupants in a manner consistent with the campus’ priorities and objectives.

3. Prioritize students by focusing on learning and research environments and fostering interdisciplinary collaboration.

4. Incorporate emerging trends and enrollment projections across the campus and within individual units to maintain campus facilities at the appropriate size.
5. Evaluate the projected impact of remote learning, online programs, and alternative workplace strategies, and adjust long-term space need forecasts accordingly.

6. Be constructed with flexibility and opportunity in mind. It cannot be so rigid that it is unable to strategically adapt to shortfalls in funding and unanticipated facility needs.

B. Classrooms. Collaboration with the registrar or class scheduler is critical for each campus to maximize and efficiently utilize classroom space. In formulating its 6-Year CIPP, the university shall work with campus leaders, registrars and/or class scheduler(s) when evaluating classroom space utilization, occupancy, availability, and future plans. Campuses should maximize classroom utilization, occupancy, and scheduling efficiency, and ensure classrooms are appropriately-sized based on average class enrollment and academic needs. The university shall also consider the impact of online and hybrid courses on classroom sizes, configurations, and technology needs.

C. Office Space. The university should strive for shared, open office space that encourages collaboration. In formulating its 6-Year CIPP, the university shall consider whether office spaces are sized appropriately and regard office space as shared, university space, instead of owned by any single department. The university shall prioritize meeting and conference room space that is flexible and can support multiple uses to promote teamwork and communication. The university shall also evaluate alternative workplace strategies and their impact on office space need and configuration.

D. Research. It is essential that research space is appropriately allocated for productive use. The move toward large shared flexible laboratory spaces should be encouraged, as this is where efficiencies are gained in regards to infrastructure, changes in utilization/needs, and waxing/waning of grant activity in specific areas. In formulating its 6-Year CIPP, the university shall consider whether research spaces are sized appropriately and regard research space as shared, university space, instead of owned by any single department. Priority should be given to funded and sponsored programs that align with the university’s long-range priorities and strategies.

E. Study, Meeting, and Gathering Space. The university should provide space for individual and group activity that offers students an on-campus environment for study and interaction. In formulating its 6-Year CIPP, the university shall evaluate how existing single-function space can be adapted to accommodate student use and encourage on-campus activity.
F. The Vice President for Administration is responsible for developing the systemwide 6-Year CIPP.

G. The board shall approve the systemwide 6-Year CIPP upon recommendation by the president.

H. The 6-Year CIPP shall be a “rolling” plan and shall be updated annually for information.

I. All City and County permit or other applications shall be consistent with the systemwide 6-Year CIPP.

IV. Delegation of Authority:

There is no policy specific delegation of authority.

V. Contact Information:

Office of the Vice President for Administration, 956-6405, vpadmin@hawaii.edu

VI. References:

• http://www.hawaii.edu/offices/bor/
• EP 4.202

Approved as to Form:

Kendra Oishi  Date
Executive Administrator and Secretary of the Board of Regents
I. Purpose

To set forth policy reflecting the university's leadership role in developing goals, metrics, and plans to implement a comprehensive sustainability program.

II. Definitions:

As used in this policy, sustainability means serving the needs of the present without jeopardizing the needs of the future.

III. Policy:

A. Within its unique geographical location, the university will serve as a leader in how it stewards the resources of the islands and the world for the benefit of all. The university shall be a global leader and model for the integration of sustainability throughout its teaching, research, operations, and public service. The university recognizes that an important knowledge base in sustainable island systems resides in the indigenous people of Hawai‘i and all those for whom Hawai‘i is home. The university commits to consult with local cultural practitioners and sustainability experts on best practices in sustainable resource allocation and use for the well-being of our communities, our state, and the world. Critical resources include energy, food, water, land, sea, and space as they are integrated with the relationships of family, culture, community, justice, work, and economy in the present and future.

B. The University of Hawai‘i System shall develop goals, metrics, and plans that include five key areas of the comprehensive sustainability program, and shall report its progress to the Board of Regents on an annual basis:

1. Operations. The university is committed to continuous improvement in reducing its negative environmental impact and becoming ecologically restorative in buildings, climate, food systems, energy, grounds, purchasing, transportation, waste, and water. Among other things, the university shall:
a. Establish an Office of Sustainability within the Office of the Vice President for Administration to ensure that sustainability is incorporated into planning, budgeting, and decision-making throughout the institution.

b. Develop an energy-management system and commit to minimizing greenhouse emissions and becoming carbon neutral by 2050. Reduce fossil fuel-sourced energy through increased efficiency and use of renewable energy sources to meet or exceed the following energy reduction and renewable targets relative to a 2008 baseline: 10% by 2020; 20% by 2025; 30% by 2030; and 40% by 2035.

c. Ensure that all new construction and major renovations will achieve a minimum of LEED “Silver” designation, and will strive for LEED “Gold.”

d. Establish metrics and reporting mechanisms to track solid waste reduction, water conservation, fuel efficiency, and sustainable food service practices.

e. Establish a Green Purchasing Policy, support imparting a Hawaiian Sense of Place on all campuses, and policies and programs for optional modes of transportation and bicycle and pedestrian-friendly campuses and communities.

2. Curriculum. The university will encourage, facilitate and support curriculum development that advances the principles of sustainability, and enable cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels.

3. Research & Scholarship. The university will encourage, facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community and global levels.

4. Campus & Community Engagement. The university is committed to the engagement of students, faculty, staff, and the local community across disciplines to prioritize and implement sustainable practices. The classroom, the campus, and the community comprise an interconnected educational environment.

5. Cultural Connections. Recognizing the unique and respected Hawaiian host culture, the geographic remoteness of the islands, and the rich diversity of cultures in Hawai‘i, the university will create a sustainable living and learning environment that honors its cultural foundation and addresses the challenges and opportunities of its location. The university will proactively form working
relationships with external partners to understand community, workforce and business needs, to bring higher education, research and service outreach value to the community, and to help shape economic structures, employment opportunities and integrated, 21st Century sustainable solutions for Hawai‘i, the region and beyond.

IV. Delegation of Authority:

The president is delegated the authority to promulgate executive policy and shall report annually to the Board of Regents on progress made in reaching goals, metrics, and plans that include the five key areas outlined in the Board of Regents policy for a comprehensive sustainability program.

V. Contact Information:

Office of the Vice President for Administration, 956-88862, jgouveia@hawaii.edu

VI. References:

• http://www.hawaii.edu/offices/bor/

Approved as to Form:

_______________________________________________________________________  ___________
Cynthia Quinn         Date
Executive Administrator and  
Secretary of the Board of Regents
I. Purpose

To set forth policy reflecting the university’s leadership role in developing goals, metrics, and plans to implement a comprehensive sustainability program.

II. Definitions:

As used in this policy, sustainability means serving the needs of the present without jeopardizing the needs of the future.

III. Policy:

A. Within its unique geographical location, the university will serve as a leader in how it stewards the resources of the islands and the world for the benefit of all. The university shall be a global leader and model for the integration of sustainability throughout its teaching, research, operations, and public service. The university recognizes that an important knowledge base in sustainable island systems resides in the indigenous people of Hawai‘i and all those for whom Hawai‘i is home. The university commits to consult with local cultural practitioners and sustainability experts on best practices in sustainable resource allocation and use for the well-being of our communities, our state, and the world. Critical resources include energy, food, water, land, sea, and space as they are integrated with the relationships of family, culture, community, justice, work, and economy in the present and future.

B. The University of Hawai‘i System shall develop goals, metrics, and plans that include five key areas of the comprehensive sustainability program, and shall report its progress to the Board of Regents on an annual basis:

1. Operations. The university is committed to continuous improvement in reducing its negative environmental impact and becoming ecologically restorative in buildings, climate, food systems, energy, grounds, purchasing, transportation, waste, and water. Among other things, the university shall:
a. Establish an Office of Sustainability within the Office of the Vice President for Administration to ensure that sustainability is incorporated into planning, budgeting, and decision-making throughout the institution.

b. Develop an energy-management system and commit to minimizing greenhouse emissions and becoming carbon neutral by 2050. Reduce fossil fuel-sourced energy through increased efficiency and use of renewable energy sources to meet or exceed the following energy reduction and renewable targets relative to a 2008 baseline: 10% by 2020; 20% by 2025; 30% by 2030; and 40% by 2035.

c. Ensure that all new construction and major renovations will achieve a minimum of LEED “Silver” designation, or equivalent, and will strive for LEED “Gold,” or equivalent.

d. Establish metrics and reporting mechanisms to track solid waste reduction, water conservation, fuel efficiency, and sustainable food service practices.

e. Establish a Green Purchasing Policy, support imparting a Hawaiian Sense of Place on all campuses, and policies and programs for optional modes of transportation and bicycle and pedestrian-friendly campuses and communities.

2. Curriculum. The university will encourage, facilitate, and support curriculum development that advances the principles of sustainability, and enable cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels.

3. Research and Scholarship. The university will encourage, facilitate, and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels.

4. Campus and Community Engagement. The university is committed to the engagement of students, faculty, staff, and the local community across disciplines to prioritize and implement sustainable practices. The classroom, the campus, and the community comprise an interconnected educational environment.

5. Cultural Connections. Recognizing the unique and respected Hawaiian host culture, the geographic remoteness of the islands, and the rich diversity of cultures in Hawai‘i, the university will create a sustainable living and learning
environment that honors its cultural foundation and addresses the challenges and opportunities of its location. The university will proactively form working relationships with external partners to understand community, workforce, and business needs, to bring higher education, research, and service outreach value to the community, and to help shape economic structures, employment opportunities, and integrated, 21st CEntury sustainable solutions for Hawai‘i, the region, and beyond.

IV. Delegation of Authority:

The president is delegated the authority to promulgate executive policy and shall report annually to the Board of Regents on progress made in reaching goals, metrics, and plans that include the five key areas outlined in this policy for a comprehensive sustainability program.

V. Contact Information:

Office of the Vice President for Administration, 956-88862, jgouveia@hawaii.edu
956-6405, vpadmin@hawaii.edu

VI. References:

• http://www.hawaii.edu/offices/bor/

Approved as to Form:

_________________________ ________________________
Cynthia Quinn Kendra Oishi
Executive Administrator and Secretary of the Board of Regents

Date
I. Purpose

To set forth policy reflecting the university's leadership role in developing goals, metrics, and plans to implement a comprehensive sustainability program.

II. Definitions:

As used in this policy, sustainability means serving the needs of the present without jeopardizing the needs of the future.

III. Policy:

A. Within its unique geographical location, the university will serve as a leader in how it stewards the resources of the islands and the world for the benefit of all. The university shall be a global leader and model for the integration of sustainability throughout its teaching, research, operations, and public service. The university recognizes that an important knowledge base in sustainable island systems resides in the indigenous people of Hawai‘i and all those for whom Hawai‘i is home. The university commits to consult with local cultural practitioners and sustainability experts on best practices in sustainable resource allocation and use for the well-being of our communities, our state, and the world. Critical resources include energy, food, water, land, sea, and space as they are integrated with the relationships of family, culture, community, justice, work, and economy in the present and future.

B. The University of Hawai‘i System shall develop goals, metrics, and plans that include five key areas of the comprehensive sustainability program, and shall report its progress to the Board of Regents on an annual basis:

1. Operations. The university is committed to continuous improvement in reducing its negative environmental impact and becoming ecologically restorative in buildings, climate, food systems, energy, grounds, purchasing, transportation, waste, and water. Among other things, the university shall:
a. Establish an Office of Sustainability within the Office of the Vice President for Administration to ensure that sustainability is incorporated into planning, budgeting, and decision-making throughout the institution.

b. Develop an energy-management system and commit to minimizing greenhouse emissions and becoming carbon neutral by 2050. Reduce fossil fuel-sourced energy through increased efficiency and use of renewable energy sources to meet or exceed the following energy reduction and renewable targets relative to a 2008 baseline: 10% by 2020; 20% by 2025; 30% by 2030; and 40% by 2035.

c. Ensure that all new construction and major renovations will achieve a minimum of LEED “Silver” designation, or equivalent, and will strive for LEED “Gold”, or equivalent.

d. Establish metrics and reporting mechanisms to track solid waste reduction, water conservation, fuel efficiency, and sustainable food service practices.

e. Establish a Green Purchasing Policy, support imparting a Hawaiian Sense of Place on all campuses, and policies and programs for optional modes of transportation and bicycle and pedestrian-friendly campuses and communities.

2. Curriculum. The university will encourage, facilitate, and support curriculum development that advances the principles of sustainability, and enable cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels.

3. Research and Scholarship. The university will encourage, facilitate, and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels.

4. Campus and Community Engagement. The university is committed to the engagement of students, faculty, staff, and the local community across disciplines to prioritize and implement sustainable practices. The classroom, the campus, and the community comprise an interconnected educational environment.

5. Cultural Connections. Recognizing the unique and respected Hawaiian host culture, the geographic remoteness of the islands, and the rich diversity of cultures in Hawai‘i, the university will create a sustainable living and learning environment that honors its cultural foundation and addresses the challenges
and opportunities of its location. The university will proactively form working relationships with external partners to understand community, workforce, and business needs, to bring higher education, research, and service outreach value to the community, and to help shape economic structures, employment opportunities, and integrated, 21st century sustainable solutions for Hawai‘i, the region, and beyond.

IV. **Delegation of Authority:**

The president is delegated the authority to promulgate executive policy and shall report annually to the board on progress made in reaching goals, metrics, and plans that include the five key areas outlined in this policy.

V. **Contact Information:**

Office of the Vice President for Administration, 956-6405, vpadmin@hawaii.edu

VI. **References:**

- http://www.hawaii.edu/offices/bor/

Approved as to Form:

_____________________________     ___________
Kendra Oishi          Date
Executive Administrator and
Secretary of the Board of Regents
MEMORANDUM

TO: Benjamin Kudo
   Chair, Board of Regents
   
   Michelle Tagorda
   Chair, Committee on Planning and Facilities

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

SUBJECT: Amendments to the Bylaws of the Board of Regents of the University of Hawaii: Article II.D.2.c. (Committee on Planning and Facilities)

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents ("Board") approve the proposed changes to the Bylaws to remove certain functions, as well as include additional functions, for the Committee on Planning and Facilities (P&F) as follows:

(1) Remove reviewing, studying, and making recommendations to the Board with regard to long-range development plans for the university;

(2) Provide general oversight of the university administration relating to the Capital Improvement Project (CIP) program to include review and approval of CIP plans and budget requests and review of deferred maintenance and plans to reduce it;

(3) Review and recommend approval of specified real property transactions;

(4) Annually review the list and description of all real property transactions for which authority was delegated to the president; and

(5) Review and recommend approval of parking fees.

The proposed amendments may be found on pages 6 and 7 of the Bylaws.
RECOMMENDED EFFECTIVE DATE:
Effective upon adoption by the Board of Regents.

BACKGROUND:

Long-range planning for the development of the university is complimentary to, and inextricably linked with, the long-range strategic planning of the university as a system. As such, it is recommended that these provisions be removed from the purview of P&F and placed directly under the jurisdiction of the full Board.

In practice, P&F reviews CIP budget requests and plans. However, the Bylaws currently do not indicate that this is a specific function of P&F and only reflects that a function of the committee is to work in concert with the university administration relating to the capital improvement budget. One of the proposed changes would include increased specificity to the committee’s function with regard to capital improvements.

Additionally, Regents Policies 10.201 and 10.207 address Board review and approval of certain real property transactions with terms exceeding five years, including transactions where such approval authority has been delegated to the president and fees for parking permits and other parking fees for facilities under the jurisdiction of the university, respectively. While both of these issues clearly fall within the purview of P&F, review and recommendation for approval of these real property transactions and parking fees are not contained within the general functions and responsibilities of the P&F committee contained in the Bylaws. The proposed changes to the Bylaws are intended to specifically include these oversight responsibilities under the purview of P&F committee.

ACTION RECOMMENDED:

Recommend Board approval to amend the Bylaws to revise the charge for the P&F committee by: removing the responsibility for reviewing and recommending action on long-range plans for the development of the university from the functions of the P&F committee (with the intent that this function becomes the purview of the full Board); clarifying its oversight responsibility of the university administration relating to the CIP program; and specifically including the review and approval of certain real property transactions, including all real property transactions for the disposition or acquisition of real property in fee simple or by lease or equivalent interest with a term exceeding five years, as well as the review and approval of fees for parking permits and other parking fees for facilities under the jurisdiction of the university within the general functions and responsibilities of the P&F committee.

Attachments:
Bylaws of the Board of Regents of the University of Hawai‘i (Redline)
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BYLAWS OF THE BOARD OF REGENTS
UNIVERSITY OF HAWAI‘I

ARTICLE I. Definitions

As used in these Bylaws:

“Board” or “BOR” means the Board of Regents of the University;

“HRS” means the Hawai‘i Revised Statutes, as may be amended from time to time;

“Meetings” shall not include rule-making hearings, declaratory rulings or contested cases under Chapter 91, HRS;

“Chairperson” means the chairperson of the board;

“President” means the President of the University;

“Secretary” means the Executive Administrator and Secretary of the Board; and

“University” means the University of Hawai‘i system and its various campuses.

ARTICLE II. Membership and Organization

A. Membership. The membership of the Board shall be as required by Chapter 304A-104, HRS. The members of the Board shall serve without pay, but shall be entitled to reimbursement for necessary expenses while attending meetings and while in the discharge of duties and responsibilities.

Notwithstanding the term of office, the term of a Board member shall expire upon the failure of the member, without valid excuse, to attend three consecutive meetings duly noticed to all members of the Board. The Chairperson or acting Chairperson of the Board shall determine if the absence of the member is excusable. The expiration of the member’s term shall be effective immediately after the third consecutive unattended meeting and unexcused absence.

B. Officers, Organization. As required by Section 304A-104, HRS, the Officers of the Board shall consist of a Chairperson, up to two Vice-Chairpersons, and a Secretary (who shall be appointed by the Board and shall not be a member of the Board). The Chairperson and up to two Vice-Chairpersons shall be elected at its first meeting after June 30 of the next year or thereafter until their successors are elected and have qualified and whose election shall be immediately certified by the Board to the Lieutenant Governor. The President shall act as the chief executive officer of the Board.

1. Term. The term of the office of Chairperson and up to two Vice-Chairpersons shall be for one year. A Chairperson may serve more than one term, but not more than two consecutive terms.
2. **Vote.** Votes for the Chairperson and up to two Vice-Chairpersons of the Board shall be by ballot if more than one person is nominated for an office.

3. **Succession.** In the event of a vacancy in the office of the Chairperson, the First Vice-Chairperson shall succeed as Chairperson for the unexpired term. If at that time there is a vacancy in the office of the First Vice-Chairperson, the Second Vice-Chairperson shall succeed as Chairperson for the unexpired term. If at that time there is also a vacancy of the office of the Second Vice-Chairperson, the Secretary shall succeed as Chairperson for the sole purpose of conducting an election as soon as possible for a new Chairperson to serve for the unexpired term.

C. **Duties of Officers.**

1. **Chairperson.** The Chairperson, in addition to presiding at all regular and special Board meetings, shall:
   a. Appoint the chairperson and members of the standing committees and any other committees.
   b. Acknowledge communications, petitions, requests, and proposals on behalf of the Board and, except in emergencies, refer same to the President or Secretary or an appropriate Committee of the Board for action or recommendation so as not to detract from the Board’s governance and fiduciary responsibilities.
   c. Maintain liaison with the President to see that there is an effective working relationship between the University administration and the Board.
   d. Approve all press releases and public statements made by the Board.
   e. Approve agenda items for any regular or special meeting of the Board.
   f. Coordinate the efforts of the Board’s standing committees to strengthen the roles and functions of same.

2. **Vice-Chairperson(s).** The First Vice-Chairperson will assume the duties and responsibilities of the Chairperson in the absence of the Chairperson and will undertake such other duties as may be assigned by the Chairperson. If there is a second Vice-Chairperson, he/she will assume the duties and responsibilities of the First Vice-Chairperson in the absence of the First-Vice Chairperson and will undertake such other duties as may be assigned by the Chairperson or First Vice-Chairperson.

3. **Secretary.** The Secretary shall serve under the direction of the Board through the Chairperson and shall provide the necessary administrative support services to the Board. The Secretary shall:
a. Prepare and distribute the agenda for each of the regular and special Board and standing and other committee meetings.

b. Schedule regular and special Board meeting dates in consultation with the Chairperson.

c. Record and prepare minutes and reports for each of the regular and special Board and standing and other committee meetings.

d. Be responsible for securing information from the University administration.

e. Acknowledge and answer routine correspondence directed to the Chairperson and/or Board.

f. Serve as liaison between the University administrative staff and the Board.

g. Review policy proposals submitted by the University administration.

h. Maintain a calendar of the Board's unfinished business.

i. Conduct research and analysis of policies relating to the governance of the University by the Board.

j. Review rules and regulations affecting the University in accordance with the Hawai‘i Administrative Procedures Act.

k. Maintain, collect, and preserve the official records of the Board.

l. Collate and index policies which are adopted by the Board.

m. Serve as “Records Officer” under the State archives program.

n. Serve as “Certifying Officer” of official University documents.

o. Perform additional duties as assigned by the Chairperson and the various standing and other committee chairpersons.

D. Standing Committees of the Board.

1. Establishment of Standing Committees. To facilitate consideration of policy matters that must be approved by the Board, seven standing committees are established. Authority to act on all matters is reserved for the Board, and the functions of each standing committee shall be to consider and make recommendations to the Board.

2. Standing Committees. The following are the standing committees of the Board and their functions:

   a. Committee on Academic and Student Affairs
(1) Review the academic mission and strategic direction of the system and its major units.

(2) Periodically review to what extent programs support the mission and strategic direction of the University.

(3) Monitor the quality and effectiveness of educational programs.

(4) Develop and maintain policies governing academic and student affairs.

(5) Review actions proposed by the President which fall under current board policies and procedures, including requests for exceptions.

b. Committee on Budget and Finance

(1) Work in concert with the University administration relating to the operating budget.

(2) Examine the budgetary process, budget proposals, expenditure plans, and development plans.

(3) Discuss the implementation of the budgetary decisions with the University administration, especially amendments thereto or when circumstances require deviations from expenditure plans.

(4) Review matters related to business affairs, and exercise fiduciary oversight of endowment funds and other financial assets of the University.

(5) Exercise general oversight and policy direction over the University's financial systems and programs.

c. Committee on Planning and Facilities

(1) Review, study, and make recommendations to the Board relative to the long-range plans for the development of the University, considering academic needs, priorities, and fiscal capabilities of the State.

(2)(1) Review, study, and make recommendations to the Board relative to the physical facilities master plans for each campus in the University system and to periodically review approved campus master plans in order to recommend revisions, if necessary, to meet the needs of the University.

(3)(2) Review proposals relative to naming of University improvements and facilities and make its recommendations to the Board.
(4)(3) Review policies and make recommendations to the Board on matters pertaining to the use of University facilities and ensure an environment that is complementary to the educational mission of this institution.

(5)(4) Work in concert with the university administration relating to the capital improvement budget. Provide general oversight of the university administration relating to the capital improvement project program, to include reviewing and making recommendations to the board on capital improvement plans and budget requests and review of deferred maintenance and plans to reduce it.

(5) Provide general oversight of the University’s land-related strategic initiatives and partnerships program.

(6) Review and recommend board approval of all real property transactions for the disposition or acquisition of real property in fee simple or by lease or equivalent interest with a term exceeding five years, including amendments and extensions thereof, and review the annual list and description of all real property transactions, the authority for which has been delegated to the president.

(6)(7) Review and recommend board approval of fees for parking permits and parking fees per day, per hour, or fraction thereof on roadways and in the parking areas under the jurisdiction of the university.

d. Committee on Personnel Affairs and Board Governance

(1) Review and consider policies and practices relating to university personnel.

(2) Ensure board statutes, bylaws, policies, and rules are being reviewed and updated on a routine and regular basis.

(3) Ensure board education and board member development is provided for board members.

(4) Provide recommendations to the board regarding best practices for board effectiveness.

e. Committee on Independent Audit

(1) Advise the Board regarding the Board’s responsibilities to oversee:

(a) the quality and integrity of the University’s compliance with legal, regulatory and policy requirements, financial reporting and financial statements, and internal controls related to risks;
(b) the function, disclosures, and performance of the University’s compliance, internal control, and risk management systems regarding ethics and compliance, risk, finance, and accounting, and the adequacy of such systems; and

(c) the independent certified public accountant’s qualification, independence and performance, as well as performance of the internal audit function.

(2) Review the annual internal audit plan and the extent to which it addresses high risk areas.

(3) Review the annual report of the internal audit department and discuss significant issues of internal controls with the Internal Auditor and management.

(4) Discuss the planned scope of the annual independent audit with the independent certified public accountants and review the results of the audit with the independent certified public accountants and management.

(5) Receive and review the annual certified financial reports with the independent certified public accountants and management.

(6) Recommend to the Board the certified public accountants to serve as the independent auditor, and their fees.

(7) Revise the scope of the annual audit, and approve any services other than audit and audit related services provided by the certified public accountants.

(8) Provide recommendations to the Board regarding approval of the internal audit mission statement, the committee’s charter, and other governance documents related to both internal and external compliance and auditing activities at the University.

f. Committee on Intercollegiate Athletics

(1) Serve as a liaison between the Board and the respective campuses and their athletic departments.

(2) Advise the Board regarding its responsibility to oversee:

(a) the health, safety and academic progress of student-athletes;

(b) fiscal integrity and budgetary concerns;

(c) compliance with NCAA and conference requirements; and
(d) any event or situation that may draw unusual public interest to the athletics program, a particular team, student athlete, or department employee.

(3) Review annual reports on the academic standing and progress of student athletes, including, but not limited to, the Academic Progress Rate report.

(4) Recommend policies governing all aspects of Intercollegiate Athletics at the University.

g. Committee on Research and Innovation

(1) Evaluate and approve long range plans that establish the strategic goals and objectives for research, innovation, and technology transfer at the University.

(2) Review and make recommendations regarding investments, policies, and practices relating to University research, innovation and technology transfer programs.

(3) Review and make recommendations on proposals to establish or to terminate Organized Research Units (ORU) and research centers.

(4) Work in concert with Administration to establish performance goals and metrics to evaluate progress against the strategic goals and objectives.

3. Appointment of Committee Members. The chairperson and voting members of each standing committee shall be appointed by the Chairperson and shall serve for one year or until the appointment of their successors. The Chairperson shall be an ex-officio, voting member of all standing committees. All board members who are not voting members of a committee or committees shall be ex-officio, nonvoting members of such committees. The President, as chief executive officer of the University, shall assign a member of the University administrative staff to each standing committee who shall be the administrative liaison with the chairperson of the committee.

The Committee on Academic and Student Affairs shall include Regents from the four major islands.

4. Meetings. Each standing committee shall schedule meetings as appropriate. The Committee on Academic and Student Affairs meetings shall be held on each of the islands with community college campuses, to the extent practicable.

5. Referrals to Committees. Each standing committee shall consider all matters referred to it by the Chairperson and shall make appropriate recommendations within a reasonable time to the Board.
6. Progress Reports. Each standing committee shall make progress reports to the Board periodically or when requested by the Chairperson.

7. Task Groups. Task groups may be established by the Chairperson upon authorization by the Board, and with such powers and duties as determined by the Board. The tenure of a specific task group shall expire at the completion of its assigned task.

E. New Board Member Orientation

New Board members shall be scheduled to receive an orientation within one month of the beginning of their term. The orientation shall include, among other things, an overview of the University system, BOR responsibilities, accreditation standards for Board governance, and BOR policies and practices. New Board members shall also be provided with a Reference Guide covering these and other topics.

ARTICLE III. Advisory Committee and Consultants

A. Creation. The Board may create an advisory committee, as necessary, which shall serve as advisory to the Board. The committee membership shall be appointed by the Chairperson, subject to approval by the Board. The tenure of the advisory committee shall expire at the completion of the assigned task.

B. Consultant Services. The Board may engage the services of consultants as it deems necessary.

ARTICLE IV. Meetings

A. Number and Place of Meetings. The Board shall meet not less than ten times annually (July 1, thru June 30) and may from time to time meet in each of the counties of Honolulu, Hawai‘i, Maui, and Kaua‘i. The Board shall at each meeting set the time and place for its next regular meeting.

B. Special Meetings. Special meetings may be called by:

1. The Chairperson;

2. The Secretary, upon request by a majority of the members of the Board; or

3. Any Board member, with the consent of the Chairperson.

C. Call for Committee Meetings. Standing committee meetings shall be called by the Secretary in consultation with the committee chairperson. In the event of a joint meeting, the Chairperson shall designate the presiding committee chairperson.

D. Public Notice of Meetings. All meetings of and public appearances before the Board and its standing committees shall comply with chapter 92, HRS, and shall be as set
forth in the Rules of Practice and Procedure of the Board of Regents (Hawai‘i Administrative Rules, Title 20, Subtitle 1, Chapter 1).

ARTICLE V. Quorum

A majority of all voting members to which the Board or its standing committees are entitled shall constitute a quorum.

ARTICLE VI. Voting

Voting by the Board and its standing committees shall be as set forth in the Rules of Practice and Procedures of the Board of Regents (Hawai‘i Administrative Rules, Title 20, Subtitle 1, Chapter 1).

ARTICLE VII. Legal Counsel

A. The University General Counsel. The University General Counsel shall be designated as legal counsel for the Board. The University General Counsel or the University General Counsel’s representative(s), in the capacity of legal counsel for the Board, shall be present at all regular and special meetings and certain standing committee meetings of the Board.

B. Requests for Written Legal Opinions. Requests for any written legal opinion of the University General Counsel shall be made by the Chairperson or designee with the full knowledge of the Board. Whenever a legal opinion is rendered by the University General Counsel, such opinion shall be in writing and along with a copy of the written request for such opinion, distributed immediately to all Board members.

C. Conflicts. By policy and organizational structure, the University General Counsel serves the Board as well as the University administration. Understandably, there may be occasions when it becomes necessary to avoid a perception of conflict, or actual conflict, or to obtain specialized legal expertise. At such times, the Board may exercise its discretion in securing the services of independent legal counsel through the Secretary.

ARTICLE VIII. Robert’s Rules of Order

Meetings shall be conducted in accordance with the current edition of Robert’s Rules of Order insofar as they are applicable and not inconsistent with these bylaws, or applicable statutes or rules.

ARTICLE IX. Amendments

These bylaws may be amended only by two-thirds (2/3) vote of all the members to which the Board is entitled. Any proposed amendment to the bylaws shall be submitted in writing for consideration and vote by the members at a Board meeting.

ARTICLE X. Conflicts of Interest
A. Standard of Conduct. Members of the Board shall comply with the provisions of these bylaws and are subject to the standards of conduct and financial interest disclosure requirements of Chapter 84, HRS (State Ethics Code) and must act in accordance with Chapter 84, HRS.

B. Fiduciary Responsibility. Members of the Board serve a public interest role and thus have a clear obligation to conduct all affairs of the University in a manner consistent with this concept. Members of the Board are expected to place the welfare of the University above personal interests, the interests of family members, or others who may be personally involved in affairs affecting the University. All decisions of the Board shall be made solely on the basis of a desire to promote the best interests of the University and the public good.

C. Disclosures. In the event the Board must consider any matter for the University which also directly involves:

1. a regent or a member of the regent’s family (which shall be a spouse, parents, siblings and their spouses, children and their spouses, and any household member);
2. a public or private organization with which a regent is affiliated, as defined below; or
3. a regent’s personal financial interest as defined under chapter 84, HRS;

Any affected regent, at the first knowledge of the matter, shall fully disclose, as noted below, the precise nature of the interest or involvement.

For purposes of this article, an affiliation exists if a regent or a member of the regent’s family is an owner (which shall be defined as: (1) an ownership interest valued at more than $5,000; or (2) 10% or more ownership of the business), officer, director, trustee, partner, employee (which shall also include legal counsel, consultant, contractor, advisor, or representative) or agent of such organization.

All disclosures required under this article must be directed in writing to the Secretary who, together with the University General Counsel, shall be responsible for the administration of this bylaw.

Matters covered under this article shall be reported initially to the Chairperson for appropriate action. Should the Chairperson be the regent with a potential conflict, the matter shall be reported to the Vice Chairperson. Should both the Chairperson and the Vice Chairperson have a potential conflict, the matter shall be reported to the chairperson of a Board standing committee in the order as listed in Article II, Section D of the bylaws of the Board.

Information disclosed to the Secretary shall be held in confidence to the extent authorized by law.
This disclosure requirement shall not apply to any regent who declares a conflict of interest and recuses himself/herself from consideration of the matter before the Board.

D. Determination of Conflicts. Questions concerning possible conflicts of interest shall be directed to the Secretary. Board shall resolve the questions by majority vote at a Board meeting in compliance with Chapter 92, HRS. Where any matter covered by Chapter 84, HRS, is involved, the potential conflict shall be referred to the State Ethics Commission for disposition. Questions of potential conflict not covered by Chapter 84, HRS, may be referred to the University General Counsel for a legal opinion, except that questions of conflict under Section 78-4, HRS, shall be referred to the University General Counsel for a legal opinion.

Restraint on Participation. A member of the Board who has declared a conflict of interest and recused himself/herself or who has been found to have a conflict of interest in any matter before the Board shall refrain from participating in the consideration of the proposed matter. The regent may not vote on such matters before the Board and may not be present during the Board’s deliberation and at the time of vote.

E. Sanctions and Remedies. Any Board action favorable to a regent obtained in violation of this bylaw is voidable on behalf of the Board; provided that in any proceeding to void a Board action pursuant to this bylaw, the interests of third parties who may be damaged thereby shall be taken into account. Any proceeding to void a Board action shall be initiated within sixty (60) days after the determination of a violation under this bylaw. The Board may pursue all legal and equitable remedies and/or sanctions through the University’s legal counsel. Any Board action imposing a remedy or sanction under this section must be initiated within one year after the action of the Board that is affected by a violation.
Dominique Peña

Outstanding Senior Award Graduate acceptance speech

UH Mānoa College of Engineering

[VIDEO: youtu.be/fcR0JW35Ynk]
BE SURE TO WASH YOUR HANDS AND ALL WILL BE WELL.

COVID-19

RECESSION

CLIMATE CHANGE

BIODIVERSITY COLLAPSE
## Level of Concerns Among Students by Colleges

<table>
<thead>
<tr>
<th>College</th>
<th>Very concerned</th>
<th>Somewhat concerned</th>
<th>Neutral</th>
<th>Rarely concerned</th>
<th>Not at all concerned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocean &amp; Earth Sci &amp; Tech</td>
<td>93%</td>
<td>3%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>80%</td>
<td>18%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Hawaiinuikea</td>
<td>75%</td>
<td>13%</td>
<td>13%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>75%</td>
<td>20%</td>
<td>3%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Unclassified</td>
<td>74%</td>
<td>22%</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Lang, Ling &amp; Lit</td>
<td>73%</td>
<td>19%</td>
<td>8%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Tropical Ag &amp; Human Res</td>
<td>71%</td>
<td>26%</td>
<td>3%</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Social Work</td>
<td>67%</td>
<td>29%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Arts &amp; Humanities</td>
<td>67%</td>
<td>28%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Architecture</td>
<td>67%</td>
<td>33%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Undergraduate Education</td>
<td>67%</td>
<td>28%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Law</td>
<td>63%</td>
<td>29%</td>
<td>3%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Education</td>
<td>60%</td>
<td>33%</td>
<td>4%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Pacific &amp; Asian Studies</td>
<td>60%</td>
<td>40%</td>
<td>3%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Engineering</td>
<td>58%</td>
<td>32%</td>
<td>6%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>Business</td>
<td>55%</td>
<td>34%</td>
<td>8%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Medicine</td>
<td>50%</td>
<td>42%</td>
<td>8%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Nursing &amp; Dental Hygiene</td>
<td>49%</td>
<td>43%</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

96% of Undergraduate students surveyed in 2020 are “Concerned” or “Very Concerned” about Climate Change

Source: MIRO “2020 Earth Day Survey Results”
Embedding Sustainability Literacy Across the Curriculum

Equipping students with new ways of thinking, being & doing to navigate rapidly accelerating planetary instability.

Meet students where they are

Sustainability Schema

Shared Understanding

Undergraduate Education

Understand climate change

Value Indigenous knowledge

Utilize core concepts & key terms in sustainability

Feel Empowered to take action

Core Concepts

- Indigenous knowledge
- Climate change
- Water & global warming
- Population
- Desalination

Sustainability Focused Courses

Contact Us:

Krista Hise, PhD
Sustainability Curriculum Coordinator
Email: hiser@hawaii.edu

Matthew K. Lynch
Sustainability Curriculum Coordinator
Email: mlynch@hawaii.edu

Hawaii Sustainability
Performance Highlights:

- **UH Mānoa**
  - 3x SR undergraduate degrees
  - 1x SR undergraduate track
  - 4x SR certificates

- **UH West Oʻahu**
  - 1x SF undergraduate degree
  - 1x SR certificate

- **UH Maui College**
  - 1x SF undergraduate degree

- **UH Community Colleges**
  - 5x SR certificates

- **UH System**
  - +158% increase in Solar PV

- **UH Mānoa**
  - +585% increase in Solar PV

- **Waste Audits completed at 6 campuses**

- **Campus as Living Lab pilot completed**

- **7 campuses have initiated Sustainability Performance Benchmarking (STARS)**

*SR = Sustainability-related courses
**SF = Sustainability-focused courses*
1 Relevance
Applied learning that solves for actual issues of sustainability, equity and resilience on our campuses and within our communities.

2 Resonance
Place-based projects reinforce sustainability curriculum taught in the classroom, meeting student needs for cognitive resonance for students. It’s not "what" is taught, it’s "how" it’s taught.

3 Retention
- ASU climbed to a 90% 1st year retention rate after implementing a Living Lab.
- Attract students via engaging, hands-on opportunities.

4 Realign and Revitalize
- Record and communicate system-wide and campus impacts -- funding, participation, more impact!
- Create hands-on opportunities in safe environments (COVID-19 distance learning response).
Come learn about place-based approaches to being in reciprocal, sustainable, abundant relationships with other people and mother earth.

APPLY TODAY!

https://hawaii.edu/what-could-be-possible

Green Economy is more than just "Green Jobs"
“Every college wants to graduate students who change the world but let the UH system be the college that graduates students who SAVE the world.”

~ Rebecca Tang, KCC student
Sustainability Minor-equivalent
4 Key Recommendations:

1. Prepare students for climate futures.

2. Support faculty to support students.

3. Integrate Sustainability into governance.

4. Integrate Sustainability across management.
2021 Energy Management Update
at the University of Hawai‘i

presented to
Planning and Facilities Committee

FEBRUARY 3, 2021
I. High Level Overview of System

II. Focus on Mānoa Campus
   A. General Progress
   B. COVID Impact

III. The Look Ahead
Net Zero by 2035 Status FY2019-20

Pursuant to HRS 304A-119

Target Production: 198,000,000 kWh
Total Production: 11,618,197 kWh*
Net Zero Status: 5.9 %

* For period July 1, 2019 – June 30, 2020. Many recently constructed solar systems were not yet energized during this Performance Period.
Renewable Energy Production and Utility Purchased

**Annual Energy Consumption**
Utility Purchased Energy

-2% change

* Additional Efficiency, Increased PV penetration
  Operational Enhancements, Covid-19

**Annual Energy Production**
From Renewables

90% change

* For period July 1, 2019 – June 30, 2020. Many recently constructed solar systems were not yet energized during this Performance Period.

Energy Dashboard

FY18-19 to FY19-20 % changes
• Utility Purchased -2%
• Renewable Production 90%
• Efficiency 7%
• PV Capacity 70%

26 LEED Buildings
• 2 platinum
• 12 gold
• 9 silver
• 2 certified

University of Hawai‘i PV Systems

Total Installed PV as of 1/1/21 = 11.1 MW DC
(>70% increase since FY18-19)

- West O‘ahu 703 kW
- Leeward 2,391 kW
- Honolulu 236 kW
- Mānoa 2,056 kW
- Kapi‘olani 130 kW
- Kaua‘i 96 kW (500 kW, in construction)
- Windward 1,485 kW
- Maui College 2,852 kW
- Hawai‘i 375 kW
- Hilo 611 kW

https://www.hawaii.edu/sustainability/energy/pv-systems/
### Breakdown by Campus Affiliation

#### kWh by campus affiliation FY19-20

<table>
<thead>
<tr>
<th>Campus</th>
<th>Total (kWh)</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mānoa</td>
<td>145,403,480</td>
<td>$34,894,674.63</td>
</tr>
<tr>
<td>Community College</td>
<td>33,494,361</td>
<td>$8,079,377.13</td>
</tr>
<tr>
<td>Hilo</td>
<td>13,075,504</td>
<td>$3,878,266.90</td>
</tr>
<tr>
<td>West O’ahu</td>
<td>3,827,133</td>
<td>$859,441.54</td>
</tr>
</tbody>
</table>

80% of Mānoa consumption @ UHM Main Campus (117,077,916 kWh at UHM)

Affiliations Include Main campuses and Off-sites
(i.e., Mānoa-Affiliated: JABSOM, Aquarium, Lyon, Pier 35, CTAHR farms, etc.)
I. High Level Overview of System

II. Focus on Mānoa Campus
   A. General Progress
   B. COVID Impact

III. The Look Ahead
Mānoa Main Campus FY19-20

<table>
<thead>
<tr>
<th>Main Campus FY19-20</th>
<th>Substation 12.4kV Fed (kWh)</th>
<th>HECO Fed (kWh)</th>
<th>Total (kWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>112,869,799</td>
<td>4,208,117</td>
<td>117,077,916</td>
</tr>
</tbody>
</table>

Substation (PV+HECO) 112,869,799
PV 1,902,199
HECO 110,967,600

Most of the Energy is Substation fed

- HECO stops at the Edges
- UHM Maintains 12,400 Volt distribution Grid
- Either Substation can run the entire campus
UH Mānoa Main Campus

Substation Fed

- R1 Research Facility
  18 Research Bldgs
- Dorms
  17 Housing Bldgs
- Division 1 sports
  7 sporting arenas
- 3 Libraries
- ITC - Data Center
- Many Buildings on 24/7

Population 23,000: 5,000 staff and faculty, 18,000 students
FY19-20 Substation Peak Demand Statistics

<table>
<thead>
<tr>
<th>Peak kW</th>
<th>Date</th>
<th>Time of Peak kW</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,660</td>
<td>9/5/2019</td>
<td>1:45 PM</td>
<td>Max Peak kW day</td>
</tr>
<tr>
<td>14,620</td>
<td>9/28/2019</td>
<td>2:00 PM</td>
<td>Mean Peak kW representative day</td>
</tr>
<tr>
<td>14,202</td>
<td>8/10/2019</td>
<td>1:00 PM</td>
<td>Median Peak kW representative day</td>
</tr>
<tr>
<td>14,403</td>
<td>2/11/2020</td>
<td>1:30 PM</td>
<td>Mode Peak kW representative day</td>
</tr>
<tr>
<td>11,444</td>
<td>1/1/2020</td>
<td>6:00 PM</td>
<td>Historical Min Peak kW Day</td>
</tr>
<tr>
<td>10,418</td>
<td>4/12/2020</td>
<td>8:15 PM</td>
<td>Min Peak kW Day</td>
</tr>
</tbody>
</table>
Air Conditioning Uses the Most Energy

Outside Temperature

Energy Demand

* %s According to 2011 Study

Outside temp plotted against Energy use at Mānoa FY17-18
(A) HOLMES HALL
Loop EUI = 18
Loop kWh/yr = 9,893,994
Two 360-Ton Trane Water Cooled Centrifugal Chillers

(D) SPALDING
Loop EUI = 15
Loop kWh/yr = 3,007,789
Two 300-Ton Multistack Water Cooled Centrifugal Chillers

(U) QUAD LOOP
Art Building
Snyder Hall
Edmondson Hall
Watanabe Hall

(C) BIOMED
Loop EUI = 32
Loop kWh/yr = 15,714,371
Two 550-Ton Trane Water Cooled Centrifugal Chillers

(B) HAMILTON (PHASE 1&2)
Loop EUI = 30
Loop kWh/yr = 14,125,896
Three 315-Ton Carrier Water Cooled Centrifugal Chillers

Use Type
LOOP A
Research
ART BUILDING
SAKAMAKI HALL
WATANABE HALL

Research
HOLMES HALL
RESEARCH WATANABE HALL

Research
HAMILTON LIBRARY PHASE 1 & 2
KENNEDY THEATRE

Research
AGRICULTURAL SCIENCE BUILDING
BIOMEDICAL SCIENCES BUILDING
MOORE HALL
SHERMAN LABORATORY
ST. JOHN PLANT SCIENCE LABORATORY 1
ST. JOHN PLANT SCIENCE LABORATORY 2

Research
EDMONDSON HALL
Snyder Hall
SPALDING HALL
WEBSTER HALL

Legend
Loop A
Loop B
Loop C
Loop D
Quad Loop
Connection Points

University of Hawai‘i | Office of Energy Management
# Top 45 Buildings (FY19-20)

45 Largest Energy Users:
- 18 Research Buildings
- 2 IT Centers
- 3 Libraries
- 3 Athletic Venues

<table>
<thead>
<tr>
<th>Use</th>
<th>Building Group</th>
<th>kWh</th>
<th>Sqft</th>
<th>kWh/sqft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Library</td>
<td>Hamilton 1&amp;2 Loop B</td>
<td>14,125,896</td>
<td>475,681</td>
<td>30</td>
</tr>
<tr>
<td>Research</td>
<td>Biomed Loop C</td>
<td>15,714,371</td>
<td>498,429</td>
<td>32</td>
</tr>
<tr>
<td>Research</td>
<td>Holmes Loop A</td>
<td>9,893,994</td>
<td>546,299</td>
<td>18</td>
</tr>
<tr>
<td>Research</td>
<td>Spalding Loop D</td>
<td>3,007,789</td>
<td>197,219</td>
<td>15</td>
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<tr>
<td>Office/Classroom</td>
<td>Quad Loop Q</td>
<td>3,239,589</td>
<td>312,249</td>
<td>10</td>
</tr>
<tr>
<td>Research</td>
<td>POST</td>
<td>9,823,189</td>
<td>225,000</td>
<td>44</td>
</tr>
<tr>
<td>IT</td>
<td>INFORMATION TECHNOLOGY SERVICES</td>
<td>6,390,468</td>
<td>73,754</td>
<td>87</td>
</tr>
<tr>
<td>Athletics</td>
<td>STAN SHERIFF CENTER</td>
<td>3,464,637</td>
<td>190,000</td>
<td>18</td>
</tr>
<tr>
<td>Library</td>
<td>HAMILTON LIB PH III</td>
<td>3,431,574</td>
<td>121,453</td>
<td>28</td>
</tr>
<tr>
<td>Athletics</td>
<td>HPER MAIN MTR (GYM 1 and GYM 2)</td>
<td>3,141,529</td>
<td>176,559</td>
<td>18</td>
</tr>
<tr>
<td>Research</td>
<td>HIG</td>
<td>2,376,992</td>
<td>126,708</td>
<td>19</td>
</tr>
<tr>
<td>Research</td>
<td>AG SCIENCE</td>
<td>2,175,925</td>
<td>93,591</td>
<td>23</td>
</tr>
<tr>
<td>IT</td>
<td>KELLER and PHYSICAL SCIENCE</td>
<td>2,009,401</td>
<td>97,402</td>
<td>21</td>
</tr>
<tr>
<td>Research</td>
<td>C-MORE</td>
<td>1,960,472</td>
<td>26,997</td>
<td>73</td>
</tr>
<tr>
<td>Library</td>
<td>LAW SCHOOL AND LIBRARY</td>
<td>1,804,306</td>
<td>86,435</td>
<td>21</td>
</tr>
<tr>
<td>Research</td>
<td>MARINE SCIENCE</td>
<td>1,652,335</td>
<td>95,500</td>
<td>17</td>
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<tr>
<td>Research</td>
<td>GILMORE HALL</td>
<td>1,495,580</td>
<td>73,180</td>
<td>20</td>
</tr>
<tr>
<td>Office/Class</td>
<td>BUS_ADMIN_BLDG_SHIDLER</td>
<td>1,427,093</td>
<td>122,052</td>
<td>12</td>
</tr>
<tr>
<td>Office</td>
<td>QLCSS</td>
<td>1,096,385</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>SINCLAIR/ANNEXS 1-2</td>
<td>827,598</td>
<td>121,491</td>
<td>7</td>
</tr>
<tr>
<td>Museum</td>
<td>KRAUSS and Annexes</td>
<td>881,350</td>
<td>27,583</td>
<td>32</td>
</tr>
<tr>
<td>Research</td>
<td>PBRC</td>
<td>644,771</td>
<td>16,294</td>
<td>40</td>
</tr>
<tr>
<td>Office/Class</td>
<td>KUYKENDALL/ANNEX</td>
<td>632,215</td>
<td>88,265</td>
<td>7</td>
</tr>
<tr>
<td>Music</td>
<td>MUSIC COMPLEX</td>
<td>554,122</td>
<td>69,168</td>
<td>8</td>
</tr>
<tr>
<td>Athletics</td>
<td>LES MURAKAMI STADIUM</td>
<td>508,602</td>
<td>81,244</td>
<td>6</td>
</tr>
</tbody>
</table>

92,280,183 | Total top 45 Buildings

Student Housing and Campus Center were omitted from this analysis
Substation Monthly kWh vs Cost

Cost and Consumption are fluctuating independently

Cost can go up even when consumption goes down

Cost can go down when consumption goes up
COVID Stay at home order effective 3/15/20
~$4.7M less (cumulative April to Dec) spent on electricity
Substation Use and Cost Trend

- kWh bought from HECO: 6% decrease (FY17-FY20)
- $ paid to HECO: 13% increase (FY17-FY20)

**Blended Rate:**
- FY2016-17: $0.195
- FY2017-18: $0.222
- FY2018-19: $0.245
- FY2019-20: $0.235

Rate 21% Increase from (FY17-FY20)
Cumulative Efficiency Project Savings

UH Mānoa Cumulative Annual Savings from Efficiency Projects

$7,220,871 $1,696,888.24 saved this year *

Efficiency: $7,220,871

Chiller Replacements
Lighting Upgrades
Equipment Replacement
Major Renovations
New Construction

https://www.hawaii.edu/sustainability/efficiency-projects/

*7,220,801 x $0.235 = $1,696,888.24 avoided cost from the accumulated kWh saved in efficiency
I. High Level Overview of System

II. Focus on Mānoa Campus
   A. General Progress
   B. COVID Impact
   C. The Look Ahead
The Look Ahead

1. The buildout of the remaining 4 MW at Mānoa
2. Energy Saving Performance Contract (ESPC)
   • CCs Finishing phase 2
   • Mānoa Phase 1 (award 4/21)
3. LEED Done Right
   • Optimize for energy performance
   • PV for new and major renovations
4. Strategic Energy Management Plan
   • PV power plant study
   • Energy Optimization Modeling (SWITCH)
5. AES PV Farm UHWO
6. HECO Green Tariff
7. Ongoing Efficiency via RIM

https://www.hawaii.edu/sustainability/energy/
IV.E. Annual Report on Sustainability at the University of Hawai‘i Links

The material at the following URLs were discussed at the February 3, 2021, Committee on Planning and Facilities Meeting during item IV.E. Annual Report on Sustainability at the University of Hawai‘i.

Higher Education must teach to the issues of our times to remain relevant

UH MIRO Executive Summary of 2020 Survey Results

Field Notes: Teaching Climate change in Higher Education

Sustainability Solutions Living Laboratory
FY 2021 Second Quarter CIP Status Update
(as of 12/31/20)

Planning & Facilities Committee
February 3, 2021
Mānoa – Life Sciences Building (LSB)

Before - Henke Hall from McCarthy Mall (South Elevation)

After - LSB from McCarthy Mall (South Elevation)

Before - Henke Hall from East-West Road (East Elevation)

After - LSB from East-West Road (East Elevation)
Before - Site grubbing of the 4.5 acre site where the New Pharmacy project would be built

After - Exterior view of the building from the intersection of Nowelo Street and Aohoku Place

Before - Site grading of the area where the new building would be located

After - Exterior view of the Main Entrance (south side) of the building
West O‘ahu – Administration & Allied Health Facility

Before - Site excavation work looking Southwest toward Kualaka‘i Parkway and the rail line

After - Administration wing (left) looking makai from the entrance to Campus, with Campus Center (right)

Before - Site excavation work looking Southeast toward the Library Building (left) & Campus Center (right)

After - Administration and Health Sciences (right), with Campus Center (left)
West O‘ahu – Creative Media

Before - Looking South from the Creative Media Makai Plaza at the pathway to the existing campus.

After – Looking North at Makai Plaza of the building and walkway connecting to the remainder of campus.

Before - Looking Northeast parallel to the existing Campus Loop Road; UH West O‘ahu Rail station in the background.

After - Lobby seating riser with Mauka Plaza entry on the left.
MAHALO
COCONUT ISLAND INTERIOR RENOVATION AND GENERAL REPAIRS – MARINE LAB BUILDINGS 1 & 2
Scope: renovate marine lab buildings with new research and teaching laboratories, general repairs (includes replacing and upgrading mechanical, electrical and architectural systems and structures), and significant structural retrofitting.

3/31/16 – pending contract execution $21.0 million.
6/30/16 – no change.
12/31/16 – no change.
3/31/17 – minor cost increase, completion extended to March 2018 due to replacement of a subcontractor.
6/30/17 – 23% complete.
9/30/17 – 35% complete.
12/31/17 – 50% complete.
3/31/18 – completion extended to July 2018 and cost increased to $21.0 million due to upgrades. 57% complete.
6/30/18 – completion extended to July 2019 due to existing conditions. 65% complete.
9/30/18 – completion extended to Nov 2019 due to additional work. 71% complete.
12/31/18 – minor cost increase, completion extended to June 2020 due to lead time for chiller lead time and testing and water savers. 74% complete.
3/31/19 – cost increase to $21.5 million due to new concrete flooring required for 3 rooms, floor leveling, additional power receptacles, rust demo, relocation of exterior lights, HECO transformer infrastructure. 75% complete.
6/30/19 – completion extended to Dec 2020 because work was suspended for contractor lacking a specialty license. 75% complete.
9/30/19 – no change.
12/31/19 – work has resumed; chillers are being installed and interior work is on-going. 87% complete.
3/31/20 – no change. 95% complete.
6/30/20 – no change. 97% complete.
9/30/20 – cost increase to $21.6 million due to existing air conditioning system repairs. Base contract work is complete, but unforeseen repairs to existing air conditioning system are ongoing. 97% complete.
LIFE SCIENCES BUILDING
Scope: first of three phases of “Mānoa mini master plan” – a new building on the site of Henke Hall. Phases 2 and 3 are the redevelopment of Snyder and Kuykendall Halls.

6/30/16 – advertised for design-build (funds not yet released).
9/30/16 – completion expected Spring 2019.
12/31/16 – cost $49.5 million, design-build contract with Layton Construction.
3/31/17 – Notice to Proceed given 3/7/17.
6/30/17 – 5% complete.
9/30/17 – 6% complete.
12/31/17 – cost increase to $50.0 million, completion extended to Summer 2019 due to environmental issues discovered in the soil below Henke Hall and the addition of a second elevator to the project. 6% complete.
3/31/18 – minor cost increase due to chlordane in soil and design enhancements. 11% complete.
6/30/18 – cost increase to $54.0 million, completion extended to Feb 2020 due to increased scope of chlordane soil mitigation. 17% complete.
9/30/18 – minor cost increase due to additional mechanical and electrical provisions to the 3rd floor shell space to accommodate a future virtual lab. 25% complete.
12/31/18 – negligible change in cost resulting from additional cost to provide additional electrical metering and lab casework design offset by credit for unperformed work during the soil interment. 47% complete.
3/31/19 – 49% complete.
6/30/19 – cost increase to $57.5 million due to additional lab casework and soil testing. 70% complete.
9/30/19 – cost increase to $64.5 million due to improvements to building infrastructure (mechanical, electrical, building envelope, sustainability, etc.) to support faculty moving into LSB and to procure networking equipment. 71% complete.
12/31/19 – substantial completion extended to June 2020 due to added lab casework. 83% complete.
3/31/20 – cost increase to $65.5 million due to added equipment, furnishings, and mechanical maintenance improvements. 93% complete. Final inspection scheduled in June 2020.

9/30/20 – Cost increased to $65.8 million due to finishing of 3rd floor shell space. Final HVAC commissioning and additional lab equipment purchases for the building are pending. Project closeout ongoing.

SAUNDERS HALL EXTERIOR REPAIRS AND REROOF
Scope: repair all concrete delaminations, spalls and cracks and reseal entire building (to include reroofing, new traffic coating, glazing and interior renovation work).

12/31/16 – out to bid, estimated cost $5 million to $10 million.
3/31/17 – $5.2 million contract for new project, completion Aug 2018. 3% complete.
6/30/17 – minor cost increase to remove existing PV system. 12% complete.
9/30/17 – 20% complete.
12/31/17 – cost increase to $5.5 million due to repair of additional unforeseen spalls and cracks on the north and east exteriors of the building. 39% complete.
3/31/18 – minor cost increase to relocate classroom furniture. 42% complete.
6/30/18 – minor cost increase, completion extended to Dec 2018 due to additional unforeseen spalls and cracks, asbestos abatement, new access control system installation, and hearing protection for building occupants. 53% complete.
9/30/18 – minor cost increase, completion extended to April 2019 due to additional unforeseen spalls and cracks on the exterior of the building and replacement of cracked windows. 68% complete.
12/31/18 – cost increase to $6.0 million, completion extended to May 2019 due to additional unforeseen spall repairs and replacement of a rusted door and frame. 82% complete.
3/31/19 – minor cost increase, completion extended to Aug 2019 due to addition of a power over ethernet access control system and possibility that fiberglass reinforced plastic doors do not pass inspection. 85% complete.
6/30/19 – completion extended to Dec 2019 due to unforeseen spall repairs on the east and southwest side of the building. 87.5% complete.
9/30/19 – minor cost increase, completion extended to Feb 2020 due to replacement of cracked windows in eight offices, additional elevator inspection due to change in elevator service provider and weekend installation of exterior floor coating. 90% complete.
12/31/19 – minor cost increase, completion extended to Summer 2020 to repair a cracked drain pipe below the roof and due to weather delays affecting floor coating installation. 93% complete.
3/31/20 – minor cost increase for additional spall repairs. 97% complete.
6/30/20 – project is delayed due to delay in delivery of new doors from Texas manufacturing plant that has been shut down for COVID-19 related reasons. 98% complete.
9/30/20 – completion extended to Dec 2020; doors arrived onsite and are being painted and installed.

ATHLETIC GYM 1 AND 2 – RENOVATION
Scope: renovate both gymnasiums for intramural sports/activities, educational instruction, and intercollegiate activities; project includes eliminating floor condensation, dust, noise and debris and providing thermal comfort for occupants.

6/30/18 – $8.0 million contract with Layton Construction Co., Inc. increased to $8.3 million due to maintaining the new wood floors during the warranty period and design fees to repave the staging lot; completion March 2019. 6% complete.
9/30/18 – cost increase to $8.5 million, completion extended to June 2019 due to delay in issuance of notice to proceed; additional items added during design development including additional athletic equipment and upgraded bldg. insulation. 39% complete.
12/31/18 – cost increase to $9.5 million due to removal of asbestos discovered after construction started, additional basketball/volleyball fixtures, equipment, court striping, paving the gravel parking lot, PV system size increase, and added logos. 62% complete.
3/30/19 – completion extension to March 2020 due to installation of PV system on new roofs. 82% complete.
6/30/19 – minor cost increase due to insulation added to increase energy efficiency and added monitors. 90% complete.
9/30/19 – cost increase to $10.0 million due to replacement of Gym 1 concrete stoop for ADA compliance, installation of camera system indicator lights and kill switches, and addition of wall graphics in both gyms. 99% complete.
12/31/19 – minor cost increase to address sidewalk access, access control installation, and added wall insulation to comply with the new energy code.
3/31/20 – minor cost increase, completion extended to Sept 2020 to address support coatings at Packaged A/C Unit, downspout repair and Gym 1 door rain drips.
6/30/20 – no change. Modification is being processed to include re-roofing of both gyms with a time extension to summer 2021.
9/30/20 – cost increase to $11.1 million due to re-roofing of both gyms.

ELEVATOR MODERNIZATION, PHASE IV (11 ELEVATORS INITIALLY)
Scope: modernize existing elevator systems and machine rooms, replace elevator cabs where feasible, and install access card readers and CCTV cameras.

Design
12/31/17 – $1.1 million new design contract with Design Partners, Inc., completion Dec 2018. 5% complete.
3/31/18 – no change.
6/30/18 – completion extended to Dec 2019 due to additional time needed for the design consultant to complete construction documents. 5% complete.
9/30/18 – minor cost increase due to installation of new card readers and associated equipment in elevator cabs. 12% complete.
12/31/18 – cost increase to $1.5 million due to addition of parking structures phases I and II-A modernization; access of machine rooms for survey work/inspections, and the astronomy topo survey. 40% complete.
3/31/19 – 65% complete.
6/30/19 – 75% complete.
9/30/19 – completion extended to May 2020 due to extensive internal review of access controls and security. St. Johns elevators (2) removed from project scope (added to phase V) per facilities’ request. 95% complete.
12/31/19 – design is 100% complete. Planning to award construction project in May.

Construction
3/31/20 – construction project out to bid, pending release of funds.
6/30/20 – no change.
9/30/20 – bids received; pending evaluation of lowest responsible bidder and award.
MINI MASTER PLAN, PHASE 2 (FORMERLY NEW CLASSROOM BUILDING)
Scope: new facility with classrooms and offices, parking improvements and hardscaping.

Design
12/31/17 – $3.0 million new project for (i) design of a new classroom bldg. approved by the BOR in 2008 and (ii) an updated PRU/LRDP/master plan and EA, completion June 2020. Design consultant is Ushijma Architects, Inc
3/31/18 – design is 1% complete.
6/30/18 – design is 5% complete.
9/30/18 – design is 35% complete.
12/31/18 – no change.
3/31/19 – cost increase to $4.0 million to add architectural, mechanical, electrical and LEED research of existing site conditions and complete charrettes for future scope, site selection evaluation and analysis, programming communication and outreach through in-person and website updates; and space planning analysis. Design is 35% complete.
6/30/19 – minor cost increase to design the demolition of Snyder Hall for preparation of site for the new classroom building; design includes contract documents and permit application. Design is 35% complete.
9/30/19 – cost increased to $4.5 million to prepare criteria for mini master plan, phase 2, Varney Circle, and parking structure and project-specific EA. 47% complete.
12/31/19 – no change.
3/31/20 – cost increase to $5.0 million to provide additional criteria for demolition of Snyder Hall, Varney Circle and Campus Road, which includes performing the Environmental Assessment for this project. 50% complete.
6/30/20 – no change.
9/30/20 – completion extended to Dec 2022 due to EA and LRDP preparation. 65% complete.

Construction (N/A)

BACHMAN HALL RENOVATION
Scope: renovate building including new central HVAC system and roofing system; exterior painting; window, floor, ceiling, restroom and partition wall replacement; and mechanical, electrical, plumbing, telecom and life safety system replacement.

Design
6/30/19 – planning phase in progress; $15 million estimated construction cost. RFP for design-build expected to be issued in Sept 2019.

Construction
9/30/19 – part 1 of RFP was issued; part 2 expected to be issued in Dec 2019.
12/31/19 – RFP part 2 issued on 1/9/20; planning to select Design-Build contractor by Summer 2020.
6/30/20 – $20.9 million contract executed with Nan Inc.; estimated substantial completion is July 2022.
9/30/20 – 30% construction design completed. City permit applications be submitted shortly along with the 60% design documents to be issued in October.

UHM CENTRAL ADMINISTRATIVE AND TRANSPORTATION CENTER (NEW PARKING STRUCTURE)
Scope: design and construct 6-story parking structure on Mānoa Campus with 1,000 stalls.

Design
3/31/20 – $700,000 for design consultant for concept design, grant preparation, and Environmental Assessment preparation. 1% complete. Estimated design completion by RM Towill is June 2021. $60 million estimated construction cost.
6/30/20 – no change.
9/30/20 – no change. Design on hold pending funding for construction.

Construction (N/A)

FACILITIES SPACE UTILIZATION STUDY
Scope: perform baseline analysis of current space utilization and create strategic space utilization strategies to align facilities with future program needs for all University of Hawai‘i campuses.

3/31/20 – $950,000 for space utilization study of Mānoa campus (phase 1 - 80% complete) and West O'ahu campus (50% complete). Estimated completion date is July 2020. Project is pending negotiations and award for additional Mānoa campus updates and space utilization study for Hilo and Community College campuses with estimated completion date of Dec 2021.
6/30/20 – cost increase to $1.35 million for updates to UHM databases (Revit, AiM, space utilization, and field data). Negotiations and award for Hilo and Community College campuses is still pending.
9/30/20 – cost increase to $1.6 million for Community Colleges space utilization study. 65% complete. Hilo space utilization study pending funding.

DEMOLITION AND ABATEMENT OF SNYDER HALL
Scope: complete demolition and abatement of the existing Snyder Hall, including the slab-on-grade, below grade utilities, and foundations.

3/31/20 – Design-Build project awarded April 2020 for $6.2 million.
6/30/20 – Nordic PCL is currently working on the schematic design for submission to UH in August.
9/30/20 – design 75% complete; estimated completion Dec 2021.

BILGER HALL AND BILGER ADDITION, REROOF
Scope: Remove existing TPO roofing and install new modified bitumen roofing. Replace all doors accessible from roof and equipment stands for HVAC equipment that do not meet maintenance clearance requirements.

3/31/20 – bids received; estimated construction cost is approx. $5 million.
6/30/20 – construction contract awarded to F&H Construction, Inc. on May 15, 2020 for $4,844,000.

9/30/20 – Estimated completion Sept 2021. Construction has begun; 18% complete.

Hilo

DANIEL K. INOUYE COLLEGE OF PHARMACY
Scope: 2-level facility with lecture rooms, student spaces, an administration suite, offices, labs, medication therapy management suite and mock pharmacy. Also includes new surface parking lot, landscaping and site lighting.

9/30/15 – $30 million construction cost estimate; bids due 10/6/15.
12/31/15 – design contract signed 8/30/10; current design contract amount = $5.5 million.
3/31/16 – contract award in progress.
6/30/16 – contract pending execution.
9/30/16 – $31.3 million contract with Isemoto Contracting Co., Ltd., completion May 2018. 5% complete.
12/31/16 – 7% complete.
3/31/17 – 20% complete.
6/31/17 – 24% complete.
9/30/17 – minor cost increase due to structural steel changes, underground electrical line extension and pole relocation, and extension of paved area for emergency site access due to county fire department’s comments. 42% complete.
12/31/17 – completion extended to Oct 2018 due to additional 2’ of excavation and backfill under the building foundation. 49% complete.
3/31/18 – 56% complete.
6/30/18 – minor cost increase due to audio visual rough-in work. 65% complete.
9/30/18 – completion extended to May 2019 due to reinstatement of the AV system and additional foundation excavation required to address cinder pockets. 80% complete.
12/31/18 – cost increase to $33.5 million and completion extended to July 2019 due to purchase, rough-in work and installation of AV system and equipment. 82% complete.
3/31/19 – minor cost increase and completion extended to Dec 2019 due to change order to install a temporary handicap stall at the pharmacy modular building and install network switches for AV equipment. 86% complete.
6/30/19 – no change.
9/30/19 – pending closeout. 98% complete.
12/31/19 – Certificate of Occupancy received on 12/4/19. Contractor addressing minor punchlist items and preparing close-out documents. 99% complete.
3/31/20 – no change.
6/30/20 – no change. Punchlist items complete and awaiting landscaping to be approved.
9/30/20 – landscaping was approved. 100% complete. This is the last update for this project and it will be removed from the next update.
HALE ʻALAHONUA AIR CONDITIONING IMPROVEMENTS
Scope: install air conditioning for 152 apartment units and PV system.

9/30/18 – executing consultant contract; estimated construction cost is $5 to $10 million.
12/31/19 – consultant contract executed, finalizing project documents.
3/31/19 – no change.
6/30/19 – $4.6 million contract awarded to Isemoto Contracting Co., Ltd. to install A/C units at the tenant units and lounges 1 and 4, with panel-mounted PV system to achieve an overall design of net zero, completion date Aug 2020. Awaiting building permits before starting construction.
9/30/19 – no change.
12/31/19 – no change.
3/31/20 – 10% complete. Pending release of funds to add PV panels and battery storage system (additional $2 million).
6/30/20 – minor cost increase for furring of AC line enclosures and downspout relocation, construction completion extended to August 2021 due to permitting delays. 35% complete.
9/30/20 – 45% complete.

RENOVATE PHARMACY MODULAR BUILDINGS
Scope: renovate Building B, including revisions to the interior space, A/C system, structural components, and reroofing. A structure adjacent to Building B will be constructed for the Nuclear Magnetic Resonance machines. This project will also include the relocation of equipment from the Waiākea Research Station to the project site.

3/31/20 – $7.0 million contract awarded April 2020 to Isemoto Contracting Co., Ltd.
6/30/20 – estimated completion Nov 2021. Project scope is being reviewed to add in alternate bid items.
9/30/20 – onsite work began on Sept 8, 2020. 3% complete.

West Oʻahu

ADMINISTRATION AND ALLIED HEALTH FACILITY
Scope: 43,000 sq.ft. building with offices, classrooms, laboratories and other related spaces.

9/30/15 – design contract executed 6/27/14, completion originally Oct 2014 extended to Feb 2016 @ $2.6 million. Design 45% complete.
12/31/15 – no report.
3/31/16 – bidding in progress, bids due 5/17/16.
6/30/16 – $29.9 million contract pending execution.
9/30/16 – $29.9 million contract, completion July 2018.
12/31/16 – completion extended to Sept 2018 due to bid protest.
3/31/17 – completion extended to Oct 2018 due to changes in roof drainage design, which affected coordination with underground utilities. Interior roof drains were replaced with exterior downspouts to address campus concerns for long-term maintenance. 8% complete.
6/30/17 – 22% complete.
9/30/17 – minor cost increase due to demolition of existing site electrical, replacing valves on chilled water loop, adjusting the location of the emergency power electrical duct, and cutting and plugging existing utility lines. 34% complete.
12/31/17 – cost increase to $30.5 million due to furniture revisions, revisions due to unavailability of specified products, and replacing inoperable existing underground valves. 48% complete.
3/31/18 – cost increase to $31.0 million due to underground site conditions, re-routing existing electrical ducts, changes in the AV equipment and room layout, and increasing the depth of the underground utilities. 70% complete.
6/30/18 – minor cost increase, completion date extension to Dec 2018 due to adding a rooftop PV system, revisions to roof drainage system exterior downspouts, extending the creative media facility sidewalk, drainage connections to emergency eyewash stations in labs, and temporary electrical service for construction power. 85% complete.
9/30/18 – minor cost increase, completion extended to March 2019 due to additional building identification signs and an unforeseen need to close off non-functioning chilled water loop valves. 98% complete.
12/31/18 – cost increase to $31.5 million, completion extended to Sept 2019 due to exterior CMU water repellant, interior revisions to meet updated campus requirements, and landscape irrigation revisions. 99% complete.
3/31/19 – minor cost increase due to adjustments to rainwater recycling system, architectural revisions, additional AV system network monitoring, lab AC improvements, and elevator inspection requirements. 99% complete.
6/30/19 – cost increase to $32.0 million, completion extended to March 2020 due to modification of utilities for laboratory equipment to resolve field conditions and various electrical details to resolve field conditions, user requests, and regulatory changes. 99% complete.
9/30/19 – cost increase to $32.5 million, completion extended to April 2020 due to added rooftop PV system and extended builder’s risk insurance coverage. Pending closeout. 98% complete.
12/31/19 – cost increase to $33.0 million, completion extended to Dec 2020 due to additional design and permit processing time for rooftop PV system. 99% complete.
3/31/20 – no change.
6/30/20 – no change. PV installed but still pending PV permit approval.
9/30/20 – PV installed, PV permit approved and HECO interconnection completed; closeout pending. 100% complete. This is the last update for this project and it will be removed from the next update.

CREATIVE MEDIA
Scope: 33,000 sq.ft. building for Academy of Creative Media program.

Design
9/30/15 – design contract for science technology and creative media building executed 6/30/14, completion originally Oct 2014 extended to June 2016 @ $2.5 million. Design 20% complete.
12/31/15 – no report.
3/31/16 – no report.
6/30/16 – no report.
9/30/16 – no report.
12/31/16 – no report.
3/31/17 – no report.
6/30/17 – currently in design, estimated construction cost is $30 to $40 million.
9/30/17 – currently in procurement, estimated construction cost $32 million, completion June 2020.
12/31/17 – determining final design-build team; notice of award planned for Feb 2018; anticipated construction contract $33.5 million.
6/30/18 – design-build drawings are 30% complete.
9/30/18 – design-build drawings are 80% complete.
12/31/18 – 100% of design, 0% of construction complete.

Construction

3/31/19 – construction 5% complete.
6/30/19 – cost increase to $34.0 million, completion extended to Aug 2020 due to grading permit delays and to upgrade below-grade CMU stem walls to cast-in-place concrete; install large recessed-type electrical floor boxes in labs, classroom, meeting and other spaces to reduce tripping hazards; and for new storm drain catchment system. 25% complete.
9/30/19 – cost increase to $34.5 million to add seating riser in the lobby area and power/telecom infrastructure for the outdoor screening area. 46% complete.
12/31/19 – 60% complete.
3/31/20 – 75% complete.
6/30/20 – completion extended to Sept 2020 due to electrical switchgear manufacturing delay due to COVID-19 factory shutdown. 90% complete.
9/30/20 – completion extended to Nov 2020 due to scheduling of fire department inspection and additional COVID-19 delays to fly in mainland vendors to commission the Audio/Visual systems and accommodate social distancing during telecom work. Initial punch list is complete and corrections are ongoing. 98% complete.

Honolulu Community College

No projects.
Kapiʻolani Community College

CULINARY INSTITUTE OF THE PACIFIC, PHASE 2
Scope: 3 phases as funds are made available: 8,000 sq.ft. restaurant, 3,000 sq.ft innovation center, 3,500 sq.ft. auditorium, site work, utilities, and parking.

Design
6/30/19 – planning phase in progress, $2.0 million budget for design, $30 million estimated construction cost.
9/30/19 – no change, awaiting release of funds.

Construction
9/30/20 – NTP issued 7/6/20; construction scheduled to start in Nov 2020. External CM contract procurement underway. Estimated completion is Dec 2022. 6% complete.

Leeward Community College

PRODUCT DEVELOPMENT CENTER RENOVATION
Scope: repurpose a metal warehouse on California Avenue in Wahiawā into a facility that will be jointly managed by the UH community colleges and the Agribusiness Development Corporation. The facility will include commercial-grade kitchen space, classroom space, processing and manufacturing rooms, testing labs, cold storage and a public meeting space.

3/31/19 – fee negotiation in progress, estimated construction $5 to $10 million.
6/30/19 – planning phase in progress.
9/30/19 – no change.
12/1/19 – final design phase in progress, estimated construction cost increased to $16.5 million.
3/31/20 – IFB issued 2/27/20 and all bids have been received; planning to award by June 2020.
9/30/20 – construction on hold until July 2021 due to lease agreement between current property owner and tenant; transfer of facility lease to UH Community Colleges in progress. Estimated completion is May 2022.

Windward Community College

No projects.
Maui College

RENOVATE KITCHEN & ACCESSORY SPACES IN PILINA BUILDING
Scope: renovate existing commercial kitchen space on second floor and loading dock on first floor for Food Manufacturing Facility.

3/31/17 – in design phase, estimated construction cost $5 to $10 million.
6/30/17 – no change.
9/30/17 – no change.
12/31/17 – no change.
3/31/18 – in bidding phase.
6/30/18 – $7.2 million construction contract awarded to Hawaiian Dredging Construction Co., Inc. on 6/15/18, completion June 2019.
9/30/18 – 16% complete.
12/31/18 – 32% complete.
3/31/19 – completion extended to Aug 2019 due to unforeseen field conditions within ceilings/walls prior to demolition and obstructed access to the locations of the new drains, sewer pipes and steel beams. 40% complete.
6/30/19 – completion extended to Dec 2019 due to additional unforeseen field conditions within plenum spaces and 2nd floor structural slab conditions. 45% complete.
9/30/19 – minor cost increase and completion extended to April 2020 due to unforeseen conditions in walls, beam obstructions, structural restrictions for ceiling height, sump pit work, relocation of mechanical/electrical infrastructure, and user-requested kitchen equipment changes. 50% complete.
12/31/19 – no change.
3/31/20 – completion extended to Dec 2020 due to long-lead kitchen equipment changes and revised infrastructure. 54% complete.
6/30/20 – 62% complete.
9/30/20 – completion date extended to July 2021 due to long-lead equipment (specialty food manufacturing equipment) manufacturing and shipment. 67% complete.

Hawai‘i Community College

HALE ALOHA RENOVATION
6/30/19 – $7.9 million project has been in litigation since completion in 2016. Mediation scheduled for Sept 26-27, 2019.
12/31/19 – no change.
3/31/20 – no change.
6/30/20 – no change.
9/30/20 – no change.

Kaua‘i Community College
No projects.
Cancer Center at Kaka‘ako

HO‘OLA EARLY PHASE CLINICAL RESEARCH CENTER
Scope: Design-Bid-Build project to construct a new WELL/LEED-certified Early Phase Clinical Research Center (EPCRC) totaling 16,500 sf in the shell space of the annex of the existing UH Cancer Center Building in Kaka‘ako. Ground floor work includes site/entry modifications, a new covered entrance and interior improvements to include phlebotomy, exam rooms, clinical laboratory, CT scan and control room areas. The second floor includes Clinical Trial Infusion suites, nursing stations, and a research pharmacy. The third floor includes the Organoid Generation Facility that consists of dry and wet lab spaces and will house two dedicated biological safety cabinets. There will also be a fifth floor mechanical penthouse.

9/30/19 – NIH Notice of Award issued for $6,874,224 grant. Estimated completion Summer 2024.
12/31/19 – no change.
3/31/20 – schematic design 35% complete.
6/30/20 – no change.
9/30/20 – design development 65% complete (submitted by grant deadline on July 23, 2020). Total project cost is $13.0 million. Board of Regents approved the service order of $6.5 million in GO Bond funds to RCUH on September 17, 2020.
FY 2020-2021 Second Quarter CIP Status Report (as of 12/31/20)  
Planning and Facilities Committee  
February 3, 2021

Mānoa

COCONUT ISLAND INTERIOR RENOVATION AND GENERAL REPAIRS – MARINE LAB BUILDINGS 1 & 2
Scope: renovate marine lab buildings with new research and teaching laboratories, general repairs (includes replacing and upgrading mechanical, electrical and architectural systems and structures), and significant structural retrofitting.

3/31/16 – pending contract execution $21.0 million.
6/30/16 – no change.
12/31/16 – no change.
3/31/17 – minor cost increase, completion extended to March 2018 due to replacement of a subcontractor.
6/30/17 – 23% complete.
9/30/17 – 35% complete.
12/31/17 – 50% complete.
3/31/18 – completion extended to July 2018 and cost increased to $21.0 million due to upgrades. 57% complete.
6/30/18 – completion extended to July 2019 due to existing conditions. 65% complete.
9/30/18 – completion extended to Nov 2019 due to additional work. 71% complete.
12/31/18 – minor cost increase, completion extended to June 2020 due to lead time for chiller lead time and testing and water savers. 74% complete.
3/31/19 – cost increase to $21.5 million due to new concrete flooring required for 3 rooms, floor leveling, additional power receptacles, rust demo, relocation of exterior lights, HECO transformer infrastructure. 75% complete.
6/30/19 – completion extended to Dec 2020 because work was suspended for contractor lacking a specialty license. 75% complete.
9/30/19 – no change.
12/31/19 – work has resumed; chillers are being installed and interior work is on-going. 87% complete.
3/31/20 – no change. 95% complete.
6/30/20 – no change. 97% complete.
9/30/20 – cost increase to $21.6 million due to existing air conditioning system repairs. Base contract work is complete, but unforeseen repairs to existing air conditioning system are ongoing. 97% complete.
12/31/20 – completion extended to March 2021 due to additional work required on the existing New Pauley air conditioning system. 98% complete.
LIFE SCIENCES BUILDING
Scope: first of three phases of “Mānoa mini master plan” – a new building on the site of Henke Hall. Phases 2 and 3 are the redevelopment of Snyder and Kuykendall Halls.

6/30/16 – advertised for design-build (funds not yet released).
9/30/16 – completion expected Spring 2019.
12/31/16 – cost $49.5 million, design-build contract with Layton Construction.

3/31/17 – Notice to Proceed given 3/7/17.
6/30/17 – 5% complete.
9/30/17 – 6% complete.
12/31/17 – cost increase to $50.0 million, completion extended to Summer 2019 due to environmental issues discovered in the soil below Henke Hall and the addition of a second elevator to the project. 6% complete.
3/31/18 – minor cost increase due to chlordane in soil and design enhancements. 11% complete.
6/30/18 – cost increase to $54.0 million, completion extended to Feb 2020 due to increased scope of chlordane soil mitigation. 17% complete.
9/30/18 – minor cost increase due to additional mechanical and electrical provisions to the 3rd floor shell space to accommodate a future virtual lab. 25% complete.
12/31/18 – negligible change in cost resulting from additional cost to provide additional electrical metering and lab casework design offset by credit for unperformed work during the soil interment. 47% complete.
3/31/19 – 49% complete.
6/30/19 – cost increase to $57.5 million due to additional lab casework and soil testing. 70% complete.
9/30/19 – cost increase to $64.5 million due to improvements to building infrastructure (mechanical, electrical, building envelope, sustainability, etc.) to support faculty moving into LSB and to procure networking equipment. 71% complete.
12/31/19 – substantial completion extended to June 2020 due to added lab casework. 83% complete.
3/31/20 – cost increase to $65.5 million due to added equipment, furnishings, and mechanical maintenance improvements. 93% complete. Final inspection scheduled in June 2020.
9/30/20 – Cost increased to $65.8 million due to finishing of 3rd floor shell space. Final HVAC commissioning and additional lab equipment purchases for the building are pending. Project closeout ongoing.
12/31/20 – 100% complete. This is the last update for this project and it will be removed from the next update.
SAUNDERS HALL EXTERIOR REPAIRS AND REROOF
Scope: repair all concrete delaminations, spalls and cracks and reseal entire building (to include reroofing, new traffic coating, glazing and interior renovation work).

12/31/16 – out to bid, estimated cost $5 million to $10 million.
3/31/17 – $5.2 million contract for new project, completion Aug 2018. 3% complete.
6/30/17 – minor cost increase to remove existing PV system. 12% complete.
9/30/17 – 20% complete.
12/31/17 – cost increase to $5.5 million due to repair of additional unforeseen spalls and cracks on the north and east exteriors of the building. 39% complete.
3/31/18 – minor cost increase to relocate classroom furniture. 42% complete.
6/30/18 – minor cost increase, completion extended to Dec 2018 due to additional unforeseen spalls and cracks, asbestos abatement, new access control system installation, and hearing protection for building occupants. 53% complete.
9/30/18 – minor cost increase, completion extended to April 2019 due to additional unforeseen spalls and cracks on the exterior of the building and replacement of cracked windows. 68% complete.
12/31/18 – cost increase to $6.0 million, completion extended to May 2019 due to additional unforeseen spall repairs and replacement of a rusted door and frame. 82% complete.
3/31/19 – minor cost increase, completion extended to Aug 2019 due to addition of a power over ethernet access control system and possibility that fiberglass reinforced plastic doors do not pass inspection. 85% complete.
6/30/19 – completion extended to Dec 2019 due to unforeseen spall repairs on the east and southwest side of the building. 87.5% complete.
9/30/19 – minor cost increase, completion extended to Feb 2020 due to replacement of cracked windows in eight offices, additional elevator inspection due to change in elevator service provider and weekend installation of exterior floor coating. 90% complete.
12/31/19 – minor cost increase, completion extended to Summer 2020 to repair a cracked drain pipe below the roof and due to weather delays affecting floor coating installation. 93% complete.
3/31/20 – minor cost increase for additional spall repairs. 97% complete.
6/30/20 – project is delayed due to delay in delivery of new doors from Texas manufacturing plant that has been shut down for COVID-19 related reasons. 98% complete.
9/30/20 – completion extended to Dec 2020; doors arrived onsite and are being painted and installed.
12/31/20 – completion extended to March 2021 due to replacement of roof access door locks and programming of power over ethernet card access system. 99% complete.
ATHLETIC GYM 1 AND 2 – RENOVATION
Scope: renovate both gymnasiums for intramural sports/activities, educational instruction, and intercollegiate activities; project includes eliminating floor condensation, dust, noise and debris and providing thermal comfort for occupants.

6/30/18 – $8.0 million contract with Layton Construction Co., Inc. increased to $8.3 million due to maintaining the new wood floors during the warranty period and design fees to repave the staging lot; completion March 2019.  6% complete.
9/30/18 – cost increase to $8.5 million, completion extended to June 2019 due to delay in issuance of notice to proceed; additional items added during design development including additional athletic equipment and upgraded bldg. insulation.  39% complete.
12/31/18 – cost increase to $9.5 million due to removal of asbestos discovered after construction started, additional basketball/volleyball fixtures, equipment, court striping, paving the gravel parking lot, PV system size increase, and added logos. 62% complete.
3/30/19 – completion extension to March 2020 due to installation of PV system on new roofs. 82% complete.
6/30/19 – minor cost increase due to insulation added to increase energy efficiency and added monitors. 90% complete.
9/30/19 – cost increase to $10.0 million due to replacement of Gym 1 concrete stoop for ADA compliance, installation of camera system indicator lights and kill switches, and addition of wall graphics in both gyms. 99% complete.
12/31/19 – minor cost increase to address sidewalk access, access control installation, and added wall insulation to comply with the new energy code.
3/31/20 – minor cost increase, completion extended to Sept 2020 to address support coatings at Packaged A/C Unit, downspout repair and Gym 1 door rain drips.
6/30/20 – no change. Modification is being processed to include re-roofing of both gyms with a time extension to summer 2021.
9/30/20 – cost increase to $11.1 million due to re-roofing of both gyms.
12/31/20 – no change.

ELEVATOR MODERNIZATION, PHASE IV (11 ELEVATORS INITIALLY)
Scope: modernize existing elevator systems and machine rooms, replace elevator cabs where feasible, and install access card readers and CCTV cameras.

Design
12/31/17 – $1.1 million new design contract with Design Partners, Inc., completion Dec 2018. 5% complete.
3/31/18 – no change.
6/30/18 – completion extended to Dec 2019 due to additional time needed for the design consultant to complete construction documents. 5% complete.
9/30.18 – minor cost increase due to installation of new card readers and associated equipment in elevator cabs. 12% complete.
12/31/18 – cost increase to $1.5 million due to addition of parking structures phases I and II-A modernization; access of machine rooms for survey work/inspections, and the astronomy topo survey. 40% complete.

3/31/19 – 65% complete.
6/30/19 – 75% complete.
9/30/19 – completion extended to May 2020 due to extensive internal review of access controls and security. St. Johns elevators (2) removed from project scope (added to phase V) per facilities’ request. 95% complete.
12/31/19 – design is 100% complete. Planning to award construction project in May.

Construction
3/31/20 – construction project out to bid, pending release of funds.
6/30/20 – no change.
9/30/20 – bids received; pending evaluation of lowest responsible bidder and award.
12/31/20 – contract awarded on 12/10/20 to All Maintenance & Repair for $6.7 million. Pending permit approval.

MINI MASTER PLAN, PHASE 2 (FORMERLY NEW CLASSROOM BUILDING)
Scope: new facility with classrooms and offices, parking improvements and hardscaping.

Design
12/31/17 – $3.0 million new project for (i) design of a new classroom bldg. approved by the BOR in 2008 and (ii) an updated PRU/LRDP/master plan and EA, completion June 2020. Design consultant is Ushijma Architects, Inc
3/31/18 – design is 1% complete.
6/30/18 – design is 5% complete.
9/30/18 – design is 35% complete.
12/31/18 – no change.
3/31/19 – cost increase to $4.0 million to add architectural, mechanical, electrical and LEED research of existing site conditions and complete charrettes for future scope, site selection evaluation and analysis, programming communication and outreach through in-person and website updates; and space planning analysis. Design is 35% complete.
6/30/19 – minor cost increase to design the demolition of Snyder Hall for preparation of site for the new classroom building; design includes contract documents and permit application. Design is 35% complete.
9/30/19 – cost increased to $4.5 million to prepare criteria for mini master plan, phase 2, Varney Circle, and parking structure and project-specific EA. 47% complete.
12/31/19 – no change.
3/31/20 – cost increase to $5.0 million to provide additional criteria for demolition of Snyder Hall, Varney Circle and Campus Road, which includes performing the Environmental Assessment for this project. 50% complete.
6/30/20 – no change.
9/30/20 – completion extended to Dec 2022 due to EA and LRDP preparation. 65% complete.
12/31/20 – no change.

Construction (N/A)
BACHMAN HALL RENOVATION
Scope: renovate building including new central HVAC system and roofing system; exterior painting; window, floor, ceiling, restroom and partition wall replacement; and mechanical, electrical, plumbing, telecom and life safety system replacement.

Design
6/30/19 – planning phase in progress; $15 million estimated construction cost. RFP for design-build expected to be issued in Sept 2019.

Construction
9/30/19 – part 1 of RFP was issued; part 2 expected to be issued in Dec 2019.
12/31/19 – RFP part 2 issued on 1/9/20; planning to select Design-Build contractor by Summer 2020.
6/30/20 – $20.9 million contract executed with Nan Inc.; estimated substantial completion is July 2022.
9/30/20 – 30% construction design completed. City permit applications be submitted shortly along with the 60% design documents to be issued in October.
12/31/20 – 60% design documents have been submitted and reviewed by the University. Building permits are currently being processed by the City.

UHM CENTRAL ADMINISTRATIVE AND TRANSPORTATION CENTER (NEW PARKING STRUCTURE)
Scope: design and construct 6-story parking structure on Mānoa Campus with 1,000 stalls.

Design
3/31/20 – $700,000 for design consultant for concept design, grant preparation, and Environmental Assessment preparation. 1% complete. Estimated design completion by RM Towill is June 2021. $60 million estimated construction cost.
6/30/20 – no change.
9/30/20 – no change. Design on hold pending funding for construction.
12/31/20 – no change.

Construction (N/A)

FACILITIES SPACE UTILIZATION STUDY
Scope: perform baseline analysis of current space utilization and create strategic space utilization strategies to align facilities with future program needs for all University of Hawai‘i campuses.

3/31/20 – $950,000 for space utilization study of Mānoa campus (phase 1 - 80% complete) and West O‘ahu campus (50% complete). Estimated completion date is July 2020. Project is pending negotiations and award for additional Mānoa campus updates and space utilization study for Hilo and Community College campuses with estimated completion date of Dec 2021.
6/30/20 – cost increase to $1.35 million for updates to UHM databases (Revit, AiM, space utilization, and field data). Negotiations and award for Hilo and Community College campuses is still pending.
9/30/20 – cost increase to $1.6 million for Community Colleges space utilization study. 65% complete. Hilo space utilization study pending funding.

12/31/20 – 73% complete.

DEMOLITION AND ABATEMENT OF SNYDER HALL
Scope: complete demolition and abatement of the existing Snyder Hall, including the slab-on-grade, below grade utilities, and foundations.

3/31/20 – Design-Build project awarded April 2020 for $6.2 million.
6/30/20 – Nordic PCL is currently working on the schematic design for submission to UH in August.
9/30/20 – design 75% complete; estimated completion Dec 2021.
12/31/20 – 100% design submittal received; UH is reviewing. Major demolition activities are scheduled to occur during Summer 2021.

BILGER HALL AND BILGER ADDITION, REROOF
Scope: Remove existing TPO roofing and install new modified bitumen roofing. Replace all doors accessible from roof and equipment stands for HVAC equipment that do not meet maintenance clearance requirements.

3/31/20 – bids received; estimated construction cost is approx. $5 million.
6/30/20 – construction contract awarded to F&H Construction, Inc. on May 15, 2020 for $4,844,000.
9/30/20 – estimated completion Sept 2021. Construction has begun; 18% complete.
12/31/20 – minor cost increase due to additional asbestos-containing materials discovered; 31% complete.

Hilo

HALE ‘ALAHONUA AIR CONDITIONING IMPROVEMENTS
Scope: install air conditioning for 152 apartment units and PV system.

9/30/18 – executing consultant contract; estimated construction cost is $5 to $10 million.
12/31/19 – consultant contract executed, finalizing project documents.
3/31/19 – no change.
6/30/19 – $4.6 million contract awarded to Isemoto Contracting Co., Ltd. to install A/C units at the tenant units and lounges 1 and 4, with panel-mounted PV system to achieve an overall design of net zero, completion date Aug 2020. Awaiting building permits before starting construction.
9/30/19 – no change.
12/31/19 – no change.
3/31/20 – 10% complete. Pending release of funds to add PV panels and battery storage system (additional $2 million).
6/30/20 – minor cost increase for furring of AC line enclosures and downspout relocation, construction completion extended to August 2021 due to permitting delays. 35% complete.
9/30/20 – 45% complete.
12/31/20 – 62% complete.

RENOVATE PHARMACY MODULAR BUILDINGS
Scope: renovate Building B, including revisions to the interior space, A/C system, structural components, and reroofing. A structure adjacent to Building B will be constructed for the Nuclear Magnetic Resonance machines. This project will also include the relocation of equipment from the Waiʻakea Research Station to the project site.

3/31/20 – $7.0 million contract awarded April 2020 to Isemoto Contracting Co., Ltd.
6/30/20 – estimated completion Nov 2021. Project scope is being reviewed to add in alternate bid items.
9/30/20 – onsite work began on Sept 8, 2020. 3% complete.
12/31/20 – 11% complete.

West Oʻahu

CREATIVE MEDIA
Scope: 33,000 sq.ft. building for Academy of Creative Media program.

Design
9/30/15 – design contract for science technology and creative media building executed 6/30/14, completion originally Oct 2014 extended to June 2016 @ $2.5 million. Design 20% complete.
12/31/15 – no report.
3/31/16 – no report.
6/30/16 – no report.
9/30/16 – no report.
12/31/16 – no report.
3/31/17 – no report.
6/30/17 – currently in design, estimated construction cost is $30 to $40 million.
9/30/17 – currently in procurement, estimated construction cost $32 million, completion June 2020.
12/31/17 – determining final design-build team; notice of award planned for Feb 2018; anticipated construction contract $33.5 million.
6/30/18 – design-build drawings are 30% complete.
9/30/18 – design-build drawings are 80% complete.
12/31/18 – 100% of design, 0% of construction complete.

Construction
3/31/19 – construction 5% complete.
6/30/19 – cost increase to $34.0 million, completion extended to Aug 2020 due to grading permit delays and to upgrade below-grade CMU stem walls to cast-in-place concrete; install large recessed-type electrical floor boxes in labs, classroom,
meeting and other spaces to reduce tripping hazards; and for new storm drain
catchment system. 25% complete.
9/30/19 – cost increase to $34.5 million to add seating riser in the lobby area and
power/telecom infrastructure for the outdoor screening area. 46% complete.
12/31/19 – 60% complete.
3/31/20 – 75% complete.
6/30/20 – completion extended to Sept 2020 due to electrical switchgear manufacturing delay
due to COVID-19 factory shutdown. 90% complete.
9/30/20 – completion extended to Nov 2020 due to scheduling of fire department inspection
and additional COVID-19 delays to fly in mainland vendors to commission the
Audio/Visual systems and accommodate social distancing during telecom work.
Initial punch list is complete and corrections are ongoing. 98% complete.
12/31/20 – substantial completion issued on 11/18/20 and building is occupied. Minor
punchlist items are being corrected and closeout documents are being
submitted. This is the last update for this project and it will be removed from
the next report.

Honolulu Community College

No projects.

Kapiʻolani Community College

CULINARY INSTITUTE OF THE PACIFIC, PHASE 2
Scope: Design-Build contract for a new 8,000 sq.ft. restaurant, 3,000 sq.ft innovation center,
3,500 sq.ft. auditorium, site work, utilities, and parking.

Design
6/30/19 – planning phase in progress, $2.0 million budget for design, $30 million estimated
construction cost.
9/30/19 – no change, awaiting release of funds.

Construction
12/31/19 – CIP funds released by Governor to UH on 12/6/19. Design-Build RFP Part 1 issued
12/20/19. Planning to award by June 2020.
9/30/20 – NTP issued 7/6/20; construction scheduled to start in Nov 2020. External CM
contract procurement underway. Estimated completion is Dec 2022. 6% complete.
12/31/20 – construction started 11/2/2020, External CM contract awarded to HDR Inc.
60% design submittal reviewed. 10% complete.
Leeward Community College

PRODUCT DEVELOPMENT CENTER RENOVATION
Scope: repurpose a metal warehouse on California Avenue in Wahiawā into a facility that will be jointly managed by the UH community colleges and the Agribusiness Development Corporation. The facility will include commercial-grade kitchen space, classroom space, processing and manufacturing rooms, testing labs, cold storage and a public meeting space.

3/31/19 – fee negotiation in progress, estimated construction $5 to $10 million.
6/30/19 – planning phase in progress.
9/30/19 – no change.
12/31/19 – final design phase in progress, estimated construction cost increased to $16.5 million.
3/31/20 – IFB issued 2/27/20 and all bids have been received; planning to award by June 2020.
9/30/20 – construction on hold until July 2021 due to lease agreement between current property owner and tenant; transfer of facility lease to UH Community Colleges in progress. Estimated completion is May 2022.
12/31/20 – no change.

Windward Community College

No projects.

Maui College

RENOVATE KITCHEN & ACCESSORY SPACES IN PILINA BUILDING
Scope: renovate existing commercial kitchen space on second floor and loading dock on first floor for Food Manufacturing Facility.

3/31/17 – in design phase, estimated construction cost $5 to $10 million.
6/30/17 – no change.
9/30/17 – no change.
12/31/17 – no change.
3/31/18 – in bidding phase.
6/30/18 – $7.2 million construction contract awarded to Hawaiian Dredging Construction Co., Inc. on 6/15/18, completion June 2019.
9/30/18 – 16% complete.
12/31/18 – 32% complete.
3/31/19 – completion extended to Aug 2019 due to unforeseen field conditions within ceilings/walls prior to demolition and obstructed access to the locations of the new drains, sewer pipes and steel beams. 40% complete.
6/30/19 – completion extended to Dec 2019 due to additional unforeseen field conditions within plenum spaces and 2nd floor structural slab conditions. 45% complete.
9/30/19 – minor cost increase and completion extended to April 2020 due to unforeseen conditions in walls, beam obstructions, structural restrictions for ceiling height, sump pit work, relocation of mechanical/electrical infrastructure, and user-requested kitchen equipment changes. 50% complete.

12/31/19 – no change.

3/31/20 – completion extended to Dec 2020 due to long-lead kitchen equipment changes and revised infrastructure. 54% complete.

6/30/20 – 62% complete.

9/30/20 – completion date extended to July 2021 due to long-lead equipment (specialty food manufacturing equipment) manufacturing and shipment. 67% complete.

12/31/20 – no change; awaiting manufacturing and delivery of kitchen equipment.

Hawai‘i Community College

HALE ALOHA RENOVATION

6/30/19 – $7.9 million project has been in litigation since completion in 2016. Mediation scheduled for Sept 26-27, 2019.


12/31/19 – no change.

3/31/20 – no change.

6/30/20 – no change.

9/30/20 – no change.

12/31/20 – no change.

Kauaʻi Community College

No projects.

Cancer Center at Kakaʻako

HOʻOLA EARLY PHASE CLINICAL RESEARCH CENTER

Scope: Design-Bid-Build project to construct a new WELL/LEED-certified Early Phase Clinical Research Center (EPCRC) totaling 16,500 sf in the shell space of the annex of the existing UH Cancer Center Building in Kakaʻako. Ground floor work includes site/entry modifications, a new covered entrance and interior improvements to include phlebotomy, exam rooms, clinical laboratory, CT scan and control room areas. The second floor includes Clinical Trial Infusion suites, nursing stations, and a research pharmacy. The third floor includes the Organoid Generation Facility that consists of dry and wet lab spaces and will house two dedicated biological safety cabinets. There will also be a fifth floor mechanical penthouse.

9/30/19 – NIH Notice of Award issued for $6,874,224 grant. Estimated completion Summer 2024.

12/31/19 – no change.

3/31/20 – schematic design 35% complete.

6/30/20 – no change.
9/30/20 – design development 65% complete (submitted by grant deadline on July 23, 2020). Total project cost is $13.0 million. Board of Regents approved the service order of $6.5 million in GO Bond funds to RCUH on September 17, 2020.

12/31/20 – 100% Construction Documents (CD) complete and submitted to NIH for review on November 18, 2020. UH/RCUH MOU for Service Order of State GO Bond Funds ($6.5M) executed on December 8, 2020. PM/CM and CxA contract executed on December 29 and December 30, 2020, respectively.
West O'ahu – University District Lands

Scope: This project previously sought to partner with a Master Land Developer to master plan and develop approximately 180 acres of land on the perimeter of the University of Hawaiʻi West Oʻahu (UHWO) campus with commercial, residential, and mixed-use facilities that complement the UHWO campus. The primary vision was to create a university village-like district that could serve the broader community and take advantage of Transit-Oriented Development (TOD) opportunities in and around the two rail stations next to the campus. Project delivery is evolving as a Master Land Developer partner has been suspended. Execution of this project is migrating to smaller parcel approaches with UH pursuing development opportunities on its own for the time being.

Historical Background (Major Milestones):
- See previous reports for milestones prior to 2019.
- Exclusive Negotiating Agreement with potential private partners expired on August 15, 2019, with negotiations reaching an impasse over terms of a master development agreement.
- The Final UHWO LRDP that covers both the UHWO campus (~300 acres) and the University District lands (~180 acres) is pending.
- Project scope (to be) re-evaluated with a possible priority focus of TOD on the University District lands in close proximity to the rail stations along the Kualakai Parkway (Diamond Head side).

Second Quarter (FY 2020-2021) Update:
- The Board of Regents (BOR) authorized UH/HART/C&C Master Use and Occupancy Agreement (MUOA) for rail stations on UHWO campus (in addition to other campus sites) in November.
- HART has requested an alternative UHWO site for a 900-stall interim park and ride site. Request is being evaluated.
- Finalizing mutual MUOA expected to continue into Q3. Credit Office of General Counsel and impacted campus-facilities leadership for continuing to work out details.
- Entertaining inquiries and interest to acquire parcel for development of a (private) film studio.
- Procuring for market value appraisals on parcel area for possible film studio.
Atherton – Innovation Space/Student Housing

Scope: This project seeks to partner with Developers to construct or redevelop the site for University of Hawaiʻi (UH) student housing, to incorporate an innovation center space, to develop office space, and to provide a (private) developer option for commercial/retail space. The property is approximately 0.99 acres and located at 1810 University Avenue, Honolulu, Hawaiʻi 96822.

Historical Background (Major Milestones):
- See previous reports for milestones prior to 2019.
- Hunt Development Group (HDG) selected as developer in April 2019. Project estimated at $70 million.
- Established UHF/UH governance committee in April 2019; determining business structure and financial structure arrangements.
- UHF negotiated an exclusive negotiating agreement (ENA) in September 2019.
- Preliminary design being refined by value-engineering phase for construction and community outreach started in October 2019.
- UHF refinanced mortgage on property May 2020. Conversion to interest-only loan, extended loan maturity to October 2023.
- Planned Review Use (PRU) application for property and project submitted to C&C review, September 2020.

Second Quarter (FY 2020-2021) Update:
- Planned Review Use (PRU) application returned from C&C in October. Requires resubmittal. HDG resubmitted in January 2021.
- Application for demolition permits submitted, October.
- Application with State Historic Preservation submitted, October.
- BOR authorized approval of Master Pre-Development Agreement with UHF, UH, and HDG in November.
Mānoa – Graduate Student Housing (NOAA)

Scope: UH has selected a “P3” Developer to design, build, finance, operate, and maintain (DBFOM) a family-oriented mixed-use rental housing at below-market rates for graduate students, junior faculty, and staff at University of Hawai‘i at Mānoa (UHM). The project could also be developed to serve other UH faculty, staff, and other UH-affiliated persons at other UH campuses. UH has a strong preference that the project also includes a child care facility (to be operated by UHM) to support the relocation of the UHM Children’s Center currently operating at 2320 Dole Street. The property is approximately 2.21 acres located at 2570 Dole Street, Honolulu, Hawai‘i 96822.

Historical Background (Major Milestones):
- See previous reports for milestones prior to 2019.
- Project kick-off on August 22, 2019; project estimated at $117 million.
- Exclusive Negotiation Agreement (ENA) signed with Greystar Real Estate Development Services on November 1, 2019.
- First phase PCA limit authorized up to $1,500,000, through November 2020. Initial Draft Environmental Assessment (DEA) submitted to OEQC on August 28, 2020; published in September 8, 2020 OEQC bulletin.

Second Quarter (FY 2020-2021) Update:
- PCA-First Amendment signed by UH and Greystar, November. Provides for additional $1,000,000 to PCA; to continue entitlement, design, and costs analysis through April 2021.
- Project design analysis, site evaluation, environmental site assessment, project cost analysis, and overall financial analysis ongoing. Value Engineering (VE) review underway in Q1.
- Cost reduction considerations targeting approximately $13 million. Cost items necessary for improving financial viability; subject to on-going review and adjustments.
- Situs location options for childcare facility being evaluated.
Kaimuki Parcels (Leahi)

Scope: This project seeks to evaluate options for disposition of three parcels of land totaling approximately 6.56 acres adjacent to Leahi Hospital. Parcels are currently either vacant or have aged wooden structures, and are unencumbered by any long-term use agreements. Disposition options may include fee-simple sale, property development - either by way of long-term ground lease to developer or with UH as a developer, - or other options.

Historical Background (Major Milestones)
- The subject parcels were acquired by UH in 1977 as part of a land assemblage for the establishment of a School of Medicine, which was eventually located in Kakaʻako.
- Market value appraisals completed April 2020 (CBRE, Inc.). Approximate value for parcels, $15.3 million. Individual parcel values estimated between $4.5 million to $5.5 million.

Second Quarter (FY 2020-2021) Update:
- Services for environmental site assessments pending.
- Administration continues to consider potential options for disposition of the parcels.

UH Press Parcels

Scope: This project seeks to explore development opportunities for a property parcel located on Woodlawn Drive in Mānoa – the site of UH Press, which will potentially be relocating to UH Mānoa campus proper. The parcel is approximately 1.6 acres. Disposition options may include leasing or lease-for-development for faculty housing.

Historical Background (Major Milestones)
- The subject parcel was acquired by UH in 1968 as part of a land assemblage for the expansion of the UH Mānoa campus.

Second Quarter (FY2020-2021) Update:
- Project initiated, and designated as land-related strategic initiative.
- Procuring for market value appraisals on parcel and adjoining Institute for Astronomy site.
- Administration continues to consider potential options for disposition of the parcels.
Item IV.H.
St. Francis Property Update

NO MATERIALS
ORAL REPORT