MINUTES

BOARD OF REGENTS’ MEETING

FEBRUARY 25, 2016

I. CALL TO ORDER

Chair Randy Moore called the meeting to order at 9:31 a.m. on Thursday, February 25, 2016, at the University of Hawai‘i at Hilo, UCB 127, Hoʻolulu Terrace, 200 West Kawaiil Street, Hilo, HI 96720.

Quorum (14): Chair Randy Moore; Vice Chair Jan Sullivan; Regent Simeon Acoba; Regent Wayne Higaki; Regent David Iha; Regent Ben Kudo; Regent Coralie Matayoshi; Regent Michael McEnerney; Regent Barry Mizuno; Regent Randy Moore; Regent Jeff Portnoy; Regent Lee Putnam; Regent Michelle Tagorda; Regent Ernie Wilson; and Regent Stanford Yuen.

Excused (1): Vice Chair Eugene Bal.

Others in Attendance: President David Lassner; Vice President for Academic Affairs, Risa Dickson; Vice President for Administration, Jan Gouveia; Vice President for Community Colleges John Morton; Vice President for Legal Affairs and University General Counsel, Carrie Okinaga; Vice President for Research, Vassilis Syrmos; Vice President for Budget and Finance/Chief Financial Officer, Kalbert Young; Vice President for Information Technology & Chief Information Officer, Garret Yoshimi; Interim UH Mānoa (UHM) Chancellor, Robert Bley-Vroman; UH Hilo (UHH) Chancellor, Don Straney; UH-West O‘ahu (UHWO) Interim Chancellor, Doris Ching; Interim Hawai‘i Community College (HawCC) Chancellor, Joni Onishi; Executive Administrator and Secretary of the Board of Regents, Cynthia Quinn; and others as noted.

II. APPROVAL OF MINUTES OF THE JANUARY 28, 2016 MEETING

Regent Mizuno moved to approve the minutes of the January 28, 2016 meeting, seconded by Regent Portnoy, and the motion carried unanimously.

III. PUBLIC COMMENT PERIOD

Executive Administrator and Secretary of the Board Cynthia Quinn announced that six individuals gave written testimony, and four individuals gave oral testimony as follows:

1. Earl Stoner, immediate past president of the Friends of the UH Cancer Center Board, provided written testimony opposing the appointment of a task group on the UH Cancer Center business plan.
2. Bob Cooney, University of Hawai‘i at Mānoa Faculty Senate (UHMFS) Executive Committee Chair, provided written and oral testimony regarding resolutions recently passed by the UHMFS recommending approval of a Revised EP 12.503 and AP 12.503 – “Protection of Human Subjects;” two graduate certificates (Learning Design & Technologies for Teachers, and Tropical Medicine; proposal for a Master of Environmental Management Degree; the proposed re-organization of the Myron B. Thompson School of Social Work; and supporting full disclosure of the University of Hawai‘i’s Noncommittal to the Mutually Agreed Upon Conditions in Faculty Letters of Hire. Opposition was also expressed about the proposed re-organization of the Office of Research Compliance (ORC).

3. Ted Hong, an individual, provided written testimony opposing the tuition proposal review.

4. Thomas Ranker, Interim Associate Dean of the College of Natural Sciences, provided written testimony in support of the resolution supporting a life sciences building on the UHM campus.

5. Marguerite Butler, UHMFS Executive Committee Vice Chair, provided written and oral testimony expressing concern about the state of shared governance at UHM and lack of faculty consultation in the budget process.

6. Unhee Lim, Associate Professor at the UH Cancer Center, provided oral testimony in support of the appointment of a task group on the UH Cancer Center business plan in opposition to reorganizing the Center under the John A. Burns School of Medicine and instead recommending reorganizing the Center under another academic unit.

7. Kristen Kumashiro, Dean of the College of Natural Science at UHM, provided oral testimony in support of a life sciences building.

IV. REPORT OF THE PRESIDENT

President Lassner provided a report on the following news and activities of the month:

1. The university’s efforts at the Legislature to support UH proposals and oppose bills that would adversely impact the university with VP Young as lead. He noted the university is doing its best to push its legislation through and stop bills that have been introduced that would adversely impact the university. A complete report will be provided at the next board meeting.

2. The legislative budget request is intact but there are legislative initiated bills seeking funding for research and athletics through general funds.

3. Regarding the status of the UHWO land planning, he reported about how the first phase in selecting a master developer has been conducted and a number of responses to the Request for information were reviewed, and a small number of qualified and highly experienced developers have been selected to respond to the Request for a Business Proposal that will issue using the state’s electronic procurement system to solicit the proposals to ensure objectivity. The proposers will be evaluated and exclusive negotiations will begin with the selected proposer. He highlighted how interest has been identified in generating revenue
on lands and agriculture surrounding UHWO to support UHWO operations that are complimentary to the campus, including a film studio or technology incubation developing sustainable and green energy products on other lands. Necessitating the university to retain flexibility on how the lands are used to ensure the university can meet all the objectives for education, research, and economic development in support of the community and not support individual legislator interest in designating certain acreage for specific purposes as attempts happened in the past.

4. Administration is in the final stages of starting both UHWO and UHM chancellor searches, upon final recommendations of potential search committee members from the governance groups.

5. Regarding Palamanui campus, the ceremonial opening will be held tomorrow and an open house for the community will be held on Saturday to promote the certificate, bachelors, and masters programs from 3 campuses.

6. UH is taking a leadership role to address the rapid 'ōhia death, such as establishing a seed bank at Lyon Arboretum, and work being done by UHH’s conservation biology program.

President Lassner recognized Neal Nagao, a building maintenance supervisor at UHH, who won the 2015 President’s Award for Excellence in Building and Grounds Maintenance. President Lassner then yielded the floor to UHH Chancellor Don Straney.

Report of the Host Campus

Chancellor Straney provided a PowerPoint presentation (Attachment 1) on the status of UHH. Highlights included enrollment, recruitment and retention declines, and strategies to address the challenges by working with UHF to radically increase the amount of financial aid provided to students; promoting learning experiences so students can graduate with a resume and diploma; and careful budget planning that will provide $2 million in additional revenue to increase innovative activities so tuition costs are kept affordable.

Questions and comments raised regarded improving the relationship between UHH and HawCC administration; student fee management; support efforts to increase private support and scholarships; local student enrollment and community college transfers; and the status of construction at the School of Pharmacy.

Chancellor Straney explained the improved collaboration between UHH and HawCC and how the chancellors spend a lot of time together, and the vice chancellors meet collectively and individually as there are parts of campus activities and programs on each other’s campuses; the efforts to prioritize students on Hawai‘i Island to apply for admission and to award financial aid; how the student fee management is undertaken by the individual campuses and limited to executing requisitions and processing checks, with student government making actual expenditures; there were approximately 400-500 incoming sophomore and junior transfer every year and UHH depends on
maintaining good academic relations with HawCC to make that happen; and that the
collection contract for the School of Pharmacy was in the process of being awarded.

V. REPORT OF THE UNIVERSITY OF HAWAI‘I FOUNDATION

President Lassner explained the quarterly report format that consolidates
fundraising, expenditures from the UHF on behalf of UH, and the status of the
endowment. UHF President Donna Vuchinich summarized the UHF Quarterly Report.
Highlights included how the fundraising goal for Fiscal Year 2016 is on target and
typically when at least 40% of the goal is reached by December 31, the final goal will be
met. How support to the university fluctuates given the demands and programs of the
units. A significant amount is provided for faculty, administrative support of the research
enterprise, and financial aid. Financial aid varies due to pay outs the beginning of each
term. The market variations impacted fund balances, but total assets at the end of
December were $469 million, and endowments were holding at $260 million. The bulk
of expenses are in personnel, and the unrestricted funds are only used to pay the 50 to
60 student callers UHF employs annually to raise funds for each campus through
annual giving, and annual phone, direct mail and online giving campaigns.

Comments and questions were raised regarding the substantial increase in
expenses for alumni relations; the rationale for having alumni relations under UHF than
a separate entity; the $200,000 increase in service and support; and whether UHF
accepted anonymous gifts from public corporations.

Ms. Vuchinich explained the increase in alumni relations was in personnel to hire IT
support to manage all online activity for the UH Alumni Association website. Alumni
relations based in UHF facilitates database access and increase support to campuses
with coordinated resources and accountability. The increase in service and support for
programs expenses reflect the increase in donor engagement seasonal activities such
as in May and December, and the year end giving to promote tax advantages.
Anonymous gifts from public corporations are prohibited by law, although they may
request no publicity of the donation.

The board requested that requested the schedule include the two preceding years
(2013 and 2012) and a percentage column so the board can better identify trends. Ms.
Vuchinich agreed to incorporate that information into the next quarter’s report.

VI. REPORT ON EXTRAMURAL CONTRACTS AND GRANTS

It was reported that the extramural funding amount was lower in comparison to the
same time period last year because of timing, a large contract was expected in the
second half of the year, but UHM, UHH, UHMC are lagging. Management
improvements are being assessed to correctly account for all awards, and more work
with the National Science Foundation and peer institutions with UHF is underway to
streamline the process. It is expected that the federal budget in research and
development remains steady and timing will fill the gaps. Expenditures are lower and
indirect costs are holding. Other research metrics, invention disclosures and provisional patents are down but steady, while non-provisional patents and license/option agreements increased.

Comments and questions raised included clarity on the level of matching or subsidy for grants; tracking expenditures; measuring faculty productivity by area, cost effectiveness and targets for hiring and classification of faculty; effective use of the research training & revolving funds (RTRF) in comparison to peers; setting goals for research faculty; the Research Corporation of the University of Hawai‘i (RCUH) level of participation in shared governance; and use of metrics.

It was explained how typically 20 cents on average for each grant dollar is subsidized through costs of building, utilities, and some overhead that varies between federal and state grants. Expenditures are tracked by category but not grant; gross grant dollars are tracked by individual professor to track productivity and by area. The UH Economic Research Organization report on the impact of research provides data on the return on research investment beyond profit and loss. Faculty goals are set with metrics every five years; and RCUH personnel are not considered faculty and not eligible to serve on the faculty senate.

VII. COMMITTEE REPORTS

A. Report from the Committee on Budget and Finance

Budget and Finance Chair Sullivan summarized the committee report attached to these minutes (Attachment 2). Regent Matayoshi thanked Committee Chair Sullivan for pushing the long overdue amendments to RP 8.204 Budget Policy for the last several years and hoped other regents would support this consent agenda item. No additional comments or questions from the board were raised.

B. Report from the Committee on Independent Audit

Independent Audit Chair Yuen summarized the committee report attached to these minutes (Attachment 3). It was noted that a negative report on the H-Zone was accepted, but the committee did review all options. Administration noted that the annual report was done at the January 2015 meeting of the Committee on Budget and Finance.

A request was made to report on the use of the funds for the Regents and Presidential Scholars awards.

C. Report from the Committee on Intercollegiate Athletics

Intercollegiate Athletics Chair Portnoy summarized the committee report attached to these minutes (Attachment 4) and highlighted that UHH Athletics is expecting to end the year with a positive balance. No additional comments or questions from the board were raised.
D. Report from the Committee on Planning and Facilities

Planning and Facilities Chair Kudo summarized the committee report attached to these minutes (Attachment 5). No additional comments or questions from the board were raised.

E. Report from the Committee on Research and Innovation

Research and Innovation Vice Chair Sullivan summarized the committee report attached to these minutes (Attachment 6).

Questions were raised regarding a breakdown of the projected $1 million in savings from the proposed ORC reorganization; and position controls.

VP Syrmos explained that under the proposed reorganization, UHM will send $600,000 in general funds to the UH System. The operations of ORC for Fiscal Year 2015 were $2.4 million. UHM will keep $1.8 million of their RTRF for reinvestments rather than operations. Under the UH System, projections show that ORC rather than the $2.4 million in 2015, and covered by $600,000 in general funds from UHM and $800,000 in RTRF from the Office of the VP for Research. Thus, the first “savings” for UHM is $1.8 million in RTRF, and as a university, savings are projected at $1.1 million. The university will save $250,000 in fringe and benefits, and the Office of the VP for Research will not retain any more 89-day casual hires because there are employees that can perform that work, which will result in approximately $150,000 of savings plus fringe and benefits. In addition, three vacant positions in ORC will not be filled, which will save $250,000 in payroll plus fringe and benefits. Operational savings are projected at $200,000 to $250,000 on IT costs and licenses because the Kuali Financial System will be used instead of having to purchase other compliance software. Administration will report on the outcomes in Fiscal Year 2017 and whether the $1.4 to $1.5 million goal was met, and a follow-up survey regarding excellence in quality of service using the original survey by the Research Compliance Task Force to 900 faculty as a baseline. Position control, however, is imposed by the Legislature. No additional comments or questions from the board were raised.

VIII. ITEMS FOR DISCUSSION & APPROVAL

A. For Approval

1. By Consent Agenda
   a. Approval of Amendments to RP 8.204 Budget Policy
   b. Approval of Exception to RP 8.207 Investment Policy to Allow Fossil Fuel Free Investment for SPDR S&P 500 Fossil Fuel Free ETF (SPYX)
   c. Approval of Office of Research Compliance (ORC) Reorganization
   d. Approval of Capital Improvements Program and Repairs and Maintenance Project Contracts for Fiscal Year 2015-2016:
1. **Kennedy Theater – General Repairs and Code Compliance (UHM 14-541-800) $6,568,000**

2. **Saunders Hall Exterior Repairs and Reroof (UHM 13-541-310) $5,268,275**

3. **Hamilton Library Addition, Ph III – Upgrade Controls, Central Plant and Reheat Systems (UHM 10-541-265A) $5,191,580**

Regent Mizuno moved to recommend approval of the consent agenda, Regent Portnoy seconded the motion, and the motion carried unanimously.

2. **University of Hawai‘i System:**
   
a. **Approval of (1) retitling of the Vice President for Academic Affairs Executive Class to Vice President for Academic Planning & Policy, and (2) abolishment of the Vice President for Student Affairs and University/Community Relations Executive Class**

   President Lassner requested the board approve the retitling of the Vice President for Academic Affairs (VPAA) Executive Class to Vice President for Academic Planning and Policy (VPAPP), and the abolishment of the Vice President for Student Affairs (VPSA) and University/Community Relations Executive Class. He briefly outlined the system human resources policy regarding executive management personnel and how every position falls under a classification. The retitling of the VPAA classification was a recommendation from the Western Interstate Commission for Higher Education (WICHE) report aimed to reduce potential confusion with the Vice Chancellor for Academic Affairs at the operating units. He clarified there was no change in salary or other matters. The second item requested for approval is a housekeeping matter to abolish the VPSA position, that has been vacant and the class code no longer exists.

   Comments and questions raised regarded clarifying whether or not the content of the VPAA position changes and how student affairs is addressed. President Lassner confirmed the content of the VPAA position duties remain unchanged and the title better reflects those duties which center on academic policy and it does not focus on academic affairs relating to daily academic decisions or educational programs such as transfer and articulation between campuses, supervision of the institution’s research and analysis office, and supervision of the office of the Associate Vice President for Student Affairs. The VPSA position was changed to the Vice President for Administration position.

   Regent Wilson moved to approve the retitling of the VPAA Executive Class to Vice VPAPP, and the abolishment of the VPSA and University/Community Relations Executive Class, seconded by Regent Kudo, and the motion carried unanimously.

b. **Approval to Indemnify the Regents of the University of California and the United States Government to Allow UH Personnel Use of the Joint Genome Institute**
VP Syrms requested approval to indemnify the Regents of the University of California and the United States Government to allow UH Personnel use of the Joint Genome Institute. He briefly explained how access to these federal institutions is imperative to the work completed by two of the university’s principal investigators and the Department of Oceanography, relating to transmission of each institute for DNA sequencing. To do so, the Department of Energy requires a standard indemnification clause from the university. The risk is very minimal.

Chair Moore explained how Hawai‘i law requires board approval of all indemnification agreements and cannot be delegated to administration.

Having no further questions or comments, Regent Wilson moved to approve the indemnification of the Regents of the University of California and the United States Government to allow UH Personnel use of the Joint Genome Institute, seconded by Regent Sullivan, and the motion carried unanimously.

c. **Approval to Indemnify Fermi Research Alliance, LLC and the United States Government to Allow UH Personnel Access and Use of Fermi National Accelerator Laboratory**

VP Syrms requested approval to indemnify the Fermi Research Alliance, LLC and the United States Government to allow UH Personnel Access and use of Fermi National Accelerator Laboratory. He explained how there are nine principal investigators from the Physics Department at UHM that utilize the Fermi Research Laboratory and assistance from their staff. The risk for this indemnification is very minimal.

Regent Wilson moved to approve the indemnification of the Fermi Research Alliance, LLC and the United States Government to allow UH Personnel Access and use of Fermi National Accelerator Laboratory, seconded by Regent Sullivan, and the motion carried unanimously.

3. **Board of Regents:**
   a. **Resolution Supporting a Life Sciences Building on the UH Mānoa Campus**

Regent Sullivan provided a background to the presented resolution supporting a life science building on the UHM campus that occurred after the board adopted the Fiscal Year 2016-2017 budget and demonstrates to the Legislature the board’s support of the current plan. President Lassner commented on how the administration appreciates the board’s support.

Regent Kudo moved to approve the resolution supporting a life science building on the UHM campus, seconded by Regent Portnoy, and the motion carried unanimously.

b. **Appointment of Task Group on University of Hawai‘i Cancer Center Business Plan**
Regent Yuen explained how since the January 27, 2016 committee meeting, there had been discussion of the board appointing a task group to review the University of Hawai‘i Cancer Center Business Plan, and the board chair recognized the time constraints and assigned Regent Kudo and Regent Portnoy to gather information on the circumstances surrounding the Cancer Center business plan to share with the board as soon as possible so the board can be more informed to consider further action. A report back to the board is expected at the April 21, 2016 board meeting.

Deferral of the item was discussed. Regent McEnerney stated he was the movant on the item in committee and concurred on deferring with a request to receive a report at the next committee on independent audit meeting. President Lassner also clarified that the proposed business plan submitted with the Warbird report is not a fully developed business plan, and being reviewed by external community members. Administration will not develop a new business plan until the review by the assigned Regents concludes.

Comments and questions were raised regarding the status of the board’s questions of the business plan at the January 27, 2016 committee meeting. President Lassner explained how all questions submitted have been answered by Chancellor Bley-Vroman and Dean Hedges; all questions are being compiled by the Board Secretary to be distributed to all regents and made public when it is discussed at the next meeting.

Lengthy discussion ensued regarding the transparency of the review and process, and appropriateness of a task group.

Regent Wilson moved to approve the appointment of a task group on the UH Cancer Center business plan, no one seconded the motion, and the motion failed.

**B. For Information**

1. **Review of New Tuition Proposal to be Presented at Public Meetings**

Chair Moore prefaced the presentation by explaining the process would entail the board reviewing the tuition schedule proposal, which will subsequently go out for public meeting for input from faculty, staff, students, and the rest of the general public. After the public meeting process concludes, administration may revise the proposal and bring it to the board for formal action.

VP Dickson provided a PowerPoint presentation on the tuition schedule proposal for 2017 to 2018, and 2019 to 2020 that covered the tuition process and schedule; board policy considerations and assumptions; the tuition proposal; and the proposed three-year deferred maintenance plan. She explained that the 5% increase previously approved by the board was part of this tuition proposal and will go into effect next year and this proposal builds on that 5%. This proposal was put together with the thought of keeping the interest of students’ front and center, keeping tuition as low as possible,
focusing on access, affordability and contemporary learning environments and getting facilities up to a place they should be. Highlights included the culture change that has been created by the university’s 15 to Finish campaign because people think 15 credits is full time, when 12 credit hours are actually considered full time by federal standards and tuition setting practices. At the four year colleges, students do not pay anymore after 12 credit hours. The interesting message is that students can take more than 12 credit hours, graduate faster, and not pay any more money. There are a lot of adult learners within the UH System, particularly at the community colleges, and the percentages or composition it tends to reflect the community at large.

Comments and questions were raised from the regents that needed to catch early flights regarding the fact that debt service involves a long-term commitment of tuition, which could be 30 years depending on the life of the bond issue. This is a long term policy decision and it would be prudent to have an analysis of the current debt service, particularly at UHM, and what the proposal would do to that debt service, and how UH stands relative to comparative institutions and best practices. Since the Legislature would need to support this strategy and authorize the issuance of revenue bonds, it would be good to have some indication of whether there is any legislative support for this strategy otherwise the board may risk approving a strategy that would not work. The board was not successful when it previously tried to get legislative authorization to issue revenue bonds to address deferred maintenance. Regarding slide 20 showing enrollment and operating costs, enrollment in Fiscal Year 2008 was 16,000 and the projection for Fiscal Year 2017 is almost identical, however operating costs in Fiscal Year 2008 were $569 million and projected operating costs for Fiscal Year 2017 are $741 million. It is unclear what is driving the increase and it is important the board understands what the plan was to cut operating costs. There was some serious concern regarding the strategy of increasing tuition by a small amount to address deferred maintenance because raising $90 million over three years is not adequate to address the current $600 million maintenance backlog that is expected to surpass $800 million in three years. President Lassner explained that administration believed that the other considerations around access and affordability would be challenged if the university went harder. The Legislature probably is not going to give UH $500 million in general obligation bonds to address deferred maintenance, but there is a reasonable chance of maintaining the $60 to $60 million in legislative support, which will keep the backlog from growing because the Legislature prefers to fund new buildings and major projects. This strategy will help eliminate the backlog at the community colleges in three years, and is more of a 15 year strategy at UHM. If the board desires to go faster, administration could run additional numbers but relying on tuition will impact access and affordability.

Chair Moore called for a recess to break for lunch and a motion for executive session, and announced that the board planned to reconvene at approximately 2:00 p.m.
IX. **EXECUTIVE SESSION**

Upon motion by Regent Yuen, seconded by Regent Portnoy, the Board unanimously approved convening in executive session, pursuant to HRS §92-5(a)(2) to discuss personnel matters, and HRS §92-5(a)(4) to discuss legal matters. The Board convened in executive session at 1:00 p.m. Following a motion to come out of executive session by Regent Wilson, seconded by Regent Yuen, and the motion carried unanimously, executive session was adjourned at 2:44 p.m.

The meeting reconvened at 2:46 p.m. Chair Moore stated that the board went into executive session to discuss personnel and legal matters as indicated on the agenda. Regent Acoba had recused himself from participating in Executive Session.

VIII. **ITEMS FOR DISCUSSION & APPROVAL continued**

1. **Review of New Tuition Proposal to be Presented at Public Meetings cont.**

   Comments and questions were raised regarding the Legislature tapping into federal reimbursements for Medicaid to fund air conditioning at the public schools; concern that UH is pricing itself out of the non-resident market; the need to look at expenses because operating expenses have increased significantly even though enrollment is down; whether it was cheaper in some cases to attend a Western Undergraduate Exchange (WUE) school than UHM; whether UH did any comparisons on the percentage of median family income that goes towards higher education in Hawai‘i versus other states; the last time the board approved only a 5% tuition increase instead of the requested 7% increase they were told it would be disastrous, but what had changed since that time because only a 2% increase is being proposed.

   VP Dickson explained that the WUE schools charge 150% of in-state tuition. UH has substantial WUE enrollment, and data from The National Center for Higher Education Management Systems shows UH is not out of alignment with other states. Chancellor Bley-Vroman explained that the additional money from performance-based funding made UHM almost equal to the 7%. After UH was given the authority to keep tuition, there was a period of very low tuition increases and period of steep increases that brought UHM in line with national norms.

   The board requested that administration come up with a contingency plan for both tuition and deferred maintenance if the Legislature does not agree with the proposed strategy. President Lassner explained that the strategy had been put out there to continue more active conversations about the model and how construction, repairs and maintenance, and deferred maintenance projects take place. There is a real difference of opinion, and revenue bond bills are not making it out of the higher education committees because the chairs are not supportive, even though other members of the money committees and the Governor are more open to this approach. UH does not actually need revenue bond authority this year, the tuition schedule start in Fiscal Year 2017-2018, so the revenue does not start showing up until next year. There is time to
work on the plan, and if administration comes back with a similar proposal in June and
receives board approval, it is a definitive statement of how the university believes it can
do its part to meet the Legislature half way. If the university does not receive revenue
bond authority, administration is also looking at alternative methods to deal with the
deferred maintenance backlog.

2. Discussion on Format and Scope of Systemwide Integrated Academic and
Facilities Strategic Plan

Chair Moore indicated there were a lot of different opinions on what the plan should
look like and the purpose of today’s discussion was to provide direction to
administration.

VP Dickson provided a brief overview of the work done so far and administration’s
current thoughts on the plan. There have been several executive level conversations
about the plan and researched plans from other systems that are similar in composition
to UH. There needs to be another full discussion of the missions of the individual units
and campuses, their form and functions, and their relationship to each other. Academic
programming will be looked at to determine the appropriate place for the programming
given the mission of the units and campuses. Duplication, overlap, integration, and
coordination of programs will need to be reviewed, along with branding and marketing of
the differentiations in campuses so parents and students know what campus offerings
best meet their educational needs. UH needs to set a direction on where the university
as a system is going and goals related to the strategic directions. All of this is tied into
the facilities plan, and determinations need to be made regarding the appropriation
location of programs, the type of facilities required, the facilities that need upgrading,
and prioritizing the maintenance. Administration is working on numerous things to align
goals, such as the proposed tuition plan as part of a long-term plan linked to facilities
and Ad Astra Information Systems performing pilot studies on campuses looking
facilities’ utilization.

Comments and questions were raised regarding the need to maximize efficiencies
for limited resources; developing a strategic long-term for the entire UH system that
contains priorities and goals, along with narrative and financial pieces to assist the
board in justifying budget requests to the Legislature; the importance of partnership
between administration, the board, and the external community to ensure workforce
needs are met; the need for a more systematic process for reviewing space and space
utilization; the importance of system guidance to individual campuses regarding their
long range development plans; and the need to consider the unique needs of the
neighbor islands where one or two campuses serve the entire island.

The board requested an update on the status of each campuses development plans
and administration agreed to provide that information.
3. **Update on Sustainability Efforts at the University of Hawai‘i System**

VP Gouveia introduced Matt Lynch, Sustainability Manager for the UH System, who provided a PowerPoint presentation (Attachment 7) summarizing the UH Office of Sustainability 2015 Annual Report.

Comments and questions were raised regarding how many of the buildings at UHM were separately metered so energy use could be monitored on a time period basis and protocols created to generate savings; the timeframe for having real time data from meters at other UHM buildings; whether energy usage at UHMC’s new science building with a photovoltaic system had been tracked; whether the university had done any work with Hawai‘i Energy; and whether the university had encumbered savings in the budget from the decrease in oil prices that could be directed towards energy efficiency.

Mr. Lynch explained that the new IT building was the only building at UHM that was separately metered, and the other buildings have meters but energy usage is not accessible in real time. Ideally, administration would like a dashboard that demonstrates energy usage in real time. The latest round of the 60 submeters in the 23 buildings are not yet connected, and one of the innovations being looked at is in conjunction with the Energy Accelerator, which has far more capacity to vet companies as they are on the leading edge of technology that has not reached market saturation. One company described technology that could potentially put a dashboard in place by a year’s time. VP Gouveia indicated that the Hawai‘i Natural Energy Institute (HNEI) is primary lead on metering initiatives at UHM with close coordination from an operational and sustainability standpoint. The challenge administration face is to be creative with financing mechanisms and creating opportunities to reinvest energy savings into a revolving fund to continue investing in additional projects. Additional funding would need to be identified for administration to move beyond the current HNEI project. Regarding the new UHMC science building, there metered photovoltaic systems cannot track energy usage in real time. As a close partner, Hawai‘i Energy provides technical advice, strategic thought partnership, and funding. Board support would encourage campuses to commit savings from energy efficiency investments to continue to attract, harness, and reinvest. Hawai‘i Energy is currently working on a project inputting led lightbulbs at UHWO student housing and campus dining hall. VP Gouveia stated savings have occurred as a result of the low oil prices, but redirecting that money is done at the discretion of the campus. UHH has done this on their campus.

The board thanked administration for all the work they have done on sustainability.

X. **ANNOUNCEMENTS**

Chair Moore announced that the next board meeting is March 24, 2016 at Kapi‘olani Community College.
XI. ADJOURNMENT

There being no further business, Regent Wilson moved to adjourn, and Regent Matayoshi seconded, and with unanimous approval, the meeting was adjourned at 3:56 p.m.

Respectfully Submitted,

/S/

Cynthia Quinn
Executive Administrator and
Secretary of the Board of Regents
Fall 2015 Enrollment

3,829 TOTAL (-2.4% from Fall14)
• 3,239 Undergraduate
• 569 Graduate

REGISTRATION STATUS
• 18% First Time
• 15% Transfer
• 2% Returning
• 65% Continuing

Fall 2015 Cohort

‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi
One learns from many sources
Fall 2015 Enrollment

- 70% Hawai‘i State
- 53% Hawai‘i Island
- 24% U.S. Mainland
- 6% International
- 28% Native Hawaiian

One learns from many sources.
Financial Aid

$42 MILLION AWARDED

- 75% of students depend on financial aid
- 45% of students qualify for Pell grants
- 7,000 applications
- Private scholarships account for 1% or $540,000 of total aid

Makuakāne ‘Ohana:
The Daniel and Lydia Makuakāne Endowed Scholarship

‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi
One learns from many sources
## Strategic Outcomes

### TOTAL DEGREES & CERTIFICATES EARNED BY FISCAL YEAR

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<td>Campus Total</td>
<td>806</td>
<td>905</td>
<td>794</td>
<td>Yes</td>
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<td>Native Hawaiian</td>
<td>164</td>
<td>196</td>
<td>144</td>
<td>Yes</td>
</tr>
<tr>
<td>Pell</td>
<td>393</td>
<td>451</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STEM</td>
<td>360</td>
<td>421</td>
<td>218</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### REDUCE TIME/CREDITS TO DEGREE

#### 6-yr Graduation Rate by Cohort (Fall 07, 08, and 09)

<table>
<thead>
<tr>
<th></th>
<th>2012-13</th>
<th>2013-14</th>
<th>2014-15</th>
<th>Positive Change?</th>
</tr>
</thead>
<tbody>
<tr>
<td>First time, full-time (%)</td>
<td>36.4</td>
<td>38.4</td>
<td>38.9</td>
<td>Yes</td>
</tr>
<tr>
<td>Native Hawaiians (%)</td>
<td>36.8</td>
<td>37.3</td>
<td>35.5</td>
<td>No</td>
</tr>
<tr>
<td>Pell (%)</td>
<td>34.1</td>
<td>39.6</td>
<td>42.0</td>
<td>Yes</td>
</tr>
<tr>
<td>Transfer-in (%)</td>
<td>46.2</td>
<td>47.2</td>
<td>45.8</td>
<td>No</td>
</tr>
</tbody>
</table>
Strategic Plan

PAPAHANA HO’OLÅ'Å HIKIÁLÑOA 2011-2015

UNIVERSITY OF HAWAII® HILO
STRATEGIC PLAN 2011-2015

Our Mission

To support the University community in its mission of excellence in teaching, research, and service, and to foster an environment of innovation, creativity, and collaboration.

Our Vision for 2020

To be recognized as a leader in the development of innovative and sustainable solutions to complex social, economic, and environmental challenges.

Who We Are

The University of Hawai‘i at Hilo is a comprehensive public university committed to excellence in teaching, research, and service.

Goal 1: Enhance the student learning experience

- We will increase opportunities for students to engage in research, internships, and service-learning projects.
- We will improve the quality of our online programs and support students in their academic success.
- We will strengthen our partnerships with community and industry partners to provide students with meaningful real-world experiences.

Priority actions:

1. Develop a new educational model for online courses that integrates interactive, collaborative, and blended learning approaches.
2. Establish a new program in the area of environmental sustainability, focusing on renewable energy, conservation, and climate change.
3. Expand the University’s community engagement initiatives, including partnerships with local businesses and non-profits.
4. Enhance the University’s support for student research and creative projects, including the provision of seed funding and mentorship.

‘Ahoe pau ka ‘ike i ka hālau ho’okahi

One learns from many sources
Strategic Goals

• GRADUATION
  - Provide applied learning experiences & support
  - Inspire excellence in teaching, research & collaboration

• INFRASTRUCTURE
  - Foster vibrant & sustainable environment
  - Facilitate organizational excellence

• INDIGENOUS FOUNDATION
  - Cultivate diversity rooted in indigenous history

• INNOVATION
  - Strengthen impact on community

‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi
One learns from many sources
Accomplishments

• Awarded 430+ doctoral degrees 2011-2015
• Opened Hale ‘Alahonua residence hall
• Received LEED certification for new Student Services Bldg
• Added food vendors throughout campus
• Celebrated ‘Imiloa Astronomy Center: 10 yrs
• Ranked most diverse 4-yr public campus in U.S. *(Chronicle of Higher Ed)*
Challenge: Enrollment

“The planning period is only as long as the assumptions behind the plan hold.”
Strategy

RECRUITMENT
• P-20 Pipeline
• Early College Programs

RETENTION
• Academic Support
• Advising & Mentoring
• Mapworks

One learns from many sources

‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi
One learns from many sources
Marine Science: Water sampling in Puakō

Conservation Biology: Bioacoustics, forest bird identification

ʻAʻohe pau ka ʻike i ka hālau hoʻokahi
One learns from many sources
Enrollment Target

```
<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
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<tr>
<td>2005</td>
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</tr>
<tr>
<td>2006</td>
<td>3,500</td>
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<td>2007</td>
<td>3,500</td>
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<tr>
<td>2008</td>
<td>3,500</td>
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<tr>
<td>2009</td>
<td>3,500</td>
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<td>3,500</td>
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<tr>
<td>2012</td>
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<td>2015</td>
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<tr>
<td>2016</td>
<td>4,000</td>
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<tr>
<td>2017</td>
<td>3,772</td>
</tr>
<tr>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
</tr>
</tbody>
</table>
```

ʻAʻohe pau ka ʻike i ka hālau hoʻokahi
One learns from many sources
University of Hawai‘i for Hawai‘i Island
WORKING TOGETHER TO SERVE THE ISLAND AS A WHOLE
<table>
<thead>
<tr>
<th>Topic</th>
<th>Discussion</th>
<th>Follow Up/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 For Information: FY16 Second Quarter Financial Report as of December 30, 2015</td>
<td>Results show status is static, and continues to be a work in progress to become a true budget to actual report that holds to a strict budget away from projections.</td>
<td>To continue improvements to shift from projections to actual budgets</td>
</tr>
<tr>
<td>2 For Information: UBS FY16 Second Quarter Investment Report on the Legacy Endowment Fund as of December 30, 2015</td>
<td>Results show small positive performance but not meeting benchmarks that are set net of fees because of the down economy impacted by declining oil prices. The fees are comparatively very low because UBS utilizes low cost exchange funds. Concerns were raised regarding efforts to meet benchmarks and assessing level of withdrawals for scholarships in a down market.</td>
<td>Administration to provide an annual report and evaluation on alignment of level of withdrawals to market conditions</td>
</tr>
<tr>
<td>3 For Information: Update on University of Hawai‘i at Mānoa Budget Allocation Model</td>
<td>A revised model was shared that is a work in progress to align closer to mission support and performance. Concerns raised regarding ensuring transparency, faculty input, utilizing metrics, addressing deferred maintenance and facilities costs.</td>
<td>Administration to report on the progress at the next committee meeting; regents to provide additional questions to board secretary for follow up.</td>
</tr>
<tr>
<td>4 For Action: Recommend for Approval of Amendments to RP 8.204 Budget Policy</td>
<td>Amendments proposed to reflect the new budget model in place relating to the operating budget and 6 year CIP approvals. Amendments reflect the budget to actual accounting method, enhance financial reporting with more frequent and thorough reviews, improving accountability and oversight. More work is needed regarding budget building and developing legislative requests.</td>
<td>Recommended for approval.</td>
</tr>
<tr>
<td>5 For Action: Recommend Approval of Exception to RP 8.207 Investment Policy to Allow Fossil Fuel Free Investment for SPDR S&amp;P 500 Fossil Fuel Free ETF (SPYX)</td>
<td>UBS requested an exception to allow investment in a fossil fuel product that has a lower return than allowed in regent policy. It is recommended because is aligned with board divestment initiative and low risk.</td>
<td>Recommend approval.</td>
</tr>
<tr>
<td>Topic</td>
<td>Discussion</td>
<td>Follow Up/Action</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1 A. Review and Acceptance of the University of Hawai‘i A-133 Financial and Compliance Report for the Year Ended June 30, 2015</td>
<td>The UH external auditors Accuity LLC provided three reports relating the UH financial reports required by the federal government. Accuity issued a clean, unmodified opinion, and found no internal control matters of material instances of weaknesses or noncompliance, and likewise with testing. It found UH to be in compliance with federal programs. It found persistent but not significant individual noncompliance in student financial assistance report due to turnover and transition to a centralized system. All recommended corrective actions are provided in the A133 report. The findings including campus specific findings are consistent and comparable to prior years.</td>
<td>Accepted. Added to include a list of violations by year and compliance status in next report.</td>
</tr>
<tr>
<td>2 Review and Acceptance of the Internal Control and Business Issues Report for the Year Ended June 30, 2015</td>
<td>Accuity reported on this compilation of observations and findings that are mostly housekeeping matters for management to consider. Management accepted and implemented all recommendations. Status report is included in subsequent audit cycles.</td>
<td>Accepted.</td>
</tr>
<tr>
<td>3 Review and Acceptance of University of Hawai‘i Supplemental Schedules</td>
<td>Accuity provided individual schedules to satisfy bond requirements that show the financial statements for each campus because certain activity is pledged as collateral. The schedules are limited to bond requested information and does not include the entire financial condition as reported in the consolidated financials provided at the end of the year.</td>
<td>Accepted.</td>
</tr>
<tr>
<td>4 Review and Acceptance of the University of Hawai‘i at Mānoa Intercollegiate Report on Agreed Upon Procedures – 2015 Football Season</td>
<td>Accuity provided this report as required by NCAA to confirm compliance with 15,000 minimum attendance requirement to be classified a Division I football program. UH Mānoa complies with 16,000 in attendance. Questions raised regarded attendance versus paid, and consequences if noncompliant. The requirement is only as to turnstile count, although an arbitrary figure not tied to any metrics. Consequences are probation or termination.</td>
<td>Accepted.</td>
</tr>
<tr>
<td>5 Review and Acceptance of Sales Audit of the H-Zone for the Year Ended December 31, 2015</td>
<td>Internal Auditor provided the report required under the retail space lease for the operations to determine if percentage rent is due based on sales generated. The outcome is that $7.00 is required in percentage rent. Concerns were raised about increasing value, addressing competition with concessions at stadium and licensing products. UHM Athletics staff</td>
<td>Accepted.</td>
</tr>
<tr>
<td></td>
<td>provided information on plans to generate more revenue, adjusting prior projections as retail in the aggregate is a breakeven operation, with better results in licensing.</td>
<td></td>
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<tr>
<td>---</td>
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<td></td>
</tr>
<tr>
<td>6</td>
<td>Review and Acceptance of the H-Zone Comments and Observations Report for the Year Ended December 31, 2015</td>
<td>Internal Auditor reported that results decreased in all areas of sales, volume and gross margin. AD Matlin staff presented a plan for changes and improvements to eliminate losses at internal controls and management of inventory, improve product mix, sacrifice margin for higher volume. Relocating is not feasible. Will closely monitor for 90 days and reassess closure. Concerns raised included product quality, location, returning control to auxiliary operations, market suitability, licensing saturation.</td>
</tr>
<tr>
<td>7</td>
<td>Review and Acceptance of Associated Students at University of Hawai‘i at Mānoa (ASUH) Stipend and General Legislative Expenses for the Year Ended June 30, 2015</td>
<td>ASUH request the internal auditor to conduct review as part of its financial responsibility. The Internal Auditor issued a clean report.</td>
</tr>
<tr>
<td>8</td>
<td>Update on Status of Financial Management Improvements for the Culinary Program at Kapi‘olani Community College and Leeward Community College</td>
<td>AVP Unebasami provided an update on the progress of management improvements for the culinary programs and the extension to all revenue generating programs at the community colleges. The issues have been addressed and expanding the controls to all revenue generating programs is underway. Advanced culinary programs are focused on management. Comments raised regarding integrating management in culinary programs and extending protocols systemwide.</td>
</tr>
<tr>
<td>9</td>
<td>Update on Status of Enterprise Risk Management Program 7.</td>
<td>VP Gouveia provided an update on a summit held among UH System leadership with a higher education expert on strategic planning for an ERM program and identifying the top 9 areas of risk including facilities, financing, enrollment recruitment and retention, funding, research revenue commercialization, IT security and management, discrimination free campus safety, internal audit, and business operations/governance model aligned with responsibilities. The timeline is to prioritize and develop methods to monitor, measure, and mitigate by summer, and report in the fourth quarter with a target to implement and monitor the coming year.</td>
</tr>
<tr>
<td></td>
<td>Update on Whistleblower Project</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Board secretary reported that the board and administration are collaborating to house a central location to receive reports and inquiries in administration, with antifraud matters directed to the internal auditor. The initiative will require a new board policy to be proposed at the next independent audit committee for approval at the next board meeting, and align new executive policies accordingly.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Board Secretary to provide draft board policy to next committee meeting for recommendation to approve at the following board meeting.</td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td>Discussion</td>
<td>Follow Up/Action</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>1</td>
<td>University of Hawai‘i at Mānoa Athletics Report on Athlete Health and Wellness</td>
<td>AD Matlin provided a comprehensive report on the status of health and nutrition programs, concussion protocols, NCAA drug testing compliance, and staffing support. Athlete survey results show positive scores on academic and health services support. Concerns raised to ensure post play medical coverage and care, and efforts to maintain scholarship after injury.</td>
</tr>
<tr>
<td>2</td>
<td>University of Hawai‘i at Mānoa Athletics Report on Athletic Program Budget to Actual Revenues and Expenses as of December 2015</td>
<td>Financial status shows on target with projections, though still in a negative position, with conference play and basketball experiencing higher performance than projected.</td>
</tr>
<tr>
<td>3</td>
<td>University of Hawai‘i at Hilo Athletics Report on Athlete Health and Wellness</td>
<td>AD Guillen provided a report on UHH staffing, volunteer medical assistance, grant funding for awareness and prevention, and improved policies for strength and conditions, concussion protocols, and NCAA compliant drug testing. Injuries are declining, and facility repairs for health and safety are underway.</td>
</tr>
<tr>
<td>4</td>
<td>University of Hawai‘i at Hilo Athletics Report on Athletic Program Budget to Actual Revenues and Expenses as of December 2015</td>
<td>Financial status show on target with projections and may end in positive standing. Expenses are stagnant, anticipating scholarship increases for next year.</td>
</tr>
</tbody>
</table>
### Notice of Meeting Committee on Planning and Facilities
**Summary of meeting**  
February 11, 2016

<table>
<thead>
<tr>
<th>Topic</th>
<th>Discussion</th>
<th>Follow Up/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 For Information: FY16 Quarterly Status Report on Capital Improvement Project Plan</td>
<td>VP Gouveia presented a quarterly report on the status of the CIP project plan. Concern was raised on the status of the plan for construction of the UHH College of Pharmacy and timetable to ensure encumbering funds before lapsing, options to address bids exceeding funds available, status of budgeting contingency for all major projects.</td>
<td>Administration to provide status of budgeted contingencies for all major projects and a report on the final decision on the UHH College of Pharmacy</td>
</tr>
<tr>
<td>2 For information: Update on Snyder Project Plan</td>
<td>VP Gouveia presented an update that based on the current assessment of needs and faculty support for a multidisciplinary shared space approach among several programs, a new proposal is being developed to create a life sciences building on the site of the current Henke building site that would house more programs and not exceed the $50M budget approved by the legislature. There is legislative support for this type of holistic approach. However, $30M of the lump sum funding appropriation is due to lapse so it will be repurposed to other health and safety projects on the agenda, and new legislative appropriation would need to be sought. Concerns raised regarding the need for clarity, careful and broader coordination, and commitment in capital improvement planning.</td>
<td>Continue to monitor and report back on status.</td>
</tr>
<tr>
<td>For information: Update on University of Hawai‘i at West O‘ahu Master Developer</td>
<td>VP Gouveia reported that Administration is in the final stages of obtaining request for bid proposals from a selective number of offers. The bid phase is 3-4 months to identify the master developer to bring to the board for approval.</td>
<td>Continue to monitor progress.</td>
</tr>
<tr>
<td>For Action: Recommend Approval of Capital Improvements Program and Repairs and Maintenance Project Contracts for Fiscal Year 2015-2016: 1. Kennedy Theater – General Repairs and Code Compliance (UHM 14-541-800) $6,568,000 2. Saunders Hall Exterior Repairs and Reroof (UHM 13-541-310) $5,268,275 3. Hamilton Library Addition, Ph III – Upgrade Controls,</td>
<td>VP Gouveia explained all projects are deferred maintenance related to health safety and code compliance, except for Hamilton Library, which is an HVAC project that will reduce energy costs and preserve the collections. The funding will be from the funds that will lapse and were earmarked for Snyder Hall project.</td>
<td>Recommend approval.</td>
</tr>
<tr>
<td>Central Plant and Reheat Systems (UHM 10-541-265A)</td>
<td>$5,191,580</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Recommend Approval of Amendments to RP 10.201, Interests and Real Property</td>
<td>VP Gouveia explained the revisions are intended to streamline processes and provide clarity on the transactions that are minor and administrative in nature. Concerns raised regarded the overall policy of the board’s role in management of property versus administration, and the need for clarity, consideration of the impact of long term leases, and providing dollar and time thresholds.</td>
<td>Deferred. Administration to revise accordingly and return to committee for further review.</td>
</tr>
<tr>
<td>Topic</td>
<td>Discussion</td>
<td>Follow Up/Action</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>1 For Action:</td>
<td>VP Syrmos recommended centralizing compliance at the system level provides services for all campuses as research beyond Mānoa campus is increasing, aligns with strategic direction and WICHE report, and savings can be utilized by the UHM campus to reinvigorate research and additional wet lab space. He confirmed consultation with unions and administration, although attempts to engage with the faculty senate was non-responsive other than the resolution issued in opposition. The role of the VCR will be able to be focused on securing additional grant funding. Concerns raised regarded cost efficiencies, no changes in highly compensated staff at both system and campus levels.</td>
<td>Recommend approval.</td>
</tr>
<tr>
<td>Recommend Approval of Office of Research Compliance (ORC) Reorganization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 For Information:</td>
<td>VP Syrmos presented an update on the long range plan that needs to go out to consultation, that focuses on three elements as to leveraging areas to invest and diversify, 2) advance innovation with metrics, 3) identify and improve infrastructure to achieve. Concerns raised regarded the need for vision beyond what is already being done, address entrepreneurship and commercialization, international approach in light of current impact on astronomy, balancing STEM and non-STEM scholarship, and a work plan on implementation.</td>
<td>Revise accordingly and report back to the committee; and to place on the agenda a report on research facilities and plans to address issues facing the astronomy research facilities.</td>
</tr>
<tr>
<td>Draft Report on Systemwide Long Range Plans and Goals for the University of Hawai‘i Strategic Directions, Hawai‘i Innovation Initiative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy and Plan of Action to Maximize F&amp;A Cost Rate</td>
<td>VP Syrmos provided a report on the strategy to maximize the F&amp;A target high rate of 45% through collaboration with all areas for correct reporting to support and justify the need. The proposal is high to receive up to the cap which may be lower. The key is that that while the cost increases may be justified, the true driver is investment in more research. Concerns raised regarded the need to properly and accurately capture overhead costs upon which to base recovery, and a strategy with cohesive action items to achievement goals.</td>
<td>Continue to monitor and report back to the committee on progress</td>
</tr>
<tr>
<td>Regents’ Policies Updates</td>
<td>VP Syrmos recommended amendments to regent policies to reflect the new committee structure and focus. The policies are currently under review by the unions who asked for an extension through February. Some areas of concern raised regarded RCUH and ORUs. After all comments received, the policies will be brought back to committee for recommendation to approve at the following board meeting.</td>
<td>After all comments received, return to committee for recommendation for approval by the board</td>
</tr>
</tbody>
</table>
Role of the University

How do we create global citizens who are informed, engaged, and equipped with skills and experiences to help solve the challenges our communities face?
UH SUSTAINABILITY: How can we coordinate systemwide action to achieve our sustainability goals?

- Vice Presidents
- President Lassner
- Hawai‘i CC
- UH System
- Kapiʻolani CC
- Leeward CC
- Windward CC
- UH Mānoa
- Honolulu CC
- Kauaʻi CC
- UH Maui College
- Other Gov't Agencies
- UH Hilo
- Windward CC
- Kapiʻolani CC
- Leeward CC
- UH Mānoa
- Honolulu CC
- Kauaʻi CC
- UH Maui College
- Other Gov't Agencies
- UH Hilo

"CBIS Framework" by L. Sharp, adapted in part from J. Kotter, is licensed for open sharing and adapting under Creative Commons CC BY-AS 4.0.
UH SUSTAINABILITY: Various sustainability initiatives implemented by passionate champions over the years

RESULT: Waxing and waning of various sustainability initiatives across the campuses, rising on the strength of passionate champions and falling due to systemic lack of supporting resources
BACKBONE ORGANIZATION: UHOS provides coordination capacity to the statewide network of UH campuses.
Policy alignment has been key to garnering and aligning resources

Executive Sustainability Policy drafted and reviewed at 2013-14 Annual Summit gatherings.

BOR amends policy in 2014 to articulate Sustainability as priority for University of Hawai‘i
SYSTEMWIDE SUSTAINABILITY COUNCILS: Expand the sensory capacity of our organization to enhance decision-making.

CURRENT STATUS: **Alignment** of system resources to support needs of students, faculty, and staff.

Executive Sustainability **Policy** formalized Feb 2015
Campus sustainability committees meet in March to develop shared framework for tracking and measuring progress systemwide that supports campuses to plan and implement in ways appropriate to their unique context.

**Key Goals:**
- **Net-Zero Energy** by 2035 (Act 99)
- **Carbon Neutral** by 2050

**NET-ZERO DASHBOARD BASELINE FY2014-15**

<table>
<thead>
<tr>
<th></th>
<th>kWh</th>
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<tbody>
<tr>
<td>Total Energy Consumed</td>
<td>195,006,402</td>
</tr>
<tr>
<td>Total Renewable Energy Provided</td>
<td>3,768,606</td>
</tr>
</tbody>
</table>
UH Mānoa Submetering Phases I and II

Installed
In Process (est. completion Q1 2016)

- Administrative Services Building I [C2]
- Administrative Services Building 2 [B6]
- Agricultural Engineering Institute [E2]
- Agricultural Science [F2]
- Air Force ROTC Building [A5]
- Andrews Outdoor Theatre [B6]
- Architecture School [C1]
- Army ROTC Building [B6]
- Art Building [C3]
- Astronomy, Institute of [H1]
- Auditory Services [E2]
- Bachman Annex 2 [E2]
- Bachman Annex 4 [E2]
- Bachman Annexes 5–13 [E3]
- Baldwin Hall [C4]
- Bilger Addition [D3]
- Bilger [E3]
- Biomedical Sciences [E2]
- Building 37 [D2]
- Burns Hall [D4]
- Business Administration [C1]
- Campus Center [C2]
- Campus Security [F2]
- Castle Annex [A1]
- Castle Memorial [A2]
- Clarence T.C. Ching Field [B6]
- Claremont T.C. Athletic Complex [B5]
- Crawford Hall [C4]
- Dance Building [E2]
- Dean Hall [C2]
- Dole Street Office [A2]
- Dole Street Office Park [A2]
- Edison Hall [D2]
- Energy House [F1]
- Environmental Health & Safety Office [F2]
- Environmental Protection Facility [F1]
- Every Hall [B1]
- Federal Credit Union [F1]
- Financial Management Office [A4]
- Frear Hall [C5]
- Garfield Hall [C2]
- Gateway House [C5]
- George Hall [C1]
- Gilmore Hall [D2]
- Gym 1, 2, 3 [B4]
- Hale Aloha Cafeteria [C4]
- Hale Aloha Ima Tower [C4]
- Hale Aloha Letus Tower [C5]
- Hale Aloha Lokalanlani Tower [C6]
- Hale Aloha Makahanu Tower [C8]
- Hale Anuenue [A5]
- Hale Hau'oli [C4]
- Hale Kahawai [E3]
- Hale Kualoe [E3]
- Hale Lualima [E3]
- Hale Mānele [D4]
- Hale Naikoa [C4]
- Hale Waiwai [B8]
- Hamilton Library [C2]
- Hamilton Library Addition [D2]
- Hawaii Hall [C2]
- Hawaii Inst. of Geophysics [C3]
- Herne Hall [C2]
- Horibe Hall [D2]
- Iolani Hall [C4]
- Horticulture Greenhouses [H5]
- Horticulture Headhouse [H5]
- Information Technology Center [D3]
- Judd Tea House [E4]
- Jefferson Hall [D4]
- Johnson Hall - A [C4]
- Johnson Hall - B [C4]
- Kahanaolani Post [B6]
- Kaimalakokokolow (Lawson Studies) [D6]
- Keller Hall [D3]
- Kennedy Theatre [D3]
- KHEI TV/PBS Hawaii [A2]
- Klein Gym [B4]
- Korean Studies, Center of [E3]
- Kraus Hall [C3]
- Kraus Annex 7 [C3]
- Kraus Annex 13 [C2]
- Kuaiynalani Annex [C3]
- Kuaiynalani Hall [C3]
- Laboratory School Lockers [A1]
- Laboratory School Portables 1–4 [A1]
- Landscape [F2]
- Law Library [C4]
- Law School [B3]
- Lincoln Hall [E3]
- Lincoln Hall Annexes [E3]
- Lower Campus Portables [A5]
- Lunalilo Freeway Portables [A3]
- Magoon Facility [H2]
- Map Library Annexes [A2]
- Mānele Campus Portables [B5]
- Marine Sciences Building [C4]
- Mānoa Hall [C3]
- Moanalua Hall [E3]
- Multipurpose Building [A2]
- Murakami Stadium [B6]
- Music Building Complex [A3]
- National Marine Fisheries Service [D5]
- Newman Center [E3]
- NREM Greenhouses [H4]
- Oana Auditorium [B3]
- Pacific Biosciences Research Center [F2]
- Pacific Ocean Science & Technology [C4]
- Paradise Palms Café [D3]
- Parking Structure [B4]
- Physical Education/Ethnic Complex [B4]
- Physical Plant Building [F2]
- Physical Science Building [D3]
- Pope Laboratory [E3]
- Practice Fields [C5]
- Procurement & Real Property Mgmt., Office of [A4]
- Queen Liliuokalani Center for Student Services [C5]
- St. John Plant Science Lab [E2]
- Sakamaki Hall [C9]
- Saunders Hall [C1]
- Sherman Laboratory [E2]
- Shops [F2]
- Sinclair Annexes [B2]
- Sinclair Library [B2]
- Snyder Hall [D2]
- Softball Stadium [C5]
- Spalding Hall [D2]
- Speech Pathology/Audiology [A5]
- Slavin Street Center [A4]
- Temporary Portables [E3]
- Tennis Courts [C5]
- Thift Shop [F1]
- Trailers L–P [A1]
- Transportation Services [F2]
- University Avenue Annexes [B1]
- University Health Services Mānele [D4]
- University High School 1 [B1]
- University High School 2 [B1]
- University High School 9 [B6]
- University of Hawaii Press [G1]
- USDA Fruit Fly Laboratory [H2]
- Waikea Facility Housing [D6]
- Warehouse [F2]
- Warrior Recreation Center [C3]
- Watanabe Hall [D3]
- Weber Hall [D2]
- West Annex I [A1]
- West Hall [B1]
President's Green Initiative Award

Working on a sustainability project or have a great idea? Apply or nominate someone for a Green Award from the office of UH President David Lassner

Presented by Hawaiian Electric Industries with support from Johnson Controls Inc.

$20k to be awarded to students

http://Hawai‘i.edu/sustainability/presidents-green-initiative-award/

18 student-led sustainability projects submitted

27 students nominated by their peers as ‘Green Leaders’
STUDENT ENGAGEMENT

4

Number of paid student positions supported by UHOS in calendar year 2015

$130,000

Total funds raised toward student sustainability efforts calendar year 2015
1. Establish mechanisms to track, harvest, and reinvest savings from energy efficiency investments.

2. Encourage campuses to commit savings realized from energy efficiency investments toward further sustainability investments to support our short, mid, and long-term goals.