Notice of Meeting

UNIVERSITY OF HAWAI’I
BOARD OF REGENTS

Board business not completed on this day will be taken up on another day and time announced at the conclusion of the meeting.

Date: Thursday, October 19, 2023
Time: 10:00 a.m.
Place: Kauai Community College
Fine Arts Auditorium
3-1901 Kaumualii Hwy.
Lihue, HI 96766

See the Board of Regents website to access the live broadcast of the meeting and related updates: www.hawaii.edu/bor

AGENDA

I. Call Meeting to Order

II. Approval of the Minutes of the September 21, 2023 Meeting

III. Public Comment Period for Agenda Items:

   Individuals who are unable to provide testimony at this time will be allowed an opportunity to testify when specific agenda items are called.

   All written testimony on agenda items received after posting of this agenda and up to 48 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board at the beginning of the meeting. 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 at 2444 Dole Street, Bachman 209, Honolulu, HI 96822, or facsimile at (808) 956-5156.

   Those wishing to provide oral testimony virtually may register here. Given the constraints with the format of hybrid meetings, individuals wishing to orally testify virtually must register no later than 8:30 a.m. on the day of the meeting in order to be accommodated. Registration for in-person oral testimony on agenda items will also be provided at the meeting location 15 minutes prior to the meeting and closed at the posted meeting time. 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.

   Although remote oral testimony is being permitted, this is a regular meeting and not a remote meeting by interactive conference technology under Section 92-3.7, Hawai‘i Revised Statutes (HRS). Therefore, the meeting will continue
notwithstanding loss of audiovisual communication with remote testifiers or loss of
the public broadcast of the meeting.

All written testimony submitted are public documents. Therefore, any testimony
that is submitted orally or in writing, electronically or in person, for use in the
public meeting process is public information and will be posted on the board’s
website.

IV. Report of the President
A. Maui Fire Update
B. Broadband Project
C. Other
D. Kaua’i Community College Report

V. Committee and Affiliate Reports
A. Report from the Committee on Institutional Success
B. Report from the Committee on Student Success
C. Report from the Committee on Governance
D. Report from the Committee on Independent Audit
E. Affiliate Reports
   1. Career and Technical Education Coordinating Advisory Council (CTECAC)

VI. Agenda Items
A. Consent Agenda
   1. Approval of the University of Hawai‘i Kapi‘olani Community College
      (KapCC) and Leeward Community College (LeeCC) Mission Statements
B. Appointment of a Permitted Interaction Group to Investigate and Make
   Recommendations Regarding the Presidential Selection Process pursuant to
   Section 92-2.5(b), Hawai‘i Revised Statutes (HRS)
C. University of Hawai‘i System Strategic Plan 2023-2029 Student Success
   Imperative Update

VII. Executive Session (closed to the public):
A. Legal Matters: (To consult with the board’s attorneys on questions and issues
   pertaining to the board’s powers, duties, privileges, immunities, and liabilities,
   pursuant to Section 92-5(a)(4), HRS)
   1. Quarterly Status Report on Legal Matters
B. Personnel: (To consider the hire, evaluation, dismissal, or discipline of an
   officer or employee, where consideration of matters affecting privacy will be
   involved, pursuant to Section 92-5(a)(2), HRS)
1. Evaluation of the President
2. Evaluation of the Executive Administrator and Secretary of the Board of Regents
3. Possible Salary Adjustments for the Internal Auditor, President, and Executive Administrator and Secretary of the Board of Regents

VIII. Agenda Items (continued)
A. Evaluation of the President

IX. Announcements
A. Next Meeting: November 16, 2023, at Windward Community College

X. Adjournment

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

<table>
<thead>
<tr>
<th>Campus</th>
<th>Last Name</th>
<th>First Name &amp; Middle Initial</th>
<th>Proposed Title</th>
<th>Unit</th>
<th>Nature of Action</th>
<th>Monthly Salary</th>
<th>Effective Date</th>
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<tbody>
<tr>
<td>UH System</td>
<td>Yeung</td>
<td>Eve</td>
<td>University Associate General Counsel</td>
<td>Office of the Vice President for Legal Affairs &amp; University General Counsel</td>
<td>Appointment</td>
<td>$10,417</td>
<td>October 20, 2023</td>
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<tr>
<td>UH Mānoa</td>
<td>Hadwick</td>
<td>Robin</td>
<td>Assistant Dean</td>
<td>Shidler College of Business</td>
<td>Appointment</td>
<td>$13,333</td>
<td>October 20, 2023</td>
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<tr>
<td>UH Mānoa</td>
<td>Oliveira</td>
<td>Katrina-Ann</td>
<td>Interim Vice Provost for Student Success</td>
<td>Office of the Vice Provost for Student Success</td>
<td>Appointment</td>
<td>$17,416</td>
<td>November 1, 2023 - October 31, 2024</td>
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<td>UH Mānoa</td>
<td>Sherwood</td>
<td>Alison</td>
<td>Acting Dean</td>
<td>College of Natural Sciences</td>
<td>Additional Appointment &amp; Salary Adjustment</td>
<td>$19,932</td>
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<td>Matsumoto</td>
<td>Rae</td>
<td>Dean</td>
<td>Daniel K. Inouye College of Pharmacy</td>
<td>Appointment</td>
<td>$22,084</td>
<td>November 16, 2023</td>
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</table>
Board of Regents Meeting Minutes of September 21, 2023 - Page 1 of 7

DISCLAIMER – THE FOLLOWING ARE DRAFT MINUTES AND ARE SUBJECT TO FURTHER REVIEW AND CHANGE UPON APPROVAL BY THE BOARD

MINUTES

BOARD OF REGENTS MEETING

SEPTEMBER 21, 2023

I. CALL TO ORDER

Chair Alapaki Nahale-a called the meeting to order at 9:35 a.m. on Thursday, September 21, 2023, at Leeward Community College, Education Building ED-201, 96-045 Ala 'Ike, Pearl City, HI 96782, with regents participating from various locations.

Quorum (10): Chair Alapaki Nahale-a; Vice-Chair Gabriel Lee; Vice-Chair Ernest Wilson; Regent Neil Abercrombie; Regent Lauren Akitake; Regent William Haning; Regent Wayne Higaki; Regent Laurel Loo; Regent Abigail Mawae; and Regent Laurie Tochiki.

Excused (1): Regent Diane Paloma

Others in attendance: President David Lassner; Vice President (VP) for Administration Jan Gouveia; VP for Academic Strategy Debora Halbert; VP for Legal Affairs/University of Hawai‘i (UH) General Counsel Carrie Okinaga; VP for Budget and Finance/Chief Financial Officer Kalbert Young; VP for Advancement/UH Foundation (UHF) Chief Executive Officer (CEO) Tim Dolan; Interim VP for Community Colleges Della Teraoka; UH-Mānoa (UHM) Provost Michael Bruno; UH-Hilo Chancellor Bonnie Irwin; UH-West O‘ahu Chancellor Maenette Benham; Leeward Community College (LeeCC) Chancellor Carlos Peñaloza; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Yvonne Lau; and others as noted.

II. APPROVAL OF THE MINUTES OF THE AUGUST 17, 2023 MEETING

Chair Nahale-a inquired if there were any corrections to the minutes of the August 17, 2023, meeting which had been distributed. Hearing none, the minutes were approved.

III. PUBLIC COMMENT PERIOD

Board Secretary Lau announced that the Board Office received late written comments from Kawena Lorenzo, Jordan Echiberi, Xavier Gamundoy, Wailana Crivello Ho, Maria Grace Mundon, Kai Roig, and Phoeberly Ungos regarding the Lauhoe Cohort Program at LeeCC.

Roy Gal, Chair of the UHM Faculty Senate’s Committee on Administration and Budget, provided oral, as well as late written comments related to the proposed faculty classification policy changes arising from SCR 201.

Written testimony may be viewed at the Board of Regents website as follows:
IV. REPORT OF THE PRESIDENT

A. University's Response and Efforts to Help Maui Fire Disasters

President Lassner provided an update on the university's ongoing response to the devastating Maui wildfires highlighting some of the services being provided to actively support the needs of UH students, faculty, and staff, as well as the Maui community in general. He stated that, among other things, the university continues to distribute approximately 2,000 meals per day through the University of Hawai‘i Maui College’s (UHMC’s) culinary arts program; supply geospatial and information support to county, state, and federal officials via the university managed Pacific Disaster Center; and afford a physical location on the UHMC campus for disaster relief agencies to use as a hub for community outreach activities. He also spoke about ongoing efforts to furnish UH students impacted by the wildfires with direct financial aid, academic assistance, and mental health support services; discussed the awarding of full scholarships to Lahainaluna High School seniors that choose to attend any of the 10-campuses of the university system, along with other actions being taken to aid high school students on Maui with their pursuit of a post-secondary education such as the adjusting of the Running Start Program scholarship application deadline and the development of a Next Steps Program; noted initiatives related to groundwater and oceanwater testing that have been undertaken, as well as, wildfire remediation research that is being conducted; described some of the work being done with respect to workforce development education and training to meet increased labor demands particularly in the areas of construction and hazardous material remediation; and talked about collaborative, student-led, future planning and conceptual design efforts being embarked upon to provide input on the rebuilding of Lāhainā in a wise, sensible, resilient, and sustainable manner. President Lassner thanked UHF and the Hawai‘i Community Foundation (HCF) for their work in securing philanthropic support for these initiatives.

B. Enrollment Update

To date, systemwide duplicated registration headcount enrollment for the fall semester is up 1.2 percent as compared to the same time last year with the student population totaling just under 49,000 individuals across the 10-campus system. While figures related to degree-seeking students remain flat, dual credit students are up almost seven percent, and headcount associated with sharing of courses between campuses is up almost eight percent, primarily at the community colleges. Anecdotally, UHMC has experienced an increase in overall enrollment of nearly seven percent although a single explanation for this increase has not been identified. However, UHMC has also experienced a decline in its continuing student population statistics. President Lassner stated that a more detailed update on fall enrollment will be provided to the board in November after the official census date.

C. SCR 201 Task Force Next Steps Progress Report
VP Halbert is consulting with and seeking comments from the faculty senates on recommended policy revisions. Additionally, impact bargaining has been scheduled with the University of Hawai‘i Professional Assembly regarding the proposed policy amendments. The administration continues to anticipate returning to the board with changes to Regents Policies in November and plans to update Executive Policies by the end of the calendar year.

D. Update On Athletic Conference Realignment As It Relates To The University

President Lassner provided an update on athletic conference realignments as they relate to the university. In particular, he spoke about the departure of two additional teams from the PAC-12 Conference (PAC-12), bringing the total number of schools that have committed to leaving the PAC-12 to 10, and discussed the ramifications this could have on the college football landscape, including the Mountain West Conference (MWC), of which UHM is a football only member. He also mentioned substantial legal and financial questions regarding PAC-12 assets, liabilities, and governance responsibilities with only two members remaining and noted uncertainties about the college football playoffs, which recognize the PAC-12 as one of the "Power 5" conferences. The MWC remains unified, continues to work together to identify a path forward with full conference membership, is exploring all possible scenarios, is actively seeking to align with the remaining PAC-12 schools, and appears to be in an excellent position to weather the various conference realignments occurring across the country. President Lassner assured regents that he would provide additional information as it arises to Vice-Chair Lee and Regent Abercrombie, the two regents who were designated by the board as its points-of-contact on this issue.

E. Other

The university remains steadfast in its commitment to the strategic plan as evidenced by the incorporation of the plan’s five foundational principles and four strategic imperatives within the annual operating expenditure plan that was presented to the Committee on Institutional Success on September 7, 2023. President Lassner noted the appointment of Suzanne Case, the former chair of the state Board of Land and Natural Resources, as the university’s inaugural director of the Office of Land and Ocean Conservation Futures, the commencement of the search for a Director of Hawai‘i Papa o Ke Ao, who will also serve as the administrative liaison for the board’s newly established Kuleana Committee, and the work in progress to establish a system-level position within the Office of the VP for Academic Strategy focused on workforce development. These positions all serve to address critical components of the strategic plan for which the university currently lacks explicit system-level leadership.

Should a federal government shutdown occur, such an event is not expected to have any significant impact on students at the university unless it persists for a particularly long period of time. However, a federal government shutdown would have short-term effects on new federal grant awards and federal grant renewals. Noting that several shutdowns have occurred over the years, President Lassner stated that the university is prepared to adapt to changing circumstances and manage any situations that may arise.
Regents lauded the efforts of the university and UHF to assist the people of Maui, especially the residents of Lahaina, during this difficult time.

V. REPORT OF UHF

VP/UHF CEO Dolan reported that donations received by UHF surpassed $100 million for the third year in a row with contributions for FY 2023-2024 totaling approximately $103.57 million. Though less than the record-setting $165 million in contributions received for FY 2021-2022, which was mainly attributable to several large donations including a $60 million gift from the Chan Zuckerberg Initiative, he stated that the amount received for FY 2023-2024 is an indicator of community confidence in, and support for, the institution and bodes well for the university. He also spoke briefly about some of the work being done by UHF to assist students impacted by the Maui wildfires, including the establishment of collaborative partnerships with HCF; made known that the UHF Board of Trustees raised questions as to whether the outpouring of support for Maui due to the wildfires would have any impact on UHF fundraising and were informed that early indications are that these efforts will not be impacted; noted that, to date, UHF has raised just over $21 million for the current fiscal year; discussed donation trend data for the last several years remarking that the figures are traveling in the right direction; highlighted staffing challenges faced by UHF in terms of sheer numbers of employees as compared to other university associated foundations across the country; underscored that, despite these staffing challenges, UHF is doing well with regard to its return-on-investment; and emphasized that UHF continues to work towards strengthening its ties to the community and improving its communications about the advantages of making contributions to the university. UHF is also expecting to formally launch its comprehensive capital campaign, which is aimed at addressing the needs of the entire university, on November 1, 2023, although fundraising efforts have already begun and the campaign has thus far raised slightly more than $550 million of its $1 billion target.

Regent Akitake sought clarification about the start date of UHF’s comprehensive capital campaign given that over $550 million has already been secured. VP Dolan explained that university capital campaigns are customarily structured in such a way whereby the official start of a campaign is preceded by a significant amount of lead time known as the silent phase during which time fundraising efforts are initiated. Normally, once half of a fundraising goal is achieved, the capital campaign will be officially launched and the silent phase will transition to what is known as the public phase. In the case of UHF’s comprehensive capital campaign, the silent phase began approximately four years ago and the public phase will begin on November 1, 2023.

Regent Tochiki questioned whether the UHF donation figures presented earlier were inclusive of contributions made to its comprehensive capital campaign. VP Dolan responded in the affirmative.

Regent Akitake asked about past capital campaigns initiated by the university. VP Dolan replied that prior to him becoming the UHF CEO there was a capital campaign known as the Centennial Campaign which, even though it was neither publicly launched nor officially closed, was successful insofar as there was a noticeable progression of funds raised for the university during that time period. President Lassner clarified that
the Centennial Campaign was launched under the auspices of former University President David McClain and took place in the early 2000s sometime near the 100th anniversary of the university’s 1907 establishment. Another capital campaign was initiated around 2009 or 2010 under the leadership of former University President M.R.C. Greenwood but was never formally launched, although as noted by VP Dolan, it did prove to be successful.

VI. COMMITTEE AND AFFILIATE REPORTS

A. Report from the Committee on Institutional Success

B. Report from the Committee on Independent Audit

C. Affiliate Reports

1. All Campus Council of Faculty Senate Chairs (ACCFSC)

2. Mauna Kea Management Board (MKMB)

3. Pūkoʻa Council

4. UCERA dba University Health Partners of Hawaiʻi (UHP)

Chair Nahale-a referred regents to the respective standing committee reports from the September 7, 2023, committee meetings, as well as the ACCFSC, MKMB, Pūkoʻa Council, and UHP affiliate reports, which were contained in the materials packet.

VII. AGENDA ITEMS

A. Consent Agenda

1. Approval of Fiscal Year (FY) 2023-2024 Operating Budget

2. Approval of the Fiscal Biennium 2023-2025 Capital Improvement Project Expenditure Plan

3. Approval of the Operating Budget for the Office of the Board of Regents and Office of Internal Audit for FY 2023-2024

Vice-Chair Wilson moved to approve the consent agenda, seconded by Regent Higaki, and noting the nay vote of Regent Abercrombie and the excused absence of Regent Paloma, the motion carried with all other members present voting in the affirmative.

B. Approval of the Establishment and Naming of the Jitsuo and Sawa Doi Miyawaki Professorship at the UHM Shidler College of Business (Shidler)

Provost Bruno provided information on a financial commitment of $747,731.41 made by the estate of Grace Mizuko Miyawaki, an alumnus of the Master of Business Administration Program at Shidler, to establish and name an endowed professorship at Shidler in honor of Ms. Miyawaki’s parents Jitsuo and Sawa Doi Miyawaki. He also
noted a few of the purposes for which the funds may be used and went over some of the terms of the endowed professorship.

Regent Haning moved to approve the establishment and naming of the Jitsuo and Sawa Doi Miyawaki Professorship at Shidler, seconded by Regent Akitake, and noting the excused absence of Regent Paloma, the motion carried with all members present voting in the affirmative.

VIII. EXECUTIVE SESSION (closed to the public)

Regent Higaki moved to convene into executive session, seconded by Vice-Chair Wilson, and noting the excused absence of Regent Paloma and with all members present voting in the affirmative, the board approved convening in executive session to consider the hire, evaluation, dismissal, or discipline of an officer or employee, where consideration of matters affecting privacy will be involved, pursuant to Section 92-5(a)(2), Hawai‘i Revised Statutes.

The meeting recessed at 10:13 a.m.

Chair Nahale-a called the meeting back to order at 12:34 p.m. and announced that the board met in executive session to discuss matters as stated on the agenda.

IX. AGENDA ITEMS (Continued)

A. Evaluation of the President

Chair Nahale-a stated that the board met in executive session to discuss the evaluation of the President noting the significance of the position as a community and State leader. As this particular evaluation is more comprehensive in nature, occurring once every three years, and there is a large amount of information to digest and process, the board will resume with its evaluation of the President during the October board meeting. He emphasized that the extension of these discussions was merely due to time constraints and should in no way be interpreted as an indication of the board’s leanings in its assessment of the President’s performance.

X. ANNOUNCEMENTS

Chair Nahale-a announced that the next board meeting was scheduled for October 19, 2023, at Kaua‘i Community College.

XI. ADJOURNMENT

There being no further business, Chair Nahale-a adjourned the meeting at 12:35 p.m.

Respectfully Submitted,

Yvonne Lau
Executive Administrator and Secretary
of the Board of Regents
Item IV.
Report of the President
A-C

NO MATERIALS
ORAL REPORT
Item IV.D.

KauCC Campus Report

MATERIALS
University of Hawaiʻi, Board of Regents Meeting
Kauaʻi Community College
October 19, 2023
Kaua‘i CC Fall to Fall Enrollment

<table>
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<tr>
<th>Year</th>
<th>Total Enrollment</th>
<th>Home-Based Classified</th>
<th>Home-Based Unclassified</th>
<th>Not-Home Based</th>
<th>Early Admit (Early College)</th>
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<tr>
<td>Fall 2019</td>
<td>1373</td>
<td>935</td>
<td>291</td>
<td>75</td>
<td>72</td>
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<tr>
<td>Fall 2020</td>
<td>1461</td>
<td>955</td>
<td>293</td>
<td>150</td>
<td>63</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>1343</td>
<td>817</td>
<td>139</td>
<td>348</td>
<td>39</td>
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<tr>
<td>Fall 2022</td>
<td>1308</td>
<td>756</td>
<td>144</td>
<td>342</td>
<td>144</td>
</tr>
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<td>Fall 2023</td>
<td>1298</td>
<td>726</td>
<td>125</td>
<td>397</td>
<td>125</td>
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More Dual Credit Students Enroll in College (Class of 2021)

Enrollment Locations for Dual Credit Students
- UH 2-Year: 26%
- UH 4-Year: 3%
- Hawai‘i Private: 22%
- Mainland 2-Year: 1%
- Mainland 4-Year: 13%
- Unknown Location: 2%
- Not Enrolled: 9%

Enrollment Locations for Non-Dual Credit Students
- Mainland 2-Year: 56%
- Mainland 4-Year: 19%
- Hawai‘i Private: 1%
- UH 2-Year: 13%
- UH 4-Year: 2%
- Not Enrolled: 1%

HAWAI‘I P-20 Partnerships for Education
Kauaʻi CC Enrollment by Race, Fall 2023 Census

**Race/Ethnicity**

- Caucasian: 16.2%
- Filipino: 10.2%
- Mixed Asian: 16.3%
- Native Hawaiian or Part-Hawn: 29.8%
- Mixed Race (2 or more): 6.3%
- Other: 21.2%
More about Kauaʻi CC Students, Fall 2023 Census

**Gender Distribution:**
- Women: 58.2%
- Men: 38.4%
- Other: 3.4%

**Age Group Distribution:**
- Less than 18 years: 33.3%
- 18 to 24 years: 45.5%
- 25 to 34 years: 10.7%
- 35 to 44 years: 5.5%
- 45 and over: 5.0%
FIRST GENERATION STUDENTS

- NO RESPONSE: 9.7%
- YES: 46.8%
- NO: 43.5%

ATTENDANCE STATUS

- Full-Time Status: 19.0%
- Part-Time Status: 81.0%
## How are we doing?

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<tr>
<th>Performance Indicators</th>
<th>2021 Actuals</th>
<th>2022 Actuals</th>
<th>2023 Actuals</th>
<th>Change Prior Year</th>
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<tr>
<td>Graduation Outcomes Degrees and Certificates</td>
<td>307</td>
<td>335</td>
<td>331</td>
<td>-1%</td>
</tr>
<tr>
<td>Native Hawaiian Degrees and Certificates</td>
<td>99</td>
<td>102</td>
<td>125</td>
<td>23%</td>
</tr>
<tr>
<td>Pacific Islander Degrees and Certificates</td>
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<td>22</td>
<td>15</td>
<td>-32%</td>
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<tr>
<td>Filipino Degrees and Certificates</td>
<td>172</td>
<td>185</td>
<td>174</td>
<td>-6%</td>
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<tr>
<td>Pell Recipient Graduates</td>
<td>194</td>
<td>198</td>
<td>204</td>
<td>3%</td>
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<tr>
<td>CC Transfers to UH 4 Year</td>
<td>82</td>
<td>96</td>
<td>79</td>
<td>-18%</td>
</tr>
<tr>
<td>CC Transfers to All 4 YR Institution</td>
<td>295</td>
<td>289</td>
<td>284</td>
<td>-2%</td>
</tr>
<tr>
<td>IPEDS Success Rate</td>
<td>68%</td>
<td>60%</td>
<td>53%</td>
<td>-7 perc. pts</td>
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</table>
What Makes Kauaʻi CC Unique?

- We are the only institution of higher education on Kauaʻi
- Students can complete higher level degrees through the University Center
- We have instructors who care (Student Success)
- We have a structured process for onboarding (Student Success)
- Our Waiʻaleʻale and Kipaipai programs are the original FYE programs for the CC system (Kuleana and Student success)
- Our Hale Malama Care Center provides wrap-around services for students (Kuleana and Student Success)
How Do We Connect to our Community?

We have **Innovative** and **Relevant CTE** and Academic Programs and Pathways (Workforce and Innovation)

- **Programs aligned to industry need** (Workforce)
- Kauaʻi CC has consistently **ranked** high among national rankings

<table>
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<tr>
<th>Program</th>
<th>Location</th>
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<td>Liberal Arts</td>
<td>Waimea HS</td>
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<tr>
<td>Math ASC</td>
<td>Waimea HS</td>
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<tr>
<td>Electronics Technology</td>
<td>Waimea HS</td>
</tr>
<tr>
<td>Carpentry</td>
<td>Kapaʻa HS and Waimea HS</td>
</tr>
<tr>
<td>Automotive</td>
<td>Kauaʻi HS</td>
</tr>
<tr>
<td>Hospitality</td>
<td>Kauaʻi HS</td>
</tr>
<tr>
<td>Public Health Certificate</td>
<td>Waimea HS</td>
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</table>
How Do We Build Community at the College?

Our Connection to Place
- **Taropy Tuesdays** at our lo‘i (Student Success and Kuleana)
- **Ulutopia** (Kuleana and Workforce)
- **Apiary** (Workforce)

Student Pathways (All Imperatives)

<table>
<thead>
<tr>
<th>Program Name/Student Pathway</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawaiian Botany Certificate/Natural Resource Pathway</td>
<td>Waimea HS, Kapa‘a HS</td>
</tr>
<tr>
<td>Alakoko Aina Academy Malama Aina Certificate</td>
<td>Alakoko Fish Pond</td>
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</tbody>
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Mahalo!
Agenda Items:

A. Request for Board Approval of the University of Hawai'i Kapi'olani Community College (KapCC) and Leeward Community College (LeeCC) Mission Statements

Della Teraoka, Interim Vice President (VP) for Community Colleges, explained that Accrediting Commission for Community and Junior Colleges (ACCJC) accreditation standards require the periodic review of campus mission statements. She stated that each of the community colleges underwent a process to reexamine their campus mission statements over the past year with only KapCC and LeeCC electing to revise their campus mission statements and seeking board approval for these revisions. She also presented the current and revised versions of KapCC's and LeeCC's campus mission statements; reviewed the campus mission statements for the remaining five community college campuses that were not altered; and briefly went over the shared governance process used by the community colleges.

Action: The committee recommended board approval of the revised mission statements for KapCC and LeeCC.

B. Research Presentation: “University of Hawai'i Research and Innovation at a Glance” Presentation by Vassilis Syrmos, VP for Research and Innovation

Vassilis Syrmos, VP for Research and Innovation, provided a synopsis of the university's research and innovation mission, stating that it was primarily focused on nurturing and cultivating a knowledge-based enterprise in the State of Hawai'i; went over the core elements of research and innovation at the university; highlighted several areas of key research that the university is engaged in, along with some of their associated projects; discussed several initiatives related to research and innovation that are being conducted by offices situated within the Office of the VP for Research and Innovation; noted several startups that were created at the university; and spoke about some of the economic and social impacts that research conducted at the university has both locally and globally.

C. Extramural Research & Innovation Funding Fiscal Year (FY) 2023 Year-in-Review and FY 2024 Outlook

VP Syrmos reported that the university received a record $515.9 million in extramural awards for FY 2023; provided a breakdown of trends, significant awards, and award amounts by campus; summarized data pertaining to various research and innovation metrics; reviewed the number of invention disclosures made, the number of patents applied for, and the number of licenses/options awarded for research projects for FY 2023; and stated that the administration remains cautiously optimistic that the university’s extramural funding efforts will continue to experience success with total extramural award revenues predicted to be near $525 million for FY 2024.

D. Annual Report on Short-Term Investments for the FY Ended June 30, 2023

Kalbert Young, VP for Budget and Finance/Chief Financial Officer, stated that a report on short-term investments for FY 2022-2023 was provided in the committee materials explaining that this item was being transmitted for informational purposes only.
Agenda Items:

A. University of Hawai‘i System Academic Priorities and Policy Overview 2023-2024

Debora Halbert, Vice President (VP) for Academic Strategy, reported on several new academic initiatives being undertaken to increase educational opportunities at the university; presented an update on the proposal to redesign general education (Gen Ed) core curriculum requirements systemwide; discussed ongoing activities to expand student support services, particularly with respect to meeting the basic and mental health needs of students; and spoke about policies associated with the various proposals that may require revisions.

Discussions took place on academic program articulation, workforce development initiatives, and the progress being made on the Gen Ed redesign proposal.

B. Report on Academic Programs for Academic Year (AY) 2022-2023

Alan Rosenfeld, Associate VP for Academic Programs and Policy, spoke about information contained within the Academic Program Actions Report, which he explained was an annual report that provided details on various programmatic actions that have taken place at both the campus and system level over the prior academic year, and briefly discussed the current program proposal process. He also presented data on programs granted established or provisional status by the board; authorizations to plan for new academic programs; ongoing provisional programs; and program terminations and stop outs.

C. Athletics Health and Safety Report

Patrick Guillen, University of Hawai‘i at Hilo (UHH) Athletic Director (AD), reported on physical injuries experienced by UHH student-athletes over the past year including concussions; reviewed some of the mental health services that were available at UHH; talked about several proactive and preventative actions being taken to address mental health issues among student-athletes; noted mental health treatment resources available to student-athletes; and emphasized efforts being undertaken to cultivate a culture among student-athletes, coaches, and staff that promotes mental health care awareness and reduces the stigma associated with obtaining mental health assistance.

Jonathan Sladky, M.D., University of Hawai‘i at Mānoa’s (UHM’s) head team physician, reviewed some of the physical and mental health challenges faced by student-athletes; discussed several initiatives undertaken over the past three years to address the issue of mental health among UHM student-athletes; highlighted proactive, reactive, and preventative measures that are being taken to make sure that the mental health needs of student-athletes are met; noted efforts to increase mental health awareness among student-athletes, coaches, and staff; spoke about the UHM Athletic Department’s (UHM Athletics) mental health team and the addition of a full-time sports scientist to the UHM Athletics staff; described some of the next steps that UHM Athletics expects to be taking in the near future to improve the mental health and physical well-being of student-athletes; and provided statistics on concussions experienced by UHM student-athletes by sport over the past four years.
Discussions ensued on the sufficiency of personnel and adequacy of resources to address the mental health and physical well-being of student-athletes.

D. Athletics Academic Progress Report

AD Guillen and Roxanne Levinson, Associate Athletics Director of Student-Athlete Services at UHM provided the 2022-2023 academic progress report for both UHH and UHM. They highlighted the academic achievements of their respective departments; noted several recently attained individual and team academic honors and awards; and provided data on a number of academic metrics, such as grade point averages, retention rates, and graduation rates.

E. Athletics Facilities Update

AD Guillen reviewed several recently completed athletic facilities projects at UHH including the soccer field/softball field/multipurpose building project, as well as renovations to the outdoor tennis courts and the athletic training room. He also spoke about future priority projects for UHH Athletics which consist of improvements to the on-campus gymnasium, along with associated locker rooms and team rooms, the baseball field, and the weight room/fitness facility.

Craig Angelos, UHM AD, presented an update on UHM athletic facilities reviewing a number of projects including the recently completed expansion of the Clarence T.C. Ching Athletics Complex, ongoing efforts to renovate the Alexander Waterhouse Strength and Conditioning Facility and SimpliFi Arena at Stan Sheriff Center, and the construction of a track and field/soccer complex on the upper practice field. He also mentioned an appropriation of $18.5 million which, once allocated, is planned to be used for improvements to the Les Murakami Stadium and various locker rooms, and stated that UHM Athletics is currently working with the administration on developing a facilities master plan for lower campus.

Discussions took place on the overall vision for UHM Athletics, fundraising efforts for UHM Athletics, and the university’s involvement in the New Aloha Stadium Entertainment District project.
Agenda Items:

A. Discussion of Board Self-Assessment Results for 2022-2023

1. Regional System Presentation Format

Chair Loo briefly went over the rationale for changing the format currently used by the various university campuses to provide reports at board meetings; stated that the proposed revisions were developed with due consideration being given to feedback received from Regents regarding campus presentations via the 2022-2023 Board Self-Assessment Survey; and noted a draft set of guidelines for a Regional System Presentation Format that was provided in the materials packet for consideration by the committee.

Discussions ensued on the proposed Regional System Presentation Format with Regents concurring on a proposal that use of this new format be attempted at the board meeting in January 2024.

2. Restructuring Neighbor Island Board of Regents Meetings

Chair Loo remarked that Regents have expressed interest in returning to the past board practice of holding full board and committee meetings once a month over the course of two days, particularly when a majority of Regents and Board Office staff must travel to an island to attend the meeting. She spoke about the benefits and disadvantages of having meetings over a two-day period and stated that, according to the Board Office, the board’s travel budget for this year is sufficient to conduct two-day meetings should a decision be made to do so.

Regents voiced their support for this idea and agreed with a proposal that a trial run of this process be conducted at the February 2024 board meeting which is scheduled to be held at UH Maui College.

B. Board Member Education and Development

1. Association of Governing Boards of Universities and Colleges (AGB) National Conference

Chair Loo noted that many of the current Regents are relatively new members of the board, that part of a regent’s duty is to become educated on the functions of the institution which they oversee, as well as higher education in general, and that only three of the 11 presently sitting Regents have attended the AGB National Conference on Trusteeship which offers a tremendous opportunity for professional development. As such, she put forward a suggestion that four regents be allowed to attend the AGB National Conference on Trusteeship in 2024. Regents expressed their support for this proposal.

C. Discussion on the University of Hawai‘i’s Strategic Plan 2023-2029 (Strategic Plan)

Chair Loo mentioned that many of the current Regents were not members of the board at the time the Strategic Plan was created and approved and may not fully understand some of its components. She also expressed her belief that it would be beneficial for Regents to review and discuss the Strategic Plan in the context of its four imperatives and proposed
holding four separate meetings to discuss each imperative. Regents verbalized their support for this idea.

D. Discussion on the Presidential Search Process

Chair Loo remarked that President Lassner’s recent retirement announcement requires regents to begin a process to find his successor and spoke about a proposal to establish a permitted interaction group (PIG) for the purpose of investigating and recommending a well-articulated presidential selection process to the full board that was put forth by Board Chair Nahale-a.

Robust discussions occurred on the purposes for creating a presidential selection process PIG, the proposed makeup of the PIG, the suggested timeline for the PIG to complete its work, the roles of the PIG and the board with respect to the actual selection of the next university leader, and past practices used for the selection of the university president.
Agenda Items:

A. Approval of Audit Plan Supplement for the University of Hawai‘i at Mānoa (UHM) Student Housing for Fiscal Year (FY) ended June 30, 2024

Glenn Shizumura, Director of the Office of Internal Audit (OIA), provided the rationale for the addition of an audit of student housing at UHM to the Internal Audit Work Plan for FY 2023-2024 (Audit Plan) explaining that the request to prepare this Audit Plan supplement was made at the September 7, 2023, committee meeting. He reviewed the contents of the Audit Plan supplement and also briefly spoke about work that will be performed by KMH LLP, a Hawaii based professional service organization that was engaged by the Office of the Vice President for Administration to provide consulting services to, and conduct a review of various financial, operational, and compliance matters associated with, UHM Student Housing.

Discussions ensued on the purposes of OIA's audit in relation to the work that would be done by KMH LLP with Chair Akitake explaining that there were two tracks for the audit including one which would monitor KMH LLP’s work and one that was more forward looking for Regents.

Action: The Committee voted to approve the Audit Plan supplement for the UHM Student Housing for FY ended June 30, 2024.
Date of Affiliate Meeting: October 9, 2023, zoom

Regents present: Laurie Tochiki

Topics Covered: The following topics were covered at this meeting:

- Member updates
- Hawai‘i Graduates for Hawai‘i’s Future
- Career Pathways Maps
- Hawai‘i Pathways Quality Rubric and Self-Assessment
- Perkins State Plan

Summary of Discussions:

- Member Updates:
  - Workforce Development Council is revisiting its strategic plan
  - UHCC reported on enrollment, Good Jobs Hawai‘i Initiative, Perkins Funding priorities, and industry recognized credentials
  - HIDOE reported on pathways rollouts and standards revisions, industry partnerships
- Career Pathway Maps. An interactive website that helps high school students and counselors navigate career pathways. The healthcare and IT maps are ready and other pathways are in development.
- Hawai‘i Pathways Quality Rubric and Self-Assessment. P-20 will be hosting a zoom webinar this month to give users an overview of the rubric and self-assessment.
- Perkins V State plan. The timeline for Perkins V plan revision was discussed.
  - January 2024 to December 2024: stakeholder engagement and draft plan.
  - January to March 2025: public comment
  - May 2025: Final approved plan

Actions Taken:

None taken.

Future Meetings:

CTECAC will meet quarterly. The next meeting is currently being scheduled for February and April 2024.
MEMORANDUM

TO: Alapaki Nahale-a
   Chair, Board of Regents

   Laurie Tochiki
   Chair, BOR Committee on Student Success

VIA: David Lassner
     President

VIA: Debora Halbert
     Vice President for Academic Strategy

FROM: Della Teraoka
      Acting Vice President for Community Colleges

SUBJECT: Request for Board Approval of the University of Hawai‘i Kapi‘olani Community College and Leeward Community College Mission Statements

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the Kapi‘olani Community College and Leeward Community College revised mission statements.

RECOMMENDED EFFECTIVE DATE:

Upon Board of Regents approval.

ADDITIONAL COST:

None.

PURPOSE:

The purpose of this request is to meet the Western Association of Schools and Colleges/Accrediting Commission for Community and Junior Colleges accreditation.
standard requiring periodic review of the mission statement and approval of the published statements.

BACKGROUND:

Board of Regents Policy, RP 4.201, III.C.4.f states: "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."

Additionally, the Western Association of Schools and Colleges/Accrediting Commission for Community and Junior Colleges accreditation standard requires periodic review of the mission statement, and Standard I.A.4 states: "The institution articulates its mission in a widely published statement approved by the governing board. The mission statement is periodically reviewed and updated as necessary."

Over the past year, each of the community colleges underwent a campus-wide process to review its mission statement. Two community colleges, Kapi'olani CC and Leeward CC, revised their mission statements after incorporating faculty, staff, and student input via their respective authorized campus governance groups.

At Kapi'olani CC, the authorized campus governance organizations include Faculty Senate, Staff Council, Student Congress, and 'Aha Kalāualani (Native Hawaiian Governance Council). After feedback was integrated into the mission statement, the executive leadership team prepared a final mission statement that was unanimously approved by the Chancellor's Advisory Council.

At Leeward CC, the review process was guided by a Mission and Vision Review committee. The final mission statement was presented to the campus governance groups which include Faculty Senate, Campus Council, Associated Students of University of Hawai'i – Leeward CC, and Pūko'a no nā 'Ewa Council (Native Hawaiian Governance Council). The governance groups voted unanimously to support the revised campus mission statement.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the Kapi'olani Community College and Leeward Community College revised mission statements.

Attachment: Current UHCC mission statements

c: Executive Administrator and Secretary of the Board Lau
Mission Statements

BOR Institutional Success Committee
October 5, 2023

Della Teraoka
Acting Vice President for Community Colleges
The institution articulates its mission in a widely published statement approved by the governing board. The mission statement is periodically reviewed and updated as necessary. (ER 6)
Shared Governance Process

Chancellor

Authorized Campus Governance Groups

- Faculty Senate
- Student Government
- NH Council
- Staff Council or Campus Council
Mission Statements

Over the past year, each community college underwent a campus-wide process to review its mission statement.

After incorporating faculty, staff, and student input via their respective authorized campus governance groups, Kapi‘olani CC and Leeward CC, requested to revise their mission statements.
Kapiʻolani Community College provides open access to higher education opportunities in pursuit of academic, career, and lifelong learning goals to the diverse communities of Hawaiʻi. Committed to student success through engagement, learning, and achievement, we offer high quality certificates and associate degrees, and transfer pathways that prepare indigenous, local, national, and international students for their productive futures.

He hale hāmama ‘o Kapiʻolani Kula Nui Kaiāulu no nā ‘ano kaiāulu like ‘ole, e hoʻolako i nā kānaka hoʻākea ‘ike e hiki aku i ka pahuhopu ‘imi naʻauao, ‘imi ‘oihana, a hoʻolaulā ‘ike. He loaʻa nā palapala aʻo, nā kēkelē mua puka, me nā polokalamu hoʻīli kula he kilohana wale e hoʻomākaukau i nā haumāna maoli, kūloko, kaumokuʻāna, kauʻāina no ka mua he lako.
Kapiʻolani Community College empowers all learners to achieve their personal, educational, and career goals in a global community that promotes excellence, innovation, and diversity. To honor ‘āina, ‘ōiwi, and the legacy of Queen Kapiʻolani, the College is committed to teaching, learning, and practicing Hawaiian values and culture.

Na Ke Kula Nui Kaiāulu ‘o Kapiʻolani e hoʻāmana i nā kānaka ‘imi naʻauao a pau e hoʻokō i kā lākou mau pahuhopu pilikino, hoʻonaʻauao a ‘imi ‘oihana i loko nō o ke kaiāulu puni honua e paipai i ke kūpono, ka loli pono, me nā ‘ano o nā kānaka like ‘ole. I hoʻohanohano i ka ‘āina, ka ‘ōiwi, a me ka hoʻoilina o ka Mōʻīwahine Kapiʻolani, paʻa kuleana ke aʻo aku, ke aʻo mai, ke aʻo lawena waiwai me ka moʻomeheu Hawaiʻi i ke Kōleke.
At Leeward Community College, we work together to nurture and inspire all students. We help them attain their goals through high-quality liberal arts and career and technical education. We foster students to become responsible global citizens locally, nationally, and internationally. We advance the educational goals of all students with a special commitment to Native Hawaiians.

Ma ke Kulanui Kaiaulu o ‘Ewa, alu like mākou ma ka mālama a me ke kīpaipai i nā haumāna. Kōkua ʻia nā haumāna ma ka huli a loaʻa kā lākou mau pahuhopu ma o nā polokalamu hana noʻeau laulā a me nā polokalamu ʻoihana pākōlea like ʻole. Paipai ʻia nā haumāna i ka lilo i hoa makaʻāinana pono ma ke kaiāulu, ma ke aupuni, a ma ke kauʻāina. Kākoʻo ʻia nā pahuhopu hoʻonaʻauao a nā haumāna a pau me ke kūpaʻa nō hoʻi i nā ʻōiwi Hawaiʻi.
At Leeward Community College, we mālama all students and affirm our special commitment to Native Hawaiians. We transform the lives of our students through high quality, accessible, and affordable education.

Ma ke Kulanui Kaiaulu o ‘Ewa a me Wai‘anae, mālama mākou i nā haumāna a pau a kūpaʻa mau nō hoʻi i nā ‘ōiwi o Hawaiʻi. Hoʻololi mākou i ke ola o nā haumāna ma o ka hoʻonaʻauao kilohana, ke ala e hiki ai i ka hoʻonaʻauao, a me ka hoʻonaʻauao makepono.
Mission Statements

After campus-wide review, the following campuses requested no changes to current mission statements:

Hawaiʻi Community College
Honolulu Community College
Kauaʻi Community College
University of Hawaiʻi Maui College
Windward Community College
To promote lifelong learning, Hawaiʻi Community College will emphasize the knowledge and experience necessary for Kauhale members to pursue academic achievement and workforce readiness. Aligned with the mission of the UH Community Colleges, we are committed to serving all segments of our Hawaiʻi Island community.

E lilo ana nā kānaka ʻimi naʻauao o ke Kauhale i kupa hoʻoikaika a papau hoʻi i hiki ke ʻaʻa i nā kūlana nōhihi o ko kākou kaiaulu mokupuni a me ko kākou kaiaulu honua.
Honolulu Community College provides accessible educational opportunities through an engaging learning environment that values academic excellence and personal growth of all students, with a kuleana (responsibility) to Native Hawaiians and our community, through career, liberal arts, technology, transfer, and professional training programs.

‘O ka hana kumu o ko Ke Kulanui Kaiāulu ‘o Honolulu e ho‘oholo i ka ho‘ona‘auao ‘ana i nā haumāna like ‘ole a pau ma nā hana a‘o pono he nui, me nā hana e holomua ai i nā mea kumu mana‘o pono, ka paipai ‘ana i ka hoʻoulu pono i nā haumāna a pau, me ke kuleana e lawelawe ai i nā haumāna ‘ōiwi Hawai‘i a e lawelawe pū i nā kānaka o ke kaiāulu e huli ana i ke ola ame ka na‘auao no ka pono o nā lāhui kānaka a puni ka honua, ma nā papa hana hana noʻeau, ke kākoʻo ‘ana i nā haumāna e makemake nei e hele i ke kulanui ame nā papa hana ‘oihana pākōlea like ‘ole.
Kauaʻi Community College is a kahua that inspires, engages, and empowers learners and educators to enrich our community and our world.

Ke kū nei ke Kulanui Kaiāulu ma Kauaʻi ma ke ʻano he kahua e hoʻoulu, hoʻā, a hoʻoikaika ʻia ai ka ʻike a me ka naʻauao o nā kānaka aʻo aku a aʻo mai no ka hoʻowaiwai ʻana i ke kaiāulu a me ka honua.

ʻO ke kahua ma mua, ma hope ke kūkulu.
First comes the foundation, then comes the building.
(ʻŌlelo Noʻeau, number 2459)
The University of Hawai‘i Maui College inspires students to develop knowledge and skills in pursuit of academic, career, and personal goals in a supportive educational environment that emphasizes community engagement, lifelong learning, sustainable living, Native Hawaiian culture, and global understanding.

He kuleana kō ke Ke Kula Nui o Hawai‘i ma Maui e paipai a kākoʻo hoʻi i nā haumāna e ʻimi i ka naʻauao i ke kula, i ka ʻoihana a i ka noho ʻana ma o ka pilina kaiaulu, ka hoʻonaʻauao Hawaiʻi a me ka pono o ka ʻāina a me ka honua.
ʻO keia ka wā kūpono e hoʻonui ai ka ʻike me ka hoʻomaopopo i kō Hawaiʻi mau hoʻoilina waiwai. Aia nō hoʻi ma ke Kulanui Kaiāulu o ke Koʻolau nā papahana hou o nā ʻike ʻakeakamai a me nā hana noʻeau. Me ke kuleana koʻikoʻi e hoʻohiki ke Kulanui e kākoʻo a e hoʻokumu i ala e hiki kē kōkua i ka hoʻonui ʻike a nā kānaka maoli. Na mākou nō e hoʻolako, kākoʻo a paipai i nā Koʻolau a kō Oʻahu aʻe me nā hana noʻeau ākea, ka hoʻonaʻauao ʻoihana a me ka hoʻonui ʻike ma ke kaiāulu — hōʻaʻano a e hoʻoulu i nā haumāna i ka poʻokela.

Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawaiʻi and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide the Koʻolau region of Oʻahu and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment — inspiring students to excellence.
Thank you!
MEMORANDUM

TO: Laurel Loo  
Chair, Committee on Governance

FROM: Alapaki Nahale-a  
Chair, University of Hawaiʻi Board of Regents

SUBJECT: Discussion on the Presidential Selection Process

President David Lassner’s recent retirement announcement requires regents to begin a process to find his successor. The leader of the University of Hawaiʻi is the person most responsible for ensuring we are the best university we can be. The President is also one of the most important and influential leaders for all of Hawaiʻi and carries kuleana for our collective future well-being.

Given all that will be impacted by our selection, it is essential and urgent that we determine a selection process that must be open and transparent, thorough, and attract the kind of candidates that can take on this critical leadership role. Such a process cannot be determined in a vacuum. It must be well crafted and informed by past practice and current best practice.

Thank you for scheduling the discussion of the presidential selection process at your upcoming Committee on Governance meeting, which will hopefully allow regents to provide their respective thoughts and opinions about the selection process. Following the discussion at your Committee meeting, at the October 19 Board of Regents (BOR) meeting, I will ask the BOR to create a permitted interaction group (PIG) pursuant to Section 92-2.5(b)(1), Hawaiʻi Revised Statutes, for the purpose of investigating and recommending a well-articulated presidential selection process to the full board. As required by law, the findings and recommendations of the PIG will be presented to the full board at a subsequent board meeting, hopefully the November 16, 2023 meeting, but no decision can be made at that meeting. Deliberation and decision-making regarding the selection process will occur at a subsequent meeting, hopefully in December 2023. My intention is to schedule a special BOR meeting on the same day we conduct committee meetings (December 7, 2024), as we do not normally have a full board meeting in December.
This process ensures that all regents and all stakeholders will have ample time to weigh in on any presidential selection process proposed by the PIG. The manner in which we conduct the selection process will have a profound impact on who we ultimately select as president.

Due to the restriction on the number of regents that may serve on this “Presidential Selection Process PIG” (less than quorum or no more that 5 regents), my suggestion for the membership of the PIG will be the leadership of the BOR (Chair and two Vice-Chairs), and two regents with the longest service on the BOR. Any regent would be able to serve in this capacity; however, we need to determine a fair way to prioritize membership. I believe this is the most appropriate, but it can also be discussed by your committee to make a recommendation.

I will leave it to your Committee on Governance and ultimately the full board to consider this proposal. I know your committee and our collective regents will fully and thoughtfully consider this and make determinations in the best interests of our University and Hawai’i.
UH System Strategic Plan
2023-2029
Student Success Imperative Update

Board of Regents
October 19, 2023

Debora Halbert, Vice President for Academic Strategy
Farrah-Marie Gomes, Assoc. VP for Student Affairs
Alan Rosenfeld, Assoc. VP for Academic Programs and Policy
Establishing a Framework for Implementation

Cluster Working Groups
- Climate Resilience, Energy and Sustainable Ecosystems; Ocean
- Earth and Atmospheric Sciences; Astronomy and Space Sciences;
- Data Sciences and Global Cybersecurity; Health and Wellness;
- Food Security and Agriculture; Asia-Pacific and Hawai‘i

Hawai‘i Papa O Ke Ao
Leadership group leading Kuleana imperative through three working groups.

Hawai‘i Graduation Initiative
with infusion of Hawai‘i P-20 and Department of Education (DOE) collaboration to drive System and campus actions.

Systemwide Clusters
- Education • UH, Dept. of Education, Hawai‘i P-20
- Healthcare • UH, Healthcare Association of Hawai‘i
- IT • UH Information Technology Services, Chief Information Officer Council, Council of Chancellors
- Skilled Trades • UH Community Colleges
The Student Success Imperative continues the work of the Hawai‘i Graduation Initiative (HGI) that has been part of prior strategic planning efforts. The committee now includes a more dynamic P-20 and DOE collaboration to drive system and campus actions.

- Debora Halbert, UH System
- Alan Rosenfeld, UH System
- Farrah-Marie Gomes, UH System
- Lisamarie Bensman, Windward CC
- Christopher Holland, UH Hilo
- Tiana Loo, UH Community Colleges
- Jessica Miranda, UH West O‘ahu
- Michaelyn Nākoa Hall, Kapiʻolani CC
- Kapā Olivera, UH Mānoa
- Kara Plamann Wagoner, UH System
- Stephen Schatz, Hawai‘i P-20
- Della Teraoka, UH Community Colleges
- Chassidy Sakamoto, UH Mānoa
Student Success is NOT a Single Strategy

Select History of Hawai‘i Graduation Initiative (HGI) Activities and Campus Initiatives

- **STAR Degree Audit System**
- **Running Start**
- **Academic Advising & Transfer Network**
- **Kai‘e’ie Pathways**
  - **2006-2009**
  - **Academic Program Sheets and Degree Maps**

- **Automatic Admission**
  - **2010-2011**
  - **Ka‘ie’ie MOUs**

- **STAR GPS**
  - **2014-2015**
  - **First Food Insecurity Committee**
  - **Zero Textbook Costs**
  - **Co-requisite Math & English**

- **Automatic Admission**
  - **2012-2013**
  - **Fifteen to Finish**
  - **Early College**
  - **Reverse Transfer**

- **Basic Needs**
  - **2016-2019**
  - **Open Educational Resources**
  - **Cross-Campus Course Sharing**
  - **Dashboards for Student Success**

- **Basic Needs**
  - **2020- Present**
On-time graduation and success have improved dramatically over the past five years.
6-Year Graduation Rates have also improved.
Infusing equity in our reporting sparks inclusivity.

Source: University of Hawaiʻi, Institutional Research, Analysis & Planning Office
Student Success Imperative Updates

- Student Success Committee prioritization process and action items
- Brown bag
- Metrics and data
Imperative:
Promote Successful Students for a Better Future

Goal: Educate more students, empowering them to achieve their goals and contribute to a civil society.

1. Increase participation in post-secondary education statewide.
2. Provide necessary support for student success, including addressing barriers to access, basic needs (such as food and housing insecurity) and holistic health and wellness.
3. Fully deploy multiple modalities of instruction that recognize changing times and widely differing student preferences, needs, and goals.
4. Provide innovative learning experiences that prepare students to achieve their personal and professional goals while fulfilling their kuleana to people and place.
5. Improve campus infrastructure to develop successful students and a vibrant, inclusive, and safe environment on campuses across the UH System.
## Student Success Action Item Assessment
### Sample Illustration of Process

<table>
<thead>
<tr>
<th>Objective</th>
<th>Implementation Action Item</th>
<th>Year 1 Priority</th>
<th>Year 2 Priority</th>
<th>Year 3 Priority</th>
<th>Year 4 Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postsecondary Ed Participation</td>
<td>All top transfer programs will have clear articulation pathways between community colleges and baccalaureate degrees. (SNW)</td>
<td>Year 1 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
</tr>
<tr>
<td>Postsecondary Ed Participation</td>
<td>Provide enhanced opportunities for students in remote and rural areas to access higher education via distance programs, especially in key areas of workforce need. (SNW)</td>
<td>Year 1 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
</tr>
<tr>
<td>Postsecondary Ed Participation</td>
<td>Develop process to monitor and report on the post-graduation success of students. (SNW)</td>
<td>Start in a future year</td>
<td>Start now for implementation later</td>
<td>Start now for implementation later</td>
<td>Start now for implementation later</td>
</tr>
<tr>
<td>Postsecondary Ed Participation</td>
<td>Support student completion and/or transfer by streamlining processes (e.g., application, registration, scheduling, course placement, articulation). (SNW)</td>
<td>Year 1 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
</tr>
<tr>
<td>Postsecondary Ed Participation</td>
<td>Develop a system-wide transcript for the Community Colleges.</td>
<td>Undecided</td>
<td>Undecided</td>
<td>Undecided</td>
<td>Undecided</td>
</tr>
<tr>
<td>Postsecondary Ed Participation</td>
<td>Strengthen the pipeline of early college students in areas of statewide need (teaching, skilled trades, IT, healthcare) by x/n. (SNW, DE)</td>
<td>Year 1 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
<td>Year 2 priority</td>
</tr>
<tr>
<td>Postsecondary Ed Participation</td>
<td>Provide opportunities for historically underrepresented high school students to take summer bridge programs after high school graduation.</td>
<td>Start now for implementation later</td>
<td>Undecided</td>
<td>Start now for implementation later</td>
<td>Start now for implementation later</td>
</tr>
</tbody>
</table>

10
Prioritized Student Success Activities (1-2 Years)

1. Streamline processes (e.g., sense of summer, admissions, transfer, articulation).
   Objectives 1, 5

2. Strengthen the pipeline of early college students in areas of statewide need.
   Objectives 1, 2, 3

3. Program development for support of students’ basic needs, especially housing, food, and mental health.
   Objectives 2, 5

4. Establish cross-campus course sharing (C3S) between two-year and four-year campuses, and between four-year campuses.
   Objectives 3, 4, 5

5. Provide faculty opportunities for professional development to integrate equity-based practices into the classroom.
   Objectives 4, 5

6. Invest in advanced technology and learning equipment (e.g., Learning Management System).
   Objectives 3, 4, 5
Brown Bag: Participation was from all campuses

Campus
34 responses

- Hawai‘i Community College: 36.2%
- Honolulu Community College: 11.8%
- Kaua‘i Community College: 8.8%
- Kapiolani Community College: 8.8%
- Leeward Community College: 8.8%
- UH Maui College: 8.8%
- Windward Community College: 8.8%
- UH Hilo: 8.8%

Affiliation
34 responses

- Student: 82.4%
- Employee: 17.6%

Today’s session was informative and helpful in understanding what UH is doing to improve Student Success.
34 responses

- Strongly Agree: 61.8%
- Agree: 23.5%
- Neither: 11.8%
- Disagree: 8.8%
- Strongly Disagree: 8.8%
What word or phase comes to mind when you think about student success?
167 responses
System Brown Bag on Student Success (9/29/23)

Select Student Success programs and processes across UH

Link: https://go.hawaii.edu/ySS
How we will measure our success.

Metrics Identified in Strategic Plan

- Number of degrees and certificates awarded, disaggregated for underrepresented groups
- Number of returning adults
- Distance/online program enrollment
- Social/economic mobility index or survey results of alumni perception of success after graduation

Other Possible Metrics

- Develop a process to monitor and report on the post-graduation success of students
- Campus climate assessment
To Begin Now for Future Implementation

- Increase the number of degree opportunities open to rural, remote, and part-time students either through online or low residency programs.
- Increase quality and quantity of experiential learning opportunities (e.g., paid internships).
- Enhance existing curriculum to promote student engagement in civil society across all campuses.
Item VII.
Executive Session

ITEM TO BE DISCUSSED IN EXECUTIVE SESSION
Item VIII.
Evaluation of the President

NO MATERIALS