MINUTES

BOARD OF REGENTS’ MEETING

March 19, 2015

I. CALL TO ORDER

Chair Randy Moore called the meeting to order at 10:01 a.m. on Thursday, March 19, 2015, at Kapi‘olani Community College, Ka ‘Ikena Room, Ohelo Building, 4303 Diamond Head Road, Honolulu, HI 96816.

Quorum (13): Chair Randy Moore; Vice Chair Jan Sullivan; Vice Chair Eugene Bal; Regent Simeon Acoba; Regent Chuck Gee; Regent Pete Hoffmann; Regent Ben Kudo; Regent Coralie Matayoshi; Regent Barry Mizuno; Regent Helen Nielsen; Regent Lee Putnam; Regent Michelle Tagorda; and Regent Sanford Yuen.

Excused (2): Regent Jeff Portnoy, Regent Dileep G. Bal.

Others in Attendance: President David Lassner; Vice President for Academic Affairs, Risa Dickson; Vice President for Administration, Jan Gouveia; Vice President for Budget and Finance/Chief Financial Officer, Kalbert Young; Vice President for Community Colleges, John Morton; Vice President for Information Technology and Chief Information Officer, Garrett Yoshimi; Vice President for Legal Affairs and University General Counsel, Darolyn H. Lendio; Vice President for Research, Vassilis Syrmos; Interim UH Mānoa Chancellor, Robert Bley-Vroman; UH Hilo Chancellor, Don Straney; Kapi‘olani Community College Chancellor, Leon Richards; Honolulu Community College Chancellor, Erika Lacro; Leeward Community College Chancellor, Manuel Cabral; Maui College Chancellor, Lui Hokoana; Executive Administrator and Secretary of the Board of Regents, Cynthia Quinn; and others as noted.

II. APPROVAL OF MINUTES OF FEBRUARY 19, 2015 MEETING

Vice Chair Sullivan moved to approve the minutes of February 19, 2015 meeting, with the two amendments that were circulated. Regent Gee seconded the motion.

Regent Acoba proposed a friendly amendment to the motion to amend page 11 to reflect that “The board discussed at length appropriate processes to take a position as the university or as the board versus testifying in an individual capacity, as the president or board chair. Board members commented that no board position can be taken on any bill without holding a public meeting, that it is critical to understand the larger impact of certain bills before taking a board position, and that each member should share any concerns individually with the board chair.”

Vice Chair Sullivan accepted the friendly amendment to the motion, Regent Gee seconded, and the amended motion was unanimously approved.
III. PUBLIC COMMENT PERIOD

Executive Administrator and Secretary to the Board of Regents, Cynthia Quinn announced that no written testimony had been received and no individuals signed up to provide oral testimony.

IV. REPORT OF THE PRESIDENT

President Lassner shared the following events, news and activities of the month:

1. The University of Hawai‘i at Hilo (UHH) and the University of Hawai‘i-West O‘ahu (UHWO) received Western Association of Schools & Colleges (WASC) accreditation for seven years, and the notice of concern on UHWO was removed. WASC provided comments on areas that need improvement and there is a process for ongoing continuous improvement.

2. A number of programs at the University of Hawai‘i at Mānoa (UHM) did very well in the U.S. News & World Report new rankings of graduate schools. The John A. Burns School of Medicine (JABSOM), moved up into the top 20 medical schools in the country for primary care. This is the third year that JABSOM has been #1 in research among medical schools that do not have a hospital.

3. The men’s and women’s basketball teams advanced to the conference championship finals and the men’s volleyball and women’s sand volleyball teams are ranked #1 in the country.

4. There is a second cohort of its XLR8UH proof of concept center. He explained that as part of UH’s innovation agenda to commit to a more cohesive and comprehensive approach to commercialization of intellectual property, eight additional UH innovations have been selected for investment and mentorship, and are eligible to receive up to $50,000 in state funding, and could potentially move onto the next stages of incubation. This program has been very well regarded in the community and is beginning to attract national attention as well.

5. Electronic approval of travel will begin April 1, to reduce the most paper intensive processes, as well as simplify the processes and approvals.

6. The Western Interstate Commission for Higher Education (WICHE) visited and held interviews with board leadership, faculty and student leadership groups at UHM and the UH System (system), regarding combining positions of chancellor and president and plans to have a draft for discussion at the end of the month. At the same time, there are four working groups working on streamlining operations between the system and UHM in areas of Human Resources, Research, Communications, and Facilities Construction. All options are on the table to provide improved and cost effective services to the system and campus.
7. Regarding the Cancer Center, work is underway internally, with Dean Hedges leading in conjunction with JABSOM CFO Nancy Foster and Vice President for Budget and Finance/Chief Financial Officer Kalbert Young, to identify community members with general expertise about finance and healthcare in Hawai‘i and an outside consultant to advise the university on the costs, revenue possibilities and opportunities, additional opportunities for participation by health care communities, state and federal government, and commercialization, essentials to maintain designation based on current National Cancer Institute (NCI) requirements, and savings and reductions that can result from merging the Cancer Center into JABSOM as an organized research unit. A first draft should be done this week, which will be internally reviewed and time will be scheduled with external stakeholders to review, with the first phase available by the end of the month. This first phase will not have revenue solutions, but will lay out costs and options as a platform to discuss with the Legislature and others. They also need to identify alternative scenarios should Hawai‘i collectively determine it cannot afford an NCI designated cancer center.

8. The State House of Representatives (House) passed an operating budget for UH at current levels in a lump sum form and moved the entire General Fund appropriation into one account for the entire system, with the position that the university should allocate its funds internally completely. The university has consistently supported this as a matter of principle, but it is a challenge with no new money. Discussions are continuing with the finance chair, who also indicated appropriation bills to provide supplemental funding are being considered.

The House appropriated a total of $81 million in General Obligation (GO) Bonds, which is more than the Governor proposed, but is less than what is needed to maintain status quo, and adds funding for projects that were not requested by UH. This is the first step to a long process.

The bill seeking to repeal UH autonomy was held indefinitely in the Senate Ways and Means Committee as were the measures to abolish the Regents Candidate Advisory Council, change board composition to add students and faculty to the Board of Regents, and abolish authority of the university to hire its own attorneys. The university’s rulemaking bill to move Chapter 91 rules to board policy was held indefinitely, so UHM will be coming back to the board with parking fee requests, which are required by statute. The technology transfer bill, dual credit, and financial management to maintain control over finances bills are all moving.

9. Regarding legal matters, in 2006, a complaint was filed against the university over the policy providing resident tuition to nonresident Native Hawaiians. Nine years later, the U.S. Department of Education Office of Civil Rights issued its opinion which found that the university was not in violation. The class the university was using was not based on race, color, or national origin.
10. The Executive Policy on Sustainability was promulgated and efforts are moving forward, and the leadership on these efforts is transitioning from VP Morton to VP Gouveia. Next month the university will be working on Hawai‘i’s Aloha+ Challenge Dashboard, a statewide initiative showing the state’s commitment to meet clean energy and solid waste reduction targets and track progress on those targets.

11. At the request of Nainoa Thompson and the Polynesian Voyaging Society, he will be going on a trip to Aotearoa to promote worldwide voyage for mālama honua (caring for the earth) as an educational mission. He will be meeting with educational leaders from New Zealand and Hawai‘i. He is also going to spend time learning about indigenous education practices, to bring back to support the university’s mission of being a model, indigenous serving institution.

Report of University of Hawai‘i Student Caucus Representatives

President Lassner introduced Sara Perry, Chair of the University of Hawai‘i Student Caucus. He noted this presentation was part of the board’s initiative to increase direct communication between the regents and university governance groups.

Ms. Perry provided a powerpoint presentation (Attachment 1) that covered what the student caucus organization was and what they do, its organizational structure, current delegates, and reviewed activities for the past few years.

Regent Gee recognized the fine work done by the student caucus and asked if they had considered taking up the question of expanding health care services for students, especially with respect to psychological issues and campus safety. Ms. Perry responded that they have testified in support of Title IX issues, as other student governments on other campuses have done on their own level, and will consider those concerns at the caucus meeting next week.

Regent Kudo commented that the policy initiatives the caucus has undertaken are proof of the power of the student voice and its important. He encouraged the caucus to consider taking up the cause of repair and maintenance of facilities on all campuses, which affects the learning environment for students. The board needs that help from students, particularly as it affects students more than others. Their voice would help in the cause with the Legislature and he asked Ms. Perry to have the caucus consider that. Ms. Perry concurred and she would pass that on at the next caucus.

Regent Tagorda commented that she had met a few times with the caucus and thanked them for all their work and their willingness to communicate with the board and keep that relationship going. Ms. Perry said they try to be as transparent as possible in dealings and their meetings are open to students, faculty and anyone else that wants to attend.

Chair Moore said he was impressed with the list of issues the caucus has taken on,
the success they have had, and for Ms. Perry bringing it to the attention of the board.

**Report of Host Campus**

President Lassner introduced Kapi'olani Community College (KapCC) Chancellor Leon Richards. Chancellor Richards welcomed everyone to KapCC and provided an update on the planning process of the campus strategic plan. The 10 campus system completed its strategic directions and so have the 7 campus community colleges. KapCC is engaged in a community and campus-wide process to update their strategic plan. He introduced Bob Franco, Director of the Office of Institutional Effectiveness, to share about the process and what had been accomplished so far. President Lassner added that Director Franco was recently awarded the 2015 UH President's Leadership Award for his contributions to systemwide sustainability efforts.

Director Franco provided a powerpoint presentation (Attachment 2) that covered their planning principle and process; alignment of strategic directions; and final steps of the planning process. He noted that the posters displayed in the building highlight the undergraduate research being done as a leading way to engage students in learning and achieving in STEM fields.

Chancellor Richards said their Long Range Development Plan was adopted by the board in 2010. They want to break ground on the CIP at Diamond Head this year. They also want to engage with Leahi Hospital as part of the continuing partnership to create a teaching hospital at Leahi, including the vacant lot between Leahi and Diamond Head. They also want to engage with Leahi and other units to create a food development and innovation center.

Regent Gee asked what the major current obstacle was, how the toughest issues were being resolved, what grade KapCC would give themselves on total progress, the number of international and mainland students, and if growing enrollment required looking beyond Hawai’i. Chancellor Richards thanked the faculty, staff and students for their teamwork and rated the campus efforts a B+. He noted that a number of areas still need to be worked on to better serve the state and the community and said facilities are crowded in terms of offering classes for noncredit continuing education. Online classes have been one solution, 28% of classes are offered online and the goal is to reach 35%. They have partnered with Kaimuki and Roosevelt High Schools to offer credit classes on their campuses, as enrollment at those schools is decreasing. They are also reaching out to charter schools and other schools outside of service areas have asked KapCC to partner with other community colleges to ensure increased access to courses. Students prefer college courses over AP courses as the credits count towards graduation, so they are moving into that area. There are currently 750 international students, representing 8% to 9% of the entire enrollment at KapCC and paying upwards of 35% of the tuition. They want to increase that number, and if nonresident students are added in, that number increases to 12% to 13% and percentage of tuition rises to 40%. KapCC also relies heavily on grants from federal government, state, and philanthropic organizations, such as the Title III grant to renovate facilities to bring them
into the 21st Century 3rd decade time period. They want to reach out and provide an education to the students of Hawai‘i that is second to none and he noted that KapCC students are able to compete statewide, nationwide and internationally.

Regent Acoba asked what percentage of students go onto 4 year colleges either in Hawai‘i or elsewhere and the level of marketing done internationally to promote programs. Chancellor Richards said on average approximately 500 students transfer to 4 years colleges within the University of Hawai‘i System, and 120 students transfer to mainland colleges and universities. KapCC, along with other community college campuses have pioneered agreements with the 4 year colleges within the system. The Ka‘ie‘ie Program is a partnership with UHM, and Ka‘ie‘ie Program transfer specialists have been placed on campus at the Mānoa Transfer Coordination Center to assist students with starting on a bachelor’s degree while at KapCC. There is also the Ho‘omim‘i partnership agreement with UHH between that allows KapCC students to enter the pharmacy school, business, agriculture, and astronomy. The newest agreement is the Mānanawai agreement with UHWO where students who transfer to UHWO can get their Associate in Science degree at KapCC to complete a Bachelor of Applied Science, and the number of students taking advantage of this program is growing. Another initiative is reverse transfer, where students transfer from KapCC before they graduate with Associate in Science or Associate in Arts degree. Since the reverse transfer started in 2012, there have been 884 students who have earned their associate degree while completing their bachelor degrees at one of the 4 year campuses. Chancellor Richards indicated they had done some marketing, but the reputation of their programs attracts students. In the Hospitality and Tourism program, about 25% to 29% of the students are international, and the number is less in the Culinary Arts Program, but international students serve on KapCC’s American Culinary Federation Competition teams. He noted that the Culinary Arts Program is strong, but so are the health programs, which provide trained allied health paraprofessionals to the hospitals. These individuals must take national certification exams in order to work, and KapCC students have a 98% to 99% success rate with national boards. He would like to see health mentioned in the same breath as culinary, and they are working with business to reach the same level of reputation. Their arts and sciences programs are already ranked quite highly statewide and nationwide.

Vice Chair Sullivan commented that subtle changes were recently made on the strategic directions initiatives and the board’s intent in adopting the high performing system of higher education initiative was to recognize the need to focus on efficiency and processes. She noted one of the student caucus resolutions was to improve business processes and asked if this was something that KapCC was going to address as well. Chancellor Richards responded that they have started that process with Vern Ogata, Chair of the KapCC Faculty Senate and the Student Success Council. The council developed a position paper which is in the process of being implemented in terms of student success, and how a 21st Century 3rd Decade student differs from students of the past, with pedagogical improvements being put in place along with technology to reach all students. Director Franco added that the business and human
resource/administrative services are developing new satisfaction measures on efficiency and effectiveness requested from accrediting agencies.

Regents inquired as to online course utilization for 2 year degrees, and how tuition is accounted for in the reverse transfer program. Regarding online demand, Chancellor Richards said that the percentage varies by program and according to student preference. Louise Pagotto, Vice Chancellor for Academic Affairs said there were some certificate programs that could be completely done online, but mostly in business and short term certificates of 3 or 4 courses. In terms of tuition, Chancellor Richards answered that campus designated as the student’s home campus gets the tuition. President Lassner added that this is done systemwide.

V. REPORT OF THE UNIVERSITY OF HAWAI’I FOUNDATION

President Lassner noted that the University of Hawai’i (UHF) Development Operations Report for the period July 1, 2014 to January 31, 2015 was distributed earlier to the board and showed approximately $100 million in outright endowment and expendable gifts and pledges. There were no questions from the board.

VI. REPORT ON GIFTS, GRANTS, AND CONTRACTS

VP Syrmos reported that February closed at $14 million in extramural sponsor awards, which is $5 million less than the February 2014, due to the short month. Balances are still up 10% to 11% for the year, and expected to do well in the remaining 4 months. He added that regarding 10 of the companies in the XCLR8UH program, 3 are student founded. There were no questions from the board.

VII. COMMITTEE REPORTS

A. Report from the Committee on Budget & Finance

Committee Chair Sullivan reported that the committee held its monthly meeting on March 4, 2015, to discuss two ASUH-related agenda items on increase of the UPASS transportation fee and change in management of the Stadium Stock Fund, both of which are on today’s consent agenda. After doing due diligence, ASUH recommended approval of a $10 per semester increase to $40 per semester mandatory bus pass starting in fall 2015, with another $10 increase starting in fall 2016. This requirement would not pertain to the outreach college, law school or medical school who have opted out of the mandatory fee program. The committee recommended approval by the full board. The second item is an ASUH proposal to approve a change in the investment advisor for the Stadium Stock Fund from Merrill Lynch to Graystone Consulting (Graystone). Merrill Lynch has instituted a corporate policy to withdraw from wealth management services for public entities. The committee reviewed the proposal and recommended approval by the full board.
Chair Moore indicated both these items were on the consent agenda and now was the appropriate time for questions.

Regent Gee expressed concern about the change in investment advisor and whether the 0.25% management fee was assessed and if the discretionary investment fee of 0.40% was separate from the management fee. Krista Ann Lee, Chair of the ASUH Investments and Long Range Planning Committee responded that the 0.25% management fee was based on the total value of the portfolio, and the 0.40% management fee was in Graystone’s original proposal, but that was based on a discretionary advising fee. ASUH wanted a non-discretionary so the new fee is 0.25%. Davin Kubo of Graystone added that the fee was based on the quarterly value. Regent Gee asked the total value of the portfolio and Ms. Lee responded it was $8,327,220.50.

Regent Acoba inquired as to the return rate for Merrill Lynch and the investment policy regarding utilization of the funds and commitment that would have long-term impact on students. Mr. Kubo responded that Graystone was not provided the actual Merrill Lynch returns, and therefore, could not make a statement on comparing Graystone performance to Merrill Lynch. He explained that their approach is that they anticipate a typical portfolio like this spending about 5% annually, and would structure the portfolio to provide a return greater than the 5% spending plus inflation and costs. Minimally they are looking at a 7% to 8% return, but returns are not always linear, but that is how they would create the asset allocation for the portfolio. He noted that returns are determined by risk profile and actual selections, and one item they are typically seeing is a balance of active and passive investment from most clients, which is one thing that would help improve returns in general given that the current portfolio is predominantly active. Having a proper balance can help improve returns and cover expenses. Stephen Nishihara, President of ASUH said that as a policy ASUH only uses up to 5% of its budget every year to fund programs, scholarships, grants and research awards, and RIO funding.

B. Report from the Committee on Community Colleges

Committee Chair Bal reported that the Community Colleges Committee met on March 18, 2015 and was briefed by VP Morton on the Complete College America (CCA) annual conference held in Miami this past December, annual transfers and Community College Career Training (C3T) program. The CCA is a national nonprofit organization with membership from 34 states and the Northern Marianas Islands, whose purpose is to increase number of students completing college with degrees and credentials and to close the attainment gap for traditionally underrepresented populations. They have prescribed 5 game changers, including performance funding, corequisite remediation, fulltime is 15, structured scheduling, and guided pathways to success. VP Morton briefed the committee on what the community colleges were doing to align with the game changers and the committee was impressed with the progress being made. The annual transfer of community college students to 4 year institutions is largely a statistical view, but the committee was provided with some qualitative information. Fiscal Year 2009 to Fiscal Year 2013 showed 4,000 annual transfers occurred, 60% are
to UHM and 40% are not. Qualitatively, the committee was provided information on the majors, campuses, and non-UH colleges to which these students are transferring. The C3T is a Department of Labor program, and over the past 4 years $52 million was awarded to UH community colleges for workforce development; and in 2011, $24.6 million was awarded to UH community colleges, which at the time was the largest C3T award in the U.S.

C. Report from the Committee on Personnel Affairs

Committee Chair Matayoshi reported that when the Legislature adopted its biennium budget in 2013, a proviso (Section 130) was inserted requiring the board to approve the salaries of any officer or employee whose prospective annual salary was at least the same as the governor. The board had already been concerned about the salary levels of Executive/Managerial (E/M) employees, the university’s most visible employees, and had been working on a similar policy which was adopted as an interim policy in August 2013. The budget proviso sunsets at the end of this budget year and the committee will be looking at whether to make the interim policy the board adopted permanent. There are a number of other items that need further discussion at the committee level including faculty workload and extramural support for research position salaries.

VIII. ITEMS FOR DISCUSSION & APPROVAL

A. University of Hawai‘i at Manoa:

1. By Consent Agenda:
   a. Approval of change in investment consultant/advisor for the ASUH stadium stock fund
   b. Approval of an increase in the mandatory student U-Pass transportation fee for UH Mānoa students

   Regent Mizuno moved to approve the consent agenda, Regent Tagorda seconded, and the motion carried unanimously.

2. Request to approve contract through RCUH for POST 08 Laboratory Refurbishment in Excess of $500,000 for a Nano-Analysis Facility in Support of Materials Research and Training, School of Ocean & Earth Science & Technology (SOEST)

   Dr. Brian Taylor, Dean of SOEST and Interim Vice Chancellor of Research at UHM, presented the request to complete refurbishment of the Pacific Ocean Science & Technology (POST) 08 lab. Regents raised concerns regarding impact on the Facilities & Administration (F&A) recovery rate, source of funding, and accessibility to the equipment by other departments. IVC Taylor responded that this contract will actually help increase the F&A recovery rate, and the funding would come from Research Training & Revolving Fund monies. As the lab is a campuswide facility, operated on a revolving fund, it is available for use on a recharge basis. He further explained that
there should be an additional contingencies budget item up to 10% of the Phase II construction contract, and requested that the memo be amended to allow a contingency on the $500,000 of up to $50,000 on the Phase II contract, or $235,000 overall.

Regent Gee moved for approval of the contract through RCUH for POST 08 Laboratory Refurbishment in Excess of $500,000 for a Nano-Analysis Facility in Support of Materials Research and Training, SOEST, with the additional 10% contingency on the Phase II construction contract. Regent Mizuno seconded the motion.

Regent Acoba raised concern about the future of the project as the project was already significantly behind schedule, putting the equipment warranty and service contract at risk, and having negative implications on faculty salary and tenure. IVC Taylor said if approved, they could bring the project to completion by the summer. They have been carrying costs, the warranty and service contract will be renewed using extramural funding, and costs will be recovered through recharging. The lab and its services were still very feasible, but the delay had impacted Dr. Bradley's extramural funding and personal income. Dr. Ishii is a tenure track professor and received state funds, Dr. Bradley is dependent on the grants and contracts he raises and the revolving fund for use of the facility. The project would fail if the request was not approved, and noted the project should have been completed more than 6 months ago. This lab had an interesting set of connections to the other labs around it, specifically with the HVAC system, which caused the scope of the project to exceed original expectations.

Chair Moore added that historically the Research Corporation of the University of Hawai‘i (RCUH) construction projects less than $500,000 could be done by RCUH, and projects more than $500,000 required board approval. This project started out as less than $500,000, but ended up being more, which is why board approval is needed to allow the university to contract with RCUH to handle this construction work.

The motion having been moved by Regent Gee and seconded by Regent Mizuno, the motion was unanimously approved.

B. University of Hawai‘i System: Informational Briefing on Public Relations and Communications

President Lassner explained that the information briefing was one of the items requested by the board at its retreat. The presentation intended to provide the current status of the public relations and communications at the system level. Administration is concerned and working on a high level of alignment with the campuses.

VP Gouveia explained the new approach of appointing Dan Meisenzahl as the UH media spokesperson, in an effort to create a one voice strategy and concept and to be more consistent in messaging.

Mr. Meisenzahl gave information on his background and the work being done by the UH System Media Production office, and the public relations efforts to establish and
promote a favorable relationship with the public through internal and external communications. The internal audience is comprised of regents, students, faculty, staff, and alumni, and external audience is the general public. He recounted examples of the past years’ hostile, aggressive media versus an unresponsive, closed university.

System is presently working on dismantling the negative narrative by getting communicators across the system to work collectively, beginning with the system handling public relations, particularly media relations, for both UHM and system and every campus in the system when requested. This approach is a renewed commitment to transparency, openness and responsiveness. All media calls are now centralized, allowing responses to be prompt using all forms of communication. The mantra is to admit when a mistake is made and explain how it will be prevented from happening again. If falsely accused, vigorously defend themselves and use as much energy and strategy on those first two points to positively promote the university. Every media inquiry is an opportunity to tell the university’s story, which would not be possible without the current leadership, all of whom have embraced this concept. He illustrated the new approach with an example of a news investigation about students being sexually harassed by faculty and staff as an opportunity to talk about the support services available for students, efforts taken to strengthen the Title IX staff, and the newly updated Sexual Harassment and Assault policy.

Another step being taken is to repair relationships with the media through meetings with news directors and reporters to listen and stress the university’s renewed commitment to transparency, responsiveness and openness.

A new protocol is to inform regents before communications are released to media. Likewise, students, faculty, staff, alumni, and regents should receive communications first whenever possible by using every tool available including email, broadcast, UH news webstories, and social media networks. Recent examples of this would be the NCAA allegations, the Cancer Center report, the UH System Sexual Assault and Harassment policy, the latest developments of the Athletic Director search, and the Smoke Free announcement.

Press release strategies are being improved to find a better way to present content to the internal audience through utilizing RSS feeds, training for all UH communicators on creating more robust UH News stories for the internal audience, identifying programs and events worthy of more strategy and coverage, sending weekly email blasts, creating custom news platforms to drive people and hopefully the media to the UH News site with actual news located there. There is value in working together collectively to create a foundation for UH public relations to take the next steps forward.

Board members noted an improvement in public relations since last year, and concurred with increasing efforts to build relationships with media, preempt negative publicity, and collaborate internally to publicize the good work of the university. They also commented on the need for training for responding to reporters, structuring communications systemwide to work with the new approach with system as lead,
working towards organizational efficiencies, increasing regular releases of good news to deflect negative publicity, creating a list of UH expert referrals to assist reporters in understanding the complexities of the university, informing the Legislature, expanding the reach nationally and internationally, and the need for clear protocols for a coordinated and responsive crisis communications management and strategy. Diligent and steady work is needed to rebuild relationship between UH and the broader community.

VP Gouveia responded that recent personnel changes have left voids in the office. A communications assessment, improvement, and reorganization is one of four working groups initiated by President that is in progress. Some of the ongoing work included: engaging with the neighborhood and community groups, tracking and submitting media stories nationally and internationally, working closely with the board office and communicators for a crisis communication plan, and creating talking points for communicators and regents. She noted that the other element to communications strategy is prevention, by improving awareness to avoid creating the crisis when making decisions, taking action or exhibiting certain behaviors.

President Lassner concurred that communicators work for the university and not just for a particular unit. Thus, while relationships and protocols are being developed, a message from him to the chancellors directing that communicators consult with system, in particular regarding crisis communication, would align with the progress being made. He added that in addition to communications, the other working groups reviewing construction and facilities, human resources, and research are proceeding at different paces, and are expected to submit initial reports by the end of the semester.

Vice Chair Sullivan noted the deep dive was done at the request of Regent Portnoy and it would be a good idea if this information could be presented to him as he had conveyed his concerns about how public relations and crisis management are handled.

**IX. EXECUTIVE SESSION**

Upon motion by Regent Kudo, seconded by Regent Matayoshi, the Board unanimously approved convening in executive session, pursuant to HRS §92-5(a)(2), to discuss personnel matters. The Board convened in executive session at 12:34 p.m. Following a motion to come out of executive session by Regent Kudo, seconded by Regent Matayoshi, which was unanimously approved, executive session was adjourned at 3:02 p.m.

The meeting reconvened at 3:03 p.m. Chair Moore explained that the board went into executive session to discuss confidential matters regarding personnel and collective bargaining as indicated on the agenda.

**X. ANNOUNCEMENTS**

Chair Moore said the next board meeting would be at the regular time on April 16,
2015 at UH Hilo, and there would be a special meeting on June 2, 2015, to approve the budget if they are not able to finish that up by May.

**XI. ADJOURNMENT**

There being no further business, Regent Putnam moved and Regent Hoffman seconded, and with unanimous approval, the meeting was adjourned at 3:05 p.m.

Respectfully Submitted,

/S/

Cynthia Quinn  
Executive Administrator and  
Secretary of the Board of Regents
The University of Hawai‘i
Student Caucus
Organized since Spring 1991, the University of Hawai‘i Student Caucus (UHSC) is the system wide association of all campus student governments, formally recognized by the University in spring 2003 through executive policy.
Organizational Structure

The UHSC serves as a direct advisory board to the UH President on matters mainly relating to policy, as concerns the student body.
Who we are:

- Composed of two voting delegates from the eleven campus student governments, UHSC serves to advocate collectively for the interests of students. The caucus affords student leaders the opportunity to communicate to University administration, the Hawai‘i State Legislature, the Governor, and other offices, the needs and concerns of UH students on issues of particular concern.
2014-2015 Delegates

- UH Mānoa: ASUH  Stephen Nishihara  Kelly Zakimi
- UH Mānoa: GSO  Adrienne Copeland  Bret Polopolus-Meredith
- UH Hilo  Melinda Alles
- UH West O‘ahu  Sara Perry  Ryan Sommer
- UH Maui College  Danette Arroyo  Lynette LeTendre
- Hawaii CC  Cherisse Souza  Stacey Kuamoo
- Honolulu CC  Gerimi Tangonan
- Kapiolani CC  William Arenivas
- Kauai CC  Allison Domenden (Napua)  Robin Matutina
- Leeward CC  Trong Dang  Heather Gottshall
- Windward CC  Donita Garcia  Mary Voeller
Testimony to the Board of Regents & State Legislature to give veterans in-state tuition status at UH

Testimony on the Pell Grant Protection Act to allow for more student access to college funding

Resolution on class standing to align with the "15 to Finish" campaign

Identified 150+ classes with articulation issues in the System, and continuing to work in committee on this

Resolution to implement a standard operating procedure system-wide for business offices to progress efficiency and accountability practices

Resolution to add students and faculty members to the UH Board of Regents

Wrote legislation and testified at the Legislature on BOR restructuring (HB 552/SB 636)

Resolutions to Divest from investments in fossil fuels as an income source for the UH Foundation and UH BOR

Hiring committee support

News & Updates
What's the word around campus?

Diversity Month events in Lama Library
Posted by KCC on Mar 12, 2015
Celebrate Diversity Month with a range of workshops, panel discussions, documentary, and movie viewing in Lama Library: April 1, 11:30-1:00pm. Screening

Kapiʻolani Students Praised
Posted by KCC on Mar 12, 2015
This past weekend a team of 8 students from Kapiʻolani Community College competed in a 3-day cyber defense exercise against other teams in Alaska.

27th Annual International Festival – March 16
Posted by Anne Crump on Mar 11, 2015
First Annual KAPIʻOLANI LANGUAGE, CULTURE & CINEMA INSTITUTE (KLCCI)
Please join us as we celebrate student engagement, learning and achievement
Kapiʻolani CC: Aligning Strategic Directions & Outcomes
presented to the UH Board of Regents

Leon Richards, Chancellor
March 19, 2015
Kapi‘olani Community College: Strategic Directions: 2015-2021

Planning Principle
Student Engagement + Learning + Achievement = Student Success

- **Engagement** = Active, collaborative, challenging and motivating experiences
- **Learning** = We are preparing students for productive futures
- **Achievement** = Evidence of timely certificate & degree completion and transfer
Planning Inputs

- UH System Strategic Directions
- UH Manoa Strategic Plan: campus level, compare/contrast
- UHCC Strategic Directions
- Hawai‘i Papa O Ke Ao Report
- UH Executive Policy on Sustainability
- College/University President’s Climate Commitment
- 40 KCC Faculty and Staff Via Chancellors Advisory Council
- 40 Community and Education Stakeholders
Planning Process

- Began with invitation to participate to all faculty and staff, August 2013.
- Communication of UH, UHM, UHCC Planning Documents to the present.

Pace of planning picked up in spring 2015

- Meeting twice per week in February, March and April 2015.
- Review and Revising Our Mission, Vision, and Values.
- Feedback from Community Stakeholders on “Productive Futures,” March 4, Informs KCC Strategic Outcome 3.
## Alignment of Strategic Directions

<table>
<thead>
<tr>
<th>UH Strategic Directions</th>
<th>UHCC Strategic Direction</th>
<th>Kapiʻolani Strategic Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawaiʻi Graduation Initiative</td>
<td>Improve Student Achievement</td>
<td>1) Improve Student Achievement</td>
</tr>
<tr>
<td></td>
<td>Grow Enrollment</td>
<td>2) Grow Enrollment</td>
</tr>
</tbody>
</table>
Strategic Outcome 1

- Improve Student Achievement

- Increase CA and Degree completion.

- Increase Annual Transfer to UH 4-year campus.

- Increase completion of college-level Math and English in first year.

- Eliminate success gaps for Native Hawaiian, Filipino, & Pacific Islander students.

- Improve time to degree completion.
Strategic Outcome 2

Grow Enrollment
Invest in Effective Outreach
Input from School Principals

- Increase enrollment:
  - from feeder high schools
  - returning adult learners
  - GED completers
  - Native Hawaiian, Filipino, & Pacific Islander students
  - international students
- Increase fall-to-spring persistence to 75%
- Increase fall-to-fall persistence to 65% by 2021.
<table>
<thead>
<tr>
<th>UH Strategic Directions</th>
<th>UHCC Strategic Directions</th>
<th>Kapiʻolani Strategic Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawaiʻi Innovation Initiative</td>
<td>Develop a robust workforce planning, development and management system</td>
<td>3) Advance the Education and Training Enterprise to Prepare Students for Productive Futures</td>
</tr>
</tbody>
</table>
Strategic Outcome 3

Prepare Students for Productive Futures
Input from Community Stakeholders

Build a comprehensive workforce development system from continuing education to credit programs and lifelong learning

- Improve tracking of student success in the workforce

Increase engagement in:
- internship, practicum, clinical experiences
- place- and community-based service
- undergraduate research experiences and competitions
- study abroad
- sustainability courses for change agents
- International curriculum and languages

Develop effective partnerships with private, non-profit, and public sectors
## Alignment of Strategic Directions

<table>
<thead>
<tr>
<th>UH Strategic Directions</th>
<th>UHCC Strategic Directions</th>
<th>Kapiʻolani CC Strategic Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Performing System of Higher Education</td>
<td>Hawaiʻi Papa O Ke Ao Report</td>
<td>4) Be a Native Hawaiian Place of Learning and Indigenous-serving Institution</td>
</tr>
<tr>
<td>Hawaiʻi Papa O Ke Ao Report</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategic Outcome 4

Native Hawaiian Place of Learning and Indigenous-serving Institution:

- Develop Native Hawaiians for leadership roles.
- Develop community partnerships to advance indigenous serving goals.
- Advance the use and understanding of the Hawaiian language and culture.
- Support a Hawaiian sense of place.
# Alignment of Strategic Directions

<table>
<thead>
<tr>
<th>UH Strategic Directions</th>
<th>UHCC Strategic Directions</th>
<th>Kapiʻolani CC Strategic Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>21st Century 3rd Decade Facilities</td>
<td>Eliminate Deferred Maintenance</td>
<td>5) Steward Resources Effectively and Efficiently</td>
</tr>
<tr>
<td>UH Sustainability Executive Policy</td>
<td>Become a Sustainable CC System</td>
<td></td>
</tr>
</tbody>
</table>

- **Alignment of Strategic Directions**

  - UH Strategic Directions
  - UHCC Strategic Directions
  - Kapiʻolani CC Strategic Outcome
Strategic Outcome 5

Steward Resources Effectively and Efficiently

- Increase staff and faculty development funding for student success
- Create 21st century 3rd decade facilities
- Eliminate deferred maintenance
- Diversify resources through external grants
- Reduce energy, water, waste
- Promote local agriculture, food security
- Lead and shape new energy and food markets, don’t just consume from existing ones.

Lunalilo Scholars
Integrate UHCC metrics (annual percentage growth rates or absolute number goal for 2021).

Identify roles of current initiatives to achieve the measures and metrics.

Share penultimate draft in August 2015 at Faculty and Staff Convocation.

Share new mission statement with UH Board of Regents.

Publish online at campus website.

Include in Accreditation Midterm Report: October 2015.