

## **MINUTES**

### **BOARD OF REGENTS COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS MEETING**

**SEPTEMBER 6, 2018**

#### **I. CALL TO ORDER**

Committee Chair Michelle Tagorda called the meeting to order at 9:21 a.m. on Thursday, September 6, 2018, at the University of Hawai'i at Mānoa, Information Technology Building, 1<sup>st</sup> Floor Conference Room 105A/B, 2520 Correa Road, Honolulu, Hawai'i 96822.

Committee members in attendance: Committee Chair Michelle Tagorda; Committee Vice Chair Brandon Marc Higa; Regent Eugene Bal III; Regent Ben Kudo; Regent Jan Sullivan.

Others in attendance: Board Chair Lee Putnam; Board Vice Chair Wayne Higaki; Board Vice Chair Jeffrey Portnoy; Regent Simeon Acoba; Regent Michael McEnerney; Regent Randy Moore; Regent Ernest Wilson Jr.; Regent Stanford Yuen (ex officio committee members); President/Interim UH-Mānoa (UHM) Chancellor David Lassner; Vice President for Administration Jan Gouveia; Vice President for Community Colleges John Morton; Vice President for Legal Affairs/University General Counsel Carrie Okinaga; Vice President for Academic Planning & Policy Donald Straney; Vice President for Research & Innovation Vassilis Syrmos; Vice President for Information Technology/Chief Information Officer Garret Yoshimi; Vice President for Budget & Finance/Chief Financial Officer Kalbert Young; Interim UH-Hilo (UHH) Chancellor Marcia Sakai; UH-West O'ahu (UHWO) Chancellor Maenette Benham; UH-Maui College (UHMC) Chancellor Lui Hokoana; Interim Leeward Community College (LeeCC) Chancellor Suzette Robinson; UHM Vice Chancellor for Research/Interim Vice Chancellor for Academic Affairs Michael Bruno; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

#### **II. APPROVAL OF MINUTES OF THE MAY 18, 2018 MEETING**

Committee Vice Chair Higa moved to approve the minutes of the May 18, 2018, meeting, seconded by Regent Sullivan and the motion carried unanimously.

#### **III. PUBLIC COMMENT PERIOD**

Board Secretary Oishi announced that the Board Office received one piece of written testimony from Dr. Jim Shon, Director of the Hawai'i Educational Policy Center (HEPC), offering comments related to the importance of civic education.

The following provided oral testimony:

1. Dr. Jim Shon provided oral testimony summarizing his written testimony regarding the importance of civic education and requesting the committee consider including

a review of the UH Mission Statement in terms of student civic education and engagement.

#### **IV. AGENDA ITEMS**

##### **A. For Review & Approval**

###### **1. Committee Goals and Objectives**

The committee was provided with a handout of proposed committee goals and objectives based on the committee's responsibilities as indicated in the bylaws, and reviewed and discussed proposed goals for the 2018-2019 academic year.

A suggestion was to add a goal and objective on the quality and effectiveness of education relative to emerging workforce needs. Regent Sullivan indicated she would like a policy discussion on how UH is preparing students for the future workforce, not just current job markets, as technology will influence future student needs. She did not feel that enough time is spent discussing this topic and it would be helpful to know what other institutions are doing.

Regent Sullivan moved to approve the committee goals and objectives, with the stated amendments, seconded by Committee Vice Chair Higa, and the motion was put to a vote and carried unanimously.

Regent Acoba arrived at 9:31 a.m.

##### **B. For Information & Discussion**

###### **1. Aeronautical Sciences, Bachelor of Science Program Update**

Interim UHH Chancellor Sakai and Interim Vice Chancellor for Academic Affairs Ken Hon provided an update on the proposed Aeronautical Sciences, Bachelor of Science (B.S.) program that included discussion on concerns previously raised by the board related to program costs, equipment and facilities, and risk management and safety analysis. Under the proposed program, students would attend school for three years on the UHH campus with integrated flight simulator training and then would attend flight training for the fourth year with a mainland-based external flight training provider.

Questions were raised regarding the rationale for locating the program in Hilo instead of Honolulu where most airlines are headquartered. Chancellor Sakai explained that UHH is the appropriate campus for applied programming because of its strength in science, technology, engineering, and mathematics (STEM) courses needed for the general education portion of the program. In the future, pilots will likely need to move quickly from one technology to another and having a STEM background will facilitate that. UHH has been working on this program for four years and would like to continue.

Questions were raised regarding the rationale for elevating the program from a vocational-type program such as the program formerly at Honolulu Community College (HonCC), not utilizing an existing degree since an aeronautical sciences degree is not required for flight training, and whether students would choose to go to UHH when they

could pay less tuition for the same courses at a community college. Chancellor Sakai explained that the purpose of elevating the program to a B.S. is to provide students a career pathway to becoming a pilot with a major airline carrier. VC Hon clarified that although the Federal Aviation Administration (FAA) does not require pilots to have a four-year degree, many major airline carriers require pilots to have four-year degrees or it is a highly desirable qualification. Regional carriers hire pilots without four-year degrees, but the salaries are considerably less than the major airline carriers.

Concerns were reiterated about the Hawai'i Island location, which is economically depressed, particularly with recent volcanic activity and flooding; various cost impacts to UHH and to students; whether this is the most effective use of limited resources; and whether this program helps the university serve the people of Hawai'i. Depending on enrollment, this program could negatively affect UHH's financial situation and lessen its ability to help the majority of students. Alternative solutions for the state to address the commercial pilot shortage could include a grant program to subsidize costs of flight school for students. UHH could also consider utilizing an existing degree program rather than creating a new one. Concern was expressed that this program may not support UHH's basic mission, although it may appease certain legislators. Additional concerns were raised regarding the location and that it should be somewhere on O'ahu, such as Barber's Point.

Concerns were expressed about having to go to a mainland-based flight provider to complete the degree, the associated liability, and the potential impact on students if the external flight provider is no longer able to provide the flight training or increases their pricing. VC Hon explained that UHH administration felt that going with a mainland-based flight training provider was the best way to provide flight training because it will allow students to get through the program faster and at reduced costs, and enable students from the program to go directly into the airline industry and obtain their flight experience. He noted that there are numerous flight training providers that students may choose from and they would not be required to go through ATP Flight School (ATP). VP Hon believes that UHH would not incur liability because students will pay the flight training provider directly. The memorandum of understanding with ATP would only pertain to learning outcomes and assessments.

A question was raised regarding whether administration had looked at what the major airline carriers are doing to address the looming pilot shortage. VC Hon explained that UHH would be reviewing what the major airline carriers were doing in terms of pilot training before bringing forth the final proposal.

A question was raised regarding whether there were any other universities accredited by the Western Association of Schools and Colleges (WASC) with this type of program wherein a third-party flight training provider was utilized. VC Hon explained that he did not believe any other university in the country had this particular arrangement, but there are institutions that will accept pilot licenses and certificates in exchange for academic credit. He noted that ATP provides the flight training for Arizona State University. President Lassner added that the model of separating academics from flight training is not unique, and the suggestion to look into this type of model came from a regent who had a relative that followed a similar program.

Additional concerns were expressed regarding whether students understand the commitment to becoming a pilot is close to six years because it takes approximately two additional years after completing flight training and getting a degree to obtain the required flight hours. VC Hon responded that acquiring flight hours is a challenge for anyone going through licensure and UHH would need to counsel students regarding the challenges of the career path to becoming a pilot.

Questions were raised regarding ATP's success rate for placing students who completed the program and 1,500 flight hours as a pilot with a major carrier, and whether pilots could obtain their degree while flying for a regional airline carrier. VC Hon explained that graduates generally start with regional carriers to attain the required flight hours, with most needing five years before they can fly for a major airline carrier. He added that ATP often hires students as certified flight instructors so they can collect the necessary flight hours for pilot certification.

Committee Vice Chair Higa commented that a Hawai'i program would have a positive impact on students and that students have expressed the desire for a flight program. Offering such a program would allow students to remain in Hawai'i. He suggested that administration provide information on whether enrollment would be positively impacted by existing pilots who have military training but do not have a bachelor's degree and if it would be helpful for their career advancement to earn a degree. He also suggested that information be provided on the types of financial aid that may be available for the first three years of school and the fourth year of flight school.

Several regents expressed appreciation for the effort the UHH administration put into responding to the previous feedback on this program proposal.

Regent Bal shared that he achieved certification as a Naval Flight Officer in eight months. Naval Flight Officers are not trained to take physical control of an aircraft as a pilot; they are responsible for all avionics. Fixed wing pilot training normally takes 18 months dependent on aircraft type. The military provides flight training only after an individual has obtained their bachelor's degree. He noted the importance of multi-engine flight time for his peers who wanted to get out of the military into commercial aviation.

A question was raised regarding whether administration had discussions with Hawaiian Airlines to gauge their degree of interest in hiring pilots who have gone through this type of program. Chancellor Sakai indicated there had been initial discussions with Hawaiian Airlines approximately one year ago regarding this program and would do so again and report back to the committee.

Committee Chair Tagorda noted that it was helpful to have these types of preliminary discussions prior to program proposals coming before the board.

## **2. Program Proposals: Content and Review**

VP Straney provided an update on the program proposal process to address concerns previously raised by the board that proposals come to the board without sufficient context and that the program approval process can be cumbersome and time-consuming. Proposed revisions to the process include providing more context and holistic planning,

demonstrating alignment with System plans, Strategic Directions, academic plans, and other priorities; and differentiating the various types of program approvals and appropriate level of approval.

The committee commended administration for the work done so far on revising the program proposal process.

A comment was made regarding the need to clarify whether enrollment in new programs consists of existing students moving to a new program or whether new students that would not otherwise enroll are anticipated.

A question was raised regarding whether existing programs are subject to the same requirements as new programs and periodically reviewed to determine whether they should be eliminated. VP Straney explained existing programs are periodically reviewed at 5 to 7 year intervals, which consist of external reviews by individuals from peer institutions to determine program quality. The campuses have been asked to post executive summaries of these reviews and administration's responses on their websites. These reviews significantly influence the investment in programs and the allocation of resources. Information on program terminations is included in the annual Academic Program Actions Report.

The committee expressed the importance of briefing the board early in the process, and the importance of proposals including the impacts to the university, students, and the community, including the workforce. A suggestion was made that student resources and wrap-around services also be considered.

A comment was made that it was unclear what "rapid response" means as it relates to decisions made by administration in response to unanticipated program needs. It was noted that the board should be notified in a timely manner when such decisions are made.

General support was expressed for a multi-year academic plan. Comments were made regarding providing the board with a reasonable timeframe for creating a new program, and the need for the plan to provide context within the broader campus budget in order to allow the board to address the impact of the program within the context of academic and resource prioritization. VP Straney explained that it would be difficult to provide granular analysis 6 years into the future, but items such as anticipated staffing needs without monetary amounts could be provided, and estimates could be refined during the program proposal process.

A question was raised regarding the level of consultation that occurred on the proposed new program approval process. VP Straney indicated administration worked with the Council of Chief Academic Officers (CCAO) and envisions taking the proposal to the All Campus Council of Faculty Senate Chairs (ACCFSC) before proceeding with rewriting the related policies. A comment was made regarding encouraging the ACCFSC to seek feedback from faculty regarding the proposal.

## **V. ADJOURNMENT**

There being no further business, Committee Vice Chair Higa moved to adjourn, Regent Sullivan seconded the motion, and with unanimous approval, the meeting was adjourned at 11:19 a.m.

Respectfully Submitted,

/S/

Kendra Oishi  
Executive Administrator and Secretary  
of the Board of Regents