

MINUTES

BOARD OF REGENTS COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS MEETING

FEBRUARY 14, 2019

I. CALL TO ORDER

Committee Chair Michelle Tagorda called the meeting to order at 8:47 a.m. on Thursday, February 14, 2019, at the University of Hawai'i at Mānoa, Information Technology Building, 1st Floor Conference Room 105A/B, 2520 Correa Road, Honolulu, Hawai'i 96822.

Committee members in attendance: Committee Chair Michelle Tagorda; Committee Vice Chair Kelli Acopan; Regent Eugene Bal III; Regent Ben Kudo; Regent Alapaki Nahale-a; Regent Jan Sullivan; Regent Robert Westerman.

Others in attendance: Board Chair Lee Putnam; Board Vice Chair Wayne Higaki; Regent Simeon Acoba; Regent Michael McEnerney; Regent Randy Moore; Regent Ernest Wilson Jr.; Regent Stanford Yuen (ex officio committee members); President/UH-Mānoa (UHM) Chancellor David Lassner; Vice President for Community Colleges John Morton; Vice President for Legal Affairs/University General Counsel Carrie Okinaga; Vice President for Academic Planning and Policy Donald Straney; Vice President for Research and Innovation Vassilis Syrmos; Vice President for Information Technology/Chief Information Officer Garret Yoshimi; Vice President for Budget and Finance/Chief Financial Officer Kalbert Young; Interim UH-Hilo (UHH) Chancellor Marcia Sakai; UH-West O'ahu (UHWO) Chancellor Maenette Benham; Honolulu Community College (HonCC) Chancellor Erika Lacro; Interim Leeward Community College (LeeCC) Chancellor Suzette Robinson; UHM Vice Chancellor for Research/Interim Vice Chancellor for Academic Affairs (VCAA) 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 NOVEMBER 1, 2018 MEETING

Regent Bal moved to approve the minutes of the November 1, 2018, meeting, seconded by Committee Vice Chair Acopan, and the motion carried unanimously.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Board Office received written testimony from George Stowe III and late written testimony from Mark Moran in support of the establishment of a provisional Bachelor of Arts degree in Creative Media (BACM) at UHWO; written testimony from Alena Figueroa, Christa Gogue, Victoria Penalver, Justin De Los Reyes, Ricardo Custodio, and late written testimony from Morgan Dutkoski and Alexander Bautista in support of the establishment of a provisional Bachelor of Science degree in Natural Science (BSNS) at UHWO.

The following provided oral testimony:

1. Dr. Ric Custodio provided oral testimony in support of the BSNS degree at UHWO and noted the research opportunities it affords students, the benefits of small class size, the need for STEM classes in an underserved area, and the change for graduates to enter a marketable healthcare career that supports a living wage.
2. Dr. Jim Shon, Director of the Hawai'i Educational Policy Center, provided oral testimony regarding dual enrollment data analysis and the need to address the gap between correlation and causation.
3. Shane Yaw, Walter Denson, and George Stowe III provided oral testimony in support of the BACM at UHWO.

Regent Sullivan arrived at 8:56 a.m.

Regent Yuen arrived at 8:49 a.m.

Committee Chair Tagorda recognized new committee members Regent Acopan, Regent Nahale-a, and Regent Westerman.

IV. AGENDA ITEMS

A. Review and Recommend Board Approval

1. Establishment of a Provisional Bachelor of Arts Degree in Creative Media at the University of Hawai'i – West O'ahu

Chancellor Benham provided an overview of the degrees and concentrations offered at UHWO and the integration of the two proposed degrees with existing degrees. The degree programs and concentrations were informed by the 10-year strategic plan that was implemented last fall. The plan describes the vision, mission, and institutional values for UHWO and sets out a business model that guides decisionmaking regarding academic programs to meet the needs of the community.

Regent Moore and Regent Acoba arrived at 9:06 a.m.

Regent Nahale-a arrived at 9:08 a.m.

Chancellor Benham recognized VCAA Jeff Moniz, Associate VCAA Alan Rosenfeld, Director of Institutional Research John Stanley, Associate Director of Creative Media Sharla Hanaoka, VCAA Kevin Ishida, Vice Chancellor for Student Affairs Judy Oliveira, Academic Adviser Summer DeBruyne, Director of the No'eau Center Lokelani Kenolio, UH System Director of the Academy for Creative Media Chris Lee, and UH System Chief Academic Officer of the Academy for Creative Media Doris Ching.

Chancellor Benham provided an overview of the provisional BACM and how the degree program aligns with the mission set forth for UHWO in the Integrated Academic and Facilities Plan (IAFP). She noted that this program will be an economic driver and workforce engine for the region, and offers numerous opportunities for graduates beyond film and media. The program also makes matriculation easier for high school students in the Early College program.

Regent Sullivan moved to recommend board approval of the provisional Bachelor of Arts Degree in Creative Media at UHWO, seconded by Regent Nahale-a.

Questions were raised regarding whether the revenue projections reflect tuition adjustments and whether operating costs are adequately reflected. Chancellor Benham explained that the proposal was turned in prior to the board's discussion regarding tuition that occurred at the January board meeting so the revenue projections can be revisited and adjusted if needed. UHWO currently has 6 faculty paid for by general funds, and a set of lecturers that are not paid by general funds and have associated fringe and benefit costs. UHWO utilizes many lecturers because the field is diverse and rapidly changing, so individuals within the field are often the best ones to teach students new technologies.

A question was raised as to why there are no utilities costs listed on table 4 in the materials for fiscal years 2018-2019 and 2019-2020. The program currently operates in different classrooms across the campus with utility costs being borne by the campus. When the new ACM building opens in fall 2020, utility costs will be allocated accordingly. President Lassner explained that the full cost of programs is not allocated to a specific program anywhere within the university as it would require a significantly different approach to budgeting and financing. For program proposals, administration assumes the costs of the campus and does its best to present the marginal costs.

Clarification was requested regarding the process for accounting for the students transferring from the humanities degree program to the creative media degree program. Chancellor Benham explained that UHWO currently has creative media in the humanities and applied science degree areas, both of which will see a decrease in enrollment. Both the humanities and applied science faculty are supportive of the program moving, and are working to align, strengthen, and grow the current programs with student affairs and enrollment services.

A question was raised regarding the distance education aspects of the program, which is vital for low-income neighbor island communities. Chancellor Benham explained that there are 8 online creative media courses and approximately 40% of UHWO courses are available online. UHWO also has multiple articulations with the neighbor island community colleges.

Regent Sullivan shared background on Chris Lee who had a vision to help build Hawai'i's innovation economy and create a systemwide creative media program and degree. She elaborated on the effort that was put into developing this program and how it has made a tremendous impact for students in West O'ahu and in the community colleges that will be able to transfer to the program. She requested that Mr. Lee provide some context on the impact the program will have.

Mr. Lee recognized Roy and Hilda Takeyama for their philanthropic contributions to the creative media program. He noted that Mr. Takeyama, a former regent, provided advice and insight regarding the challenges of starting this type of program. He noted that the KauCC creative media program is the fastest growing program with students working on a number of popular movies. The system is currently supporting 17 programs on all 10 campuses, which have grown from the investments made by the university.

Mr. Lee explained that the genesis for the program was inspired by the West O'ahu community. Waianae High School is an exemplar of a creative media program that helped students matriculate at a higher level and was a boost to the entire school. The program has tremendous support from the business community, the film and television industry, students, faculty and staff, and elected officials. The program, the new building, and a potential motion picture studio will change the dynamic of employment in West O'ahu by helping students find gainful employment in this growing field that allows them to stay in Hawai'i.

There having been a motion that was moved and seconded, the motion was put to a vote and carried unanimously.

2. Establishment of a Provisional Bachelor of Science Degree in Natural Science at the University of Hawai'i – West O'ahu

Chancellor Benham recognized the individuals who helped with the STEM effort at UHWO including Division Coordinator Dr. Michael Furuto, Math Coordinator Esther Widiasih, Health Science Coordinator Ric Custodio, Assistant Professors of Biology Olivia George and Megan Ross, and Assistant Professor of Mathematics Dr. Wela Yong.

Chancellor Benham provided an overview of the proposal to establish a provisional Bachelor of Science degree in natural science. This program is intended to develop vertical alignment across the applied mathematics, life sciences, and health sciences concentration areas, fulfills the IAFP's charge for at least one STEM-related BA degree at UHWO, and fulfills a regional workforce need. The new Administration/Health Sciences Building will be used to support this program. There is a potential to increase enrollment through facilitating the transfer of students from community colleges. It is anticipated that this program will create opportunities for new students, and neighbor island students will have the opportunity to take online courses.

A comment was made that the mean salary for natural science occupations in Hawai'i is higher than the average salary for workers in Hawai'i overall, and this type of degree is a step in the right direction.

A question was raised regarding whether this degree program was intended to satisfy Senate Bill (S.B.) No. 2320 from the 2018 legislative session, Relating to an Undergraduate Health Sciences Academy. Chancellor Benham explained that several years ago the Legislature requested a Native Hawaiian Health Task Force that included the Office of Hawaiian Affairs, Department of Health, and the John A. Burns School of Medicine (JABSOM). The task group report included recommendations to develop a health sciences program that would create a pathway for Native Hawaiian and Pacific Islander high school students to transition into the university system and health professions. S.B. No. 2320 would have required the establishment of an undergraduate health sciences academy to be administered by UHWO and JABSOM. The bill did not pass, but the Legislature gave UHWO 6.2 positions with the understanding that a health sciences academy would eventually be established. UHWO faculty has been working on developing health sciences coursework that links high school students to the UHWO program and to the Department of Native Hawaiian Health program at JABSOM. Dr. Custodio added that the positions helped UHWO further develop its STEM program.

UHWO is also designing a Hawaiian and Indigenous Health and Healing degree, which will be the only program of its kind in the world.

A question was raised regarding whether the intent of this program is to attract new students from West O'ahu or students transferring from other campuses. Chancellor Benham explained the program provides a pathway for LeeCC students, creates an opportunity for new students through vertical alignment with the high schools, and provides an opportunity for neighbor island students to pursue the degree online or via off-island experience.

Committee Chair Tagorda expressed appreciation for both programs being conscious of community needs, particularly the health disparities that exist in West O'ahu, and creating programs to support pathways for students.

Questions were raised regarding what academic focus or programmatic identity is being created that distinguishes UHWO from UHM. Chancellor Benham explained that the strategic planning process helped define UHWO's vision, mission, and institutional values. She explained that each program is assessed according to the cornerstones of the work UHWO does with the community and alignment with the IAFP. VCAA Moniz noted that UHWO has a capstone requirement for all students to be engaged in a senior practicum or research project that would give back to the community, which is in alignment with the special applied focus in the IAFP.

Regent Kudo commented that one of the purposes of the IAFP was to encourage each campus to create a unique identity and to reduce the redundancy of programs across the campuses. Chancellor Benham added that UHWO has signature programs such as creative media, health sciences, accounting, risk management, and cybersecurity, that UHWO brands and markets to the community as part of its efforts to attract students.

Additional comments were made regarding possible overlap of programs across campuses and lack of distinction between the interdisciplinary approach of programs across the four-year campuses.

Regent Kudo asked Chancellor Benham what unique identity UHWO was striving for in academic programs. In other words, how is UHWO setting its identity apart from UHM. Chancellor Benham explained how their programs at UHWO would be taught to students. Regent Kudo explained that her response did not address his question.

Regent Nahale-a expressed his support for both programs, which add value and are in line with his own experience regarding what students are interested in, what secondary schools are trying to create in terms of pathways, and what is needed in the workforce. He agreed with others who desired more detail regarding the assumptions on costs and enrollment.

Regent Sullivan moved to recommend board approval of the provisional Bachelor of Science Degree at UHWO, seconded by Regent Westerman, and the motion carried unanimously.

B. For Information and Discussion

1. Academic Program Actions Report for Academic Year 2017-2018

VP Straney recognized the VCAs or their representatives from each campus who oversee and lead the academic programs including: HawCC VCA Joni Onishi, HonCC VCA Karen Lee, KauCC Director of Institutional Effectiveness Valerie Barko, Interim KapCC VCA Susan Kazama, LeeCC Dean of Career and Technical Education Ron Umehira, UHMC VCA Jonathon McKee, WinCC Dean of Academic Affairs Charles Sasaki, UHWO VCA Moniz, Interim UHH VCA Ken Hon, and Interim UHM VCA Bruno.

VP Straney explained that the academic program actions report is provided annually as required under Regents Policy 5.201 and Executive Policy 5.229, and summarizes program actions and small programs for the last two academic years. In academic year 2017-2018, there was 1 new academic program approved by the board; 6 authorizations to plan new academic programs; 6 provisional programs granted established status; 6 extensions of provisional programs; and 8 program terminations. He also provided an overview of programs with small numbers of degrees/certificates of achievement awarded. He added that the numbers alone do not accurately reflect the situation and the steps being taken by the campuses and the departments. For example, some of the programs are in colleges that will be reorganized in the future and the programs will be revisited. Other programs have taken steps to increase student enrollment and retention, and increase hiring of faculty to attract additional students.

VP Straney identified four types of program proposals: capital-intensive proposals, redirection or modernization proposals, modifications of existing proposals, and those involving rapid response to emerging state needs. The board currently reviews all program proposals and was asked to consider whether some could be delegated to the president, or to consider other ways to streamline the program approval process. VP Straney also provided a proposed revised format of the academic program actions report and discussed the integration of the report into the academic master plan, which is anticipated in August.

A question was raised regarding whether the number of programs a campus can handle to avoid excess stress on financial, human resources, or physical plant capacity is taken into consideration during program development. VP Straney responded that there have been discussions regarding what would comprise a useful analysis. Campuses will need to determine if a new program adds value to the campus and the state while balancing the number of continuing programs.

Questions were raised regarding criteria for the four program proposal categories, what the three and five year averages for programs with low numbers of degrees consist of, and whether any low number of degree or certificate programs have been terminated. VP Straney explained that criteria for new and provisional program proposals are in executive policy. The officers review program proposals for fit with campus mission, role within the systemwide program portfolio, and reasonableness of the initial budget proposal, and the detailed program proposals require board approval. The three and five-year averages are running averages of numbers of graduates per year. There were eight certificate or concentration program terminations this year.

A comment was made about the difficulty of measuring or predicting the number of net new students over time. VP Straney indicated that verification of low enrollment occurs before a program is terminated. Chancellors can stop-out a program by ceasing admissions for a specified period of time and later resume to see if enrollment comes back, or revise the program during the stop-out period to see if they can attract more students. In addition, the engagement between advisors and students during registration informs the college about the pattern of student behavior.

Committee Vice Chair Acopan commented that in the four years she has been with student caucus, students have reported that they are not able to take courses required for degree programs due to classes not being offered regularly or not enough classes being offered, which delays graduation. VP Straney explained that those types of reports should be decreasing because campuses are paying closer attention to the overlaps and conflicts. As a former dean and chancellor, VP Straney said he observed that sometimes the issue was students not wanting to take classes at a certain time of day. Interim KapCC VCAA Kazama indicated that there is a weekly STAR priority waitlist report that academic advisors review and send to department chairs to determine if courses can be added. VP Straney added that a component of STAR is being developed that will use program enrollment data to project the courses that will be needed, and provide that information to departments in time for course scheduling.

A question was raised regarding the number of small programs at UHM compared to all UHM programs. VP Straney explained that there are 136 programs at UHM, 38 of which are small, which is an improvement over 54 small programs in the prior year.

A question was raised regarding the reason UHWO manages the small programs themselves instead of reporting like other campuses. VP Straney explained that UHWO has concentrations within majors, or certificates. At UHWO, one major could have multiple concentrations. The UHWO chancellor should track enrollment by concentration.

A question was raised regarding whether consideration had been given to doing a quantitative study of students, perhaps through a STAR registration survey, to provide better predictive value for program management. VP Straney noted that students are asked during the registration process about their educational objectives, and that survey could be expanded.

Questions were raised regarding whether the board should be reviewing programs more holistically and whether information on certificates, minors, and concentrations existed. VP Straney explained it is the responsibility of the chancellor to balance their financial and instructional resources and that chancellors should be reviewing this at least quarterly. Administration is working on getting information on certificates and minors integrated into STAR, but minors and concentrations only need a chancellor's approval to initiate and do not require board approval. Minors and concentrations do not go through the same program approval process.

President Lassner noted the board members' interest in understanding the actions taken to effectively manage resources, and programs do not necessarily equate to resources. He indicated that administration would think about a way to present the

information that answers the questions regents are raising that are not being effectively answered in the current report format.

A comment was made regarding the need to plan for future needs throughout the K-20 continuum and not just higher education. VP Straney explained that administration is embarking on the Third Decade Project, a 10-year prospective analysis of economic, social, and demographics needs of the state, from which the university can derive ideas about future needs. Administration is also tracking and taking into account what is happening nationally regarding the impact of artificial intelligence, opportunities for data analysis, and new forms of social-based occupations. The 6-year rolling academic plan will optimally provide information on the rationale and basis for campus plans for a 6-year period.

- 2. Hawai'i P-20 Partnerships for Education Presentation on Early College and Pathways to the University of Hawai'i**
- 3. Overview of Zero-Cost Textbooks Initiative**
- 4. University of Hawai'i Online Degree Program Progress Report**

Due to time constraints, these items were deferred.

V. ADJOURNMENT

There being no further business, Regent Sullivan moved to adjourn, Regent Kudo seconded, and with unanimous approval, the meeting was adjourned at 11:13 a.m.

Respectfully Submitted,

/S/

Kendra Oishi
Executive Administrator and Secretary
of the Board of Regents