

**Notice of Meeting
UNIVERSITY OF HAWAI'I
BOARD OF REGENTS COMMITTEE ON PERSONNEL AFFAIRS AND BOARD
GOVERNANCE**

Members: Regents Westerman (Chair), Acoba (Vice-Chair), Bal, Tagorda, and Wilson

Date: Thursday, February 4, 2021

Time: 8:30 a.m.

Place: Virtual Meeting

In light of the evolving COVID-19 situation, protecting the health and welfare of the community is of utmost concern. As such, this will be a virtual meeting and written testimony and oral testimony will be accepted in lieu of in-person testimony. Meetings may be monitored remotely via the livestream pilot project. See the Board of Regents website for information on accessing the livestream: www.hawaii.edu/bor. Mahalo for your consideration.

AGENDA

- I. **Call Meeting to Order**
- II. **Approval of Minutes of the November 5, 2020, Committee on Personnel Affairs and Board Governance Meeting, and the January 7, 2021, Joint Meeting of the Committee on Academic and Student Affairs and Committee on Personnel Affairs and Board Governance**
- III. **Public Comment Period for Agenda Items:**

All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. 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, or facsimile at (808) 956-5156. All written testimony submitted are public documents. Therefore, any testimony that is submitted for use in the public meeting process is public information and will be posted on the board's website.

Those wishing to provide oral testimony for the virtual meeting may register [here](#). Given constraints with the online format of our meetings, individuals wishing to orally testify must register no later than 7:00 a.m. on the day of the meeting in order to be accommodated. 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.

IV. Agenda Items

For disability accommodations, contact the Board Office at 956-8213 or bor@hawaii.edu. Advance notice requested five (5) days in advance of the meeting.

- A. Retitling of the Vice President for Academic Planning and Policy to Vice President for Academic Strategy
 - 1. Recommend Board Approval to Retitle the Vice President for Academic Planning and Policy to Vice President for Academic Strategy
 - 2. Recommend Board Approval of Amendments to Regents Policy 2.201, Officers of the University of Hawai'i
- B. Review of Personnel-related Policies

V. Adjournment

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

MINUTES

BOARD OF REGENTS COMMITTEE ON PERSONNEL AFFAIRS AND BOARD GOVERNANCE MEETING

NOVEMBER 5, 2020

Note: On January 30, 2020, the World Health Organization declared the outbreak of COVID-19 a public health emergency of international concern, subsequently declaring it a pandemic on March 11, 2020. On March 16, 2020, Governor David Y. Ige issued a supplementary proclamation that temporarily suspended Chapter 92, Hawaii Revised Statutes, relating to public meetings and records, “to the extent necessary to enable boards to conduct business in person or through remote technology without holding meetings open to the public.”

I. CALL TO ORDER

Committee Chair Robert Westerman called the meeting to order at 8:36 a.m. on Thursday, November 5, 2020. The meeting was conducted virtually with regents participating from various locations.

Committee members in attendance: Chair Robert Westerman; Vice-Chair Simeon Acoba; Regent Eugene Bal; Regent Michelle Tagorda; and Regent Ernest Wilson.

Others in attendance: Board Chair Benjamin Kudo; Regent Kelli Acopan; Regent Randy Moore (ex officio committee members); President David Lassner; Vice President (VP) for Administration Jan Gouveia; VP for Community Colleges Erika Lacro; VP for Legal Affairs/University General Counsel Carrie Okinaga; VP for Research and Innovation Vassilis Syrmos; VP for Information Technology/Chief Information Officer Garret Yoshimi; VP for Budget and Finance/Chief Financial Officer Kalbert Young; UH-Hilo Chancellor Bonnie Irwin; UH-West O’ahu Chancellor Maenette Benham; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. APPROVAL OF MINUTES

Regent Wilson moved to approve the minutes of the August 6, 2020, meeting, seconded by Regent Bal, and the motion carried with all members present voting in the affirmative.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Board Office did not receive any written testimony, and no individuals signed up to provide oral testimony.

IV. AGENDA ITEMS

A. Office of the Board of Regents Report on Regents Policies

Board Secretary Oishi provided an update on the plan for the Board Office to conduct a review and assessment of Regents Policies (RPs) which was outlined during the committee meeting on February 6, 2020. While the Board Office began the process of determining the alignment between RPs, Board Bylaws, Hawaii Administrative Rules, and the Hawaii Revised Statutes, it experienced some delay because of a shift in priorities with the onset of the COVID-19 pandemic but is currently in the course of resuming this work. She offered preliminary comments and findings as a result of a cursory assessment conducted to date of all RPs and briefly reviewed RPs that had been established or amended since January 2020; RPs where suggested amendments were tentatively approved by the committee pending appropriate and necessary consultation and subject to board approval; and RPs where a review had already been conducted and a determination made that amendments were unnecessary. The Board Office will be conducting reviews of RPs in collaboration with the appropriate board committee and administration and anticipates that its review of the full set of RPs will be completed by the end of December 2021. A report on the status of the policy reviews, including any findings and recommendations, will be provided to the committee no later than November 2021.

Regent Wilson asked if additional action by the committee was necessary for the Board Office to continue its work on this project. Board Secretary Oishi stated that no further action was required at this time. However, she stated that the Board Office will be reviewing the subject matter of each of the 117 RPs to identify the board committee with appropriate jurisdiction over the RP. A list of RPs pertaining to each committee will be sent to the respective committee chair and administration liaison for review.

B. Executive and Managerial (EM) Compensation Update

VP Gouveia provided the administration's annual update on EM compensation to apprise the board on the guidelines and methodology used for annual salary adjustments for positions under the President's delegated authority, as well as to comply with reporting requirements pursuant to RP 9.212. She provided a summary of personnel and salary costs for the university noting that the university employs a total of 7,203 salaried individuals, 214 of which are EM personnel, and that the annual compensation for all salaried personnel is approximately \$584 million, with EM personnel salaries accounting for about \$36 million of this amount. The EM salary schedules and the methodology used for the temporary salary reductions imposed on all EM personnel to reduce expenses due to the economic impacts of the COVID-19 pandemic was reviewed; the salary reductions are anticipated to achieve an estimated annual savings of \$3.4 million.

Regent Wilson inquired about the status of the vacant positions noted as "pending approval to fill" in the attachment provided by the administration containing salary and other information for all EM positions at the university and asked who has approving authority to fill these positions. VP Gouveia replied that the President retains the authority to hire personnel to fill vacant EM positions that do not report directly to the President. Additionally, board approval for this action is required if the salary for an

EM is greater than an established maximum threshold. President Lassner added that a hiring freeze has been implemented as part of the administration's cash preservation strategy during the current fiscal crisis and that authorization has not been granted to fill any of the currently vacant positions.

Stating that the EM salary schedules are now four years old and appeared to contain some outdated information, Regent Bal questioned the administration's policy on the frequency of updating the salary schedules. VP Gouveia responded that as a normal course of practice, the administration does not update salary schedules to reflect considerations such as inflation and cost-of-living and thus, the current salary schedule has not been updated since its inception in 2016. She stated that this issue is very sensitive and there has been a desire to show stability regarding this matter. However, as the current salary schedules are approaching the five-year mark of their existence, it may be an appropriate time to revisit the issue of amending them. Regent Bal commented that he recalled the efforts to establish the current salary schedules but opined that they should be reviewed on a regular basis. VP Gouveia noted Regent Bal's suggestions and stated that the administration will follow-up on this issue. Chair Westerman echoed Regent Bal's comments and requested VP Gouveia to work with the committee on this issue going forward.

Noting that it was his understanding that adjustments to the salaries of EM personnel are often in line with their unionized counterparts, Chair Westerman asked whether EM personnel were receiving any salary increases similar to those recently awarded to university employees subject to collective bargaining prior to the imposed salary reductions. VP Gouveia replied that reductions were imposed on the current salaries of all EM personnel and that no salary increases were awarded prior to this reduction.

Chair Westerman acknowledged all EMs for understanding the gravity of the fiscal situation facing the university and demonstrating leadership by taking proactive and substantial salary reductions and offered his deepest thanks for their sacrifice. He noted that, unlike all other university employees who are subject to collective bargaining agreements and who will receive salary increases at this time, EMs did not receive any salary increases prior to the imposition of salary reductions and are expected to work their full complement of work hours even if there is an implementation of furloughs for other State employees. It was underscored that the committee does not take this action lightly and noted that the salary reductions for EM personnel are intended to be temporary with an expectation that these salaries will be restored at some point in the future.

Chair Westerman reminded Regents that, in the past, when EMs experienced similar salary reductions and their salaries were later restored, the board was criticized because, on a percentage basis, it may have appeared that EMs were receiving large increases when in actuality, the board was simply restoring the salary cuts and updating the salaries to the levels at which they would have been had the salary reductions not taken place. Currently, salary reductions of between nine and 11 percent are being imposed on all EMs. When these salaries are restored in similar

percentages, the board should be mindful of the public perception and be prepared to withstand its scrutiny. Chair Westerman concluded by noting that the university’s EMs are the first public servants to take pay cuts and the board and university should expect to defend its actions when these salaries are restored.

C. Recommend Board Approval of Temporary Salary Adjustments (Reductions) for EM Positions that Report to the Board of Regents

VP Gouveia explained that RP 9.212 requires the board to approve any salary adjustments, including salary reductions, for EM personnel reporting directly to the board which include the President, Board Secretary, and Director of the Office of Internal Audit. As such, board action is necessary to temporarily reduce the compensation for the direct reports to the board in a manner consistent with the salary reductions being imposed on all other EM personnel of the university, although it was noted that the President has volunteered to take a 20 percent reduction in salary.

Regent Wilson moved to recommend board approval of the temporary salary reductions for EM personnel reporting directly to the Board of Regents, seconded by Regent Bal, and the motion carried, with all members present voting in the affirmative.

V. ADJOURNMENT

There being no further business, Regent Wilson moved to adjourn, seconded by Regent Bal, and with all members present voting in the affirmative, the meeting was adjourned at 9:05 a.m.

Respectfully Submitted,

Kendra Oishi
Executive Administrator and Secretary
of the Board of Regents

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

MINUTES

**JOINT MEETING OF THE BOARD OF REGENTS' COMMITTEES ON ACADEMIC
AND STUDENT AFFAIRS AND PERSONNEL AFFAIRS AND BOARD
GOVERNANCE**

JANUARY 7, 2021

Note: On January 30, 2020, the World Health Organization declared the outbreak of COVID-19 a public health emergency of international concern, subsequently declaring it a pandemic on March 11, 2020. On March 16, 2020, Governor David Y. Ige issued a supplementary proclamation that temporarily suspended Chapter 92, Hawai'i Revised Statutes, relating to public meetings and records, "to the extent necessary to enable boards to conduct business in person or through remote technology without holding meetings open to the public."

I. CALL TO ORDER

Chair of the Committee on Academic and Student Affairs Ernest Wilson called the joint meeting to order at 8:33 a.m. on Thursday, January 7, 2021. The joint meeting was conducted virtually with regents participating from various locations.

Committee on Academic and Student Affairs members in attendance: Chair Ernest Wilson; Vice-Chair Kelli Acopan; Regent Eugene Bal; Regent Wayne Higaki; and Regent Robert Westerman.

Committee on Personnel Affairs and Board Governance members in attendance: Chair Robert Westerman; Vice-Chair Simeon Acoba; Regent Eugene Bal; Regent Michelle Tagorda; and Regent Ernest Wilson.

Others in attendance: Board Chair Benjamin Kudo; Regent Randy Moore; Regent Alapaki Nahale-a; Regent Jan Sullivan (ex officio committee members); President David Lassner; Vice President (VP) for Administration Jan Gouveia; VP for Community Colleges Erika Lacro; VP for Legal Affairs/University General Counsel Carrie Okinaga; VP for Research and Innovation Vassilis Syrmos; VP for Information Technology/Chief Information Officer Garret Yoshimi; VP for Budget and Finance/Chief Financial Officer Kalbert Young; UH-Mānoa (UHM) Provost Michael Bruno; UH-Hilo (UHH) Chancellor Bonnie Irwin; UH-West O'ahu (UHWO) Chancellor Maenette Benham; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that the Board Office received written testimony regarding the report on faculty workload assignments from Tetine Sentell and Jing Guo and that no individuals signed up to provide oral testimony.

Late written testimony regarding the report on faculty workload assignments was received from the faculty of the Department of Pharmaceutical Sciences at the Daniel K. Inouye College of Pharmacy at UHH.

Written testimony and comments may be viewed at the Board of Regents website as follows:

[Written Testimony Comment Received](#)

[Late Written Testimony Comment Received](#)

III. AGENDA ITEMS

A. Reporting Faculty Workload Assignments

President Lassner remarked that this presentation will update committee members on a project that began under the auspices of former Regent Coralie Matayoshi, as well as former VP for Academic Planning and Policy Don Straney, and recognized a number of individuals for their incredible effort and determination in developing a better method for understanding and presenting faculty workloads through the gathering, reviewing, and analyzing of legitimate, quantifiable data. While some preliminary information has been populated into this presentation to demonstrate the work that has already been accomplished and the usefulness of this information to the university. The preliminary information is also being used to solicit feedback. But active work on this project is ongoing and the information shown today should not be interpreted as definitive data on faculty workloads across the university. He introduced Pearl Iboshi, Director of the Institutional Research and Analysis Office, who would be providing the university's report on faculty workload assignments along with Provost Bruno, Chancellor Irwin, Chancellor Benham, and VP Lacro.

Regent Tagorda arrived at 8:35 a.m.

Ms. Iboshi stated that the administration embarked on a mission to gain a better understanding of the general principles of faculty workloads and workload policies throughout the university system in order to develop a faculty workload assignment report (Report) that could be used to increase academic program efficiency and effectiveness. The Report will improve the administration's ability to present information on faculty workloads in a more timely and accurate manner; create a mechanism that will assist programs and units, as well as campus leadership, to more easily track and manage faculty workloads; provide aggregated information for institutional accountability; and improve the university's ability to assess and revise faculty classifications.

Noting that a key element to the success of this endeavor was attaining high-quality, quantifiable data, Ms. Iboshi briefly reviewed the process used to create the Report which included the creation of a template for collecting and analyzing information on faculty workloads from both the four-year and community college campuses. Meetings and discussion were also held with campus course schedulers and other campus stakeholders to develop improved methodologies for the identification and classification of faculty responsibilities and workloads in a more accurate and consistent manner.

Ms. Iboshi provided a brief overview of campus workload policies for the four-year campuses noting that there are differences among the various policies in how credit hours and teaching equivalencies are assigned, due in-part to the complexities that exist between research universities, such as UHM, and more comprehensive universities, such as UHH and UHWO. In general, faculty at the four-year campuses are required to teach 24 credit-hours, or the equivalent per semester. However, it was noted that one difficulty in determining accurate faculty workloads in relation to their commensurate workload policy was the lack of a system to identify non-instructional equivalency. This led to the creation of a data template that considered work performed by faculty in the areas of research, administrative activities, professional service, and undertakings in outreach, in addition to classes taught, when evaluating faculty workloads. A sample of this template was reviewed by Ms. Iboshi.

Faculty workload policies for the community colleges were also discussed. Among other things, these policies establish the standard teaching assignment for full-time instructional faculty, define the common teaching equivalencies for each type of class, and describes non-instructional activities that are assigned teaching equivalencies.

A review of data on faculty workload assignments for UHM, UHH, UHWO, and the community colleges from fall 2019 and spring 2020 was also conducted with Ms. Iboshi noting that the data presented was very preliminary; only includes tenured and tenure-track instructional faculty; does not include data for the John A. Burns School of Medicine (JABSOM) at UHM; only includes two of the community colleges, Honolulu Community College (HonCC) and Leeward Community College (LeeCC); and will require additional vetting, analysis, and revision as some data issues have been discovered after an initial assessment. Additionally, while part-time workload faculty have been included in campus headcount data, they were excluded from campus data regarding teaching equivalency. Completion of preliminary data-gathering and analyses for the remaining campuses is anticipated to occur over the next few months.

The majority of the faculty at the four-year campuses realize standard workloads of 24 credit hours with varying amounts of instructional and non-instructional equivalencies. Both Provost Bruno and Chancellor Irwin recognized and acknowledged challenges in the classification of workload data for certain segments of faculty at their respective campuses, including faculty at JABSOM and the Daniel K. Inouye College of Pharmacy (DKICP) at UHH that perform scientific research and clinical work, but reiterated that this data is preliminary and that both UHM and UHH continue to seek ways to refine and improve upon this data. Chancellor Benham added that division

chairs at UHWO found this Report to be a useful tool in obtaining a clearer picture to better understand and fairly assess each faculty member's workload.

As for the community colleges, the majority of faculty at HonCC and LeeCC carry a standard workload of 27 credit hours. VP Lacro noted that unlike the other major units, the activities of community college faculty are primarily instructional in nature. She also highlighted that, in 2013, the community colleges developed a methodology to account for teaching equivalencies, as a number of the programs at the community colleges involve large percentages of non-traditional instruction.

Ms. Iboshi concluded by underscoring that the development of the Report is a work-in-progress. Data quality issues such as the inclusion of all faculty types and units and the development of equivalencies appropriate for each unit regarding what specifically constitutes the teaching equivalencies assigned for different types of instruction as well as research, service, outreach, and administrative duties are in the process of being addressed. She reviewed the next steps that would be taken with regard to the use of data already collected, as well as the improvement of the data-gathering methodology and analysis, and noted that an annual report will be developed to present this information to the president and board in the future.

Given that the administration is currently in a process of rightsizing the university through structural rebalancing and programmatic changes and that the Report will assist the administration in managing faculty workloads in a more efficient and effective manner, Board Chair Kudo asked how often the Report will be provided to academic managers. Ms. Iboshi replied that, at minimum, the administration intends to provide the Report on an annual basis at the end of each academic year. The Report may also be provided on an interim basis between the fall and spring semesters so that it can be used for operational purposes. However, the efficacy of providing interim reports in relation to timing and administrative issues is still being discussed.

Regent Acoba inquired about Banner, when the Report would be available, who would have access to the information it contained, and what impacts, if any, the Report may have on collective bargaining agreements, specifically with regard to faculty workloads. Ms. Iboshi described Banner as the university's student information system that includes data such as courses of instruction, the availability of courses, the number of students taking each course, and other student coursework information. She also stated that the administration hopes to have the initial version of the Report completed in the next few months and that while aggregated information contained in the Report would be available to the public, more detailed information specific to individual campus, units, and departments would only be available to respective division heads, deans, and campus leadership. As for impacts on collective bargaining, President Lassner stated that the University of Hawai'i Professional Assembly has been involved in, and supportive of, faculty workload discussions throughout this process. He noted that, with respect to this project, the administration is implementing existing language regarding faculty workloads already contained in policy by using more accurate and refined data. Provost Bruno added that collective bargaining agreements give the responsibility for

assigning teaching workloads to the department chairs and the Report is intended to be used by each individual department chair as a guide to dole out teaching assignments in a fair and equitable manner that is uniform throughout the university.

Chair Wilson commented that it was his understanding that the Report was similar to faculty workload reporting systems being used by other universities throughout the country to monitor productivity and the equity of faculty workloads at their institutions.

Specifically referencing faculty workload data from the various campuses, Regent Acoba asked what accounted for 33 percent of faculty within the Department of Language Arts and food services program at LeeCC; 16 percent of faculty at the School of Nursing and 14 percent of faculty at the William S. Richardson School of Law at UHM; and 52 percent of faculty at DKICP at UHH working less than standard workloads. Provost Bruno replied that the actual amount of faculty at the law school performing less than standard workloads is relatively low and that many of the individuals encompassed by this data point are carrying workloads of 23 credit hours which is considered a less than standard workload despite only being an hour below the present criteria denoting a standard workload. Additionally, overall faculty headcount at the law school is fairly low and even a small number of faculty performing less than standard workloads would account for the higher percentage noted. Ms. Iboshi added that some of the larger percentages contained in the less-than-standard workload data for other units, such as the School of Nursing, can be attributed to larger numbers of less-than-full-time faculty which were not accounted for in the data analysis and reporting and is an issue the administration continues to address and refine. VP Lacro also stated that both the Language Arts Department and food services program at LeeCC faced unique situations that can account for the higher percentages of less than standard workload noted in the data. A number of food service courses needed to be canceled due to issues with instructional facilities which resulted in the decrease of faculty teaching credit hours. In regard to the Language Arts Department, formulaic changes to the classification of faculty workloads as a result of the creation of a co-requisite model for remedial English can account for the higher percentage noted. She added that these percentages should be lower in the near future as the community colleges work to rectify these issues and refines its data.

Chair Wilson asked whether the issues affecting faculty workloads at DKICP were unique to UHH or did schools of pharmacy at other institutions face similar situations. Chancellor Irwin replied in that the issues facing DKICP are not unique to UHH. She stated that UHH is in the process of reaching out to other pharmacy schools, as well as UHM, to ascertain how they address the classification of faculty workload assignments in situations involving larger amounts of clinical work and scientific research.

Regent Sullivan arrived at 9:18 a.m.

Chair Wilson inquired as to when collection and analysis of data to be included in the Report for the remaining community colleges will be completed. Ms. Iboshi replied that this work will be completed over the next two weeks and added that work to develop a

faculty workload template more accurately applicable to JABSOM faculty is anticipated to begin this month.

Noting that one of the complaints made by students over the years has been the regular availability of classes needed to complete a degree program and graduate, Vice-Chair Acopan asked whether the administration anticipated using the Report in conjunction with the university's student registration system, to assist determining whether the ratio of instructional to non-instructional workloads needed to be adjusted for programs depending on the demand for academic instruction. Chancellor Irwin and Provost Bruno replied that the information provided by the Report, as well as information from the university's student registration system, can and should be used as management tools to properly steward campus resources and adjust faculty workloads and assignments to meet the academic needs of students.

IV. ADJOURNMENT

There being no further business, Regent Higaki moved to adjourn, seconded by Regent Bal, and with all members present voting in the affirmative, the meeting was adjourned by Chair Westerman at 9:27 a.m.

Respectfully Submitted,

Kendra Oishi
Executive Administrator and Secretary
of the Board of Regents



**UNIVERSITY
of HAWAII***
SYSTEM

UNIVERSITY OF HAWAII
BOARD OF REGENTS

Office of Human Resources

RECEIVED

'21 JAN 28 P1:55

'21 JAN 27 P3:54

MEMORANDUM

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

DATE: January 25, 2021

TO: Benjamin Kudo
Chair, Board of Regents

VIA: David Lassner *David Lassner*
President

VIA: Jan Gouveia *Jan Gouveia*
Vice President for Administration

FROM: Kimberly Hashiro *Kimberly M. Hashiro*
Interim Director of Human Resources

SUBJECT: APPROVAL OF THE RETITLING OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY TO VICE PRESIDENT FOR ACADEMIC STRATEGY, UNIVERSITY OF HAWAII SYSTEM

SPECIFIC ACTION REQUESTED:

It is requested that the Board approve the retitling of the academic executive class, Vice President for Academic Planning and Policy to Vice President for Academic Strategy, which includes a minor update to the class specifications of the position. The Board of Regents Policy will also need to be updated due to the change in title.

EFFECTIVE DATE:

Upon Board approval

ADDITIONAL COST:

There is no additional cost to amend the Executive and Managerial Classification and Compensation Plan.

PURPOSE:

The purpose of this request is to retitle the class Vice President for Academic Planning and Policy to Vice President for Academic Strategy. The proposed changes to the class specifications include the addition of "and beyond" to the following responsibility: "developing and formalizing system wide academic policy for consideration by the President and the Board of Regents that enhances the University's mission to serve the students, University community, State of Hawai'i, and beyond."

Benjamin Kudo
Chair, Board of Regents
January 25, 2021
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BACKGROUND INFORMATION:

In accordance with Executive Policy 9.212, Delegation of Authority for Personnel Actions, the Board of Regents is responsible for establishing, amending and abolishing executive and managerial classes that directly report to the Board of Regents or to the President.

In November 2010, the Board approved the amendment and retitling of the class, Vice President for Academic Planning and Policy to Executive Vice President for Academic Affairs/Provost in recognition of the expanded oversight responsibilities. In January 2014, the Board approved the retitling of the class to Executive Vice President for Academic Affairs (deleted Provost from the title) and amended the class specifications to remove the human resources and collective bargaining functions. In November 2014, the Board approved the retitling of the class to Vice President for Academic Affairs (deleted Executive from the title) to bring consistency to the titles of all University vice presidents. In February 2016, the Board approved the retitling of the class to Vice President for Academic Planning and Policy, with no change made to the class specifications.

The proposed retitling to Vice President for Academic Strategy will reinforce the executive leadership responsibilities for strategic academic planning and policy development. The Vice President for Academic Strategy is responsible for providing senior leadership in the development of long-range institutional and academic planning, accreditation, articulation, academic policies and procedures, and of system wide institutional master and strategic plans. Additionally, in concordance to the goals of University leadership, this position will emphasize strategic planning in developing programs and initiatives to meet the state's higher education needs, and to maximize student access and success in achieving educational goals throughout the state.

The amendment to the attached class specification is to retitle the single position class and slightly modify the specifications to make clearer that the University's mission is expansive.

SPECIFIC ACTION RECOMMENDED:

It is recommended that the Board approve the retitling of the academic executive class, Vice President for Academic Planning and Policy to Vice President for Academic Strategy, which includes a minor update to the class specifications of the position. The Board of Regents Policy will also need to be updated due to the change in title.

Attachments:

- Proposed Retitled Class Specification - Vice President for Academic Strategy
- Board of Regents Policy, RP 2.201 (Current)
- Board of Regents Policy, RP 2.201 (Redline)
- Board of Regents Policy, RP 2.201 (Clean)

VICE PRESIDENT FOR ACADEMIC STRATEGY

This is executive leadership for the University of Hawai'i in collaboratively setting forth the overall academic vision, goals and strategic plans for the University of Hawai'i system. As the chief academic executive and advisor to the President, work involves developing the long-range institutional and academic planning, accreditation, articulation, academic policies and procedures, including campus differentiation/mission focus and enrollment management policies; developing system wide institutional master and strategic plans; ensuring the overall academic programs and activities (including instruction, extension/community services) meet the needs of the students and the citizenry of State of Hawai'i; translating long-range plans into phased implementation strategies and time lines; coordinating transfer policies and processes for students transferring from campus to campus; supervising the institutional assessment and student progression and retention studies, with the development of effective strategies to meet the identified needs of the University as a system; developing innovative strategies in the coordination of academic plans for campuses and programs; promoting, encouraging and developing new instructional efforts by collaboratively working with academic administrators of the University system, faculty and staff; developing and formalizing system wide academic policy for consideration by the President and the Board of Regents that enhances the University's mission to serve the students, University community and the State of Hawai'i, and beyond; serving as academic liaison with various state and federal academic educational boards, system wide University offices; ensuring strategic leadership over international initiatives, facilitating assessment, and collaboration among campuses; and providing overall leadership in directing the long-range planning of academic progress and growth of the University.

Work entails extensive contact and coordination with senior system wide executives and campus administrators, faculty, staff, student leaders, the Board of Regents staff, senior level officials of various federal and state agencies, legislators, and educational representatives of national and international institutions. Work requires extensive knowledge of higher education academic programs and related administrative structures, systems, and policy formulation processes common to universities, and planning strategies. Work is reviewed by the President for results achieved.

In accordance with the Board of Regents' action taken on _____, this class is retitled from the class Vice President for Academic Planning and Policy to the class Vice President for Academic Strategy, effective _____.

President, University of Hawai'i

Date



Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: April 1, 2019

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018

Review Date: August 2022

I. Purpose:

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

II. Definitions:

No policy specific or unique definitions apply.

III. Policy:

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. Provost, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic planning and policy,
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president



Regents Policy Chapter 2, Administration

Regents Policy RP 2.201, Officers of the University of Hawai'i

Effective Date: ~~April 1, 2019~~ February xx, 2021

Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018; April 1, 2019

Review Date: August 2022

I. Purpose:

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

II. Definitions:

No policy specific or unique definitions apply.

III. Policy:

A. Officers shall include the following:

1. President, University of Hawai'i,
2. Executive administrator and secretary of the Board of Regents,
3. Provost, University of Hawai'i, Mānoa,
4. Chancellor, University of Hawai'i, Hilo,
5. Chancellor, University of Hawai'i, West Oahu,
6. Vice president for academic ~~planning and policy, strategy,~~
7. Vice president for administration,
8. Vice president for community colleges,
9. Vice president for legal affairs and university general counsel,
10. Vice president for budget and finance/chief financial officer,
11. Vice president for research and innovation,
12. Vice president for information technology/chief information officer.

B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

IV. Delegation of Authority:

There is no policy specific delegation of authority.

V. Contact Information:

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References:

- <http://www.hawaii.edu/offices/bor/>
- http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0089C/HRS_0089C-0004.htm

Approved as to Form:

Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

03/28/2019
Date



Regents Policy Chapter 2, Administration
Regents Policy RP 2.201, Officers of the University of Hawai'i
Effective Date: February xx, 2021
Prior Dates Amended: Jan. 13, 1966; Oct. 20, 1978; Nov. 15, 1985; Mar. 21, 1986;
Sept. 21, 1990; Sept. 17, 1993; May 16, 1997; July 18, 1997; Oct. 18, 2002; Sept. 19,
2008; Nov. 20, 2014; Aug. 2017; Sept. 20, 2018; April 1, 2019
Review Date: August 2022

I. Purpose:

To set forth policy regarding the officers of the University of Hawai'i, acting president, and other officers.

II. Definitions:

No policy specific or unique definitions apply.

III. Policy:

- A. Officers shall include the following:
 - 1. President, University of Hawai'i,
 - 2. Executive administrator and secretary of the Board of Regents,
 - 3. Provost, University of Hawai'i, Mānoa,
 - 4. Chancellor, University of Hawai'i, Hilo,
 - 5. Chancellor, University of Hawai'i, West Oahu,
 - 6. Vice president for academic strategy,
 - 7. Vice president for administration,
 - 8. Vice president for community colleges,
 - 9. Vice president for legal affairs and university general counsel,
 - 10. Vice president for budget and finance/chief financial officer,
 - 11. Vice president for research and innovation,
 - 12. Vice president for information technology/chief information officer.
- B. Acting president

1. The president shall designate a vice president or any other appropriate individual as the acting president when the president is out-of-state, incapacitated or otherwise unable to discharge the prescribed duties of the office.

C. Other officers. The board may appoint other officers and prescribe their duties.

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Approved as to Form:

Kendra Oishi
Executive Administrator and
Secretary of the Board of Regents

Date



January 29, 2021

MEMORANDUM

TO: Benjamin Kudo
Chair, Board of Regents

Robert Westerman
Chair, Committee on Personnel Affairs and Board Governance

FROM: Kendra Oishi *K. Oishi*
Executive Administrator and Secretary of the Board of Regents

SUBJECT: Review of Chapter 9 (Personnel) Regents Policies

Per the Work Plan for the Committee on Personnel Affairs and Board Governance, this memorandum provides an overview of personnel-related policies encompassed in Chapter 9, Personnel, of the Regents Policies (RP).

OVERVIEW OF CHAPTER 9 RPs

Chapter 9 includes 18 policies. The Board Office has conducted a cursory review with comments noted in the attached table. The Board Office reviewed these RPs primarily for technical and high-level issues, and will be requesting Administration to conduct a substantive review as part of the policy review process.

To date, RP 9.212, Executive and Managerial Personnel Policies, was most in-need of changes and was amended in May 2020.

In general, the Board Office cursory review identified the need for minor technical changes for many of the Chapter 9 policies, such as correcting grammatical or formatting errors, or correcting statutory citations. A few potentially substantive questions have been raised, which will be posed to Administration on whether those policies should be updated.

Please see the table below for additional details.

RP Number	RP Title	Brief Description	Recommendations/Notes
RP 9.201	Personnel	Addresses personnel appointment, faculty tenure and promotion, terminations, resignations, and other personnel status policies.	Technical amendments.
RP 9.202	Classification Plans and Compensation Schedules	Sets forth responsibilities for establishing position classification and employment compensation schedules, including special adjustments.	Technical amendments.
RP 9.203	Collective Bargaining	Addresses various aspects of collective bargaining with university personnel belonging to a collective bargaining unit, as well as excluded employees.	Technical amendments.
RP 9.204	Employment of Relatives	Sets forth policies regarding nepotism and employment of relatives at the university.	Technical amendments.
RP 9.205	Political Activity	Affirms the rights of employees to participate in political activities within certain parameters.	Technical amendments.
RP 9.206	Faculty and Staff Renewal and Vitality Plans	Requires preparation of plans for the recruitment and retention of high-quality faculty and staff.	Technical amendments.
RP 9.207	Outside Employment	Establishes parameters for compensated outside employment for university personnel.	Technical amendments.
RP 9.208	Relocation Allowances	Allows for the provision of reasonable relocation allowances to assist in defraying travel and transportation for the relocation of employees and their dependents.	Technical amendments.
RP 9.209	University Housing Assistance Program	Establishes guidelines and responsibilities for the provision of housing assistance as a personnel recruitment tool.	Technical amendments.
RP 9.210	Faculty Sick Leave Policy	Stipulates faculty sick leave policy shall be in accordance with applicable collective bargaining agreements or policies promulgated by the president.	Technical amendments.
RP 9.211	Health Fund and Retirement Benefits	Specifies that health fund and retirement benefits shall be provided in accordance with Hawai'i Revised Statutes and applicable collective bargaining agreements.	Technical amendments.
RP 9.212	Executive and Managerial Personnel Policies + Attachment	Provides a framework for the terms and conditions of service applicable to individuals appointed to executive and managerial positions at the university.	Recently amended in May 2020. Technical amendments for the attachment.

RP Number	RP Title	Brief Description	Recommendations/Notes
RP 9.213	Evaluation of Board of Regents' Appointees	Establishes guidelines for the evaluation of Board of Regents' appointees.	Technical amendments and recommend in-depth review. The term "Board of Regents' Appointees" has a different application now than when the policy was first established in 1981.
RP 9.214	Teaching Assignments for Instructional Faculty	Sets forth standard teaching assignments for instructional faculty.	Technical amendments.
RP 9.215	Excluded Administrative, Professional and Technical (APT) Employees' Personnel Policies	Sets forth policies that govern APT employees excluded from collective bargaining for certain specified reasons.	Recommend review by Administration to clarify language. Technical amendments. Statutory citations need to be updated.
RP 9.216	Travel Per Diem	Authorizes the issuance of travel per diem and specifies guidelines.	Technical amendments.
RP 9.217	Waiver of Oath of Loyalty for Select Employees	Allows for the waiver of the oath of loyalty for select university personnel.	Need to determine if this policy is still necessary, as section 85-34, Hawai'i Revised Statutes, cited in the policy, has been repealed.
RP 9.218	Delegation of Personnel Actions	Delegates the authority to approve all personnel actions to the president of president's designee, except for specific circumstances where board action is required.	Technical amendments.