

NOTICE OF SPECIAL BOARD OF REGENTS' MEETING

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

Date: Friday, November 7, 2014

Time: 9:00 a.m.

Place: University of Hawai'i at Mānoa
Information Technology Building
1st Floor Conference Room
2520 Correa Road
Honolulu, HI 96822

AGENDA

- I. Call Meeting to Order and Pule**
- II. Public Comment Period:** Written testimony on the agenda items is accepted upon posting of this Agenda up to 24 hours in advance of the meeting time at the address above by hand-delivery or mail, or email at bor@hawaii.edu, and provided to the Board before the meeting. Late written testimony will be made available to the Board within 24 hours of receipt. Individuals who want to testify on items on this agenda during the Public Comment Period may sign in before the meeting and limit testimony to three (3) minutes.
- III. Agenda Item:** Board Retreat Pursuant to Board Policy, Chapter 2, Section 2-4 on the following topics:
 1. Board Self-assessment review
 2. UH System strategic plan and strategic directions review
 3. UH System metrics review
 4. Topics for future board meetings
 5. Assess and review board organization and committee structure
- IV. Adjournment**

MINUTES

SPECIAL BOARD OF REGENTS' MEETING

November 7, 2014

I. CALL TO ORDER

Chair Randy Moore called the meeting to order at 9:03 a.m. on Friday, October 16, 2014, at the University of Hawai'i at Mānoa Information Technology Building, 1st Floor Conference Room, 2520 Correa Road, Honolulu, HI 96822.

Quorum (15): Chair Randy Moore; Vice Chair Jan Sullivan; Vice Chair Eugene Bal; Simeon Acoba, Dileep G. Bal; Chuck Gee; Pete Hoffmann; Ben Kudo; Coralie Matayoshi; Barry Mizuno; Helen Nielsen; Jeffrey Portnoy; Lee Putnam; Michelle Tagorda; Stanford Yuen.

Others in Attendance: President, David Lassner; Interim Executive Vice President for Academic Affairs, Joanne Itano; Vice President for Community Colleges, John Morton; Vice President for Legal Affairs and University General Counsel, Darolyn H. Lendio; Vice President for Budget and Finance/Chief Financial Officer, Howard Todo; Vice President for Research, Vassilis Syrmos; Vice President for Administration, Jan Gouveia; Interim Vice President for Information Technology and Chief Information Officer, Steven Smith; Interim UH Mānoa Chancellor, Robert Bley-Vroman; UH Hilo Chancellor, Don Straney; UH-West O'ahu Chancellor, Rockne Freitas;; Executive Administrator and Secretary of the Board of Regents, Cynthia Quinn; and others as noted.

Chair Moore introduced Pono Shim, who opened the meeting with a pule (prayer). Chair Moore summarized the board agenda for the day that the board retreat has a business focus with a goal to optimize board contribution and participation. No decisions would be made. The 5 items on the agenda are intended to lead to outcomes and conclusions: 1) Review of board self assessment to assess areas that are ranked high, low, and have different perspectives; 2) Review of the System's strategic plan for the Board to provide feedback to incorporate into a final plan in Spring and to align board operations accordingly; 3) Review of metrics set by administration in Nov 2012 used to monitor progress towards goals, and to determine the priorities upon which the Board will focus; 4) Consideration of topics for 'deep dive' discussions at the Board and Committee levels relevant to governance; and 5) Review of board organization, and assess whether to modify the structure from eight (8) functional committees to strategic direction based committees.

II. PUBLIC COMMENT PERIOD

Executive Administrator and Secretary to the Board of Regents, Cynthia Quinn announced that written testimony had been received and distributed to the Board. The following persons provided oral testimony:

- Momi Kamahele testified in support of assessment and recommended adding a new standing committee on Native Hawaiian Affairs, and an Office of the Vice President for Native Hawaiian Affairs.
- Jim Shon raised concerns about metrics that can impact promotion significantly, and lack of funding for units that work on public policy, and requested more advanced posting of meeting materials.
- Bob Cooney testified in support of the board seeking out other stakeholders, such as faculty, when making decisions, and raised concerns about UH Mānoa being in crisis.
- Marguerite Butler raised concerns about budget cuts underway at UH Mānoa.
- Bret Polopolus-Meredith requested reflection on the history of the board, and concern about the lack of transparency and accountability, the limited time allotted for testimony at hearings, and autonomy of chancellors to make decisions.
- Lilikala Kami'eleihiwa testified regarding strategic outcomes and requested that the Pūkoa Council be allowed to review and provide response on the outcomes regarding the University as an indigenous-serving institution, and that the outcome be given highest priority and not embedded in a different outcome.
- Shannon Wood raised concerns about the lack of board structure and confidence in the Board, strained relationships with chancellors, and lack of information on the release of the UH Manoa basketball head coach.

III. AGENDA ITEMS

1. Board Self-assessment review

Chair Moore summarized the results of the board survey, and the board commented as follows:

- The board gave itself high marks for understanding the role of the Regents being focused on board governance rather than management, ability to share diverse perspectives, board leadership performance, collegiality among board members, and the importance of speaking with one voice, maintaining confidentiality, disclosing conflicts of interest, respecting boundaries related to staff and faculty disagreements, adhering to the sunshine law, and supporting the president.
- Minutes and materials should be distributed earlier to allow reasoned analysis. Materials should be provided in an executive summary format for better focus, with highlights on the pros, cons, a risk assessment/adverse impact statement, a recommendation, a statement on how the proposal aligns with strategic and president's goals, and board objectives, and a global picture on how the proposal impacts the entire University and all of its facets, such as budget,

personnel, etc., with a link to the detail. It was suggested that the summary be created among the board leadership and president, or by administration, that is concise, except for financials, as that is still a work in progress.

- Use of consent agenda would be helpful to allow time for discussion on strategic directions rather than transactional items.
- Campus presentations should be more focused on strategic planning, and aligned with the role as Regents.
- Public relations and ability to communicate with constituencies proactively rather than defensively needs improvement, such as increase efforts to publicize positive, good news stories. It is perceived that the board is adverse to criticism. The public needs to understand that the role of the Regent is governance and not management.
- Increase efforts to keep board informed before the issue is in the press, to the extent possible, recognizing that board policies set forth parameters for disclosure and decision-making in emergencies
- The low marks regarding achieving system goals are likely due to the 10 year cyclical nature, though more periodic reviews could be valuable.
- Need to set Board and President goals in May after the state funds are appropriated.
- Need to evaluate President and discuss in public the rationale of compensation for the position.
- Improve board orientation to be more intentional, structured, and utilized as reorientation for current members, with a focus on unity with purpose, transparency and respect.
- Need a clear understanding of the relationship with the UH Foundation, and its contribution to success of the University, which could be a possible deep dive topic to discuss at a future board meeting.
- Encourage assisting administration in areas of expertise, and inform Chair Moore accordingly.
- Encourage taking on an advocacy role and initiate connections for the benefit of the University. Regent Kudo added that he would be contacting individual Regents to meet with Legislators to share their support the University.
- Need a clearer understanding of the responsibilities of a Regent.
- Noting some low numbers in sharing differing perspectives, Chair Moore encouraged suggestions for improvement
- Noting unanimity in support for ultimate decisions received mostly high marks, the board concurred to work towards unanimity as it is important for the board to be collectively supportive on the decision even though the vote was not unanimous.

Chair Moore thanked the board for participation, and he will summarize outcomes and next steps for review at the next board meeting. Chair Moore then recessed the meeting for lunch at 12:03pm.

At 1 p.m., Chair Moore reconvened the meeting and noted that the self assessment was not only required as part of accreditation, but also a best practice. He thanked all for participating and that he would provide a final report accordingly.

2. UH System strategic plan and strategic directions review.

President Lassner explained that the strategies and tactics for each strategy are being shared to achieve a common understanding of where the University is headed, as vetted by the Officers. He explained that the job of administration is to advance the strategies and tactics.

He presented slides on the four initiatives: 55 by 2025 state of Hawai'i goal, HII, 21st Century facilities, and High Performance System; and productivity and efficiency metrics to measure progress, captured in score cards by campus. Chancellor Bley-Vroman added that fundraising is most successful at unit and campus level. The System ensures that the funds are deployed wisely. President Lassner closed by summarizing that the strategic plan and directives have been in place from 2004 to 2010 at the system level, and represents the strategic directions for the Board, broken down by units, and unique to each campus on how they achieve the directions. The four directions also assume financial sustainability and viability. He reported that there would be more to come in January, and the final plan will be presented to the Board in Spring 2015.

3. UH System metrics review

President Lassner summarized that the most important 12 metrics are being presented for comment and feedback as these will be used to help set goals to reach the strategic directions. The Board will receive periodic reports on the progress. The metrics are based on the needs of the state, growth rates, and peer institution data reported to the U.S. Department of Education and input into the national Integrated Post Secondary Education Data System (IPEDS). Director of Institutional Research and Analysis Office Pearl Imada Iboshi provided a powerpoint presentation on the metrics and noted that the focus was modified to include both enrollment and graduation rates, and has revealed gaps. At the conclusion, President Lassner further explained that the '55 by 2025' is a state goal, based on the needs of the community, and set in collaboration with the University. The outcomes are aspirational, with the objective to educate, and not necessarily reach the same ratio as the peers. Many 2008 goals were reached, but the 21st Century Facilities initiative has stalled due to the deferred maintenance challenge without state funding

The board concurred that it can use the first 9 metrics as published, while the 3 efficiency measures following should be for internal purposes, so that the board focuses on the outcome, and the President focuses on the means to reach the outcome. The established metrics are useful as they do provide some kind of measurement and solidarity to the longer term goals and progress.

The board raised concerns regarding aligning the state goal (55 by 2025) with the University's capacity, recent changed conditions, the dynamic environment, and whether or not the goal is realistic or affordable without funding support; ensuring quality over numbers; utilizing metrics to inform rather than drive decisions; providing periodic progress reports; considering peers and best practices nationally; adding metrics for reserves and student engagement; and prioritizing within the goals.

The board raised possible discussion "deep dive" topics at the committee level on how the peers are selected, the aspirations of the University, eg. aspire to be like a peer or be its own peer; the impact of disaggregating faculty teaching and service; and how to measure quality.

4. Topics for future board meetings

The board discussed possible "deep dive" topics to discuss at future board meetings, and voted on their top three preferences as indicated below:

UH Mānoa finances: Structure, status, and strategy - 7

Communications: strategy and practice - 6

Tuition and financial aid: Structure, status, impacts - 5

System-wide look at academic programs/relevance and financial sustainability - 5

Intercollegiate athletics: Status, strategy, impacts - 5

Fiduciary responsibilities regarding reserves - 3

Shared governance - 3

UH Foundation - 2

UH structure: one university versus mission differentiation - 2

UH's International role - 2

Process changes in teaching and learning and the impact on how we do business - 0

Chair Moore concluded that the topics will be considered and coordinated accordingly for upcoming board meetings.

5. Assess and review board organization and committee structure

The Board assessed the effectiveness of the current committee structure, concurring that Native Hawaiian issues should be incorporated in every committee, and to take a closer assessment of the appropriateness of delegating to the President the large number of transactions that currently require Committee or Board review and approval pursuant to board policy, such as personnel, contracts, emeriti awards, and program review. Administration commented that community colleges are required to have a standing committee, and is preferred. The Board concurred that committees could expand or consolidate their overlapping roles that could help reduce the number of committees. It was noted that this was done with Academic Affairs Committee that has taken on other items such as Emeriti approvals, and Planning and Facilities and Budget and Finance committees have had to hold a number of joint meetings because of overlapping roles. The use of a consent agenda at the board level would also allow time for deep dive topics and strategic discussions. The Board agreed to continue the

discussion and identify any overlap to propose changes. Chair Moore stated that the four new members will be assigned to the current committees by next week.

V. ADJOURNMENT

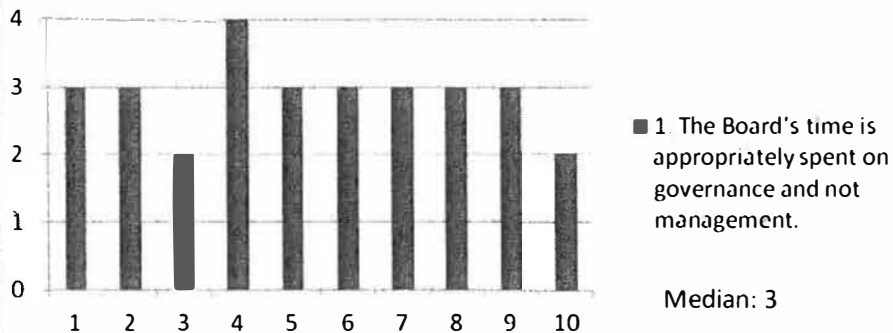
Having no further business, upon motion by Regent Gee, seconded by Regent Yuen, and by unanimous vote, the meeting adjourned at 3:54 p.m.

Respectfully Submitted,

/S/

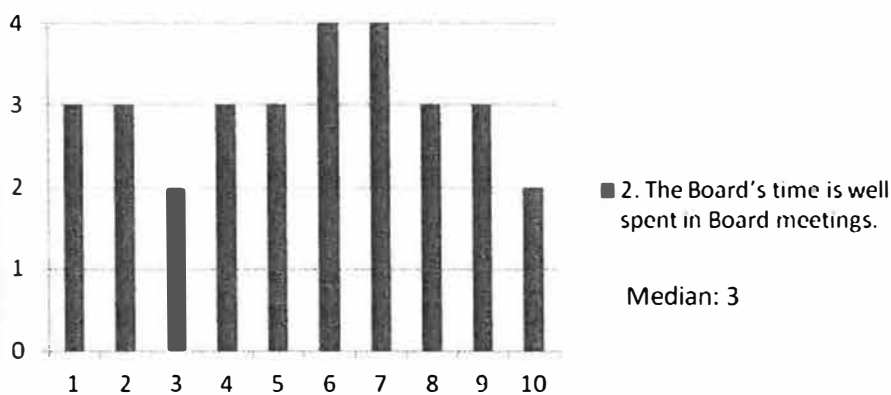
Cynthia Quinn
Executive Administrator and
Secretary of the Board of Regents

1. The Board's time is appropriately spent on governance and not management.



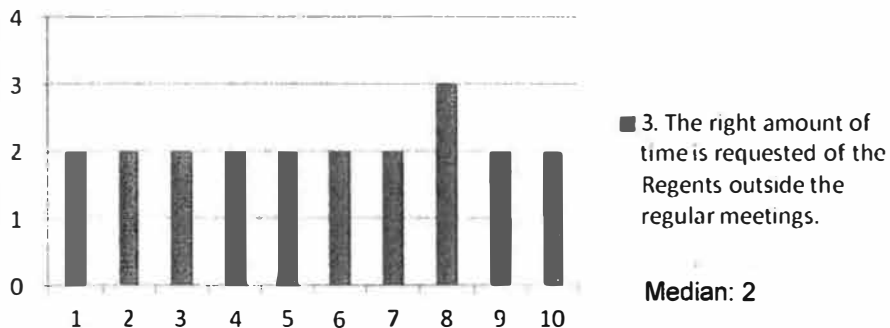
- We ought to ask ourselves on every item -- is this about governance or about management? and refer the management stuff to the admin.
- Unfortunately, the BOR is being forced to exert itself into matters that would be more properly handled by management, but management is slow to make needed changes.
- I like to think we are not micromanaging the administration.
- In general, we're doing well, but in selected areas, we are getting close to or into tactical rather than strategic involvement.
- There is a fine line and I believe BOR is not into managing

2. The Board's time is well spent in Board meetings.



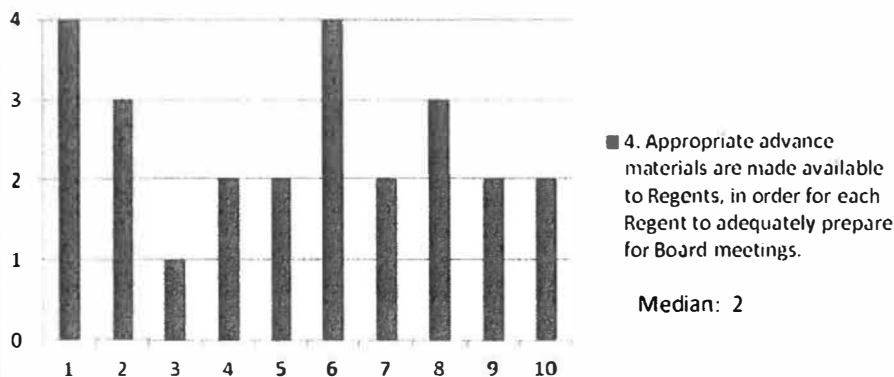
- We spend too much time on minor matters and not enough on the 30,000 foot items.
- Utilization of committees has yielded much improvement over previous years. More time needed for deep dive on strategic issues.
- Committee structure requires much more time commitment by the board, but it makes us more knowledgeable of the System.
- Yes....BOR is focused and not distracted

3. The right amount of time is requested of the Regents outside the regular meetings.



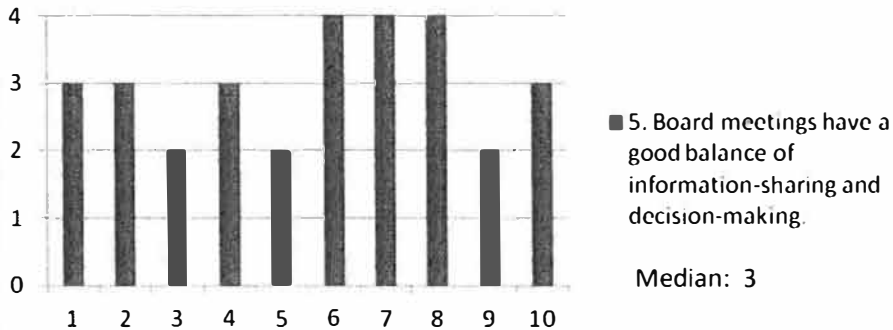
- I'm ok with the necessary time to be cognizant of the issues.

4. Appropriate advance materials are made available to Regents, in order for each Regent to adequately prepare for Board meetings.



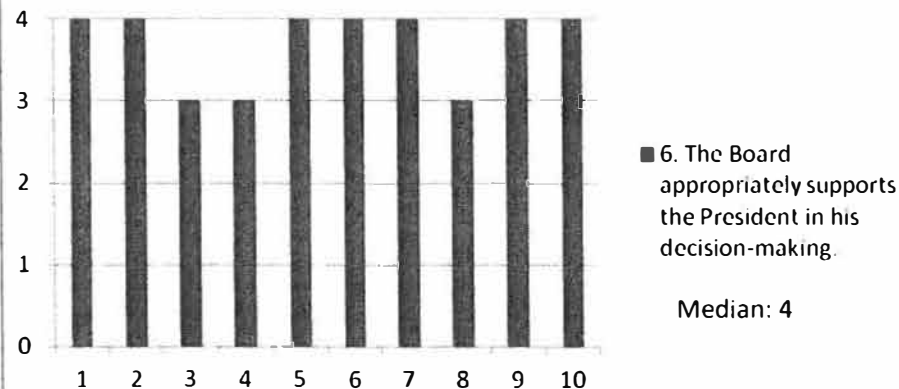
- We get a few matters when the materials are distributed at the meeting instead of in advance.
- Meeting minutes need to be more timely - by the time we get them, it's too hard to remember what was said. Receiving Board materials piecemeal is frustrating and confusing.
- Each of us needs to anticipate investing time to review meeting materials prior to meetings. Those who work need more time to review materials due to their day jobs.
- Advance material are not user friendly for the BOR, Too many tables, fine prints and numbers, difficult to understand. In my career, I've been on both sides, i.e., the briefer, and the receiving audience. An old saying is that "if you want their approval, give them a snow job, and with the imminent deadline, an approval can be expected." Having done that myself earlier, I advised Admirals and Senior Leadership not to approve anything they do not understand. I will take this position if the briefing gets too complicated or confusing.

5. Board meetings have a good balance of information-sharing and decision-making.



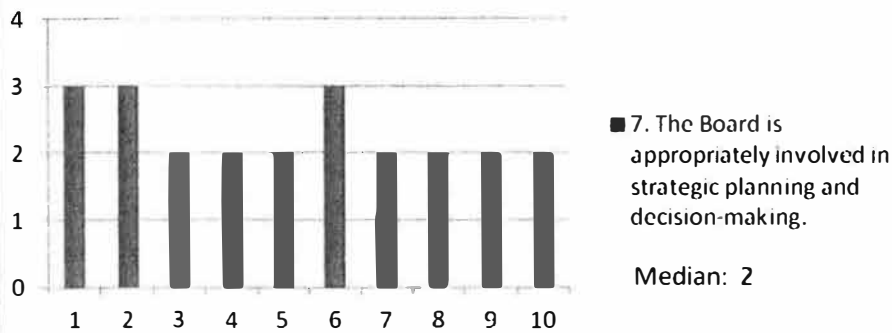
- Committee reports should be limited when the same business will be handled later in the agenda.
- I do have trust in our board leadership, but more information rather than less makes us more comfortable.
- Info sharing among the BOR and UH during mtgs are fine, but on an elevated level. I would like to see more info sharing and communication between the BOR and those on the staff level. This will help in the BOR's decision making. The process to discuss with staff is too restrictive and cumbersome, hence the BOR not being fully aware of the issues.

6. The Board appropriately supports the President in his decision-making.



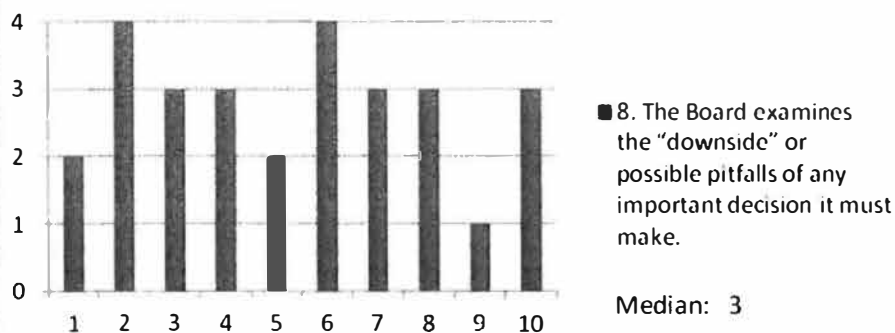
- While adequate notice is usually given on potentially controversial decisions, the administration needs to be more proactive and timely in disseminating information to the public to justify the decisions.
- President shares info with board leadership, but more info should filter to the members.
- This appears to be the consensus. I'm fine with this.

7. The Board is appropriately involved in strategic planning and decision-making.



- We ought to spend more time in reviewing the status of implementation of strategic planning directions.
- We spend too much time on perfunctory matters and not enough time on strategic issues.
- We're doing a very good job with decision making involvement; however, we could do a better job at strategic planning.
- I have not seen any strategic planning between the BOR and UH. It may just be with the BOR chair or committee chairs, but I have not been privy to this. This goes against being transparent.

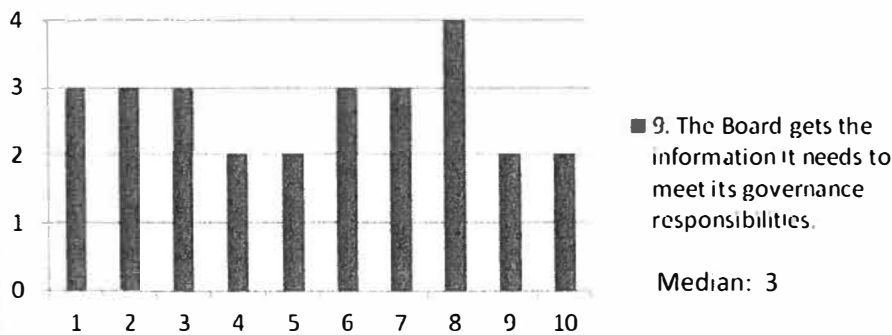
8. The Board examines the "downside" or possible pitfalls of any important decision it must make.



- We do okay on this, but the PR aspect is missing when things are likely to be controversial.

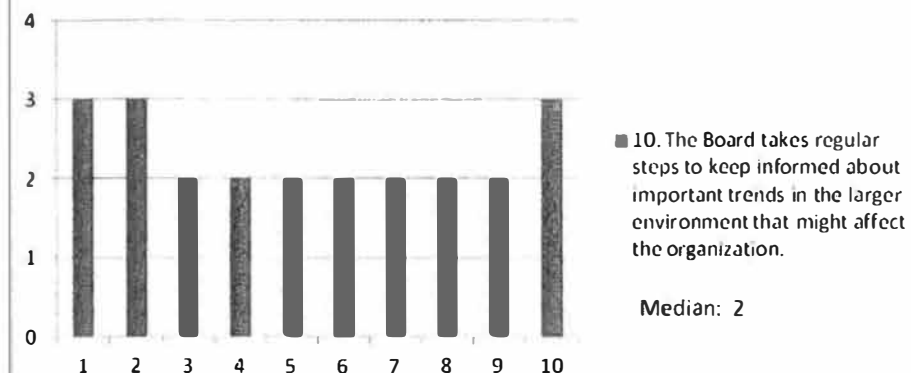
- Definitely, or at least I am not aware or have not been privy to this. This should really be a major role for the BOR, with its qualified members able to contribute with different perspectives. But if BOR is doing this, then please let me know.

9. The Board gets the information it needs to meet its governance responsibilities.



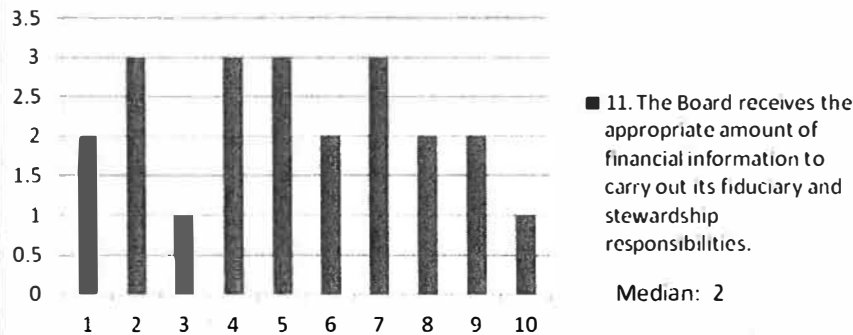
- We get a little too much detail on some matters (e.g., new programs and individual personnel matters) and too little detail on progress toward strategic initiatives or follow-up on matters considered at previous meetings.
- How much do we rely on committee recommendations?
- "There are timeliness issues. The online support is helpful, but I struggle with long, complicated documents. It's too hard to read on the screen (old eyes) and cumbersome to switch around within a document. I end up printing a lot for myself and have sometimes asked staff to make copies for me; which they do cheerfully and with alacrity.
- Also, it's frustrating to read in the newspaper or see on television things that the Board would have appreciated knowing in advance, and maybe discussing so that we have a coordinated position when asked about issues."
- There are examples (minimal) of a lack of background information, but rarely.
- Info not user-friendly, and UH presents only what they want us to know, which may not be the complete picture.

10. The Board takes regular steps to keep informed about important trends in the larger environment that might affect the organization.



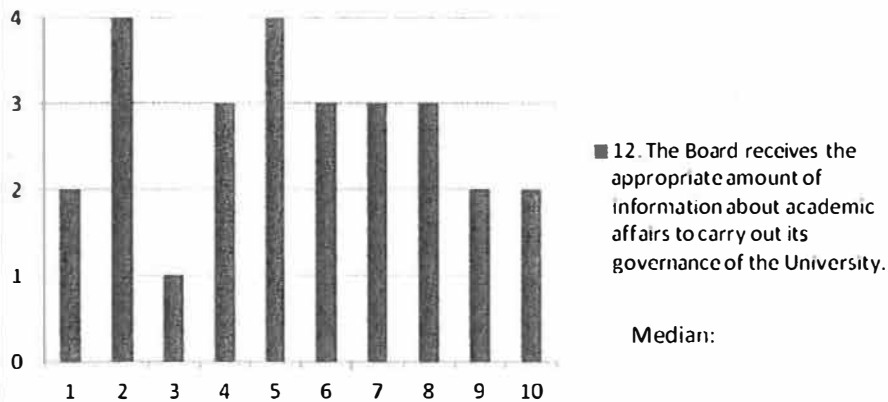
- We could be better informed and should discuss the implication of these trends more regularly.
- We do not make time for, nor do we have enough information to explore important trends like blended learning or how other universities are financing their operations.
- We rely on input from the Administration for academic trends - for example, the "new normal" symposium last year. We do not have a regular means of maintaining cognizance of important trends.
- Restricted info, not user-friendly, communication with staff cumbersome, difficult to get info, data overload in a short period. A criticism the BOR has is its tendency to "rubberstamp". I can see why this is a prevailing perception.

11. The Board receives the appropriate amount of financial information to carry out its fiduciary and stewardship responsibilities.



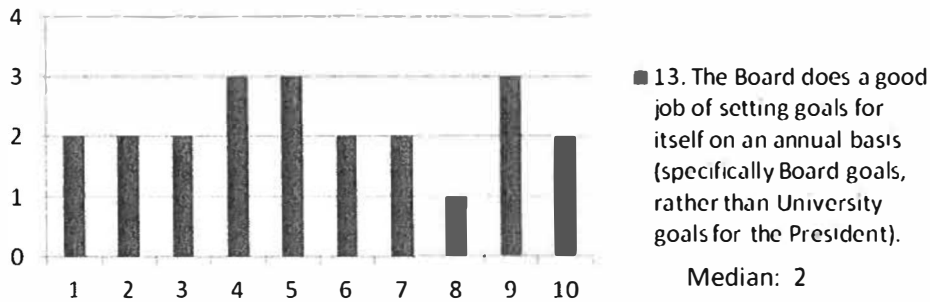
- better use of metrics should help us focus on the strategic allocation -- both planned and actual -- of resources.
- For over 3 years, we have been asking for a budget with year to date actuals. The fact that we have not been able to see this lead to our inability to comprehend exactly how much of the Manoa reserves were being spent before it was too late. We also should be able to see a breakdown of Cancer Center, Law School, Medical School, Pharmacy School, and undergraduate programs. This would allow BOR to help make strategic choices on which programs are critical and which could be downsized or cut.
- Not perfect, but much improved.
- A lot of progress is being made! Mahalo for the leadership of Jan Sullivan and others. Also, appreciation to the UH administrators who are doing things in new ways.
- This area requires improvement, but we have recently made headway in terms of better documents to assist in understanding the budget and financial information.
- Restricted info, not user-friendly, communication with staff cumbersome, difficult to get info, data overload in a short period. A criticism the BOR has is its tendency to "rubberstamp". I can see why this is a prevailing perception.

12. The Board receives the appropriate amount of information about academic affairs to carry out its governance of the University.



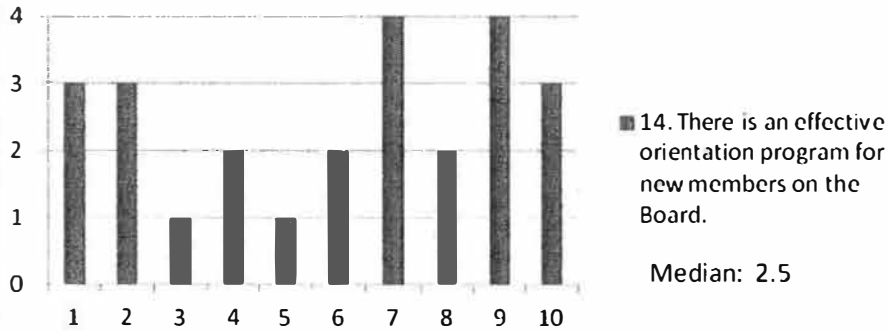
- The information we receive is piecemeal and does not allow us to plan strategically. Academic programs should be viewed in the context of the budget and what is needed for workforce development and fueling Hawaii's economy.
- We rely on the Board Committee on Academic Affairs and the VP of Academic Affairs to provide approvals of academic programs/status changes/emeritus, etc. However, we don't often receive a broader picture of academic affairs at the University or as a National comparison.
- Restricted info, not user-friendly, communication with staff cumbersome, difficult to get info, data overload in a short period. A criticism the BOR has is its tendency to "rubberstamp". I can see why this is a prevailing perception.

13. The Board does a good job of setting goals for itself on an annual basis (specifically Board goals, rather than University goals for the President).



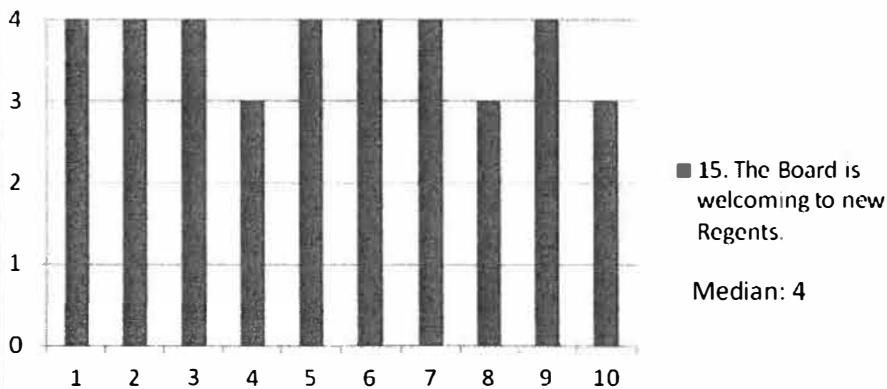
- I'm not sure whether the board has specific goals for itself.
- I don't quite understand the question. What the BOR wants to accomplish should be carried out by the administration. But too often, it seems, the administration does not want to change what it is doing.
- I don't recall that this has occurred recently. However, our retreat should address this topic.
- I have not yet participated in goal setting with the Board.
- Although not defined or clarified in writing, I believe BOR is moving in that direction.

14. There is an effective orientation program for new members on the Board.



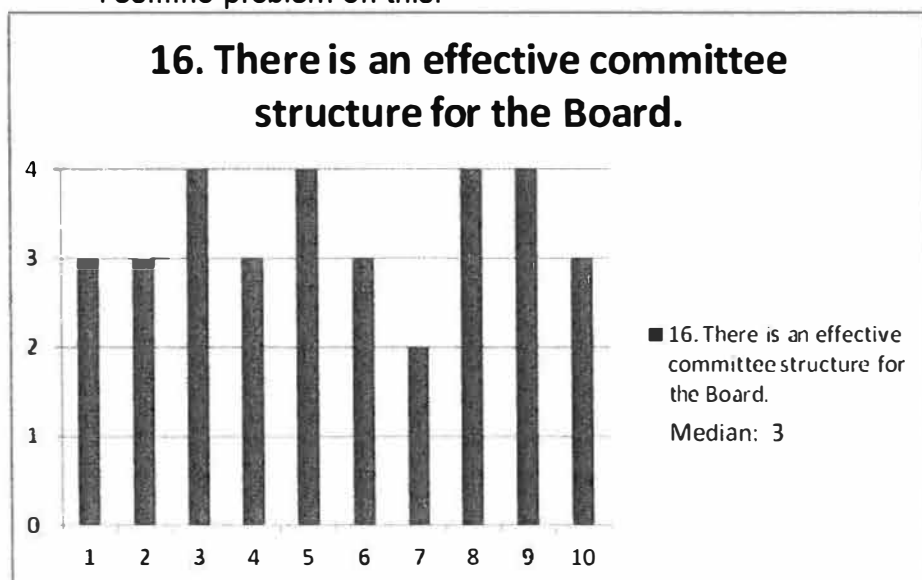
- maybe we need to develop a "profile of an effective board member" to review with new board members.
- There should be an indepth tutorial on finances for all new and existing Board members.
- I understand that this orientation process is improving, but my orientation was one morning session without follow-up.
- The orientation was very informative.
- OK....but suggest more emphasis on defining the fine line between governance and managing.

15. The Board is welcoming to new Regents.

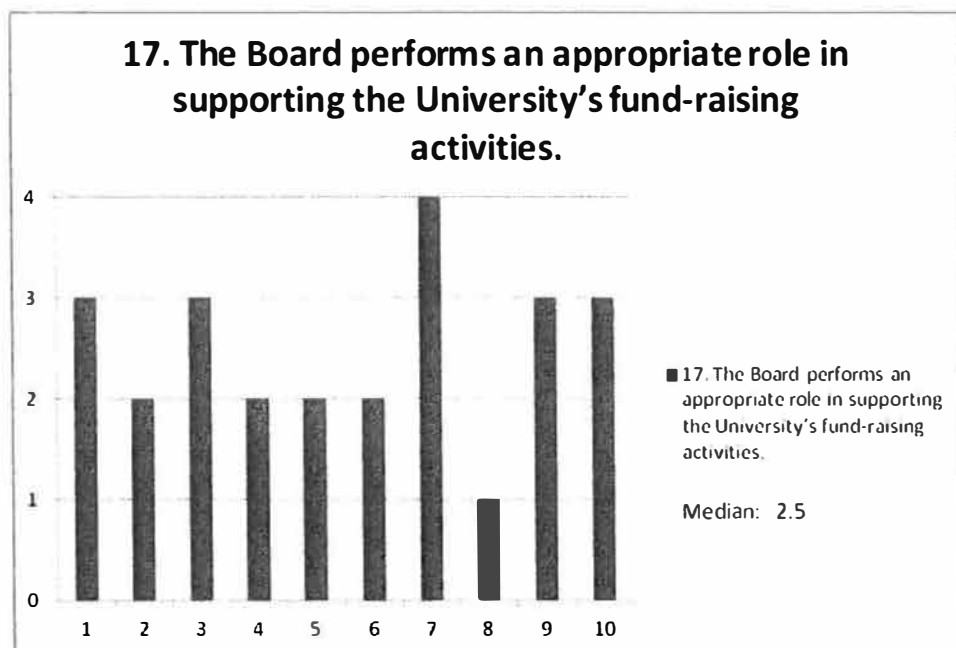


- New Board members should be sworn in by the Governor.
- I know that it is done in jest, but new members have reported that while they feel welcome, they are also left with the impression from the Regents that "just wait and see if you made the right decision to become a Regent".
- I have felt that the current Regents are very supportive with new Regents in explaining content and procedures during committee/board meetings.

- Yes....no problem on this.



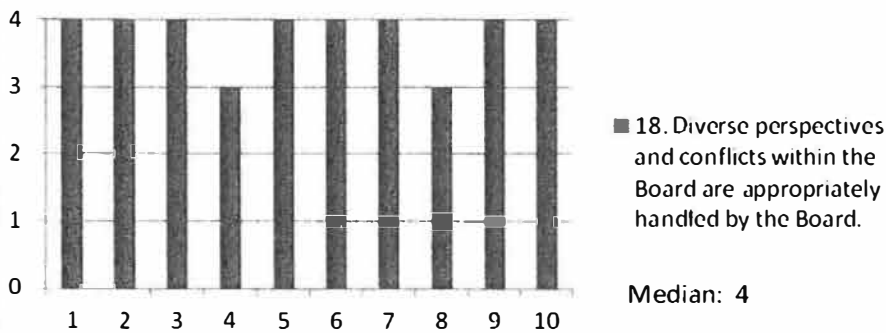
- For more discussion at the retreat -- should the board committees be functional or strategic?
- Not perfect, but much better than before. Further refining should be considered.
- I think transactional structure has worked fine, but I'm open to consideration of new approaches.
- The committee structure addresses critical areas, but is not currently well aligned with the University's strategic directions. We should either map the committees to the strategic directions or modify the committee structure. Again, a topic for our retreat.
- Yes....appears to be working except that committee chairs need to be more definitive and conclusive in their mtgs.



- I don't know the answer. This is a question that should be posed to the UHF staff.
- Presumably Board and individual Regents will have roles in the upcoming campaign

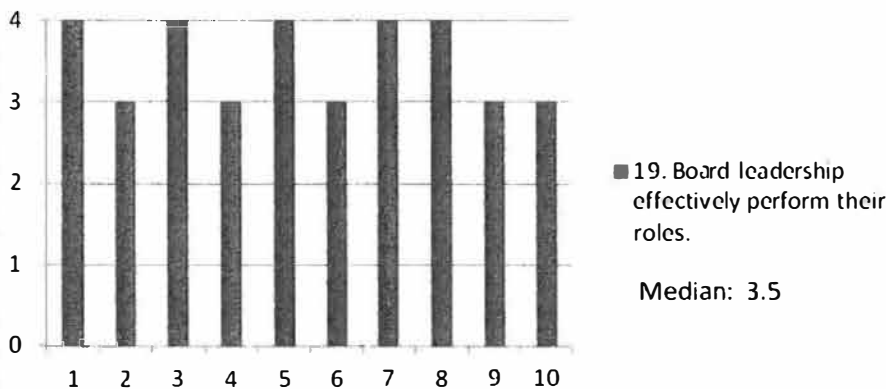
- A closer relationship with the Foundation is required. It is only recently that the Foundation has briefed the Regents on their role and performance. Better relationship and alignment is required.
- I have not seen too much of this, but the Foundation appears to be doing fine.

18. Diverse perspectives and conflicts within the Board are appropriately handled by the Board.



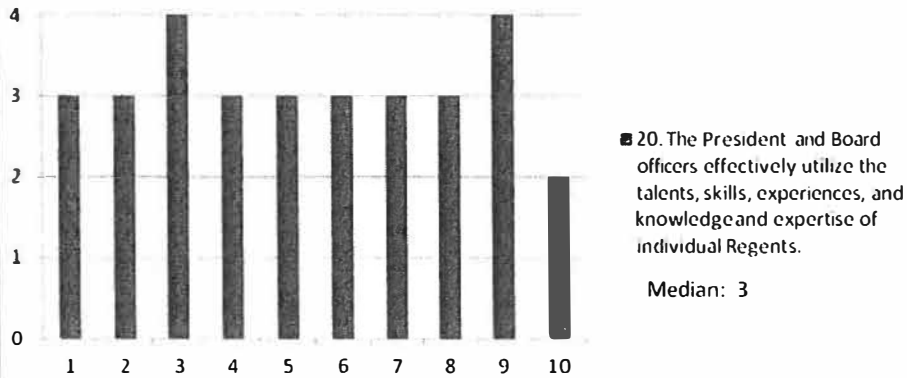
- I don't detect much conflict and different perspectives appear to be appropriately honored by those who don't agree with someone else's perspective.
- All opinions are allowed. Little to no evidence of inappropriate handling of conflict.
- OK....but the BOR and committee chair(s) should encourage more on this since the BOR is made up of highly competent people who have much to offer regarding different perspectives.

19. Board leadership effectively perform their roles.



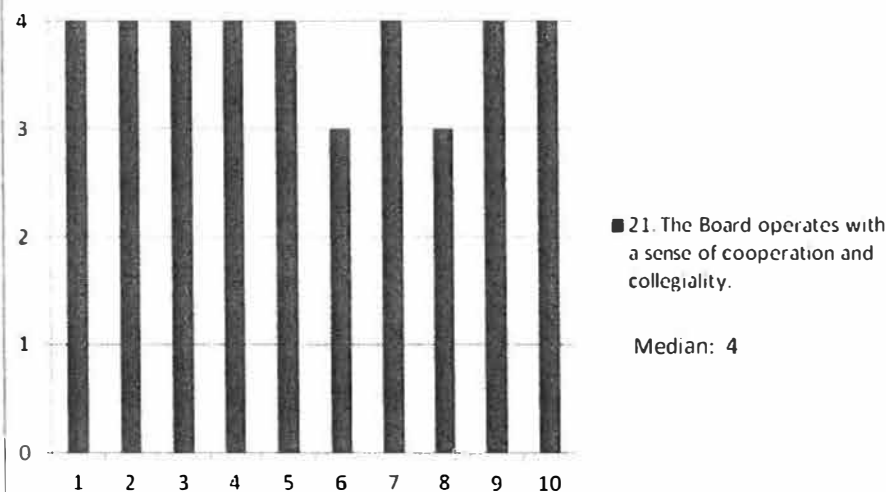
- Let's see what the others say!
- A big mahalo to Randy, Jan and Gene for all of the time and effort they exert on behalf of the BOR.
- Strong Chair with support from Vice Chairs. Hard for me, as a Vice Chair, to say we're perfect, but I believe leadership is doing a credible job.
- Appears to be doing fine, but again, more two-way discussions should occur.

20. The President and Board officers effectively utilize the talents, skills, experiences, and knowledge and expertise of individual Regents.



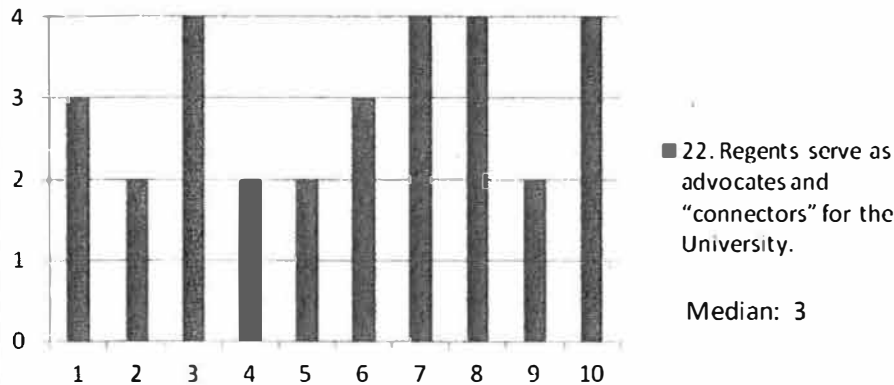
- Let's see what the others say.
- I suspect that Administration is doing this well - but, it's difficult to verify without explicit examples of how it's being done with each Regent. From a personal perspective, I feel that I am being utilized effectively.
- Appears to be fine, since the BOR are outspoken at times, which is what it should be to fully utilize their individual talents.

21. The Board operates with a sense of cooperation and collegiality.



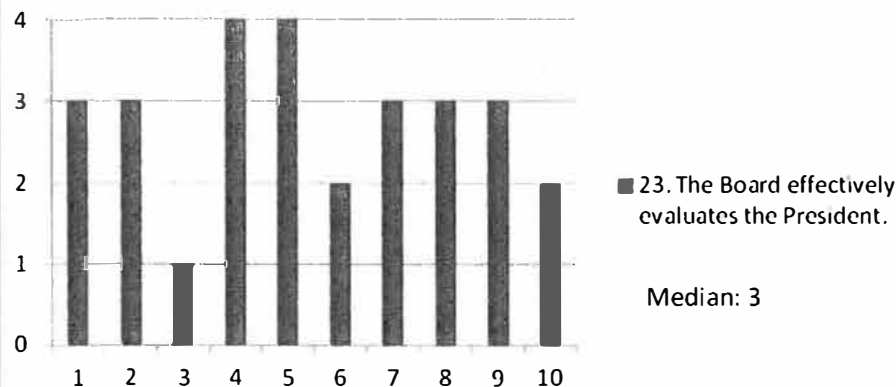
- Yes...this is why I enjoy being a Regent....all moving in the same direction to accomplish our mission.

22. Regents serve as advocates and “connectors” for the University.



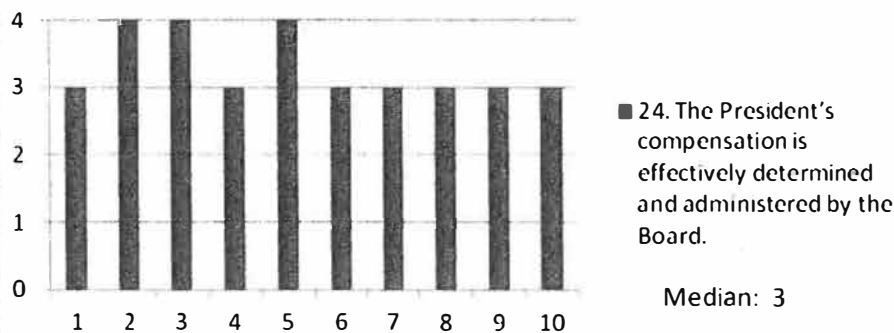
- We seem to appear aloof to too many.
- Again, without specific examples, it's hard to say we're doing this right - but I believe that we are.
- Observed that everyone has a genuine commitment for the betterment of the University
- The connectors is only as good as the communication which can be improved.

23. The Board effectively evaluates the President.



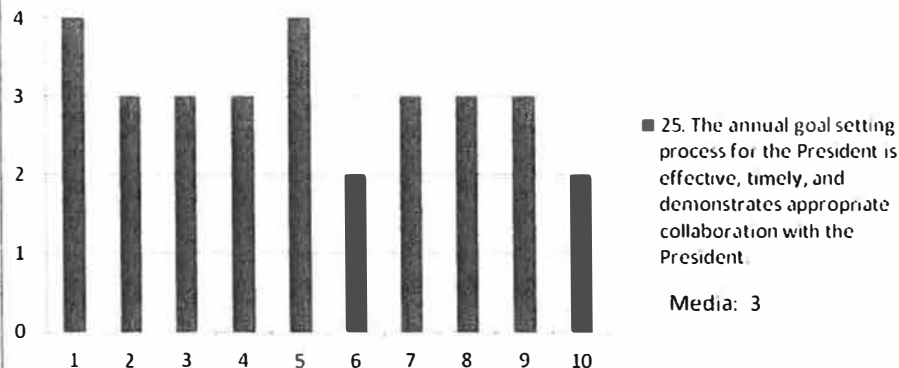
- We need to document our review in writing.
- BOR should have an opportunity to discuss this in executive session. Heretofore, one or two Board leaders would poll each BOR member individually, and the results did not necessarily match what was said. The written evaluation should be more detailed, instead of a one-page letter that only includes an overall rating.
- We have a plan to do so, but we have not done so yet.
- I am too new to give an opinion on this, but I believe BOR is heading in the right direction.

24. The President's compensation is effectively determined and administered by the Board.



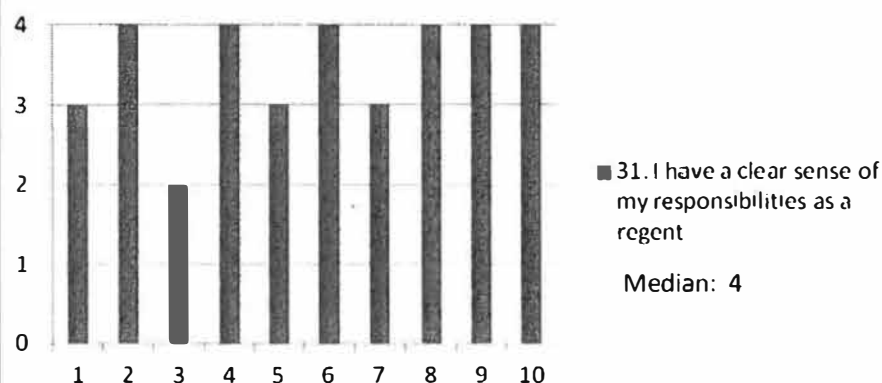
- I was not a Regent at the time of the President's selection and salary approval, but I have a perception that the previous BOR chair was heavy handed and steered the BOR in a direction that the BOR is presently being criticized for.

25. The annual goal setting process for the President is effective, timely, and demonstrates appropriate collaboration with the President.



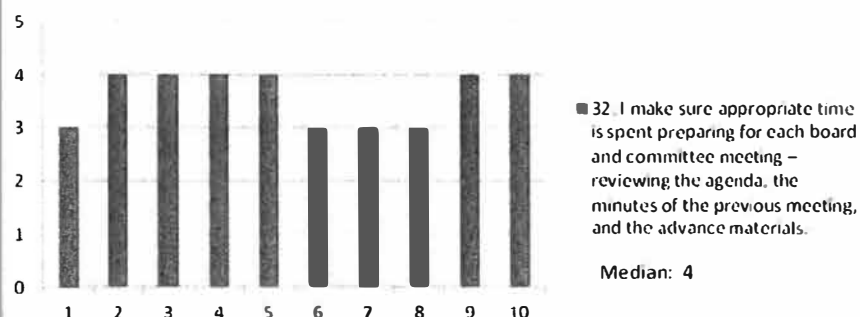
- We should document this in writing.
- We plan to do so, but we have not done so yet.
- Again, I am new and have not seen much in this area.

31. I have a clear sense of my responsibilities as a regent



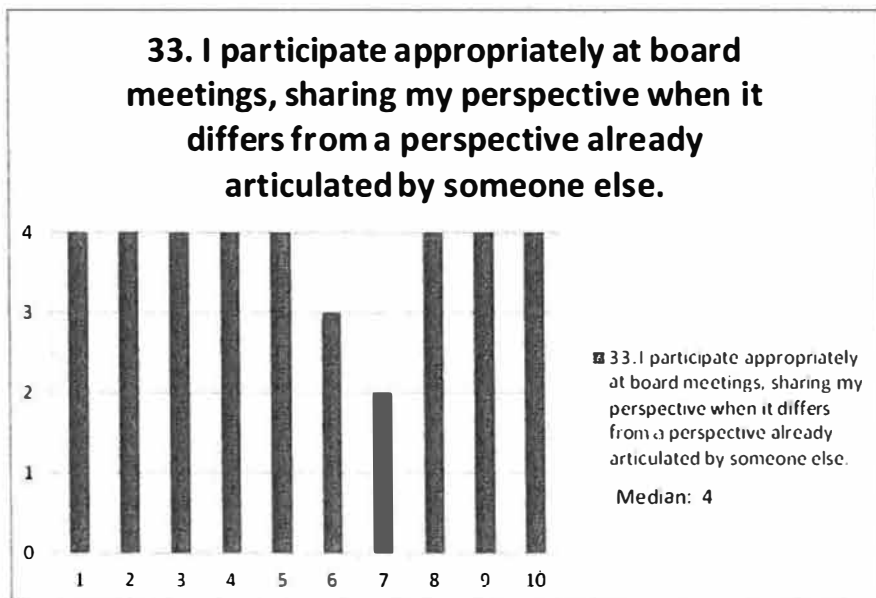
- Sometimes I feel like we have to micromanage in order to elicit change.
- Still working through the process of determining my role and responsibilities, and how best to make a contribution.
- I am working on learning the functions of the board and my role as a regent. I hope to apply my understanding of my responsibility toward asking questions, providing comments, and making decisions with constituents in mind.
- I have a better understanding of the fine line between governance and managing.

32. I make sure appropriate time is spent preparing for each board and committee meeting – reviewing the agenda, the minutes of the previous meeting, and the advance materials.

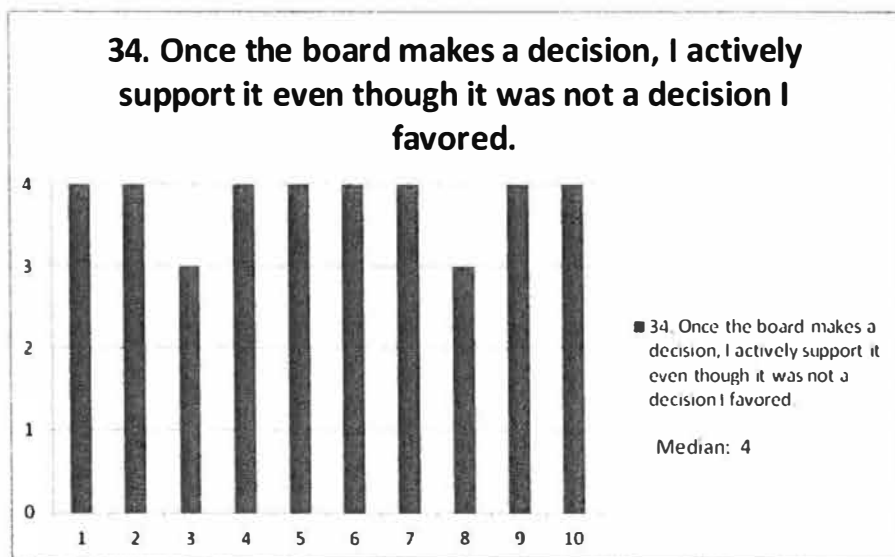


- But there's too much to review!
- I have been able to devote a lot of time to developing my background knowledge. Board staff and materials in our 'library' have been very helpful in this regard. Also, former and current Regents gave generously of their time to talk with me.
- I would like to improve on my facilitating skills during committee meetings. And spend more time not just reviewing the materials but also thoughtfully applying it with fiduciary responsibility in mind.

- I will give myself the appropriate time to understand the issues. However, it gets to the point where I feel I am wasting my time because of the materials being user-unfriendly, I will call it quits and vote to abstain or disapprove the issues being addressed.

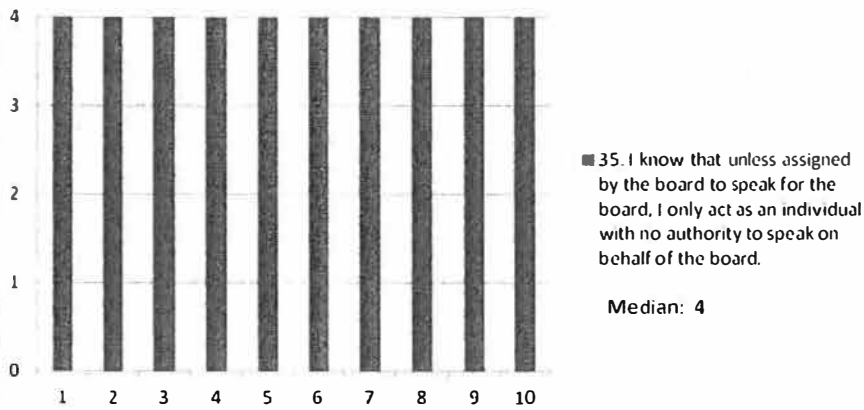


- I am working to improve on articulating questions and concerns at board/committee meetings.
- I may ask too many questions.....
- That is our job.



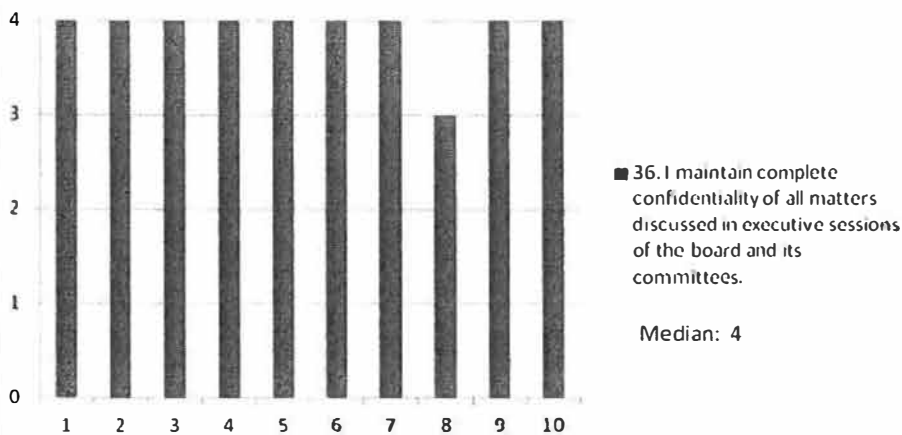
- I understand that I always have the opportunity to voice concerns on decisions and vote accordingly. In the event that my vote is against the Board's vote, I will still support the Board's decision since collectively it is understood that we have a responsibility to the University.
- We need to move on in the same direction. We are all mature to understand that our viewpoints may not necessarily be the correct one. We must work as a team.

35. I know that unless assigned by the board to speak for the board, I only act as an individual with no authority to speak on behalf of the board.



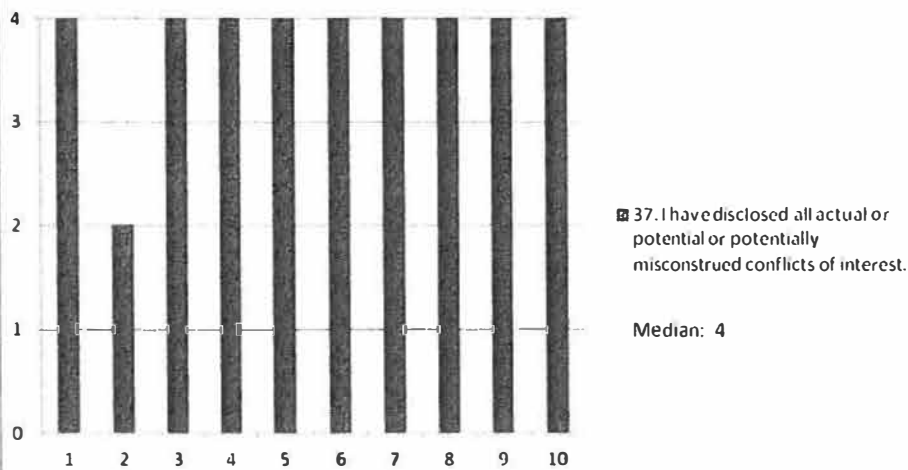
- Amen and hallelujah!
- Very critical to understand this....to avoid confusion.

36. I maintain complete confidentiality of all matters discussed in executive sessions of the board and its committees.



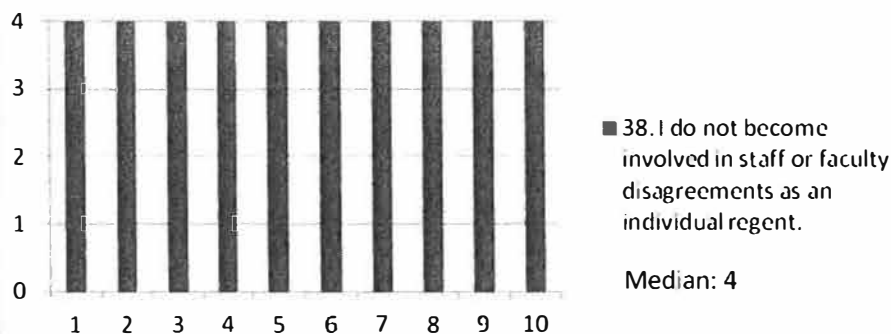
- Fully concur.

37. I have disclosed all actual or potential or potentially misconstrued conflicts of interest.



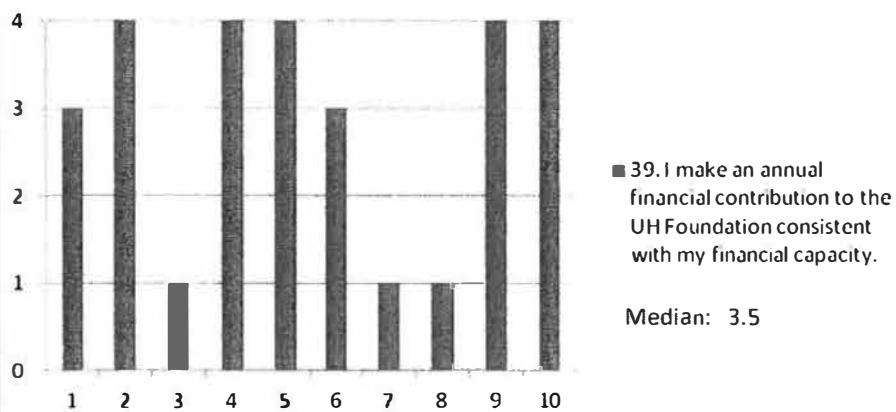
- Have we done this (other than filing the financial disclosure statement)? The financial disclosure statement does not ask for "potentially misconstrued" conflicts of interest.
- Nothing to hide.

38. I do not become involved in staff or faculty disagreements as an individual regent.



- We need to monitor the issues at an elevated level. Again, governance is the key.

39. I make an annual financial contribution to the UH Foundation consistent with my financial capacity.



- We already contribute a significant amount of time for BOR matters.
- Definitely within my financial capacity.

Other Questions:

26. What are the greatest strengths of the Board?

- Its members
- Diverse perspectives, collegiality, all want what's best for the university.
- Dedication, willingness to work hard and tackle tough issues.
- Diversity. Collegiality, Professionalism.
- I have been impressed with the high quality of individual Regents, their commitment to UH and their willingness to contribute time and attention. I also appreciate the high level of collegiality and mutual respect demonstrated in meetings and among members.
- "Singular purpose - advancement of the University.
- Diversity in background, expertise.
- Strong Chair."
- The Board is productive and continues to make decisions to better the University.
- It's ability to listen and make judgement calls from differing perspectives.
- Highly qualified Regents with various skill sets allowing different perspectives to ensure all bases are covered. Professional respect for one another and all understanding the BOR's mission. No ego problem here.
- Individuals bring years of experience in a diversity of areas.

27. How can the Board improve?

- More transparency and better pr. Getting out in front of issues
- Cut down on dealing with minutia, which may require amendment of board policies or even of statutes, so the board can spend more time on strategic issues and the monitoring of the implementation of strategic initiatives.
- more information from the administration and focus on strategic issues.
- We need an "early warning system" to alert us of UH in the news.
- It's too soon for me to have suggestions in this area, apart from need for greater orientation mentioned above.
- "Common understanding of strategic directions and how those will be advanced.
- Review committee structure and modify if required."
- Conduct a goal setting/strategic planning workshop for the year to help provide key objectives toward improvements and Board functions.
- Selection of individuals who work on issues rather than use their position to pontificate.
- "More open communication between the Chairs and members, sharing of issues with non-committee members to gain their viewpoints.
- Develop a process that will encourage dialogue with staffers so BOR can get a better grip on the issues.
- My belief is that UH and staffers are reluctant to share delicate and sensitive info thinking that it be counter productive. Hence the need to emphasize governance and not management. Need to build dialogue and trust."
- Better use of our time on strategic matters.

28. How can the Board's effectiveness be enhanced?

- more information from the administration and focus on strategic issues.
- Be. Better informed.
- I think we need more time to talk and reason together.
- "Review committee structure and modify if required.

- It's impossible, but we would be more effective if each of us knew everything about every committee's issues/actions as well as the issues being addressed by Board leadership - again, impossible."
- I think there is misunderstanding about the role of the Board making it difficult for the Board to be more effective. Helping key stakeholders to delineate the Board's governance role versus the roles of the UH administration may help. This can be done with continued communication.
- Eliminate sunshine laws
- "See previous Comment 27. Its all about communication, building dialogue and trust with UH.
- Also, understanding our mission and the policies and framework the BOR must operate within."
- Improve media and broader messaging in the community.

29. What do you as a regent feel proud of in the past year, related to the work of the Board?

- Our work on financial issues
- Hiring a permanent president, through a process that was thoughtful, deliberate, and inclusive.
- trying to get a handle on spending, forcing the administration to be more accountable, and not automatically allowing tuition increases.
- "See the improvement of the financial reporting system."
- Adopting a reserve policy."
- A lot of work has been done to re-direct the course over the recent past. I feel proud to be part of a team, administrators and Regents working together to advance and enhance our great university.
- Selection of the President.
- I am proud that the Board continues to have the students interest during decision making.
- We have become much more involved in the substantive issues and have made several major changes which reflect the new direction of the University.
- "Common understanding of the BOR mission and to observe that we are all professionals working to achieve our mission, and respectful to one another.
- Also the consensus support of the president."
- Progress on bettering financial transparency, reserve policy, long term CIP planning.

30. What else (if anything) would you like to say about the functioning of the Board?

- That's it
- It's good and getting better!
- with so many new Regents, it will take a lot of time to get them up to speed.
- The institution is a large, complex organization with many moving parts. The more knowledgeable we become, the more effective our decisions become.
- I have concerns about balance between requirements for open meetings and opportunities for full discussion of issues.
- We are currently at a disadvantage because of the interim nature of four of our Regents, as well as their recent addition to the Board.
- We are no longer blind sheep following the directives of the President and Board leadership.

- Continue to utilize the full strength of the BOR with its diverse skills each member have and can make contributions in that regards.
- Chair is doing a good job

