

**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:** Tuesday, October 31, 2017  
**Time:** 9:00 a.m.  
**Place:** Sullivan Conference Center  
University of Hawai'i Cancer Center  
701 Ilalo Street  
Honolulu, Hawai'i 96813

**AGENDA**

- I. **Call Meeting to Order**
- II. **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 US mail, email at [bor@hawaii.edu](mailto:bor@hawaii.edu), or facsimile at 956-5156. Individuals submitting written testimony are not automatically signed up for oral testimony. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Oral testimony is limited to three (3) minutes. All written testimony submitted are public documents. Therefore, any testimony that is submitted verbally or in writing, electronically or in person, for use in the public meeting process is public information.
- III. **Executive Session (closed to the public):**
  - A. **Personnel:** *(To consider the hire, evaluation, dismissal of discipline of an officer or employee or of charges brought against the officer or employee, where consideration of matters affecting privacy will be involved, pursuant to HRS §92-5(a)(2))*
    1. Executive Administrator and Secretary of the Board of Regents (A1 for approval)
- IV. **Items for Approval**
  - A. Personnel Actions (A1 for approval)
- V. **Agenda Item:**
  - A. Implementation plans, issues and strategies regarding the Integrated Academic & Facilities Plan (IAFP)
  - B. Background, examples from other universities, issues and implementation plans regarding Public-Private Partnerships (P3s)

C. Affordability, tuition and financial aid including Hawai'i Promise

D. Board Self-Evaluation

**VI. Announcements**

A. Next Meeting: November 16, 2017 at Windward Community College

**VII. Adjournment**

**ATTACHMENTS**

A1 – Personnel actions posted for action

A2 – Personnel actions posted for information only

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# Item V.D. Board Self- Assessment

**Materials**

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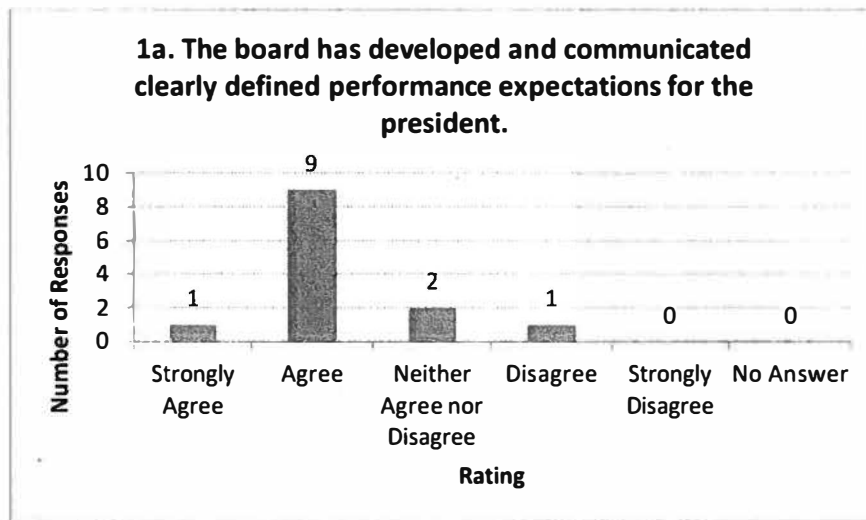
# Responses to board self assessment instrument

October 2017

## 1. Employment, support and evaluation of the chief executive

Selecting, evaluating, supporting and (if necessary) removing the president are among the board's most important responsibilities. The board must define clear performance expectations, conduct periodic evaluations, provide honest and constructive feedback and balance support of the president with evaluation and accountability.

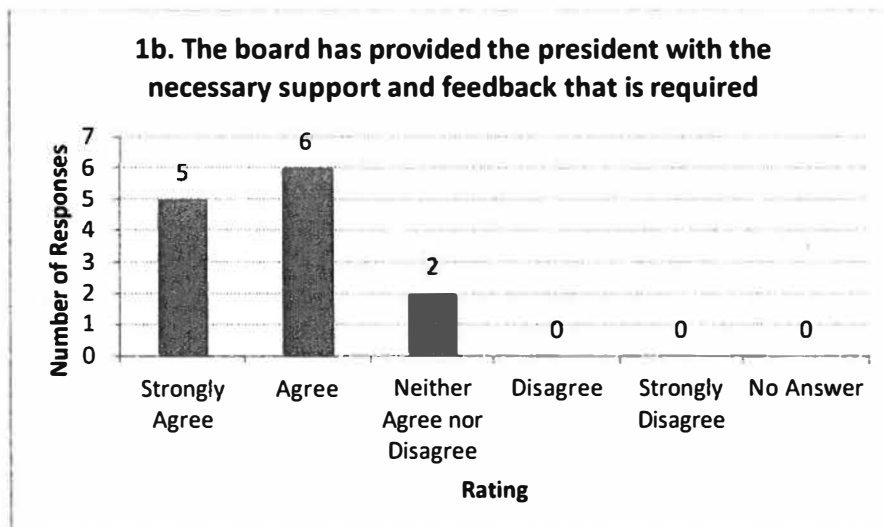
- a. The board has developed and communicated clearly defined performance expectations for the president.



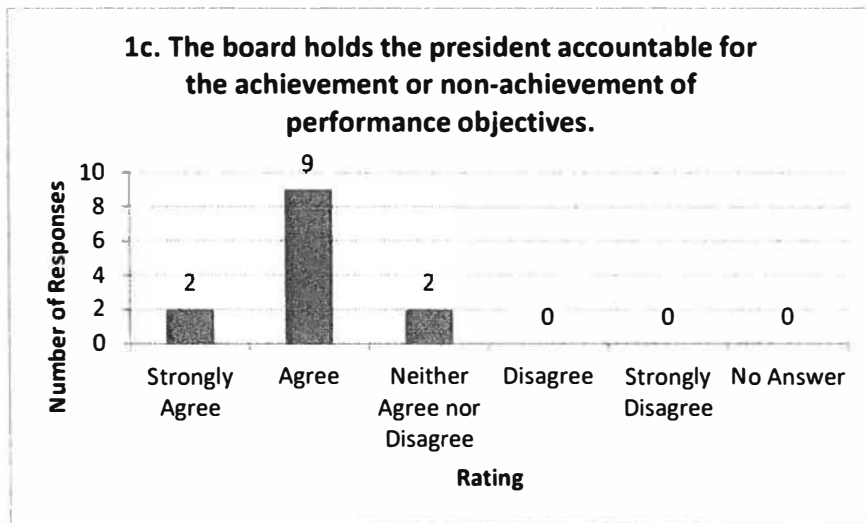
Comment:

- Still in progress. We gave president feedback/performance evaluation, but have not had a full discussion of goals/expectations for this year.

- b. The board has provided the president with the necessary support and feedback that is required.

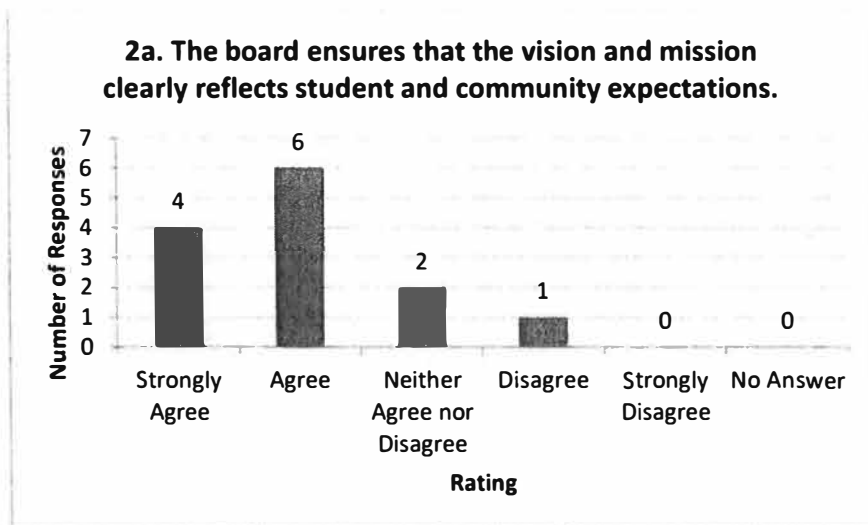


- c. The board holds the president accountable for the achievement or non-achievement of performance objectives.

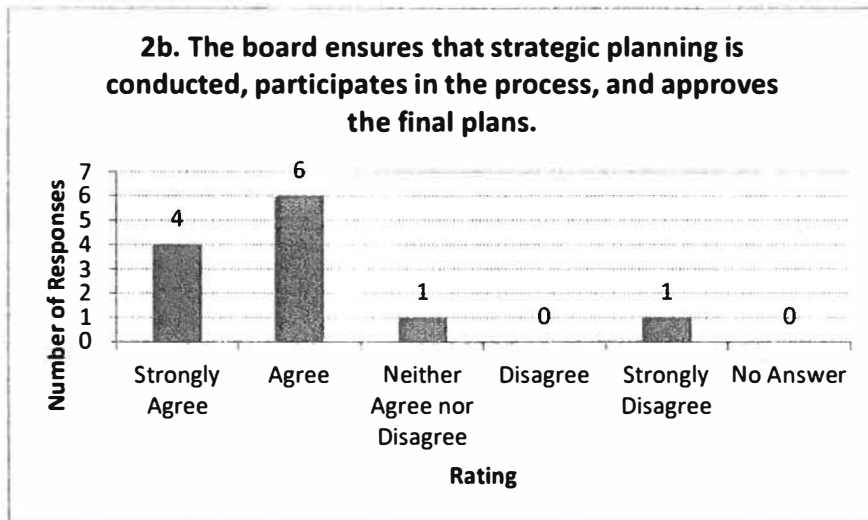


**2. Strategic planning**

- a. The board ensures that the vision and mission clearly reflects student and community expectations.



- b. The board ensures that strategic planning is conducted, participates in the process, and approves the final plans.



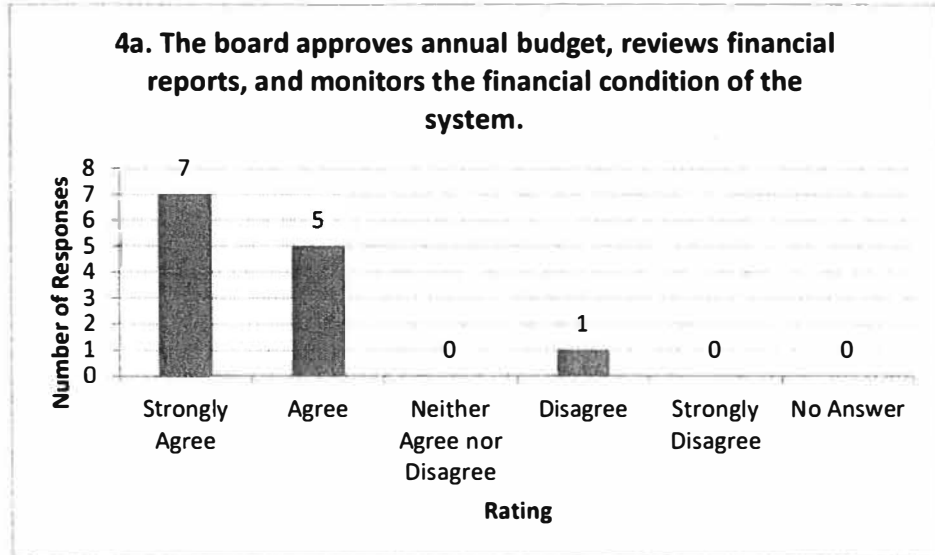
**3. Policymaking to guide the system**

- a. The board establishes policies consistent with the mission statement and strategic plan.



#### 4. Fiduciary oversight

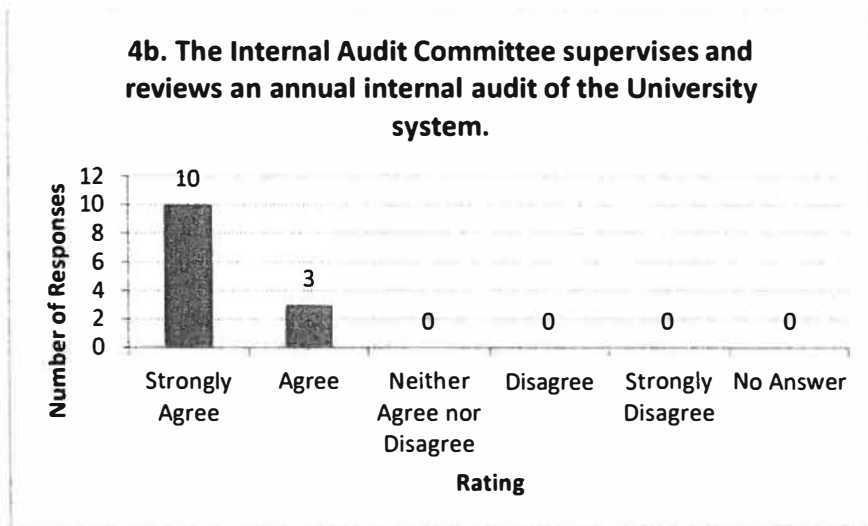
- a. The board approves annual budget, reviews financial reports, and monitors the financial condition of the system.



Comment:

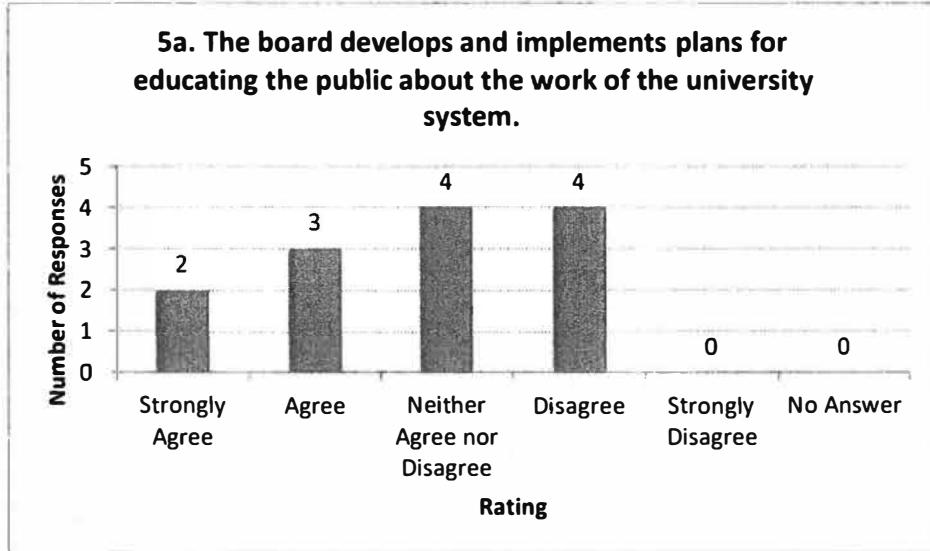
- I marked this down because (1) I do not think we have adequate preparation and time to discuss fully the administrative budget proposals. Also, we are not acting in a timely manner on this and (2) I am becoming increasingly concerned about the relative position of UHM vis-à-vis other parts of the system. I think we may need to do some closer analysis and possible asset relocation.

- b. The internal audit committee supervises and reviews an annual internal audit of the university system.



**5. Serving as ambassadors to the community**

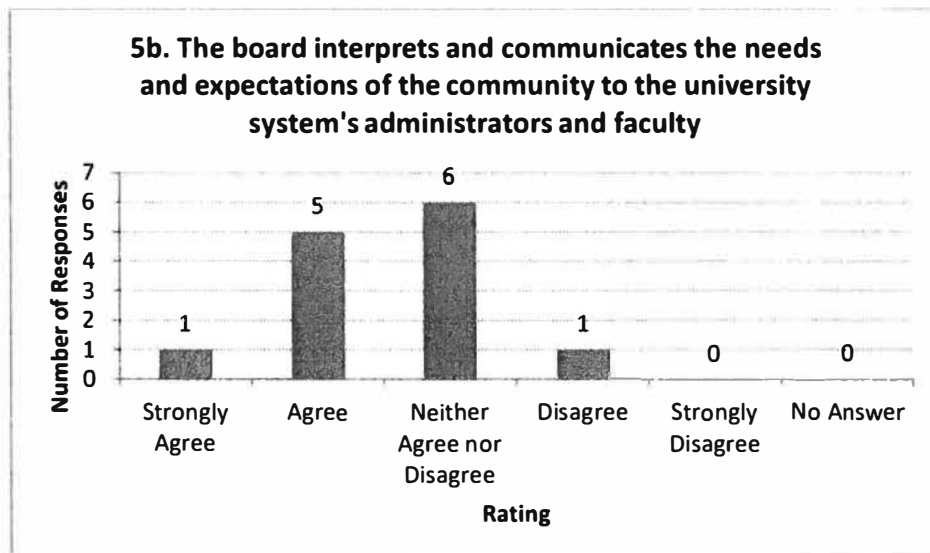
- a. The board develops and implements plans for educating the public about the work of the university system.



Comments:

- This is within the administration (and they are doing a pretty good job).
- Clearly defined plans of educating the public about the work of the university system is not done at the board level; however, media efforts at the system level are done well.

- b. The board interprets and communicates the needs and expectations of the community to the university system's administrators and faculty.



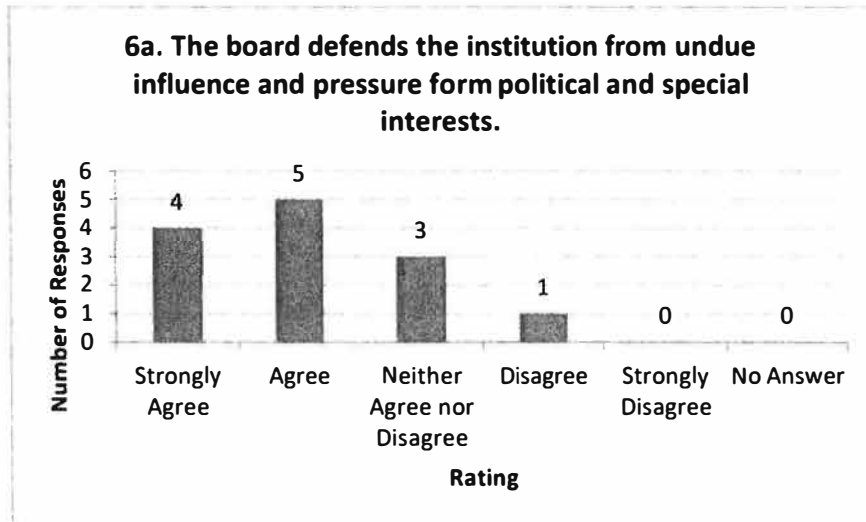


Comments:

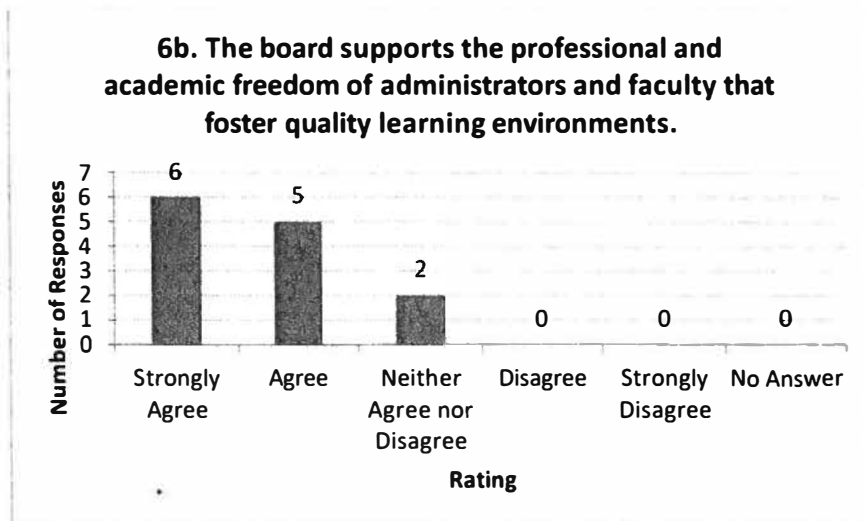
- We don't really have a mechanism for this; it may not be a high priority concern. (We do have public comment at our meetings and through the board office/IRC website.)
- Avenues that allow for community engagement including breakfast with student leaders have helped with this item.

**6. Protecting the system from undue influence**

- a. The board defends the institution from undue influence and pressure from political and special interests.

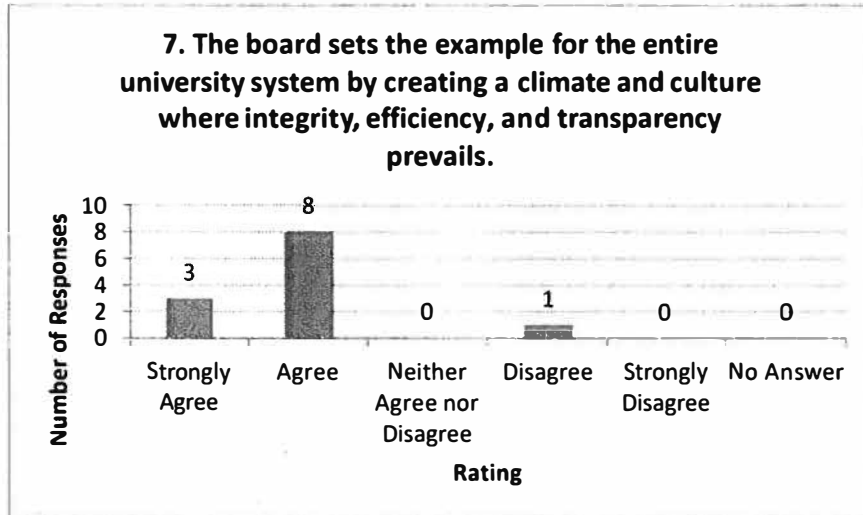


- b. The board supports the professional and academic freedom of administrators and faculty that foster quality learning environments.



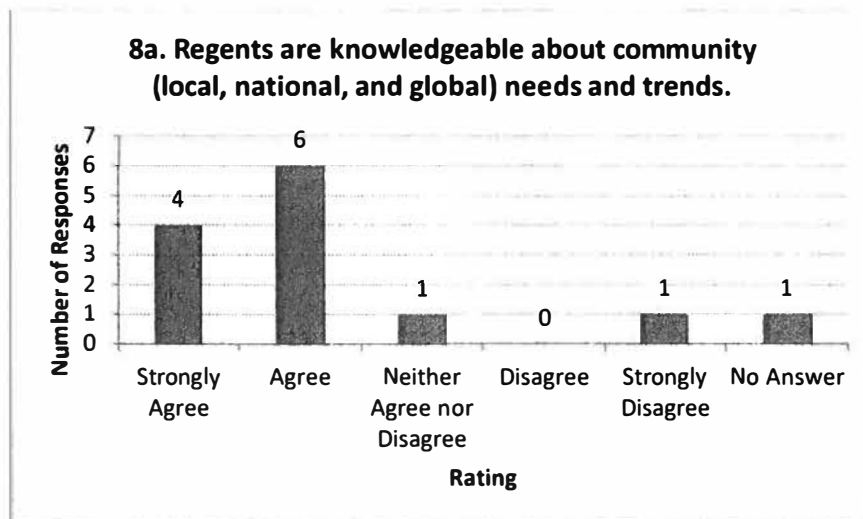
**7. Setting an example of integrity, inquiry and service**

- a. The board sets the example for the entire university system by creating a climate and culture where integrity, efficiency, and transparency prevails.

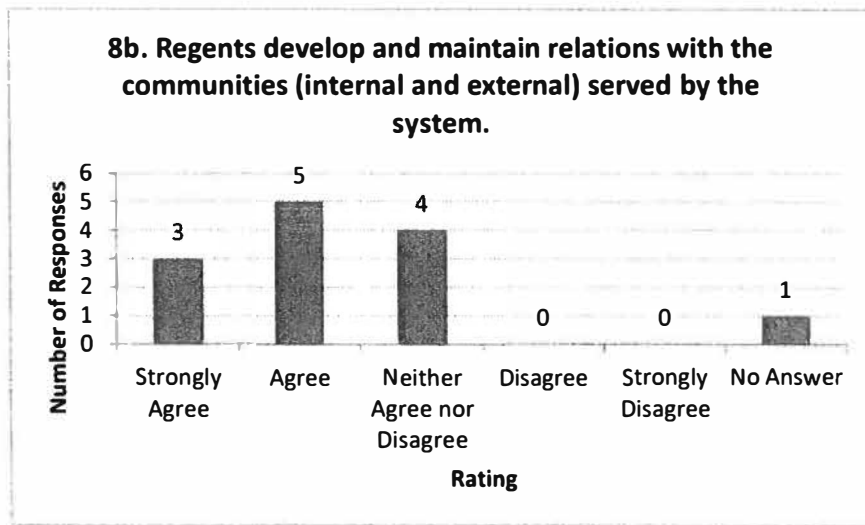


**8. Considering community interests**

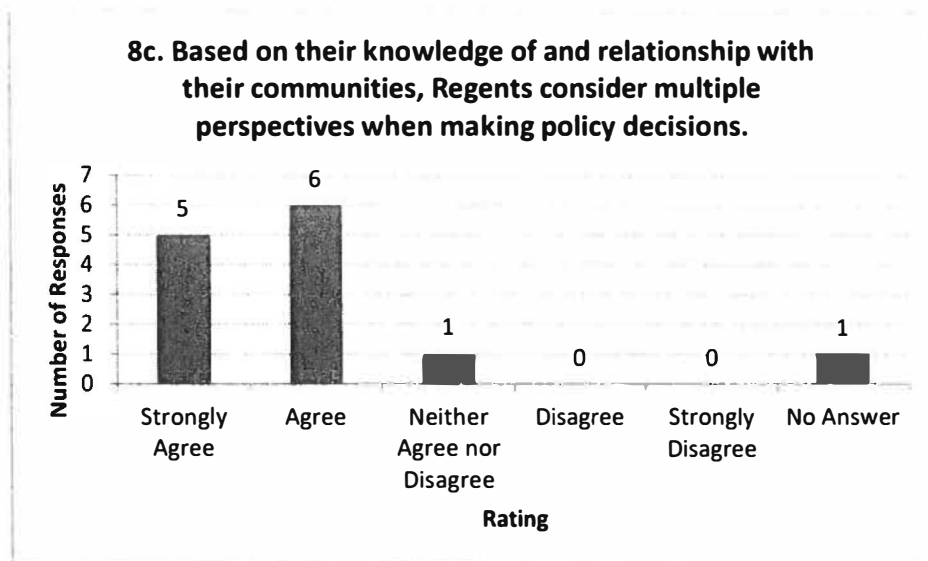
- a. Regents are knowledgeable about community (local, national, and global) needs and trends.



- b. Regents develop and maintain relations with the communities (internal and external) served by the system.

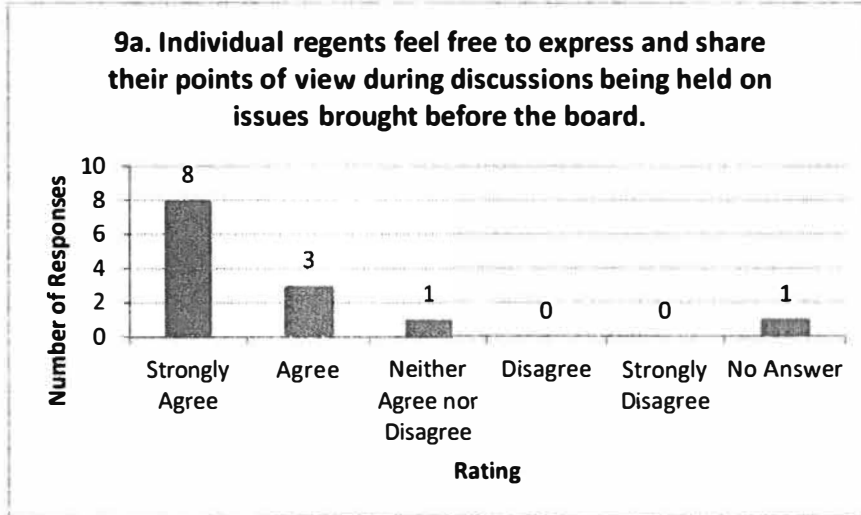


- c. Based on their knowledge of and relationship with their communities, regents consider multiple perspectives when making policy decisions.

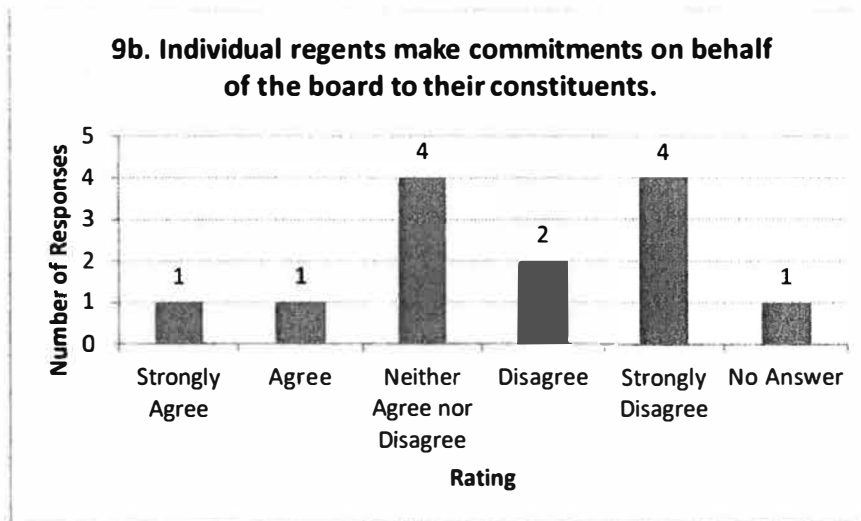


**9. Acting as a unit**

- a. Individual regents feel free to express and share their points of view during discussions being held on issues brought before the board.



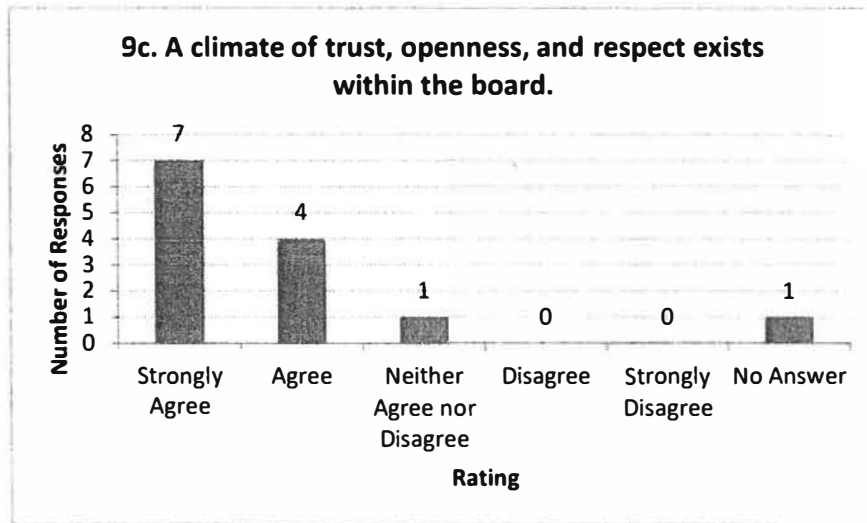
- b. Individual regents make commitments on behalf of the board to their constituents.



Comment:

- Regents have been very good at only representing as an individual and not speaking on behalf of the full board.

- c. A climate of trust, openness, and respect exists within the board.

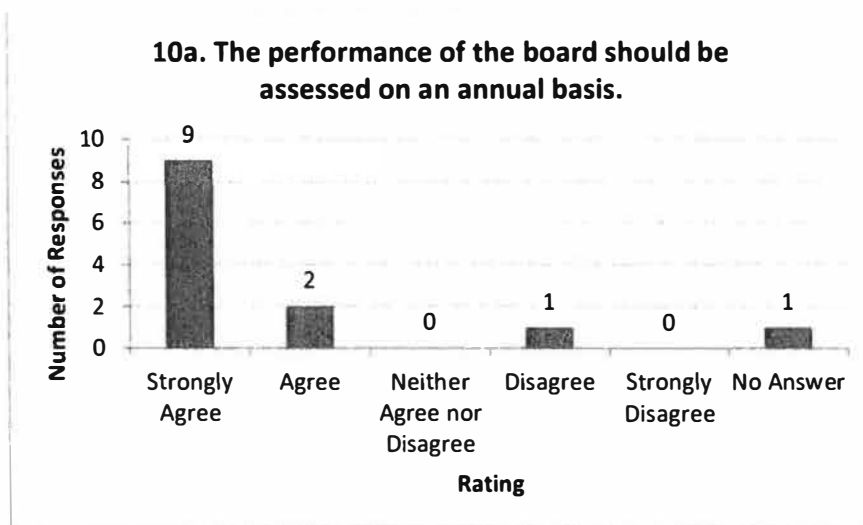


Comment:

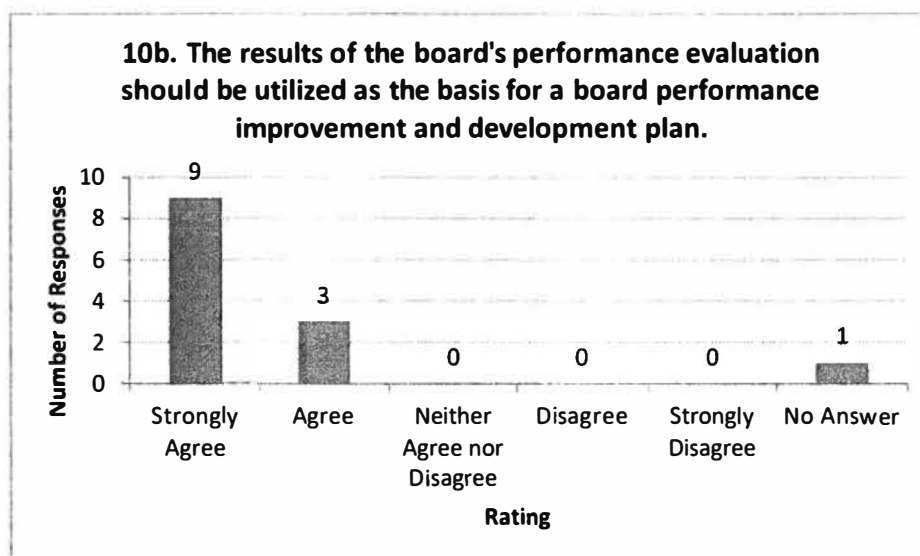
- Mutual respect exists among the regents allowing for productive discussions on issues.

#### 10. Evaluation of the board's performance

- a. The performance of the board should be assessed on an annual basis



- b. The results of the board's performance evaluation should be utilized as the basis for a board performance improvement and development plan.



**General comments:**

- Regents must be cognizant of the fine line between recommendations and micromanaging. OK to make suggestions or to consider, but not to instruct or direct.
- Overall, membership and leadership have been impressive, understanding their roles, and giving their various perspectives and opinions on the issues. Respect of other regents has been the key.
- Under current leadership, I give the regents a 9.5 out of 10.
- I'm reassured to hear from senior regents that the current board membership is a high-performing group that works well together. The chair's efforts to move the university forward and provide strong leadership is commendable. The chair shows strong leadership during a time when university stakeholders and the wider community are looking toward public higher education as a means to solve societal challenges. We gave the right mix of leadership, talent, and enthusiasm in place with the current board membership.
- The board leadership has made progress improving relationships with internal groups, including faculty and students. I've received positive comments from colleagues that board engagement within internal campus groups promoted a better understanding of the board/s role.
- The board makes a conscientious effort to refer to best practices from the Association of Governing Boards to ensure it conducts business in an appropriate manner for a governing board. This ensures that the board has an opportunity for self-reflection and improvement by comparing ourselves to industry standards.
- As a recent member of the BOR, my responses are based on limited experience.

# SurveyMonkey Results

## 2017 Board Self Assessment

**What are the top accomplishments for FY 2016-2017?**

### **Board accomplishments**

- Approval of tuition schedule
- Affirmation of UH commitment to civil liberties and non-violent discussion
- Staying within the framework of the strategic plan
- Smoothly integrating 2 new regents for a full 15 member board

### **University accomplishments**

- Improved graduation rates
- Reduction in the time to graduate
- Integration of programs throughout system for ease of transfer
- Reaching academic highpoints such as supporting early college, graduating more students in four years, etc.
- Improved rankings nationally
- National and international recognition of the UH's world class research and educational programs
- Legislative funding of Hawai'i Promise Program
- Improved CIP planning/tracking process
- Innovation in CIP projects
- Huge gift from Jay Shidler
- Cancer Center turnaround

### **Joint accomplishments**

- Integrated Academic and Financial Plan
- Developing strategic vision and plan
- Improved system-wide budgeting process
- Building trust in the University through challenging decisions
- Fostering more positive relationships internal to the University
- Improved climate of public opinion for UH
- Improved relationship and understanding with the legislature
- Fairly successful legislative session
- UH has quality people in key leadership positions

# SurveyMonkey Results

## 2017 Board Self Assessment

**What are the most important priorities for FY 2017-2018?**

### **For the board**

- Clearly defining strategic goals/objectives for the administration
- Hiring a board executive secretary
- Focusing on strategic vs tactical (be less transactional)

### **For the university**

- Resolution of the Thirty Meter Telescope issue and management of Mauna Kea
- Retaining the National Cancer Institute P-30 designation for the UH Cancer Center
- Growing enrollment throughout the university
- Improving retention rates for ongoing students
- Identifying and addressing underperforming programs
- Strengthening research innovation.
- Developing systemwide measureable goals for the evaluation of faculty.

### **Joint**

- Addressing tuition and other educational costs
- Addressing/resolving UHM fiscal challenges
- Identifying likely models for the university of the future, using the SWOT process
- Assessing budget options in anticipation of continuing fiscal shortages.
- Addressing/resolving the UHM deferred maintenance backlog
- Modernizing teaching/learning facilities, especially at UHM
- Increasing interest from private industry in investing in the University and its students
- Identifying and adequately financing the cost of research
- Increasing research funds and allocating principal investigator salaries to grants
- Monetizing real estate assets
- Determining tactical steps to implementing the strategic plan
- Supporting the UH research enterprise to facilitate its continued success during challenging years ahead
- Determining and addressing student homelessness and hunger
- Continuing to build trust in the university's athletics program.
- Continuing to improve relationship and dialogue with the legislature.