

**MINUTES**  
**BOARD OF REGENTS COMMITTEE ON INSTITUTIONAL SUCCESS**  
**MEETING**

**NOVEMBER 6, 2025**

The minutes were taken from the audiovisual digital recording of the November 6, 2025, meeting and summarize each agenda topic followed by a time-stamp which points to the approximate time in the recording when the discussion occurred. In accordance with Section 92-9, Hawai'i Revised Statutes (HRS), a board may choose to use recordings, with the addition of a written summary, as its recorded minutes. The full video recording of this meeting may be viewed at the Board of Regents website as follows:

[Meeting Recording](#)

**I. CALL TO ORDER [00:00:00 – 00:00:44]**

Chair Lauren Akitake called the meeting to order at 10:30 a.m. on Thursday, November 6, 2025, at the University of Hawai'i (UH) at Mānoa, Bachman Hall, 1st Floor Conference Room 106A/B, 2444 Dole Street, Honolulu, Hawai'i, 96822, with regents participating from various locations.

Committee members in attendance: Chair Lauren Akitake; Vice-Chair Michael Miyahira; Regent Neil Abercrombie; and Regent Wayne Higaki.

Committee members excused: Regent Diane Paloma.

Others in attendance: Board Chair Gabriel Lee; Board Vice-Chair Joshua Faumuina; Regents Laurel Loo, and Laurie Tochiki (ex officio committee members); President Wendy Hensel; Vice President (VP) for Administration Jan Gouveia; VP for Academic Strategy Debora Halbert; VP for Legal Affairs/University General Counsel Carrie Okinaga; VP for Information Technology/Chief Information Officer Garret Yoshimi; VP for Budget and Finance/Chief Financial Officer (CFO) Kalbert Young; Interim VP for Research and Innovation Chad Walton; Interim UH-Mānoa (UHM) Provost Vassilis Syrmos; UH-West O'ahu Chancellor Maenette Benham; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Yvonne Lau; and others as noted.

**II. APPROVAL OF THE MINUTES OF THE OCTOBER 2, 2025, MEETING**  
**[00:00:44 – 00:00:56]**

Chair Akitake inquired if there were any corrections to the minutes of the October 2, 2025, committee meeting which had been distributed. Hearing none, the minutes were approved.

**III. PUBLIC COMMENT PERIOD [00:00:56 – 00:01:38 / 00:24:16 – 00:27:14/**  
**01:42:00 – 01:48:52]**

Board Secretary Lau announced the Board Office's receipt of written comments from Jeff Gray, Gabriella Cabanas, Loren Tsugawa, Charlene Iboshi, and Island of Hawai'i

YMCA regarding a proposal to establish a childcare center on the UH-Hilo (UHH) campus. In addition, Wendy Botelho, Chief Executive Officer of Island of Hawai'i YMCA, provided verbal remarks on the same subject matter.

Jeffrey Higa and Marguerite Butler provided written remarks on the community survey results for the UHM 'Ewa Parcel. Ms. Butler and Lois Yamauchi also offered verbal comments on the survey.

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

[Written Testimony Received](#)

#### **IV. AGENDA ITEMS [00:01:38 – 02:31:28]**

##### **A. Recommend Board Approval Items:**

##### **1. Fiscal Year (FY) 2026-2027 Operating Budget Request for UH to be submitted to the Governor and State Legislature [00:01:38 – 00:24:16]**

VP Young presented the university's FY 2026-2027 supplemental operating budget request describing the process by which it is submitted to the Governor and Legislature for consideration once approval is received from the board. He explained the State budget is established for a fiscal biennium and asks made by the university in a supplemental budget year propose changes to its existing appropriated operating budget; reviewed the current outlook for the State's General Fund, which is a large source of funding for the university, stating revenue growth is expected to be lower than previously anticipated; and noted the aforementioned projection was made by the Council on Revenues in early September and therefore does not take into account any fiscal impacts associated with the federal government shutdown. He also provided context to the revised approach used in crafting the university's supplemental operating budget; went over some of the factors considered in this exercise, pointing out the administration's focus on limiting requests to major strategic items which were both time-sensitive and offered significant benefits to the state, as well as the university; expounded upon specific details with respect to the two major priorities contained within the supplemental budget request including healthcare workforce initiatives and economic support for UHM Athletics; spoke about a few housekeeping items in the budget request, such as changes to the means of financing (MOF) for certain full-time equivalent (FTE) positions; and briefly touched upon current and future funding risks for the university related to various actions taken by the federal government.

Chair Akitake engaged in a discussion with VP Young on the request by UHM Athletics to convert the MOF for 35 FTE positions from special to general funds, talking about, among other things, the methodology which will be used to pay for personnel costs to fund the converted positions; the impacts, if any, this will have on other athletic department expenses; whether the practice of creating special-funded FTE positions was utilized by other units of the university; and past instances where the MOF for FTE positions was changed from special to general funds.

Regent Abercrombie shared his thoughts on the \$5 million request being made for UHM Athletics to establish a Name, Image, and Likeness (NIL) program stating, in his opinion, this figure was comparatively miniscule to outlays being made by other Division

I athletic programs, and asked how the administration arrived at this amount. President Hensel responded by saying the administration elected to seek the amount cited based upon an assessment made by UHM Athletics Director Matt Elliott after extensive dialogue with coaches about what is needed for the athletics department to be competitive among its Mountain West Conference peers with respect to NIL and the ability for teams to attract and retain top talent. However, she articulated it is difficult to compare the amount of funds being requested by the university for this purpose to what is being, or might be, spent by other institutions, given this is the first year that athletics programs across the country will be making NIL related expenditures. She also noted UHM Athletics' recognition of the need to continue its philanthropic and fundraising efforts on this matter.

Regent Higaki moved to recommend board approval of the university's FY 2026-2027 operating budget request to be submitted to the Governor and State Legislature, seconded by Regent Abercrombie, and noting the excused absence of Regent Paloma, the motion carried with all members present voting in the affirmative.

**2. Fiscal Years Biennium (FYB) 2025-2027 Supplemental Capital Improvement Projects (CIP) Budget Request for UH to be submitted to the Governor and State Legislature and 6-Year CIP Plan Update [00:24:16 – 00:58:20]**

Vice-Chair Miyahira disclosed he was a member of the Island of Hawai'i YMCA board and as such would be recusing himself from discussions on this agenda item. He left the meeting at 10:58 a.m.

VP Gouveia summarized the university's FYB 2025-2027 supplemental CIP budget request which would be submitted to the Governor and Legislature for consideration upon approval by the board, noting it was being presented within the context of the broader 6-year CIP plan. She stated the administration was recommending a supplemental CIP budget request totaling \$283.1 million; emphasized the lean nature of the proposed request, underscoring its focus on priorities the university could not afford to accomplish within its own means; provided information on the amount of CIP funds being sought by each of the university's four major units, along with their associated projects, calling attention to the \$59.25 million supplemental request for UHM Student Housing Services (UHM SHS) improvements which she declared was not an ask for additional funds but rather a request to change the MOF for an appropriation made by the Legislature in FY 2025-2026 from revenue bonds to general obligation bonds; and acknowledged the receipt of a request for \$10 million to establish a childcare facility on the UHH campus, offering insights as to why this project was not included in the current supplemental CIP budget proposal. She also talked about, and presented data on, the amount of fiscal resources needed to address preventative maintenance issues in addition to the university's deferred maintenance (DM) backlog; pointed out the university is not alone with respect to the DM predicament, referencing an August 6, 2025, article published in *Inside Higher Education* which showed that 63 percent of colleges and universities funded less than a quarter of their maintenance needs in FY 2024; and mentioned projections by Moody's indicating the necessity of spending up to \$1 trillion for repairs at institutions of higher education over the next decade, which is why a number of universities across the country have begun to initiate strategies aimed at shrinking their overall built environment, especially as online and distance learning become more of the norm.

Mentioning the funding request made for a childcare center at UHH, Chair Akitake inquired as to whether this was the first instance of such an ask being included in the campus's CIP budget. VP Gouveia responded by saying she believed this was the first time UHH has made such a request. Kalei Rapoza, Vice Chancellor (VC) for Administrative Affairs at UHH, affirmed VP Gouveia's response stating, while important, this was only one of UHH's many capital needs. Nevertheless, UHH leadership has been working with the campus community and formed a committee to develop a plan for placing a childcare center on campus. UHH has also been in communication with Island of Hawai'i YMCA about the possibility of operating the facility should one be established in the future. Although it is still early in the process, UHH is hopeful it will be able to put forth a more complete proposal for a campus childcare center which will include things like a market demand study and business plan geared toward self-sustainability in the near future.

Regent Abercrombie expressed his support for the establishment of a childcare center on the UHH campus as advocated for by Ms. Botelho and others, extolling the virtues of these types of facilities, particularly for working mothers trying to attain their higher education goals or advance in their careers. He noted the existence of a childcare center on the UHM campus and asked why creating a similar facility on the UHH campus would be so difficult. President Hensel replied that, while she is also a strong supporter of services and facilities which provide working mothers with greater educational opportunities, the initial proposal submitted for the UHH childcare center was a fairly narrow request for \$10 million in construction funding and, from her perspective, lacked sound information to demonstrate a compelling need for this type of facility to be placed on campus at this time. Based upon what was presented, and given UHH's numerous infrastructure maintenance and improvement needs, she did not believe the construction of a childcare center rose to the top of the CIP priority list in terms of justified long-term sustainability for the campus. As such, the project was not included in UHH's CIP request.

A brief conversation took place between Chair Akitake, Regent Abercrombie, and VC Rapoza about whether it would be necessary to include money for planning in the CIP budget request in regard to the abovementioned childcare center, as well as some of the actions which could be taken to begin moving forward on this initiative.

In light of the previous discussions, Regent Higaki asked if UHH currently had the ability and financial resources to perform its due diligence and gather additional data to justify the building of an on-campus childcare facility, as requested by the university administration. VC Rapoza responded in the affirmative.

Dialogue took place between Chair Akitake, Regent Abercrombie, and VC Rapoza on the possibility of presenting a report to the committee on UHH's capacity to construct a childcare facility on campus, as well as the timeframe for developing the report. Regent Higaki proposed an update on this matter be provided to the committee in three-months or so and asked if this would be possible. VC Rapoza replied in the affirmative.

Regent Abercrombie inquired as to whether discussions have taken place between the university and the Honolulu Authority for Rapid Transportation (HART) regarding the expected impacts of the rail line on Honolulu Community College's (HonCC) campus facilities. VP Young stated the university has, for some time, been in negotiations on a

number of agreements with HART concerning the siting of rail facilities and other appurtenances on university property, including HonCC. He touched upon the mauka guideway shift implemented by HART and the impacts this is expected to have on the HonCC campus such as the requirement for additional university land to accommodate a larger footprint for the rail station currently slated to be located on the property. As a result of this shift, the rail guideway itself will also be traversing over several buildings on the HonCC campus and the university is in negotiations with HART to address issues the institution is anticipated to face like noise and vibration, which may necessitate a future request for monies to modernize or improve existing facilities so as to mitigate these impacts. Given this response, Regent Abercrombie asked who from the university was involved in the negotiations with HART and also commented on the possibility of extending the rail line to the UHM campus, suggesting the university administration be prepared to address this situation at the appropriate time. VP Young noted members of the university administration involved in the negotiations with HART included himself, Michael Shibata, Director of the Office of Strategic Development and Partnership, Karen Lee, Chancellor of HonCC, and Derek Inafuku, HonCC Vice Chancellor, Administrative Services.

Chair Akitake questioned if the university has had discussions with HART regarding the extension of the rail line to the UHM campus. VP Young responded by saying Lori Kahikina, Executive Director and Chief Executive Officer of HART, has been asking the university about its position on extending the current rail line to the vicinity of the UHM campus, as well as in the westbound direction, both of which could afford benefits to the university. While there is a measure currently being considered by the Honolulu City Council related to this matter, the university has not yet taken a formal position on the issue. Chair Akitake requested VP Young to keep the committee posted on this situation. VP Young said he would do so and also stated he believed the board was scheduled to receive an update from HART on rail's anticipated impacts to the university's campuses at a meeting sometime next year.

There being no further questions about, or discussions on, the university's FYB 2025-2027 supplemental CIP budget request, Chair Akitake asked if there was a motion to approve this agenda item.

President Hensel interjected saying the administration was hoping to receive guidance from the committee and the board as to whether the conversion of the MOF for UHM SHS improvements from revenue bonds to general obligation bonds was something to be pursued, informing regents of some legislator's lukewarm reception to this idea when it was presented to them earlier in the week. She, VP Gouveia, and VP Young also provided the background behind, and rationale for, the administration's seeking of this change, stating the issue may become clearer after the next presentation the subject matter of which was university student housing.

To avoid confusion, Chair Akitake suggested deferring the vote on Agenda Item IV.A.2 until after the administration provided its report on university student housing. There being no objections, the vote on Agenda Item IV.A.2 was deferred until after the presentation on Agenda Item IV.B.

Regent Miyahira returned at 11:29 a.m.

## **B. UH Student Housing Update [00:58:20 – 01:42:00]**

VP Gouveia presented a report on student housing at UHM stating a similar presentation was given to members of the House and Senate Higher Education Committees earlier this week. She went over data pertaining to student housing including statistics regarding facilities, revenues, and expenditures for FY 2025; discussed some of the historical challenges faced by student housing in conjunction with the progress made in addressing them since UHM SHS was placed under the jurisdiction of the Office of the VP for Administration; showcased a number of the aforementioned improvements; noted resident satisfaction with student housing facilities is getting better and has gone from “fair” to “good” since 2023, as evidenced by the results of annual resident surveys; and spoke about the 7-year CIP Plan for UHM SHS, highlighting its goals, objectives, and accomplishments thus far, as well as what the Plan expects to achieve should it be fully executed. She also provided a summary of actual versus requested appropriations for UHM SHS improvements in FYB 2025-2027, calling attention to the situation regarding the use of revenue bonds as opposed to general obligation bonds mentioned earlier; offered insights into feedback the administration received from legislators regarding the university’s pursuit of 100 percent general obligation bond financing for UHM SHS projects; mentioned complications related to the university’s securing of authorization to issue revenue bonds for student housing improvements in FY 2027 which will need to be dealt with during the next Legislative Session; drew attention to anticipated, year-over-year, increases in UHM SHS operating expenses, along with a projected rise in annual debt service costs should revenue bonds be used as the MOF for facility improvements; delved into near- and long-term per bed rate schedules based upon modeled scenarios and taking into consideration the previously noted rise in operating and debt service expenses; displayed an exhibit comparing UHM SHS student-housing rates to market rates at student-housing facilities nearby; and talked about some of the next steps in the process such as floating ideas for future rate increases beginning in the summer of 2026.

Chair Akitake asked whether a request was made to provide the university with the authorization it needed to issue revenue bonds during the last Legislative Session. VP Young explained that the administration did not specifically ask for revenue bond authorization in the CIP budget request submitted last year. Rather, as has typically been done in the past to address situations where revenue bonds may be appropriated to the university, it sought this authorization via a separate measure. When the Legislature decided to appropriate revenue bonds to the university’s CIP budget, it only allowed for revenue bonds to be issued in an amount equal to the first year of the appropriation despite there being two years’ worth of projects being funded by this MOF. Thus, there is inconsistency in the legislatively approved appropriation and the legislative authorization for revenue bonds for the second year and is something which needs to be dealt with should the Legislature and university wish to maintain a strategy of funding 50 percent of UHM SHS improvement projects through the use of this MOF. VP Young also spoke about the financial efficiency and cost-effectiveness of performing one bond issuance for both FY 26 and FY 27, which was something he also touched upon during the September 4, 2025, committee meeting.

Regent Abercrombie engaged VP Young in a short discussion about the utilization of revenue bonds to finance UHM SHS improvements, the resultant increase in annual debt

service which would be experienced by doing so, and the negative impacts this would have on the affordability of student housing as there will almost certainly need to be a larger increase in rates to address these additional costs. Regent Abercrombie expressed his strong support for using general obligation bonds as opposed to revenue bonds to finance UHM SHS improvements.

Regent Higaki sought clarification as to whether the expected \$4.2 million in debt service resulting from the use of revenue bonds to finance student housing facility improvements would be in addition to the existing \$6.3 million being expended annually by UHM SHS for debt service costs. VP Gouveia responded in the affirmative.

Brief dialogue took place between Vice-Chair Miyahira and VP Gouveia about the rationale behind, and possible intent of, the Legislature's desire for using revenue bonds to finance UHM SHS facility improvements.

Regent Abercrombie reiterated his strong support for the use of general obligation bonds to finance improvements to student housing stressing it was incumbent upon the Legislature to provide the proper resources to address this situation and advance the university's capacity to serve its student body.

Regents praised VP Gouveia and her team for their work and efforts on this issue saying they have done a tremendous job.

Vice-Chair Miyahira asked if the administration felt it would be possible to develop a tentative understanding with the Legislature's money committees about the financing needs of student-housing at the university over the next five-to-ten years. VP Gouveia responded by saying this would be ideal and she was hopeful it would be possible.

Citing a reference made to plans by Kamehameha Schools to redevelop its commercial lands in Mō'ili'ili, Regent Abercrombie questioned whether the administration was being consulted on this matter and asked about the possibility of these projects including student housing. While she and VP Young have been presented with Kamehameha School's plans to build out more housing in the Mō'ili'ili area, VP Gouveia stated she was unaware of any proposals to construct student housing in particular. She also noted Kamehameha Schools currently appears to be focusing more on developing retail space in the area.

Chair Akitake asked if there were any further questions on student housing at the university. There being none, she stated, as previously noted, the committee would take action on Agenda Item IV.A.2. at this time.

Regent Abercrombie moved to recommend board approval of the university's FYB 2025-2027 supplemental CIP budget request, as received by the committee inclusive of the proposal for 100 percent of UHM SHS facility improvements to be financed via general obligation bonds, seconded by Regent Higaki, and noting the excused absence of Regent Paloma and the recusal of Vice-Chair Miyahira, the motion carried with all other members present voting in the affirmative.

**C. Presentation on Community Survey Results for the UHM 'Ewa Parcel [01:42:00 – 02:21:28]**

Grant Murakami, Executive VP of PBR Hawai'i & Associates, Inc. (PBR Hawai'i), provided historical context to the undertaking of a feasibility study for possible redevelopment of what is being referred to as UHM's 'Ewa Parcel. He stated PBR Hawai'i, a planning consultant, was retained by the university to perform this task in accordance with a request made by the Legislature via House Concurrent Resolution 178, House Draft 1, which passed in 2023; noted the creation of a website to provide the public with information about the feasibility study including, among other things, current research, community outreach efforts, and frequently asked questions; spoke about the launching of a survey to solicit feedback on potential land uses and activities for the 'Ewa Parcel; touched upon the manner in which the survey was developed along with some of its contents; and highlighted PBR Hawai'i's communication efforts regarding the survey and feasibility study such as the holding of meetings with elected officials and community representatives, group listening sessions, and community workshops.

Lori Lum, Director of Government Relations and Public Affairs for Watanabe Ing LLP and community research consultant for PBR Hawai'i, summarized the draft preliminary findings of the survey, presenting an overview of the nine questions it posed together with a breakdown of their associated responses.

Mr. Murakami concluded the presentation by going over where PBR Hawai'i was in terms of completing the feasibility study and the next steps in the process including the completion of baseline research, site assessments, the conducting of a market study, additional outreach, the creation of land-use scenarios, the drafting of a conceptual proforma cost analysis, and the publication of a summary report.

Chair Akitake called a recess at 12:30 p.m.

Regent Faumuina left at 12:34 p.m.

The meeting reconvened at 12:40 p.m.

Regent Abercrombie engaged in a dialogue with Mr. Murakami about the preliminary nature of the land-use ideas for the 'Ewa Parcel conceptualized by the survey's questions and expressed desires for the retention of the University Laboratory School (ULS) on the property. He also questioned the lack of information in this presentation with respect to community input received via public meetings, some of which he attended, and past consultant work regarding uses for the parcel in question. Mr. Murakami clarified that this presentation was only on the survey's findings. He stated the survey and its results were but one component of a broader feasibility study that would incorporate information garnered from public meetings, community workshops, engineering and architectural assessments, previous consultant work, and so on. PBR Hawai'i would then use the compiled data to develop alternative uses and concepts for the 'Ewa Parcel for inclusion in the feasibility study's final report.

Chair Akitake inquired about the timeframe PBR Hawai'i envisions for conclusion of the feasibility study. Mr. Murakami responded by saying, while PBR Hawai'i is still digesting much of the information it has gathered via meetings, the survey, previous consultant work, and the like, it has already begun working on a market study and is moving into a phase whereby land use alternatives and ideas for the parcel will be drawn

up and analyzed. While there is still a little ways to go, PBR Hawai'i hopes to have options for the property formulated for further discussion and input in early 2026.

Board Chair Lee stated it was difficult for him to grasp the survey's results and some of the concepts being put forth without having a clear understanding of any existing leases for the property, particularly as they pertain to ULS. As such, he asked the administration to provide the board with information on this matter at its next meeting. VP Young stated, to be clear, ULS is not a UH program and, despite being on the parcel for decades, it does not have a lease with the university for use of the land or any of its facilities. However, there are still some university programs currently using portions of the property. Nevertheless, the administration can provide more context and information on the matter to regents at either the next board or Committee on Institutional Success meeting.

Taking into consideration the absence of a lease agreement as noted by VP Young, Vice-Chair Miyahira sought clarification on whether the university or ULS would be held liable should any incident occur on the property. VP Young stated legal or liability issues concerning a leased property are items generally included in land or facility entitlement documents. Since no such documents exist as they relate to ULS, he could not speak to the issue at this time. Rather, he suggested discussions on this topic be reserved for whenever the subject of leases for the 'Ewa parcel is brought forth and presented to this committee or the board. He also reiterated that there currently is no lease between the university and ULS, stressing the only formal agreement in existence between the two parties is an affiliation agreement. However, the affiliation agreement is a programmatic agreement and is not a land, facility, or occupancy entitlement document, all of which would normally contemplate matters such as liability issues.

Regent Higaki left at 12:49 p.m.

**D. FY 2025 – 2026 First Quarter Financial Status Report [02:21:28 – 02:31:28]**

**E. FY 2025 – 2026 First Quarter CIP Status Report [02:21:28 – 02:31:28]**

**F. University Land Related Strategic Initiatives and Partnerships Program, FY 2025-2026 First Quarter Report [02:21:28 – 02:31:28]**

Chair Akitake stated the reports for Agenda Items IV.D, IV.E, and IV.F were contained within the committee materials packet, noted they were for information only, and asked if committee members had any questions on these items. She also asked if VP Young, VP Gouveia, or Michael Shibata, Director of the Office of Strategic Development and Partnership, had anything to add to the reports.

VP Young, VP Gouveia, and Director Shibata stated they had nothing to add to their respective reports noting things were moving along and are presently on course.

Regent Abercrombie engaged in dialogue with Director Shibata and VP Young about the UHWO – University District Lands Project discussing, among other things, whether the university, the Hawai'i Community Development Authority (HCDA), and the State of Hawai'i Housing Finance Development Corporation (HHFDC) have come to an agreement as to what constituted affordable housing for this project; the affordability of units within the proposed development relative to Area Median Income requirements; the type of housing

envisioned for this project in terms of the Request for Proposals being sought; the Long-Range Development Plan for the UHWO parcels; the roles of, and relationship between, the university, HCDA, and HHFDC regarding this project; and the potential benefits which could be realized by UHWO through the leasing of the property in question.

Regent Tochiki left at 12:58 p.m.

Mentioning the ongoing talks regarding the proposed development of a private film studio on a portion of UHWO lands, Vice-Chair Miyahira asked when the administration expected to complete these negotiations. Director Shibata responded by saying active negotiations are still taking place but the administration anticipates bringing something to the board for action on this matter early next year.

**V. ADJOURNMENT [02:31:28 – 02:31:34]**

There being no further business, Chair Akitake adjourned the meeting at 1:01 p.m.

Respectfully Submitted,

/S/

Yvonne Lau  
Executive Administrator and Secretary  
of the Board of Regents