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**Notice of Special Meeting
UNIVERSITY OF HAWAI'I
BOARD OF REGENTS**

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

Date: Thursday, January 4, 2024

Time: 9:00 a.m.

Place: University of Hawai'i at Mānoa
Information Technology Building
1st Floor Conference Room 105A/B
2520 Correa Road
Honolulu, Hawai'i 96822

**See the Board of Regents website to access the live broadcast of the
meeting and related updates: www.hawaii.edu/bor**

AGENDA

- I. Call Meeting to Order**
- II. Public Comment Period for Agenda Items:**

Individuals who are unable to provide testimony at this time will be allowed an opportunity to testify when specific agenda items are called.

All written testimony on agenda items received after posting of this agenda and up to 48 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board at the beginning of the meeting. Written testimony may be submitted via the board's website through the testimony link provided on the Meeting Agendas, Minutes and Materials page. Testimony may also be submitted via email at bor.testimony@hawaii.edu, U.S. mail at 2444 Dole Street, Bachman 209, Honolulu, HI 96822, or facsimile at (808) 956-5156.

Those wishing to provide oral testimony virtually may register [here](#). Given the constraints with the format of hybrid meetings, individuals wishing to orally testify virtually must register no later than 7:30 a.m. on the day of the meeting in order to be accommodated. Registration for in-person oral testimony on agenda items will also be provided at the meeting location 15 minutes prior to the meeting and closed at the posted meeting time. It is highly recommended that written testimony be submitted in addition to registering to provide oral testimony. Oral testimony will be limited to three (3) minutes per testifier.

Although remote oral testimony is being permitted, this is a regular meeting and not a remote meeting by interactive conference technology under Section 92-3.7, Hawai'i Revised Statutes (HRS). Therefore, the meeting will continue

If you need an auxiliary aid/service or other accommodation due to a disability, contact the Board Office at (808) 956-8213 or bor@hawaii.edu as soon as possible. Requests made as early as possible have a greater likelihood of being fulfilled. Upon request, this notice is available in alternate/accessible formats.

notwithstanding loss of audiovisual communication with remote testifiers or loss of the public broadcast of the meeting.

All written testimony submitted are public documents. Therefore, any testimony that is submitted orally or in writing, electronically or in person, for use in the public meeting process is public information and will be posted on the board's website.

III. Agenda Items

A. Further deliberation and Decision Making Regarding the Final Report from the Presidential Search Process Permitted Interaction Group, formed pursuant to Section 92-2.5(b), HRS, to Investigate and Make Recommendations Regarding the Presidential Search Process and Potential Action on the Presidential Search Process

1. Section II.K.1.: Roles, Responsibilities, Function, Makeup, and Membership Selection Process of the Advisory Group
2. Other Elements of the Presidential Search Process

IV. Executive Session (closed to the public): To consult with the board's attorneys on questions and issues pertaining to the board's powers, duties, privileges, immunities, and liabilities, pursuant to Section 92-5(a)(4), HRS

A. Presidential Selection Process – Compliance with HRS Chapter 92

V. Announcements

A. Next Meeting: January 18, 2024, at the University of Hawai'i – West Oahu

VI. Adjournment

FINAL REPORT OF THE PRESIDENTIAL SELECTION PROCESS PERMITTED INTERACTION GROUP

November 9, 2023

The purpose of this final report is to share the resulting findings and recommendations of the Presidential Selection Process Permitted Interaction Group (PIG1) with the full board at the November 16, 2023 meeting.

Deliberation and decision making regarding the final report and dissolution of PIG1 will take place during a subsequent meeting (tentatively scheduled on December 7, 2023), pursuant to the statute on permitted interactions under the Sunshine Law, Section 92-2.5(b), Hawai'i Revised Statutes (HRS).

I. Background

- A. On October 19, 2023, the Board of Regents (BOR) met to consider creating a permitted interaction group to investigate issues and make recommendations related to the search for the next President of the University of Hawai'i System (Presidential Search Process).
- B. PIG1 was formed by the BOR on October 19, 2023; link to the minutes are found here: [Meeting minutes of the October 19, 2023 BOR meeting](#)
- C. The scope of the BOR established PIG1 is for the purpose of investigating and recommending a well-articulated presidential selection process to the full board.
- D. The BOR appointed the following Regents to PIG1:
 1. Lauren Akitake
 2. Wayne Higaki
 3. Gabe Lee
 4. Laurel Loo
 5. Diane Paloma
- E. PIG1 met on the following dates:
 - October 25, 2023
 - November 2, 2023
 - November 7, 2023
- F. PIG1 members agree the Presidential Selection Process should cover the best practices steps of presidential searches (see II. below), but that specific to this Presidential Selection Process, efficiency of process is important.
- G. PIG1 reviewed materials on presidential searches including:
 1. Johnston Jr, J., & Ferrare, J. (2018), A Complete Guide to Presidential Search for Universities and College, 2nd Edition. Washington, D.C.: AGB Press.
 2. Teer, Suzanne. (2023, October 23). What Do You Need In Your Next President? *Chronicle of Higher Education*, 70(5), 64-65.
 3. McDavis, Roderick J. (2023) Transparency in Higher Education Presidential Searches. *AGB Search*, 2023.
 4. Fitzgerald, Janice S. and McCormick, James H. (2023) Change Is Inevitable: Preparing for a Leadership Transition. *AGB Search* 2023.

5. University of Hawai'i Presidential Search in 2009
6. University of Hawai'i Presidential Search in 2014
- And Presidential Searches of other Institutions including:
7. Colorado State University Presidential Search
8. Iowa State University Presidential Search
9. Oregon State University Presidential Search
10. Stanford University Presidential Search
11. University of North Carolina System Presidential Search
12. University of Chicago Presidential Search
13. University of Illinois System - UIC Chancellor Search
14. University of Minnesota Presidential Search
15. University of Nebraska Presidential Search
16. University of New Mexico Presidential Search
17. Washington State University Presidential Search

II. Findings and Recommendations

Broadly the Search Process encompasses 6 Major Steps:



- A. To assist the BOR in the presidential search process, we recommend the BOR employ a search firm.
- B. We recommend the BOR hire a search firm with Hawai'i expertise and/or a Hawai'i focus to conduct a national search and provide the following services:
 - facilitate a board review of institutional strengths and challenges that includes an organizational assessment that defines what the institution needs now and in the years ahead, in particular:
 - how we compare to benchmark institutions,
 - our financial performance and outlook,
 - the strength of our fundraising,
 - our progress towards stated strategic priorities, and
 - our organizational culture and morale.
 - organize the search process and the search committee's work;
 - help develop a position profile;
 - assist in creating a communications plan;
 - manage nominations and applications;
 - communicate and provide counsel to applicants, as appropriate;
 - interview references and perform due-diligence checks;
 - organize candidate interviews;
 - advise the search committee on developing its final recommendation to the board; and

- guide the board and the institution in the transition to a new president.
- C. We recommend the BOR issue a request for proposal (RFP) to assist in the search for the next President of the University of Hawai'i System by December 15, 2023 with a response deadline by January 16, 2024.
- D. We recommend the BOR select a search firm by January 31, 2024.
- E. We recommend the BOR augment its current 2023-2024 budget to account for the cost of hiring a search firm and associated costs of conducting the search.
- F. We recommend the BOR separate the current position of the system President and Mānoa Chancellor and hire for system President only at this time.
- G. We recommend this change in the system President position be reflected in the position description to be developed with the help of the search firm and be adopted by the BOR.
- H. Concurrently, we recommend the BOR engage in a listening phase to provide opportunities for our stakeholders to share with us their views on a new President, including faculty, staff, students, alumni, donors, and other constituencies, as follows:
 1. Initiate a survey from December 15, 2023 to February 15, 2024 that asks questions such as:
 - a) What is your affiliation to the University of Hawai'i? (Alumni, Parent, Faculty, Staff, Postdoc, Other)
 - b) What is your campus affiliation (pick one): list all 10 campuses
 - c) Given the challenges and opportunities facing higher education and the State of Hawai'i, what do you think is the most critical work to be done by the new President in the next 3-5 years?
 - d) What should the next President understand about the University of Hawai'i in order to be successful?
 - e) What goals, values, and/or capabilities should the next President have to lead the University of Hawai'i?
 - f) What does the University of Hawai'i need most in a new leader?
 2. Hold open forums in each county.
- I. We recommend the BOR take into consideration the collective feedback garnered by this listening phase when drafting the position description for the next President.
- J. We recommend the BOR constitute a permitted interaction group as the search committee, to develop a pool of candidates, screen, and recommend to the BOR a list of three finalists for the BOR to consider (Presidential Search Permitted Interaction Group "PIG2").
 1. We recommend PIG2 work with the search firm to keep its activities and confidential to minimize lobbying regarding who makes the list of finalists. **PIG2 activities shall be kept confidential and shall not be communicated to other BOR members, until the final report is produced.**
 2. We recommend a minimum of one member of the PIG2 attend the open forums in each county.
- K. Additionally, we recommend the search process include a separate advisory group to include non-board members representing groups such as faculty, staff, students,

administrators, alumni, and members of the broader community or other constituencies (“Advisory Group”) consisting of between 4 and 6 members who will provide advice to PIG2 as requested by PIG2.

1. The membership of the Advisory Group will be selected by the BOR at the December 7, 2023 meeting, or at the next meeting until all advisory group members are appointed.
 - a) All BOR members may nominate individuals who meet the requirements listed below in II.K.3., to the Advisory Group at the December 7, 2023 meeting.
2. We recommend at least one member of the Advisory Group attend the open forums in each county.
3. Non-board member Advisory Group members should have the following qualities that include:
 - a) knowledge of the institution and its aspirations, and willingness to learn more;
 - b) the ability to rise above parochial concerns and mesh with a group that commits to serving the interests of the institution as a whole;
 - c) the ability and willingness to maintain the search’s confidentiality, even after it concludes;
 - d) the ability to understand and abide by the support role of the Advisory Group to PIG2;
 and
 - e) Advisory Group nominees shall disclose as a prerequisite to being considered, any current or potential financial interest or other conflicts of interest in, or relative to, the University of Hawaii System when being considered for the Advisory Group.
- L. We recommend the BOR detail PIG2’s responsibilities in a formal written charge from the board, which should include the following:
 1. Require the search committee’s work be in keeping with all applicable laws, policies, and procedures.
 2. The scope of the search shall be national with a Hawai’i focus.
 3. State the expectation that the committee will make a special effort to generate a diverse applicant pool.
 4. Creating a timeline that targets a new presidency to begin August 1, 2024, but no later than December 31, 2024.
 5. Provides for a preliminary budget in consultation with Vice President for Budget and Finance/CFO Kalbert Young.
 6. State a range of compensation that can be shared selectively with serious candidates.
 7. To ensure we are able to develop a robust pool of strong candidates, we recommend that **only the three finalists recommended to the BOR for consideration be publicly shared at the time of the search committee’s recommendation to the BOR.**

8. The BOR expresses the importance of confidentiality and asks Advisory Group members to sign a code of ethics statement addressing confidentiality, conflicts of interest, and other such concerns.
 9. Manage the applicant pool and keep all candidates aware of their status.
 10. Screen the candidate pool for qualified applicants.
 11. Interview qualified candidates.
 12. Perform due diligence, including reference and background checks.
 13. Identify finalists.
 14. Plan and conduct campus visits.
 15. Provide recommendations to the BOR.
 16. Keep the BOR apprised appropriately throughout the process.
 17. In strict accordance with a search communications plan, keep the community apprised appropriately as well.
- M. We recommend the charge to the search committee be adopted after the BOR has approved the position description (see Item II.I. (Feb. 15, 2024)).
- N. We recommend the following timeline for the Presidential Search with the understanding that practical considerations may necessitate PIG2 deviating from the following for good cause:

Date	Event/Actions/Description
September 19, 2023	ANNOUNCEMENT President Lassner announces retirement at end of 2024
October 5, 2023	FORMATION BOR Committee on Governance - Discussion on the Presidential Selection Process
October 19, 2023	FORMATION & PLANNING BOR forms Presidential Process P.I.G. (PIG1), authorizes the scope, and appoints 5 members: Regents Akitake, Higaki, Lee, Loo, and Paloma
November 9, 2023	PIG1 Report to BOR for November 16, 2023 BOR meeting
November 16, 2023	PIG1 Report provided to BOR
December 7, 2023	BOR meeting to discuss and act on PIG1 report and recommendation. BOR approves the Presidential Search Plan
mid-December	Launch feedback survey on the next president (should be part of the approved Presidential Search Plan)
December 15, 2023	Issue RFP for Search Firm
January 16, 2024	Deadline to respond to RFP for Search Firm

Date	Event/Actions/Description
January 31, 2024	Select Search Firm Search Firm to work with BOR to finalize position description, taking into account stakeholder feedback from the listening phase, etc. . . .
February 15, 2024	BOR adopts position description
Feb 15 - April 15, 2024	RECRUITMENT
April 16- May 16, 2024	EVALUATION
June 2024	SELECTION
Fall 2024	APPOINTMENT

- O. We recommend when PIG2 has completed its task and provides the BOR with a list of of the top three candidates as the finalists, that the BOR:
1. Invite the finalists to visit and meet with all campuses/islands and solicit feedback for input to the BOR's decision; and
 2. Conduct 2x2 interviews of the finalists with BOR members that can be done in closed sessions.

Item IV.

Executive Session

**ITEM TO BE
DISCUSSED IN
EXECUTIVE
SESSION**