

# GM814

## BENJAMIN KUDO

Nomination to the University of  
Hawaii Board of Regents



A Limited Liability Law Company

March 20, 2012

Mitchell A. Imanaka  
Benjamin A. Kudo  
Wesley M. Fujimoto  
Jon M.H. Pang  
Richard T. Asato, Jr.  
Naomi U. Kuwaye

The Honorable Jill N. Tokuda  
Chair  
Senate Committee on Education  
State Capitol, Room 218  
Honolulu, Hawaii 96813

**RE: Nomination to the University of Hawaii Board of Regents**

Nikki T. Senter  
Nina L. Takamori  
Owen T. Iida  
Yuko Funaki

Dear Senator Tokuda:

Pursuant to your request, the following are my responses to questions posed of candidate nominees for the University of Hawaii Board of Regents:

**1. Why did you decide to apply to serve on the Board of Regents?**

Since 1990, I have been privileged to teach at the William S. Richardson School of Law, then later at the Shidler College of Business and since 2009 at the University of Hawaii - West Oahu. Teaching has given me an opportunity to fulfill my passion in life which is to continually learn and share what I have learned through education. Given my academic, legal and business background, I believe I will be able to contribute even more to the University and community through service on the Board of Regents. At the present time, I believe that the University faces significant obstacles such as the decline in the U.S. and local economies. In addition, growing competition amongst institutions of higher learning for research grants, teachers, and students has added new challenges and dynamics in an ever changing technological setting. These challenges are what make me excited to be a part of the University and having a role in shaping its future.

**2. What do you perceive are the roles and responsibilities of individual members and the overall role of the Board of Regents in regards to University decision-making?**

The overall role of the Board of Regents is to set policy and direction for the University. In particular, the Board as a governing body should set goals for the University's administration to accomplish. As a member of the Board of Regents, we all bring individual perspectives and experiences to share with the

Of Counsel  
R. Brian Tsujimura  
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\* admitted to practice only in  
New York and Philippines,  
Former Chairman  
Securities and Exchange  
Commission, Republic of the  
Philippines  
Hon. Mario R. Ramil  
Former Associate Justice  
Hawaii Supreme Court

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University to improve and enhance its ability to establish these goals and objectives. The Board should not be involved in the individual day-to-day operational decisions of the University. The Board's position and role is to support and monitor the progress of the University's administrators and their ability to accomplish the goals and policies set by the Board. Accountability and transparency are essential to maintaining public confidence in the University's future.

**3. Please identify one short- and one long-term goal you would have as a Board of Regents member and how you would accomplish these during your term of service.**

Many of the buildings and infrastructure at the University are old and in need of repair and maintenance and neglect of this function may lead to higher costs in the future which we should try to minimize. A short-term goal which I would like to achieve is to study, analyze and hopefully to implement a plan to improve and enhance the maintenance and repair of the physical plant and infrastructure of the University system. This would be accomplished through the establishment of a maintenance and repair schedule in concert with monies allocated each year by the State Legislature and through other sources for such purpose.

A long-range goal that I am personally interested in is to enhance the University's reputation in key areas of academic study. Given the limited economic resources of the University, it cannot afford to develop in all areas or disciplines. To do so would spread its limited resources to a point which may dilute its ability to be effective. Technology and innovation are areas which create real opportunities for the University to develop in the next fifteen to twenty year time horizon. Concomitantly, attracting research monies for the University system are also essential to building upon these two areas of focus. Specifically, the University should take inventory of its key advantages and disadvantages to set itself apart from a marketing and strategic standpoint in deciding which disciplines or areas of study it might choose to highlight and focus its attention and resources on.

**4. In looking at the University's strategic plan and the goals laid out by President Greenwood for the University system, what particular areas are of interest to you and how will your particular skill set and experience contribute to the progress of the University system?**

Of the goals and objectives contained in the University of Hawaii System Strategic Outcomes and Performance Measures (2008-2015), I am particularly interested in the goal on "Resources and Stewardship." That is to i) build an effective constituency that converts community support into public and private revenue streams . . . and ii) allocating and managing resources to achieve continuing improvement in organization, people and processes and to secure competitive advantage. The above goals are similar to business goals and objectives. Developing proper strategies for engendering community support and generating revenues are efforts that I am familiar with in my legal practice and having served on other non-profit boards. I am particularly interested in developing strategies that involve student support processes, rewarding innovation, investing in change that reduces costs and generates revenues and

implementation of an integrated marketing plan for the University system. I believe I can contribute toward the achievement of these goals.

**5. What will your approach be in helping to manage and balance the various sources of funding coming to the University?**

The first step would be to identify the various sources of funding and any limitations or restrictions on the use of funds. Second, would be to commit to establish a priority of items that need immediate attention and are essential to achieving the University's goals and objectives pursuant to its strategic plan. Third, would be to allocate funds specifically for those high priority items in an amount appropriate and in keeping with the limitations and restrictions of those funds.

**6. How do you view the role of the system as it relates to the 10 campuses? Do you feel that the relationship as it exists now should be changed? How will you ensure equity of resources across all campuses?**

The community colleges comprise a significant portion of the University system and serve an important role by allowing access or entry to students to a four year university program. It is important, therefore, that the transition from a community college to the four year university program be seamless and without undue hardship to the student who wishes to matriculate to a four year university program. An example of this includes the full transferability of credits earned at the community college level to a four year university program. An overall goal of the University system should be to increase or enhance the graduation rates of all students entering both the community college and four year university programs. In light of tuition increases, it has become essential that the time spent by students at the University be kept to a minimum so as to avoid additional costs incurred by the students and/or their families. Priorities in terms of types of students should also be examined to determine whether those programs can be improved upon to facilitate matriculation, as well as, graduation of those students. Resources should be allocated among the campuses based upon the goals and objectives set by the Board of Regents. Funding resources should be used as an incentive for each community college to develop and improve its programs and plans consistent with and in support of the goals and objectives of the University.

**7. While the University enjoys a fair amount of autonomy, the Legislature still plays a significant role in regards to funding, policies, and procedures. How do you view the relationship between the University and the Legislature and what factors are critical to ensure an effective and collaborative relationship?**

The University system is a state funded education system. Therefore, it is important to maintain a close and transparent relationship between the University and members of the Legislature. It is imperative that the relationship between the University and the State Legislature be kept open and meaningful. I see the University and the State Legislature as partners in this worthy endeavor.

**8. Can you foresee any possible conflicts of interests that could arise during your service on the Board of Regents? How would you overcome any possible conflicts of interest?**

A potential conflict of interest that I may have is that I presently teach as a lecturer at the University of Hawaii – West Oahu. As a lecturer, I am under contract to teach one class per semester in the area of Business Law. It may be necessary for me to cease teaching if this presents a conflict which cannot be overcome. I am ready to resign my position as lecturer at the University of Hawaii – West Oahu if no other means by which the conflict can be resolved is identified.

Very truly yours,

IMANAKA KUDO & FUJIMOTO



Benjamin A. Kudo

BAK:st

# GM814

## Testimony

TESTIMONY  
OF  
BENJAMIN A. KUDO  
TO THE  
SENATE COMMITTEE  
ON  
EDUCATION  
ON  
March 28, 2012

G.M. 814

Respectfully submitted for consideration and confirmation to the Board of Regents of the University of Hawaii, Gubernatorial Nominee, BENJAMIN A. KUDO, for a term to expire June 30, 2017.

Chair Tokuda and members of the Committee, I appreciate this opportunity to appear before you today.

I want to thank Governor Neil Abercrombie for nominating me to the post on the Board of Regents of the University of Hawaii system. I am humbled by this nomination and consider it to be a privilege to serve our community in this post.

I wish to also extend my sincere appreciation to those who submitted letters of support on my behalf and to those who are present to speak on my behalf.

By way of background, I was a full-time student at the University of Hawaii Manoa for about ten and one-half years while doing graduate work there. I also had the privilege of teaching at the University for about fifteen years, both at the William S. Richardson School of Law and Shidler College of Business. Presently, and for the last three years I have taught as a lecturer at UH – West Oahu. My experiences as a teacher and student at the University of Hawaii has given me two distinct perspectives of the University experience. I believe that these perspectives provide me with an opportunity

to understand and empathize with different sides on various issues facing the University. Hopefully, this perspective will help me create better solutions to the challenges facing the University today and in the future.

The University of Hawaii Board of Regents performs an invaluable function and plays a significant role in shaping the future direction of the University of Hawaii system. The University system is presently comprised of ten campuses and approximately 60,000 students. The challenges of managing such a large organization are many. I am very excited to have the opportunity to participate as a Board of Regent to address these challenges.

My business and legal background have provided me with the ability to manage organizations and operate a business. My view of the University is that it is much like a business with a 60,000 customer base. Creating strategies in management, financial and marketing aspects of the University are areas of interest to me. Creating good sound strategies and monitoring their implementation are especially important during periods when there are limited resources available to fund the University's operations and maintenance needs. Although cutting costs during times as these are critical, we must not overlook the University's capacity to generate revenues as well. All of these efforts must, however, be balanced with the University's overall mission statement and vision for the future. I gladly accept the challenge to assist in these roles and function should this Committee find me worthy.

In closing, I would like to thank Chairperson Tokuda and the members of the Committee on Education for providing this opportunity for me to speak in considering my nomination before you.



At this time, I would be happy to address any questions or concerns the Committee may have.



## The Senate

STATE CAPITOL  
HONOLULU, HAWAII 96813

March 20, 2012

The Honorable Jill N. Tokuda  
Chair, Senate Committee on Education  
Hawaii State Capitol  
451 South Beretania Street, Rm. 218  
Honolulu, Hawaii 96813

Re: Gubernatorial Nominee: Benjamin A. Kudo, Esq.  
Board of Regents of the University of Hawaii

Dear Senator Tokuda:

I am informed that Benjamin A. Kudo, Esq. has been nominated by Governor Neil Abercrombie for a position on the Board of Regents of the University of Hawaii.

I am in strong support of Mr. Kudo's nomination and am sure he will do an exemplary job as a member of the board if approved by your committee.

I have known Mr. Kudo for many years both socially and professionally and have found Mr. Kudo to possess the rare combination of competence and integrity. I am further aware that Mr. Kudo has a reputation in his field as an outstanding counselor, advocate, and litigator. I am sure that these traits will provide Mr. Kudo with a solid foundation to being an invaluable member of the board of regents, if approved by your committee.

Thank you for your time and consideration and if there are any questions with regard to the foregoing, please do not hesitate to communicate with

Sincerely,

RONALD D. KOUCHI  
Senator – 7<sup>th</sup> Senatorial District

cc: Benjamin A. Kudo, Esq.

Senator Ronald D. Kouchi  
7<sup>th</sup> Senatorial District – Kauai and Niihau  
415 South Beretania Street, Room 206, Honolulu, Hawaii 96813  
Tel: (808) 586-6030 - Fax: (808) 586-6031  
E-mail: senkouchi@capitol.hawaii.gov

KODANI & ASSOCIATES ENGINEERS, LLC  
3126 Akahi Street  
Lihue, Kauai, Hawaii 96766  
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**TESTIMONY FOR ADVISE AND CONSENT**

**STATE CAPITOL  
WEDNESDAY, MARCH 28, 2012  
1:15 P.M**

**SENATE COMMITTEE ON EDUCATION**

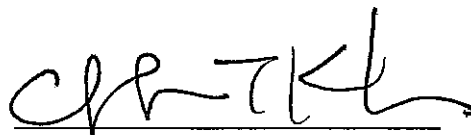
**APPOINTMENT OF MR. BENJAMIN A. KUDO  
U.H. BOARD OF REGENTS  
GM 814**

Chair Jill Tokuda and Vice Chair Michelle Kidani and members of the Committee on Education - Aloha. My name is Clyde Kodani and I humbly ask that you and your committee consider the appointment of Mr. Benjamin Kudo to the University of Hawaii, Board of Regents. I have known Ben for nearly 30 years, and can vouch for his character and competence for the position and role that he has been nominated for. Ben is sincere in his commitment to the University of Hawaii, its students, and to the overall well being of the State of Hawaii.

If memory serves me right, back in the early 1990's, Mr. Kudo was awarded a Chair in Land Use Planning at the University of Hawaii – this is evidence of Ben's commitment for the University of Hawaii. Ben's background in land planning and zoning issues will be a great asset to the university, thus I humbly ask that you **SUPPORT** his nomination to the University of Hawaii Board of Regents.

Should you have any questions, please feel free to contact me.

Very truly yours,

  
Clyde T. Kodani  
President

## Erin Conner

---

**From:** Wong, Lucien [Lucien.Wong@lendlease.com]  
**Sent:** Tuesday, March 20, 2012 11:59 AM  
**To:** EDU Testimony  
**Subject:** March 28, 2012, 1:15pm, Benjamin A. Kudo, U. H. Board of Regents, GM 814, Testimony for Advise and Consent - SUPPORT

Aloha Chair Tokuda and members of the Senate Committee on Education:

I am more than pleased to express my enthusiastic support for the nomination of Dr. Benjamin A. Kudo for the At Large seat, Board of Regents, University of Hawaii.

There is no doubt anyone reading Dr. Kudo's CV would be thoroughly impressed with every aspect of his extensive and varied education, professional career and community activities. His current involvement with the University of Hawaii not only as an adjunct professor of law but also with the Benjamin A. Kudo, Chair of Law and his MBA and PhD education there gives him unique institutional insights that few, if any, have. Furthermore, his international experience especially in Asia will be an asset to the University as that region grows in economic and political importance.

For many years I have valued the relationship with Ben both on a personal and professional level. His humble character belies what he has accomplished both educationally and professionally, and, therefore, what he can contribute to the University of Hawaii as a Regent.

I would be pleased to answer any questions you or others on the committee may have and I urge you to confirm this appointment.

Mahalo for this opportunity.

**Lucien Wong | Senior Advisor | Hawaii | Lend Lease**

Hickam Communities LLC

211 Mercury Street, Honolulu, HI 96818

T 818-745-3251

[Lucien.Wong@lendlease.com](mailto:Lucien.Wong@lendlease.com) | [www.lendlease.com](http://www.lendlease.com)

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March 20, 2012

Committee on Education  
Hawaii State Senate

Re: Nomination of Benjamin A. Kudo for Board of Regents

Ladies and Gentlemen:

This letter is written in support of Governor Abercrombie's nomination of Benjamin A. Kudo for appointment to the University of Hawaii Board of Regents.

I have known Ben for a number of years and believe him to be a person of high integrity and who is concerned about the education of Hawaii's children. As you may discern from his resume, which I am sure you have reviewed, Ben is a highly respected lawyer, but in addition, he has been associated with the University of Hawaii system for over twenty years, having taught at the William S. Richardson School of Law, the Shidler College of Business and University of Hawaii - West. He is therefore very familiar with the University system. Ben is also involved in numerous community activities.

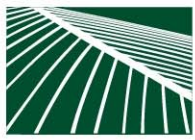
I am certain that Ben will do an excellent job as a member of the Board of Regents, and I know that not only your committee, but the Senate as a whole, will be happy with Ben's performance if he receives the appointment. I therefore strongly urge you to approve the selection of Ben as a Regent.

Thank you for your consideration of this letter.

Sincerely yours,



RANDALL I. MORIKAWA



# PBR HAWAII

& ASSOCIATES, INC.

March 20, 2012

## PRINCIPALS

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R. STAN DUNCAN, ASLA  
*Executive Vice-President*

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*Vice-President*

GRANT T. MURAKAMI, AICP, LEED® AP  
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Senator Jill N. Tokuda, Chair  
Senate Committee on Education  
State Capitol, Conference Room 225  
415 South Beretania Street  
Honolulu, Hawaii 96813

**SUBJECT: MARCH 28, 2012, 1:15 PM, BENJAMIN A. KUDO, UH BOARD OF REGENTS, GM 814, TESTIMONY FOR ADVISE AND CONSENT**

Dear Chair Tokuda and Members of the Senate Committee on Education:

I have known and worked with Ben Kudo as a business associate since 1994. I believe Ben will bring a unique perspective to the University of Hawaii (UH) Board of Regents, both as a former student (MBA in 1975 and a Ph.D. in 2008 from the Shidler College of Business) and instructor (Adjunct Professor of Law at the William S. Richardson School of Law 1990-2000). In addition, I believe the establishment of the Benjamin A. Kudo Chair of Law at the William S. Richardson School of Law was not only a great honor to Ben but to the University as well. As reflected in his past and current actions, Ben has demonstrated his belief in and best interests towards UH as both a student and educator.

I respectfully request that the Members of the Senate support Ben Kudo's confirmation to the UH Board of Regents.

Thank you very much for considering my testimony.

Sincerely,

Vincent Shigekuni  
Vice President  
PBR Hawaii

# Pat Lee & Associates, LLC

45-248 A Pahikaua Place Kaneohe, Hawaii 96744 Phone/Fax: (808) 247-2889 E-mail: patlee@hawaii.rr.com Mobile: (808) 223-9670

March 19, 2012

To: Sen. Jill Tokuda  
Chair, Committee on Education  
State Senate  
Hawaii State Capitol, Room 218

Vice Chair Michelle Kidani, Vice Chair  
State Senate  
Hawaii State Capitol, Room 228

From: Pat Lee, Pat Lee & Associates, LLC

Re: **March 28, 2012, 1:15pm, Benjamin A. Kudo, U. H. Board of Regents, GM 814, and Testimony for Advise and Consent**

## WRITTEN TESTIMONY ONLY

Chair Tokuda, Vice Chair Kidani and honorable members of the committee,

My name is Pat Lee, and I am a community relations consultant having been in business for over two decades. I am writing you about a personal friend and colleague, Ben Kudo, whom I have known and worked with for over fifteen years.

Mr. Kudo has always impressed me with his keen insights, knowledge, decision making capability and calm demeanor under difficult circumstances. He has great integrity, high moral standards and most importantly, he has the passion for doing a job well and getting the job done.

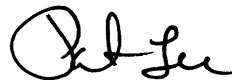
Ben Kudo has always held education in the highest regard and has accomplished much obtaining a JD and a PhD. He has served the educational community as an Adjunct Professor at the UH Law School and a business instructor at the Schidler College of Business. He has also served our state in various positions including the boards of the Hawaii Tourism Authority, the Hawaii Visitors and Convention Bureau and the State Salary Commission, which he chaired.

Testimony in Support of Ben Kudo  
UH Board of Regents – GM 814  
March 19, 2012  
Page 2

For these many reasons, I believe that Ben Kudo would be an asset to the UH Board of Regents through his knowledge, experience, dedication and service, and would truly benefit the University system. Therefore, I respectfully request your favorable consideration of his appointment.

Thank you for the opportunity to express my views.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Lee". The signature is written in a cursive style with a large initial "D" and a long, sweeping underline.



# CPA HAWAII, LLP

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3615 Harding Avenue, Suite 405 • Honolulu, HI 96816  
Telephone (808) 949-6079 • Fax (808) 949-2353

March 19, 2012

The Honorable Jill Tokuda, Chair  
The Honorable Michelle Kidani, Vice Chair  
Members of the Senate Committee on Education

**Re: March 28, 2012, 1:15pm, Benjamin A. Kudo, U. H. Board of Regents, GM 814,  
Testimony for Advise and Consent**

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Senate Committee on Education:

I am writing to ask for your support in considering the appointment of Mr. Benjamin Kudo, Esq. and PhD. as the At Large member of the Board of Regents of the University of Hawaii. I have known Ben for over 20 years both personally and professionally and I believe he will be an excellent addition to the Board of Regents as he not only has a strong academic background with an independent and logical mind but he also has common sense, business sense and "street smarts" that would surely benefit our University of Hawaii system. As a practicing attorney and principal in his law firm, Ben will also bring to the table legal and entrepreneurial skill sets.

The combination of all the above will provide the University of Hawaii with a very unique and qualified Regent with a very broad base of experience.

In working with Ben on various development projects over the years, I have found him to be creative yet well-grounded and he has always provided logical and sensible recommendations, guidance and solutions.

Ben is widely respected in our community not only for his leadership, but also for his participation as a volunteer on many boards and organizations that serve our community. He has also been a strong supporter of education and our University of Hawaii system, teaching and lecturing at graduate courses in real estate, land use and business law at the UH William Richardson School of Law and the UH West Oahu campus. In addition, he pushed himself to higher education spending nights and weekends obtaining his doctorate degree in international management at the UH.

I would highly encourage all of you to seriously consider confirming Ben to the At Large seat on the UH Board of Regents as he will undoubtedly do a great service to our University of Hawaii system.

Sincerely,



Ernie Watari CPA, CMC  
Partner  
CPA Hawaii, LLP



NISSAN  
2295 N. King St.  
Honolulu, HI 96819

March 22, 2012

Letter of Support

To: Honorable Senator Jill N. Tokuda, Chair  
Honorable Senator Michelle N. Kidani, Chair  
Members of the Senate Committee on Education

From: Franklin T. Kudo, Chairman & CEO  
New City Nissan  
2295 N. King Street  
Honolulu, HI 96819

**RE: March 28, 2012, 1:15pm, Benjamin A. Kudo, U.H. Board of Regents, GM 814, Testimony for Advise & Consent**

I humbly ask for your support and the support of your Committee members in considering the appointment of Mr. Benjamin A. Kudo as a Board of Regent of the University of Hawaii

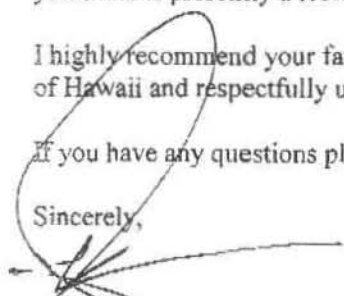
I have known Ben Kudo for 62 years as he is my twin brother. I can attest to his good character, perseverance, hard work ethic, mastery of his specialized legal body of knowledge, and collegiality with others. Ben is a person of trustworthiness and sincerity in his commitment to make Hawaii a better place to live. Over his long legal career he has become one of Hawaii's top attorney's specializing in land use law and has worked with governmental agencies as well as many of the large companies and private developers. Additionally, his knowledge of Hawaiian history especially as it relates to land issues has given him insight and perspective in performing his work.

In addition to his law degree Ben has recently attained his Ph.D. in International Business from the Shidler College of Business at UH Manoa. He has taught at the UH Richardson School of Law for seven years and is presently a lecturer at UH West O'ahu teaching business law.

I highly recommend your favorable consideration of Mr. Benjamin A. Kudo as a Regent of the University of Hawaii and respectfully urge the Committee to support his nomination.

If you have any questions please feel free to contact me.

Sincerely,



Franklin T. Kudo, D.M., CPA/ABV/CFF  
Chairman & CEO  
New City Nissan  
Assistant Professor of Accounting  
University of Hawaii - West O'ahu



TESTIMONY BEFORE THE SENATE COMMITTEE ON EDUCATION

WEDNESDAY, MARCH 28, 2012 AT 1:15 P.M.

GM 814- SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE BOARD OF REGENTS OF THE UNIVERSITY OF HAWAII, GUBERNATORIAL NOMINEE, BENJAMIN KUDO, FOR A TERM TO EXPIRE 6-30-2017

CHAIR TOKUDA AND MEMBERS OF THE COMMITTEE:

I am honored to write in support of Mr. Kudo to serve as a member of the Board of Regents at the University of Hawaii.

I have known Mr. Kudo for over a decade and first came to witness his skills as an attorney and his achievements in the field of law, which are well documented and extensive. I know that many others will speak to his legal prowess; however, I have come to know the many contributions that Mr. Kudo has made outside his profession to the community he cares about deeply. I currently serve with Mr. Kudo on the Board of the Rehabilitation Hospital of the Pacific and have been impressed with his deep sense of commitment and dedication. He is not just a member of the Board; he is an active, involved member that has served as the Board Chair for several years. Once Mr. Kudo commits to an organization or cause, he does so with passion and takes on the challenges that come with that position.

I know that Mr. Kudo will bring that same passion and dedication to the Board of Regents. He has been involved at the University at several levels, having received his Masters in Business Administration and a Ph.D in International Management/Cross Cultural Studies from the Shidler College of Business. He has also served as an Adjunct Professor at the William Richardson School of Law and an instructor in the Master of Human Resources Program at the Shidler College of Business. He continues to lecture in business law at the University's West Oahu campus since 2009.

I ask that this committee and members of the entire Senate support and confirm Mr. Kudo to serve on the Board of Regents, University of Hawaii.

Thank you for the opportunity to offer my comments.

A handwritten signature in black ink, appearing to read "Mark Teruya", is written over a horizontal line.

Mark Teruya  
Chairman and CEO



**TESTIMONY BEFORE THE SENATE COMMITTEE ON EDUCATION**

**WEDNESDAY, MARCH 28, 2012 AT 1:15 P.M.**

**GM 814- SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE BOARD OF REGENTS OF THE UNIVERSITY OF HAWAII, GUBERNATORIAL NOMINEE, BENJAMIN KUDO, FOR A TERM TO EXPIRE 6-30-2017**

Chair Tokuda and Members of the Committee:

I write in support of Benjamin Kudo, nominee to the University of Hawaii's Board of Regents.

As a fellow alumnus of the University, I am confident that having Mr. Kudo on the Board will benefit the University system wide. Mr. Kudo has always thrived on learning. Not satisfied with an undergraduate degree in engineering from the University of Washington, Mr. Kudo secured a Masters of Business Administration from the University of Hawaii, then went on to law school at Georgetown in Washington D.C. He most recently pursued a Ph.D in International Management at the Shidler College of Business at the University of Hawaii. His familiarity with institutions of higher learning on both Coasts will also be beneficial to him in his capacity as a Regent.

Mr. Kudo has not only obtained degrees from the University, he has also taught there, as an Adjunct Professor at the Law School, an instructor in the Master of Human Resources Management program at the Shidler College and a lecturer in business law at the University's West Oahu campus. These pursuits were all carried out while conducting a successful law career in land use, development, and natural resources.

Having exposure to University operations as a student and instructor at several levels give Mr. Kudo a unique perspective not shared by many. That combined with his personal drive and pursuit of excellence, his deep sense of commitment and broad base of experience make him an excellent choice to serve as a Regent to face the challenges of the University system.

I ask that you confirm Mr. Kudo to the Board of Regents of the University of Hawaii.  
Thank you for the opportunity to share my comments .

Kelvin Shigemura  
Vice President

March 21, 2012

To: The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

From: Wendy W. Howell  
Marketing Director  
Xerox Corporation  
700 Bishop St., Ste. 1200  
Honolulu, Hawaii 96813

Re: GM 814, Testimony for Advise and Consent  
Consideration and confirmation to the Board of Regents of the University of Hawaii,  
Gubernatorial Nominee, **Benjamin Kudo**.  
Hearing Date: March 28, 2012  
Hearing Time: 1:15pm  
Conference Room 225

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Committee:

I am writing this letter in support of Ben Kudo as a candidate for selection to the Board of Regents for the University of Hawaii.

I have known Mr. Kudo for over seven years and can speak to his good character, honesty, forthrightness, and his capability and capacity to discharge his duties as a University of Hawaii Regent. His integrity is unimpeachable and his commitment to the betterment of our state is at the highest level. When I consider the criteria that the Office of the Regents list for candidates, I am confident that Mr. Kudo exceeds those expectations on many fronts. He has a B.S. degree in Mechanical Engineering from the University of Washington, and a Juris Doctor degree from Georgetown University. Mr. Kudo has extended his education at the University of Hawaii with a Master's of Business Administration and a Ph D. in International Management from the Shidler College of Business. Further, Mr. Kudo previously served as an Adjunct Professor of Law at The William S. Richardson School of Law where he has taught in the area of real property, land use and water law. He has become an instructor with the Master of Human Resources Management program at the Shidler College of Business and has been a lecturer in business law at the University of Hawaii-West Oahu Campus.

Mr. Kudo serves on numerous community and professional committees and councils where he uses his vast knowledge and experience in real property, land use, and engineering to help make Hawaii a better place. He has authored articles and published papers that pertain to land use and rights. He is also an established lecturer on these same subjects.

When you consider the personal commitment to his own education, along with his continued commitment to supporting the education of many University of Hawaii students today with his service as a teacher at the Shidler College of Business and the West Oahu Campus, it would be challenging to find an individual with such a diverse background. Starting with his business career at subsidiaries of Castle & Cooke after graduating from the University of Washington and continuing on with his work today with international clients from numerous Asia/Pacific countries and his extensive volunteer work

in the community, Mr. Kudo would bring a level of diverse business experience and perspective that would greatly benefit both the students at the ten University of Hawaii campuses as well as his fellow regents.

Based on the foregoing, I highly recommend for your consideration Mr. Kudo as I believe that his broad background and vast experiences will help provide a renewed energy and vision that will benefit every individual in the University of Hawaii system.

Should you have any questions, please feel free to contact me.

I thank you for your consideration and respectfully ask the Committee's support to confirm this nomination.

Regards,

---

Wendy W. Howell



**Marcus & Associates, Inc.**

Residential  
Commercial  
Industrial

Brokerage Services  
Property Management  
Asset Management

Leasing  
Development  
Consulting

March 23, 2012

To: The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

From: Dale K. Nishikawa  
Chief Executive Officer  
Marcus and Associates, Inc.  
1045 Mapunapuna Street  
Honolulu, HI 96819

RE: **March 28, 2012, 1:15 p.m., Benjamin A. Kudo, U.H. Board of Regents,  
GM 814, Testimony for Advise and Consent**

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Senate Committee on Education:

I humbly ask for your support in appointing Benjamin A. Kudo to the Board of Regents of the University of Hawaii.

I have known Mr. Kudo for over twenty years. During that time I have had the pleasure of getting to know him both on a professional and personal level.

I trust we would all agree that the education of our children is of paramount concern. The University of Hawaii system is clearly a critical component in assuring that our children are prepared to be contributing and valuable members of society in Hawaii, our nation and globally. Selecting a Regent for the University of Hawaii is therefore a great responsibility. I believe that a global world view, an ability to see the "big picture", an appreciation of Hawaii's unique culture, and perhaps most importantly, impeccable character and integrity, are "must haves" in anyone being considered for this honor. A familiarity with the University and a commitment to teaching and learning would also be extremely beneficial.

Mr. Kudo possesses all of these attributes and more. As an attorney, he is well-respected in the areas of land use, environmental issues, native Hawaiian rights, and water rights, as well as heading the Pacific-Asia practice of his firm. Mr. Kudo has served on numerous boards and commissions including the Hawaii Tourism Authority and Hawaii Visitors and Convention Bureau, served as Chairperson of the State Commission on Salaries, as a Supreme

1045 Mapunapuna Street  
Honolulu, Hawaii 96819-4423  
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Fax: (808) 833-6259  
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[www.marcusrealty.com](http://www.marcusrealty.com)



March 23, 2012

The Honorable Jill N. Tokuda, Chair

Page two

Court Board Examiner, and as an Arbitrator for the American Arbitration Association, to list just a few.

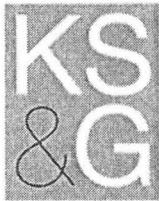
Mr. Kudo has held the position of Adjunct Professor of Law at the William S. Richardson School of Law and is currently a lecturer in business law at the University of Hawaii – West Oahu campus, as well as an Instructor with the Master of Human Resources Management program at the Shidler School of Business. In 1994, Mr. Kudo was honored with the establishment of the Benjamin A. Kudo Chair of Law at the William S. Richardson School of Law.

In my personal and professional dealings with Mr. Kudo, he has always, without exception, done what is right, regardless of whether it was popular or expedient to do so. He is disciplined, focused, and driven to make a positive difference in everything he does. I firmly believe that he would be an outstanding Regent who will do all he can to make the University of Hawaii the institution that we know it can be.

Thank you for your consideration. I respectfully urge your Committee's **support** to confirm the nomination of Benjamin A. Kudo to the Board of Regents of the University of Hawaii.

  
DALE K. NISHIKAWA





KOBAYASHI SUGITA & GODA, LLP  
Attorneys at Law

999 Bishop Street, Suite 2600  
Honolulu, Hawaii 96813-4430

Telephone: 808-539-8700  
Facsimile: 808-539-8799  
E-Mail: btk@ksglaw.com

Bert T. Kobayashi, Jr.\*  
Kenneth Y. Sugita\*  
Alan M. Goda\*  
Lex R. Smith\*  
Wendell H. Fuji\*  
Robert K. Ichikawa\*  
Clifford K. Higa\*  
Craig K. Shikuma\*  
Christopher T. Kobayashi\*  
Burt T. Lau\*  
David B. Tongg\*  
Bruce A. Nakamura\*  
Kenneth M. Nakasone\*  
Gregory M. Sato\*  
Joseph A. Stewart\*  
Charles W. Gall\*  
Jesse W. Schiel\*

Michael F. Albanese  
Neal T. Gota  
Nicholas R. Monlux  
Jonathan S. Moore  
Sarah S.P. Moriarty  
Shohei Nishimoto  
Christopher A. Santos  
Anthony Suetsugu  
Thao T. Tran  
Maria Y.Y. Wang

Of Counsel:  
John F. Lezak  
Larry L. Myers

\*A Law Corporation

March 22, 2012

The Honorable Jill Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Senate Committee on Education  
State Capitol, Room 225  
Honolulu, Hawaii 96813

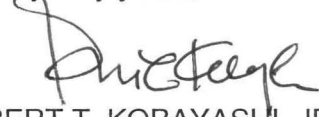
Re: March 28, 2012, 1:15 p.m., Benjamin A. Kudo, U.H. Board of Regents, GM 814,  
Testimony for Advise and Consent

Dear Chair Tokuda, Vice Chair Kidani and Members of the Committee:

I would like to strongly recommend your consideration of Benjamin Kudo for an appointment to the UH's Board of Regents. I have known Ben for more than thirty five years and at one time we were partners in the practice of law. I have had the opportunity to observe Ben on a daily first hand basis and have always been impressed with his commitment, integrity and intelligence. Had it not been for factors not involving he and I, we would probably still be practicing law together.

I am also fully aware of the amount of work that is undertaken by each of the members of the board and know that Ben would commit himself to the task and all that is required in order to serve as an effective Regent. My recommendation is without qualification and I would be more than happy to answer any questions you might have as to this recommendation.

Very truly yours,

  
BERT T. KOBAYASHI, JR.  
for  
KOBAYASHI, SUGITA & GODA

NORMAN K. HAYASHI, LLC  
Land Use Planning

563 W. Kawaihāni Street  
Hilo, Hawaii 96720  
Tel: 808-959-7838  
Cell: 808-895-0120  
E-mail: [nkhayashi@hawaiiantel.net](mailto:nkhayashi@hawaiiantel.net)

March 22, 2012

Senator Jill N. Tokuda  
Chair, Senate Committee on Education  
State Capitol  
415 South Beretania Street  
Honolulu, HI 96813

Dear Senator Tokuda and Members of the Committee on Education:

**Subject: GM 814 University of Hawaii Board of Regents Nominee - Benjamin Kudo**

Hearing Date: Wednesday, March 28, 2012

Time: 1:15 PM

Place: Conference Room 225  
State Capitol

I humbly ask for your support in considering the appointment of Mr. Benjamin Kudo as a member of the University of Hawaii Board of Regents.

I have known Mr. Kudo for many years, both professionally and socially, and have found him to be a person of high integrity and moral character. As a practicing attorney, a scholar and educator, or as a community leader, he has always conducted himself in the most professional manner.

Mr. Kudo is a dedicated supporter of the University of Hawaii. He has served as an Adjunct Professor of Law at the William S. Richardson School of Law and also serves as an instructor and lecturer with the Shidler College of Business and the West Oahu campus, respectively. His extensive background and knowledge will be a great asset in fulfilling the vision for the University of Hawaii's future. I believe that the University of Hawaii will truly benefit from the appointment of Mr. Kudo to the Board of Regents.

Thank you for the opportunity to express my endorsement and support for Mr. Kudo.

Sincerely,



Norman Hayashi



**Curt T. Otaguro**  
Executive Vice President  
Retail Banking Group – Oahu Region

March 26, 2012

The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Senate Committee on Education  
Hawaii State Capital, Room 225  
Honolulu, Hawaii 96813

Subject: March 28, 2012, 1:15pm, Benjamin A. Kudo, University of Hawaii Board of Regents  
GM 814 – Status & Testimony for Advise and Consent

Dear Chair Tokuda and Members of the Committee:

I humbly ask for your support and support of your Committee members in considering the appointment of Dr. Benjamin A. Kudo to fill the At Large seat on the Board of Regents for the University of Hawaii. Dr. Kudo was nominated by Governor Abercrombie and received his M.B.A. from the University of Hawaii in 1975. He is currently Principal and Chief Financial Officer for the law firm of Imanaka Kudo & Fujimoto. In addition to his law practice, Dr. Kudo has also taught as an Adjunct Professor of Law at The William S. Richardson School of Law, Shidler College of Business, and is currently a lecturer in business law at the University of Hawaii – West Oahu Campus.

I have known Dr. Kudo, both personally and professionally over the past 20 years. An active volunteer in our community, Dr. Kudo has provided invaluable guidance and experience for the Japanese Cultural Center of Hawaii, where I currently serve as Chairman of the Board. Specifically, Dr. Kudo participated in our ad hoc Honouliuli Internment Center Preservation Committee providing advice on land use and subdivision of property. The group has been working with the National Park Service, JAACL, State Historic Preservation Division and the University of Hawaii. Dr. Kudo has shared his passion to ensure that sites like Honouliuli remain important reminders of our past for both residents and visitors as well as to add to the education and understanding of Hawaii's history. He has also served on numerous non-profit boards over the years and has been very generous with his "volunteer" time and giving back to our community.

Dr. Kudo's extensive background in law and land planning will benefit the State of Hawaii and the University of Hawaii educational system. His work and community experiences will provide the necessary leadership and vision to become an immediate contributing member of the Board of Regents. Dr. Kudo is an individual of high integrity, moral character, and high energy. His strong relationships with many decision-makers in our community will also benefit the Board as he is a person who always gives his full commitment for all of his endeavors. Thank you for your consideration.

A handwritten signature in black ink, appearing to read "Curt T. Otaguro", written over a circular stamp or seal.

Curt T. Otaguro



Testimony of C. Mike Kido  
External Affairs  
The Pacific Resource Partnership

Senate Committee on Education  
Senator Jill N. Tokuda, Chair  
Senator Michelle N. Kidani, Vice Chair

GM 814 – Submitting for consideration and confirmation to the Board of Regents of the  
University of Hawaii, Gubernatorial Nominee, Benjamin Kudo

Wednesday, March 28, 2012  
1:15 p.m.  
Conference Room 225

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Committee:

My name is C. Mike Kido, External Affairs of the Pacific Resource Partnership (PRP), a labor-management consortium representing over 240 signatory contractors and the Hawaii Regional Council of Carpenters, formerly the Hawaii Carpenters Union.

PRP supports Gubernatorial Nominee, Benjamin Kudo, as a member of the Board of Regents of the University of Hawaii.

Mr. Kudo is the Principal and Chief Financial Officer of Imanaka Kudo & Fujimoto and has been active in representing developers, lenders and others who participate in the development industry for many years. He has served as an Adjunct Professor of Law at the University of Hawaii's William S. Richardson School of Law in the area of real property, land use and water law from 1990-2000. Approximately 18-years ago, Mr. Kudo was honored by the establishment of the Benjamin A. Kudo, Chair of Law at the William S. Richardson School of Law.

He was appointed to the Board of Directors, Hawaii Tourism Authority, and served as Chairperson of the State Commission on Salaries. Since 2008, Mr. Kudo has served as Director of the Hawaii Visitors and Convention Bureau, which is responsible for the marketing aspects of the State hotel and travel industry.

Mr. Kudo is an active community leader serving as an Advisory Board member, Aloha Council, Boy Scouts of America, Boys and Girls Club of Hawaii, Temari-Center for Pacific and Asian Art, Rehabilitation of the Pacific, The 200 Club, and the East-West Center Foundation. He also serves as legal counsel to the Japanese American Citizens League and volunteers as an advisor to the Japanese Cultural Center of Hawaii on the Honouliuli Internment Center Preservation Project.

Mr. Kudo is a stellar community leader and his experiences make him highly qualified for this position and we would like to kindly ask for your favorable consideration. Thank you for the opportunity to express our support for Benjamin Kudo, to serve on the Board of Regents of the University of Hawaii.

March 23, 2012

To: Senator Jill Tokuda, Chair, Senate Committee on Education  
Senator Michelle Kidani, Vice Chair  
Senator Suzanne Chun Oakland  
Senator Clarence Nishihara  
Senator Brian Taniguchi  
Senator Sam Slom

From: David Nakada, Project Director  
`O`io Project

Re: **GM 814:** Testimony for Mr. Benjamin Kudo to the University of Hawaii Board of Regents

Madame Chair, members of the Committee:

I am writing in support Mr. Benjamin Kudo's nomination to the University Of Hawaii Board Of Regents.

In my former capacity as the executive director of the Boys & Girls Club of Hawaii, I was privileged to have gotten to know Ben as a caring and reliable volunteer member of the organization's Board of Directors. Ben was a member of the Board for over a decade and in that time; he was asked and served as the Secretary of the Board of Directors. The nominating committee was very comfortable nominating Ben and the Board unanimously approved Ben to the post due to his legal acumen, his service to other well respected Boards and his strong desire to help the youth being served by the Boys & Girls Club of Hawaii.

Ben was always accessible and available for discussions with regard to the organization and made it a point to understand situations for different facets to better determine what our options may be in addressing matters. This I will state was probably a more difficult approach but it allowed for a more transparent view of the situation at hand. I enjoyed the opportunities I had to work with him.

Over the years, Ben and I have become friends and I look forward to our candid conversations on everything from exercise, yard work, good inexpensive wine and the future of our State.

I believe that Ben possesses the intelligence, desire and background to help the University Of Hawaii as a member of the Board of Regents. He will not back down from asking what may be an uncomfortable question, if it would help clarify issues being discussed. Ben brings a thoughtful approach to any discussion and his membership would be a terrific addition to that already auspicious Board.

Please consider Benjamin Kudo for membership to the University Of Hawaii Board Of Regents.

**Erin Conner**

---

**From:** Tom Witten [twitten@pbrhawaii.com]  
**Sent:** Thursday, March 22, 2012 6:57 PM  
**To:** EDU Testimony  
**Subject:** GM 814- March 28, 2012, 1:15 pm- Benjamin Kudo, Board of Regents of the University of Hawaii, Testimony for Advice and Consent

The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

**GM 814- Benjamin Kudo, Board of Regents of the University of Hawaii**

March 28, 2012, 1:15 pm

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Committee:

I offer my testimony in SUPPORT of the confirmation of Benjamin Kudo, Esq. to the Board of Regents of the University of Hawaii.

I have known Ben for over 20 years both professionally and personally and know he would make a significant contribution to the University of Hawaii as a Regent. In all my experiences with Ben, he has always demonstrated high integrity with a sincere commitment to make Hawaii a better place of all. With that passion, combined with both his education and professional experience, he would be able to bring his unique skills to the Board of Regents to continue to improve higher education in Hawaii.

With his extensive background in law, with an emphasis in land planning and entitlements, he will certainly be a very positive addition to the Board of Regents. He has demonstrated a commitment to serve his community through his involvement in numerous community interest groups and this nomination to serve on the Board of Regents is another opportunity for him to continue to serve his community. He has the vision and energy to help the University continue to achieve its mission.

Thank you for your consideration and I respectfully urge your Committee's support to confirm this nomination.

Should you have any questions, please feel free to contact the undersigned.

Tom

Thomas S. Witten, ASLA  
President

**PBR HAWAII**

Land Planning | Landscape Architecture  
Environmental Planning | Land Use Entitlements  
1001 Bishop Street Suite 650  
Honolulu, HI 96813  
Phone: 808-521-5631  
Fax: 808-523-1402  
Email: [twitten@pbrhawaii.com](mailto:twitten@pbrhawaii.com)



# TEMARI

*Center for Asian & Pacific Arts*

March 26, 2012

**To:** Senator Jill N. Tokuda, Chair  
Senator Michelle N. Kidani, Vice Chair  
Committee on Education

**From:** Ann Asakura, Co-Founder and Executive Director  
TEMARI, Center for Asian and Pacific Arts

**Re:** GM814, Consideration and confirmation to the Board of Regents of the  
University of Hawaii, Gubernatorial Nominee, BENJAMIN KUDO  
March 28, 2012, 1:15 pm, Conference Room 225

Ben will bring more than his extensive experience in law, land planning and working with diverse communities. I know.

Ben does not just "sit" on a Board. He does more than attend meetings and lead committees. He brings his children at 5:00 AM and sweats side-by-side with them to help make 500 Kadomatsu, the traditional Japanese New Year pine and bamboo arrangements. I still remember vividly, Ben unclogging a drain filled with bamboo dust and dirt, sloshing through the muck, and succeeding. It was a critical point in the fundraiser since the pooling sludge threatened the electrical saws.

Even after his term expired from TEMARI's Board, Ben still supports TEMARI and other community non-profits with more than just a check. TEMARI organizes an annual April fair on textiles, punctuated with lectures. I asked Ben if he could share his knowledge of Japanese crests, Ka Mon. A sudden silence caught my attention during the usually noisy fair, I turned to see Ben in full regalia, kimono and hakama (pleated overskirt); attracting an overflow audience. Mon illustrated; Kudo style.

Benjamin Kudo will be more than a passionately committed Regent. He will bring an intrinsic fairness, judicious decision making skills and a truly caring devotion to the University of Hawaii. Your consideration of this request to confirm his nomination is appreciated.

TELEPHONE/FACSIMILE: 808.536.4566

MAIL TO: P.O. BOX 12185 HONOLULU HAWAII 96828 • LOCATED AT: 1754 LUSITANA STREET

EMAIL: TEMARI@TEMARICENTER.COM • WEB SITE: TEMARICENTER.COM



March 27, 2012

To: Senator Jill N. Tokuda, Chair  
Senator Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

From: Robin Yoshimura  
Sunflower Hawaii Partners, LLP  
99-1265 Halawa Valley Street  
Aiea, Hawaii 96701

RE: Consideration and confirmation to the Board of Regents of the University of Hawaii,  
Gubernatorial Nominee, Benjamin Kudo

Aloha Senators:

Thank you for your consideration of my request for your support and the support of your Committee members in the appointment of Mr. Benjamin Kudo to the Board of Regents of the University of Hawaii.

I have had the pleasure of serving on the Board of the Boys and Girls Club of Hawaii with Ben for roughly 15 years, and over the course of those years have gained much respect for Ben as a legal and business professional willing to commit time and focus to any and all challenges the Club should happen to face. What stood out for me about Ben in our service was the intense purposefulness he would bring to the table on the key issues. He would not skirt around an issue for political correctness but said what needed to be said, even when no one wanted to hear it.

I also have had the pleasure of knowing Ben, as a father and parent for over 20 years, as our children attended preschool together. Ben is a caring father who has always been committed to the wellbeing of his children. Through this perspective, I have seen the humanism that Ben intuitively acts upon and realize the depth of his conviction to their growth as individuals.

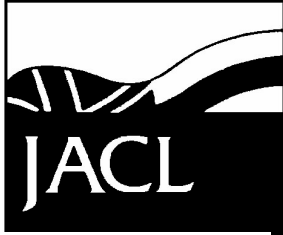
I believe that the values that Ben possesses as a person, must weigh equal to the professional abilities crafted as an attorney, if his service as a Regent to our University, is to be effective and meaningful.

It is with my witness to his personal characteristics and sense of values that I humbly urge you and your Committee to confirm his nomination to the Board of Regents of the University of Hawaii.

Respectfully,

---

Robin Yoshimura



---

## JAPANESE AMERICAN CITIZENS LEAGUE

HONOLULU CHAPTER

P.O. BOX 1291, HONOLULU, HAWAII 96807

PHONE: 523-8464 EMAIL: [honolulu@jacl.org](mailto:honolulu@jacl.org) WEBSITE: [www.jaclhawaii.org](http://www.jaclhawaii.org)

*Working For A Greater America*

---

### Board Members

Trisha Nakamura  
President

Liann Ebesugawa  
1<sup>st</sup> Vice President

Shawn Benton  
2<sup>nd</sup> Vice President

Michael Murata  
Treasurer

Sean Ibara  
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Travis Agustin

Susan Arnett

Alphonso Bragg

David Forman

Linda Ichiyama

Craig Jerome

Nikki Love

Jacce Mikulanec

Karen Nakasone

Yoshie Tanabe

Jamie Yamagata

Senate Committee on Education  
Wednesday, March 28, 2012  
Hawai'i State Capitol – Room 225

Testimony in **SUPPORT of GM 814** Confirmation of **BENJAMIN KUDO** to the  
University of Hawaii Board of Regents

Dear Chair Tokuda, Vice-Chair Kidani, and Members of the Committee:

The Japanese American Citizens League (JACL) Honolulu Chapter strongly supports the confirmation of Benjamin Kudo to the University of Hawaii Board of Regents.

JACL is the nation's oldest and largest Asian Pacific American civil rights organization with over 20,000 members. Locally our organization has consistently supported efforts to provide equal rights to citizens of this state.

Ben has played an important part in our work as a civil rights organization for fourteen (14) years as both a member of our board of directors and as our legal counsel. We value his volunteer service to our organization. His legal expertise has also been critical to our partnership with the Japanese Cultural Center of Hawaii in preserving the internment camp site at Honouliuli on Oahu.

Ben was also vital in our work with and support of the Scholar Advocates Program at the University of Hawaii's William S. Richardson School of Law. This is an important program that is dedicated to growing the next generation of Hawaii's social justice advocates.

JACL's mission is to secure and maintain the civil rights of all. We consider Ben's legal expertise, sense of social responsibility, commitment to the community and sound judgment to be vital to our ability to reach this goal.

JACL thanks you for allowing us to testify in support of Ben's nomination.

### Legal Counsel

Benjamin Kudo

### Advisory Council

Allicyn Hikida-Tasaka

Clayton Ikei

William Kaneko

Colbert Matsumoto

Alan Murakami

Respectfully,

Liann Y. Ebesugawa  
1<sup>st</sup> Vice President

# AYABE, CHONG, NISHIMOTO, SIA & NAKAMURA

ANN H. ARATANI  
SIDNEY K. AYABE\*  
ROBERT A. CHONG  
STEPHEN G. DYER  
PATRICIA T. FUJII  
STEVEN L. GOTO  
KENNETH T. GOYA  
DAVID A. GRUEBNER  
RYAN I. INOUYE  
GAIL M. KANG  
RONALD T. MICHIOKA  
GARY S. MIYAMOTO

A LIMITED LIABILITY LAW PARTNERSHIP

1003 BISHOP STREET, SUITE 2500  
HONOLULU, HAWAII 96813  
TELEPHONE: (808) 537-6119  
FAX: (808) 526-3491

E-mail: calvin.young@hawadvocate.com

RICHARD F. NAKAMURA  
JOHN S. NISHIMOTO  
ZALE T. OKAZAKI  
RONALD M. SHIGEKANE  
JEFFREY H. K. SIA  
MONICA K. SUEMATSU  
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MICHAEL J. VAN DYKE  
J. THOMAS WEBER  
DIANE W. WONG  
EDMUND K. U. YEE  
CALVIN E. YOUNG

RODNEY S. NISHIDA  
(1949 - 2004)

March 27, 2012

\*A LAW CORPORATION

Senator Jill N. Tokuda, Chair  
Senator Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education  
Hawaii State Capital  
Honolulu, Hawaii 96813

Re: Testimony in Support of Gubernatorial Nominee  
**Benjamin A. Kudo** to the  
Board of Regents of the University of Hawaii  
GM 814; Conference Room 225  
Hearing date and time: March 28, 2012, 1:15 p.m.

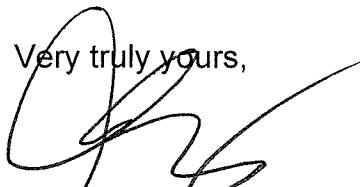
Dear Senators:

I respectfully submit this testimony in support of the nomination of Benjamin A. Kudo to the Board of Regents of the University of Hawaii. As a close friend and business colleague of Dr. Kudo for many years, I can personally attest to his high integrity and strong moral character. Dr. Kudo has a fine reputation in Hawaii's relatively small legal community for hard work, dedicated service and quality legal representation.

Dr. Kudo's support of higher education in Hawaii is well displayed by his service to the William S. Richardson School of Law and to West Oahu College. His commitment to post high school education serves as a natural segue to this appointment to the Board of Regents.

As a graduate of the University of Hawaii, I firmly state that Dr. Kudo is an individual I would like to see helping to lead this institution into the future. I strongly urge you to confirm this nomination.

Very truly yours,



Calvin E. Young

[009538430]

**GARY M. KOBAYASHI**  
ATTORNEY AT LAW

TELEPHONE (808) 545-3420

P.O. Box 461  
HONOLULU, HAWAII 96809

March 26, 2012

The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

Re: **March 23, 2012, 1:15 pm; Benjamin A. Kudo, U.H. Board of Regents,  
GM 814, Testimony for Advise and Consent.**

Dear Chair Tokuda, Vice Chair Kidani and Members of the Committee:

Having grown up as a neighbor of my mother's eldest sister, Benjamin Kudo has been a family acquaintance for more than 55 years. I have personally known Dr. Kudo for more than 15 years, and, because of his honesty, integrity and compassion, he has grown to become one of my closest, most trusted friends.

Because of his wealth of experience as an undergraduate and graduate student on the West Coast, East Coast and Hawaii; service as a former and current lecturer at the University of Hawaii; experience as a parent of college students here and abroad; his career in business and as an attorney, Dr. Kudo has the vision, ability and wisdom to serve well as a Board member.

He has and continues to contribute so much to our community by way of the many organizations he has led or been a member. Professionally, he has been recognized as among the best nationally. Yet, in spite of all this, he remains forever humble and continues to excel tirelessly, with a nose for hard work. All this bodes well for our University, and I have no doubt that his motivation, drive and commitment will continue as a member of its Board of Regents. In all my experiences, I have never met anyone so passionate about education, and I support the confirmation of Dr. Kudo to the Board of Regents of the University of Hawaii without reservation.

Very Truly Yours,



GARY M. KOBAYASHI

**R. Brian Tsujimura**  
745 Fort Street, 17<sup>th</sup> Floor  
Honolulu, Hawaii 96813  
rtsujimura@imanakakudo.com

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March 20, 2012

The Honorable Jill Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Senate Committee on Education  
State Capitol, Room 225  
Honolulu, Hawaii 96813

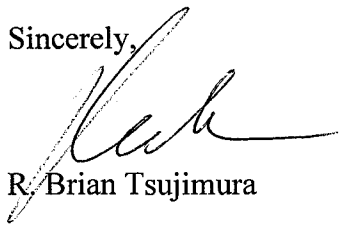
Re: Testimony in Support of GM 814: Consideration and Confirmation to the Board of Regents of the University of Hawaii, Gubernatorial Nominee, Benjamin A. Kudo

Chair Tokuda, Vice Chair Kidani, and members of the Senate Committee on Education:

I am writing in support of my personal friend, Benjamin Kudo, who is subject to confirmation of his appointment by Governor Abercrombie to a position on the Board of Regents of the University of Hawaii. I have known Ben for over 30 years and support his nomination for the position. Ben and I have been personal friends and business associates for many years, far more than either of us care to count. I can vouch for Ben in all respects.

I know Ben is passionate to serve. He will bring his characteristic inquisitiveness and no-nonsense business demeanor to the institution. Ben will serve all of us well in this role. Please give him your support in confirming him to this new role.

Sincerely,



R. Brian Tsujimura

RBT:ay

Statement of  
Douglas S.Y. Tom  
2556A Booth Road  
Honolulu, Hawaii 96813

March 22, 2012

To: Senate Committee on Education

Re: GM 814, Confirmation of Benjamin Kudo to the Board of Regents of the  
University of Hawaii  
Wednesday, March 28, 2012

Chair Tokuda, Vice-Chair Kidani, and members of the Senate Committee on Education, I urge your confirmation of Mr. Kudo's appointment to the University of Hawaii's Board of Regents.

I firmly believe Mr. Kudo is an excellent choice to fill the vacancy on the Board of Regents. My association with him began when I was employed as the State's Coastal Zone Management program manager, during which time we on occasion exchanged thoughts and perspectives about land and water use problems, issues, and opportunities. In addition, for the past ten years, I interacted with him at the social level. I know him well and feel he is worthy of the prestigious position for which he is being considered.

Mr. Kudo's academic and professional achievements are obviously impressive. In addition, his leadership skills are strong and morality, trustworthiness, and dedication to duty unquestioned. He is a very caring and considerate person widely respected in the community. Moreover, he has a high regard for civic responsibilities such as serving on the University's Board of Regents. In consideration of the fabric of his person, I have no doubt he would admirably perform the duties of a regent.

I strongly urge your confirmation of Mr. Kudo's appointment to the Board of Regents. Of course, if there are any questions about my testimony, I would be happy to confer with you.

Thank you.

March 21, 2012

To: The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kodani, Vice Chair  
Members of the Senate Committee on Education

From: Timothy E. Johns  
5615 Poola Street  
Honolulu, Hawaii 96821

Subject: GM814—Consideration and Confirmation of BENJAMIN KUDO,  
to the Board of Regents of the University of Hawaii

**SUPPORT**

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Committee:

I am pleased to write this letter in strong support of the nomination of Mr. Benjamin Kudo to the Board of Regents of the University of Hawaii.

I have known Mr. Kudo for over twenty years and have had the opportunity to observe him in a wide variety of circumstances in the public, private and non-profit sectors. I worked very closely with Mr. Kudo for several years when he served as the primary outside land-use counsel for my former employer, AMFAC/JMB Hawaii, Inc. Over the years, we have also worked together on various community service organization projects and boards.

Mr. Kudo possesses that rare blend of the highest level of intellect, a tireless work ethic, and unquestioned personal integrity. His analytical and problem-solving skills are formidable and will be a welcome addition to the Board of Regents. Moreover, Mr. Kudo is compassionate, unafraid of making the hard decisions and unfailingly committed to the betterment of our community.

Mr. Kudo's extensive background in law, academia and the private sector, combined with his unwavering commitment to improving the University make him the ideal candidate to assist his fellow Regents meet the numerous challenges they will face in the next few years. I recommend Mr. Kudo without reservation whatsoever. Please view his nomination favorably.

Statement of  
**JESSE K. SOUKI**

before the  
**SENATE COMMITTEE ON EDUCATION**  
Wednesday, March 28, 2012  
1:15 PM  
State Capitol, Conference Room 225

in consideration of  
**GM 814**  
**GUBERNATORIAL NOMINEE, BENJAMIN KUDO,**  
**FOR BOARD OF REGENTS OF THE UNIVERSITY OF HAWAII**

Chair Tokuda, Vice Chair Kidani, and Members of the Senate Committee on Education, I submit this testimony in **SUPPORT** of Gubernatorial Nominee, BENJAMIN KUDO, to serve on the Board of Regents of the University of Hawaii.

I have known Dr. Kudo for over ten years. I worked directly under his supervision as a senior associate at the law firm Imanaka Kudo & Fujimoto, where he is a founding principal and leads the Land Use, Administrative and Environmental Law section of the firm. During my time there, I observed Dr. Kudo to be a person of integrity, forethought, and good character.

Dr. Kudo is an accomplished attorney. He has handled major resort, commercial, industrial, and residential developments throughout the state and also heads up the Pacific-Asia business practice for the law firm representing international clients. He is known for his contributions in the area of land use law, and his articles on the subject have been published widely in books and journals.

His experience serving on boards will be an asset to the Board of Regents. Dr. Kudo has served in various leadership roles in both a professional and volunteer capacity. This includes a long record of serving in community leadership positions that



positively impact the development of Hawaii's future leaders, such as Advisory Board member, Aloha Council, Boy Scouts of America; Director, Boys & Girls Club of Hawaii; and others. He also served on the Board of Directors, Hawaii Tourism Authority.

Dr. Kudo's experience as a student and professor at the University of Hawaii provide him with a unique understanding of how to better manage the university. He earned his Masters of Business Administration from the University of Hawaii and Ph.D. in international management from the Shidler College of Business. He was also an Adjunct Professor of Law at The William S. Richardson School of Law.

Speaking as someone who knows Dr. Kudo, and as an alumnus of the University of Hawaii at Manoa, I have full faith in his ability to positively contribute to the Board of Regents and the greatness of our university. I strongly support his confirmation.

Thank you for the opportunity to offer these comments.

## Erin Conner

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**From:** iwaser001@hawaii.rr.com  
**Sent:** Friday, March 23, 2012 9:37 PM  
**To:** EDU Testimony  
**Subject:** MARCH 29, 2012, 1:15P.M., BENJAMIN A. KUDO, U.H. BOARD OF REGENTS, GM 814, TESTIMONY FOR ADVISE AND CONSENT

Chair Tokuda, Vice Chair Kidani, Members of the Education Committee:

Thank you this opportunity to submit testimony in **STRONG SUPPORT** for the nomination of Mr. Kudo to the Board of Regents (BOR).

I have been honored and privileged to have known Mr. Kudo for nearly 40 years when he and I returned from our respective law schools - young, idealistic and willing to take on the world. He may not be as young, but he still carries in him the idealism and desire to make Hawaii a better place and to create a better future for our children. He is a man of integrity with a strong and abiding belief in giving back to the community which allowed him to pursue his dreams. He is a long practicing attorney at both the local and international levels. While law is his profession, he has also devoted his time and energies to educating our young people. He served as an Adjunct Professor of Law at the William S. Richardson School of Law where in 1994, he was honored by the establishment of the Benjamin A. Kudo Chair of Law. In 2008 he became an instructor with the Master of Human Resources Management program at the Shidler College of Business and has been a lecturer in business law at the University of Hawaii-West Oahu since 2009. I know that Mr. Kudo understands that education is the key if our young people are to have a future and I'm certain that is why he has devoted his time to educating them, stimulating their minds, and pointing them towards a pathway to success.

Mr Kudo's commitment to our state and its people is also reflected in his many public service activities. His extensive list of community services include serving on the Board of Directors, Hawaii Tourism Authority; serving as a Supreme Court Board of Examiner since 1984; serving as Chairperson of the State Commission on Salaries; serving as an Advisory Board member, Aloha Council, Boy Scouts of America; serving as legal counsel to the Japanese American Citizens League; serving as volunteer advisor to the Japanese Cultural Center of Hawaii on the Honouliuli Internment Center Preservation Project, and serving as a Director, Boys and Girls Club of Hawaii.

Ever curious, and believing in personal growth, Mr. Kudo is presently studying guitar (in his sparse free time) with the hopes of one day playing jazz with my brother Bruce Hamada Jr. Mr. Kudo has many, many accomplishments. This latest endeavor, however, may fall short - not for any lack of practice by Mr. Kudo, but knowing the perfectionist ear of my brother.

Mr. Kudo is a devoted husband and father. His life's work also reflects his devotion to the community he calls home and the people who live here. He would be an outstanding and much needed addition to the UH Board of Regents.

I respectfully ask for your favorable consideration.

RANDY IWASE

*John E. Min  
P.O. Box 193  
Wailuku, Hawaii 96793*

March 24, 2012

Honorable Jill N. Tokuda, Chair  
Senate Committee on Education  
State Capitol, Conference Room 225  
Honolulu, Hawaii 96813

Dear Chair Tokuda and Committee Members:

Re: TESTIMONY IN SUPPORT- GM 814 for consideration and confirmation to the Board of Regents of the University of Hawai'i, Gubernatorial Nominee, BENJAMIN KUDO, for a term to expire 6-30-17 (Public Hearing: March 28, 2012 at 1:15 pm in Conference Room 225)

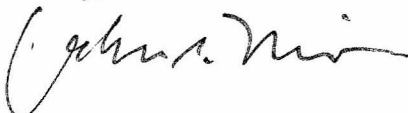
I would like to offer this testimony in support of the confirmation of Gubernatorial Nominee, Benjamin Kudo, to the Board of Regents of the University of Hawai'i.

Ben and I grew up together and were also classmates at Iolani School, Class of 1968. Although I live on Maui, we've kept in touch during my 20 plus years in Maui County government as a land use planner and executive assistant, 10 years as a planning consultant, and 5 years as a project manager with the nonprofit, Maui Economic Opportunity, Inc.

Ben is an excellent candidate to serve on this important board. I have no doubt that he will be an effective, dedicated, and contributing member on the University of Hawai'i's Board of Regents. He is highly motivated, a good communicator, and a person with a positive "can do" attitude. Ben brings an impressive educational background (mechanical engineering, finance, law, and international management), a distinguished reputation as an attorney specializing in land use, administrative and environmental law, a broad knowledge of State and County government, and business experience in the Pacific-Asia region. Ben is also a product of the University of Hawai'i and represents the high caliber of local graduates. In short, Ben has much to offer on this important board.

I respectfully request that Ben be given the opportunity to serve our community and be confirmed as a Board of Regent of the University of Hawai'i.

Sincerely,



John E. Min

March 24, 2012

To: The Honorable Jill N. Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

From: Mario R. Ramil  
94-1150 Moolelo Street  
Waipahu, Hawaii 96797

## **support**

RE: **March 28, 2012, 1:15pm, Benjamin A. Kudo, U. H. Board of Regents, GM 814, Testimony for Advise and Consent**

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Committee:

Thank you for the opportunity to testify in support of the confirmation of Benjamin A. Kudo as a member of the U. H. Board of Regents. Because I have known Mr. Kudo for over 35 years, it gives me great pleasure to submit this letter of support.

Ben brings a “skill set” that perfectly fits the requirements of a Regent for the University of Hawaii. First, it is hard to deny that his educational accomplishment is impressive. I don’t know where he found the time but Ben earned his BS in Mechanical Engineering from the University of Washington, a Masters of Business Administration (emphasis in finance) from the U.H., a Juris Doctor degree from Georgetown, and a Ph.D. in international management from the Shidler College of Business with cross-cultural studies in 2008. From the other side of the podium, Ben Kudo served as an Adjunct Professor of Law (honored with the establishment of the Benjamin A. Kudo, Chair of Law at the Law School), an instructor with the Master of Human Resources Management program at Shidler, and has been a lecturer in business law UH-West Oahu. Thus, with his academic background, he brings to the table the perspective of the student as well as the concerns of the faculty member.

Secondly, the university is a business entity with the task of managing and developing property and other assets necessary to carry out their mission. Ben’s educational business credentials and practical experience in providing business advice to clients, including land use and development issue, will go a long ways in terms of his contribution to the Board of Regents.

Thirdly, I for one believe that the University will play a significant role in expanding Hawaii’s influence internationally, especially in the Pacific Rim countries. Ben’s interest, experience and connections he has established in the Far East (Japan, Malaysia, Philippines and Australia) will facilitate that vision.

Based on the foregoing, I highly recommend your favorable consideration of Mr. Benjamin A. Kudo's nomination as a member of the U. H. Board of Regents. He is a person who will provide a vision and energy to the U. H. Board of Regents.

Thank you for your consideration, and I respectfully urge your Committee's support to confirm this nomination.

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Mario R. Ramil

Chris J. Kanazawa  
1080 S. Beretania St.  
Honolulu, Hawaii 96814

March 25, 2012

Senator Jill N. Tokuda  
Chair, Senate Committee on Education  
Senatorial District 24  
State Capitol, Room 218  
Honolulu, Hawaii 96813

Senator Michelle N. Kidani  
Vice Chair, Senate Committee on Education  
Senatorial District 17  
State Capitol, Room 228  
Honolulu, Hawaii 96813

**RE: Senate Committee on Education Consideration and Confirmation to the Board of Regents of the University of Hawaii, Gubernatorial Nominee – Benjamin A. Kudo**

Dear Senators Tokuda and Kidani:

Pursuant to the Senate Committee on Education's consideration and confirmation of gubernatorial nominee Mr. Benjamin A. Kudo to the Board of Regents of the University of Hawaii, I am respectfully submitting my strong endorsement of his nomination.

For your reference, I am presently a White House appointee as the State Director for the USDA Rural Development Hawaii/Western Pacific State Office. Prior to this appointment I previously held positions of President for the Real Estate Division of Amfac/JMB Hawaii, President and CEO of Coldwell Banker Commercial and President and CEO of Parker Ranch, Inc.


I have had the pleasure of knowing Mr. Kudo for over 30 years both personally and professionally. As a person, I can attest that he has been consistent in conducting himself with the highest degree of integrity, moral character and respectfulness. Professionally, Mr. Kudo has provided sound legal and strategic advice in a wide range of business activities during my tenure as President of the Real Estate Division for Amfac/JMB Hawaii and continues to maintain a well respected reputation in the business community.

Mr. Kudo's diverse educational and professional background would serve the Board of Regents with an invaluable set of skills and experiences. With formal education in law and business

administration, a professional career in business, law and public policy, involvement as an Adjunct Professor of Law at the William S. Richardson School of Law and his active role he plays in civic, cultural and community organizations, Mr. Kudo is well equipped to contribute to the leadership of the Board of Regents of the University of Hawaii. I am confident that he will bring a professional, objective and collaborative perspective to the Board of Regents.

I strongly urge your favorable consideration of Benjamin A. Kudo as a highly qualified candidate for the Board of Regents of the University of Hawaii. I would be more than happy to respond to any questions or clarifications you may have.

Aloha,

A handwritten signature in cursive script, appearing to read "Chris J. Sauer". The signature is written in black ink and is positioned below the word "Aloha,".

March 27, 2012

To: The Honorable Jill N. Tokuda  
The Honorable Michelle N. Kidani  
Chair and Vice-Chair of the Senate Committee on Education

From: John Monahan  
50 Poipu Drive  
Honolulu, Hawaii 96825

Re: GM - 814  
Consideration and confirmation to the Board of Regents  
of the University of Hawai'i, Gubernatorial Nominee,  
**BENJAMIN KUDO**  
Hearing Date: Wednesday, March 28, 2012  
Hearing Time: 1:15 PM  
Conference Room 225  
State Capitol  
415 South Beretania Street

Aloha Chair Tokuda and Vice Chair Kidani and Members of the Committee:

As the President and CEO of a Hawaii business I was very pleased to hear that Mr. Ben Kudo has been nominated by the Governor to fill the At-Large seat on the University of Hawaii Board of Regents. I have had the pleasure of working with Mr. Kudo as a member of the Board of Directors of the Hawaii Visitors and Convention Bureau (HVCB) for the past five years. I humbly ask for your support of this nomination.

As a contractor to the Hawaii Tourism Authority (HTA), HVCB is responsible for the marketing of Hawaii to the North America leisure and business travel segments. Mr. Kudo has been an effective and respected member of our Board. His opinion and viewpoints are held in the highest regard by his fellow board members and management of HVCB.

Mr. Kudo joined the Board in 2008 just prior to one of the most trying events ever experienced by the Hawaii tourism industry, the shutdown of both Aloha and ATA airlines within a four day period. Hawaii tourism was plunged into turmoil as we lost 15% of the airline seats to the state. The subsequent economic meltdown in October 2008 exacerbated the crisis to the largest section of the Hawaii economy. Mr. Kudo's previous tourism experience in critical times was helpful to HVCB as we navigated the crisis and developed strategies that lead to a the eventual recovery of the tourism industry. We are grateful to Mr. Kudo for his service to our volunteer board at such a critical time.

The University of Hawaii and indeed the entire State of Hawaii will benefit from Mr. Kudo's knowledge and experience in a wide range of areas including land use and development, agriculture, the environment, international law and tourism.

I strongly support the confirmation of this nomination of Mr. Ben Kudo to the University of Hawaii Board of Regents.

Sincerely,



John Monahan



March 27, 2012

Senator Jill Tokuda  
Chair Senate Committee on Education

Senator Michelle Kidani  
Vice Chair Senate Committee on Education

RE: GM 814, Consideration and Confirmation to the Board of Regents of the University of Hawaii , Gubernatorial Nominee, BENJAMIN KUDO, for a term to expire 6-30-2017. -  
**SUPPORT**

Chair Tokuda, Vice Chair Kidani, Memebers of the Committee on Education:

This is testimony in support of Mr. Benjamin Kudo's nomination to the Board of Regents of the University of Hawaii. I have known Mr. Kudo for eight years and can speak to his demeanor and professional conduct that warrants your favorable consideration for the at-large seat on the Board of Regents. While others may offer testimony as a peer, colleague or client, my testimony on behalf of Mr. Kudo comes from my interactions with him during our morning workouts at a local fitness center. It may seem odd that that I would offer my testimony from such humble interactions. His academic credentials, work career and professional associations alone suggest he is uniquely qualified and capable of contributing to the betterment of the University of Hawaii.

During our talks, I found Mr. Kudo to be thoughtful and deliberative in all topics of conversation. His breath of knowledge and perspectives are sincerely and humbly offered to encourage discussion, thought and reflection. Mr. Kudo is passionate about the University of Hawaii and the State of Hawaii. His career in academia and planning both combine to give him the standing to provide a vision for the educational future of our State.

I respectfully urge your favorable consideration of Mr. Kudo for the at-large seat on the Board of Regents of the University of Hawaii. He is a person who is committed to providing this public service to the people of Hawaii.

Thank you for considering my testimony.

Milton Y. Higa

March 28, 2012

The Honorable Jill N. Tokuda, Chair,  
The Honorable Michelle N. Kidani, Vice Chair,  
Members of the Senate Committee on Education

RE: March 28, 2012, 1:15pm  
Benjamin A. Kudo, U.H. Board of Regents, GM 814,  
Testimony for Advise and Consent

Chair Tokuda, Vice Chair Kidani and Members of the Committee,


I strongly recommend your support of the nomination of Benjamin Kudo to the University of Hawaii Board of Regents. I believe you will find him uniquely qualified and worthy of your support. He will bring a well-rounded and relevant perspective to the Board as a student, graduate (MBA 1975 and Ph.D in Business 2008), and teacher (Adjunct Professor of Law) at the University in addition to a successful career as a businessman and attorney.

I have known Ben for over thirty years and can speak knowledgeably to his character, competence, and community orientation. His word is his bond. His legal practice covers land use, administrative and environmental law and he is a respected authority on land use and planning in Hawaii. Because of his work with clients in Japan, Malaysia, the Philippines, and Australia, he can also bring a needed Pacific Basin perspective to the Board.

Ben believes in giving back to our community. He has served on a number of State Boards – The Hawaii Tourism Authority and the Commission on Salaries, and held leadership or board positions with the Hawaii Visitors and Convention Bureau, East-West Center Foundation, Boy Scouts of America, Boys and Girls Club, Rehabilitation Hospital of the Pacific, and The 200 Club.

I believe the Board will benefit from his leadership, intellect, experience, and knowledge of the University and our community.

Sincerely,

  
Gary Caulfield

March 27, 2012

To: Senator Jill N. Tokuda, Chair  
Senator Michelle N. Kidani, Vice Chair  
Members of the Senate Committee on Education

From: Robin Yoshimura  
Sunflower Hawaii Partners, LLP  
99-1265 Halawa Valley Street  
Aiea, Hawaii 96701

RE: Consideration and confirmation to the Board of Regents of the University of Hawaii,  
Gubernatorial Nominee, Benjamin Kudo

Aloha Senators:

Thank you for your consideration of my request for your support and the support of your Committee members in the appointment of Mr. Benjamin Kudo to the Board of Regents of the University of Hawaii.

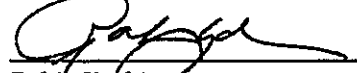
I have had the pleasure of serving on the Board of the Boys and Girls Club of Hawaii with Ben for roughly 15 years, and over the course of those years have gained much respect for Ben as a legal and business professional willing to commit time and focus to any and all challenges the Club should happen to face. What stood out for me about Ben in our service was the intense purposefulness he would bring to the table on the key issues. He would not skirt around an issue for political correctness but said what needed to be said, even when no one wanted to hear it.

I also have had the pleasure of knowing Ben, as a father and parent for over 20 years, as our children attended preschool together. Ben is a caring father who has always been committed to the wellbeing of his children. Through this perspective, I have seen the humanism that Ben intuitively acts upon and realize the depth of his conviction to their growth as individuals.

I believe that the values that Ben possesses as a person, must weigh equal to the professional abilities crafted as an attorney, if his service as a Regent to our University, is to be effective and meaningful.

It is with my witness to his personal characteristics and sense of values that I humbly urge you and your Committee to confirm his nomination to the Board of Regents of the University of Hawaii.

Respectfully,



Robin Yoshimura

**Ann M. Bouslog**  
**P.O. Box 62074**  
**Honolulu, HI 96839**  
March 27, 2012

Senator Jill N. Tokuda, Chair  
Senator Michelle N. Kidani, Vice Chair  
Committee on Education  
Hawaii State Capitol  
415 South Beretania St.  
Honolulu, Hawaii 96813

**Subject: Testimony for Advise and Consent**  
**Committee on Education**  
**Gubernatorial Nominee: Benjamin A. Kudo (GM814)**  
**Date & Time of Hearing: March 28<sup>th</sup>, 2012, 1:15 PM**  
**Board/Commission: Board of Regents of the University of Hawaii**

Honorable Senators Tokuda and Kidani,

I am writing to urge you and your committee members to **confirm** Mr. Benjamin A. Kudo as a member of the UH Board of Regents. I have had the pleasure of working with Mr. Kudo for more than 20 years.

Mr. Kudo is a well-recognized leader in Hawaii as Principal and Chief Financial Officer of the law firm Imanaka Kudo & Fujimoto, as well as through his many avenues of community service. I came to know and respect him through our mutual clients, for whom he has consistently charted strategic and effective approaches to often complex situations. Mr. Kudo is able to communicate his conclusions clearly and persuasively, and to guide even contentious situations with his voice of calm reason and wisdom.

In addition to his private sector work, Mr. Kudo has advised State and County legislative and administrative bodies on a variety of issues, including drafting State and County land use and administrative laws and regulations. He has also been active in education, teaching and lecturing at the William S. Richardson School of Law, the Shidler College of Business and the University of Hawaii – West Oahu.

As a UH Regent, Mr. Kudo would bring his deep experience, intelligence, and integrity to the governance of the University of Hawaii. **I strongly support Mr. Kudo's confirmation** to the UH Board of Regents.

Respectfully yours,



Ann M. Bouslog  
President, Mikiko Corporation

Norman M. Noguchi  
2742 Laniloa Road  
Honolulu, Hawaii 96813

March 27, 2012

The Honorable Jill N. Tokuda, Chair

The Honorable Michelle N. Kidani, Vice Chair

Honorable Members or the Senate Committee on Education

RE: GM 814 Consideration and confirmation to the Board of Regents of the University of Hawaii, Gubernatorial Nominee, Benjamin Kudo.

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Committee;

As an alumnus of the University of Hawaii, Manoa, I humbly ask for your support and the support of the Committee members in considering the appointment of Mr. Benjamin Kudo as Regent to the Board of Regents of the University of Hawaii.

I have known Mr. Kudo for over 20 years and can speak to his good character, veracity, trustworthiness and competence for the position and role he has been nominated for. From personal experience, Ben is a person of high integrity and sincerity in his social and business dealings with me and others in the business community. His educational background as well as his commitment as an instructor and mentor in the field of law exemplifies his dedication and passion to higher learning. He is one that I would entrust totally with the welfare and well-being of my alma mater.

In plain speak, he is highly intelligent, articulate, logical, cares about the welfare of our youth and the Aina, and wraps it all up with common sense.

Based on the foregoing, I highly recommend your favorable consideration of Mr. Kudo for the above position. He will definitely bring leadership and vision to the Board of Regents.

Should you have any questions, please feel free to contact me.

Thank you for your consideration.

A handwritten signature in black ink, appearing to read 'Norman M. Noguchi', with a stylized flourish at the end.

Norman M. Noguchi

March 25, 2012

Senator Jill N. Tokuda  
Chair, Committee on Education  
Hawaii State Capital, Room 225  
Honolulu, HI 96813

Re: March 28, 2012, 1:15pm, Benjamin A. Kudo, U. H. Board of Regents, GM 814,  
Testimony for Advise and Consent

Honorable Senator Tokuda:

Aloha!

I am writing this letter in support of Dr. Benjamin A. Kudo's nomination to the Board of Regents of University of Hawaii.

I have known Ben for about 10 years professionally and socially, and it gives me joy to write a letter to support his nomination.

Ben earned a Bachelor of Science degree in Mechanical Engineering from University of Washington in 1972, and earned a Master's degree in Business Administration from UH in 1975, specializing in finance, a natural step for an engineer. Working for an engineering firm and Amfac, he discovered his calling in law, and went to earn a Juris Doctor degree from the prestigious Georgetown University Law Center in Washington DC in 1978.

He gave himself to the profession of law and distinguished as a partner at Imanaka, Kudo, and Fujimoto. Among his various achievements is the creation of a Chaired Professorship, Benjamin A. Kudo Chair of Law, at the Richardson School of Law in 1994. This alone more than qualifies him to serve on the UH BOR.

He returned to the University of Hawaii to do Ph.D. in International Management. I got to know Ben closely since he took two courses from me and invited me to serve on his dissertation committee. I must note that Ben is humility personified, and a rare learner with the highest quality of studentship -- eager to learn new ideas without bringing any prejudice or status of any kind to the classroom. Fellow students were always amazed by his professional treatment of them, and the multidisciplinary creativity that he brought to the group discussions. He was eager to engage in a discussion without dominating it. Everybody knew he was a successful lawyer downtown, but it never surfaced in the classroom -- he acted just like any other motivated and self-driven student. His dissertation broke fresh grounds in international management in the area of rationalization of legal practices in patent rights.

Ben has received a multidisciplinary education, and with his education in engineering, business, and law, he is one of the most suitable people to serve on the Board or Regents of University of Hawaii, which is a comprehensive educational education.

STEM (Science, Technology, Engineering, and Medicine) is the buzz word in academia now, and somebody like Ben will be able to guide the BOR with his varied training and background. His education, professional experience, and commitment to the community will serve him well to serve in the capacity of a Regent of UH.

Ben is a leader in the community, and has served in a variety of organizations. He will be able to connect the University administrators, who are often not local, to the community in Hawaii. He will be able to help UH with both fund raising and providing a vision to tailor programs to meet community needs.

Ben has also taught at UH both in the Richardson Law School and the Schidler College of Business, and is known to inspire his students. His experience in academia has further prepared him to be able to empathize with the needs of students in various disciplines, a qualification that few members of BOR have brought to the Board in the past.

Ben is an amicable and delightful person, and he will be a perfect team member on the BOR of UH.

I strongly support Ben's nomination. Please feel free to contact me if you have any question.

Yours truly,

Bhawuk

--

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March 27, 2012

To: The Honorable Jill N. Tokuda, Chr.  
The Honorable Michelle N. Kidani, VChr.  
Members of the Senate Committee on Education

From: Allen K. Hoe, Esq.,  
PO Box 3589  
Honolulu, Hawaii 96811

RE: **GM 814 Consideration and Confirmation to the Board of Regents of the University of Hawaii, Gubernatorial Nominee, BENJAMIN KUDO, for a term to expire 6-30-2017.**

Aloha Chair Tokuda, Vice Chair Kidani and Members of the Senate Committee on Education:

I am honored to submit my written testimony in support of Governor Abercrombie's nomination of Benjamin Kudo to serve on the University of Hawaii Board of Regents.

It is very gratifying to see someone with the incredible wealth of talent, experience, knowledge and commitment to public service which Ben Kudo has shared over the years in the legal profession and as an integral part of the University of Hawaii ohana be nominated for service as a Regent.

Ben's qualifications to serve our community as a University Regent are too numerous to list in my brief statement of support. I am sure your esteemed committee will receive many letters of support which will highlight his esteemed career, as a practicing attorney at law in Hawaii as well as a highly recognized expert on Land Use Planning, throughout the Pacific-Asia region.

Mr. Kudo's commitment to the University of Hawaii is also highlighted by the years of service he has provided as an advocate of the William S. Richardson School of Law programs both as an Adjunct Professor as well as the designated honoree of the "Benjamin A. Kudo, Chair of Law, (designated in the areas of land use, environmental and administrative law), an honor uniquely established in recognition of his many contributions to Hawaii and his chosen profession as a Lawyer.

Ben's educational accomplishments are noteworthy in that his recent attainment of a Ph.D. from the Shidler College of Business demonstrates his deep commitment to the many opportunities which the University of Hawaii provides to the citizens of the great State of Hawaii.

Yes, I am an avid supporter of Dr. Ben Kudo and I respectfully request that the members of the Senate Committee on Education support his nomination to the Board of Regents of the University of Hawaii.

*Allen K. Hoe*



## Erin Conner

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**From:** David Callies [dcallies@hawaii.edu]  
**Sent:** Tuesday, March 27, 2012 3:22 PM  
**To:** EDU Testimony  
**Subject:** Ben Kudo nomination to UH Board of Regents

The Honorable Jill Tokuda, Chair  
The Honorable Michelle N. Kidani, Vice Chair  
Senate Committee on Education  
State Capitol, Room 225  
Honolulu, Hawaii 968133

In re: Ben Kudo nomination to UH Board of Regents

Dear Chair Tokuda and Vice Chair Kidani,

I write to enthusiastically support the nomination of Ben Kudo to the Board of Regents for the University of Hawaii. I have been acquainted with Ben for about 30 years. We have served on committees together, he has taught a property course for several years at the William S. Richardson School of Law, for whose law review he wrote an excellent article on some aspects of land use and property some years ago. We have also cochaired a biennial land use conference for the past 20 years for the Real Property and Financial Services Section of the Hawaii State Bar Association. In that capacity, we work closely together in assembling a program and then chairing the various panels over the 2 days of the conference. We also see each other socially, and he and his wife have been dinner guests in our home.

Ben is organized, dedicated, and scrupulously careful and honest in all of my experience and dealings with him. I have always thoroughly enjoyed our association and have the highest respect for his opinions and personal and professional conduct. He has demonstrated an interest in education, particularly at the University of Hawaii, not only by teaching at the law school, but by pursuing higher degree work elsewhere in the UH system for a period of several years. In sum, he will make an excellent regent. I hope you will appoint him to a position from which we will all benefit.

Respectfully yours,

David L. Callies, FAICP, ACREL

## Erin Conner

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**From:** mailinglist@capitol.hawaii.gov  
**Sent:** Tuesday, March 27, 2012 7:14 PM  
**To:** EDU Testimony  
**Cc:** brucopp@gmail.com  
**Subject:** Testimony for GM814 on 3/28/2012 1:15:00 PM

Testimony for EDU 3/28/2012 1:15:00 PM GM814

Conference room: 225  
Testifier position: Support  
Testifier will be present: Yes  
Submitted by: Bruce Coppa  
Organization: Individual  
E-mail: [brucopp@gmail.com](mailto:brucopp@gmail.com)  
Submitted on: 3/27/2012

**Comments:**

Chair Tokuda/Vice Chair Kidani,

Thank you for allowing me the opportunity to offer testimony in strong support of Mr. Kudo's confirmation. As a close friend of Ben Kudo for the past 15 years, I speak strongly on behalf of his personal character. He is a supportive father, loyal and reliable friend and dedicated to community service. I urge your favorable consideration of his confirmation.

Thank you.

## Erin Conner

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**From:** mailinglist@capitol.hawaii.gov  
**Sent:** Friday, March 23, 2012 1:13 PM  
**To:** EDU Testimony  
**Cc:** ocaportugal@hawaiiantel.net  
**Subject:** Testimony for GM814 on 3/28/2012 1:15:00 PM

Testimony for EDU 3/28/2012 1:15:00 PM GM814

Conference room: 225  
Testifier position: Support  
Testifier will be present: No  
Submitted by: Oscar Portugal  
Organization: Individual  
E-mail: [ocaportugal@hawaiiantel.net](mailto:ocaportugal@hawaiiantel.net)  
Submitted on: 3/23/2012

Comments: