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The Salvation Army

Hawaiian & Pacific Islands Division

April 3, 2017

To Whom It May Concern:
Subject: Letter of Recommendation
Regarding: Mr. Norma Doctor Sparks, M.S.W., J.D.

Please find this letter in support of Ms. Norma Doctor Sparks, M.S.W., J.D. as a Regent for the University of Hawaii.

Norma Doctor Sparks, M.S.W., J.D., is Co-founder and President of Families First Hawaii Services Inc., a consulting firm that advocates for children and families. Clients have included the County of Kauai; the Hawaii Department of the Attorney General; and CGI, an international information technology company.

After serving as law clerk for Chief Judge James S. Burns of the Hawaii Intermediate Court of Appeals, Norma was a Hawaii Deputy Attorney General, assigned to the Hawaii Department of Commerce and Consumer Affairs. Prior to law school, she was Administrator of the Family Crisis Services Branch in First Circuit Family Court.

Norma was Administrator of the Hawaii Child Support Enforcement Agency with an annual operating budget of \$12 million and about 300 child support enforcement officers statewide. She increased collections to \$75 million in 1995 from \$48 million in 1991 when her tenure started.

She was Administrator of Child Welfare Services in the Hawaii Department of Human Services with an operating budget of about \$45 million and about 400 staff statewide. She personally identified and obtained over \$9 million in new federal claims each year and over \$3 million in retroactive claims. She also implemented Family Conferencing as one of 5 pioneering jurisdictions in the country.

In California, Norma was Director of the Santa Clara County (Silicon Valley) Department of Family and Children. She managed a budget of about \$220 million and supervised over 1000 staff who provided child welfare services. Within two years of the start of her tenure, she initiated and completed the first successful reorganization of the Department in over 25 years, in close partnership with and support of community-based organizations and four employee union chapters.

She was Deputy Director of the Los Angeles County Department of Children and Families Services where she managed \$200 million and supervised over 1,000 staff. She later was the Administrative Deputy of the Los Angeles County Department of Public Social Services where she managed a \$4 billion budget and services for 14,000 staff.



Aloha United Way
Hawaii Island United Way
Kaua'i United Way
Maui United Way
Our AUW Designation
Number is 96450

P.O. Box 620 ♦ Honolulu, Hawai'i 96809-0620 ♦ Tel: (808) 988-2136 ♦ Fax: (808) 988-5285
Visit us at: www.Hawaii.SalvationArmy.org

Norma also was a private consultant to the California State Department of Social Services and other jurisdictions.


She received numerous community, federal, state, and county awards in Hawaii and California. In 2007, she was recognized as one of the Top 100 Most Influential Filipina Women in the United States. In 1999, her Hawaii work was recognized by President Clinton and the Child Welfare League of America for most improvement in foster care adoptions.

She has served on community boards including Kauai Planning and Action Alliance; Kauai High School Foundation; Kauai Filipino Chamber of Commerce; Koloa Community Association; and Kauai Filipino Women's Club. She is a member of Kauai Chamber of Commerce; Surfrider Foundation-Kauai; Malama Mahaulepu; Friends of Mahaulepu; and Poipu Beach Rotary Club.

Norma holds a Bachelor of Arts in Sociology, a Master of Social Work; and a Juris Doctorate from the University of Hawaii-Manoa.

She is married to Stephen Sparks and they have two sons, Dr. Chad Sparks of California and Gregory Sparks of New York City.

Sincerely,



John M. Chamness, Major
Divisional Commander

The Salvation Army Hawaiian & Pacific Islands Division



Nursing Advocates & Mentors, Inc.

... a non-profit organization with a mission to address the global nursing shortage by providing guidance and assistance for nursing colleagues to obtain their professional license in nursing.

NAMI, P.O. Box 2034 Aiea, HI 96701

E-mail: bramosrazon@aol.com

TESTIMONY IN STRONG SUPPORT OF GM 780
Senate Higher Education Committee
April 18, 2017, 1:30 p.m., Conference Room 414

To: Chair Kaiali'i Kahele and Vice Chair Michelle N. Kidani
Senate Higher Education Committee Members

From: Beatrice Ramos-Razon, President, Nursing Advocates and Mentors Inc.

Subject: Submitting for consideration and confirmation to the Board of Regents of the University of Hawai'i, gubernatorial nominee, NORMA DOCTOR SPARKS, for a term to expire 06-30-2022.

My name is Beatrice Ramos-Razon. As the founder and president of NAMI (Nursing Advocates & Mentors, Inc.), I am proud to submit our strong support for Gov. David Ige's nomination of Ms. Norma Doctor Sparks for consideration and confirmation to the Board of Regents of the University of Hawai'i.

NAMI's membership is comprised of over 75 volunteer nurses, instructors, allied health care professionals, and Filipino leaders, who are dedicated to improve the health of Hawai'i's people through education, mentoring, advocacy and service.

We believe that Ms. Sparks is highly qualified, highly regarded, and has demonstrated her local and national expertise in leading agencies in the public and private sector to reach productive outcomes. We are happy to see that her formative roots are on the Garden Isle of Kaua'i. Given that, we look to her commitment to our island state to do the same for student achievement, career readiness, and economic development for our state. We also trust that Ms. Sparks will lead the way for a socially just and safe environment for all students, faculty, staff, and partners in our university system, as well as the communities in which they live now, and countries from which their ancestors originated. Thank you for the opportunity to submit our strong support for Mr. Acoba's nomination.

Sincerely,

Beatrice Ramos-Razon, RN, FACDONA
President, Nursing Advocates and Mentors, Inc.

Testimony in support of GM 780:
Norma Doctor Sparks to the Board of Regents
Senate Committee on Higher Education
April 18, 2017 @ 1:30pm
Hawai'i State Capitol, Room 211

Honorable Senator Kaiali'i Kahele, Chair
Honorable Senator Michelle Kidani, Vice-Chair
Honorable Committee Members

Testimony submitted by Amy Agbayani, chair
FILIPINO-AMERICAN ADVOCACY NETWORK (FAN)
3432 B-1 Kalihi St. Honolulu, Hawaii 96819

The Fililipino-American Advocacy Network (FAN) is committed to equal access, non-discrimination and social justice for Filipinos and other groups. As a woman and as a Filipino and co-founder of Operation Manong, I am very proud of the many accomplishments of Norma Doctor Sparks. Decades ago, Ms. Sparks was one of our very first Operation Manong students at UH Manoa. She has excellent qualifications as a lawyer, manager/executive in the public and private sector in Hawai'i and California. Her background, varied experiences, knowledge of Kauai and statewide issues will be an asset to the BOR and the University.

I would like to present one very important dimension for you to consider regarding nominees to state boards. Filipinos and women are severely under-represented in state government cabinet, boards and commissions. Appointing a very competent Filipino woman will add to the diversity of the BOR. Her appointment will be of great benefit to the University and our state. There is good evidence and ethical reasons to support diversity. Programs, decisions and processes are better where there is a diversity of backgrounds, opinions and experiences.

Diversity and inclusion should be a compelling and critical beneficial dimension in any organization including public sector decision-making boards and commissions

The US census shows Filipinos are the second largest ethnic/race group in Hawai'i: Filipinos (15% single race and 25% more than one). Although 21% of public school children are Filipino, they are underrepresented at the University of Hawaii: 13% of students systemwide, 17% of the Community Colleges students, 10% of undergraduates and 4% graduate students at Manoa, 7% of Hilo students and 21% of West O'ahu students. All campuses have very few Filipino faculty and Filipino focus courses. Filipinos are one percent of UH executives/managers.

As we all know, women hold up half of the sky and are the majority among UH students and on college campuses in the nation. Women faculty continue to be underrepresented at UH and the Board of Regents where there are currently only three of the 15 Regents are women. The perspectives of women are important to include on the BOR.

Our state values diversity and inclusion. It is important to have gender parity and representation of ethnic groups on the BOR. At this time, of the 15 member BOR, there are 3 women and two Filipinos. If the Senate confirms Ms. Sparks then the number of women and Filipinos will increase. I think Ms. Sparks will be the very first Filipino woman to be a Regent since the founding of UH over 100 years ago.

Thank you for this opportunity to express my positive assessment of Ms. Norma Doctor Sparks. Please support her nomination as the Kauai member of the BOR.

Norma Doctor Sparks' administrative experience, along with her extensive community service and her commitment to higher education make her an excellent candidate for the Board of Regents. I serve with Norma on the Kauai Filipino Chamber of Commerce Board and have found her to be extremely professional, a team player, an effective communicator and a strong advocate for issues that are important to the Filipino community. In her role as a Regent, I am confident that she will be a strong advocate for Kauai Community College, its programs and its our students. It will be an honor to work with her, and Kauai will be well represented by her.

Have a good day,

Rose

Rose Ramos-Benzel

Director of Development,
Kaua'i Community College

Office | 808-245-0133

Mobile | 360-318-3451

University of Hawai'i Foundation

3-1901 Kaunualii Highway
One Stop Center, Room 207-G
Lihue, HI 96766

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I am writing in support of the nomination of Norma Doctor Sparks to the position of Regent for the University of Hawai`i system. I have known Norma for 38 years when we met at our son's pre-school. Norma has always been a strong supporter of Hawai`i's children and families whether advocating for them as a Social Worker, as a Deputy Atty. General in enforcement of child support payments and presently as the co-founder of Families First.

Norma's resume is most extensive and highlights her volunteerism on Kauai and wherever she lives. Her contribution to Kauai and her Filipino Community is inspirational.

I support with great enthusiasm the nomination of Norma Doctor Sparks to the University of Hawai`i Board of Regents.

From: mailinglist@capitol.hawaii.gov
Sent: Sunday, April 16, 2017 1:33 PM
To: HRE Testimony
Cc: ram@pohlhawaii.com
Subject: Submitted testimony for GM780 on Apr 18, 2017 13:30PM

GM780

Submitted on: 4/16/2017

Testimony for HRE on Apr 18, 2017 13:30PM in Conference Room 414

Submitted By	Organization	Testifier Position	Present at Hearing
Robert A Marks	Individual	Support	No

Comments: Chair Kahele and members: I write in strong support of Governor Ige's nomination of Norma Doctor Sparks to serve as a regent of the University of Hawai'i. Between 1988-1994, I worked with Norma first in her capacity as Deputy Attorney General, and later as Administrator of the Child Support Enforcement Agency. She excelled in both of those roles, including the very demanding job of CSEA administrator. Norma has excellent analytical and critical judgment skills. Moreover, after three degrees from UH, she is committed to the institutional excellence of UH. I strongly encourage the committee to recommend Ms. Sparks' confirmation to the full Senate. Respectfully submitted, Robert Marks Hawai'i Attorney General 1992-1994

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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From: mailinglist@capitol.hawaii.gov
Sent: Thursday, April 13, 2017 4:41 PM
To: HRE Testimony
Cc: ericnitta@hotmail.com
Subject: *Submitted testimony for GM780 on Apr 18, 2017 13:30PM*

GM780

Submitted on: 4/13/2017

Testimony for HRE on Apr 18, 2017 13:30PM in Conference Room 414

Submitted By	Organization	Testifier Position	Present at Hearing
Eric Nitta	Individual	Support	No

Comments:

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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PO Box 1107
Koloa, HI 96756
Lihue, Hawaii, 96756
April 15, 2017

Senator Kaiali'i Kahele, Chair
The Senate Committee on Higher Education
State of Hawaii, State Capitol
Honolulu, HI 96813

Dear Senator Kahele

My name is Stephen Sparks. I am Norma Doctor Sparks' Husband of 47 years.

Norma has had several key executive positions in her career. She is an attorney and was a Deputy Attorney General for the State of Hawaii. She was administrator for the State of Hawaii Child Support Enforcement Agency, the Child Welfare Department of Hawaii, the Department of Families' and Children's Services for Santa Clara County (Silicon Valley), the Deputy Director of the Department of Children and Family's Services for Los Angeles County and the Assistant Director of the Department of Public Social Services for Los Angeles County. She has been responsible for up to 14,000 employees and budgets up to \$4 billion.

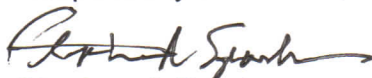
I have been amazed over the years to see how she is able to handle the pressures from those who would resist change even though these changes improved situations. In these times, she was guided by a deep inner strength and desire to provide the best for her clients. For the greatest part of her career, her clients have been children. When she had to make tough decisions and others resisted, her strength came from the knowledge that this decision would help the children by either creating a better situation or making them safer.

Norma has an amazing ability to quickly understand situations and diagnose problems. Once she understands, she is unbelievably creative in solving the discovered problems. She is solution oriented and her solutions are directed especially toward those who are helpless to help themselves.

She works collaboratively to solve problems. In one of her greatest challenges, through diligence and persistence, she gained consensus with the administration, her direct supervisor, the Board of Supervisors of the County, the employees, and the union. With that consensus, she completed a reorganization of the entire department. That had not been done successfully for 30 years.

She is a wonderful wife and mother and soon to be grandmother. I am extremely proud of her and as she has proven throughout her career, she can handle any challenge that is set in front of her. I know that she has much to contribute to the University of Hawaii Board of Regents and I wholeheartedly recommend and endorse Norma Doctor Sparks.

Respectfully submitted,


Stephen A Sparks

EMMA LAZO LADENDECKER, JD
"ALOHAHOUSES"
381 Kaholalele Road, Kapaa, Kauai, HI 96746
(808) 378-8462
emma.alohahouses@kw.com

April 8, 2017

Senate Committee on Higher Education
300 Ala Moana Boulevard
Honolulu, Oahu

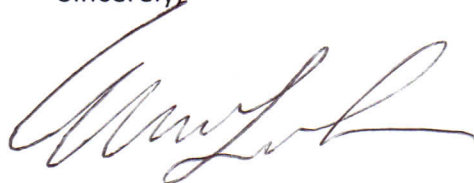
Re: Position of University of Hawaii Board of Regent

Dear Sir/Madam:

There is a good reason why Mrs. Norma Doctor Sparks was nominated by Governor Ige for the position of University of Hawaii Regent. Norma's prior experience of managing large organizations and working through the system are essential for this position. It is second nature for Norma to run or work with a large group. She is no stranger to policies, working with and within them, and being held accountable. Norma cares about the community. She cares about education. She is at once analytical and open to creative solutions.

Norma would be an asset in any organization and surely would be ideal for the duties and responsibilities of the University of Hawaii Board Of Regents.

Sincerely,

A handwritten signature in black ink, appearing to read 'Emma Lazo Ladendecker', written in a cursive style.

Emma Lazo Ladendecker, JD
Kauai Filipino Chamber of Commerce
Board of Director

April 10, 2017

Senate Committee on Higher Education
300 Ala Moana Boulevard
Honolulu, Oahu, HI 96850

Re: University of Hawaii Board of Regents Position

Dear Sir/Madam:

Norma would be a very valuable addition to the University of Hawaii Board of Regents. She has so much experience with large organizations and working through the system. Norma is my Vice-President in our organization. She initiated the research to create the non-profit arm of our organization and is leading us to reach this goal. She understands the details and how to get it done. She is both professional and approachable. It is a pleasure working with her.

Sincerely,



Bobby Ayonon
PRESIDENT
Kauai Chamber of Commerce

Chair Kahele and Members of the Committee,

My name is Lee Putnam and I have the honor of being a UH Regent since July 2014. Thank you for allowing me to submit testimony for Norma Doctor Sparks.

It is a little presumptuous of me to testify on behalf of this candidate since I have not yet had the opportunity to meet her or work with her. Nevertheless, I would like to support this appointment for several reasons. Her resume shows that she has strong executive leadership and administrative experience which will be an asset to the Board of Regents. Clearly, she has demonstrated a deep commitment to community service, at both high and local levels. Finally, she will help bring a better gender balance to the Board. Speaking for myself, but I believe that both Regents Sullivan and Tagorda would agree with me, I have never experienced anything other than full respect and inclusiveness from our colleagues. However, it is important that the Board evidences appreciation for the same diversity which characterizes our University `Ohana, where currently, 56% of our students are female. I look forward to having Norma Doctor Sparks join the Board of Regents.