

Personal Statement of Eugene Bal III

As I reflect on my first term as a Regent of the University of Hawaii, I find that much remains to be done. My time as a Regent has been challenging, and extremely rewarding when considering the value of higher education to the State of Hawaii. I realize that I have much more to contribute as a Regent and I fully embrace the privilege.

I am seeking a second term as a Regent of the University of Hawaii. During the past 4 years, I have come to more fully understand and appreciate the University of Hawaii's complexities and the breadth of the Regents' responsibilities. One of the foremost lessons learned as a Regent is the high value of experience – not just related experience, but more so, direct experience with the University of Hawaii. Having faced and completed the most significant of Regents' responsibilities, including – the selection and evaluation of a President, defining the strategic direction of the University, fiduciary oversight, establishing tuition schedules, and serving 2 terms as Vice Chair of the Board – I am now more prepared and able to contribute at a higher level as a second term Regent.

Having retired from the University of Hawaii as the Executive Director of the Maui High Performance Computing Center to take the position as a Regent, public and community service, specifically related to higher education, has been a singular focus for me. I strongly believe my blend of experience, capabilities, and leadership will continue to be well applied as a second term Regent and I would be honored to serve in that capacity.

In alignment with the criteria specified in the Regents Candidate Advisory Council announcement seeking nominations for the University of Hawaii Board of Regents – specifically, the Maui County seat – I have consistently demonstrated the following record of requisite qualifications.

1. Commitment to Public or Community Service

My family has a legacy of public service. My grandfather was a Maui County employee, notably the County Clerk and the Civil Service Commissioner; my Father was a career Air Force Officer; my Mother was a public school teacher for 50 years; my wife serves on the Board of Directors of the Nisei Veterans Memorial Center, served on the Board of Directors of Kansha Pre-school, and volunteered at the Bailey House Museum. We recognize and directly support the merits of public and community service and personally exercise civic responsibility.

Spanning nearly █ years, the majority of my record of public and community service is the nearly █ years I served in the United States Navy – first as a Midshipman at the United States Naval Academy, followed by a █ year career as a Naval Officer, retiring as a Navy Captain. My military career included 2,200 hours of combat and research and development flight time and major systems acquisition and program management responsibilities, culminated by service as a Program Manager at the Defense Advanced Research Projects Agency (DARPA) with annual budget execution responsibilities of \$ 85 M.

Following my naval service, I was employed by 2 major universities – the University of New Mexico and the University of Hawaii – as the Executive Director of the Maui

High Performance Computing Center. I was responsible for all operational, technical, and administrative functions of the Center in support of the Research and Development and Test and Evaluation mission of the Department of Defense, specifically, the High Performance Computing Modernization Program. Based on my credentials in the High Performance Computing community, I served as a member of the National Visiting Committee of the National Science Foundation, National Center of Excellence in High Performance Computing Technology.

In addition to my Federal level service identified above, I have complemented that record of service with the following State of Hawaii and Maui County volunteer positions:

- University of Hawaii Board of Regents, Vice Chair
- Governor's Economic Revitalization Task Force
- State of Hawaii Workforce Development Council
- Hawaii Community Foundation, Board of Governors, Secretary
- Hawaii Technology Development Venture
- Hawaii Community Foundation, Maui Leadership Council, Chair
- University of Hawaii Maui College, Advanced Curriculum Advisory Board
- United States Naval Academy Information Officer for Maui County
- Maui Economic Development Board, Board of Directors, Chair, Vice Chair
- Maui Memorial Medical Center Foundation, Board of Directors, Vice President
- Maui County Mayor's Citizens Advisory Committee
- Maui County Small Business Advisory Council
- Maui County Council, Boy Scouts of America, President, Vice President
- Maui Historical Society, Board of Trustees, President

However, the most relevant examples of public or community service to this application for a second term as a Regent stem from my assignments on the Board of Regents. These assignments as an officer of the Board, Board committees, and Board affiliates include:

- University of Hawaii, Board of Regents, Vice Chair (2 terms)
- Research Corporation of the University Hawaii, Board of Directors, Chair (3 terms), Vice Chair
- University of Hawaii, Board of Regents, Committee on Research and Innovation, Chair (3 terms)
- University of Hawaii, Board of Regents, Committee on Community Colleges, Chair
- University of Hawaii, Board of Regents, Committee on Personnel Affairs and Board Governance, Vice Chair
- University of Hawaii, Board of Regents, Committee on Academic and Student Affairs
- University of Hawaii, Board of Regents, Committee on Intercollegiate Athletics
- University of Hawaii, Board of Regents, Committee on Student Affairs
- University of Hawaii, Board of Regents, Task Groups – Scholarships and Waivers, Legislative Strategy, Advisory, Research and Innovation

- University of Hawaii, John A. Burns School of Medicine, Faculty Practice Plan: University Health Partners of Hawaii
- Mauna Kea Management Board
- Career and Technical Education Advisory Council
- Association of Community College Trustees

The breadth of my assignments as a member of the Board of Regents – especially noting the leadership positions held in the past 4 years – is clearly indicative of both my level of contribution as well as the confidence placed in my abilities.

2. Capacity for Objective, Impartial Decision-Making

I view myself as analytical and a practitioner of equity – and believe that those who interact with me, including other Regents and the University Administration – would concur. I exercise even-handed judgment, seek inputs from appropriate sources, and am unafraid to make difficult decisions. Much of this practice comes from my military background which required the combination of leadership and decision-making in Command roles. Additionally, as a member of the staff of 2 universities, I have learned to temper decisions in an academic setting.

As a member of several Boards and Committees, I have taken the opportunity to introduce best practices learned from one organization to the benefit of another. For example, while the Chair of the Board of Directors of the Maui Economic Development Board, I introduced the practice of annual execution of a Conflict of Interest certification to ensure impartial decision-making by the Board. As a result of this practice of strong governance, the Board chose to remove a Board member because of conflict of interest resulting from his company's tenancy in the Maui Economic Development Board building. This example acutely demonstrates my impartiality because the action was taken despite the fact that the Board member was and continues to be a close personal friend and colleague.

My decision-making focuses on the overall benefit to the entire organization, not only on a single aspect of the issue. Analysis and integration of the “complete picture” guides my decision-making.

3. Knowledge, Experience, or Interest Related to Education

The most germane evidence of my knowledge, experience, and interest in education is my past 4 years as a Regent of the University of Hawaii. Charged with the responsibility for governance of the University, Regents touch on every aspect of higher education. There is no surrogate for the knowledge and experience gained in being a Regent of the University of Hawaii. Please refer to my response to item 1 above for a list of assignments as an officer of the Board, Board committees, and Board affiliates.

The fundamental basis of my interest in education is a direct function of our commitment to our daughter's education. I believe that the path to opportunity and the foundation of success in life is dependent on the quality of education. In addition to employment with 2 universities, I have become more involved in education as a volunteer in the State of Hawaii and Maui County non-profit communities.

I was privileged to be a member of the National Visiting Committee of the National Science Foundation, National Center of Excellence in High Performance Computing Technology. The objective of this Advanced Technology Education initiative was to “Establish a National Center for High Performance Computing Technology in partnership with industry, government, educational institutions and professional organizations to provide skilled personnel in HPC Technology, and to develop and administer a national certification program for HPC technicians.” The National Science Foundation specifies that for large projects (\$ 750,000 or more), a National Visiting Committee be established to monitor the project’s progress. The National Visiting Committee is a group of experts in the field who provide advice to the project staff, assess plans and progress, and enhance the dissemination of the project’s products. I served as a member of this National Visiting Committee from 2003 to 2006.

Beginning in 2006, I was a member of the University of Hawaii Maui College Advanced Curriculum Advisory Board. This membership focused on the Applied Business and Information Technology curriculum, which became the foundation of the first four year degree offered by the University of Hawaii Maui College. I was the keynote speaker at the graduation dinner for the first Applied Business and Information Technology graduating class. My contributions to the Applied Business and Information Technology Advisory Board also included evaluation of students' capstone projects. This year, Maui College received approval from the Board of Regents to promote the Applied Business and Information Technology curriculum from provisional to established program status.

While the Executive Director of the Maui High Performance Computing Center, I re-engineered the summer intern program. Originally designed for high school students, we advanced our summer intern program to focus on college level students. Our cadre of summer interns in 2012 exemplifies the breadth and composition of the summer intern program. 2012 summer interns included:

- 7 Military Academy Interns
- 2 Air Force Research Laboratory Directed Energy Scholars
- 2 Center for Adaptive Optics Akamai Interns
- 1 Maui Economic Development Board Ke Alahele Intern
- 1 Sustainable Living Institute of Maui Intern

Also, notably, the summer intern program has included University of Hawaii interns from Manoa, Maui, and Hilo.

In 2005, I applied for and was selected to become the Naval Academy Information Officer for Maui County. As a representative of the United States Naval Academy Office of Admissions, I provide counseling to candidates. I present briefings at local high schools about the application process, present briefings at college fairs, conduct all candidate interviews, and make Naval Academy scholarship presentations at high school graduation awards ceremonies. I have also served on the selection committee for all military academy nominees for Senator Mazie Hirono.

As a member of the Board of Directors of the Maui Economic Development Board, I served as a member of the Ke Alahele Education Committee. In this role, I evaluated grant proposals and made award decisions to Maui County students, educators, and

organizations focused on Science, Technology, Engineering, and Mathematics (STEM). The Ke Alahele education initiative has touched over 50,000 students and teachers in Maui County with aggregate grant awards approaching \$ 1 million.

As a member of the Maui Leadership Council of the Hawaii Community Foundation, I was a member of the Scholarship Ambassador Program, serving as a scholarship application evaluator. As the third largest post-secondary scholarship provider in the state, the Hawaii Community Foundation awards more than \$ 4 million in scholarship grants to over 1,400 college students annually. I also made scholarship presentations at high school graduation awards ceremonies to recipients of Hawaii Community Foundation administered scholarships.

The same focus that drew my attention to education originally – our daughter's education – has now been conveyed to our granddaughters' education. I continue to be a fervent advocate of education as the path to opportunity and view the University of Hawaii as the principal pathway to enabling a better life and success for the people of Hawaii.

4. Capacity for Collaborative Leadership

As a career Naval Officer and a graduate of one of the Nation's premiere military academies teaching the time-honored principles of leadership, I have lived and succeeded in one of the most demanding of leadership environments – the United States Navy. Whether as a Mission Commander in aircraft hunting submarines, or as the Officer in Charge of 2 Detachments, or as the Director of a department at the Naval Air Development Center, or as a Defense Advanced Research Projects Agency Program Manager for multi-million dollar cutting-edge research, I have been tested as a leader, welcomed those opportunities to lead, and have been recognized for my successful leadership.

I've continued to exercise my leadership skills as a Regent of the University of Hawaii – 2 terms as Vice Chair of the Board of Regents, 3 terms as Chair and 1 term as Vice Chair of the Board of Directors of the Research Corporation of the University of Hawaii, 3 terms as Chair of the Board of Regents Committee on Research and Innovation, 1 term as Chair of the Board of Regents Committee on Community Colleges, and 1 term as Vice Chair of the Board of Regents Committee on Personnel and Board Governance.

Initially hired by the University of New Mexico and later as an employee of the University of Hawaii, the hallmarks of my tenure as the Executive Director of the Maui High Performance Computing Center were:

- advancement of the Maui High Performance Computing Center into the highest ranks of the Department of Defense High Performance Computing Modernization Program
- fielding the 11th most powerful supercomputer in the world
- achievement of sustainability through inclusion in the Federal President's Budget
- "Excellent" contract execution resulting in 6 years of option extensions
- developing the University of Hawaii's capability, reputation, and credibility to execute major Department of Defense contracts

As a member of several Boards of non-profit organizations in the State of Hawaii and Maui County, my leadership skills have been recognized and I was able to volunteer these skills as:

- Secretary of the Board of Governors of the Hawaii Community Foundation
- Chair of the Maui Leadership Council of the Hawaii Community Foundation
- Chair and Vice Chair of the Board of Directors of the Maui Economic Development Board
- Vice President of the Maui Memorial Medical Center Foundation Board of Directors
- President and Vice President of the Maui County Council of the Boy Scouts of America
- President of the Board of Trustees of the Maui Historical Society.

My career in the Navy served as a “crucible of leadership” because it was demanded of a successful Naval Officer and leader of Navy men and women. I migrated these leadership skills into significant achievements as the Executive Director of the Maui High Performance Computing Center. I immersed myself into the local non-profit community and have been able to continue to exercise these skills through volunteerism in leadership positions. Most recently, I've utilized these developed abilities in multiple leadership positions on the Board of Regents of the University of Hawaii.

In all cases of assigned leadership, I take responsibility for all assigned duties. More importantly, I hold myself fully accountable not only for my own actions but also for the actions of the organization and all staff assigned to my charge.

5. Experience Governing Complex Organizations

The apex example of my experience in governing complex organizations is as a Regent of the University of Hawaii. Without direct experience on the University of Hawaii Board of Regents, it is virtually impossible to appreciate the breadth and complexity of governing the University. With its system level executive organization, various Organized Research Units, the John A. Burns Medical School, the William S. Richardson Law School, the National Cancer Institute designated Cancer Center, the flagship Manoa campus with its designation as a Carnegie Institution of Higher Learning – R1, 2 baccalaureate level comprehensive campuses, 7 geographically dispersed Community College campuses on all major islands of Hawaii, serving 50,000 students, the challenge of governing the University of Hawaii cannot be overstated.

My military experience managing organizations ranges from responsibilities as a Mission Commander of flight operations, Branch and Division level responsibilities in an operational Navy aircraft squadron, multiple assignments as a Detachment Commander, and as a Program Manager of complex multi-million dollar, systems acquisition and research and development projects.

Hand-selected to be the Officer in Charge of the multi-activity Detachment sited with the Boeing Company in Seattle, Washington in the execution of the \$ 250 M P-3 Update IV Avionics Program Full Scale Engineering Development contract, I directly managed

the efforts of 25 Navy military and civilian personnel working with the team of 350 Boeing contractor and subcontractor personnel. As the Detachment Commander, I represented the Maritime Patrol Aircraft (P-3) Program Office located at the Naval Air Systems Command in Washington, DC. My detachment was comprised of personnel from the Naval Air Development Center in Pennsylvania and the Naval Air Test Center in Maryland representing multiple disciplines including systems engineering, software development, aircraft maintenance, logistics, and contractor oversight. The complexities of managing Government personnel from multiple geographically dispersed sites while representing the sponsor organization as the lead Government representative onsite, and oversight responsibility of the efforts of hundreds of contractor personnel working in-plant at the Boeing Company in Seattle created extraordinary management challenges – at the personnel, contractual, fiscal, technical, organizational, and policy levels.

While a Program Manager at the Defense Advanced Research Projects Agency, I had inordinate management responsibilities for the execution of a wide array of advanced research projects. The nature of these projects was geographically extended from data collection sites in Hawaii to data processing at the Massachusetts Institute of Technology, Lincoln Laboratory; collaboration with multiple Government agencies; contract execution by major Defense contractors; and the execution of a cumulative annual budget of \$ 85 M. Expertly balancing the projects' requirements resulted in "first of kind" technology advances.

As the Executive Director of the Maui High Performance Computing Center, I was challenged by the requirement for local management of the Center on Maui while reporting to administration at the University of New Mexico, 3,500 miles away. This management challenge was further complicated by the fact that the Center was manned by several subcontractors, requiring the management of differing personnel, fiscal, administrative, and contractual policies. However, the most demanding issue resulted from the fact that the Center was being managed under a Cooperative Agreement – neither a grant nor a contract. The combination of these issues had led to a management style absent the rigor and discipline required for execution in keeping with the Government's expectations – leadership, decision-making, budget management, and personal responsibility. The changes requisite for responsible management of the Center required me to change the culture of the organization – difficult modifications of behavior learned from the past.

The Maui High Performance Computing Center transitioned from a Cooperative Agreement to a Task Order contract in 2001 with the award of the competitively procured management contract to the University of Hawaii. The aforementioned organizational culture change was well progressed by 2001 and the number of subcontractors was reduced to 2. Local, autonomous execution of the contract was supported by the University of Hawaii with the Center reporting to a Principal Investigator who allowed local Maui management to execute the contract requirements without high levels of administrative oversight. The success of this philosophy is demonstrated by the average annual Award Term assessments provided by the Government – 92.4 on a scale of a maximum of 100, which equates to the Government's qualitative score of "Excellent" earning the University of Hawaii all available option extensions to the contract – a total of 6 years. At a ceiling value in excess of \$ 300 M, this is the largest contract in the history of the University of Hawaii and the Maui High Performance Computing Center

made exceptional advancements in operational performance and sustainability under the University of Hawaii's management.

These examples demonstrate my record of successful governance and management in multi-faceted, complex, and challenging organizations. These examples blend experience primarily as a member of the University of Hawaii Board of Regents, at the Federal Government level while I was a Naval Officer, and at the university level managing Federal Government contracts as the Executive Director of the Maui High Performance Computing Center.

6. Respect for Academic Freedom and a Diversity of Views

As previously noted, my career in public service may be divided between two distinct types of employment – the military and academia. I acknowledge that the original transition from a ■ year career as a Naval Officer to joining academia was challenging. The military philosophy of "taking orders" – especially without question – is not congruent in academia. As a member of the staff of 2 universities, I adopted the philosophy in academia by learning the temperance of military Command decisions required in a non-military setting. I exercised the requisite balance between accepting divergent views while retaining final decision-making authority as the executive charged with that responsibility. I continue this practice as a Regent of the University of Hawaii.

Hawaii Revised Statutes, chapter 92, part 1 details the requirements of the "Sunshine Law" for the conduct of open meetings. A requirement of the Sunshine Law is that State boards must accept testimony. Therefore, each full Board and committee meeting of the University of Hawaii Board of Regents includes a call for testimony, wherein interested parties may share their views on items on the meeting agenda. Controversial topics often lead to extended testimony. The highest volume of testimony received by the current Board of Regents dealt with the Thirty Meter Telescope on Mauna Kea, most notably 2 consecutive Board meetings in the spring of 2015 which entailed 10 hours of testimony. I am confident in stating that the Board of Regents has accepted impassioned testimony, considers all views, and always acts in the best interests of the University.

The Board of Regents has adopted the practice of accepting meeting invitations from recognized faculty and student organizations such as the Associated Students of the University of Hawaii (ASUH), the Graduate Student Organization (GSO), and the Faculty Senate. Also, typically before each Board meeting, the Regents meet informally with student and faculty leaders at the campus hosting the Board meeting. This culture of meaningful engagement further cultivates the precepts of shared governance, academic freedom, and a diversity of views. As a Regent, I am fully supportive of the Board's current practices in this area.

7. Ability to Raise Resources to Support an Organization

The mainstay fundraising organization of the University of Hawaii is the University of Hawaii Foundation. The Board of Regents contracts services from, monitors the performance of, and collaborates with the Foundation in the execution of its mission of philanthropic support and investment management to the benefit of the University. With a fund balance approaching \$ 500 M, the Foundation impacts the advancement of

students, faculty, facilities, and research at the University of Hawaii. As a Regent, I have direct experience with the Foundation's capital campaign planning and execution, donor relations, and scholarship presentation. Other personal examples of my support of the University include donations to the University of Hawaii Foundation – primarily to the Cancer Center; as a participant in various fundraising events across the State; as well as local support to the University of Hawaii Maui College through a number of fundraising and other support venues.

In terms of major fundraising prior to becoming a Regent, 3 examples serve to demonstrate my knowledge and experience. As the Chairman of the Board of Directors of the Maui Economic Development Board, I led the largest self-sustainability initiative in the organization's history, the development and construction of the 35,000 square foot Maui Economic Development Board Ke Alahale building. This \$ 12 M initiative included funding through a grant from the U.S. Economic Development Administration. As President of the Boy Scouts Council of Maui County, I led a \$ 6 M capital campaign effort to modernize Camp Maluhia, the only Boy Scout Camp on Maui, and the Boy Scouts office. In addition to private contributions, this capital campaign received funding support from both the State of Hawaii and Maui County. The third fundraising example is a successful \$ 2 M capital campaign executed while I was the Vice President of the Maui Memorial Medical Center Foundation to establish the Heart, Brain, and Vascular Center for the Maui Memorial Medical Center. These 3 examples demonstrate my willingness to seek resources and solvency for an organization, but also demonstrate a leadership role in major fundraising initiatives.

What do you perceive as the major issues facing the University of Hawaii system today?

The major issues facing the University of Hawaii are wide-ranging – economic, cultural, and organizational:

1. The \$ 500 M deferred maintenance backlog.
2. Declining appropriations from the State legislature and declining enrollment impacting budget.
3. The hiring of a permanent Manoa Chancellor and a new UH Hilo Chancellor.
4. Resolution of the Thirty Meter Telescope issue.
5. Re-designation of the Cancer Center as a National Cancer Center institute.
6. Advancement of the University of Hawaii as a Carnegie Institution of Higher Learning, R1: Doctoral Universities – Highest Research Activity.
7. High performance, efficient operations specifically as related to re-organization of University System-level and Manoa campus offices.

Board Composition Considerations

1. Diversity

I bring multiple facets of diversity to the Board of Regents through a unique set of cultural and societal experiences gained through residence outside the State of Hawaii. My military career combines combat flight operations with program management of research and technology applications and major weapons systems acquisition. This variety of military experience – ranging from Federal policy to Department of Defense contracts to Research and Development and Test and Evaluation to High Technology and High Performance Computing – brings an understanding and appreciation of the Armed Forces which has a major presence in the State of Hawaii. This experience has also honed my knowledge of the Federal appropriations process through close interaction with the Senate Appropriations Committee, Defense Subcommittee staff – both while serving on Active Duty in the Navy as well as more recently as the Executive Director of the Maui High Performance Computing Center.

While my Japanese, French, English, Chinese, and Hawaiian heritage brings cultural diversity, I have also experienced cultures from across the United States. My military duty stations have included tours of duty in California, Florida, Virginia, Washington, Texas, Pennsylvania, and Washington D.C. and I appreciate the many differences learned from living in these regions. While shorter in duration, my Navy career also took me to deployment sites in Japan, the Philippines, Thailand, Iran, and Diego Garcia, British Indian Ocean Territory.

Another aspect of my diversity stems from participation in Maui County non-profit organizations related to economic development, philanthropy, healthcare, education, small business, history, and child development.

While the composition of the Board of Regents undoubtedly brings other aspects of diversity, my career and background in the military, primarily in research, is singular among the Board members.

2. Skills and Competencies

The critical skills I offer to the Board of Regents are largely derived from my military background and career as a Naval Officer. My familiarity and knowledge of the Department of Defense policies, procedures, and practices enable an in-depth understanding of how the Federal Government thinks and operates. The Department of Defense has identified its “pivot” to Asia-Pacific. Hawaii's active duty workforce of 38,000 ranks it among the highest in the Nation. These dramatic indicators foreshadow our Nation's commitment to the Asia-Pacific region – and to Hawaii. The University must recognize our National emphasis and be able to address its implications.

16 years as the Executive Director of the Maui High Performance Computing Center sharpened my skills as a leader and manager. I adeptly executed all requisite operational, administrative, and contractual requirements in leading the Center. Selected excerpts from my performance evaluations include, “commands the highest levels of performance from the staff”, “exacting attention to detail”, “consensus builder”, “comprehensive, analytical, proven problem solver”, and “symbolic icon of leadership”.

In 2015, the Board of Regents re-constituted its standing committees and in recognition of the primary impact of research at the University – on the order of \$ 400 M annually– created the Committee on Research and Innovation. Based on the depth of my experience and acknowledged capabilities in research, I have chaired this committee during its 3 year existence. Also, I have been the Chair (3 terms) and Vice Chair of the Board of Directors of the Research Corporation of the University of Hawaii for the past 4 years.

I am ready to apply these skills, experience, and capabilities in the governance of the University of Hawaii as a second term member of the Board of Regents.

3. Continuity

While the Board of Regents experiences planned turnover, asynchronous turnover occurs to the detriment of the University. In 2014, 4 Regents resigned following an Ethics Commission mandate to file financial disclosures. What ensued was a series of interim appointments most of which were for less than a year, and coupled with a new Governor who also replaced Regents, led to disruption and instability on the Board.

There are currently 8 Regents with 2 or less years of service on the Board; 3 Regents with 3 years on the Board; and 4 of us either ending a first term or have been selected for a second term. As a second term Regent I would embody continuity and stability joining other second term Regents committed to governing the University. The value of "corporate knowledge" coupled with skills and capabilities portends strong, positive governance for the University.