July 23, 2012

MEMORANDUM

TO: Noreen Mokuau
Dean, School of Social Work

FROM: Reed Dassenbrock
Vice Chancellor for Academic Affairs

SUBJECT: Progress Report on Accreditation and Graduate Program Review

Thank you for meeting with me, AVC Aune, Dean Cooper, Associate Dean Tokuno and Program Officer Pearson to discuss the Graduate School’s review of your Ph.D. program in Social Welfare, your response to that review and progress made on the issues raised in the CSWE Accreditation, and your action plan developed in response to that accreditation.

The major issue raised in both reviews is the quality of your physical space. Of course, we now have a clear action plan on this issue: you have been assigned the renovated Gartley Hall as your new home, renovation is now underway, and we look forward to your moving sometime next year. This move will settle the issue of the adequacy of your facilities.

Both reports also mention the need for additional tenure-track faculty. During 2011-2012, you hired one new tenure-track assistant professor who will start this Fall. In addition, your response mentions the Native Hawaiian health cluster, and you mentioned today that you will be in a position this Fall to request authorization for a new faculty search to begin Fall 2013. I think we are making progress on building the faculty the School needs.

The CSWE report lists as a third challenge “achieving the full actualization of Indigenization for Hawaii’s future.” While Hawaii’s future is perhaps beyond the ability of the School to achieve, I think your planning process and actual achievements since becoming Dean show that the School is making strong progress in this direction.

The Graduate School report raises three other issues: you concur that these are issues that need to be addressed, you report some progress on each of them, and more remains to be done on them in the years to come.

First is research infrastructure for the School. In your comments today, you reported progress on the infrastructure in terms of hiring an FO and in terms of some commitment of resources from the OVCRGE, but you slightly redefined the challenge as one of culture. I think an important role for you as Dean in the next few years is to work with your new hires and ensure that they develop into productive researchers with at least some of them being successful in the pursuit of external funding.
funding. The junior faculty mentoring program is an excellent start, and I look forward to seeing the results of the program. Moreover, the hiring of an Associate Director for Research, utilizing the position which is being returned, should help bring about increased activity in the area of extramural funding.

Second is development and fundraising. It is a very important step that you have a Development Officer assigned to work with you (part-time) on development and fundraising, and today we discussed some of the steps you need to take in order to utilize that resource most effectively. I encourage you to meet with your Development Officer on a regular basis, as well as with him and the deans of Education and Hawaiian Knowledge, to discuss your collective efforts in this area. Development work is more like planting trees than harvesting fruit, but it is important to plant those trees now in order to lay the foundation for greater success later. This issue overlaps with the first, in that over the near term some of your best development prospects may well be foundations, so you need to think of these two initiatives as partially overlapping in this important respect.

Third is course availability for doctoral students. In your view, this issue is more about the availability of faculty to work with doctoral students in more advanced, specialized areas, and the suggestion was made by Associate Dean Tokuno that you consider developing a category of affiliate faculty, of qualified professional practitioners in the community who might be willing to consider playing a role in the instructional aspect of your programs, whether that be by formal instruction or internship mentoring or taking on 1:1 instruction with advanced students. I think this idea has considerable merit, and both JABSOM and the Law School provide somewhat different models of how to do this.

Perhaps a more serious challenge for the doctoral program is the lack of financial support for the students in the program. This past year, the campus as a whole has been discussing how to increase funding for doctoral students, so I think you can take this discussion back to the School and see what steps can be taken to increase such support. Grants and development are two of the most obvious means to increase graduate student support, so this issue complements the others well.

The 2010 accreditation report and the recent graduate program review were both extremely positive evaluations. The School and you are to be commended for the progress made on the few concerns identified in the accreditation report, and I am confident that CSWE would concur in that judgment. As your next accreditation review is some distance off, in 2018, our suggestion is that we ask for a progress report on all of these issues by July 1, 2015, half way between the present moment and the next accreditation visit. I am confident that the strong and rapid progress the School has made in recent years will continue and that by 2015 in addition to being in a beautiful new facility, you will have made perceptible progress on the issues identified here as needing the attention and energy of the School.

c: Patricia Cooper, Graduate Division