




UNIVERSITY
of HAWAII®
MĀNOA

September 13, 2010

MEMORANDUM

TO: Sylvia Yuen, Interim Dean and Director
College of Tropical Agriculture and Human Resources

FROM: Reed Dasenbrock 
Vice Chancellor
for Academic Affairs

SUBJECT: Program Review One-Year Progress Report

Thanks for our discussion this morning to follow up on CTAHR's One Year Progress Report on the 2008 Program Review which was submitted by Dean Hashimoto last Fall. Obviously, we are faced with some administrative discontinuities given the changes in leadership since that time, but I appreciate the care with which you are responding to the issues raised by the review and by Interim Vice Chancellor Quigley in 2008.

Several issues in the 2008 Review have been thoroughly responded to since then, and in particular we would like to commend CTAHR for the example it has set in the area of assessment and for its successful revamping of its website. Other areas, however, have shown less progress, and it is worth noting that the suggestions made in the Program Review match up well with conversations you and I have had about outstanding issues in the College.

Foremost among these is the need for a long-term staffing plan, not driven by historical allocations, but by a vision for the College which will allow us to address the instructional demands on the College, grow the research mission, and fulfill the outreach and extension mission of CTAHR. The development of such a plan is now underway, with the sensible short-term objective of developing a hiring plan soon for this year which will reflect longer-term strategic perspectives; though this may take the rest of the year to develop fully. I look forward to such a plan because I am not very confident that the present allocation of faculty (as well as the fractionation of their effort in terms of instruction, research, and extension) works as well as it could to address these issues.

In addition to a staffing plan, the 2008 Review relayed concerns from students about their ability to get the courses they need in a timely fashion. The One Year Progress Report did not seriously engage this issue. It is of course not an easy one to address given the budget cuts of the past year, but we need those programs which are undersubscribed to seriously explore how their programs may need to be restructured in response to decreasing student demand while we find a way to increase our level of investment in those programs experiencing greater student demand. If our stakeholders

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tell us that they need a higher level of degree production in currently undersubscribed programs, then we need a strategy both to be more efficient in how we offer those programs and to see what we can do to increase enrollment in them. The former is primarily an internal discussion, but the latter involves externalities as well, both inside and outside Mānoa. The discussions with UH Hilo are particularly welcome in this regard, as are the conversations with other STEM colleges and schools at Mānoa. Of course, as you are well aware, there is a reciprocal relationship between these conversations and the staffing plan the College is developing.

It is clear that other issues such as the cost of maintaining CTAHR's current array of facilities in the way they are currently managed--less prominent in the 2008 Program Review though mentioned there--have increased in prominence. I am confident that the Task Force you have called into being on this matter represents an appropriate response to this issue. We also discussed the challenge to the extension mission posed by the rapid pace of change in the agricultural industries of the state at the same time that the funding to the College from state and federal sources is diminishing. We will need to make progress on all these issues in the next year, and I look forward both to working with you over the next year on these issues and to receiving a three year progress report in Spring 2011.

I want to thank you for the leadership you are demonstrating at this time and your willingness to take on the complexities of the tasks at hand.