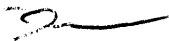




July 26, 2011

MEMORANDUM

TO: Edward Shultz, Interim Dean
School of Pacific and Asian Studies

FROM: Reed Dasenbrock 
Vice Chancellor for Academic Affairs

SUBJECT: Program Review Third Year Report

Thank you very much for your June 16th program review progress report and our meeting on July 20th to discuss the report and next steps. The general comment to make is that SPAS is a strong unit which offers programs of high quality and of importance to the university. There is, of course, work to be done, and this memorandum will outline the next steps as we see them.

Staffing Survey: You said that early in the Fall you were going to update the staffing survey done last year in order to capture new hiring done during the 2010-2011 academic year. You then planned to take this to the Centers so that they could analyze the information and identify potential gaps in our staffing. We think this is a good idea since center-affiliated faculty embedded in other schools and colleges may be advocates for hiring with an Asia/Pacific focus. However, this bottom-up approach needs to be complemented by action on your part: where you see hiring needs that other schools and colleges should be addressing but are not, I would urge you to bring this to the attention of your colleagues among the deans as well.

Cross-Regional Disciplinarity: The major effort here is the Muslim Societies in Asia and the Pacific initiative, and I am concerned that this effort is languishing after a promising start. Nurturing this initiative needs to be one of your top priorities this year.

Center Development: Your report and our discussion focused on three centers, the Center for Philippine Studies (CPS), the Center for Okinawan Studies (COS) and the Center for South Asian Studies (CSAS). You gave an upbeat account of new activity in the CPS following the naming of a new director. I know you share my sense that CPS is a key center, with the potential to be the leading center in the world in its area and to contribute to crucial institutional priorities having to do with Filipino students. I look forward to hearing more about your progress in this area. Less seems to be happening with the COS; obviously, a key issue over the next year is to get the Okinawan-focused hire in EALL on track and filled, though equally obviously, this is not under your control. I think the real work for you focuses on CSAS. Is the Center's ambition for competing for National Resource Center status a realistic one? If so, what needs to be done? If not, then what should our vision of CSAS be?

Interim Dean Edward Shultz

July 26, 2011

Page 2

Technology: It does not seem as if a lot is happening on the technology front in SPAS, nor that this is a key issue for the School. We agree that it is important to keep the School's websites current.

Strategic Marketing and Recruiting: The key issue here is the successful launch of the Bachelor of Arts in Pacific Islands Studies. All signs are positive, and we look forward to hearing more good things as the program develops.

Assessment: SPAS is in good shape on the assessment front.

Your final remarks about SPAS needing more resources could be echoed by every other dean, of course. Indeed, events in Washington – particularly the fate of the Title VI program – will shape developments in SPAS to a far greater extent than we would like, but the good lord helps those who help themselves. Philanthropy is a key way SPAS can help itself, and the successful efforts by the Centers for Japanese Studies and for Korean Studies need to be followed by efforts in the other areas. But perhaps the most important way SPAS can help itself is by paying systematic attention to its programs in undergraduate education, with the hope that the projected rise in Pacific Islands Studies enrollment be matched by a rise in enrollments in Asian Studies. We are concerned about low and declining enrollments in Asian Studies, and we are also concerned that this sentiment does not seem to be shared – at least urgently shared – by SPAS. SPAS does not look good at all in any analysis of instructional productivity, looking more like Medicine and SOEST in its enrollment per faculty than like the units in Arts and Sciences. This has to be a concern and may well become the metric by which faculty size is determined in the future.

Both Asian Studies and Pacific Islands Studies have the potential to be vibrant and important undergraduate programs. I see those programs as occupying somewhat different niches on campus, and the number of Phi Beta Kappa (PBK) students who are Asian Studies majors suggests work with PBK and with Honors is probably a productive approach to follow.

I certainly expect to see signs of a renewed attention to undergraduate education by SPAS by the time of the self-study for the next program review.

c: Interim Associate Vice Chancellor Aune
Program Officer Pearson