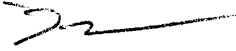




July 19, 2010

MEMORANDUM

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

FROM: Reed Dasenbrock 
Vice Chancellor
for Academic Affairs

SUBJECT: Program Review One Year Progress Report

Thank you for meeting with me, Interim Associate Vice Chancellor Krystyna Aune, and Program Officer Wendy Pearson to discuss the one year progress report on your 2008 program review. As you know, we are endeavoring to make the program review process more substantive and to link it to various aspects of accreditation, especially the continuous improvement commitments involved in quality assurance. External peer review is an important part of that process, as evidenced in the 2008 review, but equally important is a continuing effort to implement the suggestions in the report that make continuing sense.

Your report focused on the six recommendations Peter Quigley summarized from the report in his memorandum of November 20, 2008. Given the lapse in time, my focus here is less to assess the report itself as a description of what has been accomplished since the program review than to identify areas where additional effort is needed. In the new model for program review, we expect a three year progress report following the one year report, and this report should be roughly half way between the last and the next review. This report will be due in May 2010.

The first recommendation is to “develop campus-wide faculty staffing plans to protect Asia/Pacific strength across the disciplines.” In the context of rapid faculty turnover and a large number of retirements, this seems more important than ever. While your report talks about the overall level of faculty engagement in SPAS and its centers, you clearly have not engaged in the staffing plan the report recommended. In our discussion, we modified this goal from a staffing plan to a staffing survey, agreeing that while you were not in a position to plan the hiring of other schools and colleges, it would be extremely helpful to map the ebb and flow of faculty with Asia/Pacific interests. We agreed that this should be presented to the other deans in a September/October timeframe, potentially along with the document I am drafting on the reputational strengths of the campus.

The second recommendation is to “pursue cross-regional disciplinarity.” The one major development in this area is the Muslim Societies in Asia initiative. Your description of where this stood left me with some questions about how to sustain the momentum of this

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important new direction, so we agreed to meet with Barbara Andaya early in the Fall semester in order to get an update and set future directions.

The third recommendation is to “reconcile center development/separations” and the three centers mentioned here were the Center for Philippine Studies (and its relation to CSEAS), the Center for Okinawan Studies (and its relation to CJS), and the Center for South Asian Studies. In my judgment, the case for separate centers on the Philippines and Okinawa, despite the fact that the Philippines is part of South East Asia and Okinawa part of Japan, is quite clear, given both the Hawai'i context and given the opportunity for these unique centers to be the best in the world. At present, both centers are in transitions to new leadership and need the attention of the dean. I believe that strengthening CPS is a very high priority right now, perhaps the highest priority in SPAS aside from the BA in Pacific Islands Studies, and I hope that clear progress towards a new permanent director and towards an enhanced profile for the Center will be made in the coming year. The COS needs to move towards full recognition as a separate center while retaining a strong connection to CJS, and the role of the affiliate faculty and their connection to the center is very important in this regard. The success of development efforts to endow these centers will be an important factor in their ultimate success. The CSAS has also transitioned to new leadership, and we need to decide if we are indeed going to try for an NRC center in this area, one in which our comparative advantage is less obvious than the rest of Asia and the Pacific but obviously a decisive area for the rest of Asia and one growing in global importance. The decision should be made soon so that we can develop and execute a plan to be successful if we apply.

The fourth recommendation was to “use technological innovation to increase international experiences for students and faculty.” It is clear from your report that this is not an area in which any progress has been made; it is not even clear that this is a goal that SPAS endorses. Perhaps more germane is that the state of the use of technology in SPAS as a whole isn't highly advanced: the state of the SPAS website was mentioned in our meeting. So perhaps we can modify this recommendation slightly to say that we need to consider how technology can be used to aid SPAS in achieving its other goals and to aid the internationalization of the campus, and we urge progress on this issue by the time of the three year report.

This leads into the next issue, which is developing “a strategic marketing and recruitment plan for managed growth in enrollments.” The financial crisis of the university and the development of the instructional efficiency analysis have both caused further attention to the low enrollments and therefore high cost of the programs in SPAS. The argument can be made for investment in this area regardless because of the reputational strength of the area for UH, but I believe more attention to enrollments and to the instructional side of the picture will be imperative for SPAS in the long term for us to keep our current level of investment in the School. The major development in this area is the B.A. in Pacific Islands Studies, and getting this degree approved and implemented should be a very high priority

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in the coming years. I want to commend the faculty and staff of the CPIS for their work here, and this degree – like strengthening Philippine Studies on campus – is one of the ways SPAS can link up with broader campus priorities in a way that help justify commitment of resources to you. But the report identifies areas of concern on enrollments, and I look forward to the marketing and recruitment plan for Asian Studies that the program review called for in 2008.

The final recommendation was to “develop and implement a program of assessment and appropriate learning outcomes across the School.” The situation here is not unlike the last recommendation, as CPIS is working with the Assessment Office on the new B.A. program, but there hasn’t been much other activity. Since one focus this year should be a look at the programs in Asian Studies with an eye to attracting more students, assessment should be part of that discussion.

It is clear to me from my review of the relevant documents and from our discussion that the 2008 program review is still quite relevant to issues in the School, both in terms of current initiatives and in terms of reminding us of the importance of issues that aren’t on the front burner in the School right now. I look forward to working with you on all these issues across the next year and to receiving your next progress report in May 2011.

c: Interim Associate Vice Chancellor Aune
Program Officer Pearson