




January 23, 2013

MEMORANDUM

TO: Ronald Cambra
Assistant Vice Chancellor
For Undergraduate Education

FROM: Reed Dasenbrock 
Vice Chancellor
for Academic Affairs

SUBJECT: Your Response to the Program Review

Thank you for your response to the external Program Review conducted last year. The report praises much that has happened with undergraduate education over the past few years, identifies some challenges that are within the kuleana of your suite of programs, and identifies some issues and challenges that are clearly outside of it.

The major point made concerning the organization of your office is, as you quote, that it is too “granular,” by which they meant divided up into a number of small units that may or may not work closely together. I think we need to grant that this is the case, and we need to think about this issue as we go forward. I do think that the work of the Learning Assistance Center, Freshman Learning Communities, Sophomore Experience, and the Financial Literacy Program have some points of overlap, and I think that the Service Learning program has unexplored points of intersection and overlap with some of the other units. Your response to this point in terms of Recommendation #1 focused primarily on the relationships between these units and you and your immediate office, but the point they were making, in my judgment, was primarily about the relationship among the units that report to you. Your response to their recommendation #7 also didn't quite grasp where they were coming from, which is that highly trained staff would need to do fewer routine things if the units were not quite so small.

The report spends a good deal of time talking about the need for more advisors on campus as well as for advising being brought together into a single organizational structure. We need more advisors on campus, and quite a few have been added in individual units (Education, Shidler, Nursing, MAC) over the past year. Even so, we are

2500 Campus Road, Hawai'i Hall 209
Honolulu, Hawai'i 96822
Telephone: (808) 956-8447
Fax: (808) 956-7115

probably not where we need to be as a campus in terms of the number of advisors, and clearly you endorse the recommendations of the report here to add advisors. The next step in this area is the hiring of the network of Ka'ie'ie advisors that we began in 2012, and this will need to be a high priority for you over the near term. Bringing all advising on campus together into a single administrative structure in the way they recommend is a non-starter in my judgment, and I agree with your implicit strategy in your response that working with CAA is the way to get more coherence in advising at Manoa without trying to reorganize. Your work here has been productive and continues to be extremely important.

The report also expressed concern about the quality and quantity of the space available to the various programs that report to the AVCUE, and Recommendations #5 and 6 speak to this. We have a clear game plan here, with the endorsement by the CFPB to dedicate space on the second floor of Sinclair to expanding the Student Success Center. Now we need to execute on this plan, so I believe working with Gregg Geary and others to make our vision a reality will need to be a high priority in the near term.

Recommendation #4 made in the Program Review about improving "academic control of decision making," allocating more funding to undergraduate education, etc. is clearly a recommendation you agree with, I agree with, and which doesn't really fit within the scope of the review.

There were also comments on specific units. Those addressed to Study Abroad are now not your concern since Study Abroad has retracted its request to report to you. Of the rest, the comments concerning Interdisciplinary Studies are the greatest concern, and I expect you to address the issues concerning this program in the near future. In conclusion, the Program Review of the Office of Undergraduate Education endorses the direction the OAVCUE has taken in recent years and commends you and your staff for a great deal of hard work and progress. In terms of future directions, I think the Report crystallizes the importance of creating more, better and more coherent space for many of your programs. While we were already planning on doing that in Sinclair Library, I think the report asks you to consider how that spatial rearrange might be accompanied by some organizational rethinking at the same time. I endorse its recommendation that we try to create more overlap and coherence among the suite of programs that report to you.