



August 14, 2019

**MEMORANDUM**

To: Brian Taylor  
Dean, SOEST

From: Michael Bruno, Provost

A handwritten signature in black ink, appearing to read 'Michael Bruno'.

Subject: Revised Response to SOEST Program Review

Thank you for your response to the 2019 Program Review. The review team was exceptional and the site visit fostered many important conversations that I believe will help the School move forward on a number of key issues in the years to come. I appreciate the School's action-oriented responses to some of the most pressing recommendations suggested by the review team in their report, which I will comment on below. I would like to note that several of the space issues identified by the review team in their report will be addressed by the newly created Mānoa Space Governance Committee. You will be kept abreast of developments in this area as the committee moves forward with implementing the new process this fall.

The School's plan for addressing the recommendation regarding the mentoring of junior scientists is a good one. A high-quality mentorship program pairing senior faculty with pre-tenure faculty is essential to the successful development of our future faculty leaders. It is reassuring that the Associate Dean will be leading monthly meetings to help guide the development and implementation of these efforts consistently across departments. It is also encouraging to see that the School is addressing the review team's concerns regarding the status and treatment of post-docs by engaging in discussions with HR and OGC. The resulting SOEST Postdoc Policy fully addresses the concerns around fringe benefits and overhead, and access to UH facilities. I hope this policy will act as a model for the treatment of postdocs across campus. Finally, I am very pleased with the Dean's decision to appoint Anita L. Lopez as the SOEST Director of Diversity, Equity and Inclusion to lead the work of the newly-constituted SOEST Diversity, Equity and Inclusion Council. This is a significant investment on the part of the School that is aligned with our campus-wide priorities. I anticipate that it will foster meaningful improvements to workplace climate and culture and I applaud this bold move by the School. I hope it may act as a model for other units across campus.

I look forward to learning more about your progress in these and other areas when you submit your one-year progress report to OVCAA by June 19, 2020.

C: April Goodwin, Program Officer