



March 13, 2023

MEMORANDUM

TO: Charles Fletcher
Interim Dean, SOEST

FROM: Michael Bruno *Michael Bruno*
Provost

Laura E. Lyons *Laura E. Lyons*
Interim Vice Provost for Academic Excellence

SUBJECT: Response to SOEST Program Review Three-Year Progress Report

Thank you for submitting the three-year progress report for the 2019 program review of the School of Ocean and Earth Science and Technology. We appreciate that SOEST has undergone a period of leadership transition since your last progress report was submitted, and we are heartened to learn that you believe SOEST personnel have approached this challenge with optimism, to great effect for the School and the university. Based on your detailed progress report, it is evident that the School has been firmly committed to addressing the recommendations of the external review team.

We are very pleased to see that the programs are continuing to work to address the department-level recommendations. They have clearly made substantial efforts to ensure that high quality programs are being effectively delivered to a growing number of students. Atmospheric Sciences has created a new BAM program, Earth Sciences has committed tremendous effort toward modifying their undergraduate program offerings to better suit students' needs, and almost all of the departments have improved personnel capacity to ensure that the programs and their students are well-supported. It is with great pride that we congratulate the Marine Biology program for gaining established status from the Board of Regents, and the GES program for receiving ABET accreditation. Both of these are significant milestones in the life cycle of an academic program, and we have no doubt that a great deal of work and dedication went into each of these endeavors. They are to be commended for their laudable efforts.

As Interim Dean, you have made several improvements at the School-level in a limited amount of time. You are funding improvements in several key areas. Of particular note is your work to create systematic equity by standardizing starting salaries and start-up packages for promising new faculty, as well as salary equity among existing faculty and between RAs and TAs. These initiatives will undoubtedly help to foster a culture of trust and collegiality within the School. The creation and adoption of the SOEST Code of Conduct will hopefully support the ongoing

development of an inclusive and equitable place of scholarship and learning. We look forward to learning more about its impact during the next program review. Related to this effort, we are of course very supportive of the School hiring a Director of Diversity Initiatives. We expect that this individual will have a great deal to contribute to the next program review. The Maile Mentoring Bridge Program looks like a fantastic opportunity to attract and support Native Hawaiian, kama'āina, and other underrepresented prospective students in SOEST programs. Since these are all newer initiatives, we look forward to learning more about them during the next program review.

The School has made a great many positive strides since your last progress report and is well-positioned for the next review cycle. Your next comprehensive program review will be in AY 2024-25.

C: April Nozomi Quinn, Director of Program Development and Review