Context:

CALL is new, and the sentiment among the faculty and staff is still sensitive about the change after five years and two efforts to create this new college. This said, CALL faculty have also stated their recognition that we face an unanticipated and deep economic crisis and offered their willingness to embrace change and work with senior administration as active partners to achieve the best for Mānoa.

Workload and Teaching across the curriculum: The report has repeated remarks about unevenness in departmental release time for internal duties and a few remarks about the uneven spread of teaching obligations among faculty. These are two important issues, and CALL had already planned to begin to tackle them this year in the context of what the Design Team for the new college dubbed “harmonization issues” (which involve a broader menu of topics, including GA allocations, Outreach returns, etc). The chairs and faculty know these will be broached this year, and we have begun already to work with departments to ensure all faculty teach more widely across the curriculum, especially senior faculty in lower division and GE courses.

Program FTE counts. These are mentioned for some departments but not all. The former LLL lost 27 FTE between 2012-19, and AH, 12, so some right sizing has already been done, especially in the former LLL. SPAS lost one FTE between 20212-19, but two more in 2020 after the hiring freeze. I have indicated as former AH dean some departments might be carefully reduced in faculty size going forward on the basis of overall enrollment trends between 2012 and 2020 (it is fair, as you point out, to look at History and American Studies on this matter), but smartly, to ensure coverage of the curriculum is not compromised. Thank you for acknowledging which departments in your analysis---ACM and SLS---most need additional FTE when hiring returns.

Suggestions to partner small BA degrees with ID Studies to enhance enrollment. This suggestion for several BA degrees is something the departments want to understand better as a pathway to enhance enrollments. These departments and I will discuss these further with the director of Interdisciplinary Studies and the OVCAA to answer pertinent questions as they are formulated through campus conversations.

Initial Response (subject to revision as conversations develop) to Summary Highlights

First, we want to acknowledge the considerable work you put into reviewing CALL. You clearly explored qualitative as well as quantitative data with care and insight in preparing your recommendations. I respond briefly below concerning the departments which garnered the most concrete suggestions even as we will work with every single CALL department and center to review the overall health and direction of its majors and/or initiatives/program activities.

Humanities/Social Sciences
Communicology: You omit it from your review, and I assume this is so because you believe its move to CSS is a discussion already fully in progress. Communicology and Communications are indeed in conversation about a merger, with the two deans’ support. It’s important, however, that this be seen as a two way conversation between CSS and CALL. It is my estimation that Communications’ Media Arts concentration has faculty who in turn might benefit ACM as our most rapidly growing department.

Religion: Your review highlights all aspects of this department, including its two degree programs. Our Religion dept is unique in its entire focus on the Pacific and Asia, dovetailing with the UHM’s core strengths, including the focus on Native Hawaiian history and religion. We began conversations with the department about its future as part of the previous AH-LLL-SPAS merger talks. Religion will be meeting this semester to consider recommendations about change to us. A combination with Philosophy, however, is desired by neither department. Classics or History is preferred as possible should they express interest in going down that road. The viability of its MA program and the status of its BA are concerns that are not new and here too the department is preparing responses to us. I understand you are concerned across Mānoa with low enrolled BA and MA programs.

American Studies: AMST has three proposals to deal with Museum Studies and Historic Preservation, the best of which in my review is to combine them and deepen the indigenous and critical studies components of the program. The suggestion to move HP to Arch might be understandable, but I would prefer AMST’s recommendation.

SPAS: There are mentions in your assessment of SPAS to lean towards an Institute model. I’d like to point out this is precisely what the CALL Design Team initially recommended (but not unanimously), but it was counseled SPAS retain its school designation, and we understand this reasoning. We are working with SPAS to generate enhanced interaction among the centers and a greater focus on extramural support and UHF development, although both have been priorities already for SPAS. We want to deepen and widen them where possible.

Languages and Language Sciences

LLEA: The French MA is stopped out already as you note. The stop out of the German BA is something I will explore with LLEA, once we review more closely enrollment patterns across German courses. The department has already indicated its faculty, at least in this area, disagree with this recommendation to consider. As for the stop out of the Russian B.A., I note that it has been generously supported by the Wiswell Endowment funds, but the donor is deceased, and it would be hard to repurpose the gift without going to probate. Coursework in Russian is now offered by the single I4.

EALL: It is true, by Fall 2021, the I2 instructor counts for the CHN, JPN, and KOR sections will be 1, 10, 3, respectively. However, since the 2013 external review, the Japanese section has lost a total of 12 positions (out of 29), of which 5 were I2 positions, while the CHN and KOR sections lost none. Therefore, the suggested reallocation of I2 positions from the JPN section to other sections is not recommended.
IPLL: The so-called LCTL (less commonly taught languages) enrollments are obviously light but equally complex to address, as most instruction go to the heart of our Pacific and Asian commitments, and several Title 6 grants depend on their delivery. The former dean of LLL and the associate dean smartly encouraged the LCTL faculty to explore the online delivery of their curriculum (as you do too) to a national audience. We want to understand better your recommendation to “pause” coursework delivery. Some IPLL faculty, especially the newer hires, have already adapted by offering instruction in other departments in their allied fields. You also recommend rebranding IPLL as a center and work with Outreach college as such. The Design Team for CALL had earlier suggested a different configuration (with the Pacific Language faculty moving to SPAS’ Department of Pacific Island Studies) yet IPLL ultimately chose to remain IPLL.

You recommend to stop out the BA in Philippine Language & Culture and observe that the BA in Philippine Language and Culture is almost entirely taught by lecturers (and one APT). You also suggest rebranding the BA via Interdisciplinary Studies, and we will explore this option with IPLL. However, updated data since the last program review indicates is not the case that the BA in Philippine Language & Culture (PLC) is entirely taught by lecturers. For example, this fall, the program offers 31 courses (10 FIL, 4 ILO, and 17 IP), of which 71% or 22 courses (all with strong enrollments, except ILO201 with 7 students) are being taught by seven faculty members: two I4s, one I3, and four I2s.

Linguistics: The Linguistics Department will continue to explore the development of an undergraduate degree should it be an enrollment generator for the department and CALL and a popular degree option for Mānoa students.

The Arts

A preliminary reminder that the four arts departments still advocate a school model like SPAS for both branding reasons and to facilitate greater interaction among their disciplines, faculty and students. I actually proposed exploring the idea in 2017, but as a cost neutral “branding” exercise for donor support and student recruitment. Former interim dean Tom Bingham in Spring 2020 worked with the arts chairs to refine a school proposal.

Fashion Design and Marketing joining CALL. This makes entire sense, and as AH dean, I had advocated for consideration of whether FDS is better placed within this former college. Working with Schidler on the marketing side is advisable. The Theatre and Dance department, with its costume shop, might be a better fit than Art and Art History.

ACM: We agree more faculty and an APT-embedded advisor are needed. CSS’ media arts’ concentration its School of Communications should be assessed alongside ACM as part of the exchange between CALL and CSS and the consolidation of degrees into single academic departments.

Art and Art History: The recommendations about Design and participating in broader Mānoa initiatives are good but I will need to consult faculty experts in the department. You suggest a temporary stop out of the MA degree. Art argues its Art History MA program is low to no cost (3 GA’s and very limited coursework additional to the curriculum), and permits the ability to offer large sections of the art history survey course, which has consistently high enrollments and improved pedagogy from its previous incarnation because of the break out groups the GAs teach.
I do not agree with the recommendation to reduce the number of studio practices as they are typical of art department’ curricula across the country. Art has also ramped up its success in development and fundraising, and I am actively seeking naming opportunities for its galleries and lecture series.

**Music**: The department is reviewing the NASM accreditation concerns; this is not a new topic for them, as the last AH program review revealed. It is preparing a detailed response. In my conversations with Music thus far, they have indicated a willingness to engage on this issue but they also firmly underscore the importance of NASM to the department. Ethnomusicology needs attention to secure its future, and the faculty in this section of the department and the chair understand. CALL has a few accomplished ethnomusicologists outside of Music, and we are exploring their more active participation in this section of the Music Department. We all agree about the importance of ethnomusicology. Theatre and Music are in early conversations about synergies between the ethno PhD and the Theatre PhD, something quite intriguing.

**Theatre and Dance**: I acknowledge there seems to be many degrees offered and I will be working with the department to review these and assess your initial recommendations and their responses. I don’t agree with the recommendations to stop out all of the dance degrees. A small dance program is relatively low cost and enriches our arts in Hawai‘i; students should not have to go to the mainland for this degree. The Theatre recommendations are not surprising but the department defends its PhD program as uniquely rooted, among other things, in Asian traditions. I see its value for its national and international reputations (among other institutions, Swarthmore College and the University of Toronto have or had our PhD alumni on their faculty). I would like an opportunity to retain it but address time to degree and program costs issues with your critical insights on the table. I want to underscore again that Music’s ethno graduate program seeks an opportunity to work with the Theatre doctoral program in ways each might help the other.

**Conclusion**

I as dean and the two associate deans take seriously the data and analysis you have provided. We will be working with departments, centers and faculty to review both in crafting responses. CALL faculty have repeatedly indicated they want to be active participants, interlocutors, and partners in assessing the future of Mānoa and the COVID-driven budget crisis. They have affirmed they are open to change that involves these attributes.