COLLEGE OF ARTS, LANGUAGES, & LETTERS

Context: The university was not able to fulfill our commitment on positions and funding following the merger, but we are committed to working with the new college to increase enrollments in key programs that are critical to our mission, and to explore new areas.

October 12, 2020 Presentation:

- Arts, Languages and Letters Presentation
- Arts, Languages and Letters Presentation Video
- Arts, Languages and Letters Supporting Documents (Response from Units)

Academy for Creative Media

Revised Recommendations (as of October 13, 2020)

- Increase resources: Reallocate faculty positions and an APT (advisor) to ACM to support enrollment growth.
- Develop articulation agreements with the UHCCs, using the College of Education's model of articulating learning outcomes rather than direct course articulation.
- Meet with faculty in Communications (Social Sciences) to discuss the Media Arts Program.

Details

- The Mānoa Budget Team has yet to meet with faculty in the Academy for Creative Media; however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.
- We understand that a program fee would not provide the resources that the current course fees provide (program fee recommendation removed).
- We are encouraged by the work of the faculty to pursue a different model of articulation, based on learning outcomes, with the UH Community Colleges. Please do not hesitate to reach out to the OVCAA for additional assistance.
- We understand the concern that potential moves of faculty from Communications to ACM, while welcome, will not decrease the need for faculty to address gaps in the curriculum, particularly in digital cinema, animation, and critical studies.
- The Team recommends that the faculty in ACM and Communications (Social Sciences), along with Dean Arnade and Dean Konan, meet to discuss the Media Arts program to facilitate a resolution of the concerns raised. The Mānoa Budget Team is willing to join that meeting if that would be helpful.

Department of Art & Art History
Revised Recommendations (as of October 13, 2020)

- Rethink the curriculum of the MA in Art History to eliminate barriers to completion.

- Work collaboratively on recruitment of graduate students (MA Art History) with other graduate programs, particularly those focused on Asia and the Pacific, to leverage resources and to extend reach.

- Pursue ways to eliminate barriers to collaboration with Fashion Design & Merchandising

- Collaborate across design fields on courses, programs and initiatives

- Decrease the number of concentrations in the BFA/MFA programs.

- Pursue joint hires with the area centers in SPAS to increase faculty in Art History

Details

- The Mānoa Budget Team met with the Art History faculty on September 24, 2020. The Team is scheduled to meet with the full faculty on Monday, October 19, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website.

- We understand that discussions with faculty in Fashion Design and Merchandising (FDM) are ongoing. While we are removing the recommendation that the FDM program move into the Department, we do encourage continued discussions on ways to eliminate barriers to students and faculty in collaborating across these programs.

- We have removed the recommendation to change the name of the department, as well as the development of a new degree program in Design in collaboration with other units. We do urge the faculty to consider ways to collaborate on design themes with other units on campus. The Office of the Provost is available to help initiate these discussions.

- We remain concerned about the size of the Art History MA program, and note that the number of applications is also low. The team supports the faculty in examining options, including modifying the program to 2 years, rethinking the language requirement, and promotion of the plan-B option. In addition, the team recommends that the faculty consider partnering recruitment efforts with other graduate programs focused on Asia and the Pacific to leverage strengths and extend reach.

- We also understand that the loss of faculty has had an effect on enrollment as well. The team recommends that the faculty consider working with the other units within CALL, and particularly with Religion and the SPAS area centers to pursue joint hires to increase faculty in Art History.

Department of American Studies

Revised Recommendations (as of October 13, 2020)

● Consider partnering with Interdisciplinary Studies (IS) in the BA in American Studies in order to increase exposure and enrollment.

● **Develop a recruitment strategy for the MA program.**

● Continue efforts to right-size the PhD program and focus on better supporting doctoral students.

● Pursue collaborations with Ethnic Studies and joint hires with disciplines within CALL and Social Sciences.

**Details**

● The Mānoa Budget Team has yet to meet with faculty in American Studies; however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.

● The Team did meet with the chairs of American Studies, Ethnic Studies, Pacific Islands Studies, and Women’s Studies on Tuesday, September 13, 2020 to discuss the recommendation to partner with Interdisciplinary Studies.

● The team understands that the faculty are willing to have the Historic Preservation program relocated to Architecture, who they believe are better equipped to provide the training required by the profession. The faculty do recommend more collaboration, such as including American Studies courses on the built environment and material culture within the Architecture curriculum. (This recommendation has been shared with Architecture.)

● The team continues to urge the faculty to have a discussion with IS about referring students who may be interested in American Studies. We are encouraged by efforts taken to-date to increase recruitment and hope that these continue to bear fruit.

● The team agrees that there should be a wider discussion and a review to determine whether the STAR GPS System is contributing to enrollment decreases in certain programs.

● The team agrees that the university must address the disincentives to the cross-listing of courses, and we will follow up at the campus level.

**Department of Asian Studies**

*Revised Recommendations (as of October 13, 2020)*

● Consider partnering with Interdisciplinary Studies on the BA in order to increase exposure and enrollment

● Monitor enrollments across the MA in Asian Studies and MA in Asian International Affairs.

● Work with the professional programs to develop joint degree pathways and Asia-focused concentrations within professional degrees.
• Consider joint appointments in the disciplines (inside and outside of CALL) to increase the number of area specialists across campus.

• Begin work towards securing NRCs in East Asian Studies and South East Asian Studies in the next funding cycle.

Details
• The Mānoa Budget Team has yet to meet with the faculty in Asian Studies: however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.

• The Team is encouraged by the short- and mid-term plans to address recommendations to grow and monitor enrollment, and to collaborate with professional programs.

• We understand the concern about a potential loss in area specialists if faculty are tenured within their respective disciplines. We do believe that joint appointments can facilitate growth both within the disciplines and in Asian Studies as well, especially given current budgetary constraints.

• We applaud the recent success of two area centers in securing NRC funding for the next two years. We encourage the inclusion of faculty in EALL and IPLL on the NRC Preparatory Committee. Please also feel free to reach out to the Provost's Office and the Office for the Vice Chancellor for Research for assistance in these efforts.

Department of Communicology

Revised Recommendations (as of October 13, 2020)
• Reorganize the Department of Communicology into the School of Communications.

• Develop 2+2 articulation agreement with the UHCCs to increase transfers.

• Work with UROP to expand opportunities for undergraduate research.

Details
• The Budget Team met with Communicology faculty on Friday, October 1, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website.

• The Team agrees with the faculty that stop-outs of the Communicology programs are premature and unnecessary. We understand that the courses and programs in Communications and Communicology will evolve over time as a result of the merger of the departments, and that there will be opportunities for collaboration on courses that will meet the needs of both programs.

• We are very impressed with the work of the faculty in Communicology, Communications, and Library & Information Sciences on the merger. The Team
looks forward to the development of this new School and the opportunities for innovation and growth across these programs.

Department of East Asian Languages & Literature

Revised Recommendations (as of October 13, 2020)
● Collaborate with the Asian Studies Area Centers to secure NRC funding.
● Monitor enrollment and support students in the flagship programs.

Details
● The Mānoa Budget Team has yet to meet with the faculty in East Asian Languages and Literature; however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.
● We understand that the Japanese Division has lost 12 positions since the 2013 program review, and so a reallocation of 12 positions to the other divisions is no longer recommended.
● The Team encourages the inclusion of faculty in EALL and IPLL on the NRC Preparatory Committee (Asian Studies).

Department of English

Summary Recommendations
● Review faculty workload and course release policies, particularly for center directors and area heads.
● Develop a strategic hiring plan to build towards 3-4 areas of strength.
● Review curriculum and modify to address excessive breadth; ensure courses taught meet the needs of the program.

Details
● The Mānoa Budget Team has yet to meet with the faculty in the English Department; however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.
● We look forward to hearing more about the hiring plan as well as plans to review the curriculum.
● We understand that faculty workload and course release policies are in the process of review and revision within CALL.

Department of History
Summary Recommendations
● Consider hiring recent PhDs as adjuncts.
● Collaborate with the Asia/Pacific area centers on hiring priorities.
● Develop strategies to increase enrollment; consider BA/MA pathways in History and with other disciplines within CALL (including Classics) and Social Sciences to attract students. Consider a BA/PBC pathway in Education.
● Review workload policies with respect to course releases.
● Work with the UROP program to expand research opportunities for undergraduates.

Details
● The Mānoa Budget Team has yet to meet with the faculty in the History Department; however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.
● We are encouraged by the actions taken to date to increase enrollment, particularly in collaboration with other disciplines.
● We understand that workload policies and course releases are in the process of review and revision within CALL.

Department of Indo-Pacific Languages & Literature

Revised Recommendations (as of October 13, 2020)
● Work with the Center for Language Technology and instructional designers to prepare language courses for asynchronous online delivery.
● Meet with Outreach College to discuss ways to market courses nationwide and through established networks to increase enrollment through extension.
● Consider operating extension offerings under the brand of a Center for Indo-Pacific Languages, in collaboration with Outreach College.

Details
● The Mānoa Budget Team met with the IPLL faculty on Tuesday, September 29, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website.
● The suggestion to “pause” low-enrolled classes was made out of consideration of workload, and was designed to provide space for faculty to reconfigure courses for online delivery. However, we understand that a pause may impact the development of course materials. The recommendation has been removed.
● The Team supports the faculty’s plans to meet with the Center for Learning Technology to begin the process of designing courses for online delivery. We look forward to learning more as plans are finalized.
The Team applauds recent modifications to the BA in Philippine Language and Culture and increases in enrollment. A stop-out is no longer recommended.

As discussed on September 29, the recommended Center for Indo-Pacific Languages can co-exist with the department and serve as an umbrella for collaboration and marketing of IPLL courses nationwide.

The Provost’s Office is available to facilitate a discussion with IPLL and Outreach College on the delivery of these courses.

The Team encourages the inclusion of faculty in EALL and IPLL on the NRC Preparatory Committee (Asian Studies).

Department of Languages & Literature of Europe & the Americas

Revised Recommendations (as of October 13, 2020)

- Consider merging undergraduate programs under a single BA with concentrations (which could serve as a home for the German program).
- Consider eliminating Divisions.
- The BA in Russian is stopped out.
- The stop out of the MA in French (approved in Spring 2020) will be reevaluated upon receipt of the proposal for a reconfigured program.
- Continue multidisciplinary collaborations in Classics with Religion/Philosophy and History.
- Develop combined degree pathways for Classics (History/Philosophy), French and Spanish (Education).
- Review workload policies.

Details

- The Mānoa Budget Team met with the LLEA faculty on Monday, October 5, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai'i website.
- The Team supports the faculty in reconsidering the need for separate Divisions and on the possibility of merging the undergraduate degrees (German, French, Spanish, Classics) under a single BA with concentrations.
- The Team encourages the faculty to pursue combined BA/PBC pathways across all language programs with Education.
- The team looks forward to hearing more from the French Division on their thoughts about a newly reconfigured French MA grounded in Francophone Oceania. The team encourages the French faculty to collaborate with faculty in Pacific Islands Studies as they develop their plans for a reconfigured MA. The stop-out will be reevaluated upon receipt of the proposal and the outcome of the UII.
● We understand that workload policies and course releases are in the process of review and revision within CALL.

Department of Linguistics

Summary Recommendations
● Consider developing an undergraduate program (effective 2024 or later).

Details
● The Mānoa Budget Team has yet to meet with the faculty in Linguistics: however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.
● The team is impressed with the Department’s responsiveness to the recommendations with respect to a BA program. We understand that the Department has formed a BA Data Committee to gather and review data on Linguistics BA programs across the country. The team looks forward to receiving updates and the final report of the committee.

Department of Music

Revised Recommendations (as of October 13, 2020)
● Implement plans to increase efficiency across tracks in the MA program.
● Implement plans to establish the MA in Ethnomusicology as a terminal degree.

Details
● The Mānoa Budget Team met with the Music faculty on Monday, October 5, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website.
● The team is impressed with the Department’s responsiveness to the recommendations with respect to Ethnomusicology. We look forward to hearing more about implementation and believe that these changes will grow the MA and PhD program.
● The Team agrees with the faculty’s assessment of the value of NASM Accreditation. The faculty demonstrated that NASM has been supportive of UH Mānoa’s mission as a Hawaiian Place of Learning and our strengths in Asia and the Pacific. The recommendation to discontinue NASM accreditation has been removed.

Department of Pacific Islands Studies

Revised Recommendations (as of October 13, 2020)
• Consider partnering with Interdisciplinary Studies in the BA in order to increase exposure and broaden enrollment, and to realize curricular efficiencies (similar to the BA in Sustainability/Institute for Sustainability and Resilience model).

• Increase recruitment efforts and develop a strategy to grow enrollment in the BA and MA programs.

• Pursue collaborations with Ethnic Studies and joint hires with disciplines within CALL and Social Sciences.

Details

• The Mānoa Budget Team has yet to meet with the faculty in Pacific Islands Studies; however, we read with interest their response to the recommendations.

• The team did meet with the chairs of American Studies, Ethnic Studies, Pacific Islands Studies, and Women’s Studies on Tuesday, September 13, 2020 to discuss the recommendation to partner with Interdisciplinary Studies.

• The team is encouraged by the efforts underway in the Department to increase enrollment. We support the establishment of a taskforce to explore among other initiatives: BA/MA pathways, online delivery, UHM-wide recruitment activities aimed at diasporic Pacific Islands students, and collaborations with professional programs.

• We encourage the Department to contact the OVCAA for assistance in facilitating articulation agreements. Recent agreements developed in Social Sciences with universities on the west coast may serve as a good template for articulation into the major.

Department of Philosophy

Revised Recommendations (as of October 13, 2020)

• Develop a plan to increase enrollment in the MA program. Consider developing combined degree pathways.

Details

• The Mānoa Budget team met with the Philosophy Department on Monday, October 5, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website.

• The faculty made it clear that a merger with the Religion Department was not welcome. The recommendation has been removed.

• The faculty discussed the MA program, and noted that the program draws a number of promising local students. We urge the Department to increase recruitment efforts in this area to attract UHM students, including through the development of combined degree pathways. The recommendation to eliminate direct admission to the MA program has been removed.
Department of Religion

Revised Recommendations (as of October 13, 2020)

- Stop-out the BA in Religion, retain the minor. The recommendation to stop-out the BA will be reconsidered upon receipt of a plan to address the low enrollment.
- Temporarily stop-out the MA in Religion (Asian) for one year to facilitate a modification of the program.
- Work collaboratively on recruitment of graduate students with other graduate programs, particularly those focused on Asia and the Pacific, to leverage resources and to extend reach.
- Pursue joint hires with the area centers in SPAS, and other departments such as Art/Art History within and outside of CALL to increase faculty FTE.

Details

- The Mānoa Budget Team met with the Religion Department on Monday, October 7, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website.
- The faculty made it clear that a merger with the Philosophy Department was not welcome. The recommendation has been removed: however, we remain concerned about the size of the department with a multi-year hiring freeze and potential retirements. We recommend that the faculty consider other possibilities, including a merger with the Classics Division.
- The team appreciates the ideas put forward by the Department to help the University respond to the budget crisis. We agree with the Religion faculty that a one-year stop-out of the MA program will be useful in providing the space to reimagine the curriculum. The recommendation was modified to include the one-year length of the stop-out. We do urge the faculty to develop a recruitment strategy for the program, once it is modified. Collaborating with other graduate programs focused on Asia and the Pacific may help to leverage resources and expand reach.
- The team remains concerned about the size of the BA program. The recommendation to stop-out the BA will be reconsidered upon receipt of a plan to address the low enrollment.
- In the October 5 response, the faculty noted with alarm the recommendation that the Department develop internship opportunities for their students, noting that this is not appropriate for a public university. We note that the team did not suggest internships with “religious organizations.” All undergraduate students would benefit from opportunities to intern, and we strongly urge the Department to seek internship opportunities for their undergraduates.
Department of Second Language Studies

Summary Recommendations
● Increase resources: Reallocate faculty to Second Language Studies to support enrollment in the undergraduate program.

Details
● The Mānoa Budget Team has yet to meet with the faculty in Second Language Studies; however, we read with interest their response to the recommendations. The Team is open to meeting with the faculty if a meeting is desired.
● We understand that a staff position was recently allocated to support the growing BA Program. The Team agrees with the faculty that maintaining the GA allocations will ensure continued support.

Department of Theatre & Dance

Revised Recommendations (as of October 13, 2020)
● Continue discussions to consolidate degrees and tracks in Theatre and Dance.
● Continue efforts to decrease time-to-degree for the PhD program.
● Decrease the number of concentrations in the MFA in Theatre.
● Continue collaborations with units outside of Theatre & Dance to innovate programs.

Details
● The Mānoa Budget Team met with faculty from the Department of Theatre and Dance on Tuesday, September 22, 2020. Summaries of meetings with department faculty will be posted on the Planning for Post-Pandemic Hawai‘i website. The team read with interest the detailed response to the recommendations as well.
● The team understands that the faculty are in discussions to redesign and/or consolidate tracks and degree programs across Theatre and Dance. For these reasons, the recommendations to stop-out degree programs have been removed. We look forward to learning more as discussions continue and as proposals are developed.