MEMORANDUM

TO: Mānoa Faculty

FROM: Reed Dasenbrock
Vice Chancellor
for Academic Affairs

SUBJECT: International Programs

As you know, the organizational structure for international programs has been in flux for a number of years at Mānoa. Until a couple of years ago, the Dean of SHAPS and then SPAS had responsibility for some of the operational units involved in international operations. In 2005, a reorganization was approved creating the position of Assistant Vice Chancellor for International and Exchange Programs (AVCIEP), but the position wasn’t filled by anyone separate from the SHAPS/SPAS dean until 2008 when it was filled by an interim. When I arrived in 2009, I felt that we should try to fill the position permanently given the importance of international issues for the University. However, when I started the search process, a consensus quickly emerged that given the budget situation, it was not a good time to be conducting national searches and furthermore that we needed a higher degree of agreement on the structure of international programs before we proceeded with such a search.

I therefore put together a committee chaired by Dean Avi Soifer to make recommendations to me about the best structure for international programs and in the meantime asked Dean Ned Shultz from SPAS to take responsibility for the units that had been reporting to the AVCIEP. The committee has made its report, and its conclusions have been shared with the Chancellor, the Deans, and the Senate Executive Committee. Units inside the Office of the AVCIEP also presented position papers, one in favor of the current structure, and another urging some changes to the organizational structure. I have four announcements to make as a result of the report and the ensuing consultations.

First, per a recommendation by the Soifer Committee, we have reconstituted the Mānoa International Education Committee to try to provide more exchange of information, coherence and integration among the various international efforts on campus. This group is being chaired by Dean Shultz, with representatives from every school and college that wishes to be represented and three representatives of the Mānoa Faculty Senate, one each from CAB, CAPP, and CoR. This committee is considering whether we need an enrollment goal for international students comparable to those set for our undergraduate population as a whole, as well as changes to how and where we recruit international students. I think the committee is off to a good start, and I look forward to receiving its recommendations.
Second, while the AVCIEP and Dean of SPAS are now separate positions on our organizational charts, we will combine them in one person for at least the near and intermediate term. It is possible to imagine that our international efforts will grow in scope such that the positions will need to separate at some time down the line but the consensus is that if we are in a position to devote additional resources to international efforts any time soon, they are probably best invested in other ways than in an additional administrative salary.

Third, there is some discussion about possible changes to the organization of the Office of the AVCIEP that we want to bring to your attention. The Study Abroad Council has felt for some time that the placement of the Study Abroad Center in International and Exchange Programs ignores the fact that Study Abroad is an academic program. We have agreed that in some respects it is more like the Honors Program in being a high-impact interdisciplinary program aimed at improving the quality of our undergraduate programs, so they have proposed that it move from International and Exchange Programs to the Office of the Assistant Vice Chancellor for Undergraduate Education (AVCUE) along with Honors and Interdisciplinary Studies. As of July 1, we have done a temporary assignment of the Study Abroad Center, changing its reporting line from the AVCIEP to the AVCUE while the reorganization proposal is in process. If this reorganization goes forward, the number of programs reporting to the AVCIEP will shrink, and they will be more focused on programs that provide campus-wide infrastructure support for international activities.

Fourth, I have recommended the appointment of Dean Shultz to the position of Interim AVCIEP while he continues as Interim Dean of SPAS, recognizing the duties that he has actually been performing for most of the past year, and the Chancellor has approved his appointment. As Interim Dean of SPAS, he is the key academic leader for our connections to the Asia-Pacific region, and I want to take this opportunity to thank him for his hard work in this position. As Interim AVCIEP, he will also be the lead person on international efforts for the entire campus, and I am sure that he has the support of the campus in our efforts to formulate a comprehensive international vision for the campus and to move it forward.

I think this should settle the question of the structure of international programs on campus over the near and medium term, while assigning to the Mānoa International Education Committee the task of developing a strategic vision and action plan for our internationalization efforts on campus.

c: Chancellor Hinshaw
   Vice Chancellor Cutshaw
   Vice Chancellor Hernandez
   Vice Chancellor Ostrander
   Deans and Directors