Supplemental & Special Visit Reports
Prepared for the Western Association of Schools and Colleges
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SUPPLEMENTAL REPORT
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Context for the Supplemental Report

The University of Hawai'i at Mānoa was scheduled for a special visit in March 2007. The visit, which had been postponed from November 2005, was to cover issues raised in a 2003 special visit to the campus, and a 2004 special visit to the University of Hawai'i System. Under the leadership of Interim Chancellor Denise Konan and Vice Chancellor for Academic Affairs Neal Smatresk, the Mānoa campus engaged on the issues raised in the previous letters and visits, held a number of town meetings, employed the WASC Self-Review, and produced the Institutional Proposal (November 2006), and the WASC Special Visit Report (January 2007). By February of 2007, we were in the final stages of preparations for the scheduled March 2007 special visit.

During this same period, however, the search for the permanent Mānoa chancellor was in its final stages. The finalists had concluded their campus visits, and the search committee had made its recommendation to the President. Given that the new chancellor would not be in place until after the proposed visit and that the visiting team was coming to assess leadership and governance issues, WASC moved to postpone the special visit until October 2007 when a permanent chancellor would be in place.

Virginia Hinshaw was appointed by the University of Hawai'i Board of Regents as Chancellor of the University of Hawai'i at Mānoa in its March 2007 meeting. Dr. Hinshaw, formerly Provost and Executive Vice Chancellor for the University of California at Davis, assumed her post July 1, 2007.

In May of 2007, Vice Chancellor for Academic Affairs Neal Smatresk resigned his position at Mānoa for a new position at the University of Nevada at Las Vegas. Chancellor Hinshaw took nominations from various groups, including the vice chancellors and the Mānoa Faculty Senate, and interviewed several of the nominees. She selected, and subsequently the Board of Regents appointed, Linda Johnsrud, University of Hawai'i System Vice President for Academic Planning and Policy, as Interim Vice Chancellor for Academic Affairs for the Mānoa campus. This joint appointment is scheduled to end on June 30, 2008, or when a permanent Vice Chancellor for Academic Affairs is appointed.

In preparation for the rescheduled special visit, we submit this Supplemental Report as an update to the Special Visit Report submitted in January 2007. In particular, we wish to provide the current status on the following issues addressed in the Special Visit Report.

I. Leadership Transition and Autonomy
II. John A. Burns School of Medicine Issues
III. Financial Management and Resource Allocation
IV. Educational Effectiveness and Assessment
I. Leadership Transition and Autonomy

Leadership Changes

The search for the permanent Vice Chancellor for Academic Affairs is well underway. Mānoa has contracted the services of Isaacson, Miller and the position description has been finalized (see appendix). The search committee will be formed by early September 2007, and we anticipate that interviews and campus visits will conclude by the end of February 2008. It is projected that the Board of Regents will appoint a new vice chancellor in its March 2008 meeting, with a start date of July 1, 2008.

The Assistant Vice Chancellor for Enrollment Management position remains vacant after the search failed to yield suitable candidates. The Chancellor will be appointing an Interim Assistant Vice Chancellor for Enrollment Management shortly, and will charge him/her with the development of an enrollment management plan.

David Hafner was appointed Assistant Vice Chancellor for Campus Services to begin on September 1, 2007. The search for the Director of Student Housing concluded in May 2007 with the appointment of Michael Kaptik, whose employment began on July 19, 2007. Mr. Kaptik brought to Mānoa extensive and diverse experience in student housing at both the University of Texas at Austin and The Ohio State University.

UH System March 2007 Reorganization

In March 2007, the Board of Regents approved a reorganization of the UH System which took the position of Director of Information Technology Services from the Office of the Vice President for Administration (OVPA) and created a Vice President for Information Technology and Chief Information Officer reporting directly to the President. In addition, the Director of Capital Improvements position within the OVPA was elevated to an Associate Vice President. Further, the reporting relationship of the University General Counsel to both the Board of Regents and to the President was affirmed. These actions had little affect on services to Mānoa or to Mānoa operations.

Selection of Board of Regents (BOR) Members

Following submission of our January Special Visit Report, the state legislature passed Senate Bill 14: University of Hawai‘i Board of Regents; Candidate Advisory Council. The bill:

Establishes the candidate advisory council to qualify, screen, and present the Governor pools of qualified candidates for appointment to the University of Hawai‘i Board of Regents. Increases BOR membership to 15 members, with a specified number of members representing different geographic areas. Allows state officers to be eligible for BOR membership. Prohibits BOR members from serving more than two consecutive five-year terms. Requires the Senate to consider the question of whether to reconfirm an incumbent member’s position on BOR at least 120 days prior to the expiration of the member’s first term. Allows a BOR member to continue to serve until the member’s successor has been appointed and confirmed by the Senate.

In the 2006-07 academic year, the Board of Regents consisted of 11 members, as there was one vacancy. The terms of six of these regents, including the BOR chairperson, expired in June
2007. As this legislation expands the BOR to 15 members, the new Candidate Advisory Council will be responsible for identifying up to 40 candidates to fill ten (10) vacancies (two to four for each vacancy) by March 2008. The Council was charged with adopting criteria for selection, as well as rules and procedures for the nomination process. The official launch of their website and solicitation of nominees was August 28, 2007.

Whatever the final makeup of the BOR, the campus looks forward to working with its members to ensure that all are briefed on accreditation issues.

II. John A. Burns School of Medicine Issues

The search committee for a permanent dean for the John A. Burns School of Medicine identified an excellent pool of finalists in late 2006. However, with the impending naming of a chancellor, negotiations stalled until Dr. Hinshaw was appointed. Dr. Hinshaw's arrival at Mānoa coincided with her meeting all the finalists approved by the search committee. We are actively engaged in securing a dean who is the right match for the medical school.

III. Financial Management and Resource Allocation

Through the biennium budget process described in our Special Visit Report, Mānoa requested $17 million for FY 2008 and $27 million for FY 2009 in additional operating funds from the Legislature. The 2007 Legislature approved over $10 million for FY 2008 and $13 million for FY 2009 in additional funding for Mānoa – the largest increase in state appropriated funds in many years. Requests for core funding for student learning and success, campus renewal initiatives, faculty support, and workforce development were favorably received by the Legislature. Data comparing biennium budget requests and Legislative funding decisions is available online at http://www.manoa.hawaii.edu/ovcafo. Mānoa continues to refine a coherent process that informs the budget process from the units upwards.

Fast on the heels of the completion of the biennium budget process, Mānoa engaged in a process of program planning and budget preparation for FY 2009 (supplemental year). Deans and directors were required to engage their faculty, staff, and students in the preparation of a Planning Document and a Funding and Resources Document for their units. These documents formed the basis for discussions between the deans/directors and the vice chancellors to assess the status and needs of the units and to prepare Mānoa's request to the Legislature for supplemental funding (Supplemental Request) for FY 2009. Mānoa's supplemental budget request was submitted to President McClain on July 13, 2007. A copy can be viewed online at http://www.manoa.hawaii.edu/ovcafo (under Budget and Finance, Supplemental FY 2009).

FY 2008 initial allocations were announced in August 2007. Plans to post expenditure data at the department level are still underway. It is anticipated that this data will be available by July 1, 2008.

We continue to work with the UH System and the University of Indiana to create an open-source financial management information system to improve our ability to track expenditures and to handle various transactions. The funding of three additional positions to support this effort in the approved biennium budget will provide needed support to this initiative.
IV. Educational Effectiveness and Assessment

As reported in the Special Visit Report, programs are reporting regularly on assessment activities and results (goals, methods, outcomes) for academic programs at all levels. In late spring 2007, Assistant Vice Chancellor Peter Quigley assumed the position of WASC Accreditation Liaison Officer and the leadership for assessment and institutional research activities.

Variances in quality and methods of assessment used across the campus will be examined in the coming year as new investments and new organizational energies are brought to bear on this important area of university life. Assessment, to properly realize its full institutional potential, must speak to the individual faculty member, each program, and the department, but also beyond—to other departments inside and outside the campus, to the budget, and to the University strategic plan. In other words, assessment not only improves teaching and programs, but also communicates to other stakeholders inside and outside the university community (e.g., administration, planners, legislators, parents, students). Ultimately, assessment and outcome data should be highly integrated into the planning and budget cycle.

Generally, the assessment process continues as stated in the Special Visit Report. Departments have submitted annual assessment updates to the established website, http://manoa.hawaii.edu/assessment/update/view.php. However, there are some new actions and initiatives that should be reported. First, deans were asked to identify assessment coordinators in each college. Such appointments will formalize and institutionalize reporting, communication, and training activities for assessment. In addition, Dr. Mary Allen, a recognized consultant in higher education specializing in assessment and accreditation, has agreed to conduct two assessment workshops on campus for interested faculty and administrators in September 2007. Dr. Allen is the former Director of the California State University Institute for Teaching and Learning and a Professor Emeritus of Psychology from California State University, Bakersfield. We continue to work with the Faculty Senate regarding the assessment of Mānoa's general education program and the development of an assessment infrastructure. In January 2007, a Faculty Senate Task Force on Assessment proposed the establishment of a Mānoa Assessment Office. The Task Force report can be viewed online at http://www.hawaii.edu/uhmfs/documents/ATF_Proposal.pdf.

A working group of faculty and administrators, under the leadership of Assistant Vice Chancellor Quigley, was formed in August 2007 to research and recommend an appropriate organizational structure and resource measures for assessment activities. The response from the Office of the Vice Chancellor for Academic Affairs (OVCAA) to the Task Force Report was in many respects in full agreement. The response is available online at http://manoa.hawaii.edu/wasc/appendices/pdf/Response_Assessment_TFReport.pdf. A working group, made from members of the Senate and the OVCAA, has been formed to discuss unresolved issues.

Recruitment is currently underway for an institutional research analyst, with a hire projected for fall 2007. Other positions are being identified to support the assessment effort. In addition to discussions with the Faculty Senate Executive Committee, engagement has also occurred with the General Education Office on these and other topics.

Appendices in support of the Supplemental Report may be found at the end of the Special Visit Report as well as online. http://www.manoa.hawaii.edu/wasc/appendices/