MEMORANDUM

TO: Eric K. Martinson, Chair  
    Board of Regents  
    M.R.C. Greenwood, President  
    University of Hawai‘i  
    Virginia Hinshaw, Chancellor  
    University of Hawai‘i at Mānoa  
    Reed Dassenbrock, Vice Chancellor for Academic Affairs  
    University of Hawai‘i at Mānoa

FROM: Robert Cooney, Chair  
       Mānoa Faculty Senate

RE: 2012-13 Strategic Plan Implementation Committee Initiatives
Resolution on Proposal Regarding PhD Program Admissions
Motion to Endorse Native Hawaiian Scholarship Initiative
Motion to Endorse Retention and Graduation Initiative

The Mānoa Faculty Senate considered the 2012-13 Strategic Plan Implementation Committee Initiatives at the May 2, 2012 Senate meeting. The Senate approved the Resolution on Proposal Regarding PhD Program Admissions with 36 votes in support of approval and 21 against, the Motion to Endorse the Native Hawaiian Scholarship Initiative with 42 votes in support and 6 against, and the Motion to Endorse the Retention and Graduation Initiatives with 42 votes in support and 2 against.

All Senate committees were provided with the opportunity to review this issue and the Committee on Research and Graduate Education (CORGE) provided a Resolution to the Senate at the May 2, 2012 Senate meeting concerning PhD Program Admissions. Documents pertaining to the Resolution can be accessed in our documents archive at: http://www.hawaii.edu/uhmfs/documents/archive.html. The committee reports and deliberations can be accessed at: http://www.hawaii.edu/uhmfs/minutes/2011_12/index.html.

Please feel free to contact me if you have any questions or need additional information.
Presented to the Mānoa Faculty Senate by the Committee on Research and Graduate Education (CORGÉ) for a Senate vote at the May 2, 2012 Senate meeting. Approved by the Mānoa Faculty Senate on May 2, 2012 with 36 votes in favor and 21 against.

RESOLUTION ON STRATEGIC PLAN IMPLEMENTATION COMMITTEE'S PROPOSAL REGARDING PhD PROGRAM ADMISSIONS

Whereas the new strategic plan for UH Manoa targets, as one of its specific objectives for the coming decade, the improvement of graduate education; and

Whereas the Strategic Plan Implementation Committee has identified substantially increasing the amount of financial support to be made available for PhD students as one crucial method of improving graduate education, on the assumption that this will allow Manoa to attract even higher quality students and to keep good students who, under current circumstances, often find it financially difficult to complete their degrees; and

Whereas the Strategic Plan Implementation Committee has proposed, as a standard to be reached, insofar as this is possible, the provision of five years worth of full funding for all PhD students admitted to UH Manoa graduate programs; and

Whereas there is considerable variation in (a) the kinds of PhD programs on offer at Manoa, and (b) the financial needs and circumstances of PhD students in different programs; and

Whereas the financial resources that will be needed every year to implement the SPIC’s proposal will run into tens of millions of dollars more than is currently earmarked for the support of graduate students; and

Whereas determining the appropriate size of PhD programs, once UH Manoa undertakes to guarantee the provision of five full years worth of funding for all PhD students, can no longer be exclusively the prerogative of the department in question; therefore,

Be it resolved that the Manoa Faculty Senate supports in principle the Strategic Plan Implementation Committee's proposal regarding the provision of financial support for PhD students, with the following provisions:

1) that no steps be taken to implement this proposal until substantial sources of new and ongoing financial support have been enlisted, commensurate with the requirements of the proposal; and

2) that it not necessarily be applied to the PhD programs of professional schools, on the grounds that many of their doctoral students are already gainfully employed within their respective fields, or that they generally pay their way with the expectation of compensatory salaries later; and

3) that exceptions be permitted even within strictly academic PhD programs in the case of particular PhD students who are already gainfully employed within their chosen professions; and

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4) that this standard of five full years worth of financial support for all students admitted to PhD program be applied to each PhD program in accordance with a contract, tailored to the specific program's circumstances, negotiated between the chair and graduate chair of the program in question, the college dean to which the program belongs, and the Dean of Graduate Division; and

5) that no resources be siphoned off from currently well-funded PhD programs in order to make up for shortfalls in other programs; and

6) that UH Manoa improve its "research infrastructure"—that is, that it provide increased assistance for departments eager to identify external sources of support for its graduate students, as well as increased instructional support for effective grant writing; and

7) that the appropriate size of specific PhD programs be determined, as this proposal becomes more fully implemented, with attention paid in particular to: (a) a program's "critical mass" (i.e., the number of graduate students necessary to make the program's coursework requirements viable, and the number of faculty in the program), (b) a record of satisfactory progress towards degree completion by a program's students, (c) the desirability of maintaining places in the program for local and underrepresented students, and most importantly, (d) a program's placement record for its PhD graduates.

Robert Cooney, Ph.D., Senate Chair

Richard W. Chadwick, Ph.D., Senate Secretary
Presented for a Senate vote at the May 2, 2012 Senate meeting. Approved by the Senate on May 2, 2012 with 42 votes in support of approval and 2 against.

MOTION TO ENDORSE RETENTION & GRADUATION INITIATIVE

Robert Cooney, Ph.D., Senate Chair

Richard W. Chadwick, Ph.D., Senate Secretary
Presented for a Senate vote at the May 2, 2012 Senate meeting. Approved by the Senate on May 2, 2012 with 42 votes in support of approval and 6 against.

MOTION TO ENDORSE NATIVE HAWAIIAN SCHOLARSHIP INITIATIVE

Robert V. Cooney, Ph.D., Senate Chair

Richard W. Chadwick, Ph.D., Senate Secretary
April 10, 2012

TO: Robert Cooney, Chair
    Manoa Faculty Senate

FROM: Reed Dasenbrock, Co-Chair
      Sarita Rai, Co-Chair SR
      Strategic Plan Implementation Committee

RE: 2012-2013 SPIC Implementation Initiatives

The Strategic Plan Implementation Committee (SPIC) met today and voted unanimously to approve a third initiative addressing Native Hawaiian Scholarship to guide the campus in addressing key progress indicators identified in Achieving Our Destiny. This initiative drew heavily from the recently completed Native Hawaiian Advancement Task Force report and reflects support for scholarship central to the work of Native Hawaiian students and faculty as well as others engaged in applied and community based research and scholarship.

We hope to begin the implementation discussions before the end of the semester. With that goal in mind we are transmitting the initiatives to the Manoa Faculty Senate (Senate) for endorsement in principle with hope that they can be reviewed and discussed at the April meeting of the Senate. As has been the case with the first two initiatives forwarded by the Strategic Plan Committee, we welcome feedback and suggestions for implementation.

Both of us, as well as Susan Hippensteele who is serving as Strategic Plan Coordinator, are available to meet with SEC and/or any other standing committees of the Senate reviewing this third initiative to answer questions or discuss the process through which it was developed.

Please do not hesitate to contact us if you have questions.

C: Susan Hippensteele, Strategic Plan Coordinator
Achieving Our Destiny: 2012-2013 Priority Implementation Progress Initiatives

In Spring 2011 Chancellor Hinshaw announced three strategic priority areas for the campus to focus on this year: undergraduate retention and graduation rates, the quality of graduate programs, and Native Hawaiian advancement. The Strategic Planning Implementation Committee has been charged by the Chancellor with identifying ways that the entire campus can contribute to these overarching goals. The following initiatives were selected to help the campus address key progress indicators identified in Achieving Our Destiny and will be benchmarked to assist the campus community in measuring success in meeting objectives.

Retention and Graduation

While much has been done during the past several years to improve undergraduate retention and graduation, one of the central goals of Achieving Our Destiny (2010-2015) is to increase undergraduate student opportunities for engaged learning. We believe this goal shows real potential to further improve these rates. As discussed in the 2011 UH MānoaWASC Educational Effectiveness Report, students who engage in ways and sites of learning outside of their formal curriculum do better than other students and are far more likely to stay in school, graduate, and go on to advanced study. We therefore propose development of a comprehensive plan for strengthening and assessing different forms of engaged learning which we believe can, and should, take different forms in different disciplines including undergraduate research (paid and unpaid), service learning, internships (paid and unpaid), clinical practica, capstone courses, study abroad, international exchange, etc.

The retention and graduation focus of the SPIC this year will be to strengthen engaged learning campus-wide, both by strengthening campus-wide initiatives and by strengthening individual college initiatives in this direction. We need to develop more effective metrics and systems of data collection to better define the parameters of engaged learning at UH Mānoa and then measure progress towards meeting this overarching goal in the Strategic Plan.

Graduate Education

One of the goals of Achieving Our Destiny (2010-2015) is to enhance graduate education and stimulate and support individual and group research and scholarly activities. To help address this goal we propose that graduate programs offering Ph.D. degrees admit only students for whom UH Mānoa can offer 5 years of funding (non-sequential). We believe this goal shows real potential for increasing graduate student acceptance, retention, and graduation rates. Given the high cost of living in Hawai‘i, this revised Ph.D. support structure will allow UH Mānoa Ph.D. programs to be competitive when recruiting top students, will increase the acceptance rate among top students, will enable students to move from enrollment to candidacy within the time horizon established by Graduate Division, and will increase graduation rates as well as placement after graduation. The cumulative effect will be an increase in the overall national ranking of UH Mānoa as individual graduate program rankings improve which has potential to increase extramural funding and further expand research infrastructure.
This is an ambitious goal. And we recognize it will pose challenges. Attention will be paid to ensure that the funding system is not detrimental to non-terminal graduate degree programs. A comprehensive cost analysis will be conducted before proceeding to implementation; this analysis will include identification of additional funding and new sources of revenue. Application and admission decisions will continue to reside with the faculty of graduate programs. To accommodate the logistics of implementation, we recommend a 5-7 year timeline for full implementation of this initiative. In the short term, the focus for the SPIC will be to: (1) construct baseline metrics that reflect the status of graduate lifecycle for each graduate program. These data will include number of applicants, number who accept, number who enroll, years to candidacy, number of graduates per year, and total years to graduation. These data are currently captured by graduate division and can be compiled allowing SPIC to compare metrics across disciplines and college; and (2) create metrics that capture the types of support currently available to Ph.D. students. This will include percentage of students funded by UH Programs (RA, GA/TA, other), percentage of students funded by extramural money, and percentage of students not funded by UH Mānoa. These data are not currently captured and will require the development of a new data collection system.

Native Hawaiian Scholarship

UH Mānoa has made progress toward providing the necessary infrastructure to support Native Hawaiian advancement in recent years—a consideration fundamental to our mission as a research extensive land, sea and space grant institution. The February 2012 Native Hawaiian Advancement Task Force (NHATF) Report follows these efforts with a comprehensive vision of efforts in four areas: students, faculty and staff, environment, and community. There are several goals/initiatives recommended in the report that will be addressed by other campus committees. As a result, the focus of the Mānoa Strategic Planning Implementation Committee will be to enhance faculty professional development by supporting scholarship of engagement and outreach. This initiative merges core values inherent in Achieving Our Destiny and the NHATF Report in an effort to support and sustain a community of scholars and scholarship imbedded within and integral to Native Hawaiian communities and values.

Toward this end, it will be necessary to identify, support and invest in Native Hawaiian scholars and scholarship. The proactive recruitment and professional development of Native Hawaiian students, faculty and staff at UH Mānoa will ensure that Native Hawaiian representation increases, will enhance the preservation and generation of Hawaiian knowledge and language, will support the continued development of robust and rigorous academic programs across multiple disciplines, and will improve community engagement. We therefore propose development of a comprehensive plan to strengthen support for engaged scholarship at UH Mānoa that includes funding for student and faculty research, addresses criteria for tenure and promotion, and reinforces incorporation and expansion of Hawaiian knowledge and language across colleges and disciplines. Once the plan is developed and vetted it will be benchmarked so that our progress can be regularly assessed.