

CALL Statement of Goals

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The proposed new College of Arts, Languages and Letters, which will include the School of Pacific and Asian Studies, has elicited mixed feeling, no surprise given that faculty and staff are attached to the academic units which have shaped their professional and intellectual lives. There is also a sense of uniqueness about AH's, LLL's and SPAS's identity because, at least for LLL and SPAS, no other academic units in the country are so configured or named. A beginning is also a close, and I acknowledge and respect CALL might be registered as a loss as well as a new horizon.

Since I have been selected as the dean for this proposed unit, I would like to share some thoughts about the new college and address some leadership aspirations. I hesitate to use the word vision, because as I have observed elsewhere, vision to me has sacral connotations, and these are beyond my ken, the stuff of prophets, saints and, in the estimation of certain past authorities, heretics!

First, the new College will serve as the heart of the Liberal Arts at UH Mānoa; it will stand as Mānoa's largest academic unit and boasts considerable research prowess. It will be a college of academic strength and heterogeneity—encompassing specialties from the arts to the humanities and social sciences too, ensuring that interdisciplinarity and diversity will be among its two most vital features. Pacific and Asian commitments are its most important hallmarks, with SPAS as an anchor and hub, and with expertise richly spread throughout the various departments across the College. Likewise, comparative and global studies, a concern for indigenous and local affairs, and an international platform are vital assets. The College's borders will not be limited to its departments or centers, and in fact, relationships and partnerships across the university are paramount, and for SPAS, the heart of its mission. A college gives institutional shape to an academic unit but it shouldn't confine its intellectual or research boundaries. It's a house and not a border or wall.

AH, LLL and SPAS (SHAPS at the time) were formed decades ago. It was a different era, one of pen, paper and the chalkboard still, the fledging emergence of the digital revolution, better state funding, and less expertise at our peer and benchmark institutions on the Pacific and Asia, and the comparative and global. CALL gives us an opportunity to take stock of our disciplines, expertises, and students in 2019 and ask whether we have kept up well enough with the changes around us. Certainly, we confront a double challenge: that of a stressed university budget spread across a diverse institution (there is no other of its size with so many schools, research units and colleges) and a decade-long downtrend in enrollment and majors.

Among CALL's priorities, confronting the challenge of enrollments will be paramount. Critics of the proposed merger have understandably observed that the formation of a consolidated college doesn't by itself translate into better student numbers. Yet the proposal for a new college afforded us an opportunity, led by the Design Team, to engage in the most in-depth look among us so far in our institutional history at our enrollment (and other) challenges, and

begin to discuss collectively, solutions—including rethinking curriculum and developing new initiatives. These we will continue together. CALL will give us an opportunity for shared purpose as we seek to excite our students about our curriculum and degree programs. New platforms, digital above all, new initiatives—sustainability and deepening our commitment to indigenous and Hawaiian issues among them—and new realities, including more competition from other universities in our areas of expertise, will require us to sharpen our focus and continually examine our pedagogical and research practices. Advising, too, is central to our student's success, and I look forward to our advisors and our Academic Student Services unit moving into their newly renovated space in Sinclair Library, itself undergoing transformation.

We no longer have the entire franchise on Pacific and Asia, but we still have the intellectual and institutional leadership and the respect of our international partners and national peers. A new College gives us an opportunity to further our cooperation and integration, something possible as separate units, but easier within the context of a single institutional configuration. SPAS will remain a school, one which anchors this expertise through its centers, faculty, staff and students, including many AH and LLL personnel, whose numbers in the majority make up the bulk of affiliate faculty in the centers. SHAPS foundational charter located it within the Colleges of Arts and Sciences, so the placement of SPAS within a larger institutional unit does not betray its foundational purpose, nor should CALL limit its reach, which will continue to be across the university. LLL and SPAS in particular have certain structural dependencies as the Design Team learned, and these will be easier to manage. There will be no downgrading of anyone's status, but instead a brightening of all of them.

Mānoa's overall operational budget is no longer as robustly supported by the state as it was when our units were formed, though we still receive more state funding than our peers. This means we have tighter budgets. Future hires, therefore, will be more competitive to receive. CALL will help to make the case for hires when faculty positions can be justified for more than one department—or as part of broader campus initiatives. Smaller departments with very modest numbers of majors and highly specific teaching and research areas important to our mission will be helped by a larger college where teaching assignments should not be bounded by a single discipline. I am grateful to Provost Bruno for confirming that CALL will be able to keep all vacated positions and full salaries for its first two years, something not promised to Mānoa's other academic units. This will afford CALL stability and the ability to plan and hire for its inaugural period.

Extramural and private support will be paramount in ensuring the health of CALL. A single college will bring together the best of our separate units: AH's fundraising ability and LLL's and SPAS's extramural funding success. I am committed to two goals. First, burnishing our departments' and centers' funding capacity, and supporting grant efforts. Second, I will redouble my efforts to pursue an ambitious development campaign in cooperation with our development officers and UHF itself. Development is 25% of the dean's portfolio of responsibilities according to my current job description. I intend to give it that or more time in cooperation with faculty, staff and students who will shape CALL's priorities. I will continue to

work with our local, national and international donor pool of alumni, organizations and friends who support our mission and are inspired by it to give generously.

The in-depth discussions this academic year concerning the formation of CALL seeded several terrific ideas and brought to light new and ongoing initiatives upon which we can capitalize. In an important sense, though faculty entered the work of designing a new college with a healthy dose of skepticism, opposition, intrigue, and support—the admixture was lively but not intractable—they shared through the Design Team concrete proposals and broader hopes. A school of the Arts, a Humanities Center, a Center for the Study of Human Language, new SPAS degrees, like the M.A. in Asian International Affairs, and even more community and internationally minded centers, new certificates or concentrations in film studies, environmental studies, public health and humanities, and new first-year learning communities were among these. So too the desire to position our courses better with Mānoa's General Education program, and improve online and digital pedagogies and offerings. These ideas and proposals will serve as priorities for CALL. The dean's office will have a publicity and media APT to improve our marketing, news stories and outreach and an IT support system too. Another priority for me is to improve support for faculty and student professional development and travel and research. Here too development and fundraising will be essential.

Several have worried about CALL's size and its impact on a highly valued sense of community important to UH Mānoa. I value UH's culture of collegiality and commonality. I am delighted to hear that faculty and staff are concerned about access to the dean and value their three units' respective leadership. I am grateful that Dean Sutton and Dean Lyons were generous with their time with me, and educated me better about SPAS and LLL. We are far from the days of the early medieval university when errant deans and other administrators were defrocked, defenestrated and burned in effigy, and I am thankful for this! CALL will be a culture of shared governance, with input, collegiality and transparency as essential values. To this end, I will work with the chairs, directors, faculty and staff to develop a set of agreed upon practices for the operation of the College---what the Design Team deemed "harmonization" issues. I am more than open to new College committees, and in fact suggested an advisory hiring and budget priorities committee as a possibility. The dean has the responsibility to make decisions, but also the mandate to consult and discuss proposals and initiatives among all constituents. Trust and collaboration are key, and I plan to spend much of the first year visiting departments and centers, and getting to know especially those with whom I have not directly worked. I will also be accessible, however many hours I must put in this because doing so is as important to me as it is to you. The College will have two highly skilled associate deans who also have clear managerial responsibilities and will share the duties of the College's administration. Their expertise and authority, as with the chairs and center directors, will help the dean focus on the larger goals of CALL and spend the vital time needed with faculty, staff and students.

I have been dean of AH for seven years, and have learned much about our academic units and our university in general. Should CALL be approved, I look forward to continuing my work with faculty, staff and students and take seriously the need to work openly and closely with you.

This will be a new job, even if it's still a dean's job. I will approach it as such, and will promise respect, transparency and a sense of shared purpose.