This Memorandum of Understanding (MOU) represents the final step of the Program Review for the Public Administration Division and reflects input from the following documents:

Public Administration Program Review-Internal Report  
External Review of Public Administration Division (dated November 19, 2014)

These reports noted a number of areas to commend the division as well as areas that need to be addressed. The Public Administration Division has a critical role at UHWO as it provides professional education that satisfies Hawaii’s needs, for example, many of the graduates become first responders, health care administrators and work in areas of state and city government positions. Based on the census data for fall 2014, PUBA had unduplicated enrolled students of 497. As a result this division is the third largest with Business and Social Sciences as number 1 and 2, respectively. In fall 2014, there were four tenured faculty and two non-tenure track faculty, which meant that the student to faculty ratio was 83 to 1. Despite this high ratio, PUBA students that were surveyed, indicated that they have a high satisfaction for the academic program and the faculty. Students also like that the program is extremely flexible in its offerings, in that over 60% of its courses are offered online and are offered in the evening and weekend.

Below is a list of the areas that based on the reports are in need of improvement.

1) **Assessment:** The PUBA Division assessment activities have been primarily focused on the Institutional Learning Outcomes level. Given the expanding assessment WASC requirements for programmatic assessment (i.e., division and concentration levels), the Division will need to expand their efforts in assessment activities. These expanding requirements will result in faculty workload and assistance concerns.

2) **Curriculum:** In the report, there’s a question regarding whether ethics should be a requirement for all PUBA concentrations. Students/alumni expressed concern that an understanding of ethics is essential for success in the “real world.”

3) **Planning for Growth:** Given the growth of PUBA Division, there needs to be a strategic plan to take into account its growth in student enrollment. The external reviewer wrote that the Health Care Administration concentration and certificate is the area experiencing the most growth. In addition, as the Health Professions area is developed, especially with a new building dedicated for the Health Professions/Health Sciences, there needs to be an organizational plan and curriculum development of the Health Professions and discussion about the current Health Care Administration concentration and certificate.

4) **Faculty Lines and Research/Travel Resources:** At the time of the writing of the Program Review (in spring 2014), the Public Administration Division had 4 tenure track faculty and 1 full-time non-tenure track faculty. Even with the addition of one more non-tenure track faculty in
fall 2014, the student/faculty ratio was 83 to 1, still indicating insufficient faculty lines for the Division. Also, in spring 2014, the Administration allocated $18,000 for travel and research activities for all campus faculty. This was an inadequate amount of money for the 70 full-time faculty.

5) Training and Support for Teaching Online: Given the large percentage of classes taught online, there is a need to ensure that the learning achieved in the online classes is equal to that achieved in the in-person classes. Also, it has been reported that more faculty and lecturer support and training is required.

The Public Administration Division and the VCAA Office agree to the following as a way to address the concerns noted above.

1) Assessment:
   a. The VCAA Office agrees to provide advice to the PUBA faculty to determine assessment tools and processes to help with assessment of division and concentration level assessment. This support will come from the Office of Institutional Effectiveness (OIE). The added support from the OIE will alleviate the workload of the faculty as these additional assessment need to be implemented.
   b. Public Administration (PUBA) Division agrees to continue to conduct the required assessment, have a PUBA representative on the Assessment Committee and work with the Office of Institutional Effectiveness. The Division will conduct institutional, divisional and concentration level assessment activities.

2) Curriculum:
   a. The VCAA Office agrees to support the curriculum changes, if the faculty decide that it will be beneficial to the students. The VCAA Office will provide resources to conduct a survey or gather any information (within reason) that will be needed to help the PUBA faculty to assess the viability of making any curriculum changes. Third, this implies that is may be an opportunity to evaluate the PUBA curriculum to ensure that it continues to provide the most-up-to-date information and learning experience for students.
   b. Public Administration Division agrees to examine the current curriculum and address issues concerning ethics and relevance (up-to-date) of curriculum as it pertains to industry standards and needs.

3) Planning for Growth:
   a. The VCAA Office will spearhead the planning of the Health Professions/Health Sciences curriculum and program(s) and implement the administrative actions required to establish a division that meets the needs of students interested in these professions.
b. The PUBA Division agrees to take part in any of the discussions that may lead to the reorganization of the Division as it responds to the growth of students in its concentrations.

4) Support for Faculty Lines, and Research and Teaching:
   a. The VCAA Office agrees to continue to seek funds for faculty research and travel. Since the Program Review was written, funding for faculty research and travel have increased from $18,000 in 2013-2014 to $50,000 in 2014-2015. The UH System has agreed to continue this level of funding beyond this current academic year. Also, since the writing of the review, a total of 4 new lines have been added. Two of these lines are tenure track (1 HCAD and 1 DPEM) and two are non-tenure track (1 HCAD and 1 PUBA). The number of lecturers used to teach the core curriculum should be reduced given the increase of new full-time faculty. Adding the four new faculty will reduce the student to faculty ratio to about 55 to 1. Still high but less than the 83 to one. The VCAA Office will continue to request additional lines for the Division.

5) Training and Support for Teaching Online classes:
   a. The VCAA Office agrees to provide the support of an instructional designer who will focus their efforts with the PUBA faculty and lecturers to make improvements to the online classes. The criteria used for improvements will be based on the Best Practices for Online Classes resolution as well as using Quality Matters expectations. In addition, an Online Boot camp will be created for faculty and lecturers to learn more about creating quality online learning experience for students.
   b. The PUBA Division agrees that the faculty and lecturers will participate in the Online Boot camp and other workshops as well as work with the instructional designers to strengthen the online learning experience of PUBA students.

Agreed to by:

Kristina Guo, Division Chair

Linda Randall, VCAA

2/19/15

Date