The University of Hawai‘i provides instruction, research and public service in the fields of the liberal arts and sciences, agriculture, professional education, medicine, law, health sciences, business administration, engineering sciences and such other branches of higher learning as the Board of Regents prescribes.

The University administers and operates a system of community colleges; coordinates academic programs which include college transfer, general education, vocational, technical, semi-professional, and continuing education programs; coordinates community service programs with the various campuses, community agencies and groups; and coordinates student-related programs and services.

Operates a summer session which gives variety and flexibility to the instructional programs of the University; provides college-level instruction to students who wish to obtain it during the summer; accommodates teaching institutes, workshops, and special courses with schedules of varying lengths; sponsors lecture series and other cultural events during the summer and supervises overseas study tours offered for credit.

Provides key personnel in the government policy-making process with timely research, analyses and data concerning governmental and related problems to enable them to make informed decisions among alternative courses of action.

Participates in intercollegiate athletics programs for men and women; contributes toward the availability of non-academic cultural, social, recreational and intellectual programs made available to the students, faculty and community at large; and provides a limited intercollegiate program for a variety of minor sports.

The following agencies are placed within the University of Hawai‘i for administrative purposes:

- **State Postsecondary Education Commission** - may cooperate with the federal government in order to qualify the State to receive funds made available under the Higher Education Act of 1965, as amended. May serve as the state agency for the receipt of federal funds where federal legislation dealing with higher education or postsecondary education requires such. Is also responsible for inspecting and approving schools and training programs for which eligible recipients (veterans and dependents, in-service persons and reservists) can receive federal educational assistance.

- **Western Interstate Commission for Higher Education** - administers the Western Regional Education Compact. Sponsors educational conferences and symposia, conducts research and publishes studies on higher education problems in the Western United States.

- **Research Corporation of the University of Hawai‘i** - the purposes of the Research Corporation include, but are not limited to the promotion of all educational, scientific, and literary pursuits by encouraging, initiating, aiding, developing, and conducting training, research, and study in the physical, biological, and social sciences, and humanities, and all other branches of learning. Encourages and aids in the education and training of persons for the conduct of such training, investigation, research, and study, by furnishing means, methods, and agencies by which the training, investigation, research, and study may be conducted.
The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai‘i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State’s sole research institution; champions higher education for the people of Hawai‘i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai‘i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai‘i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai‘i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai‘i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai‘i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

MAJOR FUNCTIONS OF THE OFFICE OF THE CHANCELLOR:

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai‘i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai‘i and the University of Hawai‘i at Mānoa. The Chancellor’s Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa’s faculty, staff, students, and constituencies.

The Chancellor’s Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai‘i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai‘i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in
ensuring the continuing excellence of the University of Hawai‘i at Mānoa programs.

- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai‘i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai‘i at Mānoa’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University’s research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai‘i at Mānoa’s programs.
- Prepares and presents both oral and written testimony on University of Hawai‘i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai‘i at Mānoa’s representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate — Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai‘i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai‘i at Mānoa and other units of the University System.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai‘i at Manoa, providing input on all issues affecting University of Hawai‘i graduate students and the University of Hawai‘i at Manoa campus. The GSO places a
particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

**Associated Students of the UHM (ASUH):** This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

**Athletic Advisory Board:** This group advises the Chancellor and the Athletic Director of the University of Hawai'i at Manoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

**Kualii Council:** This group is composed of faculty and staff of Native Hawaiian serving programs, and Native Hawaiian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawaiians.

The units that report directly to the Office of the Chancellor include:

- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research and Graduate Education
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
UNIVERSITY OF HAWAI’I AT HILO

FUNCTIONAL STATEMENT

The University of Hawai‘i at Hilo is comprised of six (6) major educational delivery units: the College of Arts & Sciences; the College of Agriculture, Forestry and Natural Resource Management; Ka Haka ‘Ula O Ke‘elikōlani; the College of Business and Economics; the College of Pharmacy; and the College of Continuing Education and Community Service. Also, there are courses and programs in West Hawai‘i, managed by Hawai‘i Community College. In addition to the instructional components, there is a wide range of support activities grouped under the following headings: Administrative Affairs; Library Services; Student Affairs; University Relations; Intercollegiate Athletics; Mauna Kea Management; Institute for Agricultural Marketing and Education; and Technology and Distance Learning. The role of the campus is complex in that it offers a broad range of higher educational activities, coordinated under a single administration, designed to meet most of the post-secondary education needs of the citizens of the State of Hawai‘i.

OFFICE OF THE CHANCELLOR

Within the policies and guidelines set forth by the President of the University, its Board of Regents, and by the State of Hawai‘i, the chief executive officer of the University of Hawai‘i at Hilo provides leadership, direction, and coordination for the students, faculty, and staff in their programmatic activities. More particularly, the Office of the Chancellor:

- Directs the development and implementation of the academic, fiscal, and physical plans of the University of Hawai‘i at Hilo;
- Interprets the objectives and development of the University of Hawai‘i to the citizens of the County of Hawai‘i, to the alumni community, and to the students and their parents;
- Provides executive leadership in the administration of the instructional, research, and public service programs;
- Maintains effective working relationships with the Central Administration of the University of Hawai‘i, the University of Hawai‘i at Mānoa, the University of Hawai‘i-West O‘ahu, and the Community Colleges;
- Acts on behalf of the President of the University on all matters affecting the University in the County of Hawai‘i;
- Provides timely responses to information and data requests from the System, State, and Federal governments and the administration of programs to enhance the functions of the University;
- Oversees the Institute for Agricultural Marketing and Education; and
- Provides general direction to the Office of Mauna Kea Management.
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
UNIVERSITY OF HAWAI’I – WEST O’AHU

MAJOR FUNCTIONS

OFFICE OF THE CHANCELLOR

Oversees and is responsible for the entire operation of the University.

- Provides leadership to senior staff in the development of instruction, academic support, student services, public services and administrative programs.
- Provides oversight in the development of the long-range master plan and its implementation through planning, design and construction.
- Selects and recommends appointment of senior staff to the President; consults with senior staff on the recruitment and selection for positions reporting to them.
- Represents the University at the senior level in systemwide matters and particularly those affecting the campus.
- Represents the University with the legislature and individual legislators both during and between legislative sessions.
- Conduct research studies and analysis of various academic and administrative programs and services.
- Plans and coordinates university related activities.
- Plans and coordinates Professional Development Day activities.
- Conducts general campus-wide meetings.

STUDENT AFFAIRS

Provides leadership in the development, organization, direction and evaluation of all student services and student support activities and programs.

Recruitment & Outreach

- Produces institutional publications such as brochures and mailings.
- Provides information to prospective students, families, and the community.
- Publicizes availability of outreach program via various media (direct mail, site visits, newspaper, radio, and television ads).

Admissions & Records

- Reviews applications for admissions.
- Determines residency status.
- Evaluates transcripts for transferability of credits.
STATE OF HAWA’I
UNIVERSITY OF HAWA’I
COMMUNITY COLLEGES
OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES

FUNCTIONAL STATEMENT

INTRODUCTION

The Office of the Vice President for Community Colleges provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the community college system and assures support for the effective operation of the community colleges with staff support by the Office of the Associate Vice President for Academic Affairs and the Office of the Associate Vice President for Administrative Affairs.

MAJOR FUNCTIONS

- Effectively represents the interests and needs of the community college system within the University system and with the external community and agencies, e.g., Accrediting Commission for Community and Junior Colleges.

- Acts as liaison between the community colleges and the Board of Regents.

- Ensures that the community college system provides effective services that support the community colleges in their missions and functions.

- Establishes a clear delineation between the operational responsibilities and functions of the community college system office and those of the community colleges and consistently adheres to this delineation in practice.

- Provides a fair distribution of resources that are adequate to support the effective operations of the community colleges.

- Ensures that the community college system effectively controls its expenditures.

- Ensures that the community college chancellors have full responsibility and authority to implement and administer delegated system policies without interference and holds the chancellors accountable for the operation of the colleges.

- Establishes effective means of communication between the Board of Regents, the University system administration, and the community colleges and assures that information is exchanged in a timely manner.

- Evaluates community college Chancellors.

- Oversees administrative affairs planning, organization, direction, evaluation and coordination for the community colleges.

- Oversees academic affairs planning, policies, procedures and coordination that impact the development and implementation of academic objectives and goals for the community colleges.
ACADEMIC AFFAIRS

This office is responsible for providing leadership in internal operational policy-making that has impact on the development and implementation of community college systemwide academic plans, goals, objectives and assessments.

- Develops a strong planning base derived from the University Strategic Plan and Master Plan, and an understanding of campus missions as articulated in the Campus Academic Development Plans.

- Provides community college systemwide coordination and leadership in academic affairs in the areas of educational programs, intercampus and interagency relations, and special needs programs.

- Provides assistance to colleges in their pursuit of their educational goals including: academic planning, program development, and institutional assessment.

- Develops curriculum and programs to fulfill community education and vocational education needs.

- Negotiates or participates in negotiating training contracts with public and private agencies.

- Works with senior systemwide and campus administrators, Board of Regents and its committees, Legislative committees and their staffs, and with City, State and Federal agencies and community groups.

- Assists campuses in program, curriculum, and course development in fulfilling agencies' training needs.

- Provides leadership and coordination for student services and continuing education planning and programming.

- Provides leadership in developing programs interlinked with private sector businesses and the national and international community.

- Creates and maintains linkages with community and governmental agencies to assess and to fulfill community education and training needs.

Academic Support Services

- Coordinates curriculum and program development through drafting academic policies and reviewing program proposals.

- Coordinates and facilitates inter-campus and intra-campus program articulation.

- Provides support for academic program management by reviewing program and degree proposals, assessing budget requests, and advising on academic personnel requests.

- Undertakes research on selected academic program development issues.

- Coordinates with the campuses, educational curriculum and academic programs by responding to community needs.

Academic Planning, Assessment and Policy Analysis

- Coordinates the development of the academic program planning process.
• Facilitates the completion of selected planning and evaluation activities including: the University Strategic Plan, community college strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.

• Prepares selected reports to facilitate the management of academic programs.

• Supports program planning and evaluation by developing and maintaining an academic program database.

• Conducts selected policy analysis studies.

**Career and Technical Education**

• Coordinates the development of the community college federal career and technical education plan.

• Coordinates the development of federally funded career and technical educational activities and programs, and monitors their implementation.

• Facilitates the completion of the community college federal career and technical education evaluation activities.

• Prepares selected reports to facilitate the management of career and technical education programs.

• Coordinates with the campuses, the State Department of Education, and the Office of the State Director for Career and Technical Education in the development of articulated curricula.

• Conducts selected career and technical education policy analysis studies.

**Student Affairs**

• Develops and prepares community college systemwide policies regarding student services.

• Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

• Serves as community college resource in interpreting and applying policies and procedures in exceptional or unique student affair cases.

**Workforce Development**

• Identifies and develops community college linkages with private sector businesses and industries to address their workforce development and training needs.

• Develops and prepares community college systemwide policy regarding workforce development and training.

• Conducts analysis of community college policies and procedures to ensure programmatic consistency among campuses. Recommends resolutions to identified problematic areas.

• Represents the University and the community colleges on selected state and county workforce boards and councils.
ADMINISTRATIVE AFFAIRS

This office is responsible for facilitation and coordination in all aspects of administrative affairs for community colleges including budget, planning and finance; human resources; facilities and environmental health; equal opportunity employment/affirmative action; research, training, commercial enterprises and emergency response management and marketing and communications.

- Coordinates planning and management systems to promote policy coordination among the community colleges.

- Provides centralized support services in budgeting and planning, financial management, human resources, facilities planning and management and equal opportunity employment/affirmative action.

- Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.

- Coordinates activities involving relationships with senior system-wide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.

- Reviews, approves, and processes delegated administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues that have systemwide or inter-campus impact.

- Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the community colleges.

- Coordinates research and training delegated functions; auxiliary enterprises operations and emergency response management operations for the Community Colleges.

- Develops and coordinates systemwide marketing and communications programs for the community colleges.

- Provides messenger and mail services to the various campuses.

Facilities and Environmental Health

- Coordinates long- and short-range physical facilities plans between community college chancellors and the Director of Capital Improvements.

- Coordinates activities with private contractors, Director of Capital Improvements, and governmental inspectors, and acts as liaison between chancellors and the Director of Capital Improvements in the preparation of plans for new construction projects and building alterations.

- Coordinates preparation of capital improvements budget for community colleges in consultation with the chancellors and Director of Capital Improvements.

- Provides occupational and environmental health and safety support for the community colleges in coordination with the University of Hawai‘i Environmental Health and Safety Office (EHSO) and the Director of Capital Improvements. The EHSO maintains systemwide responsibility for most of these health and safety functions.

Budget, Planning and Finance

- Coordinates, reviews, and prepares operating and CIP budgets and expenditure plans and reports required by the University, State and Federal governments.
• Develops community college systemwide program budget and allocation plans.

• Develops budgetary and control systems and procedures.

• Provides staff support in the review and analysis of organizational charts and functional statements. Coordinates the flow and approval of reorganization requests for the community colleges.

• Conducts special studies and analysis affecting the budget.

• Coordinates the integration of budget executive activities with fiscal affairs activities for the community colleges.

• Coordinates compliance with University and governmental policies and regulations on fiscal matters with systemwide implications.

• Coordinates the operating and CIP fiscal operations of the Community Colleges Systemwide Support programs.

• Provides messenger and mail services to the various campuses.

**Human Resources**

• Develops and directs the personnel system for the community colleges, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action.

• Provides overall community college systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensures appropriate implementation.

• Serves as the Community College Chancellors' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.

• Serves as principal liaison with the University System Office of Human Resources.

• Develops, plans, and coordinates staff development activities for the community colleges with Community College Chancellors. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities. Identifies community college faculty and staff goals, objectives, and directions to respond to these needs.

**Equal Employment Opportunities/Affirmative Action**

• Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community College System.

• Ensures compliance with Federal, State and University policies and procedures.

• Investigates grievances and complaints.

• Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.
Research, Training, Commercial Enterprises and Emergency Management

- Coordinates research and training delegated functions, including those directly delegated to the community colleges chancellors.

- Coordinates reports and post-audits on research and training activities.

- Coordinates auxiliary enterprise activities for the community colleges, including commercial enterprise programs.

- Coordinates emergency preparedness for the Community College System.

- Provides overall community college systemwide leadership in the direction and goals for security operations.

Marketing and Communications

- Manages and coordinates systemwide marketing activities for the community colleges targeting the Hawai‘i resident, international and out-of-state resident.

- Manages and coordinates systemwide communications activities for the community colleges including public relations, government relations, media relations, events planning and community affairs.

- Coordinates the use, development and maintenance of Internet technology in marketing and communications.

- Manages the development and maintenance of the UH Community Colleges main portal websites and various microsites throughout the system.
STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
HAWAI'I COMMUNITY COLLEGE  

FUNCTIONAL STATEMENTS  

Provides a comprehensive post-secondary instructional program including outreach education, career education, and general education courses. Career education programs lead to certificates and Associate of Science degrees, and are designed to prepare the graduate for entry-level employment. General education courses may lead to the Associate of Arts degree and may also transfer to Baccalaureate degree programs offered on the four-year campuses. At present, this College provides the following programs:


The College provides a wide range of student support services to meet the needs of a diverse student body.

The College also provides a summer session and an extensive array of non-traditional and non-credit programs.

Through its University of Hawai‘i, West Hawai‘i Center, the College provides West Hawai‘i communities with outreach services and access to programs offered elsewhere in the University of Hawai‘i (UH) system. Qualified students who are unable to travel to a UH campus enroll in courses or credential programs that are offered by one or more of the University’s accredited institutions.
OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the orderly and proper functioning of Hawai‘i Community College, and is responsible for carrying out the objectives of the College.

Within the rules and regulations of the University of Hawai‘i System, the Office of the Chancellor:

- Issues rules and regulations governing the activities of the College
- Develops long-range plans for the growth and improvement of the College.
- Approves appointments, tenure, leaves, terminations and promotions for all College personnel according to delegated authority.
- Maintains accreditation standards as promulgated by the Accrediting Commission for Community and Junior Colleges, the State Legislature, and other governing bodies.
- Approves and submits a College budget to the University System.
- Serves as the College’s liaison and representative to the general community including the Hawai‘i County Government, State Legislators, and other appropriate State and community agencies, and organizations.
- Assures community involvement and program quality through the establishment of lay advisory bodies to critically review instructional programs, the continuance of a fund raising committee, and the establishment of other committees as needed.

Community Liaison & Recruitment

Responsible for marketing Hawai‘i CC to the public and private sectors of Hawai‘i Island, the State of Hawai‘i, the United States and its territories and Internationally. Responsible for developing, implementing, and maintaining a Recruitment and Development Plan for the College. This office will also act as the Media representative/interface for Hawai‘i CC.
Honolulu Community College is committed to a comprehensive offering of technical, occupational and liberal arts programs and continuing education courses. The College offers open-door admissions and equal opportunity for all students regardless of their prior educational experience, quality teaching, affirmative action for non-traditional students, and responsiveness to the community's needs for up-to-date technical training. The College's philosophy is based in a belief in:

- Education as a lifelong process
- Universal access to quality higher education
- A learning-centered environment
- Promotion of citizenship and individual community involvement
- Continuous evolution to ensure that students are prepared for the realities of participation in an ever-changing society.

The mission of Honolulu Community College is to:

- Serve the community as an affordable, flexible, learning-centered, open-door comprehensive community college that meets the post-secondary educational needs of individuals, businesses, and the community.
- Serve the Pacific Rim as the primary technical training center in areas such as transportation, information technology, education, communications, construction, and public and personal services.

The College offers credit and non-credit programs in a variety of liberal arts and occupational-technical areas. The College currently offers or is authorized to offer the Associate in Arts degree, Associate in Science degree, Associate in Applied Science degree, Associate in Technical Studies degree, Certificates of Achievement, and Certificates of Completion, Academic Subject Certificates, and Certificates of Attendance. The College also provides a variety of short term credit and non-credit education and training programs. Non-credit offerings include apprenticeship and journeyworker training, certificated training in advanced technologies, and other general interest and occupational classes. The College's program areas include the University College (liberal arts), Transportation and Trades, Communication and Services, and the College Skills Center (remedial and developmental education). Some of the specific degree and certificate offerings, such as those in Aeronautics Maintenance Technology; Boat Maintenance and Repair; Commercial Aviation; Computing, Electronics, and Networking Technology; Cosmetology; and Occupational and Environmental Safety Management are available only through Honolulu Community College.
OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for encouraging and maintaining a successful learning environment for all students. The Office of the Chancellor responds to the needs of the community and ensures an environment that provides professional growth and development of the faculty and staff. Furthermore, the Office of the Chancellor provides general direction for all college administration and development; plans, organizes, and directs the institution’s academic and support programs in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Campus planning and research
- Academic program development and delivery, including credit and degree programs and non-credit training programs and related support services
- Management of curricula, programs, and articulation with external colleges and organizations
- International Affairs
- Student Services
- Library and Learning Resources, and other learning assistance services
- Information and Media Technology Services
- Public affairs, marketing, and public information
- Resource Development, including fund raising
- Finance, accounting, and budgeting
- Human resource management
- Physical plant management, including parking and security
- Institutional Research
- Accreditation Process

Public Affairs and Resource Development

The Public Affairs and Resource Development Office is responsible for public affairs, institutional advancement, and public relations related to the College as a whole and for assistance to individual programs as requested. The Public Affairs and Resource Development Office:

- Establishes and maintains community relationships through executive advisory committees, community boards, business constituents, and legislative and executive branches of government
- Coordinates activities associated with marketing and image development
- Develops and executes strategies to supplement the state-funded budget
- Promotes partnerships and other collaborative efforts to maximize College resources
- Administers the College’s University of Hawai‘i Foundation accounts
Develops and promotes a consistent organizational image to target groups, community clients, supporters, and other beneficiary groups

Assesses the educational needs of people in the College's immediate geographic area and assists other units to meet the needs.

Provides protocol and serves as liaison in Community College initiatives

Develops materials, provides public contact, and coordinates special events that support the College and its units in attracting, servicing, and maintaining relations with target groups

Promotes private fund development and donor relationships

Develops and implements applicable policies and procedures for distribution of private gifts to the College

Coordinates extramural grant proposals

**International Affairs and Development**

The International Affairs and Development Office is responsible for the coordination and development of international programs at Honolulu Community College and for assisting in the advancement of the role of the University of Hawaiʻi in international education. The International Affairs and Development Office:

- Develops and implements customized contract training for international institutions, businesses and governmental organizations
- Develops educational partnerships, bilateral agreements and alliances with foreign governments, educational institutions, colleges, universities, and agencies
- Coordinates recruitment and student support activities for international students
- Coordinates international education initiatives, including curriculum development, international workforce development, and other programs supporting international education
- Ensures compliance with applicable federal and state laws, and university/college policies, rules, and regulations
The eleven items enumerated in the Kapi‘olani Community College (the “College”) Mission Statement illustrate a commitment to excellence. The College strives to be a social and educational institution committed to responding to its local community through open access to, and engagement and success in postsecondary education. It provides comprehensive education and training programs to meet the needs of its individual students while additionally preparing students for lives of ethical, responsible community involvement through increased civic engagement. In addition, the mission statement establishes the College's economic role to meet private sector demands for work-based training and specific skill acquisition for workers, as well as to meet the demands of local, national, and global changes so that its students can be globally competitive as a workforce. In response to its broad mission, the College has established a reputation as a national leader in 21st century career programs, especially in Hospitality, Health Education, ESL and Second Language Curriculum Development and Language Teacher Training, and in the development of integrated international education through global collaborations. Also, the College continues to build partnerships within the University and with other educational, governmental, business, and non-profit organizations to support lifelong learning. The College currently offers the Associate in Arts degree, Associate in Science degree, Associate in Science in Natural Sciences degree, Academic Subject Certificates, Certificates of Achievement, Certificates of Completion and Certificates of Competence in over 24 career fields and a variety of shorter term credit and continuing education training programs. Some of the specific degree and certificate offerings, such as those in Legal Education, Health Sciences, Emergency Medical Services, and Exercise and Sport Sciences, Biotechnician, Educational Paraprofessional, and Educational Interpreting, are available only through Kapi‘olani Community College.
OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for maintaining a successful learning environment for all students, an institution that is responsive to the needs of the community, and an environment that provides for professional growth and development of all staff. The Office of the Chancellor plans, organizes, directs, and controls the institution's academic and support programs at the campus level in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Office for Academic Affairs
- Office for Student Services
- Office for Community and Continuing Education
- Office for Administrative Services
- Office for International Affairs
- Office for Institutional Effectiveness
- Fund raising

**Office for Institutional Effectiveness (OIE)**

The OIE provides leadership and coordination for: long-range, strategic, and tactical planning; research in institutional effectiveness, especially in support of learning-centered faculty development opportunities and student learning outcomes; and grants and resource development in support of national promising practices and the unique opportunities of Hawai‘i. The Office for Institutional Effectiveness:

- Develops, in consultation with the campus community, the College's:
  - Strategic Plan,
  - Tactical Plans,
  - Self study and accreditation process, and
  - Other long-range planning documents;
- Establishes policies and direction for proper evaluation and accountability;
- Prepares management information reports and other institutional research;
- Implements the Accreditation self-study planning agenda items;
- Plans the long-range development for facilities.
- Establishes process and procedures for annual program reviews and provides support to the program units in creation of those plans based on institutional research data;
- Manages and directs the collection and analysis of institutional research data and its use in management and resource allocation decisions;
- Collects and analyzes data related to the various activities of the college, especially those related to instruction and instructional support;
- Provides information in clear, usable reports;
- Helps faculty, administrators, and staff interpret data that inform and guide the processes of institutional planning and decision-making, including budget allocation;
- Develops methodologies and procedures for gathering internal and external data;
• Conducts institutional research and assessment for all academic, student services and continuing education programs;

• Conducts program reviews, analyzing institutional effectiveness, and supports self-studies for reaccreditation purposes;

• Coordinates, administers, and analyzes surveys, questionnaires and focus groups, including the end-of-semester Student Feedback Survey;

• Conducts studies dealing with a variety of institutional research issues ranging from demand forecasts to characteristics of various college groups, to providing support for ending programs or establishing new ones;

• Serves as an in-house consulting entity for faculty and staff in research design and statistical analysis so that data can be used for improved institutional outcomes through informed decision making and resource allocation;

• Supports planning activities for the college, including the preparation of strategic and academic development plans, and conducts the necessary studies to support recommendations for ending programs or establishing new ones;

• Works with vice-chancellors, deans and faculty in grants identification, development, proposals, approval, submission, and reporting;

• Reviews grant policies and timelines and communicates with funding agencies; and

• Reviews grants information for relevance to strategic and tactical planning.

Office for International Affairs

Through the Paul S. Honda International Center, the Chancellor’s Office is responsible for providing system-wide international education support to all UH Community College campuses. It is responsible for developing a strong infusion of international affairs throughout the activities and curricular offerings of the College as well as support Community College system initiatives in international education. The Center is also responsible for multi-cultural activities and training in support of the UHCC international education mission. The Paul S. Honda International Center:

• Provides international student assistance with applications for admissions, orientation, registration, and related enrollment issues;

• Provides international students with assistance concerning transcript evaluation;

• Provides one-stop shop services for international students, e.g., SEVIS/F-1 visas, OPT, Homeland Security issues and concerns, housing referrals, taxation, and academic advising;

• Develops and manages international cooperative and exchange agreements with institutions from other nations;

• Coordinates activities and protocol associated with official international visitors;

• Coordinates and manages faculty international exchanges;

• Coordinates and supports student study abroad;

• Coordinates recruitment and student support for international students; and

• Coordinates international education initiatives, including curriculum development, customized contract international workforce development, and other programs supporting international education for the College and the UHCC system.
Leeward Community College provides a comprehensive, postsecondary program in the liberal arts and a broad spectrum of program offerings in the vocational and technical areas. The College offers:

- Liberal arts programs which lead to an Associate in Arts degree and lower division preparation for baccalaureate degree.
- Occupational programs which lead to an Associate in Science degree, an Associate in Applied Science, and Certificates of Achievements.
- Vocational and technical programs which lead to an Associate in Science degree, an Associate in Applied Science, and Certificates of Achievements.
- Continuing education and community services programs of both the credit and non-credit variety.

OFFICE OF THE CHANCELLOR

Office of the Chancellor has oversight of the academic programs and administrative support services of the college. The Office of the Chancellor plans, manages, supports, and leads the college to fulfill the mission of the college. The Office performs this function in accordance with all applicable guidelines, rules, statute, and policies that govern the college.

The Office is headed by a Chancellor who serves as the Chief Executive Officer of the College. The Chancellor supervises the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO) who oversees academic programs (includes Credit and Non-credit Instruction, Academic Services, and Student Services) and the Vice Chancellor for Administrative Services (VCAS) who oversees institutional support services and programs, and the staff assigned to the Office of the Chancellor.

Specific functions assigned include the following:

- Serves as a liaison between the College and other units within the University, City/State/Federal governments (to include schools and the Legislature), and to the community at large (to include civic groups, business leaders, and social agencies).
- Establishes planning parameters for the development of College's strategic plan, program plans, budgets, and expenditure plans, staffing plan, capital improvement plans for all program units; approves these plans; and incorporates them into institutional and academic plans.
- Reviews and approves all hiring, contract renewal, terminations, and promotions of all College faculty and staff; adjudicates grievances and disputes involving College faculty, staff, and students within established guidelines.
- Directs extramural fund solicitations.
- Represents the College in working with all facets of the media (to include print, televisions, and radio).
- Develops and coordinates an effective public information and relations program for Leeward Community College.
- Coordinates the College marketing plan.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
COMMUNITY COLLEGES
UNIVERSITY OF HAWAI'I MAUI COLLEGE

FUNCTIONAL STATEMENTS

University of Hawai'i Maui College (UH Maui College) provides a comprehensive post-secondary instructional program in the liberal arts and a broad spectrum of offerings in general education, career and technical education, and continuing education. UH Maui College also offers a bachelor's program in Applied Business and Information Technology.

General education courses lead to the Associate in Arts degree and lower division preparation for baccalaureate degrees. Career and technical education programs lead to Associate in Science and Associate in Applied Science degrees, certificates, and entry-level employment opportunities.

UH Maui College serves the islands of Maui, Molokai, and Lanai. The Molokai program includes a permanent campus in Kaunakakai and the Molokai Farm. Outreach education centers are located on Lanai and in Hana, Kihei, and Lahaina.

The Office of Continuing Education and Training provides training to Maui County in the primary areas of business and workforce development; computer technologies; English as a second language; apprenticeship; and community service and interest-related programs.

The University of Hawai'i Center, Maui delivers baccalaureate and graduate degree programs and professional certificates to students in Maui County from University of Hawai'i System campuses at Manoa, West Oahu, and Hilo.

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the overall management of the college, overseeing activities in Academic Affairs, Student Affairs, Administrative Affairs, and Information Technology. The Office represents the University of Hawai'i and acts on behalf of UH Maui College, serving as the college's liaison to the President of the University of Hawai'i, the Vice President for Community Colleges, the Board of Regents, the State Legislature, and the general community.

The Office is responsible for adherence to governmental regulations and for maintaining the accreditation standards of the Western Association of Schools and Colleges (WASC).

- Establishes planning parameters for the development of program plans, budget and expenditure plans, maintenance and facility plans, and capital and improvement plans; approves these plans and incorporates them into institutional plans.

- Ensures the financial soundness of the college.

- Oversees the development and implementation of the Strategic Plan, long-range development plan, and accreditation process.

- Provides leadership through internal and external communication with the campus and community.

- Resolves grievances and disputes involving college faculty, academic staff, and students within established guidelines.
• Assures community involvement and program quality through the establishment of lay advisory bodies.

• Responsible for the assessment of and reporting on the overall health and quality of the institution.

• Responsible for fundraising, marketing, and public relations of the college; directs extramural fund solicitation.

OFFICE OF THE VICE CHANCELLOR OF ACADEMIC AFFAIRS

The Office of the Vice Chancellor of Academic Affairs is responsible for the overall planning, management, and budgeting of all academic programs, both credit and non-credit, offered by UH Maui College. The main functions of the Office are to plan, organize, conduct, and assess formal post-secondary education curricular offerings in both general education and career and technical education; maintain and improve ongoing certificate and degree programs; develop new programs; oversee and report on the operations of academic departments, academic support programs, the Office for Institutional Research. The Office of Continuing Education and Training, the University of Hawai‘i Center, Maui, and the Molokai Education Center.

Instructional Programs

• Supervises and participates in programs and curriculum development; oversees off-campus credit and non-credit programs; reviews instructional programs; oversees the revision of programs and curriculum as needed; annually reports on progress.

• Supervises and coordinates the activities of department chairpersons, including faculty recruitment, selection, training and evaluation, and academic advising; planning, budgeting, and procurement; scheduling of classes; and coordinating facility usage for instruction.

• Assesses and reports on resource and staffing needs and progress; prepares biennium budget for instructional and academic support areas.

• Plans, budgets, organizes, implements, and evaluates in-service training programs.

• Implements plans to carry out federally-funded programs in the instructional area.

• Oversees the development of grant applications for public and private funding sources.

• Oversees the development and implementation of course and program student learning outcomes and assessment practices that meet accreditation requirements.

• Oversees and reports on the accreditation process, including program reviews, for all areas of instruction and academic support programs.

• Reviews and assists in the preparation of the college’s long and short term educational plans, accreditation self-studies, program reviews, and special studies.

• Supervises the Office of Institutional Research.

• Supervises the Office of the Assistant Dean of Instruction.

• Supervises the Office of Continuing Education and Training in providing non-credit instruction based on community needs and interests.
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGE SYSTEM  
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a post-secondary education program in liberal arts, vocational/technical, and occupational education.

- Offers liberal arts course work which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.
- Offers vocational/technical course work which leads to certificates.
- Offers continuing education and community service programs of both the non-credit and credit variety.

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Chancellor oversees the management and operations of the College in the following functional areas:

- Curriculum and Instruction
- Library and Media services
- Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement
- Finance, accounting, budgeting, word processing, and copying services
- Personnel transactions and records
- Physical plant and grounds, including parking and security
- Continuing Education and Training
- Community Services

Additionally, the Office of the Chancellor is responsible for the following functions:

- Issues campus policies and guidelines governing the activities of the College.
- Approves the hiring, tenuring, promotion, leave-taking, and termination of personnel.
Submits the recommended biennial and supplemental budgets.

Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.

Advises the President on matters of campus and system-wide concern.

Facilitates the staff development program of the College.

Develops and coordinates effective marketing plan for the College.

Coordinates the campus marketing plan with the UH Systemwide marketing plan.

**ACADEMIC AFFAIRS**

The Office of Academic Affairs is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- Evaluates instructional programs consistent with the Educational Development Plan of the College.
- Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- Evaluates outcome of instructional programs.
- Coordinates personnel action which relate to hiring, tenure, leaves, promotion, and termination of faculty and staff within above program areas.
- Prepares the instructional and academic support budget and allocations, and controls expenditures.
- Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- Coordinates with other University units on faculty personnel matters that may have system-wide implications.
- Develops curriculum and innovations in learning and teaching.
- Publishes the College catalog, class schedules, and the regulating of course offerings.
- Coordinates extramural grant proposal development.
- Coordinates all learning assistance center activities.
- Administers institutional computing.
- Administers regular credit summer session.
FUNCTIONAL STATEMENTS

Provides two-year college transfer and general education programs, semi-professional, technical, vocational, and continuing education programs, and such other educational programs and services as are appropriate for residents of Kaua‘i.

- Offers vocational/technical programs which lead to certificates and Associate in Science degrees.
- Offers a college transfer and general education program which lead to the Associate in Art degree.
- Offers training in the related areas for the apprenticeship program in the building and construction trades and other apprenticeable trades.
- Offers continuing education and training programs.
- Supports the offering of baccalaureate and graduate degrees from other UH System campuses through the University Center.

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the overall administration and management of the instructional, academic support, student services, institutional support, continuing education and training programs and the University Center of the college.

- Develops short- and long-range educational plans for the improvement and growth of the college.
- Prepares biennial budget request for operating funds and the capital improvements program.
- Develops and issues policies governing the activities of the college.
- Organizes the college’s activities to define scope, relationships, responsibilities, and authority.
- Selects, promotes, trains, and develops the college personnel who staff the various units.
- Directs the college’s operations by delegating, motivating, and coordinating the college’s activities to bring about purposeful action toward desired objectives.
- Directs the campus-wide management computing system.
- Controls the college’s activities by establishing a communication system, evaluating programs, measuring results, and taking corrective action.
- Serves as the primary liaison between and among higher administration officials, secondary schools, County and State agencies, and community agencies, including trade unions, advisory groups and community groups.
- Develops, plans and coordinates staff development activities for Kaua‘i CC. Identifies College faculty and staff goals, objectives and directions to respond to those needs.