

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

FUNCTIONAL STATEMENT

I. INTRODUCTION

- A. Overview of the Office: The Office of the Vice Chancellor for Academic Affairs has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Academic Affairs (VCAA) serves as the chief academic officer of the campus and the principal policy advisor to the Chancellor on academic matters. The following schools and colleges report to the Vice Chancellor: School of Architecture, College of Arts and Humanities, College of Business Administration, College of Education, College of Engineering, School of Hawaiian, Asian, and Pacific Studies, College of Languages, Linguistics and Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, College of Social Sciences, School of Social Work, School of Travel Industry Management, and College of Tropical Agriculture and Human Resources. In addition, the following academic support units report to the Vice Chancellor: the Office of Undergraduate Education, the Office of Enrollment Management, the Office of International and Exchange Programs, the Office of Native Hawaiian Academic Services, the Office of Academic Personnel, the Office of Academic Institutional Research, Library Services, and the UH Press.
- B. Authority: The VCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Chancellor, and to take actions to improve the academic programs and climate of the campus.
- C. Interaction with other UHM Vice Chancellors: The VCAA works with the Vice Chancellor for Research and Graduate Education to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for Administration, Finance, and Operations to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs.

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II. MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, the formulation of enrollment management plans and goals, and the allocation, reallocation, and management of academic programs and units.

The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs.

The Office of the VCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.
- Coordinates the academic personnel functions for the campus for faculty and executive/managerial employees; serves as Chancellor's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating terminations of existing programs and implementing campus-wide assessment program.
- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Leads in the preparation and implementation of the Mānoa Strategic Plan; coordinates updates.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.
- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Oversees the Office of Undergraduate Education, the Office of Enrollment Management, the Office of International and Exchange Programs, the Office of Native Hawaiian Academic Services, the Office of Academic Personnel, the Office of Academic Institutional Research, Library Services, and the UH Press.
- Selects/appoints UHM representatives to various external and internal boards and committees associated with University academic programs.

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OFFICE OF UNDERGRADUATE EDUCATION**

FUNCTIONAL STATEMENT

Under the leadership of the Vice Chancellor for Academic Affairs, the Office of Undergraduate Education has responsibility for the planning, direction, development, coordination, and management of undergraduate programs of the University of Hawai'i at Mānoa. It is led by the Associate Vice Chancellor of Undergraduate Education and has the following responsibilities:

- Manages, reviews, and supports the development of undergraduate programs, courses, and curricula and the implementation of academic policies and goals.
- Proposes and implements institutional improvement through the collection and analysis of data relevant to undergraduate student learning.
- Creates a distinctive freshman year at Mānoa to facilitate students' transition into university life.
- Insures the consistent application of academic policies and procedures for undergraduates across all colleges and schools, with the assistance of the Academic Procedures Committee and the Council of Academic Advisors.
- Conducts continual assessment of the undergraduate experience in order to initiate appropriate improvements, including developing appropriate linkages between the undergraduate curriculum and co-curriculum, examining the number of large classes, addressing the unavailability of classes, and creating research opportunities for undergraduate students.
- Encourages and provides faculty development opportunities to ensure sustained quality in undergraduate education.
- Supports the implementation of the Mānoa general education requirements.
- Assists in promoting system-wide transfer of undergraduate courses and degrees, participates in system-wide discussions with senior academic officers, assists in developing system articulation agreements, facilitates collaboration with other campuses in establishing programs, policies, and strategic plans.
- Assists the Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor for Enrollment Management in developing undergraduate campus enrollment goals and an enrollment management plan.
- Assists the Assistant Vice Chancellor for Enrollment Management in managing the Banner Student Information System and the STAR system, in collaboration with the Vice Chancellor for Academic Affairs and the Dean of the Graduate Division.
- Provides leadership for campus-wide programs.
- Works closely with the officers of the Associated Students of the University of Hawai'i regarding undergraduate education concerns.

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OFFICE OF UNDERGRADUATE EDUCATION
CAMPUS-WIDE PROGRAMS**

FUNCTIONAL STATEMENT

These programs have campus-wide academic or support responsibilities and are not assigned to a college or school. The programs report to the Associate Vice Chancellor for Undergraduate Education.

Academy for Creative Media (previously located in the Colleges of Arts & Sciences)

- Seeks to provide a globally competitive media studies program, with instructional programs that span the entire academic spectrum, from certificates to associates, baccalaureate, masters, and doctoral programs. ACM engages all of the campuses within the UH system and works collaboratively, drawing upon programs, faculty, and students from across the system.

General Education Office/Mānoa Writing Program (previously located in the College of Languages, Linguistics, and Literature)

- Works with the General Education Committee, a standing committee of the UHM Faculty Senate, and the Senate Executive Committee to implement General Education policies and procedures.
- Provides staff support to the various General Education Committees and Boards.
- Develops, supports, and maintains website for the General Education Program and the General Education Committee.
- Distributes, collects, and processes documents necessary for the implementation of the general education requirements.
- Maintains an accurate listing of general education requirements and courses for the Mānoa catalog and Schedule of Classes.
- Assists in the assessment of the general education program.
- Administers General Education writing requirements, guided by a board of nine professors, each from a different department. The faculty board reviews requests to give classes writing-intensive (W) Focus designations, offers faculty workshops on teaching with writing, and surveys students in W Focus classes.
- Administers the Mānoa Writing Placement Examination to all incoming undergraduates who have not met UHM's entry-level writing course requirement.

Honors Program (previously located in the Colleges of Arts & Sciences)

- Provides qualified undergraduate students with the opportunity to complete a baccalaureate program with "honors," "high honors," or "highest honors."
- Operates a lower division Selected Studies program which provides academically promising freshmen and sophomores the opportunity for enriched general education in A-sections—small, intensive, and sometimes experimental versions of the required courses.
- Administers the "Sophomore Honors" certificate program.

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Interdisciplinary Studies Program (previously located in the Colleges of Arts & Sciences)

- Offers the BA in Interdisciplinary Studies to provide students with an opportunity to pursue a course of study that is not restricted to conventional departmental or college boundaries.
- Assists students with the design and implementation of an individualized BA program.

Learning Assistance Center (previously located in the Office of Student Affairs)

- Provides educational counseling services and programs, commercial materials, and diagnostic services in developing more effective study habits and learning skills.

Learning Communities (previously located in the Colleges of Arts & Sciences)

- Manages and encourages the development of learning communities to improve the quality of the undergraduate academic experience.
- Develops linkages between various introductory level courses from different disciplines.

Mānoa Catalog (previously located in the Colleges of Arts & Sciences)

- Designs, edits, formats, and produces the Mānoa catalog, in consultation with all UHM units
- Prepares and reviews the technical specifications for the printing, delivery, and distribution of the catalogs to UHM units.
- Oversees the development and maintenance of catalog websites.

ROTC Programs (previously located in the Office of Academic Affairs)

- **Aerospace Studies**
 - Aerospace Studies is directed by a manager who performs as the Professor of Aerospace Studies (PAS) and as the Commander of the U.S. Air Force Reserve Officers' Training Corps (AFROTC) Detachment 175. On academic matters, the PAS reports to the Associate Vice Chancellor of Undergraduate Education, and for military matters, the Detachment Commander reports to the Commandant of the AFROTC Southwestern Region located at Randolph Air Force Base, Texas.
 - The PAS manages the AFROTC program for the State of Hawai'i. The program provides aerospace studies covering air force leadership, history, technology, management, and military law. It administers the AFROTC College Scholarship Program in Hawai'i and includes USAF Officer Career Counseling services to high school and college students, scholarship funding and student expense reimbursement, and insures compliance with federal and USAF regulations. It maintains the joint University of Hawai'i and the U.S. Air Force ROTC Memorandum of Agreement and assists in the administration of the Uniform Commutation Fund. The program maintains liaison with and provides instruction in aerospace studies for the following:
 1. Non-host crosstown institutions (degree granting)
 - a. Chaminade University of Honolulu
 - b. Hawai'i Pacific University (Downtown & Hawai'i Loa)
 - c. Brigham Young University of Hawai'i
 - d. UH West O'ahu
 - e. Wayland Baptist University of Hawai'i
 - f. University of Phoenix
 2. Non-host institutions—Honolulu Community College, Kapi'olani Community College, Leeward Community College, Windward Community College
 - The PAS administers the Air Force Officer Quality Test to all USAF officer candidates and AFROTC scholarship applicants, budgets and manages the local AFROTC national advertising account, provides information on the Junior Air Force ROTC program, and maintains liaison with the USAF Academy, Hawai'i Air

National Guard, Department of Education, military bases, and the community to provide information on aerospace studies student opportunities.

- **Military Science**

- The functions of the Military Science Program (Army ROTC) are to attract, motivate, and prepare selected students with potential to serve as commissioned officers in the regular Army or the U.S. Army Reserve to provide an understanding of the fundamental concepts and principles of military art and science; to develop leadership and managerial potential, a basic understanding of associated professional knowledge, a strong sense of personal integrity, honor, and individual responsibility, and an appreciation of the requirements for national security.

Service Learning (previously located in the Office of Student Affairs)

- Offers UHM students and community agencies the opportunity to participate in a partnership of volunteer services.
 - Functions as a clearinghouse linking students interested in donating time and experience with volunteer agencies within the community.
 - Coordinates grants received for service learning.
 - Provides programming to coordinate and infuse volunteer programming into learning pedagogy. Reports on measures and metrics to determine costing and outcomes.
 - Serves as the headquarters for Hawai'i/Pacific Islands Campus Compact, a membership organization comprised of presidents and chancellors to promote civic engagement in higher education. Hawai'i/Pacific Islands Compact also provides opportunities for students to become members of Americorps, a federal service program.

Student Athlete Academic Services (previously located in the Colleges of Arts & Sciences)

- Provides comprehensive support services to assist student-athletes in clarifying life/career goals and developing meaningful educational plans to help them attain those goals, while maintaining NCAA and conference eligibility.
- Provides ongoing individual and small group academic advising to prospective, first-year, and continuing student-athletes.
- Provides accurate information about institution, college, Athletic Conference and NCAA policies and procedures to student-athletes, faculty, coaches, and staff.
- Monitors academic eligibility and satisfactory academic progress of assigned student-athletes according to NCAA and Athletic Conference policies and procedures and provides the required documentation.
- Provides services for new freshman and transfer student-athletes through orientation programs, workshops, and individual appointments.
- Supports the academic success and retention of student-athletes by providing a wide range of academic support and tutorial services.
- Consults with coaches and Athletic Department staff regarding student-athlete concerns.
- Develops and implements support programs to meet the needs of student-athletes including academically at-risk student-athletes who may be under-educated and/or learning disabled.
- Develops and implements programming in the five areas of Life Skills for student-athletes as mandated by the NCAA: academic development, athletic development, personal development, career development, and community service.
- Determines satisfactory academic progress and takes appropriate academic action in response to queries from other offices and programs, and for the purposes of maintaining the academic standards of the institution.

- Develops and conducts assessments, collects and distributes information, prepares formal and informal reports regarding student-athlete needs, preferences, and performance for use in making departmental and institutional decisions and policies.

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CAMPUS-WIDE PROGRAMS
MILITARY SCIENCE PROGRAM**

FUNCTIONAL STATEMENT

The functions of the Military Science Program (Army ROTC) are to attract, motivate, and prepare selected students with potential to serve as commissioned officers in the regular Army or the U.S. Army Reserve; to provide an understanding of the fundamental concepts and principles of military art and science; to develop leadership and managerial potential, a basic understanding of associated professional knowledge, a strong sense of personal integrity, honor, and individual responsibility, and an appreciation of the requirements for national security.

There are four areas of instructional support, required for continued operation of a ROTC program for the Army: Recruiting, General Administration, Supply, and Personnel.

- **Recruitment.** The Director, the Associate Director, and the Military Science Instructors all assist in recruiting part time, especially at key times shortly before college registrations. This involves traveling all over the State of Hawai'i to all secondary schools, and to all colleges and universities as well. In addition, this support function of recruiting also requires publication of recruiting materials and computer-assisted direct mailings. A publications and recruiting officer perform the preceding functions full time with the part-time help mentioned previously.
- **General Administration.** This involves handling all incoming and outgoing correspondence including filing and typing an average of 500 items per month. Also, instructional materials are typed by this section.
- **Supply.** Operations of this branch involve a complex supply system falling partly under State of Hawai'i procedures and partially under Army regulations. The Supply Sergeant coordinates logistical support with University officials and Army personnel outside the ROTC to buy, store, issue and obtain return of uniforms and equipment to include all items for overnight and week long leadership training workshops which include provisions of living facilities. Also, the Supply Sergeant recruits, trains, and supervises student workers.
- **Personnel.** Individual records must be maintained and complicated Army forms prepared for each cadet so that they are given their commissions and initial assignments in the Army.

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OFFICE OF UNDERGRADUATE EDUCATION
CAMPUS-WIDE PROGRAMS
AEROSPACE STUDIES**

FUNCTIONAL STATEMENT

Aerospace Studies is directed by a single-manager who performs as the Professor of Aerospace Studies (PAS) and as the Commander of the U.S. Air Force Reserve Officers' Training Corps (AFROTC) Detachment 175. On academic matters, the PAS reports to the Mānoa Chancellor's Office, and for military matters, the Detachment Commander reports to the Commandant of the AFROTC Southwestern Region located at Randolph Air Force Base, Texas.

The PAS manages the AFROTC program for the State of Hawai'i. The program provides aerospace studies covering air force leadership, history, technology, management, and military law. It administers the AFROTC College Scholarship Program in Hawai'i and includes USAF Officer Career Counseling services to high school and college students, scholarship funding and student expense reimbursement, and insures compliance with federal and USAF regulations. It maintains the joint University of Hawai'i and the U.S. Air Force ROTC Memorandum of Understanding and assists in the administration of the Uniform Commutation Fund. The program maintains liaison with and provides instruction in aerospace studies for the following:

1. Non-host crosstown institutions (degree granting)
 - a. Chaminade University of Honolulu
 - b. Hawai'i Pacific University (Downtown and Hawai'i Loa campuses)
 - c. Brigham Young University of Honolulu
 - d. UH-West O'ahu
 - e. Wayland Baptist University of Hawai'i
 - f. University of Phoenix
2. Non-host institutions
 - a. Honolulu Community College
 - b. Kapi'olani Community College
 - c. Leeward Community College
 - d. Windward Community College

The PAS administers the Air Force Officer Qualifying Test to all USAF officer candidates and AFROTC scholarship applicants, budgets and manages the local AFROTC national advertising account, provides information on the Junior Air Force ROTC program, and maintains liaison with the USAF Academy, Hawai'i Air National Guard, Department of Education, military bases, and the community to provide information on aerospace studies student opportunities.

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OFFICE OF ENROLLMENT MANAGEMENT**

FUNCTIONAL STATEMENT

Under the leadership of the Assistant Vice Chancellor for Enrollment Management, enrollment management programs work together to provide seamless services to undergraduate students for recruitment, admission, financial aid and scholarships, registration, student records, orientation, and support in the transition to college life. The unit has the following responsibilities:

- Develops campus enrollment goals and an enrollment management plan in consultation with the Vice Chancellor for Academic Affairs, the Associate Vice Chancellor for Undergraduate Education, and the Dean of Graduate Education.
- Determines the most efficient use of university time and space resources to ensure maximum utilization in setting the master schedule.
- Establishes coordinated deadlines for admissions, financial aid, and housing in coordination with Residence Life.
- Manages the registration and student records system for the Mānoa campus including management of the Banner Student Information System for the Mānoa campus and the STAR system, in consultation with the Vice Chancellor for Academic Affairs, the Associate Vice Chancellor for Undergraduate Education, and the Dean of Graduate Education.
- Oversees the School and College Services, Admissions and Records, and the Financial Aid & Scholarship Services units.

School and College Services

- Assists in the implementation of the campus enrollment management plan by coordinating and implementing recruitment programs for UHM.
 - Develops recruitment materials and markets the University of Hawai'i at Mānoa in accordance with the enrollment management plan.
 - Coordinates with and supports the recruitment efforts of the Native Hawaiian Academic Student Services unit.
 - Conducts recruitment of underrepresented minorities through culturally-appropriate methods in accordance with the enrollment management plan.
 - Coordinates and conducts off-campus recruitment programs in Hawai'i and the rest of the country, and hosts events to further the goals of the enrollment management plan.
 - Organizes workshops and other recruitment activities for prospective transfer students.
 - Provides informational materials to prospective students and their parents and high school and community college counselors. Maintains a close working relationship with University faculty/staff and high school administrators, counselors, and teachers. Sponsors workshops and conferences for high school and community college administrators and counselors.
 - Coordinates and conducts on-campus programs and visits for prospective students and their parents.
 - Organizes campus-wide participation in Hawai'i Career and College Fairs.

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- Works collaboratively with units/programs that support early intervention and recruitment efforts for underrepresented and Native Hawaiian prospective students.

Admissions & Records

- Supports the development and implementation of the campus enrollment management plan.
- Establishes and implements policies and procedures for the admissions and placement of students.
 - Counsels students and admits them into the University through the implementation of established policies and procedures and established admissions criteria.
 - Administers rules and regulations pertaining to residency (tuition) classification and establishes criteria by which equitable and consistent residency classifications are made.
 - Communicates and provides all necessary information to admitted students.
- Implements the registration and student records system for the Mānoa campus including the Banner Student Information System for the campus and the STAR system.
 - Plans the registration process and evaluates the extent to which student demands are met and the efficiency of the registration method utilized. Examines alternative registration methods and recommends changes and improvements.
 - Registers all students for courses.
 - Maintains student records for contact information, emergency contacts, grades, and other necessary information.
 - Maintains an accurate data storage and retrieval system.
 - Certifies enrollment of admitted students.

Financial Aid & Scholarship Services

- Supports the implementation of the campus enrollment management plan by finding financial aid resources for students.
- Provides leadership to meet the financial aid needs of students.
 - Conducts financial needs analysis with all admitted students.
 - Provides oversight of scholarship programs and donors.
 - Identifies and secures appropriate student financial aid funds from federal, state, and private sources.
 - Awards and accounts for funds in conformance with applicable rules, regulations, accounting practices, and audit standards.
 - Provides timely and accurate information to applicants regarding availability of funds, application procedures, need analysis methodologies, and awarding criteria.
 - Advises and counsels aid recipients on a variety of financial aid matters.
 - Assists in disbursing student aid awarded by non-university organizations.
 - Advises on matters relating to policies and procedures affecting the availability and delivery of student financial aid.
 - Prepares analytical studies and reports on a variety of topics related to the administration of student financial aid.
 - Maintains a close relationship with Employment and Career Services to ensure coordination of employment components of financial aid packages.

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INTERNATIONAL & EXCHANGE PROGRAMS**

FUNCTIONAL STATEMENT

Under the leadership of the Vice Chancellor for Academic Affairs, International & Exchange Programs work closely with the Associate Vice Chancellor for Undergraduate Education and the Dean of Graduate Education, and in consultation with the Mānoa International Education Committee, to support, develop, manage, and review international programs, students, faculty, and researchers at the University of Hawai'i at Mānoa, including generating and maintaining a database covering all aspects of international education and research across the campus. The unit is led by an Assistant Vice Chancellor. Its programs have the following responsibilities:

Exchange Programs

- Provides support services to incoming and outgoing exchange students and faculty coordinators.
- Coordinates recruitment, application and selection processes for UH students wishing to participate in formal exchange programs.
- Provides support services to UH students abroad.
- Coordinates application, accommodation, arrival and orientation activities for incoming international exchange students and pre-departure orientations for outgoing UH students.
- Provides support services to international students from exchange partner institutions.
- Serves as the UH primary point of contact and key resource on developing, implementing and maintaining international exchange agreements and partnerships with foreign institutions, with reporting functions related to such agreements.
- Oversees the administration and allocation of tuition waivers supporting international student exchange programs.
- National Student Exchange Program
 - Promotes, arranges, and supports semester or academic year exchanges for qualified undergraduate students at one of 177 participating consortium universities.
 - Receives, supports, and serves as advocate for incoming consortium participant students for semester or academic year exchanges at UHM.

International Services

- Provides support services for international students, faculty, scholars, and employees, and assist in processing visa documents and certifications to acquire and maintain appropriate visa status for UH Mānoa F-1 and J-1 students and UH System J-1 students.
 - Provides services to non-immigrants needing assistance in obtaining and maintaining legal status in the U.S.
 - Provides pre-arrival information, orientation programs and informational briefings.
 - Interprets regulations affecting non-immigrant student status in the U.S.
 - Provides support services designed to assist students with transition, adjustment and culture sharing.
 - Advises students through individual consultation and group workshops, and disseminate timely regulatory information.
 - Monitors compliance with federal and UH health insurance policies.
 - Develops and recommends policies and procedures for non-immigrant student employment and international student status.

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- Serves as a resource to the campus and UH system community in matters relating to student non-immigrant status.
- Ensures compliance with all applicable federal laws, with a priority on SEVIS compliance.
- Administers selected scholarships and tuition waivers designated for international students.
- Provides data on non-immigrant students to internal and external organizations.
- Serves as an advocate for international students.

Study Abroad Center

- The UHM Study Abroad Center (SAC), in cooperation with its Council, offers study abroad programs for a summer, a semester, and an academic year that enable UHM students to fulfill general education, focus, diversification, major, certificate, and graduation requirements in various locations around the world. Its primary responsibility is to serve the intellectual needs of students consistent with university policy and to provide venues for faculty participation from across the Mānoa campus as resident directors for teaching, faculty development and enrichment opportunities.
- The Council on Study Abroad guides the Center in accordance with its By-laws and Charges. The Council is mandated as a permanent standing committee of the Mānoa Faculty Senate and appointed by the Faculty Senate Executive Committee. It works cooperatively with the Study Abroad Director and is integrally involved in the areas of policy, academic program development, program assessment, and—most critically—the selection of faculty members to direct individual study abroad programs. The Council is not a sub-committee of a larger committee of international programs; rather it will provide representatives to other committees to facilitate information.
- The UHM Study Abroad Center specializes in overseas academic program development, implementation, delivery, student health, safety, security, risk assessment, and management through a variety of means, including on-site inspection and program evaluations in accordance with WASC standards.
- The Center provides training for faculty resident directors in health, safety, risk and liability as well as provides pre-departure cross-cultural training for students as part of the Center's standard of care.
- The Center operates as a self-sustaining unit and utilizes the funds it generates to support its programs.

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ACADEMIC PERSONNEL OFFICE**

FUNCTIONAL STATEMENT

Under the leadership of the Vice Chancellor for Academic Affairs, the Academic Personnel Office coordinates the personnel functions for the campus for faculty and executive/managerial employees. It is led by an Assistant Vice Chancellor for Academic Affairs and has the following responsibilities:

- Assists the Vice Chancellor in developing campus-wide policies and procedures for academic personnel issues.
- Advises faculty and administration on matters relating to faculty and executive/managerial personnel actions including appointment, reappointment, tenure, promotion, leaves, compensation, grievances, etc.
- Coordinates faculty tenure and promotion review and review of tenured faculty.
- Administers faculty contract provisions and participates in formulation of contract proposals.
- Conducts recruitment for senior-level executive/managerial positions.
- Administers Executive directions and Board policies regarding faculty and executive/managerial employees.
- Assists the Vice Chancellor regarding complaints, grievances, and disciplinary actions
- Coordinates professional development for academic administrative personnel.
- Oversees the Office of Faculty Development and Academic Support (OFDAS).

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ACADEMIC PERSONNEL
OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT

FUNCTIONAL STATEMENT

- Provides supervision, support, counsel, and infrastructure to the directors and coordinators of the Center for Teaching Excellence, the Center for the Study of Multicultural Higher Education, and the Center for Instructional Support as components of the Mānoa Faculty Development program.
- Plans and coordinates development and training programs for instructional personnel engaging in non-instructional and administrative duties, and faculty in related areas: department chairs, specialists, researchers, graduate assistants, etc.
- Plans and supports campus-wide orientations and in-service training activities for new faculty, department chairs, etc.
- Coordinates the production of instructional publications, such as orientation and resource manuals, annual reports on faculty teaching, awards, and scholarship; teaching awards and initiatives, and educational improvement fund projects.
- Develops and directs faculty recognition and incentive programs (travel grants, conferences, exchange programs, etc.) and coordinates the selection of excellence in teaching award winners.
- Assists the Mānoa Chancellor with policy development in the areas of faculty and staff development. Conducts instructional program planning and needs assessments, and establishes new directions and priorities to meet University goals and objectives in supporting teaching and instructional research.

In all of these cases, the Director has responsibility for initiating appropriate actions which reflect priorities established by the Mānoa Chancellor and which enhance the University's Faculty Development programs and capabilities.

- Serves as chair of the University Educational Improvement Fund Committee to make instructional development and research funds available across the University and to advise the Mānoa Chancellor on allocation of project development funds.
- Clarifies, supports, and articulates the relationship between the teaching and research efforts at the University of Hawai'i.
- Advises the Mānoa Chancellor during the budgetary process on allocation of human and physical resources which can strengthen teaching and faculty development.

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OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT
Center for Teaching Excellence

FUNCTIONAL STATEMENT

The establishment of the Center for Teaching Excellence is based on the institutional values expressed in the Strategic Plan and the academic priorities of the Mānoa Chancellor. The following assumptions support the establishment of the unit:

1. The cost of instruction is the major budget item at the University of Hawai'i, and it makes good sense to protect this investment. One means is to provide concrete support for individual teachers wanting to improve instruction.
2. The majority of university teaching faculty received scant pre-service training in teaching and learning as part of their graduate study. Thus it is appropriate to view the development of faculty excellence in teaching as an in-service developmental process, especially for less experienced teachers. This view further suggests that a university teacher is expected to grow in capability as a teacher throughout a career (just as he or she is expected to grow as a scholar, researcher, or artist).
3. Faculty are likely to devote the time and energy to improving their instructional abilities when they see that incentives are available to reward their efforts. An institution that requires quality teaching must simultaneously support its development and reward its achievement.
4. Values, expectations, and support services for teaching must be aligned throughout the University if teaching excellence is to be achieved and maintained. It becomes appropriate for the leaders of the University – both administrators and faculty – to honor teaching both by precept and example. Specifically, University policies and guidelines for hiring, retention, and promotion of teaching faculty need to articulate clear expectations of excellence in teaching and also of continued professional growth as a teacher. Evidence from studies of other large public universities shows that in an institutional context of positive valuing and high expectations for teaching a center for teaching can flourish and have a large impact. On the other hand, in a context of benign indifference or even hostility, a center for teaching can make no more than a cosmetic and marginal difference.
5. The teacher-learner equation must include attention to the role and abilities of the learner as well as the teacher. Influence of cultural backgrounds, styles of learning, and barriers to learning success are among the factors that both faculty and students need to understand. Providing support services for students to acquire study skills and effective learning strategies can greatly enhance the teaching-learning process.
6. The addition of higher expectations and standards for teaching to already strenuous criteria for retention and promotion must be balanced with appropriate support. National studies such as that reported in The Chronicle of Higher Education (February 4, 1987) conclude that stress and burnout are now increasingly common among university faculty because of the increased demands placed upon them. Achieving excellence in any endeavor requires time and energy, and this fact must be taken into account by chairs and deans. Additional emphasis on teaching should take place in an institutional context of human resource development.

FUNCTIONS

- Provides consultation for faculty and academic departments in the areas of course and teaching assessment by making available a variety of methods, both diagnostic and summative, of assessing instructional effectiveness.
- Provides consultation to individuals and academic departments in managing, and delivering instruction. Assists in the design of courses and instructional programs.
- Provides consultation and skill development programs to enhance instructional performance, including workshops, seminars, and courses (in conjunction with appropriate academic departments).
- Develops and implements, with the Graduate Division and academic departments, programs for graduate teaching assistants to enhance their instructional performance.
- Encourages professional renewal of teaching faculty by providing avenues for regeneration in the arts of teaching. Examples of this function will include grants for developing innovations in teaching, funding for travel to attend institutes and conferences on teaching and seminars, workshops, and consultation for enhancing teaching methods and provides intensive career counseling for faculty who are contemplating major professional changes.
- Provides a focus for upgrading to a level of excellence in the "instructional ecosystem." The physical environment has great impact on the success of instruction, and it must be shaped to support the instructional mission. The staff of the Center for Teaching Excellence will act as a liaison between teaching faculty and campus facilities management to ensure a supportive environment for teaching.
- Evaluates and recommends media services which might support the teaching mission. This function includes selecting films and audio-tapes, and guiding instructors in the state-of-the-art use of media. In order to realize an effective media support system for instructors, classrooms and auditoriums must be appropriately designed to accommodate the media, and equipment must be made easily accessible to faculty. Center staff advise on how this can be implemented by the Center for Instructional Support.
- Coordinates instructional support services needed for applied educational research projects in conjunction with the Center for the Study of Multicultural Higher Education.
- Collaborate with campus-wide and college-level student services units to provide programming to enhance faculty and student interaction in and out of the classroom.

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OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT
Center for the Study of Multicultural Higher Education

FUNCTIONAL STATEMENT

The concept of a Center for the Study of Multicultural Higher Education was born from a growing determination among the faculty and administration that achieving excellence must be reflected in all aspects of the University, including its teaching. The Center was born of two parents: the quest for excellence and the valuing of teaching.

As part of the University's Strategic Plan, the Center is one instrument for achieving its goals, particularly in "establishing an international – especially Pacific/Asian – focus; to serve as a bridge between the cultures of East and West and to become a leader in international and cross-cultural education; and to become the research, training, and cultural center of the Pacific Basin." There is additional relevance in the emphasis on "the fundamental importance of students and their success from entry through graduation." The Center can contribute to the realization of these values by providing collegiality, information, and research -- by assembling, generating, and disseminating knowledge that will assist faculty and students to achieve excellence in teaching and learning.

The concept of "teaching and learning" refers to those aspects of education that bear directly on the transmission and acquisition of knowledge, skills, and abilities. Undoubtedly all aspects of the University influence this transmission and acquisition -- its physical environment, its administrative structures, its fiscal base and the full range of its policies. The differentiating part of the concept of teaching and learning is that of "bearing directly." The "directness" of any aspect is a matter of degree that degree is often a matter of opinion and is itself subject to research.

The Center will encourage more faculty to engage in research that will assist colleagues to improve teaching and learning. One means of encouragement is through the concept of "classroom researcher" -- a faculty member who uses his or her own classroom as a laboratory, collecting data and using a variety of research methodologies appropriate to the study of teaching and learning in his or her particular discipline.

Much research relevant to teaching and learning in higher education is already conducted by independent researchers and well-funded research centers around the world; the Center should make available to our faculty those findings that will assist our faculty in achieving our own excellence. However, there are questions of critical importance to our faculty that are nowhere being addressed. The primary role of the Center should be to fill that open niche, to foster problem-driven research, to select problems that require answers not likely to be answered elsewhere.

For example, Hawai'i is uniquely multicultural, both in its study body and its faculty. Not only are we extraordinarily diverse in cultural heritages, but our cultures are largely of Asian/Pacific origin. Little research now being conducted can assist our faculty in understanding the implications of those cultural differences for achieving excellence in higher education. Virtually no research known to us will guide faculty in identifying instructional practices and settings to allow students of each cultural group to achieve their full potential of learning.

FUNCTIONS

- Collaborate with the Center for Teaching Excellence in identifying teaching and learning problems and conducting studies which will enhance student learning, especially for minority groups.

- Provide UH faculty in appropriate disciplines the opportunity and support to conduct instructional research.
- Foster communication and joint inquiry with like centers nationally and internationally by forming and maintaining exchange and liaison relationship with universities in Asia and the Pacific region.
- Facilitate interchange of information among researchers within the University of Hawai'i system who are concerned with higher education and:
 - discipline-centered organizations that foster higher education research, e.g., MLA, APA, College Science Improvement Program, etc.
 - by electronic bulletin boards, on-line information systems, coordinating committees, publications, and conferences.
- Contribute to campus bulletins to inform faculty of the Center's activities, findings, and conclusions in higher education research which will well be integrated with publications by the Center for Teaching Excellence and the Office of Faculty Development and Academic Support.
- Sponsor and facilitate national and local conferences, seminars, workshops on research projects which enhance teaching and learning.

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OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT
Center for Instructional Support

FUNCTIONAL STATEMENT

The primary mission of the Center for Instructional Support (CIS) is to provide the university community with support for instruction through the use of technology and technology-related services. The Center's major functions include the following:

- Consults with Mānoa academic units and individual faculty and students to help them plan and provide the richest possible learning experiences for students, and to assist them in using instructional technology effectively within that context.
- Conducts workshops and seminars in designing and implementing technology-based instruction.
- Ensures that appropriate and desired instructional equipment are easily accessible to faculty and students, through classroom installations and a system of equipment pools; schedules use of dedicated multimedia classrooms; issues equipment security keys for general-use classrooms; loans out equipment through central and satellite equipment pools; and systematically upgrades general-use classrooms with instructional technology.
- Ensures that requirements for appropriate learning technologies are included in all university academic planning and budgeting documents.
- Monitors Mānoa classrooms and laboratories to ensure the best possible environment for teaching and learning; serves as advocate for the faculty in the design of all new construction and renovations of classroom facilities; and serves as ombudsman to resolve faculty and student concerns about classrooms.
- Schedules and operates four 30-seat dedicated multimedia classrooms and one 196-seat auditorium for courses requiring occasional high-level video and interactive multimedia.
- Develops high quality, effective instructional materials including computer generated graphics, video, interactive multimedia, and slide-tape programs.
- Duplicates videotapes in 3/4" U-Matic, Hi-8, VHS and Beta formats and high-speed duplication of audio cassette tapes.
- Provides self-service in 35mm slide copying, video digitizing, scanner digitizing, Polaroid slide digitizing, and book binding.
- Operates service bureau for slide imaging and color printing.
- Provides campus repair for instructional equipment owned by Mānoa departments and programs.
- Houses digital media lab for faculty and staff to develop multimedia, computer graphics and digital video.
- Houses video/computer networked classroom for online instruction and distance education.
- Provides current instructional technology resources over the Internet using the World Wide Web.

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OFFICE OF ACADEMIC INSTITUTIONAL RESEARCH**

FUNCTIONAL STATEMENT

Under the leadership of the Vice Chancellor for Academic Affairs, the Office of Academic Institutional Research has responsibility for providing institutional research services related to academic programs. Responsibilities include:

- Provides support to the Vice Chancellor for Academic Affairs and other academic affairs staff by providing data, analyses, evaluations, and reports.
- Coordinates, monitors, and responds to information needs as required by academic units.
- Researches and prepares reports and analyses to support academic decision-making and accreditation.
- Oversees the implementation of campus-wide academic assessment activities, such as those for exiting students and alumni, and supports campus assessment programs.
- Coordinates participation of the Mānoa campus in major national academic assessment and data exchange programs.

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NATIVE HAWAIIAN ACADEMIC SERVICES**

FUNCTIONAL STATEMENT

Under the leadership of the Vice Chancellor for Academic Affairs, the Native Hawaiian Academic Services unit works closely with various units in undergraduate and graduate education to provide support services to both undergraduate and graduate students of Native Hawaiian descent. The Kualī'i Council serves as an advisory group to the unit. Responsibilities include:

- Recruitment of Native Hawaiian students to Mānoa by:
 - Strengthening the connections between UHM and the K-12 institutions throughout Hawai'i.
 - Increasing the capacity of UHM to better serve Native Hawaiian communities, by enhancing the financial aid component to better provide for the needs of the Native Hawaiian student.
 - Assisting other UHM programs in recruitment efforts of Native Hawaiians.
 - Creating innovative programs that funnel Native Hawaiian students through the pipeline of education from K-12 institutions to doctoral programs at UHM.
- Retention of Native Hawaiian Students by:
 - Strengthening the support of Native Hawaiian undergraduate students from their first semester at UHM through graduation and on to graduate school.
 - Strengthening the support of Native Hawaiian graduate and professional students from their first semester through graduation.
 - Providing basic and innovative support services and programs that assist Native Hawaiian students at all levels in matriculating at the highest level possible.
 - Assisting research and data collection and providing assessment and analysis that identifies issues related to retention of Native Hawaiian students at UHM and creates responsive services and programs from this information.
- Coordinates with Diversity and Access programs on recruitment and advocacy programs for Native Hawaiians.
- Provides staff development and mentorship to facilitate competency in the achievement of UHM goals and objectives and to develop and broaden the pool of qualified and competent Native Hawaiian leaders, directors, and administrators.
- Provides objective research on social and educational issues that affect the recruitment, retention, and leadership of Native Hawaiian students in higher education.
- Builds leadership skills in Native Hawaiian students while both serving the community and experiencing practical applications of their UHM training, both in and out of the university.

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- Supports Native Hawaiian faculty and staff who serve as leaders and mentors in the UHM community.
- Supports and encourages efforts to instill a Hawaiian sense of place at the University of Hawai'i at Mānoa.

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UNDERGRADUATE EDUCATION
CAMPUS-WIDE PROGRAMS
MĀNOA WRITING PROGRAM

FUNCTIONAL STATEMENT

The Mānoa Writing Program is intended to improve the writing component of the core and major programs at the Mānoa campus. It is responsible for testing incoming students, placing them in the appropriate courses, and overseeing the approval of courses to be designated in any given semester as writing intensive. The program is administered by a faculty director with the consultation and advice of an advisory board. The Director is responsible for the implementation of the goals and programs of the overall program.