

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS

FUNCTIONAL STATEMENT

I. INTRODUCTION

- A. Overview of the Office: The Office of the Vice Chancellor for Administration, Finance and Operations (VCAFO) provides leadership and executive management over administrative functions and services, as well as campus operations, for The University of Hawai'i at Mānoa. In addition, the following units report to the Vice Chancellor: Office of Financial and Physical Resource Management; Office of Human Resources Administration; Campus Services; Office of Safety and Security; Office of Information and Educational Technology Services; and, Office of Community Relations.
- B. Authority: The office has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, information technology services, auxiliary services, facilities management, and community, alumni and public relations. The establishment of new standing policies are prepared by the VCAFO and approved by the Chancellor.
- C. Interaction with Others: The Office of the VCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the office coordinates with the offices of the Vice President for Administration, Chief Financial Officer, Vice President for Research and Vice President for Academic Affairs on administrative and financial matters as appropriate.

II. MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE AND OPERATIONS

Through the various organizational sub-units, the VCAFO provides leadership and executive management over the following:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- In cooperation with the system office of Information Technology Services, identification of needs and coordination of planning and implementation of campus information technology services.
- Campus physical planning and management of space resources.
- Facilities and grounds maintenance.
- Environmental health and safety.
- Community Relations.
- Campus security and civil defense.
- Auxiliary enterprises including parking, food services, transportation services, faculty housing, and bookstore operations.

FEB 17 2005

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF FINANCIAL AND PHYSICAL
RESOURCES MANAGEMENT

FUNCTIONAL STATEMENT

The Office of Financial and Physical Resources Management (OFPRM) is under the administration of the Mānoa Vice Chancellor for Administration, Finance and Operations. The office has campus wide responsibility for planning and management of campus finances, the operating and CIP budgets and long term planning for the physical development of the campus and other land and buildings supporting campus programs.

Functional responsibilities are assigned to sub-units as follows: Manoa Budget Office; Office of Physical, Environmental and Capital Planning; Office of Finance and Accounting; and Research and Technical Support Services. Major functions of the OFPRM are:

Manoa Budget Office

- Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets.
- Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution policies and instructions; and the review of unfunded budget proposals.

Office of Finance and Accounting

- Prepares and analyzes periodic operating statements in support of the Mānoa chancellor's overall management of the campus.
- Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans.
- Keeps abreast of University accounting policies and procedures and manages compliance with these among campus fiscal officers.

Office of Physical, Environmental, and Capital Planning

- Maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility.
- Administers long range physical development plans for the campus as well as lands external to the campus supporting Mānoa programs.
- Administers the preparation and implementation of the campus CIP budgets.
- Manages the allocation and reallocation of space on campus to operating units.

Research and Technical Support

- Maintains a database of institutional information supporting the financial, budgetary, and physical planning functions of the campus
- Provides data analysis in support of the financial, budgetary, and physical planning functions of the campus, using modern software applications.

FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF FINANCIAL AND PHYSICAL
RESOURCES MANAGEMENT
UNIVERSITY OF HAWAII AT MĀNOA BUDGET OFFICE

FUNCTIONAL STATEMENT

Provides leadership, direction and advice in the preparation and execution of the University of Hawaii at Mānoa operating budget.

Serves as budget staff to those Vice Chancellors assigned UH Mānoa operational responsibilities, assisting in such matters as evaluation of budget requests, development of expenditure plans, and preparation of variance reports.

Develops and recommends UH Mānoa biennial and supplemental budget preparation policies and instructions in accordance with University policies and guidelines.

Evaluates campus operating budgets.

Prepares legislative testimony.

Works with UH Mānoa fiscal personnel in preparing and updating budgetary details in support of the budget request.

Develops and recommends policies and instructions for the allocation and expenditure of UH Mānoa appropriated funds.

Develops and recommends for approval by Vice Chancellor, expenditure allocations for UH Mānoa operating units.

Monitors UH Mānoa expenditures at the school, college, and institute levels on a quarterly basis for compliance with statutory requirements, legislative intent, and executive, and University policies.

Prepares quarterly allotment requests for UH Mānoa programs.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF HUMAN RESOURCES MANAGEMENT

FUNCTIONAL STATEMENT

The Office of Human Resources Management is assigned campus-wide functional responsibility for human resources management, except for academic personnel matters. The Office develops policies and procedures for the campus necessary to effectively implement BOR and Executive policies as they pertain to employees of the campus.

Major functional responsibilities of the Office include the development of effective policies and procedures and the consistent and effective compliance with these policies and procedures as they pertain to:

- Recruitment and appointment of employees.
- Implementation classification and pricing of executive/ managerial and APT positions.
- Implementation compensation packages including new hire rates, merit adjustments and other in-grade adjustments.
- Operation of employee relations and benefits programs.
- Maintaining employee records management.
- Implementing contract implementation including grievances.
- Providing in-service training.

FEB 17 2005

**STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
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OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF CAMPUS SERVICES**

FUNCTIONAL STATEMENT

The Office of Campus Services has functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, bookstore operations, student housing, faculty housing, facilities repairs and renovation, custodial services, utilities management, and grounds maintenance.

Campus services functions are grouped under the major categories of Auxiliary Enterprises and Facilities and Grounds and primarily:

- Maintains and service a fleet of vehicles for use by various campus organizations
- Operates on campus parking facilities for students, faculty, staff and employees
- Manages contractors to provide food services on campus, in dormitories and athletic events on a retail and catered basis
- Operates a system-wide bookstore operation with outlets on each University campus
- Operates commercial retail outlets for University apparel and other merchandise
- Manages the University's faculty housing facilities
- Manages the overall campus physical infrastructure including roadways, utilities, and utility distribution systems
- Repairs and renovates buildings
- Maintains and landscapes grounds.

FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF SAFETY AND SECURITY

FUNCTIONAL STATEMENT

The Office of Safety and Security is responsible for assuring a safe and secure campus environment that includes the lower campus as well as student and faculty housing complexes. The office is also responsible for protecting against property and personal loss due to natural and man-made disasters to the campus community.

Major functions of the office are administered through sub units as follows:

Campus Security

- Responds to incidences which may result in personal injury or property damage.
- Coordinates with HPD where enforcement of laws or ordinances are necessary.
- Provides safety or security escort services.
- Secures campus facilities.
- Provides routine campus patrol services.

Environmental Health and Safety

- Assures compliance with environmental regulations as they pertain to University teaching, research and support activities.
- Administers biological, fire, radiation, diving, and laboratory safety programs.
- Identifies, evaluates and controls workplace hazards including asbestos, chemical exposure, indoor air quality, excessive noise, and ergonomics.
- Manages the transportation, segregation, consolidation, and storage of potentially hazardous chemicals and chemicals in compliance with federal and state regulations.

Civil Defense

- Administers an emergency management program for the campus.
- Coordinates with applicable city, state, and federal agencies in preparing for and responding to natural and man made disasters such as hurricanes, tidal waves, and terrorist and criminal acts.

FEB 17 2005

**STATE OF HAWAI'I
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UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF INFORMATION AND
EDUCATIONAL TECHNOLOGY SERVICES**

FUNCTIONAL STATEMENT

The Office of Information and Educational Technology Services has responsibility for assuring that students, faculty and staff are provided modern technical support for information processing on campus. The Office develops and maintains hardware and application standards appropriate to administrative, instructional, and research environments on and off campus, and advises users on appropriate technological applications. The Office manages student computer laboratories on campus.

FEB 17 2005

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF COMMUNITY RELATIONS

FUNCTIONAL STATEMENT

The Office of Community Relations provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings greater visibility, recognition, and support to the University of Hawai'i at Mānoa as a leader in higher education. Specific responsibilities include developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University's multiple publics such as alumni, students and prospective students, parents, friends of the University, donors, businesses and corporations, and community groups; coordinating and monitoring legislative and governmental actions that impact the campus; and providing support and serving as the liaison to the University of Hawai'i Foundation. The Office:

- Establishes and implements a coordinated development strategy for the Mānoa campus in collaboration with Mānoa's senior leadership and the UHF.
- Establishes and implements a coordinated communications strategy and needed materials that support alumni and the campus' fundraising initiatives in collaboration with Mānoa's senior leadership and the UHF.
- Coordinates friend-raising and fund-raising initiatives in conjunction with the UHF.
- Establishes and maintain an up-to-date alumni database, by unit, for the campus in coordination with UHF.
- Serve as the campus' liaison to the University of Hawai'i Foundation (UHF) to build individual, organizational and corporate commitment and financial support for the Mānoa campus.
- Plans, coordinates and executes events in support of the campus' strategic objectives.
- Manages a special events schedule that fosters alumni and donor support of the campus.
- Oversees the campus' major annual events such as convocation.
- Serves as the liaison to and maintains positive working relations with internal and external departments and to vendors in the execution of special events affecting those units.
- Provides protocol services, information, and logistics to Mānoa units relating to interactions with dignitaries and guests.

FEB 17 2005

- Builds awareness, pride, involvement, and support among identified influential audiences.
- Ensures that the campus community participates in programs, organizations, and committees that advance its public service mission to increase the visibility and appreciation for the University of Hawai'i at Mānoa campus.
- Manages and enhance the campus' relationships with federal, state, and local governments.
- In concert with the Executive Assistant to the Chancellor, ensures that the University's interests are appropriately represented in legislative and policy deliberations relating to higher education.
- Receives and review all legislative bills and resolutions affecting the Mānoa campus.
- Reviews and assigns all legislative bills and resolutions to appropriate individuals/units to prepare responses, and coordinate and monitor legislative activity relating to those bills and resolutions to ensure accurateness and timeliness of response to the Legislature.
- Serves as the campus' information center on legislative initiatives and respond to constituent inquiries.
- Coordinates collaborative efforts among schools, colleges and other UH campuses and the community to build support for campus initiatives through appropriate legislative channels.

FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION,
FINANCE AND OPERATIONS
UNIVERSITY OF HAWAII AT MĀNOA BUDGET OFFICE

FUNCTIONAL STATEMENT

Provides leadership, direction and advice in the preparation and execution of the University of Hawaii at Mānoa operating budget.

Serves as budget staff to those Vice Chancellors assigned UH Mānoa operational responsibilities, assisting in such matters as evaluation of budget requests, development of expenditure plans, and preparation of variance reports.

Develops and recommends UH Mānoa biennial and supplemental budget preparation policies and instructions in accordance with University policies and guidelines.

Evaluates campus operating budgets.

Prepares legislative testimony.

Works with UH Mānoa fiscal personnel in preparing and updating budgetary details in support of the budget request.

Develops and recommends policies and instructions for the allocation and expenditure of UH Mānoa appropriated funds.

Develops and recommends for approval by Vice Chancellor, expenditure allocations for UH Mānoa operating units.

Monitors UH Mānoa expenditures at the school, college, and institute levels on a quarterly basis for compliance with statutory requirements, legislative intent, and executive, and University policies.

Prepares quarterly allotment requests for UH Mānoa programs.

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Date FEB 17 2005

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
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.

SUPERSEDED
Date FEB 17 2005

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.

SUPERSEDED

Date FEB 17 2005

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
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.

SUPERSEDED
Date FEB 17 2005

- 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.

SUPERSEDED
Date FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
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.

SUPERSEDED
Date FEB 17 2005

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE CHAIR 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.

SUPERSEDED
Date FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
MANOA CHANCELLOR'S OFFICE
UNIVERSITY OF HAWAII PRESS

MAJOR FUNCTIONS

Administration. Responsible both for charting the long-range development of the University of Hawai'i Press (UHP) and for supervising the day-to-day operations. The director is responsible for general editorial policies, budgeting, staffing, and allied administrative requirements of the program. The director operates with the advice of the UHP Editorial Board, which is appointed by the Manoa Chancellor. No book can bear the imprint of the UHP without the Board's approval.

Editorial. Responsible for and concerned with the content of a book. The editors screen incoming manuscripts for suitability to the Press' programs. They revise manuscripts and develop books from raw sources. They read original manuscripts for illogical organization, grammar, diction, rhetoric, and accuracy. They work with the author on ways of correcting deficiencies. Once the book is in production, the editors supervise the proofing and continue to work with the authors concerning printing matters. In addition, this unit handles copyrights.

Design and Production. Concerned with the physical form of the book. The production personnel organize and supervise the processes by which the designer's plan and the edited manuscript are converted into the actual book. They operate a computerized typesetting facility. They oversee the manuscript through the various manufacturing stages until a finished product is produced. They also are responsible for coordinating the manufacture of the book with promotional programs and distributional requirements. All manufacturing is contracted for with commercial firms.

Marketing. The sales activity of this unit is involved in the distribution of books throughout the world by means of wholesalers, retailers, and other distribution outlets. The sales effort is concerned with coordinating the work of commission sales agents, and supervising the discount schedule, the standing orders, and returns policy. The promotion activity utilizes direct mail, space advertisement, review media, and exhibits.

East-West Export Program. The Press operates the East-West Export Books (EWEB) program on behalf of 41 American scholarly publishers for direct selling in Asia and the Pacific.

Journals. Responsible for editing, production, subscription, and reprint fulfillment for 12 journals -- three quarterly, seven semiannual, and two annual. Also handles fulfillment for one additional journal.

Business. Accounting, order fulfillment, and warehousing. Warehouses are located in Hawaii and in York, Pennsylvania. This activity also prepares budgets, projections, analyses, and compiles operating ratio and break-even reports.

SUPERSEDED
Date FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
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.

SUPERSEDED
Date FEB 17 2005

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
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.

SUPERSEDED
Date FEB 17 2005

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MĀNOA
VICE CHANCELLOR FOR ADMINISTRATION,
FINANCE AND OPERATIONS

FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

Provides executive leadership in planning, coordinating, and directing the financial management, administrative operations and support services programs for the University of Hawai'i at Mānoa. Financial management, administrative operations, and support service programs may include research support services, financial planning and analysis, budget preparation and administration, human resource management support services, procurement, facilities operations, auxiliary services, information technologies, capital improvement planning, cashiering, and other programs such as bookstore operations, and support services that may be extended to other University systems.

- Develops innovative plans and initiatives with respect to financial management, administrative operations and support services within a resource development framework; long and short-range planning; and provides program direction to ensure infrastructure support to the Mānoa campus and its satellite off-campus programs.
- Develops and implements policies, procedures, reporting requirements, and compliance reviews.
- Creates processes that insure the broad inclusion of campus constituencies in the collaborative development of plans, policies, and procedures for financial management, administrative, and support services programs.
- Advises the Chancellor and other senior executives on UH Mānoa administrative, finance, and operations issues and programs.
- Administers long-range plans for the development of facilities to ensure that campus growth is consistent with the University's Master Plan.

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