

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.

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.

- Serves as the UHM source of expertise on the subject of academic programs and activities.
- Serves as the Chancellor's representative for academic programs with a variety of individuals, groups, and agencies, both inside and outside UH Mānoa, such as federal and state agencies, other higher education institutions, legislators, and the general public, which have the potential to take actions that impact UHM academic programs and capabilities.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).

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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.

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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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 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.
 - 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 Student Career and Employment 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.
- 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.
 - Coordinates application, accommodation, arrival and orientation activities for incoming international exchange students and pre-departure orientations for outgoing UH students.
 - Oversees the administration and allocation of tuition waivers supporting international student exchange programs.
 - Provides support services to UH students abroad.
 - Provides support services to international students from exchange partner institutions.
- 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.

- 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, 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.

Office of Faculty Development and Academic Support

- Under the leadership of the Assistant Vice Chancellor for Academic Affairs, 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 Vice Chancellor for Academic Affairs 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.
- Initiates appropriate actions that reflect priorities established by the Vice Chancellor and that enhance the University's Faculty Development programs and capabilities.

- Clarifies, supports, and articulates the relationship between the teaching and research efforts at UH Mānoa.
- Advises the Vice Chancellor during the budgetary process on allocation of human and physical resources that can strengthen teaching and faculty development.

Center for Teaching Excellence: The Center for Teaching Excellence provides faculty development support focused on the improvement of teaching and learning. Its responsibilities include:

- 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.
- Provides a focus for upgrading to a level of excellence in the “instructional ecosystem.” 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 that might support the teaching mission.
- Coordinates instructional support services needed for applied educational research projects in conjunction with the Center for the Study of Multicultural Higher Education.
- Collaborates with campus-wide and college-level student services units to provide programming to enhance faculty and student interaction in and out of the classroom.

Center for the Study of Multicultural Higher Education

- Collaborates with the Center for Teaching Excellence in identifying teaching and learning problems and conducting studies, which will enhance student learning, especially for minority groups.
- Provides UH faculty in appropriate disciplines the opportunity and support to conduct instructional research.
- Fosters communication and joint inquiry with similar centers nationally and internationally by forming and maintaining exchange and liaison relationship with universities in Asia and the Pacific region.
- Facilitates 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.
- Contributes 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.
- Sponsors and facilitates national and local conferences, seminars, workshops on research projects, which enhance teaching and learning.

Center for Instructional Support

The primary mission of the Center for Instructional Support 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 a variety of workshops and training sessions that enhance instruction through the use of technology.
- Ensures that appropriate and desired instructional equipment are easily accessible to faculty and students, through classroom installations and a system of equipment pools.
- 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 ombudsperson to resolve faculty and student concerns about classrooms.
- Schedules and maintains four 30-seat dedicated multimedia classrooms and one 196-seat auditorium for courses requiring occasional access to classrooms equipped with the latest technologies.
- Develops high quality, effective instructional materials including computer-generated graphics, 35mm slides, overhead transparencies, charts and graphs, illustrations, publications, certificates, signage, displays, video, and interactive multimedia.
- Offers a duplication service supporting a variety of video formats including VHS, Mini-DV, DVD-R, 3/4" U-matic, Hi-8, and Beta. Service supports translation to and from several international video standards.
- Provides a state-of-the-art non-linear video editing facility that allows faculty and students the ability to transform raw footage into a polished high-quality program.
- Manages a service bureau that can turn various computer file formats into high quality 35mm slides.
- Ensures reliability of all media equipment supporting classroom instruction by conducting preventative maintenance checks.
- Provides a campus repair facility that repair and maintain instructional equipment owned by Mānoa departments and programs.
- Promotes the use of technology by offering departments limited support installing data projection systems. Process includes assessment, consultation, procurement, installation, and training.
- Provides extensive instructional technology resources over the Internet through the department website.

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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 Kualii 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.
- 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.