



UNIVERSITY  
of HAWAII®  
MĀNOA

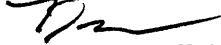
MEMORANDUM

RECEIVED

May 7, 2010<sup>10</sup> MAY 21 09:02

TO: Virginia S. Hinshaw  
Chancellor

MANOA CHANCELLOR'S  
OFFICE

VIA: Reed Dasenbrock   
Vice Chancellor for Academic Affairs

FROM: Thomas R. Bingham   
Interim Dean, College of Arts and Humanities

SUBJECT: Reorganization Proposal for the Academy for Creative Media

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization of the Academy for Creative Media into the College of Arts & Humanities.

RECOMMENDED EFFECTIVE DATE:

July 1, 2010

ADDITIONAL COST:

There are no additional costs associated with this reorganization.

PURPOSE:

The purpose of this reorganization is to move the Academy for Creative Media from the Office of the Assistant Vice Chancellor for Undergraduate Education to the College of Arts & Humanities.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* dated March 2008, reorganizations that:

- a) do not have an impact on BOR policy and/or laws;
- b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
- c) do not incur significant additional expenses; or
- d) do not have significant programmatic impact on the University

may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The details of the reorganization are outlined in the attached proposal.


ACTION RECOMMENDED:

It is recommended that the attached reorganization proposal for the Academy for Creative Media be approved.

Should you have any questions, please contact Interim Dean Thomas Bingham at X66460 or at bingham@hawaii.edu.

Attachments

APPROVED / DISAPPROVED:

  
\_\_\_\_\_  
Virginia S. Hinshaw  
Chancellor

5-30-10  
Date

## Reorganization Proposal:

### Academy for Creative Media

#### INTRODUCTION

The Academy for Creative Media (ACM) was established by the Board of Regents in January 2004 within the Colleges of Arts and Sciences at the University of Hawai'i at Mānoa (UHM) as an academic unit focusing on the study and production of cinematic and digital media. ACM has established an extensive curriculum and bachelor's degree requirements, approved by the Colleges of Arts and Sciences and the Vice Chancellor for Academic Affairs (VCAA). The Creative Media major, as a new program, has been administered through the Interdisciplinary Studies (IS) Program. The Bachelor of Arts degree in Creative Media was approved by the Board of Regents in May 2009. Eight faculty and two staff currently serve 120 majors and an additional 160 students per year. ACM courses satisfy general education distribution requirements in Humanities and Arts, and focus requirements for Writing, Oral Communication, and Ethics.

The College of Arts & Humanities (A&H) is one of four colleges comprising the Colleges of Arts and Sciences, with approximately 135 faculty and 38 staff serving 1,325 undergraduate and 415 graduate majors. A&H is home to the departments of American Studies, Art & Art History, History, Music, Philosophy, Religion, Speech, and Theatre & Dance. All A&H departments play important roles in UHM's General Education offerings. The three arts departments (Art & Art History, Music, Theatre & Dance) perform for or exhibit to over 80,000 people annually.

ACM currently falls within the Campus Wide Programs of the Office of Vice Chancellor for Academic Affairs under the direction of the Assistant Vice Chancellor for Undergraduate Education (AVCUE). With the approval of the bachelor's degree, it is appropriate for ACM to be reorganized into an academic college.

Bringing ACM into the College of Arts & Humanities will create new opportunities for collaboration and strengthen existing relationships among students and faculty in the Arts, further enhancing the presence of UHM and the Arts in the community. ACM students and faculty will have the academic support and representation by a dean's office and have access to a larger community of scholars. A&H programs will benefit from ACM's strong local, national, and international partnerships with film festivals, particularly the unique student exchange and filmmaking co-production program with Shanghai University and the Shanghai International Film Festival.

#### NARRATIVE

ACM grew out of a faculty-student-industry-community initiative begun in 2001 by then President Evan Dobelle to explore the needs for, and values of, a film school on the UHM campus. The current chair of ACM was the chair of this initiative group, appointed by then Chancellor Deane Neubauer. In 2002, the group submitted its final report, recommending a program be created to administer a major in Cinema and Digital Media by utilizing existing film and media studies courses and utilizing the existing Liberal Studies (later renamed Interdisciplinary Studies) program. An academic director would serve as program coordinator and advisor, and a creative director from the film industry would serve as a development

Reorganization Proposal  
Academy for Creative Media  
Page 2

director, coordinating fundraising and acting as industry liaison. The program started in Fall 2002 in the College of Arts and Humanities. Prof. Glenn Cannon of Theatre and Dance was named academic director, and Chris Lee, recently of Columbia and TriStar Studios was named creative director.

In Fall 2003, with an influx of private and state funding, the program was restructured by Chancellor Peter Englert to become its own academic unit, renamed the Academy for Creative Media, and placed under the supervision of the Office of Associate Dean of the Colleges of Arts and Sciences (CAS), which also included Interdisciplinary Studies. In January 2004 the Board of Regents approved the creation of ACM. New faculty positions were created with funding from the 2004 Legislature. When the office of the CAS associate dean was moved to the OVCAA to become the Office of Undergraduate Education, ACM also moved with it, with the understanding that once ACM developed its own BOR-approved degree program, it would move to an academic college. During that development period, the ACM major would continue to be administered by Interdisciplinary Studies, which also moved into the new Office of Undergraduate Education.

ACM built and developed faculty strength and curriculum over the ensuing academic years to its present eight faculty, two staff, and 39 courses. It received an Authorization to Plan for the Bachelor of Arts degree in Spring 2005 as well as its own curriculum alpha. Although the major was administered by IS, all requirements for the major, including core courses, track courses, and electives, were set by ACM. Each student had an ACM faculty advisor. The proposal for a BA Degree in Creative Media was first vetted by the OVCAA in Fall 2006, approved by the Colleges of Arts and Sciences Program and Curriculum Committee in Fall 2007, endorsed by the UHM Faculty Senate in Fall 2008, and approved by the UH Council of Chief Academic Officers in Spring 2009. The Board of Regents gave its final approval in May 2009.

From inception, the intent was for ACM to reside in an academic unit when a degree program was established. With approval of the Bachelor of Arts in Creative Media in 2009, the department is ready to move into an academic unit. The Bachelor of Arts in Creative Media has no connection to IS and thus is not an appropriate unit under AVCUE.

The AVCUE administers primarily campus-wide non-academic programs. The programmatic and support needs of ACM, including curriculum and faculty development, and tenure & promotion, can be addressed more efficiently by an established academic office. Placing ACM within an academic unit will allow AVCUE to continue its focus on supporting undergraduate education through academic service offices, such as advising and learning assistance centers across the campus.

Being part of A&H allows ACM faculty and students to interact more closely with colleagues who have similar experiences, interests, and needs. For example, films need music, actors, and design. Musicians, actors, and designers need additional venues in which to practice their craft. Tenure and promotion criteria and facility and equipment needs have much in common with the Arts, and like the Arts, ACM students and faculty present the results of their scholarship in public venues. The College is well-versed in supporting the activities of artistic faculty as well as faculty who publish. In addition, a closer relationship between ACM and A&H is consistent with the University's strategic mission "to preserve and contribute to the artistic and cultural heritage

Reorganization Proposal  
Academy for Creative Media  
Page 3

of the community” and “to prepare students for meaningful positions in the economy of Hawai‘i, the nation, and the Pacific.”

At peer institutions, film schools and creative media departments are often found in units housing the school of communication. They can also be found in the business school or aligned with computer information. Larger programs may stand alone, reporting directly to the chief academic officer. After consulting with the Shidler College of Business, the Colleges of Arts & Humanities, Social Sciences, and Natural Sciences, and the School of Pacific and Asian Studies, the faculty of ACM determined that the best fit for this program, based on factors noted throughout this document, is within the College of Arts & Humanities. While standalone status may be pursued at a future time, it is appropriate at this current stage of development for ACM to be within an established academic unit.

Those most directly impacted are the ACM faculty and staff, A&H dean’s office, A&H department chairs, and the Colleges of Arts and Sciences Student Academic Services (CASSAS).

- ACM faculty and staff will gain the support of a dean’s office well-versed in the policies, practices, and needs of what amounts to a performing arts department.
- Support functions will be shifted from AVCUE to A&H. The A&H administrative office is already understaffed. The additional personnel responsibilities can be handled by existing staff, but additional fiscal support is required to handle the complexity and level of activity in ACM (international travel, equipment, grants, insurance). To meet the additional workload, A&H will pursue an additional half-time fiscal officer.
- To meet the changing needs of ACM, the Computer Specialist PBC (95506F) has been established as an Instructional faculty (70283).
- An additional faculty position was appropriated in FB 2007-2009 as a specialist. This position has not yet been allocated to ACM due to budgetary constraints.
- A&H department chairs have discussed the positive impact of including ACM, a vibrant and visible program with established international relationships and the potential for dynamic collaborations into A&H, along with the challenges of adding a department with high operational costs to a college with scarce resources. To meet resource challenges the A&H dean will collaborate with the A&S Development Office to cultivate donors and reallocate college funds as necessary.
- CASSAS already advises ACM students as part of the IS program. As part of A&H and with the new BA degree, ACM students will have more frequent contacts with CASSAS advisors. The increased load can be handled by existing advisors.

The ACM budget will be transferred intact to A&H. No additional funds are required.

A&H and ACM faculty and staff have been consulted, and the Vice Chancellors for Academic Affairs and Administration, Finance & Operations have endorsed the reorganization.

Additional space is not required for the reorganization. ACM currently has office space in Crawford Hall and the Hawai‘i Public TV Building (KHET), and storage/programmatic space in KHET. The Vice Chancellor for Administration, Finance and Operations has stated that ACM will become the primary tenant in the KHET building to take advantage of its studio, set building,

Reorganization Proposal  
Academy for Creative Media  
Page 4

editing, and office space at the conclusion of UHM's present lease with Hawai'i Public TV in approximately 2014.

#### Record of Consultation and Concerns

A&H Department Chairs were concerned that adding a high-cost department to a college with a fragile budget would have a detrimental effect on their department allocations. Response: The ACM budget is being transferred intact to A&H. There will be no immediate negative impact on A&H operating budgets. The Chairs recognize the academic value of including ACM in the College.

ACM faculty & staff recognize the value of being part of an academic unit.

ACM students have expressed no concerns.

The following units and organizations have also been consulted, and responses are attached:

- Manoa Budget Office
- Manoa Finance and Accounting
- Manoa Human Resources
- Senate Executive Committee
- HGEA
- UHPA (no response)

A&H Dean's Office staff are concerned about the additional workload of an active department. Response: The Dean and Administrative Officer met with HGEA representatives and reaffirmed the College's intention to hire an additional .5 FTE fiscal officer to assist with the additional load. The College will monitor the impact of the reorganization and will consider increasing the fiscal officer position to full time if the budget permits.

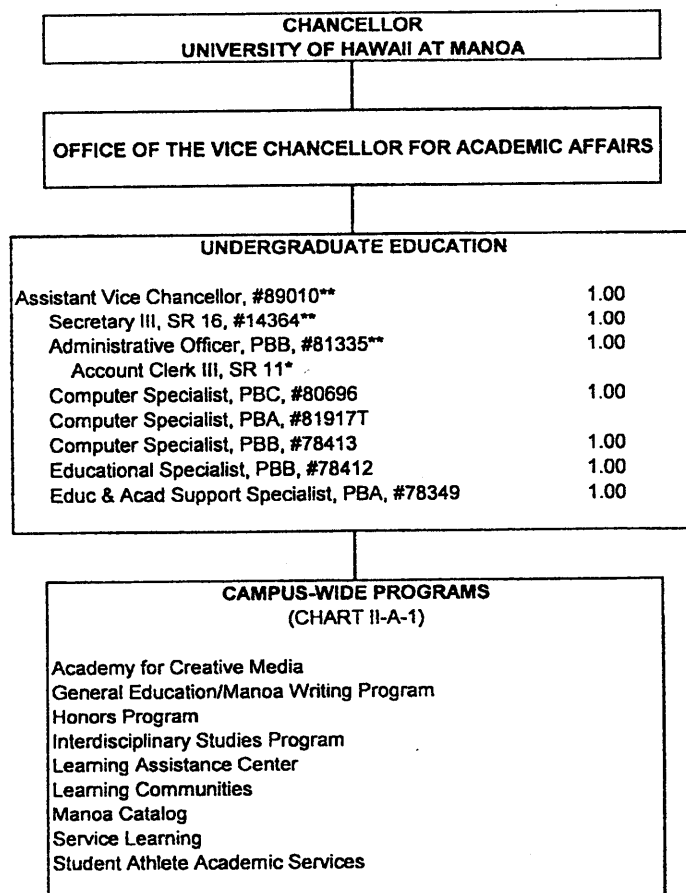
All typographical errors noted and organizational chart revisions suggested by the UHM Director of Human Resources and the Manoa Budget Director have been corrected.

CURRENT

**CHART UPDATED**

**JUL - 1 2009**

University of Hawai'i  
at Mānoa



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS  
UNDERGRADUATE EDUCATION

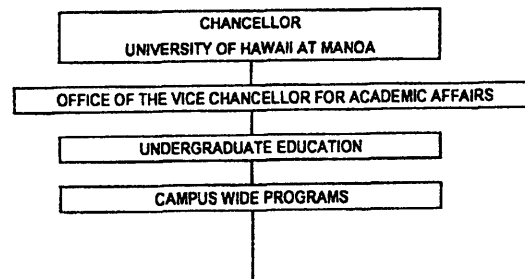
POSITION ORGANIZATION CHART  
CHART II-A

GENERAL FUND FTE: 7.00  
GENERAL FUND TEMP FTE: 1.00

\* New position approved in 2/17/05 reorg, position  
number to be determined  
\*\* Position to be redescribed

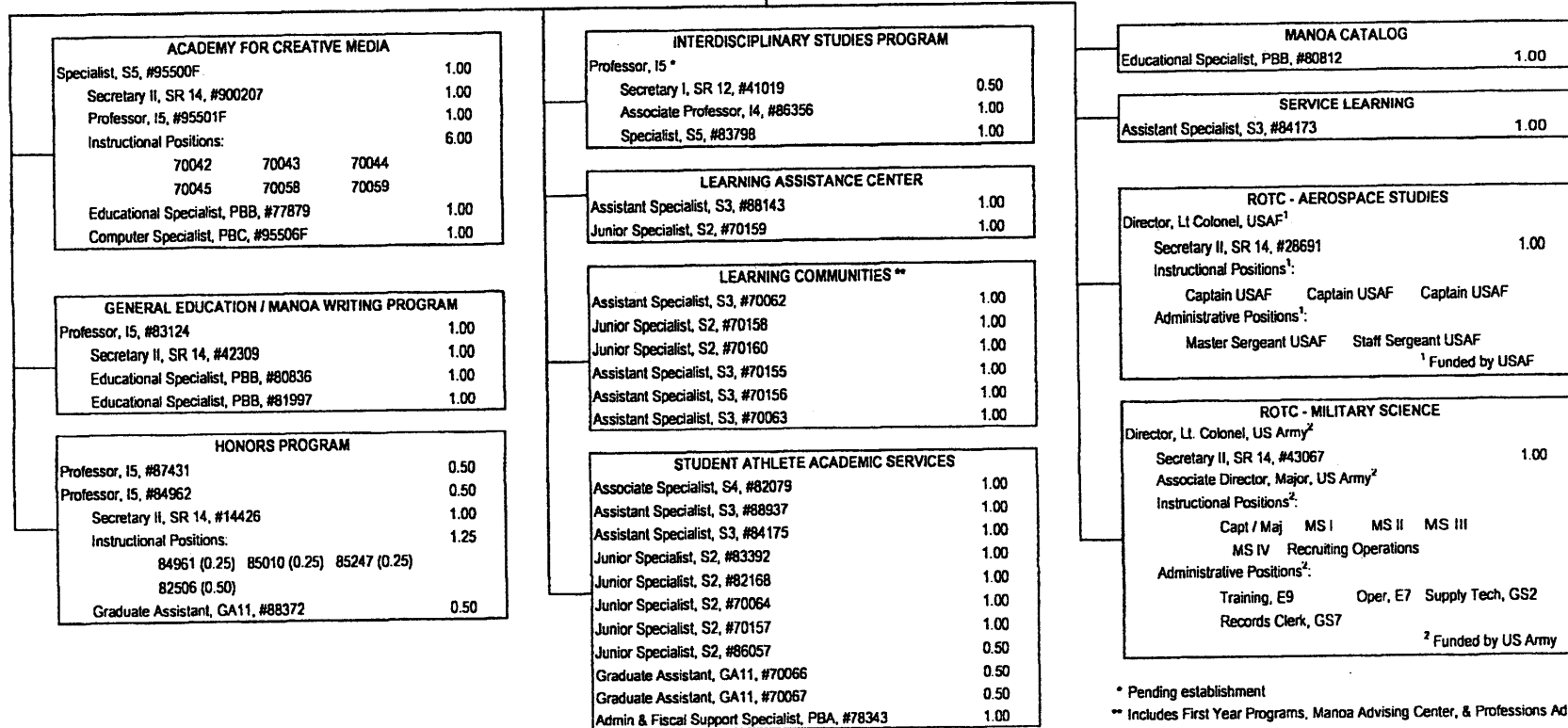
**CHART UPDATED****JUL - 1 2009****University of Hawai'i  
at Mānoa**

GENERAL FUND FTE: 42.75

**CURRENT**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS  
UNDERGRADUATE EDUCATION  
CAMPUS-WIDE PROGRAMS

POSITION ORGANIZATION CHART  
CHART II-A-1



\* Pending establishment

\*\* Includes First Year Programs, Manoa Advising Center, &amp; Professions Advising Center



CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS  
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.

CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS  
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 undergraduate 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 Asections—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.

CURRENT**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 cross-town 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.

CURRENT

- 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.

**CURRENT**

OFFICE OF THE CHANCELLOR  
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

OFFICE OF THE DEAN	
DEAN, #89198	1.00
SECRETARY III, SR16, #35033	1.00
ASSOCIATE DEAN, #89260	0.50
SYSTEM PROGRAMMER, PBA, #81388	1.00
	<u>3.50</u>

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF ARTS AND HUMANITIES

Position Organization Chart

Chart I

ADMINISTRATIVE OFFICER, PBC, #80828	1.00
ADMINISTRATIVE OFFICER, PBB, #78625	1.00
ADMINISTRATIVE OFFICER, PBB, #81228	1.00
PERSONNEL OFFICER, PBB, #78313	1.00
PERSONNEL CLERK IV, SR11, #39227	1.00
	<u>5.00</u>

EIGHT DEPARTMENTS  
Charts II-A through II-H

American Studies  
Art and Art History  
History  
Music  
Philosophy  
Religion  
Speech  
Theatre and Dance

**CHART UPDATED**

JUL - 1 2009

University of Hawai'i  
at Mānoa

General Funds 8.50  
Grand Total by Fund: General Funds 199.00  
Approved:

*TRB*

07/10/09

Thomas R. Bingham, Interim Dean  
College of Arts and Humanities

**FUNCTIONAL STATEMENT  
UNIVERSITY OF HAWAI'I AT MANOA  
THE COLLEGE OF ARTS AND HUMANITIES**

**Dean of the College of Arts and Humanities**

The Office of the Dean of the College of Arts and Humanities directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

**The College of Arts and Humanities consists of eight departments: American Studies, Art and Art History, Theatre and Dance, History, Music, Philosophy, Religion, and Speech.**

The role of the college is to implement the mission statement of the university, which is:

- to provide all qualified people in Hawai'i an equal opportunity for high quality university education
- to create knowledge and gain insights through research and scholarship
- to preserve and contribute to the artistic and cultural heritage of the community
- to provide other public service through the dissemination of current and new ideas and techniques.

The college serves two broad constituencies: (1) students seeking general education subjects within and beyond the arts and sciences "Core" and (2) undergraduate and graduate majors within our eight departments and in the Honors and Liberal Studies programs. The college has over 1,424 majors and serves over 11,788 students each semester.

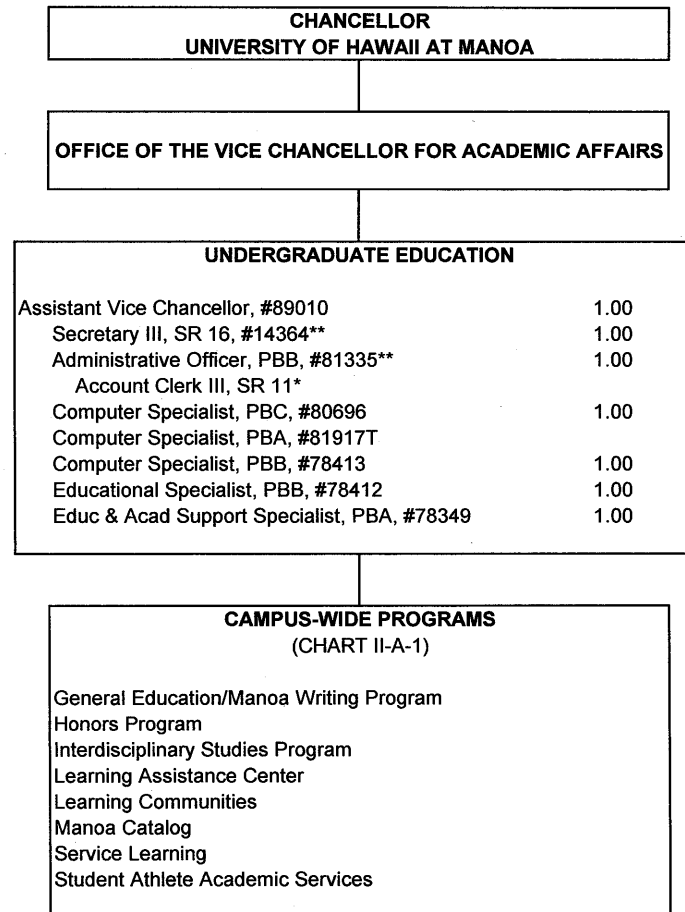
In concert with the role the college plays in implementing and enhancing state and university plans and in helping departments, faculty, staff, and students reach their goals, our mission is:

- to support the university's special interest in Asia and the Pacific
- to reaffirm the centrality of the arts and humanities in higher education
- to help students adapt to rapid cultural and technological change
- to reassert the value of personal involvement in and responsibility to society
- to prepare students for meaningful positions in the economy of Hawai'i, the nation, and the Pacific.

**CURRENT**

**Because of the university's geographical position, the college and its departments are unusually conscious of the importance of the Pacific Basin nations and Asia, and many course offerings in proportion of the teaching and research in these areas has been done by faculty and students in our college. The college maintains a close relationship with the School of Pacific and Asian Studies (SPAS), because so many of our faculty are involved in the SPAS activities.**

**07/01/09**

**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS  
**UNDERGRADUATE EDUCATION**

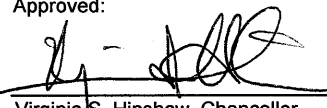
POSITION ORGANIZATION CHART  
CHART II-A

GENERAL FUND FTE: 7.00  
GENERAL FUND TEMP FTE: 1.00

\* New position approved in 2/17/05 reorg, position  
number to be determined

\*\* Position to be redescribed

Approved:

  
Virginia S. Hinshaw, Chancellor  
University of Hawaii at Manoa

Date

5-30-10

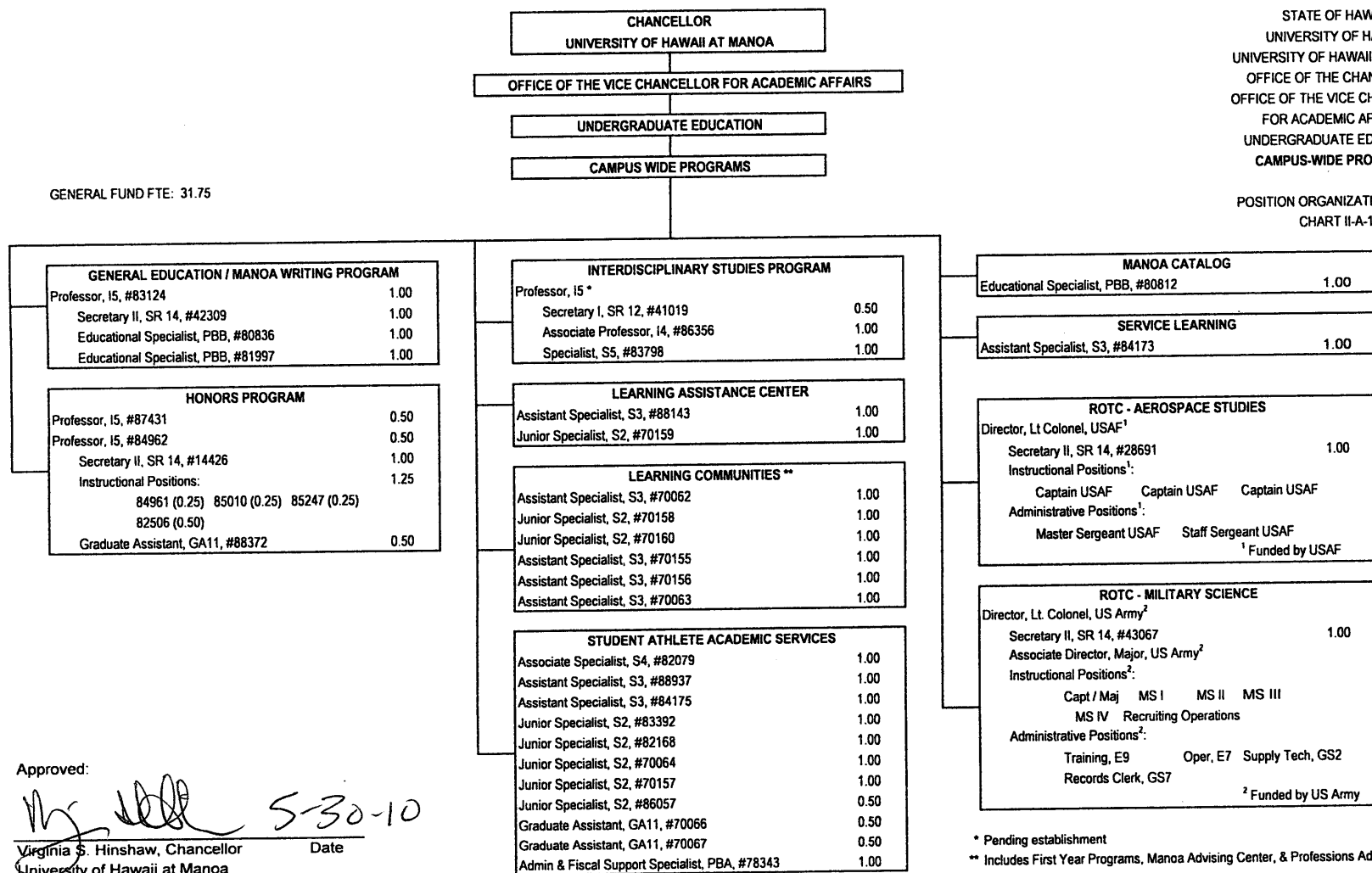


**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS  
UNDERGRADUATE EDUCATION  
CAMPUS-WIDE PROGRAMS

POSITION ORGANIZATION CHART  
CHART II-A-1

GENERAL FUND FTE: 31.75



Approved:

Virginia S. Hinshaw, Chancellor  
University of Hawaii at Manoa

Date

\* Pending establishment

\*\* Includes First Year Programs, Manoa Advising Center, & Professions Advising Center

**PROPOSED**

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  
**OFFICE OF UNDERGRADUATE EDUCATION**

FUNCTIONAL STATEMENT

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  - 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 Associate Vice Chancellor for Enrollment Management in developing undergraduate campus enrollment goals and an enrollment management plan.
- Assists the Associate 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.

**PROPOSED**

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  
 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 Assistant Vice Chancellor for Undergraduate Education.

**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 undergraduate 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.

**PROPOSED****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 Assistant 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 cross-town institutions (degree granting)
      - a. Chaminade University of Honolulu
      - b. Hawai'i Pacific University (Downtown & Hawai'i Loa)

**PROPOSED**

- 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.

**PROPOSED**

- 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.

**Approved:**

  
\_\_\_\_\_  
**Virginia S. Hinshaw, Chancellor**  
**University of Hawaii at Manoa**

  
\_\_\_\_\_  
**Date**

**PROPOSED**

OFFICE OF THE CHANCELLOR  
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

OFFICE OF THE DEAN

DEAN, #89198	1.00
SECRETARY III, SR16, #35033	1.00
ASSOCIATE DEAN, #89260	0.50
SYSTEM PROGRAMMER, PBA, #81388	1.00
	<u>3.50</u>

ADMINISTRATIVE OFFICER, PBC, #80828	1.00
ADMINISTRATIVE OFFICER, PBB, #78625	1.00
ADMINISTRATIVE OFFICER, PBB, #81228	1.00
PERSONNEL OFFICER, PBB, #78313	1.00
PERSONNEL CLERK IV, SR11, #39227	1.00
	<u>5.00</u>

NINE DEPARTMENTS  
Charts II-A through II-I

American Studies  
Art and Art History  
History  
Music  
Philosophy  
Religion  
Speech  
Theatre and Dance  
Academy for Creative Media


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF ARTS AND HUMANITIES

Position Organization Chart

Chart I

General Funds 8.50  
Grand Total by Fund: General Funds 210.00

Approved:

  
Virginia S. Hinshaw, Chancellor  
University of Hawaii at Manoa

5-30-10  
Date

**PROPOSED**

## OFFICE OF THE DEAN

## ACADEMY FOR CREATIVE MEDIA

SPECIALIST, S5, #70040 *	1.00
SECRETARY II, SR-14, #900207	1.00
PROFESSOR, I5, #70041 **	1.00
EDUCATIONAL SPECIALIST, PBB, #77879	1.00
INSTRUCTIONAL POSITIONS:	
Full Time: # 70042, 70043, 70044, 70045, 70058	7.00
70059, 70283 ***	
	<hr/>
	11.00


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF ARTS AND HUMANITIES

Position Organization Chart

Chart II-I

General Funds 11.00

Approved:

  
Virginia S. Hinshaw, Chancellor  
University of Hawaii at Manoa

Date

5-30-10

\* Previously reflected as Pseudo #95500F  
\*\* Previously reflected as Pseudo #95501F  
\*\*\* Previously reflected as Pseudo #95506F



**FUNCTIONAL STATEMENT  
UNIVERSITY OF HAWAI'I AT MANOA  
THE COLLEGE OF ARTS AND HUMANITIES**

**Dean of the College of Arts and Humanities**

The Office of the Dean of the College of Arts and Humanities directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

**The College of Arts and Humanities consists of nine departments: American Studies, Art and Art History, Theatre and Dance, History, Music, Philosophy, Religion, Speech, and the Academy for Creative Media.**

The role of the college is to implement the mission statement of the university, which is:

- to provide all qualified people in Hawai'i an equal opportunity for high quality university education
- to create knowledge and gain insights through research and scholarship
- to preserve and contribute to the artistic and cultural heritage of the community
- to provide other public service through the dissemination of current and new ideas and techniques.

The college serves two broad constituencies: (1) students seeking general education subjects within and beyond the arts and sciences "Core" and (2) undergraduate and graduate majors within our nine departments and in the Honors and Interdisciplinary Studies programs.

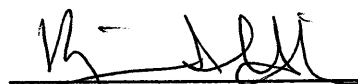
In concert with the role the college plays in implementing and enhancing state and university plans and in helping departments, faculty, staff, and students reach their goals, our mission is:

- to support the university's special interest in Asia and the Pacific
- to reaffirm the centrality of the arts and humanities in higher education
- to help students adapt to rapid cultural and technological change
- to reassert the value of personal involvement in and responsibility to society
- to prepare students for meaningful positions in the economy of Hawai'i, the nation, and the Pacific.

PROPOSED

Because of the university's geographical position, the college and its departments are unusually conscious of the importance of the Pacific Basin nations and Asia, and many course offerings in proportion of the teaching and research in these areas has been done by faculty and students in our college. The college maintains a close relationship with the School of Pacific and Asian Studies (SPAS), because so many of our faculty are involved in the SPAS activities.

Approved:

  
\_\_\_\_\_  
Virginia S. Hinshaw, Chancellor  
University of Hawaii at Manoa

5-30-10  
\_\_\_\_\_  
Date

## Next Organization Proposal

**UNIVERSITY OF HAWAII AT MĀNOA**

Office of the Vice Chancellor for Students


RECEIVED


April 23, 2010


'10 APR 26 P3:01

**MEMORANDUM**MĀNOA CHANCELLOR'S  
OFFICE

To: Virginia S. Hinshaw  
Chancellor

Via: Reed Dasenbrock   
Vice Chancellor for Academic Affairs

Via: Francisco Hernandez   
Vice Chancellor for Students  
Interim Assistant Vice Chancellor for Enrollment Management

From: Alan Yang   
Associate Vice Chancellor for Students  
Interim Director, Admissions and Records

Subject: **Enrollment Management Reorganization**

**Specific Action Requested:**

We request your approval of the reorganization proposal to move the unit and functions of Enrollment Management from the Office of the Vice Chancellor for Academic Affairs (OVCAA) to the Office of the Vice Chancellor for Students (OVCS). Approval is also requested for the internal reorganization of the Office of Enrollment Management to enhance efficiency, collaboration and the delivery of services to current and prospective students. The proposed reorganization has been reviewed by the Offices of the Vice Chancellors for Academic Affairs; Administration, Finance and Operations and Students; Mānoa Budget Office and Mānoa Human Resources. Consultation has occurred with all impacted units and the Mānoa Faculty Senate and Hawai'i Government Employees Association.

**Recommended Effective Date:**

Immediately upon final approval.

**Additional Cost:**

Upon approval, appropriate position redescriptions and reclassifications will be submitted as noted in the attachments. Any additional cost will be accommodated through internal reallocation of funds.

**Purpose:**

This reorganization proposal was initiated in Spring, 2008 with all unit staff impacted by the proposed changes. It is supported by staff members of impacted units and will enhance the delivery of services to prospective and enrolled students. Details of the reorganization are provided in the attached Executive Summary and Proposal.

**Background:**

Pursuant to Administrative Procedure A3.101 dated March 2008, reorganizations that: (a) do not have impact on BOR Policy and/or laws; (b) do not create, eliminate or significantly change responsibilities of programs reporting directly to the Board of Regents or President; (c) do not incur significant additional expenses; or, (d) do not have significant programmatic impact on the University, may be approved under delegated authority (APM, A3.101, Part 3b).

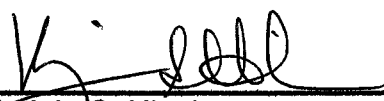
**Action Recommended:**

We recommend your approval of the reorganization proposal to move the unit and functions of Enrollment Management from the Office of the Vice Chancellor for Academic Affairs (OVCAA) to the Office of the Vice Chancellor for Students (OVCS). We also recommend your approval of the internal reorganization of the Office of Enrollment Management to increase and enhance the efficiency, collaboration and delivery of services to current and prospective students.

Should you have any questions, please contact me at x63290 or at [alany@hawaii.edu](mailto:alany@hawaii.edu).

Attachments:      Executive Summary  
                          Proposal for Reorganization  
                          BJ/BT Positions Impacted  
                          Current Organizational Charts & Functional Statements  
                          Proposed Organizational Charts & Functional Statements  
                          Consultation and Review Correspondence

**APPROVED/DISAPPROVED:**

  
 Virginia S. Hinshaw  
 Chancellor

4-29-10

Date

**PROPOSAL FOR REORGANIZATION  
OFFICE OF ENROLLMENT MANAGEMENT  
UNIVERSITY OF HAWAII AT MĀNOA**

**EXECUTIVE SUMMARY**

A critical goal for University of Hawai'i at Mānoa is to address strategic enrollment management in policy, procedure and implementation. Specific enrollment management goals for UH-Mānoa include increasing freshman enrollment, particularly from residents of the State of Hawai'i; increasing transfer enrollment, particularly from UH Community Colleges; addressing underserved populations; and improving retention and graduation rates. Enrollment management is also essential for UH-Mānoa's academic planning and budget allocations as student enrollment is directly linked to curriculum needs and tuition and fee revenues generated. Effective enrollment management is defined by the role the institution fulfills in serving the local, state, national and international communities.

The proposed reorganization is addressed in two parts:

Part I proposes moving responsibility for Enrollment Management from the Vice Chancellor for Academic Affairs to the Vice Chancellor for Students as the collaboration of Enrollment Management and Student Affairs units are essential to achieving institutional goals and student success.

Part II proposes the reorganization and consolidation of current Enrollment Management Units to improve the efficiency, collaboration and delivery of services to both prospective and enrolled students.

**PROPOSAL FOR REORGANIZATION  
OFFICE OF ENROLLMENT MANAGEMENT  
UNIVERSITY OF HAWAI'I AT MĀNOA**

**PART I**

**INTRODUCTION:**

This is a proposal to move the Office of Enrollment Management, Office of the Vice Chancellor for Academic Affairs, University of Hawai'i at Mānoa to the Office of the Vice Chancellor for Students, University of Hawai'i at Mānoa. The Office of Enrollment Management will be transferred intact with positions, functions and programs from the responsibility of Vice Chancellor for Academic Affairs to the Vice Chancellor for Students. No impact to the classification of positions is anticipated at this time.

**PRESENT ORGANIZATION:**

As part of an earlier reorganization of the University of Hawai'i at Mānoa, the Office of Enrollment Management was established within the Office of the Vice Chancellor for Academic Affairs. The programs and functions include responsibility for providing leadership in providing seamless services to undergraduate students for recruitment, admission, financial aid and scholarship, registration, student records, orientation, and support in the transition to college life. Specifically, these functions include establishing deadlines for admissions, financial aid, and housing coordination with Residential Life; implementing and coordinating recruitment of students to the University of Hawai'i at Mānoa (UHM) campus; developing and implementing admissions and placement of students that include counseling, student residential classification and managing the registration and student records systems through the Student Information Systems; and administering federal, state, and private sources relating to identifying financial and resources for students.

The overall administrator is the Assistant Vice Chancellor, Position No. 89309 that reports directly to the Vice Chancellor for Academic Affairs, Position No. 89104. The programs within Enrollment Management are as follows: Admissions and Records, Financial Aid Services and School and College Services.

**PROPOSED ORGANIZATION:**

An analysis conducted in 2001 determined that the functions of Admissions and Records, Financial Aid Services, and School and College Services would be best served within the internal administration of Academic Affairs. This was based on the intent to consolidate the similar services under the same administrator to strengthen the academic aspect of new students and coordinate with academic related services (articulation, curriculum and advising development, 'etc.'). The original decision to place Enrollment Management under VCAA was reviewed by an advisory group. However, in reviewing how the current structure operates within Academic Affairs, it appears that the commonality of functions and programs within Student Affairs better supports Enrollment Management programs and functions. The existing Student Affairs programs include Student Life and Development; Career Development and Student Employment; Student Equity, Excellence, and Diversity; Counseling; University Health Services; Judicial Affairs and Student Housing and Residential Life.

The reorganization will move the Office of Enrollment Management structure and programs intact from the Office of the Vice Chancellor for Academic Affairs, UHM to the Office of the Vice Chancellor for Students, UHM. There will be no supervisory or functional changes made to the structure or programs at this time. UHM does not presently anticipate any changes in classification to the positions and functions in Enrollment Management in this phase of the reorganization.

Upon approval of the reorganization, the Enrollment Management Assistant Vice Chancellor position will report directly to the Vice Chancellor for Students and become part of the management team of Student Affairs.

#### IMPACT:

The Office of Vice Chancellor for Academic Affairs will transfer all general funds, positions and counts related to Enrollment Management to the Office of Vice Chancellor for Students. Position description for the Assistant Vice Chancellor, Position No. 89309, will be updated to reflect supervisory responsibility to the Vice Chancellor for Students.

There will be no additional costs associated with the transfer of the structure and programs. The equipment, offices, location and supplies remain intact with no changes. Status of funding of Position No. 89309 is stated in Financial Impact, Part II.

#### RECOMMENDATION:



**Recommend the approval of the transfer of program, positions, and funding of the Office of Enrollment Management from the Office of the Vice Chancellor for Academic Affairs to the Vice Chancellor for Students.**

**PROPOSAL FOR REORGANIZATION  
OFFICE OF ENROLLMENT MANAGEMENT  
UNIVERSITY OF HAWAI'I AT MANOA**

**PART II**

**INTRODUCTION:**

This is a proposal to increase the efficiency and effectiveness of the Office of Enrollment Management by consolidating and reorganizing units to enhance collaboration, cross training and support of services provided. The Office of Enrollment Management is responsible to direct relevant campus programs related to enrollment management. These programs are Admissions & Records (A&R), Financial Aid & Scholarship Services (FASS) and School & College Services (SCS). Unfortunately, due to legislative action, the position of Director of A&R was abolished in FY05. To address this loss, it is proposed that the Assistant Vice Chancellor for Enrollment Management be retitled to Associate Vice Chancellor and also serve as the Director of Admissions.

Also being proposed is the integration/consolidation of School & College Services with Admissions to become the focus of student recruitment through admission for this campus. This proposed action would better facilitate student recruitment coordination, encourage and promote shared resources and ensure a smooth flow from a prospective students' initial interest through application and admission to Mānoa.

It is also proposed that Records & Registration and Information and Computer Services be separate reporting lines and no longer part of the current Admissions & Records. This allows for a more focused approach to distinct areas within enrollment management and better coordination of services between units.

**PROPOSED REDESCRIPTION OF THE ASSISTANT VICE CHANCELLOR POSITION:**

The Board of Regents had approved the current Chancellor's Office Reorganization Plan on February 17, 2005. An Assistant Vice Chancellor for Enrollment Management was created. There were no budgeted funds identified specific to this position at the time of approval. The plan indicated that funds would be made available either through the budget request process to the Legislature or internal reallocation. The University submitted such a request for additional funding both in the BI2007-2009 and Supplemental Budget 2008-2009. Unfortunately, both

attempts were unsuccessful. Therefore, the Chancellor's Office commitment to fund position through internal reallocation is required.

Admissions & Records was previously headed by Specialist and Director of Admissions & Records, Position No. 82630. Unfortunately, this position was one of the 162.50 position counts that were swept from UH-Mānoa during the 2005 Legislative session. The Director of Admissions and Records plays a vital role in the total scheme of enrollment management and permanency of leadership is essential. Therefore, it is proposed that Position No. 89309, Assistant Vice Chancellor for Enrollment Management be redescribed to also assume the role of Director of Admissions. Due to expansion of responsibilities, it is proposed that position be retitled to Associate Vice Chancellor for Enrollment Management and Director of Admissions.

#### CONSOLIDATION OF SCHOOL & COLLEGE SERVICES AND ADMISSIONS:

Currently, School & College Services (SCS) and Admissions & Records (A&R) both conduct student recruitment. SCS relies heavily on A&R personnel to assist in several of its recruitment activities. SCS also relies heavily on the student database collected and maintained by Admissions and Records. While cooperation and collaboration between the two units has improved in recent years, integrating SCS and Admissions instead of a separate unit by itself, will permanently facilitate better planning, coordination and operations. This will enable Enrollment Management to be more effective in its role to implement a comprehensive enrollment management plan for student recruitment and retention. Leadership would be able to better identify custom enrollment strategies and staff training and professional development to exert more influence over student enrollment. Consolidation of these two units will also allow for aligning personnel, resources and functions so that the institution can respond effectively to student needs and concerns while initiating enrollment policies and practices to best effect and support the institution's enrollment and achievement of net tuition revenue goals and support student success.

It is proposed that School and College Services currently reporting directly to the Assistant Vice Chancellor for Enrollment Management be integrated with Admissions with this newly created unit being titled Office of Admissions. Student Services Specialist, Position No. 80463, will still report to Position No. 89309, which will be requested to be redescribed as the Associate Vice Chancellor for Enrollment Management and Director of Admissions. Request for an upward rebanding of Position

No. 80463 will be submitted with position redescription to reflect assistant director's duties and responsibilities.

It is also proposed that Student Services Specialist, Position No. 80096, which currently reports to Student Services Specialist, Position No. 81154, be reassigned and supervised by Student Services Specialist, Position No. 80463. As Position No. 80096 performs all recruitment activities, the transfer of this position to Student Services Specialist, Position No. 80463 will centralize all outreach and recruitment positions into one section.

Newly created recruitment positions awarded in BI2007-2009 are reflected in the proposed organizational chart. These are Student Service Position Nos. 78702, 78703, 78716, 78825 and 78826. These positions will also report to Position No. 80463. Position No. 81154 will report to the proposed Associate Vice Chancellor for Enrollment Management and Director of Admissions (Pos. No. 89309).

#### SEPARATION OF RECORDS AND REGISTRATION FUNCTIONS:

Separate Admissions and Registrar Offices are most common at large and complex universities. Currently records and registrar functions are organizationally part of Admissions and Records. The consolidation of School and College Services recruitment functions into Admissions will result in more coordinated, efficient and seamless services to prospective students through their admissions to Mānoa. Once admitted, registration and academic records functions can be initiated. The separation of these functions will allow the Office of Admissions to focus on their primary responsibility: the recruitment and admission of students.

A separate Registrar Office, to be retitled Office of the Registrar, will provide a better focus on essential services required after admission. This unit will report directly to the proposed Associate Vice Chancellor for Enrollment Management & Director of Admissions (Pos. No. 89309). We propose assigning Office Assistant IV, Position No. 13959 to the Scheduler, Position No. 05837. The proposed reassignment will provide improved service to the campus due to a reduction in reliance on student assistants. Upon approval of the reorganization, a position redescription for Position No. 05837 will be submitted.

#### CONSOLIDATION OF INFORMATION TECHNOLOGY RESOURCES:

Currently Information Technology (IT) services are provided by staff housed within individual units (3.00 FTE in Admissions & Records and

1.00 FTE in Financial Aid Services). Given the proposed reorganization, IT functions are better provided by a centralized IT unit serving all units of Enrollment Management. This will allow for better cross training of IT staff and increased coverage during peak work periods and staff shortages. It will also ensure that essential IT functions are better coordinated between units, resulting in increased efficiency and more timely service to students, faculty and staff.

It is proposed that all IT services be centralized with this unit reporting directly to the proposed Associate Vice Chancellor for Enrollment Management and Director of Admissions (Pos. No. 89309). It is proposed that Computer Specialist, Position No. 80018 will head this section. Position No. 80018 has been receiving a temporary in-grade for assuming this supervisory role. This change will provide permanency and properly reflect the supervisory roles of the position. Computer Specialist, Position No. 78228 currently in Financial Aid and Scholarship Services will be transferred to this unit. Upon approval of the reorganization, position redescrptions for Computer Specialist Position Nos. 80018, 80017, 81134 and 78228 will be submitted.

Admissions front counter and mailroom staff currently report to Computer Specialist, Position No. 80018. Given the centralization of IT functions to serve all Enrollment Management Units, these positions will be transferred to the Office of Admissions, reporting to the Assistant Director for the Office of Admissions, Student Services Specialist Pos. No. 81154.

#### CHANGES TO FINANCIAL AID AND SCHOLARSHIP SERVICES:

Currently Financial Aid and Scholarship Services is separated into three units: 1) Financial Aid and Scholarship Services; 2) Program Specialist; and 3) Data and Clerical Support Section. We propose to consolidate all positions into one unit and re-name the unit from Financial Aid and Scholarship Services to Financial Aid Services.

The consolidation of positions will reflect all positions reporting to the Student Services Specialist, Position No. 77250. Student Services Specialist Position Nos. 81606, 81607, 81608, 81609, 81151, 80922, 78224, 78225, 78226, 78227, 78760 and 78761 will be reassigned from Student Services Specialist, Position No. 81913 to Student Services Specialist, Position No. 77250. Upon approval of the reorganization, position description for Position No. 81913 will be submitted. This supervisory change will increase efficiency, direction and coordination within the unit.

The name change is to accurately reflect the services the office provides. Since the vast majority of UHM scholarships are administered and awarded by Manoa Departments and Colleges and the UHM System Office, Financial Aid Services' role is essentially a conduit for disbursement

Due to changes in duties and responsibilities in Financial Aid Services, three clerical positions were abolished: Clerical Supervisor III, Position No. 17599; and Office Assistant IV, Position Nos. 15265 and 17600. A newly created Student Services Position awarded in the BI2007-2009, is reflected in the proposed organizational chart. This is Student Services Specialist, Position No. 78951. This position will report to Student Services Specialist, Position No. 77250.

#### HOUSEKEEPING:

Due to current budgetary constraints, it is unlikely that civil service positions will be established and funded. Thus, we propose to eliminate the following unfunded positions: Office Assistant IV, SR10 located in the Office of Admissions; and Office Assistant IV, SR10 and Office Assistant III, SR8 located in Financial Aid Services.

#### IMPACT ON STUDENTS:

The proposed changes of this reorganization will result in more efficient and effective activities to address recruitment of prospective students and facilitate their application and admission to Mānoa. Better communication and collaboration of essential Enrollment Management Units (Admissions, Financial Aid, Registrar) and their support (Information Technology, Administration) will greatly assist Mānoa in defining its student population and address areas of access, excellence and diversity.

#### SPACE REQUIREMENTS:

There is no need for additional office space or requirements necessary for the implementation of this proposal.

#### FINANCIAL IMPACT:

The current Chancellor's reorganization plan committed to providing funds for the Assistant Vice Chancellor for Enrollment Management, Position No. 89309. The position has yet to be filled, therefore, no funds have been provided at this time. Position and funding for the

Administrative Officer (Pos. No. 78674) is already being provided by Chancellor's Office.

It is anticipated that the proposed transfers or reassignments of positions requiring redescrptions will result in minimal increase in cost. Any increase in cost will be met through internal reallocation of funds.

The current organizational charts and functional statements are shown in Attachment B and the proposed organizational charts and functional statements are shown in Attachment C.

**RECOMMENDATION:**

Recommend approval of the reorganization of Enrollment Management including redescription of the Assistant Vice Chancellor position, consolidation of Admissions and School and College Services, separation of Registrar functions, consolidation of Information Technology resources, and internal reorganization of Financial Aid Services.

**PROPOSED ORGANIZATIONAL CHARTS**  
**AND**  
**FUNCTIONAL STATEMENTS**



State of Hawaii  
University of Hawaii  
University of Hawaii at Manoa  
OFFICE OF THE CHANCELLOR  
ORGANIZATION CHART  
CHART I

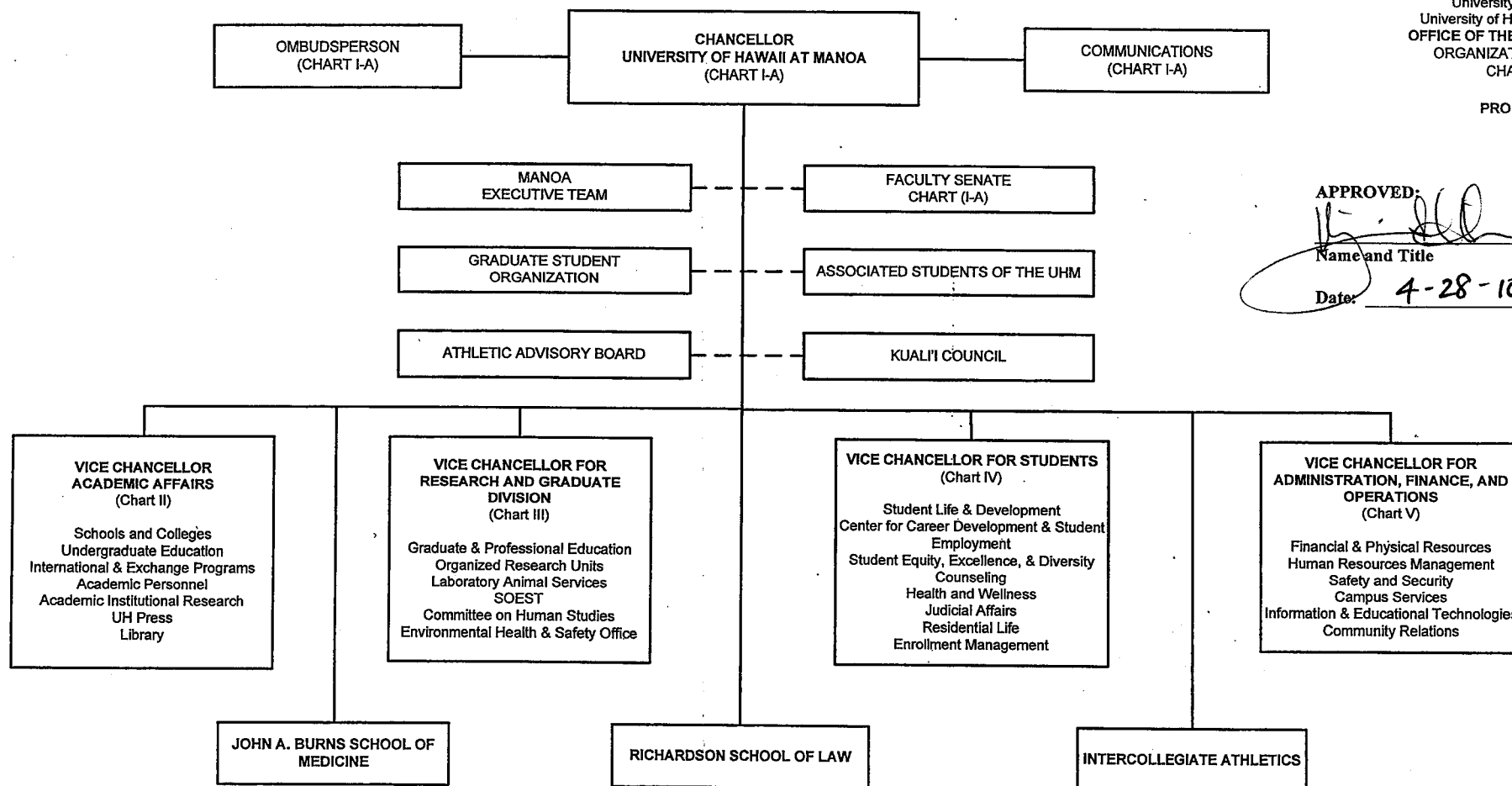
PROPOSED

APPROVED:

Name and Title

Date:

4-28-10



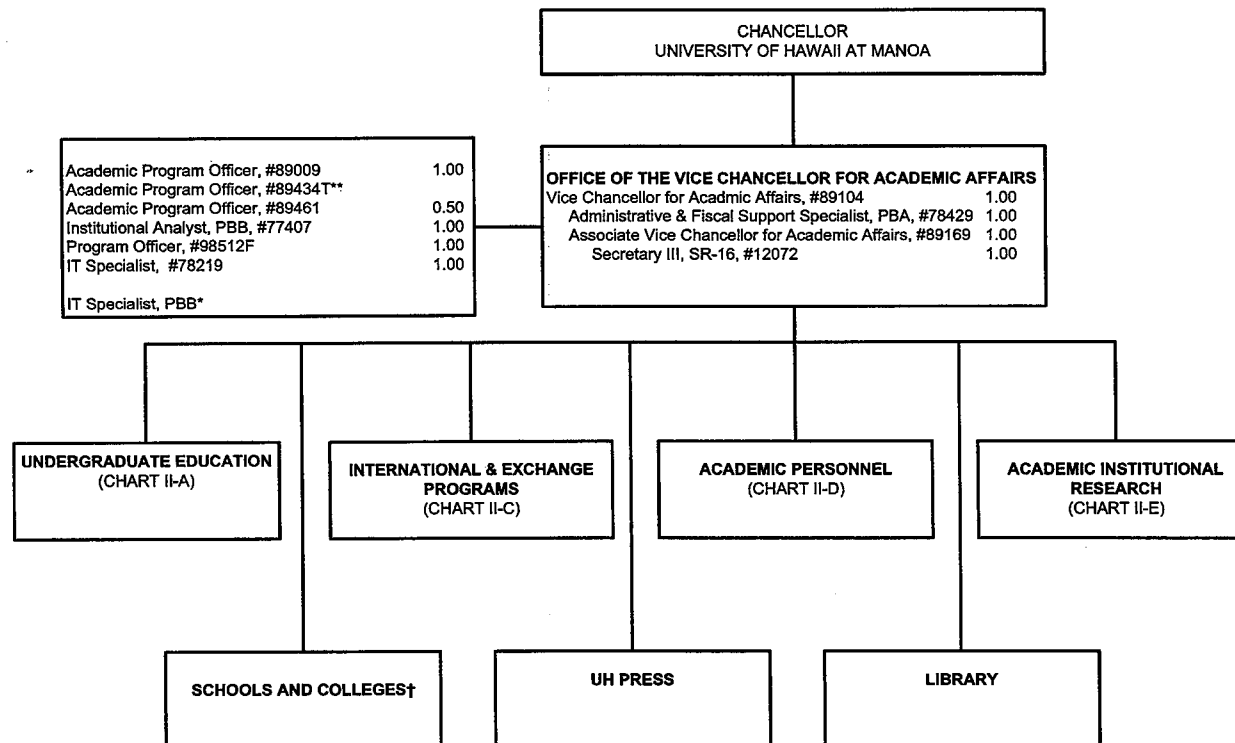
----- Dotted lines denote advisory relationships

State of Hawaii  
University of Hawaii  
University of Hawaii at Manoa  
**OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS**

PROPOSED

Position Organization Chart  
Chart II

GENERAL FUND FTE: 8.50



\*new position approved in 2/17/05 reorg, position number to be determined  
 \*\*position to be converted to permanent., approved in 2/17/05 reorg

† Except John A. Burns School of Medicine, William S. Richardson School of Law, and the School of Ocean and Earth Science and Technology

APPROVED:

*[Signature]*  
 Name and Title

Date: 4-28-10

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII 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, College of Education, College of Engineering, School of Hawaiian Knowledge, School of Pacific and Asian Studies, College of Language, 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 International and Exchange Programs, 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 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 the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination 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 International and Exchange Programs, 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).

APPROVED

*Virginia I. Hinkley*

Name and Title

Date:

4-28-10

CHANCELLOR UNIVERSITY OF HAWAII at MĀNOA	
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS	
Vice Chancellor for Students, #89325	1.00
Secretary IV, SR18, #00745	1.00
Associate Vice Chancellor, #89133	1.00
Secretary III, SR16, #14337	1.00
Assistant Vice Chancellor, #89479	1.00
Specialist SS, #82637	1.00
Specialist SS, #83035	1.00
Computer Specialist, PBB, #76217	1.00
Web Developer, PBA, #78218	1.00
Computer Specialist, PBA, #78462	1.00
Computer Specialist, PBA, #78604	1.00
Admin/Fiscal Support Sp, #80085*	1.00
Student Services Specialist, PBB, #78970	1.00

State of Hawaii  
University of Hawaii  
University of Hawaii at Mānoa  
Office of the Chancellor

Office:  
Vice Chancellor for Students

PROPOSED

Chart IV

General Fund FTE

\*New, position number. Redescription pending.

ADMINISTRATIVE SERVICES OFFICE	
Administrative Officer, PBC, #80146	1.00
Administrative Officer, PBB, #78065	1.00
Personnel Officer, PBB, #81879	1.00
Personnel Clerk V, SR13, #44556	1.00

ENROLLMENT MANAGEMENT (Chart IV-H)

INFORMATION AND COMPUTER SERVICES (Chart IV-H)

STUDENT LIFE & DEVELOPMENT (Chart IV-A)
Administrative & Fiscal Support Student Union & Campus Life Services Intramural Recreational Services Student Involvement & Leadership Development Programs

CENTER FOR CAREER DEV AND STUDENT EMPLOYMENT (Chart IV-B)
Career Services Cooperative Education Student Employment

STUDENT EQUITY, EXCELLENCE, AND DIVERSITY (Chart IV-C)
Children's Center College Opportunities Program KOIKUA Multicultural Student Services Women's Center

OFFICE OF ADMISSIONS (Chart IV-H)

OFFICE OF THE REGISTRAR (Chart IV-H)

COUNSELING (Chart IV-D)
Counseling Testing

HEALTH AND WELLNESS (Chart IV-E)
Administrative Support Family Planning Medical Staff Nursing Staff Medical Laboratory Pharmacy

JUDICIAL AFFAIRS (Chart IV-F)

RESIDENTIAL LIFE (Chart IV-G)
Conference Assignments & Off-Campus Housing Fiscal & Personnel Support Educational Development Physical Plant Residential Halls

FINANCIAL AID SERVICES (Chart IV-H)

Grand Total by Fund:

General Fund FTE	187.00
Special Fund FTE (B)	66.00
Revolving Fund FTE (W)	24.25

APPROVED:

*[Signature]*  
Name and Title  
Date: 4-28-10

CHANCELLOR  
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

ENROLLMENT MANAGEMENT	
Assistant Vice Chancellor, #89309**	1.00
Secretary II, SR14*	
Administrative Officer, PBB, #78674	1.00
Account Clerk III, SR-11*	

INFORMATION AND COMPUTER SERVICES	
Computer Specialist, PBB, #80018**	1.00
Computer Specialist, PBB, #80017**	1.00
Computer Specialist, PBB, #81134**	1.00
Computer Specialist, PBB, #78228**	1.00

OFFICE OF ADMISSIONS	
Student Services Specialist, PBC, #81154**	1.00
Secretary II, SR14, #14866	1.00
Clerk Supervisor III, SR14, #00748	1.00
Office Assistant IV, SR10, #00772, #12842, #13495, #13496, #18009, #26538, #900015	7.00
Office Assistant III, SR8, #900016	1.00
Student Services Specialist, PBB, #78658	1.00
Student Services Specialist, PBB, #80625	1.00
Office Assistant IV, SR10, #11496	1.00
Student Services Specialist, PBB, #80626	1.00
Student Services Specialist, PBB, #81414	1.00
Student Services Specialist, PBB, #81734	1.00
Student Services Specialist, PBB, #81071	1.00
Student Services Specialist, PBA, #78105	1.00
Student Services Specialist, PBA, #78192	1.00
Student Services Specialist, PBB, #80530	1.00
Student Services Specialist, PBB, #78660	1.00
Student Services Specialist, PBA, #77518, #77519, #77520, #77521, #77885, #78659	6.00
Student Services Specialist, PBA, #78406	1.00
Office Assistant IV, SR10, #40004, #40005, #15501, #900159	4.00
Office Assistant III, SR8, #40003	1.00
Student Services Specialist, PBB, #80463**	1.00
Student Services Specialist, PBB, #80096	1.00
Student Services Specialist, PBB, #78702	1.00
Student Services Specialist, PBB, #78716	1.00
Student Services Specialist, PBA, #78703	1.00
Student Services Specialist, PBA, #78825	1.00
Student Services Specialist, PBA, #78826	1.00
Student Services Specialist, PBA, #78827	1.00

OFFICE OF THE REGISTRAR	
Student Services Specialist, PBC, #81614**	1.00
Student Services Specialist, PBB, #80658	1.00
Student Services Specialist, PBA, #79064 (W)	1.00
Student Services Specialist, PBA, #78405	1.00
Student Services Specialist, PBA, #78657	1.00
Student Services Specialist, PBA, #78828	1.00
Office Assistant IV, SR10, #00750	1.00
Office Assistant IV, SR10, #14863	1.00
Office Assistant IV, SR10, #14864	1.00
Office Assistant IV, SR10, #14865(W)	1.00
Office Assistant IV, SR10, #15502	1.00
Office Assistant IV, SR10, #21430	1.00
Office Assistant IV, SR10, #40006	1.00
Office Assistant III, SR8, #13494 (W)	1.00
Office Assistant III, SR8, #26539 (W)	1.00
Scheduler, SR20, #05837**	1.00
Office Assistant, IV, SR10, #13959**	1.00

FINANCIAL AID SERVICES	
Student Services Specialist, PBC, #77250	1.00
Secretary II, SR14, #05737	1.00
Student Services Specialist, PBB, #81913**	1.00
Student Services Specialist, PBB, #78225	1.00
Student Services Specialist, PBB, #78226	1.00
Student Services Specialist, PBB, #78227	1.00
Student Services Specialist, PBB, #80922	1.00
Student Services Specialist, PBB, #81151	1.00
Student Services Specialist, PBB, #81607	1.00
Student Services Specialist, PBB, #81609	1.00
Student Services Specialist, PBA, #78224	1.00
Student Services Specialist, PBA, #78760	1.00
Student Services Specialist, PBA, #78761	1.00
Student Services Specialist, PBA, #78951	1.00
Student Services Specialist, PBA, #81606	1.00
Student Services Specialist, PBA, #81608	1.00

General Funds 81.00  
Revolving Funds 4.00  
Grand Total by Fund 85.00

APPROVED:

Name and Title

Date:

4-28-10

\*New position approved in 2/17/05 reorg; position number to be determined  
\*\*Position to be reclassified/redescribed

Abolished position numbers 22321, 17599, 15265, 17600 (General Funds 4.00)

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
OFFICE OF THE VICE CHANCELLOR  
FOR STUDENTS  
ENROLLMENT MANAGEMENT

PROPOSED  
POSITION ORGANIZATION CHART  
CHART IV-H  
10/27/09

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
**OFFICE OF THE VICE CHANCELLOR FOR STUDENTS**

FUNCTIONAL STATEMENT

INTRODUCTION:

Overview of the Office – The Office of the Vice Chancellor for Students provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Chancellor for Students (VCS) including student services administration, enrollment management, and student life programs of the University of Hawai'i at Mānoa.

Authority – The VCS has the authority to oversee and develop programs to serve students, develop and promulgate student policies, and to take actions to improve student services and climate of the campus.

Interaction with other UHM Vice Chancellors – The VCS works with the VCAA and the Assistant Vice Chancellor of Undergraduate Education on provision of academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VCS works with the Vice Chancellor for Administration, Finance, and Operations to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VCS works with the Campus Advocate office to build on feedback and continuously improve student services.

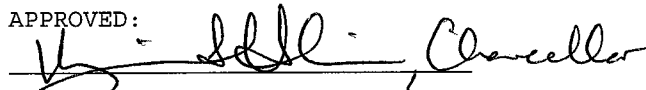
MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:

The Office of the Vice Chancellor for Student has the following responsibilities:

- Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
- Creates an environment of seamless student services.
- Provides leadership and support to student services' faculty and staff.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Implements ways of attracting and training a staff of high quality.
- Oversees fundraising and grant writing functions for student services.
- Conducts research, assessment, and performance measurement functions for student services.
- Identifies and acts upon student priorities to improve student life.
- Serves as an advocate and promoter for students within the management structure of the University of Hawai'i at Mānoa, the University of Hawai'i System, and the outside community.
- Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
- Ensures the provision of high quality, comprehensive student support services.
- Develops mechanisms and support for improvements in student life.
- Plans for a vibrant and lively campus life.
- Conducts evaluations of student services and programming.
- Serves as the chief decision-maker for program, budget, and personnel for all units of the University of Hawai'i at Mānoa's student services and efficiently manages all funds collected or utilized for student services.

- Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
- Provides information technology support for all units within student services.
- Provides information and assistance to students through the Kiosk.
- Redesigns processes in support of electronic delivery of services.
- Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
- Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial and scholarships, registration, student records, and orientation.

APPROVED:

, Chancellor

Name and Title

Date: 4-28-10



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS  
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 Assistant 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 in consultation with the Vice Chancellor for Academic Affairs, the Assistant Vice Chancellor for Undergraduate Education, and the Dean of Graduate Education.
- Oversees the Recruitment and Admissions, Records, and the Financial Aid & Scholarship Services units. These units support the development and implementation of the campus enrollment plan.

Office of Admissions:

- Conducts admissions presentations to high school students in Hawai'i and select schools in the Continental U.S., as well as Asia.
- Provides high schools and community colleges with current information on programs at UHM.
- Maintains a close working relationship with high school administrators, counselors, and teachers.
- Coordinates group and daily campus visits by prospective student to UHM.
- Sponsors annual workshops for high school counselors.
- Sponsors annual programs for prospective community college transfer students.
- Sponsors recruitment programs in the Neighbor Islands for prospective students and their families.
- Coordinates Mānoa's participation at college fairs in Hawai'i, the Mainland, and in Asia.
- Coordinates the Student Ambassadors' program.
- Coordinates the Hoa Kakoo Shadowing program.
- Disseminates the recruitment mailings to prospective students.
- Produces recruitment literature and other recruitment materials.
- Provides telecounseling to prospective applicants and accepted students.
- Assists with activities to recruit students, including workshops, high school visits, college fairs, development of literature, etc.

- Consults with faculty to establish policies and procedures for the admission and placement of American and foreign students into UHM programs.
- Reviews transcripts, standardized test scores and other supporting documents to determine admissibility of applicants.
- Counsels applicants, parents, and faculty regarding admissions requirements.
- Assists with implementing UHM's controlled growth policy.
- Evaluates prior college-level work from other U.S. institutions, foreign institutions, military service and schooling, Advanced Placement Program, College level Examination Program, etc., to determine course transferability and course equivalency; consult with academic department when appropriate.
- Evaluates the effectiveness and efficiency of the means by which applications are solicited, reviewed, and acted upon.
- Continually assesses admissions standard and academic policies related to admission of students and transfer of coursework; recommends changes when appropriate.
- Determines the tuition status of all applicants and students.
- Counsels non-admitted students and assists them with options to enroll in other post-secondary institutions.

#### Office of the Registrar:

- In cooperation with College Deans, develops a master schedule of courses that is responsive to historical and projected enrollment patterns.
- Maintains an accurate up-to-date Course Master List. Provides quality control to insure consistency and accuracy among the Schedule of Classes, the Course Master List, and the UHM-1 Forms.
- Plans, coordinates, and administers the registration process. Evaluates the effectiveness and the efficiency of the registration procedures utilized.
- Plans, coordinates, and administers grade reporting for the fall and spring regular day semesters.
- Establishes, implements, and manages procedures for students petitioning to graduate.
- Maintains academic and personal history records of all students ever enrolled at UHM.
- Creates and maintains official academic records for all students in conformance with a standard of accuracy.
- Establishes procedures for creating and maintaining student records in accordance with accepted national standards, University rules and regulations, and Federal privacy regulations.
- Establishes procedures to safeguard the confidentiality of records in accordance with federal and state legislation (e.g., the Family Educational Rights and Privacy Act of 1974) and University policies and procedures.
- Provides current and past students with official documentation of their academic record including transcripts, verification of enrollment, and verification of degree.
- Administers Veteran's Administration benefits for all qualified veterans and/or dependents.

#### Financial Aid Services:

- Conducts financial needs analysis for all admitted students/applicants.
- Provides oversight of scholarship programs and donors.
- Identifies and secures appropriate student financial aid funds from federal, state, and private sources.

