

**UNIVERSITY OF HAWAII AT MĀNOA**

Office of the Vice Chancellor for Students


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April 23, 2010


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**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 redescrptions 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).

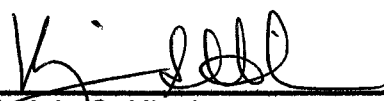
Action Recommended:

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

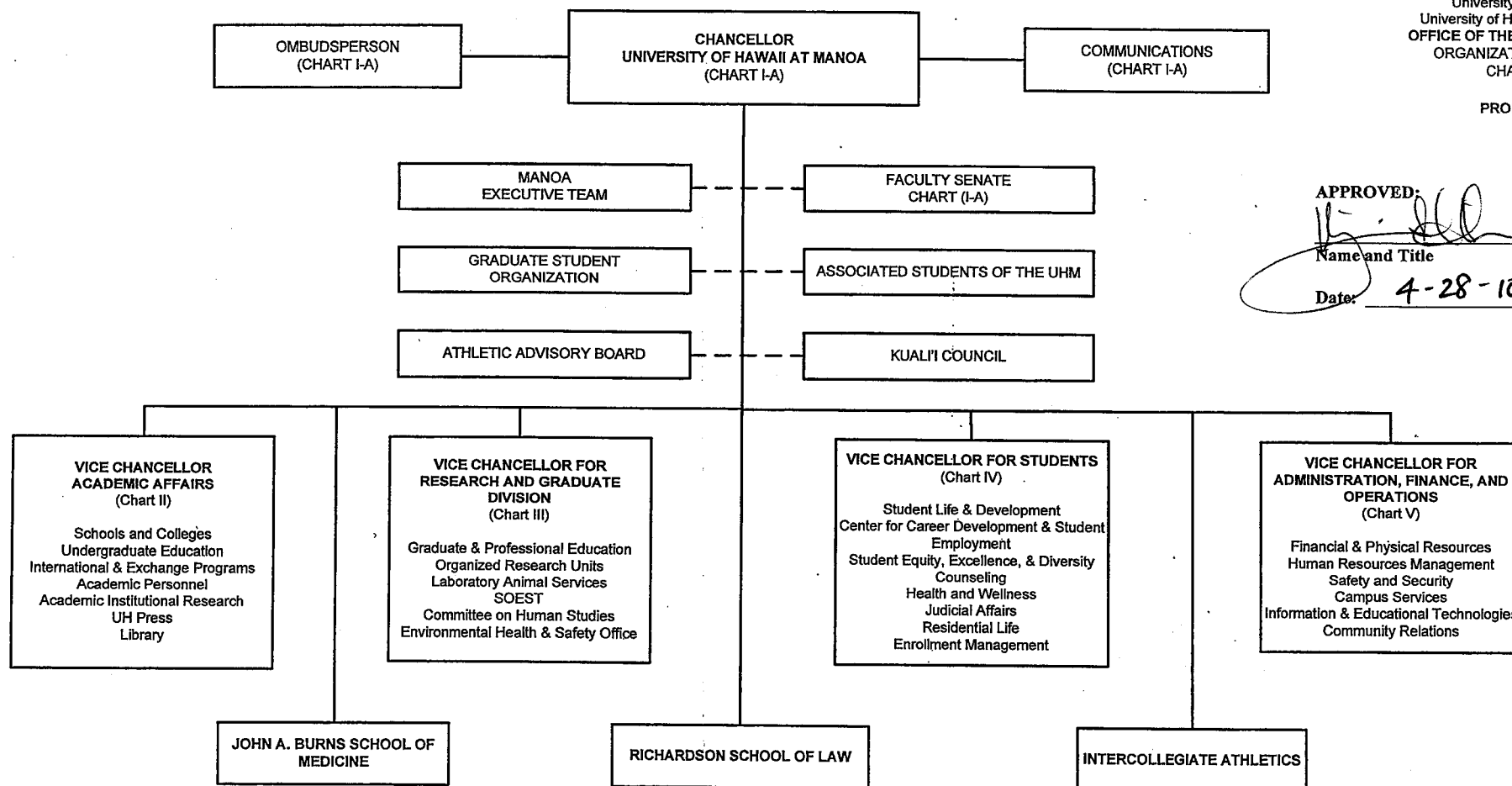
PROPOSED

APPROVED:

Name and Title

Date:

4-28-10



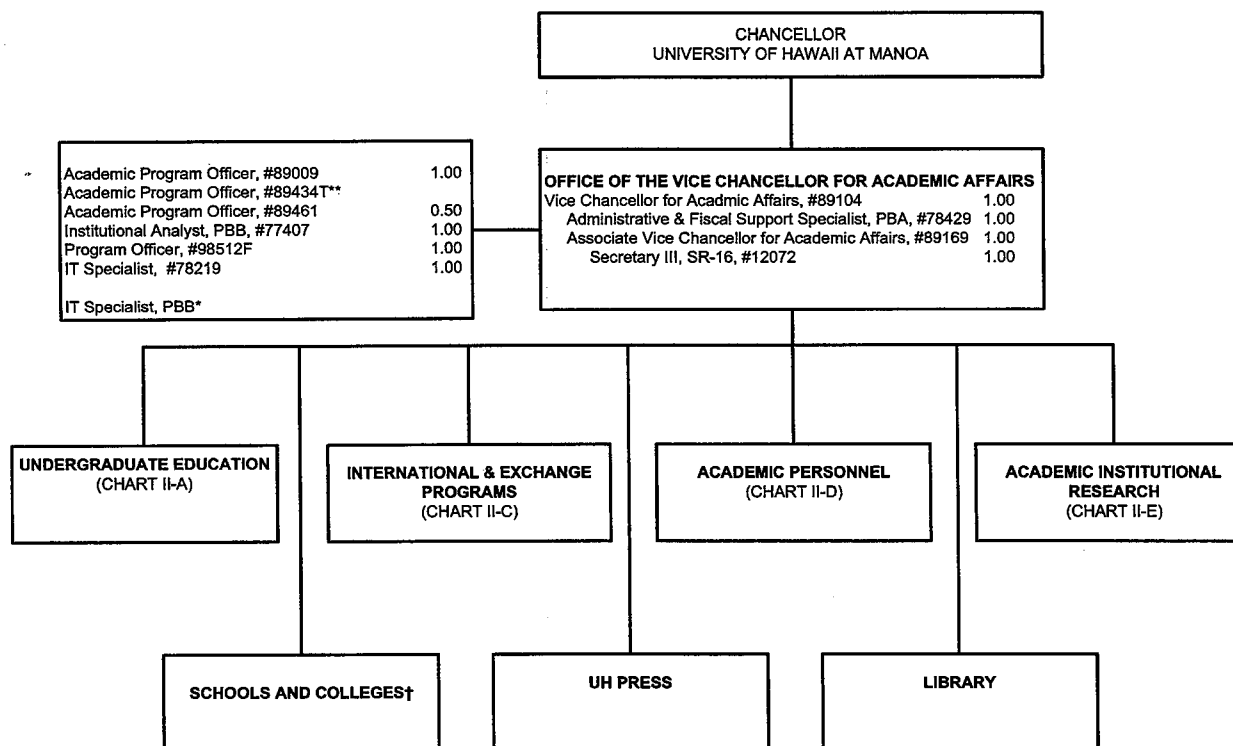
----- Dotted lines denote advisory relationships

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 KOKUA 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:

*[Signature]*

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.

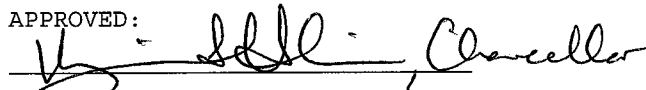
MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:

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:

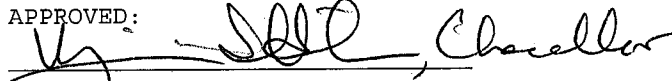
- Conducts financial needs analysis for all admitted students/applicants.
- Provides oversight of scholarship programs and donors.
- Identifies and secures appropriate student financial aid funds from federal, state, and private sources.

- Awards and accounts for funds in conformance with applicable rules, regulations, accounting practices, and audit standards.
- Provides timely and accurate information to applicants regarding availability of funds, application procedures, need analysis methodologies, and awarding criteria.
- Advises and counsels aid recipients on a variety of financial aid matters.
- Assists in disbursing student aid awarded by non-university organizations.
- Advises on matters relating to policies and procedures affecting the availability and delivery of student financial aid.
- Prepares analytical students' aid reports on a variety of topics related to the administration of student financial aid.
- Maintains a close relationship with Student Career and Employment Services to ensure coordination of employment components of financial aid packages.

Information and Computer Services:

- Assists with implementing the student information system (SIS) and reporting systems, currently Banner and the Operational Data Store (ODS) respectively, as they relate to enrollment management units.
- Plans and implements necessary computer support for enrollment management units; identifies those areas which may require computerization and determines system specifications.
- Schedules, produces, and distributes reports containing course, student and enrollment information to UHM colleges, departments, and other interested offices and off-campus agencies.
- Provides statistical reports assessing the impact of policies and procedures on enrollment management units and other programs.
- Maintains inventory of computer related forms/equipment/supplies for data gathering and computer-generated output.
- Develops and maintains required IT programs and services needed to maintain institutional eligibility for Federal Financial Aid Programs.
- Reviews and evaluates the various means by which information is disseminated to students and the public; takes necessary measures to improve information flow.
- Prepares statistical and narrative information regarding UHM provided to publishers of college guidebook, etc.

APPROVED:

  
Name and Title

Date:

4-28-10



## Next Organization Proposal



UNIVERSITY  
of HAWAII®  
MĀNOA

RECEIVED

July 13, 2009

'09 JUL 24 10:42

MĀNOA CHANCELLOR'S  
OFFICEMEMORANDUM

TO: Virginia S. Hinshaw  
Chancellor

VIA: Kathleen D. Cutshaw *KD Cutshaw*  
Vice-Chancellor for Administration, Finance & Operations

VIA: Francisco J. Hernandez  
Vice-Chancellor for Student Affairs

FROM: Michael W. Kaptik *MW 7/13/09*  
Director

SUBJECT: Reorganization Proposal for Office of the Vice-Chancellor for Student Affairs/Residential Life

SPECIFIC ACTION REQUESTED:

We request your approval of a reorganization of Residential Life under the Office of the Vice Chancellor for Students. This will include the change in organization title from Residential Life to Student Housing Services and the reorganization into three (3) areas: Administration, Operations, and Residential Life. The proposed reorganization has been reviewed and approved by the Mānoa Budget Office, Mānoa Human Resources, Mānoa Office of Finance and Accounting and the Mānoa Office of Student Affairs.

RECOMMENDED EFFECTIVE DATE:

Immediately upon final approval.

ADDITIONAL COST:

Student Housing Services is basically a self-supporting unit with special fund revenues derived from rental income, application fees, commissions and rebates, investment income and miscellaneous fees and fines. In addition, funding for seven (7) new general-funded positions at \$252,000.00 were included in the Fiscal Biennium Budget, and approved, effective July 2008. It is anticipated that implementation of this reorganization will spread over a minimum of two (2) years, beginning in July 2008. We will fill vacant positions only as funds are reallocated from within our existing resources. Any major construction and repair/renovation projects are funded via the University's Bond System, and are not impacted by this reorganization.

PURPOSE:

The proposed organizational change will better serve the needs of the housing community and the university. The change will allow for greater focus on the essential functions of the housing operations while also allowing the housing staff the opportunity

to improve the current state and operation of student housing on the UH-Mānoa Campus.

Ultimately, the reorganization will allow staff to improve the service we provide students; provide opportunities for greater student development, academic linkage and retention initiatives; improve facility management and improve fiscal oversight.

BACKGROUND:

The official organization title for student housing is "Residential Life" and its current structure contains four (4) areas: Residential Life; Physical Plant; Conference, Assignments and Off-Campus Housing; and Fiscal Personnel. Residential Life is broken into four (4) distinct areas which operate most of the day-to-day management of the halls including grounds, maintenance, desk operations and community development.

This proposal calls for a change in title from "Residential Life" to "Student Housing Services". Although the official title was changed to "Residential Life" in 2004, the unit has continued to call itself "Student Housing Services" in day-to-day practice. It is felt that Student Housing Services encompasses all functions of the unit, and better describes the unit as a whole, whereas Residential Life is just one of the areas that are served. Student Housing Services will be organized into three (3) areas which will have specific functional responsibilities but all three (3) areas will collaborate and communicate to ensure students are provided with a strong housing experience.


ACTION RECOMMENDED:

We recommend your approval of a reorganization of Residential Life under the Office of the Vice Chancellor for Students. This will include the change in organization title from Residential Life to Student Housing Services and the reorganization into three (3) areas: Administration, Operations, and Residential Life.

ATTACHMENTS:

- Proposal narrative
- Current organization chart
- Proposed organization chart
- Current Functional Statement
- Proposed Functional Statement
- Attachment 3 – Allocated and Authorized BJ/BT Positions Impacted by the Reorganization
- Copies of letters and responses from Mānoa Budget Office, Mānoa Finance & Accounting, Mānoa Human Resources
- Copies of letters and responses from unions

APPROVED / DISAPPROVED:

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

  
\_\_\_\_\_  
Date



CHANCELLOR  
UNIVERSITY OF HAWAII AT MĀNOA

OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

STUDENT HOUSING SERVICES

Director of Student Housing #89007 (B)  
Secretary II, SR14, #00743 (B)

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS  
STUDENT HOUSING SERVICES  
POSITION ORGANIZATION CHART

CHART IV-G

Special Funds (B): 44.00 FTE  
General Funds (A): 7.00 FTE

OPERATIONS

Student Services Specialist, PBB, #80629 (B)\*\*  
Stdnt Hsng Coord, PBA, #78141 (B)\*\*  
Office Assistant III, SR08, #31244 (B)

ADMINISTRATION

Office Assistant V, #96005F (B)\*

RESIDENTIAL LIFE

Student Services Specialist, PBB, #80630 (B)  
Clerk Steno II, SR09, #24250 (B)  
Office Assistant III, SR08, #28545 (B)  
Office Assistant III, SR08, #24249 (B)  
Office Assistant III, SR08, #23582 (B)

PROJECT AND PLANT  
MANAGEMENT

Registered Architect, PBB, #77005 (B)<sup>1</sup>  
Environ Sfty Spec, PBA, #81680 (B)<sup>2</sup>

FISCAL

Administrative Officer, PBB, #80193 (B)  
Adm & Fiscal Supp Sp, PBA, #77029 (B)  
Cashier I, SR10, #28336 (B)  
Office Assistant IV, SR10, #18701 (B)

ASSIGNMENTS

Student Services Sp, PBB, #81612 (B)  
Student Services Sp, PBA, #78732 (A)\*  
Office Assistant V, SR12, #34981 (B)  
Office Assistant III, SR08, #18115 (B)  
Office Assistant III, SR08, #15287 (B)

ACADEMIC INITIATIVES/  
TRAINING AND LEADERSHIP/  
OFF-CAMPUS HOUSING

Student Services Sp, #99003F (A)\*  
Student Services Sp, PBB, #81611 (B)

RESIDENTIAL AREAS

Stdnt Hsng Coord, PBA, #80594 (B)\*\*  
Stdnt Hsng Coord, PBB, #80597 (B)\*\*  
Stdnt Hsng Coord, PBB, #80598 (B)\*\*  
Stdnt Hsng Coord, PBB, #80924 (B)\*\*

STUDENT HOUSING MAINTENANCE

Security Officer I, SR14, #046108 (B)\*\*

PERSONNEL

Administrative Officer, PBA, #81103 (B)\*\*  
Personnel Officer, PBA, #78729 (A)

CONFERENCES

INFORMATION TECHNOLOGY

Computer Specialist, PBB, #81361 (B)  
Computer Specialist, PBB, #78311 (B)

HALL STAFF

Stdnt Hsng Coord, PBA, #80595 (B)\*\*  
Stdnt Hsng Coord, PBA, #96507F (B)\*\*  
Security Officer I, SR14, #46110 (B)\*\*  
Student Services Sp, PBA, #78730 (A)  
Student Services Sp, PBA, #78731 (A)  
Student Services Sp, PBA, #78960 (B)  
Student Services Sp, PBA, #78961 (B)  
Student Services Sp, PBA, #78962 (B)

MAINTENANCE STAFF

Bldg Maint Worker I, BC09, #031242 (B)  
Bldg Maint Worker I, BC09, #023493 (B)  
Bldg Maint Worker I, BC09, #110585 (B)  
Bldg Maint Worker I, BC09, #013578 (B)  
Bldg Maint Worker I, BC09, #031245 (B)  
Bldg Maint Worker I, BC09, #900513 (A)  
Bldg Maint Worker I, BC09, #900514 (A)

STUDENT HOUSING GROUNDS STAFF

Groundskeeper II, WS02, #24251 (B)  
Groundskeeper I, BC02, #31243 (B)  
Groundskeeper II, WS02, #31246 (B)\*\*\*

APPROVED:

Virginia S. Hinshaw, Chancellor

Date: 8-2-09

\* Pending establishment  
\*\* To be redescribed  
\*\*\* Redescription to Groundskeeper I  
complete, Dec 2004; change not  
reflected on current org chart update

<sup>1</sup> Supervised by Facilities Management  
<sup>2</sup> Supervised by Environmental Health & Safety

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

**FUNCTIONAL STATEMENT**

The Student Housing Services Office reports to the Vice Chancellor for Students and works to challenge and support students within the context of a learning community, to recognize and define themselves as unique, evolving, and self-directed individuals who develop a value system for life-long learning and good citizenship. The Student Housing Services Office:

**Operations:**

- Promotes independent living, responsibility, community standards, and academic commitment through the operation of adequate, clean, and safe housing for students.
- Develops/implements training programs for staff efficiency and effectiveness.
- Conducts needs assessment, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
- Performs repair and maintenance for student housing facilities.
- Coordinates and implements a Preventive Maintenance Plan for residence life facilities.
- Manages maintenance for facilities in a manner that provides prompt and appropriate remediation to residents 24 hours a day.

**Administration:**

- Develops/implements training programs for staff efficiency and effectiveness.
- Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Equity, Excellence, and Diversity.
- Conducts needs assessment, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
- Develops training and marketing materials to promote student leadership development.
- Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
- Administers housing application, housing contracts, and room assignments in close coordination with Enrollment Management.
- Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
- Coordinates and provides information to Enrollment Management and collaborates on the development of the Enrollment Management Plan.
- Assists students in identifying off-campus housing.

**Residential Life:**

- Promotes independent living, responsibility, community standards, and academic commitment through the operation of adequate, clean, and safe housing for students.
- Spearheads promotion of community and student development through human issues education, faculty involvement, and leadership programs.
- Works with colleagues to direct, supervise, and lead a residential life program, blending student development theory with values inherent in the education mission of the university.
- Delivers high quality residence hall retention efforts, develops special housing initiatives, and plans/develops initiatives that support the academic mission of the University in residential communities.
- Develops/implements training programs for staff efficiency and effectiveness.



- Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Equity, Excellence, and Diversity.
- Conducts needs assessment, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
- Develops training and marketing materials to promote student leadership development.
- Provides opportunity to create and conduct academic-based leadership development courses.
- Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
- Creates programming that promotes a sense of neighborhood belonging.
- Develops, plans, and implements highly effective residential life activities and other co-curricular social and educational events.
- Oversees development and training of the student residential assistants.
- Enforces community conduct guidelines and performs behavioral interventions in accordance with student development policy.
- Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
- Advises and supports leadership development, implements community standards, and promotes self-governance through residence hall councils.
- Establishes an appropriate security presence and coordinates proactively with campus security and the Honolulu Police Department, as appropriate, to provide a safe environment for residents.
- Conducts residential orientation on coordination with the New Student Orientation and the Dean of Undergraduate Education to provide students the opportunity to develop learning skills, attitudes, and familiarization with the campus that are necessary for success during the first year.
- Develops and implements programming to support new students in their transition into the University of Hawai'i at Mānoa.
- Develops and implements programming to support transfer students in their transition to the University of Hawai'i at Mānoa.
- Assists students in identifying off-campus housing.

APPROVED:



Virginia S. Hinshaw, Chancellor

Date: 8-2-09