

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

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code:
MAVCAA**

The OVCAA 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, Shidler College of Business, College of Education, College of Engineering, Hawai'iinuika School of Hawaiian Knowledge, College of Language, Linguistics and Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, School of Pacific and Asian Studies, College of Social Sciences, Myron B. Thompson 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.

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.

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 and in the formulation of enrollment management plans and goals.

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, 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 OVCAA 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.
- 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.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).

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OFFICE OF THE CHANCELLOR
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OFFICE OF UNDERGRADUATE EDUCATION

FUNCTIONAL STATEMENT

UNDERGRADUATE EDUCATION – Org Code: MAUE

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 Assistant 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, and facilitates collaboration with other campuses in establishing programs, policies, and strategic plans.
- Assists the Vice Chancellor for Academic Affairs in developing undergraduate campus enrollment goals.
- Manages the STAR academic advising system in collaboration with the Vice Chancellor for Academic Affairs.
- 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.

ADMINISTRATIVE SUPPORT -- Org Code: MAASUE

Provides administrative support for the programs within the Office of the Assistant Vice Chancellor for Undergraduate Education, which includes, but is not limited to, fiscal, budget, and personnel administration

ACADEMIC DEVELOPMENT AND TECHNOLOGY – Org Code: MADTUE

The Office of Academic Development and Technology works collaboratively with academic programs and the administration to develop broad technology-based resources, ensuring consistent application of the campus wide strategic vision, initiatives and academic policies, while adhering rigorously to a management methodology of knowledge sharing, transparency, and accountability.

- Architecting and directing the development of new technology resources that aid in the implementation of Mānoa's strategic initiatives.

- Provides technological advice and service to academic programs, helping to achieve their goals by facilitating improvements in their processes including improving quality of service while reducing of costs and cycle times.
- Oversees the development and maintenance of technological resources that aid in the retrieval of information from all the University's data systems.
- Coordinates, develops, and implements critical infrastructure assurance methodologies
- Act as the data trustee for all data housed in the STAR systems
- Provides where possible statewide utilization of innovative technology architected within the OVCAA
- Provides a high level of engagement in the enhancement, support, and training of the developed technology resources.

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OFFICE OF THE CHANCELLOR
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OFFICE OF UNDERGRADUATE EDUCATION
CAMPUS-WIDE PROGRAMS
(Org Code: MACWP)

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 – Org Code: MAGEN

- 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.

MĀNOA WRITING PROGRAM – Org Code: MAWRIT

- Administers the Mānoa Writing Placement Examination to all incoming undergraduate who have not met UHM's entry-level writing course requirement.
- Ensures that all UHM graduates are prepared for different writing tasks that society and their professions will present to them through an extensive writing-across-the-curriculum program

HONORS PROGRAM – Org Code: MAHON

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

INTERDISCIPLINARY STUDIES PROGRAM – Org Code: MAIS

- 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.

MĀNOA ADVISING CENTER – Org Code: MAMAC

- Comprehensive advising office that serves undecided and pre-major students at all levels, assisting students in selecting a major that best fits their interest, abilities, and goals, and to provide advising support through orientations, workshops, and informational sessions until they can declare or enter their major.

PRE-HEALTH / PRE-LAW ADVISING CENTER – Org Code: MAHLAC

- A walk-in resource center for students interested in law, medicine (allopathic, chiropractic, naturopathic, osteopathic, podiatric), or the health sciences (dentistry, optometry, pharmacy, physician assistant, occupational therapy, physical therapy, veterinary medicine, etc.).

FIRST-YEAR PROGRAM – Org Code: MAFYP

- Increase student engagement by bringing diverse groups of first-year students with similar interests together to study, learn, and build community through initiatives committed to supporting educational, developmental, and social needs.
- 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.

INTERNSHIP PROGRAM – Org Code: MACWIP (Non-appropriated Funds)

- Congressional Internship Program offers scholarships to competitively selected undergraduate students to participate in a variety of engaging learning experiences in Washington, D.C to enable the interns to become leaders in the community
- Legislative Internship Program offers scholarships to competitively selected undergraduate students to participate in a variety of engaging learning experiences in the Hawaii State Legislature to enable the interns to become leaders in the community
- Student Academic Success Peer Mentor Program offers scholarships to competitively selected undergraduate students to participate in a variety of academic advising activities with fellow undergraduate students

STUDENT SUPPORT SERVICES – Org Code: MACWSS (Non-appropriated Funds)

- U.S. Department of Education sponsored program to increase the graduation and retention of first generation college students and those with financial need.

STUDENT ATHLETE ACADEMIC SERVICES – Org Code: MASAAS

- 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.

SERVICE LEARNING PROGRAM – Org Code: MASL

- 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 Campus Compact also provides opportunities for students to become members of Americorps, a federal service program.

SERVICE LEARNING & HAWAII PACIFIC ISLANDS CAMPUS COMPACT – Org Code: MASLCC (Non-appropriated Funds)

- To support the civic engagement mission of Higher Education. Funding and training are obtained to incorporate service into courses; community organizations received volunteers and outreach assistance, and students received access to educational funding and service opportunities.

LEARNING ASSISTANCE CENTER – Org Code: MALAC

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

MĀNOA CATALOG OFFICE – Org Code: MACAT

- 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.

AEROSPACE STUDIES – Org Code: MAAS

- 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 for 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 SCIENCES – Org Code: MAMSCI

- 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.

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INTERNATIONAL & EXCHANGE PROGRAMS

FUNCTIONAL STATEMENT

INTERNATIONAL & EXCHANGE PROGRAMS – Org Code: MAINEX

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

FACULTY AND SCHOLAR IMMIGRATION SERVICES – Org Code: MAFSIS

- Provides University of Hawai'i (UH) systemwide immigration and support services for international employees.
 - Prepares and files non-immigrant and immigrant petitions and labor certification applications on behalf of UH for international employees.
- Provides UH systemwide administration of the Exchange Visitor Program for all J-1 categories, except for UHM students.
 - Processes visa documents and certifications for J-1/J-2 exchange visitors.
 - Provides pre-arrival information, orientation programs, and informational briefings.
 - Conducts SEVIS implementation and compliance including reporting and monitoring requirements.
- Serves as a central resource for advising, assisting, and disseminating information on immigration and health insurance to international employees and scholars.
- Maintains a central immigration database of UH-sponsored international employees and scholars, from which it generates statistical and narrative reports.
- Establishes and updates University immigration policies and procedures and interprets U.S. immigration regulations.
- Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international employees.

INTERNATIONAL STUDENT SERVICES – Org Code: MASSIN

- Provides support services for international students and assists in processing visa documents and certifications to acquire and maintain appropriate visa status for UH Mānoa F-1 and J-1 students.
 - Provides services to non-immigrants needing assistance in obtaining and maintaining legal status in the U.S.
 - Provides pre-arrival information, orientation programs and informational briefings.
 - Interprets regulations affecting non-immigrant student status in the U.S.
 - Provides support services designed to assist students with transition, adjustment and culture sharing.
 - Advises students through individual consultation and group workshops, and disseminate timely regulatory information.
 - Monitors compliance with federal and UH health insurance policies.
 - Develops and recommends policies and procedures for non-immigrant student employment and international student status.
 - Serves as a resource to the campus and UH system community in matters relating to student non-immigrant status.
 - Ensures compliance with all applicable federal laws, with a priority on SEVIS compliance.

- Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international students.
- Administers selected scholarships and tuition waivers designated for international students.
- Provides data on non-immigrant students to internal and external organizations.
- Serves as an advocate for international students.

STUDY ABROAD CENTER – Org Code: MASTAB

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

NATIONAL STUDENT EXCHANGE – Org Code: MANSEX

- Serves as UH Mānoa liaison to the National Student Exchange consortium administration and 200 participating university NSE offices.
- Promotes NSE at university recruitment events, to inform potential students, parents, and high school advisors of degree-enhancing UHM opportunities.
- Publicizes NSE for current UHM students, processes applications, and negotiates placements at appropriate schools.
- Verifies academic eligibility of outgoing students, and provides advising referrals to course equivalent websites and departmental major advisors.
- Accepts placements of students from consortium schools, providing advance detailed campus information and campus/cultural orientation on arrival.
- Serves as liaison for incoming students with UHM Admissions, Records, Financial Aid, Campus Housing, Student Employment, and Counseling Center, as well as academic departments for clearance of course registration.

MĀNOA INTERNATIONAL EXCHANGE – Org Code: MAMIEX

- Serves as the UH primary point of contact and key resource on developing, implementing and maintaining international exchange agreements and partnerships with foreign institutions, with reporting functions related to such agreements.
- Coordinates application, accommodation, arrival and orientation activities for incoming international exchange non-degree seeking students from both partner and non-partner institutions.
- Coordinates promotion, selection, application, and pre-departure orientation activities for outbound UH students.

- Oversees the administration and allocation of tuition waivers supporting international student exchange programs.
- Provides support services to UH students abroad.
- Provides support services to international students from exchange partner institutions and non-partner institutions.

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ACADEMIC PERSONNEL OFFICE

FUNCTIONAL STATEMENT

ACADEMIC PERSONNEL OFFICE – Org Code: MAACPL

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

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

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ACADEMIC PERSONNEL OFFICE
OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT

FUNCTIONAL STATEMENT

OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT – Org Code: MAOFDA

Under the leadership of the Assistant Vice Chancellor for Academic Personnel OFDAS provides supervision, support, counsel, and infrastructure to directors and coordinators of the Center for Teaching Excellence (CTE), the Center for Instructional Support (CIS), and the Center for the Study of Multicultural Higher Education (CSOMHE).

- Assists the Vice Chancellor for Academic Affairs with policy development and during budgetary processes in areas of faculty development and new directions and priorities in teaching and instructional research.
- Professional development and training and leadership programs and events for faculty, department chairs, specialists, researchers, graduate teaching assistants, etc.
- Production of instructional publications, such as teaching related handbooks and manuals.
- Coordinates faculty recognition and incentive programs such as excellence in teaching and community service awards.

CENTER FOR TEACHING EXCELLENCE – Org Code: MACTE

- Mid-semester assessing—diagnostic and summative—for faculty and academic departments of existing courses and teaching.
- Consultation to individuals and academic departments in design, managing and delivering of course and instruction.
- Skill development programs to enhance instructional performance, including workshops, seminars, panels, and series.
- Programs for graduate teaching assistants to enhance instruction and prepare to become future faculty, through TA Trainings, Preparing Future Faculty Programs, and related events, with Graduate Division.
- Collaborates with campus-wide and college-level student services units to provide programming to enhance faculty and student engagement in and out of the classroom.
- Website resources, including taped CTE events.
- Maintains a formal Faculty Mentoring Program that includes:
 - Summer Dossier Series for faculty on application for renewal, promotion and tenure
 - Programs and events during the academic year on professional development processes and issues
 - Faculty Dossier Library
 - Colleague Pairing of Senior Mentors with Junior Mentees
 - Consultation to individuals and academic departments on mentoring processes.
 - Website resources, including taped FMP events.

CENTER FOR INSTRUCTIONAL SUPPORT – Org Code: MACTIS

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

- Consults with Mānoa academic units and individual faculty and students to help them plan and provide the richest learning experiences for students, and to assist them in using instructional technology effectively within that context.
- Conducts a variety of workshops and training sessions that enhance instruction through the use of technology.

- Ensures that appropriate and desired instructional equipment are easily accessible to faculty and students, through classroom installations and a system of equipment pools.
- Ensures that requirements for appropriate learning technologies are included in all university academic planning and budgeting documents.
- Monitors Mānoa classrooms and auditoriums to ensure the best possible environment for teaching and learning; serves as advocate for the faculty in the design of all new construction and renovations of classroom facilities; and serves as ombudsperson to resolve faculty and student concerns about classrooms.
- Develops high quality, effective instructional materials including computer-generated graphics, 35mm slides, overhead transparencies, charts and graphs, illustrations, publications, certificates, signage, displays, video, and interactive multimedia.
- Provides a campus repair facility to repair and maintain instructional equipment owned by Mānoa departments and programs.
- Promotes the use of technology to departments by offering limited support installing data projection systems. Process includes assessment, consultation, procurement, installation, and training.

CENTER FOR THE STUDY OF MULTICULTURAL HIGHER EDUCATION – Org
Code: MACMHE

The Center for the Study of Multicultural Higher Education focuses on research and practices related to cultural influences on teaching and learning. Processes of cultural influences on teaching and learning and on professional development has been absorbed within the programs and activities of CTE and FMP.

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ASSESSMENT OFFICE

FUNCTIONAL STATEMENT

ASSESSMENT OFFICE -- Org Code: MAOASM

Under the leadership of the Assistant Vice Chancellor for Academic Personnel the office has the responsibility to improve student learning through academic program assessment. Assessment is faculty-driven and faculty supervised; and involves establishing student learning outcomes, measuring/observing and documenting the extent to which outcomes are achieved, finding ways to improve, and implementing plans.

- Supports the use of program and institutional assessment to improve the quality of student learning.
- Collaborates with faculty, staff, students, and administrators to establish meaningful, manageable, and sustainable assessment.
- Disseminates assessment-related information.
- Assists programs with designing educational programs.

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MĀNOA INSTITUTIONAL RESEARCH OFFICE

FUNCTIONAL STATEMENT

MĀNOA INSTITUTIONAL RESEARCH OFFICE – Org Code: MAIRO

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

- Provides support to the Vice Chancellor for Academic Affairs and other academic affairs staff by providing data, analyses, and reports.
- Coordinates, monitors, and responds to information needs as required by academic units and administrative offices.
- Researches and prepares reports and analyses to support academic decision-making, program review, and accreditation.
- Coordinates the participation in all national surveys and requests for data from external sources.