

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE PROVOST  
**OFFICE OF THE VICE PROVOST FOR ACADEMIC EXCELLENCE**

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE PROVOST FOR ACADEMIC EXCELLENCE – Org Code: TBD**

The Office of the Vice Provost for Academic Excellence (OVPAE) has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs for the campus and campus-wide educational initiatives. The OVPAE works with the Academic Deans and Directors to ensure that academic initiatives are responsive to unit, campus, and state needs and are effectively implemented. The OVPAE proactively ensures a portfolio of high-quality, inspiring, and responsive undergraduate and graduate degree and certificate programs that prepare students for lifetime success. The OVPAE is responsible for assisting the academic units with recruiting, retaining, and supporting a diverse, world-class faculty with excellence in teaching, research, and service.

The Vice Provost for Educational Excellence (VPAE) serves as the principal policy advisor to the Provost on academic matters and is a member of the Mānoa Cabinet and the Provost's Council. The VPAE reviews and authorizes the development of new academic programs, reviews and determines the continuing status of existing programs, determines priorities and takes actions to improve the quality of both the academic programs and instruction more generally. The VPAE also develops and promulgates academic and academic personnel policies for compliance by all academic units. The VPAE collaborates with the Office of Global Affairs, and specifically the Study Abroad Center, to support the global experience in academic degree programs. The VPAE collaborates with the Dean of Outreach College to develop strategies for distance and online learning and other innovative learning opportunities. As delegated, the VPAE has the authority to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Provost.

The VPAE works with the Vice Provost for Research and Scholarship to ensure that the undergraduate, graduate and research programs of the academic units are provided with the best possible academic support; with the Provost and the Chief Business Officer to ensure the responsible allocation and expenditure of financial resources to support the academic programs, faculty, and academic support offices; with the Vice Provost for Student Success to ensure optimal academic support for students; with the Vice Provost for Enrollment Management in the formulation of retention strategies and enrollment plans and goals; and with appropriate System and campus offices to ensure that personnel actions taken are reasonable and compliant with existing policies, that academic programs have access to necessary information technology, and that physical facilities are suitable for instructional needs.

The OVPAE directs the development of governing policies, the conduct of program planning and assessment, the setting of priorities in response to new opportunities, and the formulation of academic goals and objectives. The OVPAE 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 and acting on data regarding academic programs.

The VPAE provides leadership and strategic direction for the following units:

- Assessment and Curricula Support Center
- General Education Office
- Honors Program
- Interdisciplinary Studies
- ROTC/Air ROTC/Military Sciences
- Graduate Division
- Office of Faculty Excellence including Academic Personnel Office and the Office of Faculty Development and Academic Support (OFDAS)
- Mānoa Catalog Office
- Office of the University Scheduler

Specific OVPAE responsibilities include the following:

1. Supports the development and delivery of high-quality curriculum for students. Collaborates on the integration of Native Hawaiian Place of Learning Advancement into the curriculum.
2. Coordinates the activities of the academic units and undergraduate and graduate programs working collaboratively with academic deans and directors.
3. Establishes academic standards for instructional programs and scholarly activities.
4. Provides advice and support for new academic initiatives from the formative phases through approval and implementation.
5. Coordinates reviews (both internal and external) of existing academic programs and follows up on recommendations from those reviews of existing programs.
6. Provides leadership for program and instructional improvement based on evidence, including evidence from institution-level and program-level student learning assessment.
7. Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
8. Maintains oversight of reviews by specialized accrediting agencies.
9. 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 discussions on academic matters, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, and strategic plans.
10. Represents UHM at the Council of Chief Academic Officers (CCAO).
11. Oversees the Mānoa catalog office and University scheduling office.
12. Oversees the General Education Office and supports the implementation of the General Education requirements for undergraduate and graduate students.
13. Works with campus leaders to improve and maintain the quality of the General Education program.
14. Manages, reviews, and supports the development of academic programs, courses, and curricula and the implementation of academic policies and goals.
15. 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, ensuring the availability of classes for undergraduate students, and identifying and addressing inequities in student learning.
16. Works closely with the Associated Students of the University of Hawai'i (ASUH) and the Graduate Student Organization (GSO) regarding educational concerns of the students.
17. Coordinates with System on the course evaluation system.
18. Oversees faculty personnel processes to ensure quality and compliance with relevant state, federal and collective bargaining policies. Coordinates the academic personnel functions for the campus for faculty and executive employees, including recruitment, hiring, tenure and promotion and periodic review, professional improvement plans; partner/spousal hires; and special requests related to personnel matters.
19. Supports faculty in developing and using the best instructional and assessment strategies to strengthen student learning and continuously improve academic programs and to support active pedagogies and engaged learning, and supports faculty professional development across their career.
20. Supports the development and delivery of innovative learning, teaching and research opportunities for students and faculty.
21. Develops strategies for expanding access to the University's high-quality programs and learning opportunities statewide, regionally, nationally, and internationally and for providing access to low cost and technology-based resources for instructional use.

### **ASSESSMENT AND CURRICULA SUPPORT CENTER - Org. Code: TBD**

The Assessment and Curricula Support Center oversees the development of new academic programs, review and determination of the continuing status of programs, program planning and assessment of academic programs and units, and analysis of institutional data regarding academic programs. In addition, the office supports programs and the institution in optimizing student learning through academic program assessment. Student learning 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.

Major functions include:

1. Facilitates the improvement of instructional quality and the academic programs and the formulation of academic goals and objectives.
2. Actively encourages and develops new academic initiatives, including new undergraduate and graduate programs.
3. Supports the use of program and institutional assessment to improve the quality of

- student learning.
- 4. Collaborates with faculty, staff, students, and administrators to establish meaningful, manageable, and sustainable assessment.
- 5. Assists programs with designing educational programs.
- 6. Conducts research and evaluation studies into student learning outcomes for the purpose of program improvement at a variety of levels.
- 7. Produces and disseminates information on learning assessment, curriculum design, and student learning, predominantly at the program and institution levels.

### **GENERAL EDUCATION OFFICE – Org Code: MAGEN**

The General Education Office provides logistical support, expertise, historical knowledge, data and guidance to the General Education Committee, a permanent committee of the UHM Faculty Senate, in development and implementation of General Education policies and procedures.

Major functions include:

- 1. Provides staff support to the General Education Committee and its boards.
- 2. Develops, supports, and maintains the website for the General Education Program.
- 3. Coordinates the administration of General Education with other offices and units.
- 4. Maintains an accurate listing of General Education requirements and courses for the Mānoa Catalog and class availability.
- 5. Coordinates and guides assessment of the General Education Program with the General Education Committee and its boards, Assessment Office, and others.
- 6. Administers program-wide projects and initiatives such as teaching workshops and online pedagogical resources.
- 7. Represents General Education on a variety of university- and system-wide committees.
- 8. Maintains historical records and data related to General Education at UH Mānoa.
- 9. Stays up to date on national trends and research related to General Education through attendance at and participation in national conferences, and through research projects at UH Mānoa.

### **HONORS PROGRAM – Org Code: MAHON**

The honors program provides qualified undergraduate students with the opportunity to complete a baccalaureate program with Honors through specialized curriculum and faculty-mentored Honors Projects.

Major functions include:

- 1. Operates a four-year program, which provides academically promising students the access to enriched General Education courses (A-sections) and small, interdisciplinary and/or experiential seminars unique to Honors, and personalized advising.
- 2. Operates a two-year upper-division program for incoming juniors to complete a research/project intensive Honors pathway in the Junior and Senior years.
- 3. Awards academic designations for the Honors Program on the diploma and transcript, as approved by the UHM Honors Council and Honors Faculty Committee.
- 4. Supports the sharing of undergraduate research and creative work through the Undergraduate Showcase, Mānoa Horizons, an undergraduate journal, and collaborative partnerships with units across campus.
- 5. Supports students applying for prestigious extramural scholarship and fellowship opportunities such as The Truman Scholarship, The Rhodes Scholarship, and others.

### **INTERDISCIPLINARY STUDIES PROGRAM – Org Code: MAIS**

The Interdisciplinary Studies program offers the BA in Interdisciplinary Studies to provide students with the opportunity to pursue innovative, multidisciplinary degrees designed collaboratively by faculty experts.

Major functions include:

- 1. Assists students with the design and implementation of individualized BA degree paths that are not restricted to conventional college boundaries and reflect student interests in emerging or fields of study not represented in the current array of degrees
- 2. Assists and engages faculty in interdisciplinary collaboration to develop curriculum, advance research and creative innovation and enhance student opportunities to participate in interdisciplinary programming.

3. Builds student capacity in interdisciplinary thinking, problem-based learning, and research/creative practice through interdisciplinary courses, programing, civic engagement and student mentoring.

### **ROTC/AIR ROTC/MILITARY SCIENCES – Org Code: MAMSCI**

The ROTC program attracts, motivates, and prepares selected students with potential to serve as commissioned officers in Army, Air Force and Navy 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.

### **GRADUATE DIVISION – Org Code: MAGD**

The Graduate Division oversees policies and procedures for all existing academic programs at the graduate-level. In collaboration with colleges and schools, and with the Office of the Vice Provost for Academic Excellence, supports and reviews the development of new degrees and certificates. As graduate education inherently involves both academics and research, Graduate Division works closely with the Office of the Vice Provost for Research and Scholarship to facilitate and support graduate programs in the academic units seeking research support and funding opportunities for their graduate students. In conjunction with the Office of the Vice Provost for Student Success, Graduate Division plans, implements and directs graduate student success initiatives at the campus level. While the Graduate Division does not oversee recruitment and admissions, the unit works closely to support such functions under the Vice Provost for Enrollment Management and importantly coordinates with academic units on recruitment, admissions, retention and graduation matters.

This office works collaboratively with graduate programs within the schools and colleges to ensure graduate student success and support graduate program goals and objectives. The office develops and sustains relationships with key constituents, such as enrolled graduate students, Mānoa deans, the Vice Provosts, academic departments and respective graduate programs.

### **OFFICE OF THE DEAN**

- Convenes the Graduate Council and Graduate Assembly to address graduate education initiatives, programs, and policies.
- Appoints graduate chairs and graduate faculty and maintains the Graduate Division website tool to select eligible graduate committee members.
- Works closely with graduate chairs on all matters regarding their duties, responsibilities and their graduate program.
- Collaborates with the Vice Provost for Academic Excellence, deans, and graduate chairs on curricular and program development and modification.
- Collaborates with the Office of the Vice Provost for Academic Excellence on the review of graduate degree programs.
- Collaborates with the Office of the Vice Provost of Student Success to support graduate student success, including by offering Graduate Student Orientation and professional and individual development workshops opportunities.
- Acts as PI for extramural student awards such as the NSF graduate fellows, Fulbright-Hays, Ford, and others.
- Collaborates with the Office of the Vice Provost for Research and Scholarship on identifying and pursuing funding opportunities for graduate students to support their research activities.
- Collaborates with the Office of the Vice Provost for Enrollment Management and coordinates with academic programs on the recruitment and retention of graduate students.
- Assists graduate students with the informal resolution of problems related to their academic programs or assistantships, refers students to appropriate campus or system offices to seek solutions or initiate complaints when necessary, and adjudicates Step 3 formal complaints.
- Provides graduate education-related data and reports to internal and external constituents.
- Works closely with officers of the Graduate Student Organization regarding graduate education concerns.
- Develops and monitors implementation of international agreements and programs in collaboration with graduate programs, partner institutions, the Assistant Provost for

- Global Engagement and the Vice Provost for Academic Excellence.
- Completes national surveys related to graduate education (e.g. CGS survey, NIH-NSF GSS survey)

## **INFORMATION TECHNOLOGY**

- Provides technical leadership and development support for Graduate Division, which includes hardware and software evaluation, installation, support, maintenance, and upgrade.
- Extracts data for decision making and reporting obligations for Graduate Division, graduate programs, and external organizations.
- Ensures the security of Graduate Division data, which includes securing all electronic data stored within the office utilizing both hardware and software protection, liaising with the Office of Data Governance for data sharing, and verifying that all PII data are protected or encrypted.
- Maintains and updates internet presence, which includes the Graduate Division website, an intranet web server for access within University of Hawaii, and social media outlets.
- Develops mission critical software programs involving data exchange among multiple platforms, databases, programming languages, and protocols.
- Serves as technical liaison between Graduate Division, Banner Central, and other offices.
- Provides training and support of professional and support staff in all hardware and software used in Graduate Division.
- Acquires and maintains all IT-related equipment (including hardware, software and peripherals) and maintenance contracts.

## **GRADUATE STUDENT SERVICES**

- Manages and maintains records for graduate and post-baccalaureate unclassified programs; ensures FERPA compliance.
- Provides advising for graduate students and graduate programs on matters related to Graduate Division requirements, policies, and procedures.
- Reviews and oversees the processing of all exceptions to hire graduate assistants.
- Disseminates and processes all Graduate Assistantship tuition exemptions approved by the respective deans.
- Generates and processes university-initiated immigration documents for new graduate students for designated schools and colleges.
- Develops and maintains academic progress records for all graduate students which includes the following:
  - actions to support 7-year time to degree (correspondences, approvals, extensions, probations and dismissal actions)
  - academic GPA probation and dismissals
  - lack of academic progress
  - leave of absence requests
- Oversees and processes registration-related exceptions to include, but not limited to, change in registration, withdrawals, change of grades/audit approvals, time conflict and max credit overloads, change in level, inactive procedures, etc.
- Processes and monitors academic petitions related to all graduate student records which includes course substitutions or waivers, credit transfers, petitions to count undergraduate excess credits towards higher level degree, pathway calculations, etc.
- Maintains the records for all graduate programs which include final oral examination defenses, foreign language exams, proposal defenses, and comprehensive exams.
- Reviews and processes committee forms, which include thesis and doctoral progress, petition to revise committee, remote committee participation, and ABD certificate issuance.
- Oversees the submission of theses and dissertations through ETD ProQuest, Survey of Earned Doctorates, and Hamilton Library.
- Maintains, monitors, and processes graduation procedures for students in master's, doctoral and graduate certificate programs to include processing graduation applications for degree award and certification of degree award, coordinating with graduate chairs to ensure all requirements are met for each graduate's academic journey towards graduation, processing Masters En-Route, processing temporary graduation certificates, and handling the signing, reporting and awarding of graduate certificates.
- Oversees and provides the master's and doctoral graduation lists to the commencement

- office for their commencement program.
- Certifies all degree requirements for graduation and provides the final graduation lists to the appropriate offices (Registrar's office, Professional and Vocational Licensing Division, Survey of Earned Doctorates, Hamilton Library, and ProQuest).
- Oversees the STAR online degree audit system for graduate programs.
- Manages all of the electronic forms for Kuali build.

### **OFFICE OF FACULTY EXCELLENCE - Org. Code: MAOFE**

The role of the Office of Faculty Excellence is to recruit, retain and support a diverse world-class university faculty, to provide resources and support across the faculty career cycle, and to support and engender excellence in teaching, research and service. The office also coordinates, develops, and promotes the programming and resources to promote faculty excellence across the career cycle at the flagship, research-intensive campus and develops and supports innovative programs and resources to advance faculty work.

The office supports faculty excellence through two units:

- Academic Personnel Office
- Office of Faculty Develop and Academic Support

### **ACADEMIC PERSONNEL OFFICE – Org Code: MAAPO**

The Academic Personnel Office supports the academic life cycle ranging from recruitment to retirement. This office promotes equitable hiring practices, while enhancing development, and continued learning. It also ensures compliance with Federal, State, university-wide, and Collective Bargaining Agreement policies and procedures. The Academic Personnel Office provides advice and guidance on matters related to appointments, professional and career advancement, and assistance with dispute/grievance management, and is committed to providing the support and training needed throughout the different phases in the academic life cycle to enhance the working and learning environment at UH Mānoa.

Major functions include:

1. Identifies, develops, and coordinates professional development and advancement for executives, academic leaders, and faculty members.
2. Reviews, advises, and provides guidance to executives, academic leaders, faculty members, and administrative support staff on academic personnel, instructional, and/or curriculum matters.
3. Serves as the Provost's designee for complaints, grievances, and disciplinary actions.
4. Participates in the formulation of contract proposals and negotiating strategy.
5. Assists in developing campus-wide policies and procedures for academic personnel issues working in concert with System offices and policies.
6. Provides advice on matters relating to faculty and executive personnel actions, including appointment, reappointment, tenure, promotion, leaves, compensation etc.
7. Coordinates faculty contract renewal, tenure, promotion and review of tenured faculty.
8. Administers faculty contract provisions and participates in formulating contract proposals.
9. Implements Executive directions and Board policies regarding faculty and executive employees.

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

The Office of Faculty Development and Academic Support (OFDAS) is responsible for providing instructional and professional development activities and services for UH Mānoa faculty and academic staff. OFDAS and its units are actively engaged in providing support in the areas of teaching, assessment, and instructional technology, with distinct foci and collaboration within OFDAS to respond to faculty requests and needs. Activities and services are provided through the Center for Teaching Excellence and the Faculty Mentoring Program.

Major functions include:

1. Assists with policy development and budgetary processes in areas of faculty development and new directions and priorities in teaching and instructional research.

2. Provides professional development and training and leadership programs and events for faculty, department chairs, specialists, researchers, graduate teaching assistants, etc.
3. Produces instructional publications, such as teaching related handbooks and manuals.
4. Coordinates faculty recognition and incentive programs such as excellence in teaching and community service awards.
5. Provides supervision, support, counsel, and infrastructure to directors and coordinators of the Center for Teaching Excellence (CTE) and the Faculty Mentoring Program (FMP).

**Center for Teaching Excellence – Org Code: MACTE**

Responsible for supporting the improvement, development and enhancement of university teaching, and the rewarding of excellent teaching achieved through the development of teaching effectiveness for faculty and teaching assistants through:

1. Develops and organizes Instructional Development presentations, seminars and workshops on best practices and innovations in teaching and learning;
2. Develops and hosts three-day New Faculty Orientations (NFO) and TA Trainings (TAT) prior to each semester;
3. Provides professional development opportunities for instructional faculty to enhance and better integrate their knowledge and understanding of the cultures, histories, and peoples of Hawai'i;
4. Provides confidential Mid-Semester Evaluations of teaching performance and course assessment services to generate immediate improvements to a course in session;
5. Offers individual consultations on teaching practices and mentoring of faculty and TAs in their professional development;
6. Administers the annual Mānoa Teaching and Service Awards that honor members of the faculty and staff who have demonstrated excellence in their teaching and community service;
7. Works directly and collaboratively with individual faculty and TAs, as well as with units, departments, colleges/schools; and,
8. Develops new and renovated teaching and learning spaces for collaborative and innovative classroom practices.

**Faculty Mentoring Program - Org. Code: MAFMP**

Responsible to provide confidential, professional development support to new, junior and senior Mānoa faculty through:

1. FMP Dossier Library of successful dossiers from a range of faculty of varied classifications and departments;
2. Professional development events, including the FMP Summer Dossier Series with seminars and panels on the processes involved in successful professional achievement in academia;
3. Mentor/Mentee Pairing between junior and senior-tenured faculty from outside their own department or college.

**MĀNOA CATALOG OFFICE – ORG CODE: MACAT**

The Mānoa Catalog Office designs, edits, formats, and produces the Mānoa catalog, in consultation with all UH Mānoa units.

Other major functions include:

1. Maintains and updates the Bachelor Degree Program Sheets (BDPS) and Sample Four Year Academic Plans in consultation with all units who have a bachelor degree.
2. Oversees the Council of Academic Advisors bachelor degree program sheet committee.
3. Oversees the development, reviews content and appearance of, and maintenance for the websites for the Mānoa Catalog, the Bachelor Degree Program Sheets and Sample Four Year Academic Plans, and the associated units.