

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT  
FOR ACADEMIC STRATEGY (OVPAS)**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The OVPAS provides executive leadership in setting forth the systemwide academic vision and goals for the University of Hawaii in collaboration with internal and external stakeholders. It is comprised of four offices: 1) Academic Programs and Policy (OAPP); 2) Institutional Research, Analysis, and Planning (IRAPO); 3) Hawaii P-20 Partnerships for Education (Hawaii P-20); and 4) Student Affairs (OSA).

**MAJOR FUNCTIONS**

- Leads the student completion agenda for the University of Hawaii.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawaii.
- Advises the President and University executives on academic matters.
- Oversees the Council of Chief Academic Officers and Council of Senior Student Affairs Officers.
- Provides leadership and support for systemwide articulation and transfer.
- Establishes and tracks strategic goals and measures to ensure that the University is fulfilling its mission.
- Develops academic plans, policies and procedures.
- Formulates mission and planning documents, and prepares policy statements, recommendations for action, and guidelines for implementation.
- Develops and implements systemwide tuition policies and procedures.
- Supports the University Centers in offering the University's baccalaureate and higher degrees to residents of neighbor islands.
- Serves as academic liaison with the Board of Regents, other state and federal educational boards, stakeholder groups, systemwide University offices, and the All Campus Council of Faculty Senate Chairs.
- Manages systemwide strategic planning efforts and provides planning support.
- Serves as the systemwide source of expertise on issues relating to institutional accountability.
- Provides leadership and direction for institutional research for the ten campuses of the UH System and maintains the official System of Record for systemwide student data reporting.
- Oversees Hawaii P-20's policies, programs, and initiatives, and promotes the Hawaii P-20 Council's efforts to develop a seamless system of educational delivery.
- Provides leadership and facilitates collaboration for systemwide initiatives and activities around international engagement.
- Provides leadership in the management of systemwide student affairs.
- Prepares reports, studies, or briefing papers in response to requests from the Board of Regents, President of the University of Hawaii, and local, national, or international entities.
- Develops and implements the President's Emerging Leaders Program (PELP).
- Develops and implements workforce-related innovations, facilitates necessary planning and policies, collaborates with academic leadership across the UH System, and drives implementation of the UH strategic plan as it relates to workforce needs.

**OFFICE OF ACADEMIC PROGRAMS AND POLICY**

## **INTRODUCTION**

To help achieve the systemwide academic vision for the University of Hawai'i, the Office of Academic Programs and Policy (OAPP) provides executive staff support to the Vice President for Academic Strategy. The OAPP supports system-level academic planning and coordination, systemwide policy promulgation, articulation and transfer between the ten campuses, leadership development for faculty and staff, workforce development, international activities and coordination, as well as other academic initiatives that impact the ten-campus University System.

## **MAJOR FUNCTIONS**

- Develops/revises academic policies and procedures.
- Initiates, coordinates and supports systemwide academic initiatives.
- Convenes/facilitates the Council of Chief Academic Officers and other systemwide academic committees and provides requisite staff support.
- Develops and implements workforce-related innovations, collaborates with academic leadership across the UH System, and drives implementation of the UH strategic plan as it relates to workforce needs.
- Leads modernization and innovation in credentialing, such as competency-based micro-credentials/badges, industry-certified credit and non-credit certificates.
- Serves as system lead for articulation and transfer among the ten University campuses.
- Convenes the University Council on Articulation, the Academic Advising and Transfer Network and other systemwide academic committees.
- Ensures that academic proposals prepared for Board of Regents or President's actions are consistent with University guidelines.
- Serves as the Vice President's liaison to the All Campus Council of Faculty Senate Chairs.
- Supports distance learning activities which focus on educational access and workforce development.
- Convenes the University Center Directors to support the educational needs of students on neighbor islands for baccalaureate and higher degrees.
- Serves as a resource to campuses in providing planning and policy interpretation and guidance, monitors systemwide planning initiatives, and facilitates priority-setting at system and campus levels.
- Researches and consults with University stakeholders and constituents on emerging academic affairs issues in higher education at the national, State, and local levels.
- Prepares required academic reports for the Board of Regents, President, and University executives.
- Prepares responses to international, national, and local inquiries and to ad hoc requests to the Board of Regents, State Postsecondary Education Commission, and the President on University and State educational policies and practices.
- Convenes a systemwide international committee to facilitate collaboration among campuses and develop strategies to achieve the University's international goals.
- Provides legislative coordination support for the Vice President for Academic Strategy.
- Supports the implementation of the President's Emerging Leaders Program (PELP).
- The Office of the Academic Programs and Policy and Office of Student Affairs work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.
- Has jurisdiction and responsibility for providing leadership for the initiation and development of academic policies.

## **INSTITUTIONAL RESEARCH, ANALYSIS, AND PLANNING OFFICE**

### **INTRODUCTION**

The Institutional Research, Analysis and Planning Office (IRAPO) provides accurate and timely data, information, and analysis to empower decision makers in support of the University's mission and makes information accessible to the public to encourage transparency. The office also develops, leads and collaborates in strategic planning in the broad areas of academic and student affairs as they relate to University goals.

### **MAJOR FUNCTIONS**

- Maintains the student data warehouse and Operational Data Store (ODS).
- Coordinates and oversees data quality and consistency across the UH System while maintaining definitions for student data.
- Maintains the official records for the reporting of systemwide student data at the University.
- Provides official student data in compliance with State and federal requirements, such as Integrated Postsecondary Education Data System (IPEDS) and Student Right to Know (SRTK).
- Defines terms, summarizes data, conducts analysis, designs presentations and publishes information for University administrators, Board of Regents, legislators, and partnering State government agencies.
- Provides timely and convenient access to information about the University to the public.
- Coordinates and conducts workshops and training sessions to facilitate the dissemination of information and analysis to University administrators and campus-level institutional research offices.
- Serves as Executive Data Steward and a member of the UH Data Governance Committee to ensure the protection and appropriate use of student data.
- Manages and provides support for the Student Data Oversight Committee (SDOC), a subcommittee of the Data Governance Committee, which is charged with making decisions regarding program code changes and other changes to student data.
- Develops and applies analytical tools and techniques to support the University's institutional and campus-level planning processes, programs, and initiatives in areas of enrollment/student success outcomes, efficiency measures, performance metrics, and program health indicators.
- Directs and manages the creation of systemwide enrollment management plans, including the provision of data and tools, collaborating with campus administrators to integrate their strategies into a coherent system plan.
- Coordinates tuition setting and review for the system, including preparing analyses and reports, establishing processes for consultation and feedback, and overseeing policy changes.
- Coordinates systemwide goal setting initiatives, such as strategic directions, performance funding and other plans in academic and student affairs.
- Oversees periodic surveys and reviews of academic and student issues on a systemwide basis.

## **HAWAI'I P-20 PARTNERSHIPS FOR EDUCATION OFFICE**

### **INTRODUCTION**

The Office of Hawai'i P-20 Partnerships for Education (Hawai'i P-20) is responsible for developing policies and initiatives and coordinating the implementation of joint public-private ventures along the education pipeline, from early childhood through college. Their goals encompass improving the educational achievement of learners at all levels, closing the gap between those who have traditionally been well-served by educational institutions and those who have not, and—ultimately—improving the

quality of life of all people of the State by enhancing the quality of our workforce and engendering greater civic engagement.

### **MAJOR FUNCTIONS**

- Develops systemwide policies, programs, and initiatives designed to promote attainment of the Hawai'i P-20 mission to assure that more of Hawai'i's people persist through the education pipeline.
- Partners with the Hawai'i Department of Education (HIDOE), the Executive Office on Early Learning (EOEL), and the University of Hawai'i to work with the P-20 Council to develop a seamless system of educational delivery to prepare Hawai'i's learners for success.
- Advises the Vice President for Academic Strategy and other University executives on Hawai'i P-20 plans and initiatives.
- Coordinates, facilitates, and partners in program development and administration efforts with the UH System and with participating State agencies and community stakeholder groups, e.g., the HIDOE, EOEL, and the Department of Labor and Industrial Relations.
- Serves as liaison to local, State and federal academic educational entities, systemwide University offices, HIDOE, the legislature, and community stakeholder groups.
- Provides leadership, direction, and coordination for all career and technical education (CTE) in the State and cooperates with other institutions or agencies engaged in CTE within the State.

### **CAREER AND TECHNICAL EDUCATION AND COORDINATING ADVISORY COUNCIL**

Makes recommendations to the State Board of Career and Technical Education and assists in the development of policies and procedures for the administration of career and technical education in the State.

## **OFFICE OF STUDENT AFFAIRS**

### **INTRODUCTION**

In collaboration and consultation with the Office of Academic Programs and Policy (OAPP) and Senior Student Affairs Officers (SSAO) on all UH campuses, the Office of Student Affairs (OSA) provides strategic leadership, planning and support for the initiation, development, and coordination of Student Affairs programs, policies and procedures related to systemwide Student Affairs operations. The OSA advocates for Student Affairs faculty and staff, students, and equity of service to students throughout the UH System.

### **MAJOR FUNCTIONS**

- Advises the senior University staff on Student Affairs matters.
- Serves as administrative liaison with the Board of Regents Committee on Student Success.
- Serves as an advocate for students within the scope and intent of the Board of Regents, executive policy and the UH System and campus strategic plans, goals, and objectives.
- In consultation with the OAPP, participates in the development of student affairs policies and coordinates the implementation of systemwide policies among UH campuses, including but not limited to residency, admissions, enrollment management, records and registration, financial aid, tuition waivers, scholarships, tuition differentials, fees, counseling/advising, career services, internships, service learning, military-connected students, veteran students, and international students.
- In consultation with campus SSAO, develops and facilitates Student Affairs programs that require coordination among UH campuses, including but not

- limited to financial aid, student employment and cooperative education, judicial affairs, residence halls, student life, students with disabilities, childcare, student health insurance, student health services, and student equity and diversity.
- Convenes/facilitates meetings of the UH Council of Senior Student Affairs Officers (CSSAO) and provides requisite staff support.
  - Convenes and provides organizational advising and program support to the UH System Student Caucus.
  - In collaboration with the Bursar's, Banner, and STAR offices, participates in the development and implementation of technological tools and processes to streamline and support efficient processes that contribute to an overall positive student experience.
  - Monitors campuses' compliance with federal and State statutes, acts, and administrative procedures related to Student Affairs programs and jurisdictions.
  - Works with other appropriate UH campuses, colleges, and schools to collaborate, develop, and facilitate partnerships with pre-K through 20 educational institutions on projects that are mutually beneficial to students and the community.
  - Serves as Certifying Officer for the Western Interstate Commission for Higher Education – Hawai'i.
  - Has jurisdiction and responsibility for providing leadership for coordinating among campuses the implementation of systemwide Student Affairs policies.
  - Supports the implementation of the President's Emerging Leaders Program (PELP).
  - Coordinates and oversees the system student basic needs programs and policies.