

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII - WEST O'AHU

MAJOR FUNCTIONS

OFFICE OF THE CHANCELLOR

Oversees and is responsible for the entire operation of the University.

- Provides leadership to senior staff in the development of instruction, academic support, student services, public service and administrative programs.
- Provides oversight in the development of the long-range master plan and its implementation through planning, design and construction.
- Selects and recommends appointment of senior staff to the President; consults with senior staff on the recruitment and selection for positions reporting to them.
- Represents the University at the senior level in system-wide matters and particularly those affecting the campus.
- Represents the University with the legislature and individual legislators both during and between legislative sessions.
- Represents the University in developing support in the community for all plans, programs and policies.
- Determines overall direction of commencement activities.
- Serves as the lead representative to all media and directs all strategic public affairs, public relations, general community relations activities.
- Ensures all plans and programs meet all necessary accreditation standards required for a four-year baccalaureate University.
- Provides leadership required to ensure a prudent fiscal budget for the University.

Communications & Public Affairs

- Leads the development and management of promotional, marketing, and other print and electronic publications including design and content for units of the campus.
- Seeks out and disseminates meaningful content that aligns with campus mission and objectives.
- Develops and manages internal and external communication messaging and strategy involving internal and external stakeholders, working collaboratively with campus units to align such messaging, layout, and design that fosters synergy.
- Leads the management and maintenance of the campus website.

Compliance

- Provides independent counsel, oversight, and coordination of institutional compliance-based issues, and promotes the highest standard of ethics and integrity within the university community.
- Advises, assists, and investigates potential violations of laws, regulations, policies, and processes involving protected classes.
- Advises and assists with student conduct processes, issues, and potential violations.
- Advises and assists with academic grievances.
- Ensures that training and development programs on compliance requirements, and student rights and responsibilities are conducted.
- Promotes campus programming to bolster awareness and education around compliance issues, concerns, requirements, etc.
- Oversees adequate documentation of compliance efforts.
- Collaborates and partners with System and other campus' services to ensure consistency of compliance advocacy, resource support, and resolution.

Institute of Engaged Scholarship

- Promotes effective teaching and lifelong learning through theoretical and applied research efforts via reciprocally beneficial partnerships between university scholars and community members.
- Serves the public good through community partnerships and collaborations to address key community issues.
- Supports research and scholarship initiatives that strive to impact societal and community transformation.
- Builds institutional capacity by increasing extramural funding.

#### Kulana O Kapolei

- Advocacy for the campus' sustained commitment to `olelo Hawaii (Hawaiian language) and `ike Hawaii (traditional and cultural knowledge and practices of Hawaii) via engagement, Hawaiian protocol, and evaluation processes.
- Promotes and provides programming that infuses and normalizes Native Hawaiian values, indigenous ways of doing, and `ike in institutional decision-making, instructional practices, co-curricular programs, and community collaborations.
- Fosters the preparation of students, faculty, and staff members of Native Hawaiian ancestry to assume leadership roles.
- Works in partnership with UH System Hawaii Papa O Ke Ao, Puko`a Council, Nalimaku`i Council and other campus councils to advance the teaching and learning of Hawaii's diversity.

#### ADVISORY GROUPS TO THE CHANCELLOR

##### Labor Education Advisory Council

As mandated by Hawai'i Revised Statutes, the Council members are appointed by the President of the University of Hawai'i. Serves as an advisory council to the Chancellor on activities and programs of the Center for Labor Education and Research and assists the Chancellor in the assessment and evaluation of program needs for implementation.

##### Nalimaku`i Council

This group is composed of faculty, staff, and students of Native Hawaiian ancestry who act as an advisory body to the Chancellor on matters important to Native Hawaiians.

##### Associated Students of UH West O`ahu (ASUHWO)

This group is the student government representing all currently enrolled students at UH West O`ahu who act as an advisory body to the Chancellor on matters concerning the student body.

- Provides democratic representation for the students of UH West O`ahu and advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups, and government officials.
- Serves students by promoting quality campus life using student fees to support programs, activities, and events, and by voicing the needs, interests, and concerns of students through participation in institutional governance.

##### Executive Leadership Committee

This group is composed of business, education and community leaders who act as an advisory body to the Chancellor on matters important to the community.

#### ACADEMIC AFFAIRS

##### Office of the Vice Chancellor for Academic Affairs

Provides leadership in the development, organization, planning, assessment, and evaluation of all academic programs and academic support activities. The Vice Chancellor for Academic Affairs serves as the chief academic officer of the campus and advises the Chancellor on academic matters. Also, provides leadership in campus accreditation activities, and professional development of faculty and academic support staff.

- Provides leadership in development of academic plans and curriculum for the university.
- Recommends promotion and tenure, and contract renewal for faculty.
- Monitors and coordinates the promotion/tenure and contract renewal process.
- Coordinates the University's re-accreditation and student learning assessment efforts.
- Represents the campus in system-wide committees and meetings concerning academic matters.
- Works with division chairs to assign faculty an equitable teaching loads and appropriate courses.
- Works with division chairs to schedule classes, plan curricula, maintain and update articulation agreements, develop new programs, and to develop and implement academic policy and division budget.
- Via the Early College program, offers co-curricular coursework to high school students in support of academic pathways.

- Works closely with the directors of the library, academic computing and the learning resource center, institutional research, and the center for labor education and research. Coordinates and provides support for library services, academic computing and the learning resource center, institutional research, and the center for labor education and research.
- Coordinates the recruitment of full-time faculty, including the publicizing, interviewing, and advising on the selection of instructional personnel.
- Develops and implements all aspects of the instructional and academic support budgets.
- Coordinates faculty travel and conference attendance.
- Coordinates and plans faculty professional development.
- Serves as ex-officio member of faculty senate.
- Works with the Vice Chancellor for Student Affairs to coordinate first-year experience, and coordinate activities to ensure enrollment and strengthen retention activities.
- Pursues extramural funding opportunities.

#### Instruction

- Teaches UHWO courses using traditional and distance education methods.
- Develops, assesses, and revises innovative curriculum that will lead to a baccalaureate degree and related certificate programs.
- Participates in service activities at the campus, System and community level.
- Conducts research.
- Pursues extramural funding and research opportunities.
- Develops and delivers a summer session program.
- Provides academic advisement of program requirements to students.
- Participates in the recruitment and selection of faculty, lecturers, administrators, and staff.
- Participates in new student orientation, commencement ceremonies, and other campus activities.
- Serves as advisors to campus clubs and organizations.
- Provides assessment data and results of student learning outcomes for courses, academic programs and institutional outcomes.
- Provides and participates in student retention activities.

#### Academic Support

Under the leadership of the Associate Vice Chancellor for Academic Affairs (#89494), performs a variety of functions essential to the academic and instructional operations of the campus, including library services, support for online learning, and data analysis.

#### Library Services

- Works closely with instructors and faculty to acquire educational materials needed to implement the educational objectives of the University.
- Plans, develops and controls all aspects of the University library.
- Determines library requirements for instructional and research programs by maintaining regular contacts with academic departments and administration.
- Develops and coordinates a collection development program, with input from faculty that addresses current needs and future projections.
- Acquires, organizes, catalogs and maintains the necessary recorded information, both print and non-print, in those fields pertinent to the programs of UHWO.
- Provides effective and timely access to information not available in the Library's collections.
- Develops and maintains a strong, service-oriented staff able to assist students, faculty, and other library users in the effective retrieval of information.
- Teaches library competence and information literacy in support of academic work and lifelong learning.
- Publicizes and promotes library resources and services.
- Provides convenient, comfortable facilities for study and for use of library materials and services.
- Maintains an awareness of developments in librarianship and information technology and utilizes new techniques and systems where feasible.

- Promotes constructive working relationships with other libraries, participates in cooperative projects of bibliographic access, and develops mutually advantageous approaches to collection policies and interlibrary cooperation.
- Improves staff performance and job satisfaction by encouraging internal communication, shared decision making, career development, and staff participation in workshops, conferences and other professional activities.
- Engages in systematic planning and reviewing of library policies, systems and services.

#### Institutional Research Office

- Compiles and disseminates student cohort data on the retention, attrition, and graduation of students at UH West O`ahu.
- Conducts ad hoc studies on issues pertaining to institutional matters and course evaluations at UH West O`ahu.
- Develops survey instruments, administers surveys, analyzes data, and writes reports on students, graduates, and alumni.
- Develops course evaluation questions as needed to meet the evaluation needs of instructors.
- Administers online course evaluations as needed and coordinates the administration of online course evaluations when possible.
- Provides data and other appropriate analyses to support accreditation proposals and reports.
- Collaborates with the UH System Institutional Research office on system-wide reports, surveys, and data system developments.
- Submits annual reports to accreditation and federal agencies.
- Reports student, financial, and other campus data to college surveys and publishers.
- Responds to data requests for grants, program reviews, and research as appropriate.
- Conducts inter-rater reliability analyses and other assessment studies.
- Performs educational effectiveness studies using quantitative, qualitative, and mixed methods.
- Develops, designs, and updates Assessment & Institution Research Office website.
- Performs extensive planning to develop instruments, collect and compile institutional data, and produce reports and studies to meet accreditation, institutional, and program planning needs.
- Represents the campus as the Subject Matter Expert pertaining to institutional data for UH initiatives.

#### Office of Distance Learning

The Office of Distance Learning specializes in identifying, creating, developing and evaluating equity of opportunity for student success by expanding access to online courses, certificates, degrees, and distance programs by:

- Articulating a vision for distance education aligned with the institution's mission.
- Integrating distance education into the academic and operational processes of the institution.
- Developing policies and procedures related to distance education.
- Facilitating integrated and coordinated access to student services, academic support, and student engagement for Distance Education students.
- Promoting and supporting standards-based best practices for instructional design of online courses.
- Monitoring and evaluating the assessment of student learning outcomes for Distance Education programs.
- Providing professional development for staff and faculty involved in distance education.
- Address online accessibility
- Advancing effective use of rich media for teaching and learning.

#### Center for Labor Education and Research

The Center specializes in labor education, research, and education programs and provides the following:

- Coordinates, arranges for, and conducts evaluation of existing center programs of instruction for refinement, develops new courses of instruction, and plans their implementation on a continuing basis.
- Coordinates, arranges for, and conducts classes, courses, workshops, seminars, and research studies or projects.
- Coordinates, arranges for, and provides technical assistance to trade unions to improve or implement labor education programs within their organization.
- Prepares and disseminates educational information and publications on various subjects of concern and interest to workers and their organizations.
- Develops or acquires and promotes the dissemination of labor-related information and programs through the various public media (radio, TV, newspapers, public and private organizations, clubs, etc.).
- Coordinates, arranges for, and conducts teacher preparation classes to enable relevant and reliable department of education instruction in labor-related educational courses, programs, and activities.
- Provides labor studies courses, and labor-related research and educational services to workers and their organizations and to the public.

`Ulu`ulu: The Henry Ku`ualoha Giugni Moving Image Archive of Hawai`i

`Ulu`ulu is designated by the Hawai`i State Legislature and the Governor as the state's official Moving Image Archive. `Ulu`ulu was incubated and developed beginning in 2008 as part of the Academy for Creative Media System and continues to be part of ACM System at the University of Hawai`i - West O`ahu.

- Perpetuates and shares the rich moving image heritage of Hawai`i through the preservation of film and videotape related to the history and culture of Native Hawaiians and the people of Hawai`i.
- Acquires, organizes, catalogs, digitizes and maintains archival moving image collection material with cultural or historical significance to implement the educational objectives of the University.
- Provides a searchable catalog of collection items and all associated metadata using content management software specifically designed for audiovisual materials.
- Maintains an integrated cataloging and analog-to-digital video migration system to manage digital preservation processes.
- Digitizes videotapes and films according to archival best practices to create digital preservation files that are stored and administered on servers.
- Provides a temperature and humidity-controlled environment for the safe long-term storage of physical collections.
- Provides access to catalog and digital video files for students, faculty and other archive users via public website and in the library.
- Develops and maintains a strong professional staff that keeps abreast of emerging technologies and developments in moving image and digital archives and leads in innovative archival practices.
- Publicizes and promotes moving image archival resources and services to encourage the use of primary-source research material in university curricula.

STUDENT AFFAIRS

Office of the Vice Chancellor for Student Affairs

Provides leadership in the development, organization, planning, assessment, and evaluation of all student affairs programs and activities that serve to: 1) bring individuals to the higher education academy and help them enter; 2) encourage students to stay engaged with campus programs and services to develop themselves intellectually and interpersonally; and 3) prepare students to exit the campus by being ready for entrance either into the workforce or graduate education. To achieve these goals, the Office of the Vice Chancellor for Student Affairs has the following responsibilities.

- Fiscal planning and oversight.
- Budget development, planning and oversight.
- Personnel management and development.
- Alternative resource development.
- Strategic visioning.
- Service assessment and evaluation.

### Enrollment Services

Primary focus is on bringing students to the campus and assisting them in formally entering the academy. It has the following responsibilities.

- Manages and oversees enrollment planning with specific recruitment and enrollment goals of targeted segments.

### Admissions

- Outreach and promotion of campus and programs.
- Recruitment via on-campus visits and tours, high school visits, community college outreach, etc.
- Pre-admissions counseling.
- Application processing (including review of high school and college transcript evaluation).
- Evaluation of transfer credits.
- Admission decision-making (including residency status determination, I-20 processing).

### Financial Aid

- Outreach and promotion to encourage FAFSA completion.
- Financial needs analysis.
- Award Packaging and Distribution.
- Financial aid account monitoring and award revisions.
- Financial Aid satisfactory academic progress.
- Loan Debt Education
- Regulatory compliance with Federal financial aid (grants, loans, employment).
- Regulatory compliance with State financial aid (grants, loans).
- Regulatory compliance with institutional, University system, and UH Foundation financial aid.
- Oversight of, and coordination with, external and private scholarship and loan programs.

### Registration and Records

- Registration planning and courses.
- Certification (veterans, international students, enrollment).
- Transfer credit evaluation and maintenance.
- Maintenance of STAR/GPS interface.
- STAR records maintenance.
- Grades maintenance.
- Graduation diploma preparation and issuance.
- Student records maintenance (address, email, health record, etc.).

### Student Development

Primary focus is encouraging students to get engaged with the campus community in order to develop themselves holistically with the following responsibilities:

- Optimizes student learning, leadership, and career planning.

### Advising Services

- Course selection advising to fulfill program/major requirements.
- Orientation of new, incoming students and their families.
- Satisfactory progress toward degree completion.
- Reviews requests for complete withdrawals, leaves of absence, and graduation eligibility (including final degree audit reviews).
- Validates change of major, course applicability for VA educational benefits, concurrent enrollment eligibility, and course applicability for financial aid.
- Division support for academic pathway planning and program of study development.
- Participation in commencement planning.
- Target group support for selected groups such as distance education learners, veterans, Native Hawaiians, first year students, early admits/running start students, etc.

### Career Development

- Career assessment.
- Career exploration.

- Career skill development (e.g. job and internship search strategies, resume writing, and reviews, job skills workshops).
- Career transition services.
- Campus recruitment and interviews.
- Career fairs.
- Business partnerships and employment listings.
- Student Employment Administration.
- Graduate school exploration.

#### Student Life

- Organizational advising, training, and program support for student government, student media, and other chartered student organizations.
- Resource liaison to registered independent student organizations (annual registration, consultation).
- Leadership education, training, and development including courses, workshops, and peer mentoring programs.
- Campus center (services, operations, lounge, etc.).
- Campus recreation (intramural sports, leisure recreation, etc.).

#### Student Engagement

Primary focus is supporting partnerships between formal instruction and experiences outside of the classroom that promote intellectual and personal development including academic skills, classroom success, personal wellness, and mental well-being with the following responsibilities:

#### Noeau Center

- Tutoring in writing, math, and other subject areas.
- On-line tutoring and instructional resources oversight to guide distance learners.
- Learning skills development including diagnosis and assessment of learning barriers and academic success instruction.
- Testing services and placement.
- Testing services for other licensing and credentialing agencies.
- Proctoring for ADA accommodations.
- Proctoring for classroom faculty.
- Management of communication to foster community building among online learners, prospects, other clients, and targeted groups.

#### Mental Health Services

- Mental health counseling.
- Psychological consultation and referral.
- Clinical assessments.
- Training for interns.
- Psycho-social developmental education and training.

#### Disability Services

- Academic support services to enable access and matriculation for students with disabilities.
- Assessment of needs and procurement of reasonable accommodations to assure equity of access.

#### Health and Wellness Education

- Clinical health services including minor urgent care, routine vital checks, first-aid, routine medical supplies, selected testing, family planning, community referrals, etc.
- Health education, promotion, and programming.

#### Student Conduct

- Assistance and advising on student conduct violations, sexual harassment violations, and discrimination complaints.
- Advising and coaching on academic grievances and gender equity concerns.
- Training and development on student rights and responsibilities and compliance requirements, including compliance programming.

### Student Equity and Access

Primary focus is on seeking and promoting partnerships among educational institutions, state funding agencies, and extramural funding sources to serve students from under-represented populations by encouraging their pursuit of, and preparation for, post-secondary education with the following responsibilities:

- Grants writing for funding to cover costs of service interventions.
- Advocacy of educational needs and interests of identified target populations.
- Early intervention program planning for college readiness, summer bridge, first year tutoring, and ongoing support.
- Skills development initiatives to increase academic readiness, personal grit, and self-confidence in success.
- Programming to expose the college community to unique cultural approaches of under-represented peoples and to assist in creating a college environment that endeavors to incorporate perspectives and approaches of the “other”.

### Center for Adults Returning to Education

- Liaison and support to academic divisions to plan and prepare for non-high school aged students to enter post-secondary education.
- Academic support services and policy determinations to facilitate entry and progress towards degree completion for non-high school aged students including working adults, returning to workforce, military, veterans, etc.
- Advocacy of needs and interests for non-high school aged students.
- Early alert intervention liaison and coordination.
- Recruitment of non-high school aged students for identified and targeted programs of study.

### Divisional Support

Primary focus is on providing support and performing functions that benefit the larger campus community or the division as a whole with the following responsibilities:

- Leadership and vision provision in coordinating the efforts of unit leads assigned within the division.
- Program and service development from ideation, implementation, and evaluation to foster service delivery efficiency and effectiveness among units.
- Big picture section and systems thinking to encourage cross-functional operations and expectations.
- Implementation of divisional and sectional planning required as a result of re-focusing, reorganizations, re-assignments, re-descriptions, etc. including facilitation of planning processes to affect the same.
- Policy development and analysis.
- Coordination of divisional initiatives to fulfill campus strategic goals and outcomes.
- Coordination of faculty and staff leadership and service development, training, and instruction.

## ADMINISTRATION

### Office of the Vice Chancellor for Administration

Plans and provides leadership and direction in the administrative management of the University and exercises direction, control and coordination over all aspects of non-academic administrative and support functions, including budgeting, government relations, fiscal, human resources, facilities maintenance and operations, auxiliary services, and information technology services.

- Develops and coordinates the preparation and execution of the University's budget.
- Manages the financial operations of the University in areas of budgeting, accounting, disbursing, treasury, purchasing, contracts and grants, and inventory functions.
- Responsible for the entire section of human resources, including but not limited to benefits, classification, recruitment, workers compensation, and bargaining unit contract compliance.
- Develops and administers all support services for the University relating to administrative matters.
- Responsible for long-range planning relating to growth and development of the campus.



- Responsible for the operations and maintenance of facilities which includes custodians, grounds, and building maintenance.
- Responsible for auxiliary services of the University which includes mail services, transportation services, food service operations, and campus security.
- Responsible for information technology services and telecommunications.

#### Government Relations

Responsible for developing effective working relationships with the executive and legislative branches of federal, state, and county government.

- Serves as liaison with all government offices.
- Coordinates the preparation of and reviews the testimonies relating to the institution's programs.
- Coordinates responses to all legislative requests.
- Interprets and disseminates university-wide policies and guidelines for legislative and campus operations activities.
- Tracks all legislative initiatives affecting the campus.

#### Budget and Fiscal Services

Responsible for the overall financial and budget management of the campus.

- Oversees budget, procurement, disbursing, accounts payables, payroll, and accounts receivable activities.
- Plans, coordinates and executes the campus budget requests.
- Manages financial accounting activities and internal financial controls.
- Coordinates, analyzes and prepares various reports requested by the Legislature, State Budget and Finance, University Budget Office, and the Board of Regents.
- Manages the implementation and execution of the campus budget, maintains position controls, and establishes budget allotments for each department.
- Manages financial accounting expenditures and internal financial controls.
- Provides revenue and expenditures forecasts, conducts special studies, variance reports, and analysis affecting the budget.
- Manages chart of accounts and builds structure to the reporting process to align with Hawaii Revised Statutes (HRS), university budget requirements, and national reporting standards.
- Oversees cashier/bursar services.
- Responsible for the financial management of extramural funds.
- Responsible for the financial management of RCUH and UHF accounts.
- Responsible for the financial management for campus development.
- Responsible for inventory management and control.

#### Auxiliary Services

Functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, mail services, campus security, environmental health and safety, emergency preparedness, key service, campus dining, and vending.

- Oversees the preparation and coordination for food services and major campus events.
- Develops and implements operational standards, policies and procedures for the safety and security of the campus. Responsible for maintaining crime statistics, Clery Reporting, and providing a safe and secure environment that is conducive to learning.
- Develops and implements repair and maintenance programs to upkeep vehicles, facilities, and equipment for the units.
- Responsible for emergency preparedness and response procedures for campus property and conducts security and safety drills.
- Provides a comprehensive environmental health, and safety services which includes training and consultation, maintaining a safe environment through recognizing and controlling health and safety hazards, ensuring a process of regulatory compliance, and minimizing future potential liabilities.

#### Planning and Design

Functional responsibility for campus planning and the capital improvement program, facilities use program, and space utilization programs. This includes long-range planning, new construction, demolition, remodel, and renovations.

- Manages the overall campus physical infrastructure.
- Develops and coordinates short- and long-range physical facilities plans and development.
- Coordinates activities with private contractors and government inspectors.
- Administers the repairs and renovations of buildings.
- Maintains buildings and landscapes grounds.

#### Facilities Management

Functional responsibility for campus repairs and maintenance projects, utilities management, custodial services, and grounds maintenance.

- Manages the care and upkeep of the overall campus physical infrastructure.
- Develops and coordinates short- and long-range facilities maintenance and repair plans.
- Responsible for the campus energy systems.
- Coordinates activities with private contractors.
- Maintains buildings and landscapes grounds.

#### Human Resources

Responsible for all human resources management and handles issues related to compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. The office develops and implements policies and procedures for the campus in accordance with BOR and Executive policies.

- Oversees the recruitment and appointment of all employees.
- Manages the classification and compensation plan.
- Administers employee benefits.
- Manages the labor and employee relations programs.
- Interprets and implements collective bargaining agreements.
- Ensures human resources policies and practices conform to various laws and regulations.
- Oversees the Equal Employment and Affirmative Action program for the campus.

#### Information Technology

Provides the highest quality technology-based services, in the most cost-effective manner, to facilitate the University's mission as it applies to the management, teaching, learning, and community service.

- Design and maintain audiovisual solutions that support instructional activities for face-to-face and distance education.
- Plan, manage, and maintain the campus high-speed network infrastructure including data (wired and wireless) and voice networks.
- Monitor, manage and protect the campus sensitive data to ensure appropriate usage and retention of data prescribed by University of Hawai'i policies
- Consult and assess the computing needs of the campus community to provide the appropriate computer technology.
- Define the strategic direction for all technology on campus that would support academic facilities, academic research, distance education, academic support services, and administration.
- Provide expert technical advice and assistance at the IT Help Desk.