Please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by February 28, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “First Level Review.” For example: SOEST – First Level Review.

Name of the Program: Academic and Student Affairs Office (ASAO), College of Tropical Agriculture and Human Resources (CTAHR)

Program as used in this prioritization process can be a specialization, section, division, field of study, center, degree program, etc. The unit head, in collaboration with others as appropriate, must determine the level of analysis required.

How long has the program existed: Upwards of 100 years.

Department/School/College: College of Tropical Agriculture and Human Resources (CTAHR)

The department would fall under which of the following Vice Chancellor’s offices?

- X _____ Academic Affairs
- _____ Research and Graduate Education
- X _____ Student Services
- _____ Administration, Finance, and Operations

How does the program fit into the larger administrative unit? (Describe in two or three sentences.)

CTAHR’s Academic and Student Affairs Office (ASAO), headed by CTAHR’s Associate Dean for Academic and Student Affairs, falls under the administrative umbrella of CTAHR’s dean’s office.

Briefly describe the program (no more than half a page):

ASAO supports the university’s and the college’s mission by ensuring the quality and effectiveness of CTAHR’s instructional programs, and academic and non-academic student-support services. This involves assisting the college’s academic programs in planning and evaluating academic programs, and planning and delivering co-curricular activities for students, and interfacing with various partners and stakeholders. ASAO serves students, faculty and staff, partner academic and student support units at Manoa, donors and other stakeholders such as employers of graduates, and other educational institutions (e.g., community colleges and K-12) statewide.
Guiding Questions for the Review Process:

What are the main goals and objectives of the program?
Goal of CTAHR’s Academic and Student Affairs Office (ASAO): Create the best learning environment for CTAHR students.
Objectives of ASAO: (1) Help CTAHR deliver excellent academic programs; (2) complement CTAHR’s academic offerings with engaging experiences for students outside the classroom; (c) help recruit and retain a diverse and high-quality student population; (d) deliver services in a friendly, helpful, and professional manner.

What are the services it provides, and to whom (students, faculty staff, donors, other)?
ASAO supports the university’s and the college’s mission by ensuring the quality and effectiveness of CTAHR’s instructional programs, and academic and non-academic student-support services. This involves assisting the college’s academic programs in planning and evaluating academic programs, and planning and delivering co-curricular activities for students, and interfacing with various partners and stakeholders. ASAO serves students, faculty and staff, partner academic and student support units at Manoa, donors and other stakeholders such as employers of graduates, and other educational institutions (e.g., community colleges and K-12) statewide.

What services does it receive from others?
Services received from other come mainly in the form of information and administrative assistance. ASAO depends on assistance from various CTAHR administrative offices. CTAHR also receives assistance from various UHM offices such as those of the Vice Chancellor for Academic Affairs and Vice Chancellor for Students, Admissions and Records, Financial Aid, Cashier’s Office, Office of Faculty Development and Academic Support, Institutional Research Office, Outreach College, Graduate Division, UH Foundation, and others. ASAO also receives support from college stakeholders.

On what tasks/services does this program collaborate with others?
• Program review and assessment: OVCAA and other colleges.
• Recruitment: Various units at UHM, UHH, and community colleges; secondary education institutions; various stakeholders.
• Student services: Admissions and Records, Financial Aid, Cashier’s Office, Center for Career Development and Student Employment, Outreach College.
• Student engagement: Various units at UHM; various stakeholders.
• Student internships: UHH and community colleges; various stakeholders.
• Public outreach: Various units at UHM, UHH, and community colleges.
• Fundraising: UH Foundation.

Are these services elsewhere available at the University? In the surrounding community?
ASAO is the only office charged with administering academic and student affairs for this college (CTAHR). Most other colleges at UHM have similar offices.

What is the funding source(s) (state, self-sustaining, grants, etc)? At what level?
The majority of the funds come from the state (general funds) and from tuition and fees (“instruction” or “S” funds). A large amount of student scholarship dollars flow through the college – these originate from various donors. A significant portion of ASAO’s funding comes from extramural federal grants and other funds (e.g., RTRF and revolving funds for international training).
Are there needs and demands for services that the program cannot meet? What are they, and how do they relate to the University’s mission?

The university, accrediting agencies, and others frequently ask ASAO for institutional information that the University has been unable to provide. It is particularly frustrating when the University or the Campus asks ASAO or other units in CTAHR to report on information that the university should be collecting but is unable to provide. These data are needed for assessment and for program planning, which, in turn, impacts academic programs, marketing, recruitment and retention. Success in these areas is central to the mission of the University.

How many, and what type of staff are employed?

ASAO’s staff is comprised of the Associate Dean for Academic and Student Affairs, a Student Services Specialist, a Secretary and a Clerk Typist, which are funded wholly by state/university/college funds, and two Instructional and Student Support Specialists, who are funded by a variety of sources.

What are the basic responsibilities of each position? Which individuals are cross-trained and in what areas?

**Associate Dean for Academic and Student Affairs:** Administers all academic programs in CTAHR; oversees student recruitment and retention, and academics-related problems in college; interfaces with academic units in college and other units at UHM and in UH system, and educational systems outside of UH; interfaces with stakeholder groups, including donors; seeks extramural funding to support academic programs in college; supervises personnel in ASAO; serves as alter ego of Dean as needed.

**Student Services Specialist:** Administers student services including recruitment, admissions, orientation, counseling, and graduation; evaluates and recommends student and academic actions; assists in resolution of student grievances; supervises ASAO personnel and student help; interfaces with other student services programs at Manoa; serves as alter ego of Associate Dean as needed. Trained to serve vertically throughout ASAO.

**Secretary:** Provides secretarial services to Associate Dean; coordinates and processes documents on course schedules, lecturers and teaching assistants, and ASAO budgets and personnel; assists with student engagement activities; works with department secretaries and staff to carry-out academic policies and procedures; supervises student help. Backs-up the Clerk Typist.

**Clerk Typist:** Provides secretarial services to Student Services Specialist and to the Instructional and Student Support Specialists; processes student forms and maintains student records; assists in administering student scholarships and in student engagement activities; supervises student help. Backs-up the Secretary.

**Instructional and Student Support Specialists:** Plan and carry-out activities to engage CTAHR students; coordinate and conduct training on soft skills in CTAHR students; plan and carry-out recruitment and retention activities for students; interface with student organizations in college; interface with educational institutions outside of UHM and employers to strengthen student learning and enhance academic programs; assist with college outreach activities; assist in obtaining extramural funding and achieving deliverables of related contract work.

What technologies are available? Are there technological improvements that could be made to save on labor, or to improve the product/service offered? How does the program get technological support?

Accurate institutional data from institutional databases, provided in electronic form to facilitate computation, are very important to ASAO’s success. These are often lacking. ASAO obtains significant technological support from CTAHR’s IT team and Office of Communication Services.

How is the program’s success reviewed? By whom? How often?
CTAHR’s Dean conducts an annual evaluation of the Associate Dean on behalf of ASAO. CTAHR was among the first colleges to be reviewed by an internal/external review team under UHM’s ongoing Comprehensive Program Review program (http://manoa.hawaii.edu/ovcaa/academics/program_review/).

What data or evidence does the program have that reflects on its performance?
The Comprehensive Program Review (http://manoa.hawaii.edu/ovcaa/academics/program_review/) provides a report on the performance of the college including strengths and areas needing improvement.

Do our peers have a similar program? How do they differ?
Almost all land grant institutions have colleges of agriculture, life sciences, and family and consumer sciences that are similar to CTAHR. Most are somewhat larger (in number of student majors and number of faculty) and most receive fiscal support from county governments, though not for academics or student services.

What opportunities exist for greater collaboration and team approaches in the delivery of services?
ASAO’s Associate Dean presently serves as chair of UHM’s Academic Procedures Committee; ASAO’s Student Services Specialist serves on UHM’s Council of Academic Advisers. Both committees, which are represented by all colleges at UHM and various academic and student services offices on campus, provide significant opportunities for collaboration in the delivery of academic and student affairs services.

Are there efficiencies that could be gained by consolidating with a similar entity? Have such opportunities been explored before? If so, what was the outcome?
Consolidating academic and student affairs offices of different colleges likely would not yield any efficiency improvements and likely would weaken effectiveness. Those opportunities have not been explored.

What strategies could result in better efficiencies in the program?
Obtaining additional extramural funding to support academic and student enrichment programs.
Obtaining more donor dollars to support student enrichment programs.