MĀNOA REORGANIZATION – PHASE 2
DRAFT FUNCTIONAL STATEMENTS

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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, the Provost’s Council and the Mānoa Leadership Team.

The VPAE initiates and authorizes the development of new academic programs, reviews and determines the continuing status of existing programs, determines priorities and takes actions to improve 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 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 support of students in the academic programs; with the Vice Provost for Enrollment Management in the formulation of enrollment management 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 the best information technology available, 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 determination of directions and 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:

- Office of Curricular and Instructional Excellence including the Assessment and Curriculum Development Office and the Catalog Office
- Graduate Division
- Honors Program
- General Education Office
- Interdisciplinary Studies
- Office of Faculty Excellence including Academic Personnel Office and the Office of Faculty Development and Academic Support

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 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.
11. Oversees the Mānoa catalog office.
12. Oversees the general education office and supports the implementation of the general education requirements.
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, faculty and scholar and immigration services, tenure and promotion and periodic review, remediation 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 conducting research opportunities for students and faculty. It 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.

OFFICE OF CURRICULAR AND INSTRUCTIONAL EXCELLENCE - Org. Code: MACIE

The Office of Curricular and Instructional Excellence 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.

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 and in establishing new undergraduate and graduate programs.

The units reporting to this office are:

- Assessment and Curriculum Development Office
- Mānoa Catalog Office

Assessment and Curriculum Development Office - Org Code: MAACD

The Office Assessment and Curriculum Office is responsible for supporting 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. Supports the use of program and institutional assessment to improve the quality of student learning.
2. Collaborates with faculty, staff, students, and administrators to establish meaningful, manageable, and sustainable assessment.
3. Assists programs with designing educational programs.
4. Conducts research and evaluation studies into student learning outcomes for the
purpose of program improvement at a variety of levels.
5. Produces and disseminates information on learning assessment, curriculum design, and student learning, predominantly at the program and institution levels.

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.

Major functions include:

1. Maintains and updates the Bachelor Degree Program Sheets (BDPS) and Sample Four Year Academic Plans in consultation with all unites 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 OAVCUE units.

GRADUATE DIVISION – Org Code: MAGD

The Graduate Division office reports to the VPAE and plans, directs, develops, coordinates, and manages the graduate academic education programs of the UH Mānoa.

Major functions include:

Office of the Dean – Org Code: MAGRAD
1. Convenes the Graduate Council and Graduate Assembly as the initial advisory bodies for graduate program policy and development.
2. Assists in the management, review, development, and assessment of graduate programs, courses, and curricula, including the appointment and review of graduate faculty and graduate chairs.
3. Coordinates with the academic units on the recruitment of graduate students.
4. Advises graduate students in applying for scholarship support.
5. Conducts a graduate student orientation.
6. Provides counseling and advising for graduate students.
7. Acts as an arbitrator for disputes between graduate students and their mentors.
8. Conducts training for graduate teaching assistants.
9. Coordinates the selection of Research Corporation of the University of Hawai‘i (RCUH) Fellows, University of Hawai‘i nominee for CGS Outstanding Dissertation Award, Outstanding Teaching Assistant and other graduate awards.
10. Works closely with the officers of the Graduate Student Organization regarding graduate education concerns.
11. Represents the UH Mānoa graduate programs on various national organizations such as ETS, CGS, and WICHE. Serves as a liaison with EWC on matters pertaining to fellowships and scholarship.
12. Acts as PI for extramural student awards, such as NSF graduate fellows, Fulbright-Hayes, USA Vietnam Federation, Ford, and others.
Information Technology – Org Code: MAITGR
1. Provides IT support for the Office, which includes report generation, server and desktop maintenance, etc.

Graduate Student Services – Org Code: MASSGR
1. Advises graduate students in applying for scholarship support.
2. Supervises and monitors graduate fellowships.
3. Provides advising for graduate students.
4. Certifies students for eligibility for graduate assistantships.
5. Coordinates with Enrollment Management to ensure accuracy of records of all current and inactive graduate students, including academic records, degrees awarded, and financial assistance and the preparation of reports based on this data.
6. Completes eligibility checks for all potential graduates, and advises students on thesis and dissertation formats. Certifies status of graduate students and awards All-But-Dissertation (ABD) certificates.

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 and Mānoa Horizons 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.

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, Boards, Assessment Office, and others.
6. Administers program-wide projects and initiatives such as periodic program review, 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.

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 non-represented fields of study.
2. Engages faculty in interdisciplinary collaboration to design new academic programs, develop research initiatives, advance creative innovation and enhance student opportunities.
3. Builds student capacity in interdisciplinary thinking, problem-based learning, and research/creative practice through interdisciplinary courses, programing, civic engagement and student mentoring.

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 programing 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, reappointed, 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 three units:

The units reporting to this office are:

- Center for Teaching Excellence
- Center for Instructional Support
- 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), the Center for Instructional Support (CIS),
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.

**Center for Instructional Support – Org Code: MACTIS**
Responsible to the university community to support instruction through the use of technology and technology-related services is accomplished through three units:

1. Media Services (MS). Responsible for technologies and classrooms to support faculty in the ~200 general-purpose classrooms by monitoring, planning and providing media equipment in classrooms and providing an extensive equipment pool for faculty and students to check out.
2. Campus Central Repair (CCR). Functions as on-site, first-responders to diagnose and remedy problems with media equipment; installs media and media-related technologies in classrooms; repairs and maintains both computer hardware and proprietary software programming in classrooms and on equipment in the available pool for faculty and students to use.
3. Graphic Media Design (GMD). Designs and implements a wide range of visual instructional and information materials, graphics and computer technology as well as for consultation on using state-of-the-art graphics technology. GMD is only such campus-wide unit available for faculty on the Mānoa campus.

**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.
OFFICE OF THE VICE PROVOST FOR STUDENT SUCCESS
FUNCTIONAL STATEMENT

OFFICE OF THE VICE PROVOST FOR STUDENT SUCCESS (OVPSS) – Org Code: XXXX

The Office of the Vice Provost for Student Success (OVPSS) provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Provost for Student Success (VPSS) including student services administration; responsibility for the planning, direction, development, coordination, and management of programs aimed at increasing student well-being, and academic and co-curricular success at the University of Hawai‘i at Mānoa. The Vice Provost for Student Success (VPSS) serves as the senior student officer and policy advisor to the Provost in assigned areas and is also a member of the Mānoa Cabinet, the Provost’s Council and the Mānoa Leadership Team.

The VPSS has the authority to oversee and develop programs to serve students; develop, promulgate and enforce student policies; and to take actions to improve student services. The VPSS interacts with other UHM Vice Provosts, Deans, Directors and governance representatives from student, faculty, staff and Native Hawaiian governance groups. VPSS works with the Vice Provost for Educational Excellence and other administrators on academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VPSS works with the VPEM to strategize on enrollment practices, and ensures the enrollment marketing/branding aligns with student initiatives and programs. The VPSS works with the Chief Business Officer to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VPSS works with the Office of Climate, Equity and Conflict Resolution to build on feedback and continuously improve services to students.

The VPSS provides leadership and strategic direction for the following four areas and associated units:

- Administrative Services
- Office of the Dean of Students
- Student Growth and Development
  - Student Life and Development
  - Counseling and Student Development
  - University Health Services
  - Student Housing Services (Residential life)
  - Mānoa Career Center (Alumni outcomes)
  - Judicial Affairs (Student conduct)
  - Onboarding activities
  - Equity and Diversity
    - Kōkua (Disability Services)
    - Office of Multicultural Student Services
    - Office of Veteran Student Services
    - Graduate Professional Access Program
    - Health Careers Opportunities Program
    - Children’s Center
• Women’s Center
• LGBTQ+
• Federal/State granted programs including Trio student support services, College Opportunities Program, Gear Up, Mānoa Educational Talent Search, Place-Based Learning and Community Engagement in Schools, Senior citizen visitor program, Student Parents at Mānoa, Bridge to Hope

• Student Academic Success
  o ROTC/Air ROTC
  o Mānoa advising center
  o Student-athlete academic services
  o Learning assistance center
  o Course scheduler
  o STAR
  o Mānoa peer advisors
  o First and second year programs
  o Civic engagement and service learning
  o Commencement

Specific OVPSS responsibilities include the following:

1. Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
2. Creates an environment of seamless student services.
3. Provides leadership and support to student services’ faculty and staff.
4. Consults regularly with the Associated Students of the University of Hawai‘i and the Graduate Student Organization and other student groups as appropriate.
5. Implements ways of attracting and training a staff of high quality.
6. Oversees fundraising and grant writing functions for student services.
7. Conducts research, assessment, and performance measurement functions for student services.
8. Identifies and acts upon student priorities to improve student life.
9. Serves as an advocate and promoter for students within the management structure of the UH Mānoa, the UH System, and the outside community.
   Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
10. Ensures the provision of high quality, comprehensive student support services.
11. Develops mechanisms and support for improvements in student life.
12. Plans for a vibrant and lively campus life.
13. Conducts evaluations of student services and programming.
14. Serves as the chief decision-maker for program, budget, and personnel for all units of the UH Mānoa’s student services and efficiently manages all funds collected or utilized for student services.
15. Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
16. Provides information technology support for all units within student services.
17. Provides information and assistance to students through the Kiosk.
18. Redesigns processes in support of electronic delivery of services.
19. Provides opportunities for cross-training and customer service training for all
employees within student services.
20. Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
21. Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students.

Major functions include:

1. Formulates annual operating budgets and develops allocations to the operating units.
2. Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
3. Serves as the purchasing office for student services, by reviewing and preparing procurement and payment documents for compliance to policies and procedures, as well as accuracy.
5. Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
6. Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.
7. Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
8. Manages the Queen Lili‘uokalani Center for Student Services.

OFFICE OF THE DEAN OF STUDENTS – Org Code: MADNST

The Dean of Students reports directly to the VPSS and is responsible for supporting assigned student success initiatives and programs.

Major functions include:

1. Provides leadership to direct relevant campus programs and departments that promote students’ intellectual and interpersonal development.
2. Promotes partnerships between the formal academic experiences and the educational experiences which contribute equally outside of the formal classroom environment.
3. Provides leadership relative to professional development, support, mentoring and counseling for student services personnel.
4. Fosters collaboration among units. Provides opportunities for cross-training and customer service training for all employees within student services.
5. Oversees student affairs faculty actions related to promotion, tenure and evaluation.
6. Establishes common priorities that support the mission of the division to improve student life. Develops mechanisms and support for improvements in student life.

7. Formulates, develops, implements and evaluates policies and regulations pertaining to student life, especially those related to alcohol and drug use, student conduct and student residences.

8. Plans for a vibrant and lively campus life.

9. Consults regularly with the Associated Students of the University of Hawai‘i and the Graduate Student Organization and other student groups as appropriate.

10. Establishes a student culture where diversity is encouraged and where students learn to respect differences, take responsibility for their actions, and exercise leadership.

11. Researches, evaluates, develops and recommends policies and procedures for Student Affairs and for other related services that impact students.

12. Represents the university in the community on matters pertaining to student personnel programs and activities.

**STUDENT GROWTH AND DEVELOPMENT**

The student growth and development programs include the following:

- Student Life and Development
- Counseling and Student Development
- University Health Services
- Student Housing Services (Residential life)
- Mānoa Career Center (Alumni outcomes)
- Judicial Affairs (Student conduct)
- Onboarding activities
- Equity and Diversity

**STUDENT LIFE AND DEVELOPMENT – Org Code: MASLD**

The Office of Student Life & Development reports to the OVPSS and pursues as its primary mission the provision of a spectrum of involvement and learning opportunities for students through innovative programs and quality services which promote leadership, life skills, and personal development while enhancing campus life. In fulfilling this mission, the Office of Student Life & Development pursues two basic goals: 1) to provide co-curricular programs and learning opportunities which contribute to the quality of life for students by meeting their intellectual, social, recreational, physical, emotional and moral development needs; and 2) to promote leadership and self-direction among those students who become involved in managing student life activities on campus or who assume an active partnership role in campus governance. Inherent in pursuing these two goals are a product outcome and a process outcome, both of equal importance. Through the delivery of services and programs (the product) that meet the developmental needs of the general student population, the Office of Student Life & Development involves students in organizational governance (the process) that fosters the development of personal and organizational leadership.
The mission and goals of the department of Student Life & Development are fulfilled through five core functions: program or service administration; organizational advising and support; facility operations; organizational training and development; and staff efficacy and renewal as described below.

- **Program or Service Administration** is a core function that involves the coordination and oversight of programs and services offered by the department. This function includes such tasks as the continuous analysis of service/program operations to improve operational efficiency and effectiveness; the development of scope of service/program changes to respond to assessed needs; supervision of service or program operations; the development of systematic marketing to promote use of program or service; the assessment of service or program for customer use, satisfaction, and cost benefits; the identification and analysis of preventive maintenance and repair of service area or program needs; and the administration of vendor contracts applicable to service area or program.

- **Organizational Advising & Support** is a form of counseling and offering educational assistance to students in groups. This form of educational assistance involves assessing student and organizational needs; and instructing and counseling students to develop their interpersonal and leadership skills to work effectively in organizational or team settings. This also involves articulating and advocating the needs and interests of students to the University and conversely, representing, supporting, and communicating the University’s mission, institutional needs, and policies to students and student groups. Additionally, this core function involves providing fiscal oversight and program coordination for activities and programs offered by assigned student groups.

- **Facility Operations** is a core function that involves the oversight of facility management and maintenance of the Campus Center, Hemenway Hall, and other related student life facilities (e.g. student publications buildings, intramural sports and recreational leisure facilities, etc.). This function includes analyzing facility operations; developing short-range and long-range plans for preventive maintenance and repairs; monitoring and directing the renovation, expansion and repair projects for facilities including replacing equipment and furnishings; and administering maintenance contracts for major mechanical systems including air conditioning, electrical system, gas and water systems, elevators, etc. This also requires that facility operating hours are adhered to, that facilities and services are properly prepared for opening and closing, and that proper controls are in place for facility security, key access, etc. to assure the safety and maintenance of buildings, grounds, and persons.

- **Organizational Training & Development** is another core function that is delivered via instruction in both classroom and out-of-classroom settings. This function includes such tasks as researching existing literature, websites, and journals on assigned training topics; formulating learner outcomes; designing instructional methods and materials to achieve learner outcomes; delivering instruction and training; and evaluating instructional methods and materials to refine and improve training.
• **Staff Efficacy & Renewal** is a core function that promotes continuous staff development to enhance individuals' effectiveness in serving students with intentionality and efficacy. This function acknowledges the need to develop those professionals who serve and develop students.

Student Life & Development is comprised of four sections reporting to the Director and described below. Each section contributes to the fulfillment of the department’s mission by performing a differential ratio of the five core functions described earlier with a specialized focus as follows:

**Student Life Business Services – Org Code: MABSSL**
1. Budget development, preparation, maintenance, and variance.
2. Financial accounting including revenue and cash deposits, purchasing, bond payments, and audits.
3. Personnel recruitment, processing, payroll, and records management.
4. Building management including facility use, property management, building security, and project management for new construction and renovation projects.
5. Facility maintenance and repair.
6. Universal debit card program including service development & design, operating process system design, training and development of end users.
7. Divisional food service program including contract management and oversight.
8. UPASS student transportation program including contract management and oversight.

**Student Events & Campus Life Services – Org Code: MASESL**
1. Organizational advising and program/fiscal support for Campus Center Board, Activities Council, Board of Publications, Ka Leo O Hawai‘i, Hawai‘i Review, Broadcast Communication Authority, KTUH-FM campus radio station, and videocast UH Productions.
2. Organizational training and development for Campus Center Board, Activities Council, Board of Publications, Ka Leo O Hawai‘i, Hawai‘i Review, Broadcast Communication Authority, KTUH-FM campus radio station, and videocast UH Productions.
3. Student employee training and development.
4. Advertising sales development and oversight.
5. Publications operations including billing, accounts receivables, and circulation.
6. Meeting and event services including sales/event planning, reservations & scheduling, production setups, equipment upkeep & inventory, onsite program coordination, and event evaluation.
7. Service administration of student operated services including computer lab, lounge, graphics, gamesroom, and ticket and information.
8. Service liaison for contracted vendors including American Savings Bank, UH Federal Credit Union, automated teller machines, barbershop, Subway, dental hygiene, and UH Bookstore.

**Student Involvement & Leadership Development Programs – Org Code: MASISL**
1. Organizational advising and program/fiscal support for Associated Students of the
University of Hawai‘i, Graduate Student Organization, and Student Activity & Program Fee Board.

2. Organizational training & development for Associated Students of the University of Hawai‘i, Graduate Student Organization, and Student Activity & Program Fee Board.

3. Leadership education and development (credit classes; workshops and training for student volunteers, student organizations, and students; organizational consultation).

4. New student programs including summer freshmen orientation, parent and family orientation, transfer student orientation.

5. Registered Independent Organizations (resource liaison, program consultation, benefits advising, annual organization registration and orientation, hazing awareness training).

**Student Recreation Services – Org Code: MASRSL**

1. Organizational advising and program/fiscal support for Recreational Sports Programming Council, SAFC Mānoa Maniacs, and recreational services policy board.

2. Organizational training & development for Recreational Sports Programming Council, SAFC Mānoa Maniacs, and recreational services policy board.

3. Organized recreational play including registration and signups, and recruitment and training of officiating crews.

4. Informal recreational play including gyms, fitness centers, facility management, equipment inventory and maintenance, and recruitment and training of student staff.

5. Recreational equipment rental.

6. Recreational Wellness and Leisure programs including Teams Course, crafts, dance and performance arts, fitness, personal wellness, outdoor land and water recreation, class registration and signups, instructor recruitment and support, and recruitment and training of student instructors.

**COUNSELING & STUDENT DEVELOPMENT – Org Code: MADRCL**

The Office of Counseling reports to the VPSS and oversees all counseling-related services for students through two units Counseling Services (Org Code: MACLCL) and Testing (Org Code: MATECL).

Major functions include:

1. Provides personal counseling services.

2. Provides crisis response.

3. Provides psychiatric consultation services for students to promote the development of intellectually, emotionally, and physically mature individuals.

4. Provides clinical training and teaching opportunities in Counseling Services.

5. Serves as a clinical internship and practicum site.


7. Works closely with residential life to provide on-site emergency coverage.

8. Works closely with Health and Wellness education to provide workshops, outreach, and educational opportunities for the campus.

UNIVERSITY HEALTH SERVICES – Org Code: MADRH

The University Health Services reports to the VPSS and oversees all wellness-related services for students through six units. Major functions include:

Administrative Support – Org Code: MAASHW
1. Provides administrative unit support services for department operations including, but not limited to, cashiering, insurance billings and a wide variety of personnel and fiscal matters.
2. Maintain student and patient health records.

Health Education and Promotion – Org Code: MAHPHW
1. Offers public health education programming.
2. Assesses campus health and students’ health needs, perceptions, and behaviors.
3. Utilizes peer education and service learning to deliver health education programming.
4. Performs outreach such as small group and health fairs and in-house counseling and information dissemination.
5. Operates a health resource center.
6. Operates services for the prevention and treatment of substance abuse among students.
7. Provides referrals to psychological counseling or medical services through a well-developed referral process.
8. Offers health insurance through a student insurance option, as well as tracks commensurate insurance options for international and graduate assistants, including other units in the UH system.
9. Provides health counseling/education/prevention in such areas as nutrition and body image, alcohol/other drug use, responsible sexuality, tobacco, and wellness/stress reduction.
10. Provides clinical training and teaching opportunities in Health Services.
11. Provides practicum and internship opportunities and assistance with student projects.

Medical Staff – Org Code: MAMSHW
1. Provides health care services to students through walk-in medical care.
2. Operates specialty clinics such as Women’s Health, Sports Medicine, Physical Therapy, Dermatology, Nutrition, STD screening, and anonymous HIV testing.
3. Provides consultation and campus policy development on public health risks.
4. Trains students in health professions and assists with research projects.
5. Performs public health functions of disease prevention, surveillance, reporting, and control.

Nursing Staff – Org Code: MANS
1. Provides health care services to students through walk-in medical care.
2. Provides immunizations, TB tests, travel advice, and physical exams.
3. Performs health clearance for all entering students.
4. Provides Red Cross and other first aid training to students, faculty, and staff.
Laboratory – Org Code: MALBHW
1. Provides laboratory services.

Pharmacy – Org Code: MAPHHW
1. Operates a pharmacy.

STUDENT HOUSING SERVICES - Org Code: MASHS

The Student Housing Services Office reports to the VPSS and works to challenge and support students within the context of a learning community, to recognize and define themselves as unique, evolving, and self-directed individuals who develop a value system for life-long learning and good citizenship. The Student Housing Services Office supports residential life through its student housing services administration and residential life units, with maintenance and repair operations under the purview of the Office of the Vice President for Administration.

Administration – Org Code: MAADSH

1. Ensures that the housing program is compliant with all applicable federal, state and local laws, and Board of Regent and University policies.
2. Conducts assessments of housing expenditures, evaluates services, and directs the development of comprehensive and dynamic financial plans intended to support department goals and mission.
3. Develops expenditure plans and maintains expenditure controls, requiring analyses of program needs to determine variances and makes recommendations for cost reductions/increases.
4. Serves as the purchasing unit for student housing, ensures funds are encumbered, reviews and prepares procurement and payment documents for compliance with policies and procedures, as well as accuracy.
5. Exercises budgetary oversight for delegated accounts.
6. Interprets UH payroll policies and procedures and ensures departmental compliance.
7. Serves as the collections unit. Establish and oversee policies and procedures to prevent and resolve account receivables in the student and conference housing programs.
8. Oversees the residential food service program including contract management and oversight.
9. Coordinates and reviews all personnel management and EEO/AA functions for department.
10. Monitors and maintains all official personnel records and other required documents.
11. Keeps abreast of technological innovations to improve efficiency, effectiveness, and quality of services for residents.
12. Develops focused marketing strategies to increase desired customer response.
13. Collaborates with appropriate University departments and programs to evaluate and revise policies and procedures to ensure programmatic compliance, efficiency, and effectiveness.
14. Reviews and evaluates various means by which information is disseminated to stakeholders and takes necessary measures to improve information flow.
15. Ensures that the management of assignments and conference housing programs are
compliant with federal, state and local laws, and University policies.
16. Administers housing applications, student and conference housing contracts, and room assignments in close coordination with external departments such as Enrollment Management, Financial Aid Services, Athletics, Cashier’s Office, and KOKUA program.
17. Coordinates and provides information to Enrollment Management and collaborates on the development of the Enrollment Management Plan.
18. Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student growth.
19. Develops/implements training programs for staff development, efficiency, and effectiveness.

Residential Life – Org Code: MARLSH
1. Promotes independent living, responsibility, community standards, and academic commitment through the operation of well-maintained, clean, and safe housing for students.
2. Spearheads promotion of community and student development through human issues education, faculty involvement, and leadership programs.
3. Works with colleagues to direct, supervise, and lead a residential life program, blending student development theory with values inherent in the educational mission of the University.
4. Delivers high quality residence hall retention efforts, develops special housing initiatives, and plans/develops initiatives that support the academic mission of the University in residential communities.
5. Develops/implements training programs for staff efficiency and effectiveness.
6. Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Equity, Excellence, and Diversity.
7. Collaborates with various campus offices to promote a greater understanding of, and appreciation for, different cultures amongst residents.
8. Conducts needs assessments, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
9. Develops training and marketing materials to promote student leadership development.
10. Provides opportunities to create and conduct academic-based leadership development courses.
11. Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
12. Creates programming that promotes a sense of belonging.
13. Develops, plans, and implements highly effective residential life activities and other co-curricular social and educational events.
14. Oversees development and training of student paraprofessionals.
15. Enforces community standards guidelines and performs behavioral interventions in accordance with student development theory and University policy.
16. Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
17. Advises and supports leadership development, implements community standards, and
promotes self-governance through residence hall councils.
18. Coordinates proactively with the Department of Public Safety and the Honolulu Police Department, as appropriate, to provide a safe environment for residents.
19. Collaborates with New Student Orientation to provide students the opportunity to develop learning skills, attitudes, and familiarization with the campus that are necessary for success during the first year.
20. Develops and implements programming to support new students in their transition into the University of Hawai'i at Mānoa.
21. Develops and implements programming to support transfer students in their transition to the University of Hawai'i at Mānoa.
22. Assists students in identifying off-campus housing.

MĀNOA CAREER CENTER - Org Code: MACSCD

The Mānoa Career Center oversees all workplace and employment functions for students. They work to ensure a successful transition into the workplace through student employment opportunities, career development activities, internships, cooperative education, and career services through two units:

The major functions include:

1. Provides comprehensive and progressive individual and group career counseling to enable students to make appropriate decisions and choices.
2. Develops and implements intervention programs for the purpose of career development awareness, academic retention during participation in work-based learning, and acquisition of professional practices as it relates to career planning. Collaborates with Enrollment Management/Academic support programs as appropriate.
3. Develops, implements, and evaluates career programs to increase student awareness of, and participation in, employment and career services programs.
4. Assists students and alumni in matters related to careers, vocations, and employment by maintaining a career library, job announcements, and credential file.
5. Promotes the UH Mānoa at and through career fairs and recruitment opportunities.
6. Maintains a close relationship with the University of Hawai'i Alumni Association and utilizes alumni to assist students in career decision-making and networking.
7. Conducts evaluative assessments on programs and services offered to ensure support of the University of Hawai'i mission, specifically in student learning, retention, and recruitment.
8. Participates in research and remains updated in current employment trends and issues through local, regional, and national associations.
9. Coordinates with Undergraduate Education and Enrollment Management for the provision of Service Learning opportunities to students.

Cooperative Education – Org Code: MACECD

1. Facilitates student work-based learning through progressive career development programming and collaborative partnerships with a spectrum of employers, community, faculty, and staff.
2. Articulates the relationship between academic studies and work-based learning
through programming, counseling, and policy recommendations.
3. Administers cooperative education & internship opportunities in coordination with academic units.
4. Partners with the University and business community to develop a comprehensive career/life planning approach to prepare a skilled, civicly responsible workforce that will meet the changing needs of the workplace.

**Student Employment Services – Org Code: MASECD**
1. Interactive database for the purpose of employment processing, student and employer tracing, job posting, and student referrals.
2. Ensures compliance of programming with University, state, and federal laws and regulations in the employment arena including, but not limited to, equal employment opportunity, labor law, civil rights legislation, and federal program guidelines.
3. Serves as advocate for students in employment matters.
4. Administers the Federal Work Study Program, Job Location & Development, and other federal programs as appropriate.
5. Assists all campus employers in filling student assistant positions.
6. Works with Enrollment Management to ensure coordination of employment components of financial aid packages.

**JUDICIAL AFFAIRS – Org Code: MAJDAF**
The Office of Judicial Affairs oversees all formal judicial affairs involving students.

2. Compiles conduct code violation statistics in accordance with relevant statutes.
3. Works with both students who have been accused of violations of UH Mānoa standards and the victims of such violations.
4. Conducts fact-finding investigations and adjudicates disputes involving the student conduct code.
5. Convenes the Academic Grievance Committee to adjudicate those grievances.
6. Conducts fact-finding investigations and reports for student discrimination complaints.
7. Conducts fact-finding and adjudication of student employment grievances.
8. Educates students on community responsibilities and living as a member of a community.
9. Works with Residence Life to train relevant staff on the judicial process and develops the student staff’s confrontation, communication, and leadership skills.
10. Educates incoming students about the UH Mānoa Student Conduct Code and Academic Grievance Procedures.
11. Develops and presents preventative and educational programs for all students regarding their rights and responsibilities.
12. Develops and presents programs to assists students in their intellectual, ethical, and moral development.
13. Conducts assessment efforts to evaluate benefits of the sanctions and educational programming for students.
14. Coordinates with the Matsunaga Institute for Peace to ensure smooth operations in
dispute resolution and appropriate division of roles between advocate and arbiter.

15. Supports the Office of Title IX by serving as an investigator or decision maker for formal Title IX investigations/cases.

**ONBOARDING ACTIVITIES**

To support and foster student success, various onboarding initiatives and activities are developed and implemented to enhance growth and engagement in the campus community.

**EQUITY AND DIVERSITY – Org Code: MASEED**

The Office of Student Equity, Excellence, and Diversity (SEED) promotes diversity, supports minority students, and promotes access at the UH Mānoa through its various programs. Specific SEED programs include the following:

- Kōkua (Disability Services)
- Office of Multicultural Student Services
- Office of Veteran Student Services
- Graduate Professional Access Program
- Health Careers Opportunities Program
- Children’s Center
- Women’s Center
- LGBTQ+
- Federal/State granted programs including Trio student support services, College Opportunities Program, Gear Up, Mānoa Educational Talent Search, Place-Based Learning and Community Engagement in Schools, Senior citizen visitor program, Student Parents at Mānoa, Bridge to Hope

The major functions include:

1. Implements policies and supports campus and outreach programs to encourage campus diversity, provide equal educational access and accommodate different learners.
2. Provides programs that promote educational equity for needs and interests of Native Hawaiian and other under-represented minorities on campus. Administers the Kua’ana Student Services program and partners with Nā Pua No’eau, Hawai‘inuiākea School of Hawaiian Knowledge Native Hawaiian Student Services and other university, pre-college and community programs to promote educational equity for the needs and interests of Native Hawaiians.
3. Provides direct services and supports programs at Mānoa, systemwide, lower education, and with community groups to promote access and success for student populations that are first generation college students, under-served and underrepresented in higher education, which include, but are not limited to: African Americans, Filipinos, Hispanic, Laotian and Vietnamese, Native American/Alaska Natives, Native Hawaiians, Samoans and other Pacific Islanders.
4. Provides student support services for equal access and success of students with disabilities, low-income, gay/lesbian/bisexual and transgendered, student parents,
women, disadvantaged students, and veterans.

5. Provides a comprehensive range of services including administering the Health Careers Opportunity Program, Graduate Professional Access, Online Learning Academy, career and workforce development, and research on diversity and barriers to equal access.

6. Administers specific merit and need based scholarships that support equity and diversity.

7. Administrator non-credit programs for senior citizens attending classes.

8. Supports the Mānoa Commission on Diversity, Diversity and Equity Initiative, and other activities relating to the university’s strategic goals on equity and diversity.

KOKUA (Disability Services) – Org Code: MAKOKU

The KOKUA program provides academic support services to students with disabilities as mandated by federal and state laws, policies and procedures.

The major functions are:

1. Provides comprehensive, customized and confidential disability access services to students with disabilities.

2. Provides technical assistance on federally mandated “equal access” by students with disabilities to faculty, staff and administration.

3. Supports the Commission on Disability Access.

Office of Multicultural Student Services

The Office of Multicultural Student Services provides transfer assistance to underrepresented minority students.

The major functions are:

1. Provides tutorial assistance, cultural awareness and recreational activities to underrepresented students at public elementary and intermediate/middle schools through early intervention programs.

2. Provides peer tutorial and mentoring programs to promote proactive academic advising for under-represented minority students.

3. Operates academic support services for underrepresented minorities on campus, including Filipinos, Southeast Asians, and Samoans.

4. Provides support services and advocacy for underrepresented minorities on campus.

Office of Veteran Student Services

The Office of Veteran Student Services operates student services and academic support services to student veterans and military connected students.

The major functions are:

1. Provides support services and advocacy for student veterans and other military connected students through campus programming, educational workshops, and other special events related to specific concerns of these populations.

2. Provides assistance with GI Bill benefits, VA educational benefits, and other specialized services for student veterans and military connected students.
3. Provides technical assistance on issues related to student veterans and military connected students for faculty, staff, and administration.
4. Supports the UHM Student Veterans of America chapter.

Graduate Professional Access Program

Health Careers Opportunities Program

Children’s Center – Org Code: MACC
The Children’s Center at UH Mānoa provides child care services to student parents, faculty, and staff and provides training opportunities for the development of competent professionals in quality integrated child care services.

Women’s Center – Org Code: MAWC
The Women’s Center provides support services and advocacy for female students, faculty, and staff through a resource library, cultural activities, referrals, and programs that respond to special concerns of women.

Major functions include:

1. Provides support services and advocacy for lesbian, gay, bisexual, transgender, and queer (LGBTQ) students, faculty and staff through a resource library, cultural activities, referrals, and programs that respond to specific concerns of LGBTQ+ people.
2. Supports the Commission on LGBTI.
3. Operates academic support services for LGBTQ+ and female students
4. Provides programming to support welfare recipients to work on campus as part of their public assistance.
5. Provides assistance to welfare recipients in navigating the University and State Department of Human Services offices to support their educational pursuits.
6. Operates programming to prevent sexual assault and relationship violence among students.

LGBTQ+

Federal/State granted programs such as:

- Trio student support services
- College Opportunities Program – Org Code: MACOP
- The COP recruits, screens, selects and prepares high-risk Hawai‘i residents for a successful first year on the Mānoa campus; administers summer academic enrichment programs and follow up activities for underrepresented minority students; and offers retention services for minority programs participants during the second semester.
STUDENT ACADEMIC SUCCESS

The student academic success programs include the following:

- ROTC/Air ROTC/Military Sciences
- Mānoa advising center
- Student-athlete academic services
- Learning assistance center
- Course scheduler
- STAR
- Mānoa peer advisors
- Commencement
- First and second year programs
- Civic engagement and service learning

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

The Military Science Program (Army ROTC) attracts, motivates, and prepares 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.

MĀNOA ADVISING CENTER – Org Code: MAMAC

The Mānoa Advising Center is a 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.

STUDENT ATHLETE ACADEMIC SERVICES – Org Code: MASAAS

Student Athlete Academic Services 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.

Major functions include:

1. Provides ongoing individual and small group academic advising to prospective, first-year,
and continuing student-athletes.
2. Provides accurate information about institution, college, Athletic Conference and NCAA policies and procedures to student-athletes, faculty, coaches, and staff.
3. 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.
4. Provides services for new freshman and transfer student-athletes through orientation programs, workshops, and individual appointments.
5. Supports the academic success and retention of student-athletes by providing a wide range of academic support and tutorial services.
6. Consults with coaches and Athletic Department staff regarding student-athlete concerns.
7. 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.
8. 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.
9. 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.
10. 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.

LEARNING ASSISTANCE CENTER – Org Code: MALAC

The Learning Assistance Center provides educational counseling services and programs, commercial materials, and diagnostic services in developing more effective study habits and learning skills.

COURSE SCHEDULER

STAR/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.

Major functions include:

1. Architects and directs the development of new technology resources that aid in the implementation of Mānoa’s strategic initiatives.
2. 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.
3. Oversees the development and maintenance of technological resources that aid in the retrieval of information from all the University’s data systems.
4. Coordinates, develops, and implements critical infrastructure assurance methodologies.
5. Acts as the data trustee for all data housed in the STAR systems.
6. Provides where possible statewide utilization of innovative technology architected within the OVPSS and Office of the Vice Provost for Educational Excellence.
7. Provides a high level of engagement in the enhancement, support, and training of the developed technology resources.
8. Oversight and management of STAR

MĀNOA PEER ADVISORS

FIRST-YEAR PROGRAM – Org Code: MAFYP

The First-Year Program increases 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.

Major functions include:

1. Manages and encourages the development of learning communities to improve the quality of the undergraduate academic experience.
2. Develops linkages between various introductory level courses from different disciplines.

OFFICE OF CIVIC AND COMMUNITY ENGAGEMENT – Org Code: MASL

The Office of Civic and Community Engagement offers UHM students and community agencies the opportunity to participate in a partnership of volunteer services. Major functions include:

1. Functions as a clearinghouse linking students interested in donating time and experience with volunteer agencies within the community.
2. Coordinates grants received for service learning.
3. Provides programming to coordinate and infuse volunteer programming into learning pedagogy. Reports on measures and metrics to determine costing and outcomes.
4. 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 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.

COMMENCEMENT
OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT
FUNCTIONAL STATEMENT

The Office of the Vice Provost for Enrollment Management (OVPEM) has leadership responsibilities for the planning, direction, coordination and management of the enrollment services and initiatives for the UH Mānoa. The Vice Provost for Enrollment Management (VPREM) serves as the senior enrollment management officer and policy advisor to the Provost on enrollment matters and is a member of the Mānoa Cabinet, Provost’s Council and Mānoa Leadership Team.

The VPEM partners with academic deans, chairs, faculty, vice provosts and other administrative leaders to achieve and maintain the University’s optimal enrollment. Given this focus, the VPEM will lead an integrated and robust enrollment function that will strategically position UH Mānoa for long-term and sustainable student growth and success. The VPEM will develop and operationalize a comprehensive integrated strategic enrollment management philosophy, that spans the lifetime of a student—from prospect to alum.

The VPEM provides leadership and is responsible for cross-divisional and departmental collaboration and coordination to optimize student success goals and strategies from recruitment through graduation and beyond. The OVPEM will develop enrollment goals and a strategic enrollment management (SEM) plan in consultation with University and Academic leadership. Under the leadership of the VPEM, enrollment management programs will provide seamless services to undergraduate and graduate students for recruitment, admissions, financial aid and scholarships, registration and student records and assist in the transition into and through college life. The VPEM and OVPEM works collaboratively with the Vice Provost for Student Success and Student Success Offices to provide support for the University’s student success goals and strategies by assisting with the development of retention and degree completion strategies; building strategic alignments between enrollment and student success to support a seamless and cohesive student experience; and developing areas of collaboration; and collaborating with and assisting all constituent university offices to plan and carryout new student orientations. The VPEM also works collaboratively to support College/school/department recruitment efforts and the Schools and colleges and alums to assist with enrollment goals and objectives.

The VPEM provides leadership and strategic direction for the following centralized areas: University marketing and brand management, including digital marketing and setting website standards for enrollment management units; Early College recruitment and processing and review of agreements; transfer student enrollment (new student enrollment, transition and retention); international admissions and recruitment; enrollment technology and data analytics.

In addition, the VPEM provides leadership and strategic direction for the following units:

- Office of Recruitment and Admissions
- Office of the Registrar
- Office of Financial Aid and Scholarship
- Office of Graduate Enrollment Management (to include recruitment and admissions)
Specific OVPEM responsibilities include the following:

A. In support of the chief enrollment officer
   1. As a member of the provost’s team, develops relationships with the Graduate Division, schools and colleges and within academic affairs, student success and other campus partners to ensure seamless services and support throughout a student’s academic and personal UH Mānoa experience.
   2. Collaboratively develops a strategic plan for enrollment that is aligned with the UH Mānoa’s Vision, Mission and Strategic Plan.
   3. Engages the campus community across divisions and departments in discussions about the UH Mānoa’s enrollment vision and strategies.
   4. Establishes and maintains collaborative partnerships with graduate division, schools, colleges, research units, academic departments and academic leadership to reach and sustain graduate and undergraduate new student enrollment, overall enrollment, retention and student success goals.
   5. Collaboratively develops enrollment and revenue projections.
   6. Operationalizes the Strategic Enrollment Management (SEM) plan to meet headcount and revenue goals.
   7. Strategically utilizes data to reach enrollment goals and objectives.
   8. Represents Enrollment Management on university, college and school, and departmental strategic planning committees as requested and needed.
   9. Provides budget administration for OVPEM operations.

B. In support of the campus mission and objectives
   1. Provides guidance and supervision to the Offices of Admissions, the Registrar, Financial Aid Services, and Graduate Enrollment Management.
   2. Works collaboratively with deans and academic departments to coordinate Mānoa’s Early College recruitment and processing, and review Early College agreements.
   3. Leads and inspires an innovative and effective enrollment management team.
   4. Designs and implements strategic recruitment and admission plans to meet undergraduate and graduate enrollment goals.
   5. Designs and implements financial aid awarding strategies to best leverage scholarship dollars.
   6. Oversees and ensures that financial aid processes, procedures, awarding and reconciliations are conducted in accordance with state and federal regulations and procedures.
   7. Develops and guides marketing strategies and brand management for recruitment.

C. In support of analytical and technological capabilities
   1. Ensures consistent and accurate use of enrollment data in collaboration with-UH System IR, Mānoa IR Offices and other UH Mānoa departments, units, colleges, and schools as appropriate.
   2. Utilizes data to meet enrollment goals and objectives.
   3. Produces regular and systematic comparative reports that detail annual monthly, weekly and daily progress toward enrollment goals.
4. Employs national and international trends in higher education and developments in competitor institutions in planning and setting enrollment strategies.
5. Effectively utilizes predictive modeling for admissions, recruitment, financial aid and retention.
6. Provides expertise and understanding of how and which (current and future) institutional technologies can assist the University to optimize enrollment results and ensure the most efficient and effective use of staff resources.
7. Manages the student information system for the UH Mānoa campus in consultation with the Office of the Vice Provost for Student Success, Office of the Vice Provost for Educational Excellence and the Office of the Vice Provost for Research and Scholarship.

**OFFICE OF ADMISSIONS Org Code: MAOAEM**

The Office of Admissions and Recruitment (OOAR) is responsible for planning, implementing and directing the activities and overseeing policies and procedures for admissions, recruitment, counseling and admission operations. The Director of Admissions and Recruitment, in consultation with the VPEM, is responsible for meeting annual enrollment targets for first-year undergraduate student, transfer, and international students.

The OOAR works collaboratively with other enrollment offices to organize and maintain a highly efficient, and team-based enrollment model. The office is responsible for developing and sustaining relationships with key constituents, such as prospective students, parents, high school and independent counselors, alumni and community colleges.

Major Functions include:

1. Works in conjunction with the Vice Provost for Enrollment Management (VPEM) on all matters related to the development and implementation of strategic enrollment plans and meeting the University’s short-term and long-term enrollment goals.
2. Serves as a campus resource for recruitment, admissions, orientation, and enrollment, establishing relationships with key partners in all areas.
3. Assists in setting annual recruitment targets in consultation with the VPEM.
4. Develops strategic, data-driven new student admissions recruitment, marketing, and enrollment strategies and goals with the VPEM.
5. Partners with University administration, faculty committees, students, athletics and external organizations to manage a holistic admission plan.
6. Consults with faculty to establish admission’s policies and procedures, including admission criteria, for new and transfer domestic and international students.
7. Responsible for the recruitment, selection and enrollment of new first-year and transfer students, including oversight of the application review process.
8. Participates in developing and implementing recruitment and communication strategies with the VPEM, the Associate Director of Recruitment and the Enrollment Marketing Manager.
9. In collaboration with the Associate Director for Recruitment and the Enrollment Branding and Communication Manager, oversees marketing/target analysis, lead generation oversight, prospect-enrollment pipeline development; high school outreach and off-campus recruitment events; alumni volunteer programs; and the development of print and electronic admission materials, web content and social media.
10. In conjunction with the Associate Director for Recruitment, oversees territory management plans and monitors the travel budget for admissions staff members related to recruitment and outreach activities.

11. In collaboration with the Associate Director for Operations, oversees and provides guidance for the operational support of admissions operational functions.

12. With the associate directors oversees the hiring process, training and evaluation of admission staff members.

13. Provides leadership development and training of departmental and University staff and faculty in areas related to admission, marketing and recruitment of students.


15. Presents and analyzes data regarding new student admissions to assess status toward goals, areas of concern, and relevant trends, and use of that data to direct recruitment initiatives mid-cycle and for future planning.

16. Assesses and assists in developing needed technologies to increase service to students and efficiencies in processes.

17. Assist in developing, implementing and marketing new articulation agreements with other institutions to encourage more transfer students to attend UH Mānoa.

18. Evaluates prior college-level work from other U.S. institutions, foreign institutions, military service and schooling, Advanced Placement Program, and College Level examination.

19. Consulting with academic departments, determines course transferability and course equivalencies.

20. Continuously evaluates the effectiveness and efficiency of the means by which applications are solicited, reviewed, and acted upon.

21. Continually assesses admissions standards and academic policies related to admission of students and transfer of coursework; recommends changes when appropriate.

**OFFICE OF THE UNIVERSITY REGISTRAR - Org Code: MARGEM**

The Office of the University Registrar (OUR), ensures the integrity, accuracy, and security of all academic and educational records of the UH Mānoa’s students and has a critical role in ensuring compliance with federal, state, and other regulatory agencies. The OUR is the university resource regarding institutional academic policies and practices and serves as the custodial office for academic records and plays a central role in the development and implementation of University academic and administrative policies requiring significant interaction and collaboration with other departments within the University as well as administration, faculty, staff, and students. In addition, the office provides leadership in advancing the University’s student information systems and innovates new capabilities to advance operational efficiency and effectiveness.

Major functions include:

1. Monitors the approval process for curricular proposals and other changes that affect the college’s catalog, class schedules, and databases, and implements those changes.
2. Supports the enrollment management effort by providing essential data and management information.
3. Develops and implements short and long-term strategies that meet the goals of the department and division in alignment with Mānoa’s priorities and mission.

4. Manages registration, grading, verification of graduation and production of diplomas.

5. Provides current and past students with official documentation of their academic record including transcripts, verification of enrollment, and verification of degree.

6. Oversees the permanent storage and maintenance of student academic records.

7. Provides functional leadership for the administration of the student information systems.

8. Plans, coordinates, and administers the registration process. Evaluates the effectiveness and the efficiency of the registration procedures utilized.

9. Plans, coordinates, and administers grade reporting for the fall and spring regular day semesters.

10. Establishes, implements, and manages procedures for students petitioning to graduate.

11. Establishes procedures for creating and maintaining student records in accordance with accepted national standards, University rules and regulations, and Federal privacy regulations.

12. Creates and maintains official academic records for all students in conformance with the established standard of accuracy.

13. Establishes procedures for reporting student enrollment information in compliance with federal financial aid compliance rules.

14. Establishes procedures to safeguard the confidentiality of records in accordance with federal and state legislation (e.g., the Family Educational Rights and Privacy Act of 1974) and University policies and procedures.

15. Administers Veteran’s Administration benefits for all qualified veterans and/or dependents.

16. Responsible for NCAA athletic eligibility certification.

17. Oversees day-to-day management of policies, procedures and processes in the OUR.

18. Supervises and manages staff to provide excellent service to all stakeholders.

19. Mentors and leads OUR staff with attention to professional development and training.

20. Serves as a member of appropriate college committees as appointed.

OFFICE OF FINANCIAL AID SERVICES AND SCHOLARSHIPS - Org Code: MAFAEM

The Office of Financial Aid and Scholarships is responsible for leading the strategic planning and implementation of financial aid awards, communication plans, business processes and student service redesign, budget management, supervision of employees, operations management, and successful collaboration with academic schools/colleges and other university constituents. The department ensures federal and state regulatory compliance, develops best practices, and is the leading authority on all matters pertaining to financial aid, working collaboratively with the Bursar’s and Cashier’s office.

Major functions include:

1. Sets the strategic direction for financial aid, scholarships and awarding with specific focus on improving yield of incoming students and retention of current students.

2. Oversees a team who advise current and prospective students and families on all aspects of financial aid. This includes ensuring that students are informed of the financial aid process and requirements; application and verification procedures; available financial aid programs; educational costs; and financial management
strategies including loans, financing options, payment plans and other student finance related matters.

3. Directs all day-to-day office activity to ensuring effective planning, supervision, staff training, communication, developing and implementing policies and procedures, regulatory compliance, fiscal management, data analysis, quality assurance, and reporting.

4. Advises the institution on matters relating to compliance with applicable rules, regulations and policies affecting the eligibility, availability and delivery of student financial aid.

5. Establishes best practices and processes to ensure regulatory compliance.

6. Oversees audits and program reviews.

7. Devises and implements strategies to ensure the financial aid office works collaboratively with admissions, schools, colleges and departments to strategically recruit talented students to meet the University's enrollment goals.

8. Oversees internal and external communication approaches, mechanisms, and literature used to inform students and families about financial aid/student accounting policies and procedures.

9. Leads the implementation of strategic awarding/predictive modeling to expend university scholarship funds strategically and responsibly to meet enrollment goals.

10. Provides oversight of scholarship programs and department/colleges to ensure timely awarding of funds in line with the mission and goals of the institution.

11. Collaborates with Development and Alumni Relations to develop strategic awarding of restricted funds to serve both students and donors appropriately.

12. Ensures availability of professional development opportunities for financial aid staff with ongoing training to improve awareness of the ever-changing higher education landscape.

13. Continually automates processes and procedures to ensure data integrity and to expedient delivery of information to students.

14. Provides timely and accurate information to applicants regarding availability of funds, application procedures, need analysis methodologies, and awarding criteria.

15. Identifies and secures appropriate student financial aid funds from federal, state, and private sources.

16. Develops, coordinates, and participates in outreach activities with various on and off-campus partnerships, including, but not limited to, the Admissions Office, Student Success units, community colleges, high schools, and community service organizations.

17. Develops and oversees implementation of a financial literacy initiative to better equip students and families to make sound, informed decisions on the implications of loan debt, payment plans, and financing their college education.

18. Assists in the develop academic student success modules/courses that promote financial literacy and student success.

19. Summarizes data from multiple sources, prepare management reports, and presentations.
OFFICE OF GRADUATE ENROLLMENT MANAGEMENT - Org Code: TBD

The Office of Graduate Enrollment Management (GEM) is responsible for planning, implementing and directing the activities and overseeing policies and procedures for admissions, recruitment, counseling and admission operations for UH Mānoa graduate students except Medicine, Law and Business. The Director of the Office of Graduate Enrollment in consultation with the VPEM is responsible for meeting annual enrollment targets for graduate students into the institution.

The GEM office works collaboratively with other enrollment offices to organize and maintain a highly efficient, and team-based enrollment model. The office is responsible for developing and sustaining relationships with key constituents, such as prospective students, Mānoa schools and colleges, academic departments, faculty and the Graduate Division.

The GEM office works closely with the Office of Graduate Student Services, in various areas after initial recruitment and admission into the University to positively support graduate student success.

Major functions include:

1. Works in conjunction with the Vice Provost for Enrollment Management (VPEM) on all matters related to the development and implementation of strategic enrollment planning and meeting the University’s short-term and long-term graduate enrollment goals.
2. Serves as a campus resource for recruitment, admissions, and enrollment, establishing relationships with key partners in all areas.
3. Assists in setting annual recruitment targets in consultation with the VPEM, colleges, schools and departments.
4. Working collaboratively with the Graduate Division, assists the Office of Graduate Student Services with orientation activities of new students.
5. Develops strategic, data-driven new student marketing, recruitment, admissions, and enrollment strategies and goals with the VPEM.
6. In collaboration with the VPEM, Graduate Division, schools and colleges, and departments establishes admission’s policies and procedures, including admission criteria, for new graduate students to the University.
7. Responsible for the recruitment and initial application processing for new graduate students.
8. Participates in developing and implementing recruitment and communication strategies with the VPEM and the Enrollment Marketing Manager.
9. In collaboration with the VPEM and the Enrollment Marketing Manager, oversees marketing/target analysis, lead generation oversight, prospect-enrollment pipeline development; alumni volunteer programs; and the development of print and electronic admission materials, web content and social media.

Specific functions include:

1. Processes admission applications to include moving application to appropriate academic departments.
2. Handles and maintains email correspondence for graduate students and programs.
3. Conducts admission evaluation to ensure students meet general University graduate admission criteria.
4. Conducts and forms a committee to review inadmissible files to the University.
5. Manages the movement of admissions files between the University Registrar’s Office, academic departments and the Graduate Division.
6. Coordinates mailing of all official UH Mānoa letters.
8. Intakes and processes Statement of Intent to Register (SIR).
10. In collaboration with the Graduate Division, provides leadership development and training of departmental and University staff and faculty in areas related to graduate admission, marketing and recruitment of students.
12. Assesses and assists in developing needed technologies to increase service to students and efficiencies in processes.
13. Continuously evaluates the effectiveness and efficiency of the means by which applications are solicited, reviewed, and acted upon.
OFFICE OF THE VICE PROVOST FOR RESEARCH AND SCHOLARSHIP
FUNCTIONAL STATEMENT

OFFICE OF THE VICE PROVOST FOR RESEARCH AND SCHOLARSHIP (OVPRS) – Org Code: MAVCRS

The Office of the Vice Provost for Research and Scholarship (OVPRS) has leadership responsibility for the planning, direction, initiation, development, and coordination of research and scholarly work for UH Mānoa. The Office promotes and facilitates activities that advance UH Mānoa’s distinction as a Carnegie R1 doctoral university with “Highest Research Activity.” The Vice Provost for Research and Scholarship (VPRS) serves as the senior research officer and policy advisor to the Provost on research matters and is a member of the Mānoa cabinet, the Provost’s Council and the Mānoa Leadership Team.

The VPRS has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the UH Mānoa.

In support of deans and directors, the VPRS and OVPRS direct the UH Mānoa’s research programs through the development of governing policies, the conduct of program planning and assessment, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources. The OVPRS is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The OVPRS facilitates and encourages innovation, technology transfer, and economic development activities at the UH Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

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

- Strategic Research Development
- Student Research
- Environmental Health and Safety Office

Specific OVPRS responsibilities include the following:

1. Initiates and develops long-range planning for research at the UH Mānoa.
2. Facilitates the activities of the research units and programs through the respective academic deans and directors.
3. Manages strategic initiatives, research program development, research information systems, and business operations of the OVPRS.
4. Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and development.
5. Identifies opportunities for Federal and private funding of research and helping researchers obtain the Federal financial support they need.
6. Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the OVPRS, and the management of internal resource allocations within the OVPRS.

7. Provides advice, assistance, financial support, and administrative guidance for new research centers and programs during the formative or start-up phases.

8. Provides support for campus-wide student research initiatives for undergraduate and graduate students at the UH Mānoa.

9. Administers and coordinates a campus-wide Undergraduate Research Opportunities Program for undergraduate students in all disciplines.

10. Interacts with the UH System Office of the Vice President for Research and Innovation (including Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance) to foster research, technology transfer, and commercialization activities at the UH Mānoa.

11. Assists in the review of and consultation on research agreements and contracts between UHM and sponsors to ensure conformity with statutory, regulatory, and UH policy and procedural requirements.

12. Selects/appoints UH Mānoa representatives to various external and internal boards and committees associated with University research programs.

13. Serves as the Provost’s representative and advisor on interactions with the Research Corporation of the University of Hawai‘i.

14. Serves as the Provost’s representative for research with a variety of individuals, groups and agencies, both inside and outside the UH Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the UH Mānoa’s research programs and capabilities.

15. Supports the Provost in other research matters as directed.

STRATEGIC RESEARCH DEVELOPMENT – Org Code: TBD

Strategic Research Development is responsible for strategic, proactive, and capacity-building activities designed to facilitate individual Principal Investigators and their research teams in attracting extramural research funding, creating internal and external relationships, and developing and implementing strategies focused on advancing institutional competitiveness in targeted areas of strengths.

Major functions include:

1. Identifies and disseminates extramural research funding opportunities targeted to faculty member’s research expertise.

2. Fosters research team building via promoting and providing guidance for intra- and extra-mural interdisciplinary collaborations among faculty at campus, state, national, and international levels.

3. Identifies and assists faculty in applying for honorific awards.

4. Fosters innovative research directions in support of UH Mānoa’s strategic goals and initiatives via catalyzing new cross-disciplinary research initiatives.

5. Manages and coordinates UH Mānoa faculty expertise database and other collaboration analytic tools.
6. Manages faculty research travel award program.
7. Coordinates and manages UH Mānoa limited submission opportunities process in collaboration with the UH Office of Research Service.
8. Convenes a campus-wide research administrative support committee.

STUDENT RESEARCH – Org Code: TBD

Student Research at UH Mānoa promotes, enhances, and supports a vibrant student research community campus-wide. The Student Research office is responsible for facilitating the engagement of undergraduate and graduate students in research and creative work activities related to their disciplines and assisting in advancing a supportive research and creative work campus culture that optimizes student academic and professional growth.

Major functions include:

1. Administers the Undergraduate Research Opportunities Program (UROP) including development, coordination, and management of faculty-mentored undergraduate research and creative work opportunities across all disciplines at UH Mānoa. Programs and activities supported by UROP include: the Summer Undergraduate Research Experience (SURE) program, the SURE Symposium, Undergraduate Showcase Events and other undergraduate student presentation venues, UROP funding opportunities, and UROP Council (UROC).

2. Facilitates and supports graduate student research and scholarly work in collaboration with graduate degree programs, UH Mānoa Graduate Student Organization, and Graduate Division.

In collaboration with graduate degree programs, helps graduate students identify and pursue funding opportunities for research and scholarly work in efforts to promote graduate student research activities.

ENVIRONMENTAL HEALTH & SAFETY OFFICE – Org Code: MAEHSO

The Environmental Health & Safety Office (EHSO) works to promote safe campus environments through the development and administration of health and safety programs critical to education and research. The EHSO includes the following functional units: Radiation Safety, Diving Safety, Occupational Health and Safety, Hazardous Materials Management, and Environmental Compliance.

Major functions include:

1. Radiation Safety – Org Code: MARSEH
   Monitors the procurement, use, storage, and disposal of radioactive isotopes and radiation sources in accordance with the University’s Nuclear Regulatory Commission (NRC) license. Monitors the safe use of level 3 and 4 lasers in accordance with the Laser Safety Program.

2. Diving Safety – Org Code: MADSEH
   Monitors the safe conduct of compressed gas diving, for University scientific,
educational and/or commercial diving activities using SCUBA and/or other underwater diving life support systems, as required by federal and state commercial diving regulations, and consensus national community standards.

   Monitors laboratories, facilities and operations for compliance with federal and state rules and regulations related to workplace safety and health via consultation, inspection, hazard evaluation and training.

   Manages the identification, classification, storage and transportation of potentially hazardous chemicals. Also manages the disposal of hazardous wastes generated by University operations in accordance with federal and state regulations.

5. Environmental Compliance – Org Code: MAECEH
   Monitors University operations for compliance with U.S. Environmental Protection Agency and State of Hawai‘i rules and regulations related to the protection of the environment (e.g. storm water management, air and water pollution).
MĀNOA OFFICE OF GLOBAL ENGAGEMENT - Org Code: TBD

The Mānoa Office of Global Engagement (OGE) provides leadership for advancing programs and initiatives that increase the global connectedness and stature of UH Mānoa, and provide experiential learning opportunities at national and international levels. The EM serves as advisor to the Provost on related members and is a member of the Provost’s Council and the Mānoa Leadership Team with authority to establish policies and procedures necessary to implement system policies and procedures, and implement sound practices.

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

- Mānoa International Exchange
- Study Abroad Center
- National Student Exchange
- Faculty and Scholar Immigration Services

Specific OGE responsibilities include the following:

1. Develops strategic plan and broad campus-wide strategies and appropriate policy for global engagement and internationalization that support the positioning of UH Mānoa as a premiere Asia-Pacific research university.
2. Integrates and infuses global perspective and engagement throughout the entire institution and in teaching, research and service initiatives, partnering with senior leadership on building intercultural competency and endeavors and working with deans and directors on multi-disciplinary and innovative approaches.
3. Brings awareness of and leverages international partnerships and networks with various countries, institutions and non-government organizations to better serve the mission and vision of the campus.
4. Provides central expertise and strategic support on international matters including but not limited to:
   a. Coordination with system offices including academic planning and policy, research and innovation, legal affairs, export controls and risk management to safeguard the university.
   b. Development and implementation of policy, procedures and guidelines for international agreements, partnerships, initiatives and activities; provision of service and guidance to schools and colleges; and ensure consistent approach on routine and specialized agreements in accordance with system and campus direction.
   c. Provision of protocol support and guidance for the campus.
   d. Provision of sound logistical support and advice for campus faculty, student exchanges and visits abroad, as well as visiting scholars and students from abroad, on matters including international travel safety and security.
   e. Communication of Fulbright program and various international scholarship opportunities.
5. Collaborates with senior administrators on cultivating research, professional development and experiential learning abroad for faculty and staff, and works with appropriate leadership on student experiences.

6. Coordinates the university’s physical presence abroad through global portals as needed, as well as collaborating with administrators on creating physical as well as academic and research spaces for international visitors and students on campus.

7. Collaborates with faculty, scholar and student immigration services to provide support for petition, certification and/or visa matters for employees, scholar visitors and students.

MĀNOA INTERNATIONAL EXCHANGE - Org Code: MAMIEX

Mānoa International Exchange (MIX) 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.

Major functions include:

1. Coordinates application, accommodation, arrival and orientation activities for incoming international exchange non-degree seeking students from both partner and non-partner institutions.

2. Coordinates promotion, selection, application, and pre-departure orientation activities for outbound UH students.

3. Oversees the administration and allocation of tuition waivers supporting international student exchange programs.

4. Provides support services to UH students abroad.

5. Provides support services to international students from exchange partner institutions and non-partner institutions.

STUDY ABROAD CENTER - Org Code: MASTAB

The Study Abroad Center, in cooperation with its Council, offer 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.

Major functions include:

1. Serves the intellectual needs of students consistent with university policy and to provide venues for faculty participation from across the UH Mānoa campus as resident directors for teaching, faculty development and enrichment opportunities.

2. Supports the Council on Study Abroad in guiding the center’s program team 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. The Council works cooperatively with the Study Abroad Faculty 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.

3. 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.

NATIONAL STUDENT EXCHANGE - Org Code: MASTEX

The National Student Exchange program serves as UH Mānoa liaison to the National Student Exchange consortium administration and 200 participating university NSE offices.

The major functions include:

1. Promotes NSE at university recruitment events, to inform potential students, parents, and high school advisors of degree-enhancing UHM opportunities.
2. Publicizes NSE for current UHM students, processes applications, and negotiates placements at appropriate schools.
3. Verifies academic eligibility of outgoing students, and provides advising referrals to course equivalent websites and departmental major advisors.
4. Accepts placements of students from consortium schools, providing advance detailed campus information and campus/cultural orientation on arrival.
5. 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.

FACULTY AND SCHOLAR IMMIGRATION SERVICES - Org code: MAFSIS

The Faculty and Scholar Immigration Services provide UH systemwide immigration and support services for international employees.

Major functions include:

1. Prepares and files non-immigrant and immigrant petitions and labor certification applications on behalf of UH for international employees.
2. Provides UH systemwide administration of the Exchange Visitor Program for all J-1 categories, except for UHM students.
4. Provides pre-arrival information, orientation programs, and informational briefings.
5. Conducts SEVIS implementation and compliance including reporting and monitoring requirements.
6. Serves as a central resource for advising, assisting, and disseminating information on immigration and health insurance to international employees and scholars.
7. Maintains a central immigration database of UH-sponsored international employees and scholars, from which it generates statistical and narrative reports.
8. Establishes and updates University immigration policies and procedures and interprets U.S. immigration regulations.
9. Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international employees.
MĀNOA OFFICE OF CLIMATE, EQUITY AND CONFLICT MANAGEMENT
FUNCTIONAL STATEMENT

MĀNOA OFFICE OF CLIMATE, EQUITY AND CONFLICT MANAGEMENT - Org Code: TBD

The Mānoa Office of Climate, Equity and Conflict Management (OCECM) provides management in building and supporting the continuous cultivation of a campus community that exemplifies ‘ohana and kuleana between each other and our relationship to ‘āina. The Director serves as advisor to Provost on related matters, and is a member of the Provost’s Council and Mānoa Leadership Team with authority to establish policy and procedures necessary to implement system policies and procedures, and implement sound practices.

The OCECM supports, promotes, and advances diversity and inclusion on campus through proactive engagement, collaboration, and communication with both internal and external groups. The Office performs this function in accordance with all applicable guidelines, rules, statutes, and policies that govern the University. The director provides leadership for the following units:

- Office of Cultivating Community Value
- Office of Conflict Management

In addition, the OCEM works closely and collaboratively with the Office of Compliance and Investigation. Each office is functionally independent relative to purpose and responsibilities. However, inherent within each office is a dedicated section to training and education directly relevant to their kuleana, but the outcomes for each office all contribute to cultivating a campus atmosphere where values including, but not limited to ‘ohana and kuleana, permeate all of life on campus.

Specifically, the OCEM responsibilities include the following:

1. Serves as a liaison between the campus and other units within the University and other governmental units (including schools and the Legislature), and to the community at large (to include civic groups, business leaders, and social agencies).
2. Establishes planning parameters for the development of the office’s strategic plan, program plans, budget, expenditure plans, and staffing plans for all program units.
3. Mediates and addresses grievances, conflicts and other disputes on the campus involving faculty, staff and students within established guidelines.

OFFICE OF CULTIVATING COMMUNITY VALUES

The Office of Cultivating Community Values (OCCV) serves as the primary unit that will drive campus commitment to inclusive excellence where all students, faculty and staff can expect equity, support diversity and practice inclusion.

Major functions include:

1. Perpetuates the values of ‘ohana and kuleana.
2. Works directly with campus leaders and stakeholders to measure, influence and respond
to the current attitudes, behaviors and standards of faculty, staff, administrators and students, and its impact on the learning and working environment.

3. Provides training and leadership on matters of equity, diversity and inclusion within the campus community with an emphasis on the concepts of 'ohana and kuleana.

4. Provides direct assistance and guidance to all departments and units of the campus to develop a framework and skill sets for addressing and managing issues of microaggression and other forms of hostility in a way that builds an inclusive, supportive campus environment where every member of the campus community is valued.

5. Develops and implements campus initiatives as well as education and training to provide campus wide impact.

Office of Conflict Management

The Office of Conflict Management (OCM) is responsible for serving as a confidential resource, to the maximum extent permitted by law, and provides support for students and employees when conflicts arise. In order to fully respond to and to assist the campus in managing conflict, this office will have three different components. It will have advocates that can assist the individual by informing them about and helping them to objectively assess the options available both on and off campus. To assist the campus with creating an environment where difficult conversations can occur, this office will provide facilitated conversations, mediation, and workplace audits to assist units in engaging in difficult conversations, resolving disputes, and agreeing on unit norms that will facilitate productivity. The office will also provide training and outreach services to help the campus community develop the skills needed to more effectively address and resolve conflict.

Major functions include:

1. Provides an alternative dispute resolution process, including mediation, for students and employees to effectively resolve disputes/complaints/conflicts that impact the working and learning environments on campus.

2. Provides students and employees with information regarding their rights and options and any available resources in situations of conflict.

3. Objectively assists students and employees in facilitating communications with one another and mutually determining desired outcomes and steps to facilitate resolution of disputes.

4. As an accessible, informal means of resolving conflict, strengthens the campus’ ability to quickly respond to student and employee issues prior to the necessitation of formal complaint processes that may be more time consuming and require a larger allocation of resources or escalation of an issue to workplace violence or other more serious conduct violations, resulting in healthier relationships within the campus community.

5. Provides training programs and assists in the facilitation and implementation of training across the campus for employees and students regarding conflict management and conflict resolution best practices.
OFFICE OF COMPLIANCE AND INVESTIGATION
FUNCTIONAL STATEMENT

OFFICE OF COMPLIANCE AND INVESTIGATION - Org Code: Xxxxxx

The Office of Compliance and Investigation (OCI) provides subject-matter expertise and guidance on implementing and ensuring compliance with State and Federal laws, rules and regulations, including but not limited to Title VII, ADA, Title IX, VAWA, Clery Act, and internal University policies and procedures. OCI serves as the designated campus office for all reports or complaints of alleged violations of laws, rules, regulations, and University policies and procedures. The Director serves as advisor to the President on hybrid related matters, and is a member of the Mānoa Leadership Team with authority to establish policy and procedures necessary to implement system policies and procedures, and implement sound practices.

The OCI ensures that the Mānoa campus responds timely and effectively to such reports and complaints, is in compliance with its own policies and procedures and coordinates and manages investigations on the Mānoa campus. OCI is responsible for appropriately responding to all reports and complaints and collaborates with the Office of Human Resources, Office of General Counsel, and other offices as appropriate. OCI also coordinates with campus partners and stakeholders to ensure reporting parties and responding parties receive needed support services and resources as appropriate. OCI develops, oversees and coordinates the delivery of campus-wide education, training and outreach programming for students and employees related to compliance and maintains documentation of all education and training programs related to compliance.

In addition, the OCI works closely and collaboratively with the Office of Climate, Equity and Conflict Management. Each office is functionally independent relative to purpose and responsibilities. However, inherent within each office is a dedicated section to training and education directly relevant to their functions.

Specifically, the OCI responsibilities include the following:

1. Assesses allegations of policy violations to determine appropriate courses of action (including referral to investigation, interim measures, etc.)
2. Provides case management services to ensure complaints are timely and appropriately addressed.
3. Provides support and assistance to the Leadership Team in addressing departmental complaints.
4. Provides a team of dedicated fact-finders/investigators to look into allegations.
5. Assists decision makers in analyzing and addressing complaints.
6. Provides compliance related education/training for campus.
7. Works with Cultivating Community Value and Conflict Management offices on areas of concern on campus.
The Mānoa Office of Business and Finance provides leadership and executive management over campus budget and financial functions, management reporting and campus analytics, and administrative services for the UH Mānoa. The Chief Business Officer (CBO) serves as the senior business and financial officer and advisor to the President and Provost, and is a member of the Mānoa Cabinet, the Provost’s Council and the Mānoa Leadership Team.

The CBO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the UH Mānoa as they pertain to campus financial management and administrative services. Established campus policies are endorsed by the Provost, approved by the President, and disseminated and published on the official Mānoa policies, procedures, and guidelines website.

The CBO consults the President, Provost, Vice Provosts, deans, directors and governance representatives of the faculty, staff, student groups as appropriate in developing and implementing campus policies and procedures. In addition, the CBO coordinates with the offices of the President and with the Mānoa Cabinet, the Provost’s Council, and the Mānoa Leadership Team on financial and administrative matters as appropriate.

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

- Financial Management and Analytics
- Business Services Center

FINANCIAL MANAGEMENT AND ANALYTICS – Org Code: MABDMA

This unit is responsible for the financial management for the campus including long range financial planning, comprehensive campus analytics, financial and management reporting, budget preparation and implementation, position control, and campus reserve management. This unit also reviews proposed programmatic changes for financial impact to campus budget.

Major functions include:

1. Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation and coordination of budget testimonies to the legislature, and analysis of various versions of the budget.
2. Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution policies and instructions; monitoring and analysis of expenditures and reserve balances; position control; and review of unfunded budget proposals. Allocates academic resources and academic positions in accordance with Provost’s directives.
3. Provide external financial reporting, management data and reporting, financial analysis of campus units, and comprehensive campus analytics in support of decision making.
4. Interface with UH Chief Financial Officer (CFO), the State financial leadership, and the
Legislative representatives regarding all UH Mānoa management matters.

5. Prepares intermediate and long-term financial projections in support of operating budgets and the University and campus strategic plans.
6. Reviews proposed programmatic changes for financial impact.

BUSINESS SERVICES CENTER – Org Code: MAFSAC

This unit is responsible for providing administrative services for the campus including interfacing with UH CFO, State, and Legislature regarding all UH Mānoa management matters, communication of new policies/procedures to affected employees, coordination and review of organizational reports and reorganizations, oversight of audit responses, and performance of compliance reviews. Provides comprehensive financial and human resources services for end users of various offices. Reviews action memos, legal services requests and other documents generated by campus units prior to submission to President.

Major functions include:

1. Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal administrators; conducts compliance reviews of campus units to identify areas for improved consistency and adherence to policies and procedures; provides guidance regarding best practices.
2. Provides fiscal training and mentoring to campus fiscal administrators.
3. Provides guidance and assistance to campus fiscal administrators in preparation of internal and external audit responses. Oversees development and implementation of corrective action plans addressing audit and risk management findings and recommendations.
4. Provides comprehensive business office services to designated units, including fiscal and human resources services as applicable.
5. Provides back-up fiscal support to campus units experiencing staff shortages.
6. Coordinates annual organizational reports and re-organization requests; advises with regard to applicable policies and procedures.