I. INTRODUCTION

Reporting to the Chancellor, the Vice Chancellor for Student Affairs (VCSA) serves as the chief student affairs and enrollment management officer for the University of Hawai‘i at Hilo – one of three four-year campuses within the University of Hawai‘i System. S/he provides effective leadership, strategic direction and primary administrative oversight for a broad portfolio of co-curricular activities, programs and services that support student learning and promote students’ holistic success within a highly diverse and multicultural educational setting that is shaped by the University’s “place” in Hawaii and informed by its status as an indigenous-serving institution. The incumbent is responsible for leading efforts to develop and coordinate the execution of a comprehensive enrollment management plan that complements both UH Hilo’s strategic goals and UH System’s strategic priorities, as well as facilitating an integrated approach to recruitment, admissions, enrollment, persistence and degree completion across all academic colleges and programs at a time when the institution is experiencing continued growth and expansion both in terms of its student population and its infrastructure.

The Vice Chancellor serves as senior advisor to the Chancellor and executive management team on those policies and institutional practices that best promote student recruitment, retention and graduation, as well as improve access, excellence and diversity throughout the educational experience. S/he also provides consultation about higher education legal and policy issues as they relate to students, student affairs and enrollment management, and s/he also offers guidance regarding best practices in student life and engagement, student out-of-classroom learning, and student development. Further, s/he performs cross-functional duties in cooperation and collaboration with other vice chancellors.
The Vice Chancellor is further charged with providing executive leadership and accountability for the appropriate administration, development, assessment, and continual improvement of student activities, programs and services which meet and support the University's missions and strategic plan.

The Vice Chancellor provides overall supervision, leadership and oversight for the following functional areas:

- **Enrollment management services**, including admissions, records and registration, financial aid and scholarships, pre-college programs (TRiO Upward Bound and Nā Pua No‘eau Center for Gifted and Talented Native Hawaiian Children), student outreach and recruitment, and new/transfer/returning student orientation;

- **Academic support services**, including academic advising, disability services, international student services, minority student support services, Native Hawaiian student support services, TRiO student support services, placement and testing, and career development services;

- **Student development programs**, including first-year experience, the freshman seminar (UNIV 101), student conduct and judicial affairs, university housing and residential life, university dining services, intercollegiate athletics, campus center, women’s center, national student exchange, student activities and events, student government, leadership development, and service learning; and

- **Health and wellness programs**, including student recreation and intramural activities, mental health services, medical services, and health promotion/wellness education initiatives.

In addition, the Vice Chancellor is expected to analyze issues and use foresight, professional wisdom, resourcefulness and creativity in recommending viable courses of action for the Division of Student Affairs, as well as for the University. Within the Division, the Vice Chancellor will guide and ensure (1) effective planning and evaluation activities; (2) efficient utilization and responsible stewardship of human, fiscal and facility resources; and (3) compliance with and adherence to state and federal regulations, University and UH System Board of Regents policies, and appropriate accreditation standards.

Demonstrating at all times a commitment to institutional success, the Vice Chancellor must exhibit political acumen, integrity, intercultural competence, and tact in all communications and collaborations with a broad array of internal constituencies (including students, faculty, staff, and other administrative colleagues) and external constituencies (local businesses, community-based organizations, legislative representatives, governmental officers and agencies, donors and development prospects). Finally, the Vice Chancellor serves as the student advocate within the University community, and works closely with the UH Hilo Student Association, chartered student organizations, and registered independent student organizations to
ensure that student perspectives, experiences and needs inform the administrative decision-making process.

II. DUTIES AND RESPONSIBILITIES

Administration, Leadership & Management  

Provides effective and visionary leadership, strategic direction and primary administrative oversight for a broad portfolio of co-curricular activities, programs and services that support student learning and promote students’ holistic success within a highly diverse and multicultural educational setting. Provides feedback, guidance and accountability for the effective, efficient and appropriate management of all activities, communications, expenditures, functions, programs and services across the Division of Student Affairs. Leads change and improvement processes in a manner that is responsive to the University’s strategic goals and priorities but also cultivates sustainability of human, fiscal, facility and technology resources.

Develops short- and long-range plans for the Division of Student Affairs which meet UH System’s and UH Hilo’s respective missions and strategic plans, and which also respond to the needs and priorities of a diverse array of student communities. Develops and executes short- and long-term budget plans that complement the Division’s strategic plans and priorities. Oversees all recruitment, searching/screening, hiring, training, supervision, evaluation, and separation of faculty and staff personnel in the Division in accordance with applicable and relevant human resource policies, EEO/AA procedures, and union guidelines.

Chairs the Enrollment Management Implementation Team and leads conversations to develop a comprehensive enrollment management plan that complements both UH Hilo’s strategic goals and the University of Hawaii System’s strategic priorities. Serves a primary role, in collaboration with the Vice Chancellor for Academic Affairs, in coordinating and facilitating a campus-wide, cross-divisional, cooperative, and integrated approach to recruitment, admissions, enrollment, persistence, and degree completion across all academic colleges and programs.

Facilitates and oversees the planning, development, implementation, evaluation and ongoing quality improvement of innovative and proactive co-curricular activities, programs, services, policies and procedures which respond to the evolving requirements, learning styles, interests, and varied experiences of UH Hilo’s students, and which enhance the University’s capacity to attract, enroll, engage, retain and graduate students. Devotes special attention to meeting the unique needs of students who have historically been underrepresented in higher education, including but not limited to, Native Hawaiian students, Pacific Islander students, Filipino students, first-generation college students, low-income students, returning adult students, and veterans.
Duties related to budget and fiscal management include: (1) developing and sustaining viable partnerships with private and public entities to advance capital projects and other student needs, e.g., student housing; (2) serving as a responsible steward of University resources - including human, fiscal, facility and technology – and deploying them in the most efficient and sustainable manner possible; (3) seeking and enabling personnel in the Division to pursue new sources of revenue to support Divisional priorities, including entrepreneurial activities, development efforts, extramural funding and grants, and student fees; and (4) increasing available resources for financial aid (both need- and merit-based) and scholarships.

Ensures that all Divisional personnel, functions and units operate in compliance with and adherence to state and federal regulations, University and UH System Board of Regents policies, and appropriate accreditation standards. In coordination with relevant campus administrative partners, oversees compliance with relevant federal legislation as it relates to a wide range of student programs and services, including but not limited to: disbursement of financial aid, student privacy, student safety and security, alcohol and other drug abuse on campus, implementation of intercollegiate athletic programs, and disability-related accommodations.

**Evaluation & Quality Improvement**

Continually solicits, generates and/or monitors institutional data on wide range of student characteristics and outcomes; utilizes this data and analysis of such data to make changes, adjustments and improvements to existing activities, programs, and initiatives to enhance student learning and engagement, student persistence, and student success; and conveys this data to the campus community to support planning and prioritization efforts.

Periodically reviews existing programs, services, procedures and policies to ensure that all functional areas in the Division are effective, efficient, proactive, culturally relevant, and responsive to needs of all student communities, and then implements revisions, updates, expansions, or improvements as indicated. Formulates new procedures and policies, as needed. Develops and initiates new programs and service as needed. Redirects or discontinues those activities or functions that have outlived their relevance, impact or utility. Tracks state, regional and national trends in the areas of student access, enrollment, persistence (or departure), and degree attainment, identify promising co-curricular practices, and appropriately apply/adapt them to match UH Hilo student needs, backgrounds, and experiences.

Oversees Division-wide efforts to promote the professional growth and development of all personnel, including undergraduate and graduate/professional student employees, interns, and assistants. Leads efforts to improve the working environment for Divisional faculty/staff. Periodically analyzes faculty/staff roles and program responsibilities and
reorganizes, reassigns or realigns them to best meet the Division’s, UH Hilo’s, or the UH System’s strategic goals, missions and priorities, in a manner that is in accordance with University of Hawai’i rules, regulations, procedures and collective bargaining agreements. Evaluates faculty for contract renewal, promotion and tenure; evaluates staff for periodic performance evaluations.

As appropriate and where relevant, leads and supports efforts across the Division to assess student learning across a broad range of learning outcomes consistent with a liberal education, including those institutional and/or general education learning outcomes identified by the UH System or UH Hilo, with a focus on out-of-classroom/co-curricular learning and learning in the freshman seminar (UNIV 101).

**Communication, Collaboration & Consultation 15%**

Using a variety of mediums and technological formats, develops and implements a wide array of communications, using a variety of mediums as appropriate, with students, parents, families, faculty, staff, donors, community-based organizations, governmental and legislative entities, and the general public. Routinely informs students and the broader UH Hilo community about applicable student life policies and procedures; as needed, informs students about changes in student life policies and procedures.

Effectively communicates the value of higher education in general and the value of a UH Hilo education specifically to internal and external constituents. Collaborates with relevant administrative colleagues on marketing, branding and niche development efforts as they relate to student recruitment and enrollment.

Engages in regular consultation with student government, student organizations and other student entities to ascertain and understand student concerns, experiences, perceptions, needs, and priorities. Encourages consultation with students by all UH Hilo administrators on important policy or programmatic decisions, and serves as the University’s primary advocate for student voices and student interests. As appropriate, engages in consultation with relevant shared governance entities to seek input and feedback regarding major co-curricular policy and/or programmatic decisions.

Develops and sustains collaborative relationships with a wide range of internal and external constituencies to support Divisional priorities, as well as institutional priorities as they relate to enrollment management and student life, student engagement, and out-of-classroom learning.

Remains in ongoing communication with relevant administrative colleagues across the UH System to ensure that institutional policies, practices, programs and procedures complement and/or are in compliance with System-wide efforts, initiatives, and policies, as well as to facilitate seamless transfer for students between UH Hilo and other campuses within the UH System.
Serves as the primary spokesperson for the Chancellor on matters related to enrollment management, student affairs, and student life/student concerns. Serves as a resource, content expert, and consultant to both campus and community constituents on issues related to student life, student development, enrollment management, student affairs, and the co-curriculum.

III. LIST OF SUBORDINATES

Pos. No. 15350, Secretary III
Pseudo No. 99638F, Instructor & Student Support
Pos. No. 86426, Assistant Specialist
Pos. No. 78616, Instructor & Student Support
Pseudo No. 99640F, Junior Specialist
Pos. No. 80884, Instructor & Student Support (Financial Aid)
Pos. No. 81539, Instructor & Student Support (Admissions)
Pos. No. 84051, Specialist (EAC)
Pos. No. 80880, Instructor & Student Support (Student Activities)
Pos. No. 80668, Instructor & Student Support (Records)
Pos. No. 80833, Instructor & Student Support (Housing)
Pos. No. 85838, Specialist (Counseling)
Pos. No. 86425, Specialist (Career)
Pos. No. 46059, Advanced Practice Registered Nurse II
Pos. No. 81624, Instructor & Student Support (FYE)
Pos. No. 45123, Secretary I, 0.5 FTE (FYE)

IV. NATURE AND EXTENT OF GUIDANCE AND DIRECTION RECEIVED
General and broad guidance and direction received, with wide latitude to exercise authority/judgment and autonomous responsibility for administering and managing enrollment management and student affairs functions, programs and services in accordance with laws, rules, regulations, policies and procedures.

V. NATURE AND EXTENT OF CHECK OR REVIEW OF WORK
Work is reviewed for program and goal attainment.

VI. DESCRIPTION OF CONTACTS WITH OTHER DEPARTMENTS OR UNIVERSITY ORGANIZATIONS, WITH OUTSIDE ORGANIZATIONS, AND WITH THE GENERAL PUBLIC
Close and ongoing cooperation/collaboration/communication with other administrative and academic units at UH Hilo, senior campus administrators, faculty, staff, students, parents/families, alumni, local/state/federal entities, community agencies, media,
general public and other related organizations. Liaison with UH system colleagues and units in matters concerning enrollment management and student affairs.

VII. MINIMUM QUALIFICATIONS
1. Earned doctorate in a field relevant to primary duties/responsibilities from an accredited institution;
2. Five years of progressively responsible, senior-level administrative experience in higher education enrollment management, student affairs or related academic area;
3. Proven record of effective management and collegial leadership in enrollment management, student affairs or related academic area;
4. Experience working in a highly diverse and multicultural learning environment;
5. Demonstrated experience with effective strategic planning and program development, budget planning and fiscal management, human resources management, facilities planning and capital projects, and information technology;
6. Demonstrated record of developing and sustaining collaborative relationships with internal and external constituencies to support institutional priorities; and
7. Demonstrated knowledge and understanding of current and emerging trends, as well as promising practices, in enrollment management and student affairs.

VIII. DESIRABLE QUALIFICATIONS
1. Demonstrated ability to contribute to UH Hilo’s role as an indigenous-serving institution;
2. Experience with legislative fiscal and budget development processes in Hawaii or other states;
3. Familiarity with academic program development and administration; and
4. Knowledge and understanding of the philosophy and educational goals of baccalaureate, graduate, professional and doctoral degree programs.

Approved December 1, 2006
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