UNIVERSITY OF HAWAI'I SYSTEM REPORT

REPORT TO THE 2014 LEGISLATURE

Act 134 (SLH 2013) Section 133

REVIEW OF THE UNIVERSITY'S PUBLIC RELATIONS
AND COMMUNICATIONS POSITIONS

JANUARY 2014

University of Hawaiʻi
Response to
Section 133 of Act 134, 2013 Session Laws of Hawaiʻi (SLH)
Relating to University of Hawaiʻi Public Relations and
Communications Positions

"In accordance with Act 134, SLH, SECTION 133. The University of Hawaii board of regents shall conduct a review of the university's public relations and communications positions that identifies or addresses the following:
> (1) The number of positions for which at least fifty per cent of each position's work hours is spent on public, government, or media relations, authorized for the university;
> (2) The change in the number of these positions between fiscal year 2000-2001 and fiscal year 2013-2014;
> (3) The number of these positions filled as of October 1, 2013; and
> (4) A determination of whether a reduction of at least twenty-five per cent of these positions is warranted.

The board of regents shall submit the review to the legislature before the convening of the regular session of 2014."

The following information is provided in response to the legislature information request specified in Section 133.

INTRODUCTION

The Board of Regents and the University's administration have taken to heart the concerns that underlie the questions asked in Section 133. The Board and University administration agree that the University must examine its communications infrastructure, staffing and practices, with the intent to improve not only efficiency but also effectiveness of resources utilized for public communication at all levels of the University.

One approach would be to unilaterally direct a formulaic reduction. Such an approach tends not to factor in different perspectives, needs, and desired outcomes across the spectrum of university programs with unique activities, objectives and requirements. For example, public communication around recruitment of students to meet the public agenda for public higher education is very different from communicating scientific breakthroughs, responding to UIPA requests, or developing responses to Legislative inquiries. In a complex and decentralized organization like the University, implementation of changes to more effectively meet desired institutional outcomes may be more successful when the parties actively engaged in the process of delivering the services agree with the changes.

The Board and administration are committed to collaboratively developing an action plan to accomplish the identified outcome: improved efficiency and effectiveness of public

communications. This action plan development process is not open ended, but has a specified target date of completion and deliverable progress milestones.

The Board of Regents through its Legislative Advisory Task Group has agreed to actively work with university administration by providing policy guidance to the university in developing a strategic action plan for the university's communications efforts. To this end:

1. **Board of Regents Legislative Task Group**. To facilitate and provide policy guidance, the Board's Legislative Task Group has accepted as part of its charge to collaborate with the University's administration to develop an action plan in response to this concern from the Legislature. This plan will be designed to ensure that communications are responsive to concerns and questions from stakeholders and support the university's statewide mission of education, research and service in an efficient, effective and coordinated manner.

2. **System wide Communications Assessment.** In response to this Proviso and the Board of Regents request, Interim President Lassner has charged the System's office of External Affairs with leading and completing a thorough system wide collaborative organizational review of university communications with the intent of assessing staffing, understanding current roles, responsibilities and relationships among system and campuses communications programs, and highlighting areas of overlap, redundancies, gaps and inefficiencies. _Based on the assessment, a plan of action to streamline and enhance communications activities system wide is targeted for completion before the end of the academic year (May 2014)_ with progress reports to be available during the 2014 legislative session.

The assessment process has already begun. The university communications programs serve multiple critical audiences: our internal students, faculty and staff; legislators; media requestors for information; donors and prospective donors; prospective students and their parents; alumni; Hawaii's community-at-large; and the broader national and international community interested in our discoveries.   We also face increasing workload to comply with policies and statutes such as federally mandated information for students; emergency communication; and UIPA and FOIA responses. In today's age with major shifts in the traditional mass media, dynamically changing compliance requirements, advanced information and communications technologies, and explosive adoption of social media, it is possible to address many constituencies with online information and customized messaging. Particularly as these changes are recent and emerging, we have seen an expansion of "relations" and "communications" initiatives throughout our decentralized institution that can fairly be characterized as scattered throughout the system, pursuing their own distinct missions and not necessarily coordinating or collaborating with each other or their campus and system offices. As a consequence there can be scattered and inconsistent messaging in press releases and statements; overlapping communications initiatives; and contradictory input to legislators. The ongoing assessment asks "how does the University currently operate" and "how we can best address the needs and opportunities we face today and tomorrow" with respect to communication.

One concept would be the use of multiple reporting lines to include both the Chancellor of the campus for campus-based services and the System EA/UR office to collaborate on communications impacting on, involving or more appropriately addressed at the

system level. Other approaches might include the utilization of seasonal employment during legislative session when certain kinds of workload peak, increased use of student assistants and interns and increased coordination and collaboration around paid advertising, marketing, image campaigns, television programs and series, and other broadcast or print-media activities. These activities should also be executed **in concert with UH Foundation** and its branding/marketing efforts.

Further, the Board of Regents has expressed as its intent to have the university speak with a single voice before the legislature. This has also been requested by some of the legislative leadership. This has implications for system, campus and program government relations activities and staffing.

3. **Communications Policies.**   As part of the assessment and system wide communications plan, policies to govern the university's communication efforts are to be identified. Such policies may include but are not limited to governance of communications as it relates to the functions, roles, and responsibilities of communications programs at different levels within the university; oversight and coordination of communications activities, initiatives and programs system wide; process and authority for "brand" definition, promotion, and marketing; and roles and relationship with external constituencies, e.g., UH Foundation, relating to university communications efforts.

To supplement identified policies, specific procedures and protocols may be identified and developed to coordinate the review, approval and release of major news releases; messaging statements and media response with system offices; campus and unit messaging consistent with system branding and messaging; combining expenditures of funds for services such as media tracking and monitoring and other similar cost functions (air time buys) so as to maximize value for the university; integrating the execution of various communication campaigns to leverage time and money through coordinated efforts; and production of a holistic strategy to branding, marketing and communicates as it relates to system wide communications.

4. **Other Related Policies.** It is anticipated that as the result of the assessment of communication activities the need for other policies and procedures may be identified. For example, policy guidance will be developed relating to providing appropriate control and oversight to the hiring by the University of outside public relations consultants.   With respect to the hiring of outside public relations consultants, such policy will provide that decision making will take into consideration an assessment of the rationale and appropriateness of the hiring of an outside public relations consultant, the source of funding, prior consultations, and authorization by an appropriate authority, e.g., campus or system.

CONTEXT on Staff Expansion:

Diversity of Programs and Communications Needs. As a public institution, the University of Hawai'i system, campuses and programs are committed to sharing information with the many varied stakeholder and constituency groups and with the general public. In its information sharing and communication efforts the university necessarily must strive to make use of and take advantage of the many and varied existing and new channels for communicating to support ten campuses providing over

600+ different curricula offerings to 60,000 students statewide. With technological advancements comes the need for more staffing to provide content in order to maximize the use of these communication tools. This accounts for *some* of the increase in staffing in certain areas for communications purposes. Communications staff is responsible for producing considerable original content for online, Internet, email and social media consumption to our key audiences.

Attracting Extramural Funding. Associated with the dramatic increase in the university's ability to attract research and extramural funding (approximately $200 million in 2000 to close to $500 million in 2012) is the need to provide specific communications staffing and activities associated with the creation of reports and information arising from research and other extramurally funded initiatives conducted by the university. Both explicitly and implicitly, granting agencies expect to see professionally produced media materials and reports that effectively communicate how funds provided support new discoveries, program initiatives, and outcomes. Some of UH Mānoa's increase in these types of positions can be attributed to this required service. Many of these positions are not state-funded and tend to be non-permanent, consistent with the life of the project or contract to which they are attached. These positions are generally marked with a "T" for "Temporary" after the position number. This growth benefits the university, the students' and graduate students' experience, and the state with added economic income.

Charitable Giving. As the portion the state contributes to the overall university budget has declined in recent years, and with the increased pressure to maintain access and affordable tuition, both extramural funding through grants and donations of funds to support learning, discovery and problem-solving by private charitable organizations and individuals have become increasingly more important. Such sources rely heavily on and are strongly influenced by impactful and compelling communication about the needs and the opportunities within public universities. Communications staff along with deans, directors and other officials have become critical to the fund-raising activities of the entire university system by personally cultivating donors and potential donors, telling the stories of how funds are used to help individuals and society, and by actively participating as representatives and are primary contacts for fund raising and community awareness for their units.

Freedom of Information Requests and Emergency Requirements. Universities nationwide have seen a rise in request for public documents and access to information, through requests from individuals, members of the media, and advocacy organizations. Response to this added demand to be accountable to the general public tends to fall upon and be managed by an organization's communications, external affairs, or public relations staff. Additionally, beginning in January of 2014, all state departments will be required by law to input all FOIA/UIPA requests into the state Office of Information Practices online database and tracking system, increasing the clerical and reporting tasks associated with FIOA response and fulfillment.

Federal legislation such as The Clery Act and in the aftermath of the Virginia Tech mass shooting have added layers of emergency based communication requirements, reporting, training and surrounding obligations to public universities' communications staff. The system External Affairs Office and each campus Emergency Communicator is responsible for monthly emergency communications meetings, post-event examinations, and representation on the UH System Emergency Management Committee as well as other tasks before, during and after events that threaten safety and well-being of students, faculty, staff and surrounding areas.

These are just a few factors that have influenced the changing social and communication landscape in the last decade and have impacted all public universities' communications staff.

Distribution of Positions. Finally, it is important to point out for purposes of this report that the UH System External Affairs/University Relations office directly controls *only* those positions that fall under its supervision at the system level by the Office of External Affairs/University Relations (5 positions in PR/Media, 3 positions in Government Relations). The bulk of UH's public relations/media relations/communications positions are campus-based and often distributed within individual schools and colleges, particularly at UH-Manoa. These campus-based positions' definitions, roles, functions and purposes have been defined and controlled by the establishing program under the auspices of the respective campus chancellor, dean or director. While the UH System Office of External/Community Relations may provide general suggestions and guidance on communications strategies, campus-based "relations" positions are generally established, directed and supervised by the programs that created them, not the system office.

Please see Attachment A: organizational chart visualizing this distribution of duties and lines of reporting authority at the campus and system level, and draft reorg chart proposal.

DEFINITIONS:

The following general definitions are used for the purposes of categorizing positions into the requested groups for this report. A more comprehensive and detailed list of duties and tasks in each category is included in the appendix:

Public/Media/Community Relations – For purposes of this report, these staff positions include those who serve as primary responders to immediate issues of public concern and to inquiries from news media and reporters. Their duties include being the writers and executors of press/news releases; spokespersons on behalf of the university; interviewees for news media or arrangers of interviewees for news media; producers of press conferences, media tours, open houses and site visits by news media and VIP guests. They also include those whose primary responsibilities are to prepare information and explain all that the university is doing, producing, teaching, promoting, discovering and providing to the people of Hawaii and the world in its mission of educating and exploring for the future. They also perform compliance duties required by statute and policy such as emergency communications and responding to UIPA/FOIA requests.

Government Relations – These staff represent the campus or unit before the legislature; respond to inquiries from elected and appointed officials; track bills and legislation; distribute hearing notices, submit testimony, confirm university representatives to attend or testify at hearings; transmit all requested governmental reports, notices and other official correspondence to state officials; keep UH's "official records" as required by state law.

Other/Support Services/Related Fields – these staff fall under the general classification categories of "Information, Events & Publications", "Media Design and Production", and "University Communications and Relations", to name a few, but they are not directly engaged in the above-defined services. As a practical matter and over time, their duties have morphed and their job descriptions have evolved so that they perform support services for the primary classifications above (Public/Media Relations and Government Relations) or do tangential tasks that related to those services. For example, a broad listing of all in the Information, Events and Publications will include personnel such as editors at UH Press; lighting and set designers for theatrical presentations, or secretaries, graphic designers for print materials, or web site coders. **These individuals do not appear in the raw numbers contained in this report because they do not perform the tasks relevant to the specific categories of service requested.**

Please see Attachment B: complete listing of job duties and tasks for all communications positions at the university.

PROVISO REQUESTS AND RESPONSES

(1) The number of positions for which at least fifty per cent of each position's work hours is spent on public, government, or media relations, authorized for the university.

AUTHORIZED POSITIONS:
This is the total number of authorized positions approved by the university as of **11/2013.**

UNIT	PR/Media Rel. Authorized	Govt. Rel. Authorized	TOTAL Authorized
UH System:	5	3	8
UH Mānoa:	39	3	42
UH Hilo:	8		8
UH West Oʻahu:	2	1	3
Community Colleges:	0	0	0
TOTAL	54	7	61

NOTE: These numbers represent **total number of authorized positions including filled and vacant positions. There are some vacancies at both the system level and the UH Mānoa campus level.**

(2) **The change in the number of these positions between fiscal year 2000-2001 and fiscal year 2013-2014**;

CONTEXTUAL NOTES:

1) As social media, websites and online presence were virtually non-existent in 2000, the many ways in which we communicate directly with our audience have multiplied exponentially in the last decade. So, too, has the need to be transparent and accountable to the public and our many stakeholders. Contemporary communication venues afford the university the privilege of directly speaking with our many audiences through email, online sites, social media, accessible video and many other channels.

2) Entities such as the National Science Foundation and other grant-making organizations that underwrite critical research activities at UH have, as part of their required services when bestowing a grant, a communications and dissemination plan to be executed concurrent with the grantee's activity. These positions are frequently indicated by a "T" for Temporary next to their positions number. These positions are not funded by General Funds, and are not considered permanent positions. Most are in place only for the duration of the granted activity.

3) During the reorganization of the University System and UH-Manoa in the first part of the decade, significant duties, responsibilities and personnel were "devolved" from UH System offices to UH-Manoa, including in this area.

4) UH Mānoa and UH Hilo's PR/Media numbers include both schools' Athletics Department media relations staff which has grown since the year 2000, along with NCAA compliance and required communications issues.

Growth in students served, extramural funding and total expenditures has increased dramatically from 2001 to 2013 as follows:

	2000	2013
ENROLLMENT:	44,579	59,288
EXTRAMURAL FUNDING:	$200 million	$ 480 million
OPERATING BUDGET:	$680 million	$1.5 billion

2000-2001 Positions by Unit and by Category:

UNIT	PR/Media	Gov.Rel.	Total:
*UH System:	11	0	11
UH Mānoa:	20	0	20
UH Hilo:	5	1	6
UH West Oʻahu:	na	na	na
Comm. Colleges:	2		2
TOTAL	38	1	39

CHANGE **by Category** per Unit: PUBLIC/MEDIA RELATIONS:

PR/MEDIA by Unit	2000-2001	2013	Change
UH System	11	5	-6
UH Mānoa	20	39	+19
UH Hilo	4	8	+4
UH West Oʻahu	Na	2	+2
Comm. Colleges	2	0	-2

CHANGE **by Category** per Unit: GOVERNMENT RELATIONS:

GovRel by Unit	2000-2001	2013	Change
UH System	0	3	+3
UH Mānoa	0	3	+3
UH Hilo	1	0	-1
UH West Oʻahu	Na	1	+1
Comm. Colleges	0	0	0

(3) **The number of these positions filled as of October 1, 2013; and**

POSITIONS Filled and Vacant as of 11/2013

UNIT	PR/Media Rel. filled	Govt. Rel. filled	PR/Media Vacant	GovRel Vacant
UH System:	3	3	2	0
UH Mānoa:	34	3	5	0
UH Hilo:	8	0	0	0
UH West Oʻahu:	2	1	0	0
Community Colleges:	0	0	0	0

(4) **A determination of whether a reduction of at least twenty-five per cent of these positions is warranted**.

The Board of Regents and administration are currently analyzing the university's communications operations, at the system level and at the campus level, within the context of the data provided in this report and the university's 2011 strategic communications plan (Attachment E), which will be updated by the fall 2014 and presented to the Board of Regents for consideration and input.

The attached comparative analysis of staffing structure at UH Mānoa, compiled by the UH Economic Research Organization (UHERO), concluded that while focusing broadly on all general areas of staffing (faculty, clerical, professional, and others) and not specifically on public, media or government relations, that in general staff levels at the university's flagship campus are low when compared to its peers.

Other similarly sized public land-grant system institutions have fewer staff in the area of communications while others have more staff. There seems to be no set "norm" for the communications field; rather, the size of a university's communications staff is related to the perceived operational needs and priorities of the institution or system and the importance university leadership places on effective and compelling communication.

For some universities, the general public, funding agencies, stakeholders, internal and external audiences, alumni, donors and other important groups have expressed the desire to make available and produce for consumption more sophisticated communications via more varied and contemporary media and as a consequence, specialized communications staffing has necessarily grown to accommodate these expressed needs and priorities.

The University of Hawaiʻi is very sensitive to the need to effectively allocate the limited resources available for media and communications purposes, while taking advantage of other non-state funding sources in its communications efforts. The university will proceed on the path outlined in its plan of action attached to this document and will closely examine its media and public relations staffing levels so as to ensure they are consistent with and supportive of university communications needs and priorities. The university is committed to making adjustments to ever changing circumstances and landscapes according to the specific timetable and to being more efficient and effective with the resources to which we are privileged to be accorded.
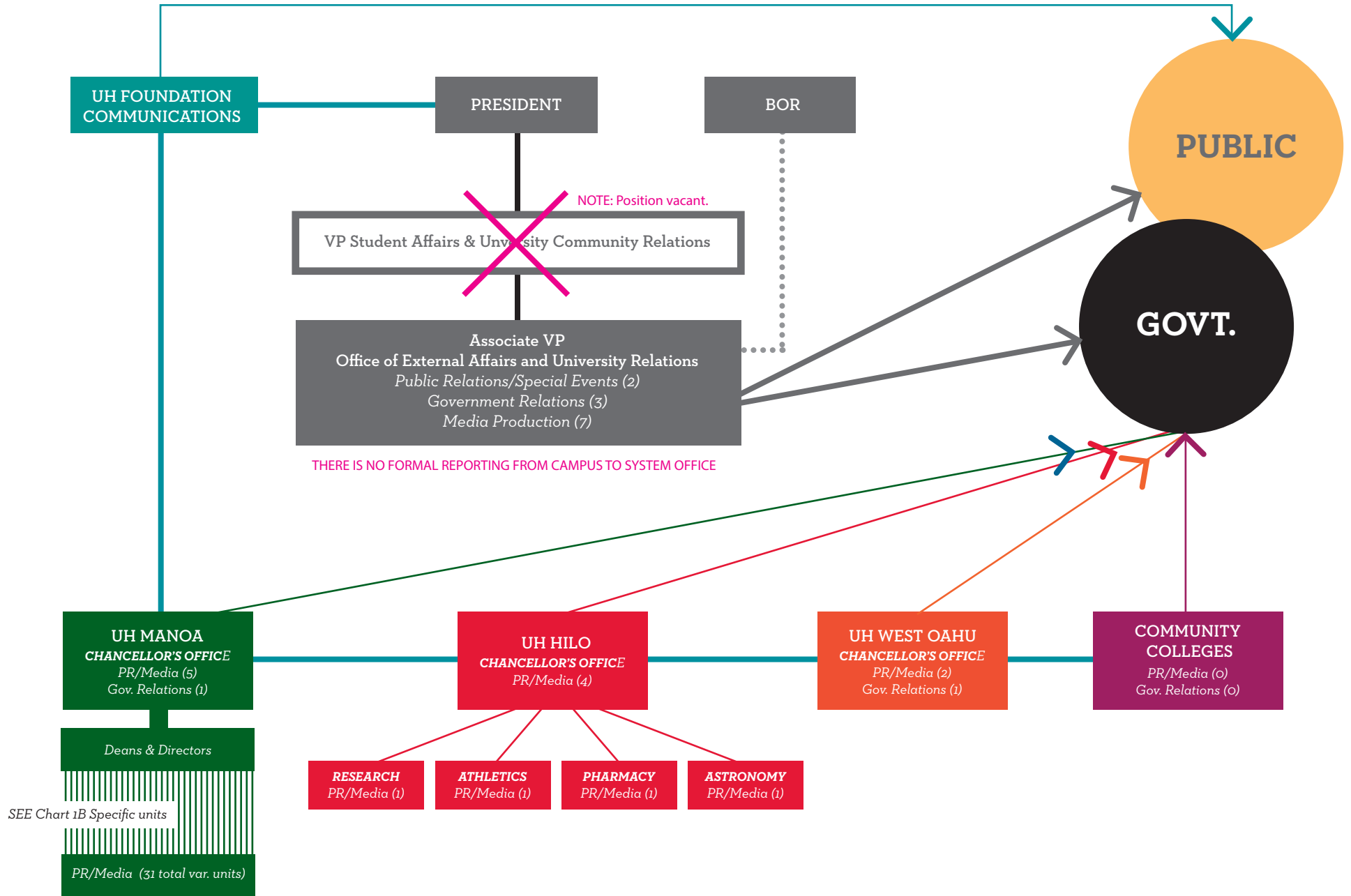
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ATTACHMENTS TO THIS REPORT:

Attachment A: Organizational chart for UH System and Campus level communications functions and reporting lines and narrative

Attachment B: Detailed listing of all tasks in specified areas (Public, Media and Government Relations) of External Affairs, university Relations, Public Relations and Special Events, Government Relations, and all support functions.

Attachment C: Action Plan to address Proviso's concerns

UH FOUNDATION COMMUNICATIONS

PRESIDENT

BOR

PUBLIC

GOVT.

VP Student Affairs & University Community Relations

NOTE: Position vacant.

Associate VP
Office of External Affairs and University Relations
Public Relations/Special Events (2)
Government Relations (3)
Media Production (7)

THERE IS NO FORMAL REPORTING FROM CAMPUS TO SYSTEM OFFICE

UH MANOA
CHANCELLOR'S OFFICE
PR/Media (5)
Gov. Relations (1)

UH HILO
CHANCELLOR'S OFFICE
PR/Media (4)

UH WEST OAHU
CHANCELLOR'S OFFICE
PR/Media (2)
Gov. Relations (1)

COMMUNITY COLLEGES
PR/Media (0)
Gov. Relations (0)

Deans & Directors

SEE Chart 1B Specific units

PR/Media (31 total var. units)

RESEARCH
PR/Media (1)

ATHLETICS
PR/Media (1)

PHARMACY
PR/Media (1)

ASTRONOMY
PR/Media (1)

12.4.13 University of Hawaii System
PR & COMMUNICATIONS ORGANIZATIONAL CHART 1A: **EXISTING**

UH MANOA
CHANCELLOR'S OFFICE
PR/Media (5)
Gov. Relations (1)

Deans & Directors   PR/Media (31 total)

ASTRONOMY
PR/Media (5)
Gov. Relations (1)

ATHLETICS
PR/Media (4)

AQUARIUM
PR/Media (1)

AUXILARY SVS.
PR/Media (1)

CANCER CNTR.
PR/Media (3)

COLLEGE OF ED.
PR/Media (1)

ENGLISH
PR/Media (2)

JABSOM
PR/Media (1)

LANGUAGE, LINQUISTICS & LITERATURE
PR/Media (1)

LAW SCHOOL
PR/Media (1)

LIBRARY SVS.
PR/Media (1)

NURSING
PR/Media (1)

OUTREACH COLLEGE
PR/Media (1)
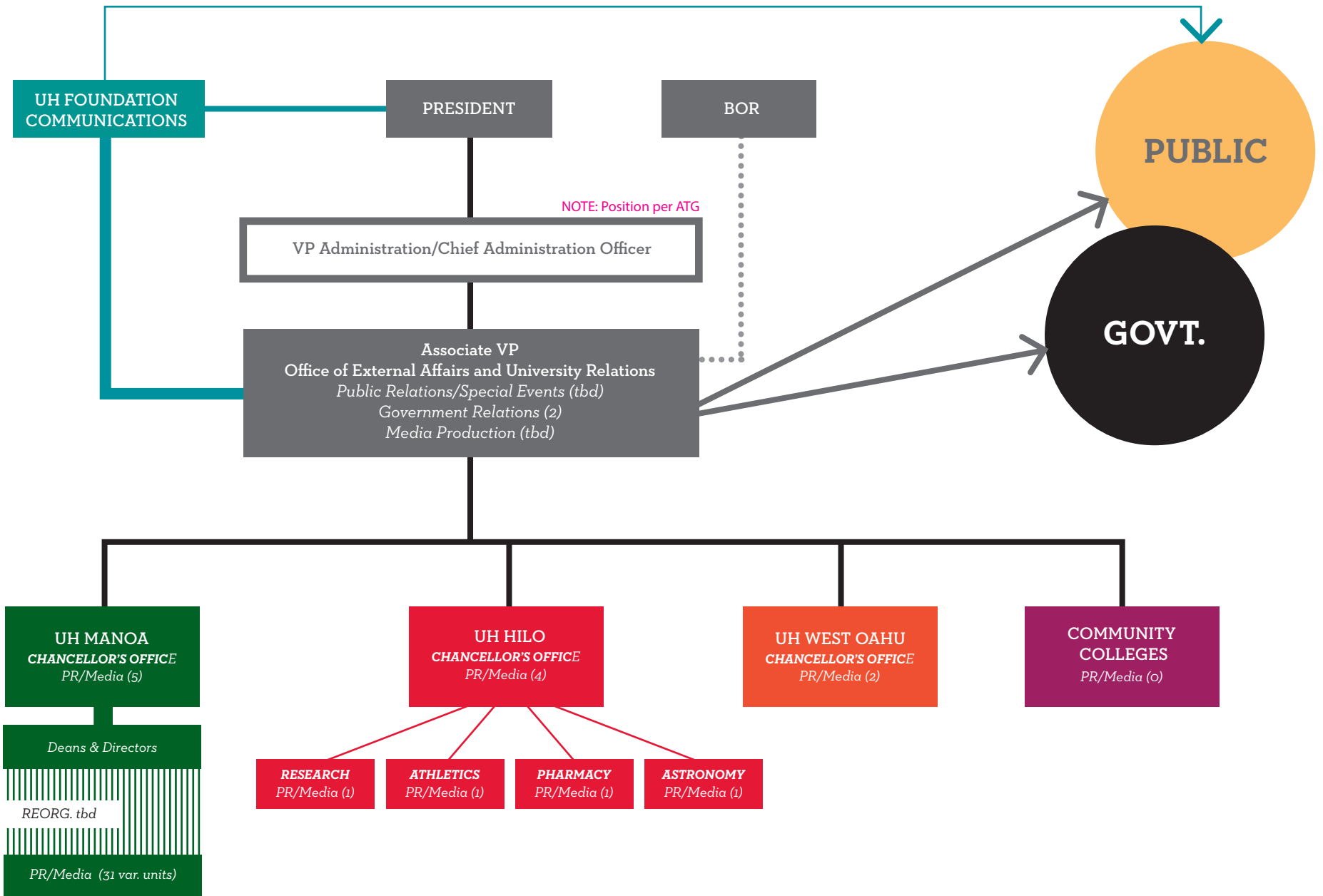
SCHOOL OF HAWAIIAN KNOWLEDGE
PR/Media (1)

SHIDLER COLLEGE OF BUSINESS
PR/Media (3)

SOCIAL SCIENCES
PR/Media (1)

VC RESEARCH
PR/Media (1)

WATER RESOURCE CNTR.
PR/Media (1)

VACANCIES:
Athletics: 2 PR
Chancellor's Office: 1 PR
UH Press: 1 PR
Coll. of Communications: 1 PR

UH FOUNDATION COMMUNICATIONS

PRESIDENT

BOR

PUBLIC

GOVT.

NOTE: Position per ATG

VP Administration/Chief Administration Officer

Associate VP
Office of External Affairs and University Relations
Public Relations/Special Events (tbd)
Government Relations (2)
Media Production (tbd)

UH MANOA
CHANCELLOR'S OFFICE
PR/Media (5)

Deans & Directors

REORG. tbd

PR/Media (31 var. units)

UH HILO
CHANCELLOR'S OFFICE
PR/Media (4)

RESEARCH
PR/Media (1)

ATHLETICS
PR/Media (1)

PHARMACY
PR/Media (1)

ASTRONOMY
PR/Media (1)

UH WEST OAHU
CHANCELLOR'S OFFICE
PR/Media (2)

COMMUNITY COLLEGES
PR/Media (0)

12.4.13 University of Hawaii System
PR & COMMUNICATIONS ORGANIZATIONAL CHART B: **REORG DRAFT ONLY**

Attachment B

Detailed and specific list of all tasks performed by the categories of staff specified in this budget proviso report. These duties are compiled from the job descriptions of all staff in "Public/Media Relations", "Government Relations" and "Other/Support Staff" and are provided for context.

I. PUBLIC & MEDIA RELATIONS/SPECIAL EVENTS/OUTREACH:
(Duties performed by individuals in this group at both the campus and system levels)
CAMPUS and SYSTEM:

Overall Communications Strategy & Planning
- creating and executing university comprehensive communications plan
- advisor to other campuses handling sensitive media issues
- responding on behalf of the university to and managing sensitive media issues for any of the 10 campuses as directed by administration
- developing and implementing communications plan and strategies for university's strategic initiatives, such as Hawaii Graduation Initiative and the Hawaii Innovation Initiative (research, innovation, tech transfer and entrepreneurial activities)
- ensures president's public outreach and partnership formation needs to support these initiatives

Promotions, Events and Outreach
- publicizing events and activities
- receiving, processing and confirming all requests for interviews of administration or regents
- coordinate special events on campus or off, such as graduation, Convocation, awards ceremonies, receptions for visiting dignitaries, hosting of academic conferences and so forth
- supervising all logistics of events, including preparing invitation list and invitations, disseminating invitations, receiving RSVPs, preparing name tags, composing program, confirming speakers, writing remarks, MC-ing events as required, and in general supervising all aspects of the event

Media Facilitation & Relations
- responding to media inquiries and requests for information and/or interviews
- coordinating and executing news media management and relations
- supervising coverage of the campus and its activities and issues in media

- disseminating to media outlets visuals and written accounts (news releases) of important university/campus activities for post-coverage
- scheduling News Conferences and making all logistical arrangements (venue, A/V equipment, chairs and tables, set decoration, podium, handouts, visual elements and other needs)
- setting agenda and program for news conferences, preparing speakers, creating remarks, comments, and talking points for speakers;
- media training for any UH personnel system-wide, including workshops, mock-interviewing on camera and news conference sessions, playback and critique, and training on all aspect of media relations including how to write a press release, how to pitch a story, when to call and when not to call reporters, Dos and Don'ts of dealing with news reporters, and more
- monitoring media use, frequency, coverage and value of UH stories that are broadcast by television news - local and national/international – and informing key internal constituencies of UH community

Writing & Content Management
- monitoring electronic/print/online coverage of news conferences and other events for accuracy; devising correction/clarification requests if needed and completing follow-up
- devising possible questions, creating talking points, conducting research, drafting messaging, and assembling all elements of information for media interviews
- sitting in on, monitoring and audio-recording all media interviews for transcription
- maintaining electronic library of all audio recordings of interviews and written transcriptions
- writing speeches, remarks and other public statements for campus leadership including administration and regents for community groups
- creating content for power point and other executive visual presentations

Internal Communications
- overseeing development, layout and refinement of visual presentations
- drafting and finalizing internal communications (emails, letters, memos, etc…) to faculty, staff, students such as "dear ohana" messages and video communications posted on line and e-distributed

External Communications
- drafting and finalizing external communications (testimony before the legislature on campus/university programs, projects and requests for funding; notification to stakeholder audiences (community residents, adjacent business, neighborhood boards, etc…)
- producing regular print and electronic communications with key constituencies (regular newsletters, e-communications and other ways of informing audiences)
- creating, managing and providing content for university/campus website and website pages
- writing op-ed columns, letters to the editor and other public statements on university/campus issues

- act as the lead for the Western Association of Schools and Colleges (WASC) Communications Committee and conduct focus group and survey assessment of university communications for accreditation.
- developing and maintaining professional contacts with business, community leaders and media to promote initiatives
- obtain national/international coverage of the university's research enterprises and efforts to grow the sector in the state's economy
- supervising the media production unit which functions as the university's electronic newsroom, shooting, writing and editing video stories
- videotaping, editing, writing, preparing and issuing Video News Releases on significant UH events, programs, happenings and accomplishments and ensuring proper delivery to local, national and international broadcast outlets
- producing videos on UH events, programs and people for UH website home page, UH Manoa department websites, campus websites, UH System television station, YouTube, Vimeo, appleU and other outlets

EMERGENCY COMMUNICATIONS:
- serving as Primary Emergency Communications Contact for UH System, reporting to UHS CIO VP, who is liaison with civil defense, military, etc…
- composing, finalizing and disseminating emergency communications to students and employees in a timely manner and as required by law
- liaising with appropriate public safety officials and departments to insure safe environments for students & staff
- serving as emergency contacts and representatives to civil defense meetings and exercises for public safety
- providing immediate timely and accurate notification and warnings in the case of any danger to students, staff or neighbors
- monitoring handling of emergency communications and insuring compliance with the Clery Act
- scheduling and conducting monthly meetings of UH Emergency Communications Group system wide; taking notes and communicating between meetings
- attending monthly Governor's PIO meetings with communicators from all state departments and reporting to UH as needed

SYSTEM LEVEL ONLY:
BOARD OF REGENTS:
- serving as primary communications staff for the Board of Regents
- preparing news released and media advisories in advance of board meetings
- attending all BOR and Committee meetings and responding to media requests related to same
- preparing remarks and talking points for regents at meetings and for interview/comment purposes
- fielding all requests for information and interviews of regents, regent leadership and regent staff
- working with campus/university leadership on accreditation activities including preparing written materials, arranging for campus visits and inspections as required by law

- when required, creating and executing communications plans for Board of Regents activities and projects

PUBLIC RECORDS:
- receiving and responding to all public records requests (UIPA/FOIA/92f) from media and the general public including researching and writing responses, clearing responses with OGC and HR, maintaining database of 92f requests as required by state law and as directed by the Office of Information Practices
- locating documents, information, and paperwork as requested in 92f inquiries
- proofing, vetting, screening and preparing for public release of all said documents
- handling all follow-up questions related to 92f requests and completing the file on each individual request
- logging each request into the OIP online system for state tracking and reporting

LICENSING:
This office oversees licensing of logos, brands and trademarked names of the UH system and its campuses, teams and athletic programs; manages royalties, negotiates contracts, and approves use of said items; coordinates with Athletics Departments and retail outlets on manufacturing, supply and distribution of licensed materials; and in general supervises and executes all aspects of the university's use of its visual intellectual property – marks, logos and trademarks.

NATIONAL:
- serving as university's representative to the Association of Public Land Grant Universities and sitting on APLU's Council on Strategic Communications and Advancement Executive Committee which includes attending annual meeting, planning agenda for annual conference and attending conference
- monitoring national events and federal public policy as they affect UH and informing key executives and administrators of changes to policy, messaging, and media availability opportunities

II. GOVERNMENT RELATIONS:
- managing government relations activities including monitoring of legislative proposals during legislative session
- drafting and finalizing all formal communication to government officials, such as letters of congratulations for election, opening of session, and similar messages
- tracking the progress of all bills and resolutions relating to the university/campus
- attending legislative hearings, taking notes and reporting on action to UH administration
- monitoring all state and county hearing notices and agendas, both county, state and federal, as they are issued, reading and transmitting to relevant UH departments or programs
- advising campus/university leadership of status of bills and devising strategies for successful management of government issues
- drafting and finalizing legislative testimony as requested
- insuring legislative testimony is submitted on time and to the appropriate office for hearings

- supervising the preparation, completion and submission of government reports required by law in a timely manner (approximately 50 per year)
- formulating and transmitting all required notices or reporting actions as requested by legislature or executive branch
- maintaining contact with and coordination of communications efforts with other state agencies and the governor's office;
- attending monthly meetings with state Public Information Officers and the executive branch communications staff
- scheduling appointments with key lawmakers and executive staff to advance the UH system/campus legislative agenda and accompanying key executives on these appointments
- providing follow-up materials and information requested and responding to all inquiries from elected and appointed federal, state and county offices and officials
- liaising with other federal, state and county agencies and departments (OHA, DHHL, DOE, etc...) with business related to UH and responding to all inquiries from same
- maintaining, inputting, updating and managing the university's public records database as required by law
- responding to all legislative office and executive staff requests year-round of the university
- obtaining, distributing and monitoring all complimentary on-campus passes provided to government staff
- coordinating "UH Day" at the legislature, part of Education Week annually

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Action Plan to Implement the University's Response to
Section 133 of Act 134, 2012 Session Laws of Hawai'i (SLH)
Relating to University of Hawai'i Public Relations and
Communications Positions

The following actions are to be completed by May 2014:

1. "Communications" and "Relations" Restructuring – Under the direction of Interim
President Lassner, the System Office of External Affairs shall organize and convene by no
later than January 31, 2014 a Public Relations and Communications Task Group comprised
of systemwide subject matter and general representatives for purposes of completing by
May 2014 a comprehensive review of communications systemwide.   Consistent with
Interim President Lassner's charge, this Public Relations and Communications Task Group
is to define the appropriate missions, roles, and operating relationships consistent with
system versus campus functions and organizational structure for purposes of ensuring the
effective and efficient use, alignment and allocation of staffing resources committed to the
University's public relations and communications efforts. The review shall include action
recommendations for implementation by the appropriate executives to realign assigned
responsibilities and associated staffing consistent with organizational level expertise,
redefine functions and where appropriate, reduce redundancies or staffing resources no
longer required to fulfill redesigned operations and to centralize suitable functions as
appropriate. Monthly progress updates shall be provided to the Board which shall be
consulted on a regular basis for policy guidance as it relates to the Board's vision for the
University public relations and communications strategy.

2. Board Policy on System Communications   - The Task Group shall draft policies,
procedures and protocols that clarify and describe the authority, oversight responsibility,
and operating control of the System office versus campus units for public relations and
communications, in such areas as, but not limited to brand consistency, coordinated media
buying and consistent messaging. Policies, procedures and protocols developed shall take
into consideration:
         (1) the effective and efficient organization/structure of communications between
system and campuses and between campuses including; (a) the involvement of the UH
Foundation as a partner in system wide communications and branding plans and (b)
provide clarification of oversight and coordination with campus communications teams
including approvals on major news releases, messaging statements and media response
with system offices, campus and unit messaging consistent with system branding and
messaging; (c) combining expenditures of funds for services such as media tracking and
monitoring, and other similar cost functions such as air time buys so as to maximize value
for the university;
         (2) the creation of an integrated execution approach of various communication
campaigns to leverage time and money by requiring coordination with and prior approval
of system external affairs office of campuses' student recruitment/marketing efforts, P-20
marketing activities, and any other expenditures of university funds by any unit within the
university for paid messaging;
         (3) the production of a holistic strategy for branding, marketing and communicates

as it relates to System wide communications; and

        (4) oversight and control over hiring of external public relations consultants to ensure the university is not being redundant or wasting funds when internal sources can satisfy these needs, e.g., requests for outside PR consultation, creative services, tv and radio commercials, recruitment initiatives, and consultant advisory services relating to media relations and publicity; the use of general funds for such activities must be approved by both the supervisor of the requesting unit and System administration responsible for marketing, external/community relations and communications in consultation with the President and as appropriate the Board leadership.

3. Board Policy/Executive Policy on System Crisis Management Communications

In partnership with the Board of Regents, the university will develop policies, plans, procedures and protocols to create guidelines, operating practices and processes to ensure appropriate engagement of the Board with management of media relations, controversial issues and emergencies, with the intent to provide timely, consistent, and transparent communications that are both responsive, accountable and consistent with the university's message. The developed policies, plans, procedures and protocols will set forth operating guidelines for the timely designation of a spokesperson and the associated responsibilities for coordinating releases compliant with applicable laws, rules, policies, and collective bargaining agreements.

4. Government Relations

A component of the Public Relations and Communications Task Group review and analysis will be government relations. At a minimum, in the context of guidance from the Board, operating instructions and guidelines will be developed and disseminated relating to university employees lobbying and testifying on matters relating to or affecting the budget request submitted by the Board to the Executive and Legislative branches; and clarification of the roles, responsibilities and expectations of university executives and Regents when representing and interacting with officials of the Executive Branch and Legislature. Consistent with the examination of all staffing resources committed to public relations and communications, government relations staffing resources will be evaluated relative to organizational relationships and an assessment of possible realignment and/or reallocation of resources, for example, enhanced utilization of seasonal workers to coincide with the part-time legislative schedule, to attain the highest degree of efficiency and effectiveness while ensuring that the university's government relations mission is fulfilled.

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