



UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

December 27, 2002

MEMORANDUM:

TO: The Honorable James R. Aiona, Jr.
Lieutenant Governor, State of Hawaii

FROM: Paul B. Costello
Vice President

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF HAWAII, OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

Enclosed for your files is a copy of the reorganization which was approved by the University for the Office of the Vice President for External Affairs and University Relations. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call me at 956-8109.

Enclosure

c: Georgina Kawamura, Director
Department of Budget and Finance
Diana Kaapu, Acting Director
Department of Human Resources and Development
Director Peggy S. Hong, Office of Human Resources
Acting Director Glenn K. Nakamura, University Budget Office
Vice Chancellor Michael T. Unebasami, Administrative Affairs
Dean Randy A. Hitz, College of Education

A-11 Proposed Reorganization for the Office of the Vice President for External Affairs and University Relations

It is requested that this reorganization be effective upon approval of the Board of Regents. The current OVPEAUR organization consists of subunits for Governmental Relations, Marketing and Branding, Administrative Services, Community and Alumni Relations, Public Relations and Special Events, and Creative Services.

OPVEAUR proposes eliminating the Community and Alumni Relations unit, renaming the Public Relations and Special Events unit to Public Relations, and creating a Marketing and Branding unit. Consequently, the units of OVPEAUR would be Administrative Services, Governmental Relations, Public Relations, Creative Services, and Marketing and Branding. This reorganization reflects the expanding responsibilities of the OVPEAUR and the accommodation of these new responsibilities within a more appropriately structured organization. Except for one position, all others will be reassigned within the OVPEAUR as reflected on the proposed organizational charts.

With this reorganization, administration of the system-wide alumni relations program will become the responsibility of the University of Hawai'i Foundation. An Educational Specialist, the Alumni Affairs Specialist, currently assigned to the OVPEAUR alumni relations program, will be reassigned.

This reorganization has been proposed to address the increasing need to generate external funds for the University, provide consistency and efficiency in funding alumni programs by uniting the alumni affairs program with the University's development, advancement and fundraising agency, and to design, implement and support a comprehensive and coordinated University marketing plan. Image building and enhancement of the University's relationship with the media are other factors for the proposed organizational changes.

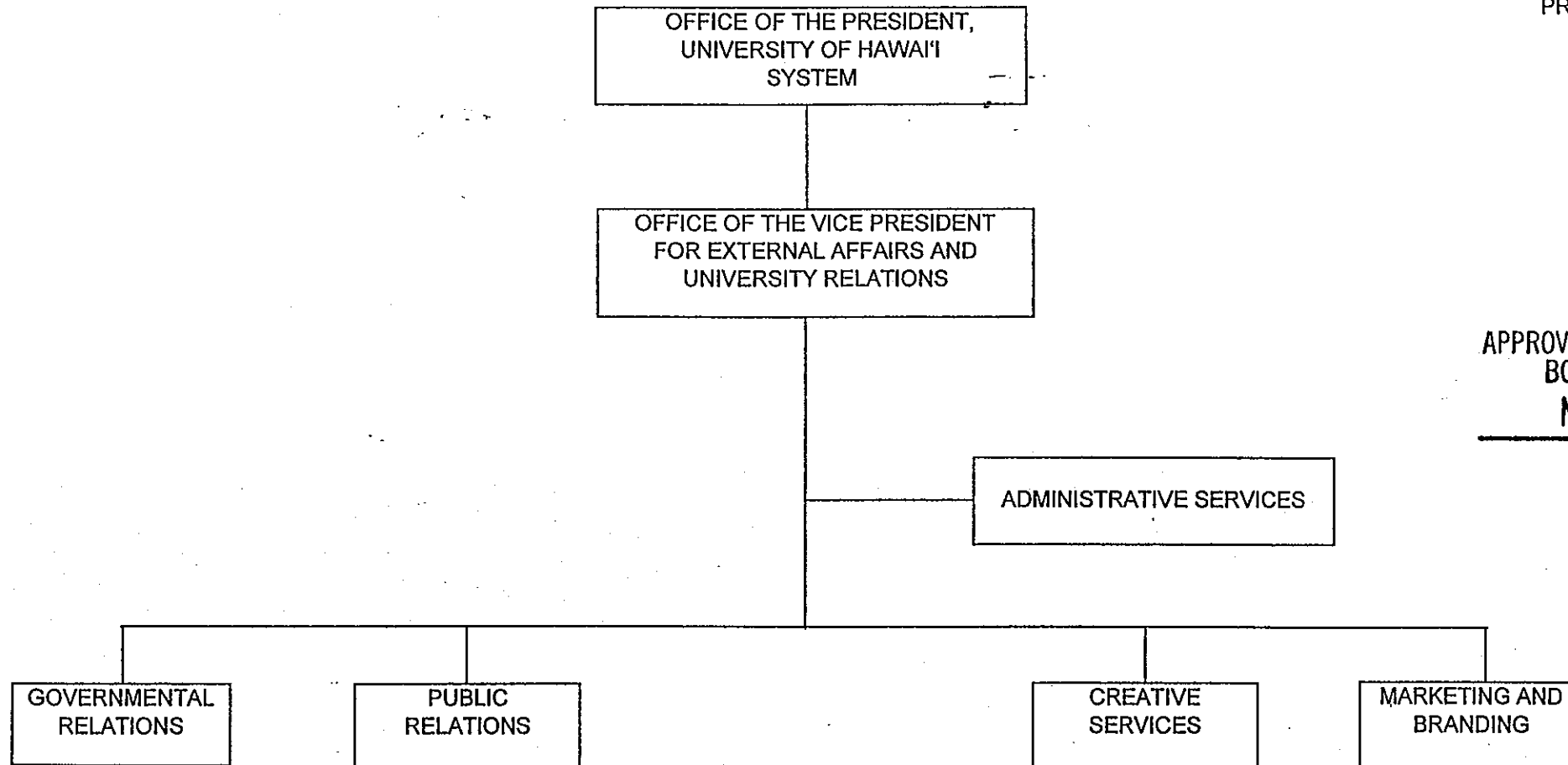
Affected positions will be reassigned within the OVPEAUR and redescribed as necessary and no additional funding will be required.

The university administration has responded to questions from the Hawai'i Government Employees' Association (HGEA), however, finalization of the "good faith" consultation process should be completed by the Board's meeting.

Recommendation: That the Board approve the reorganization of the Office of the Vice President for External Affairs and University Relations as presented and reflected in the attached organizational chart with the understanding that implementation details shall be subject to University policy, statutes, and regulations.

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL
AFFAIRS AND UNIVERSITY RELATIONS

CHART I
PROPOSED



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 22 2002
Date



UNIV. OF HAWAII
UH BUDGET OFFICE

02 NOV 21 P2:01

UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

November 4, 2002

MEMORANDUM

TO: Mr. Bert A. Kobayashi
Chairperson, Board of Regents

VIA: Evan S. Dobelle
President, University of Hawaii

FROM: Paul B. Costello
Vice President

SUBJECT: PROPOSED REORGANIZATION FOR THE OFFICE OF THE VICE
PRESIDENT FOR EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS
(OVPEAUR)

SPECIFIC ACTION REQUESTED

Approval of the Board of Regents is requested to reorganize the Office of the Vice President for External Affairs and University Relations.

RECOMMENDED EFFECTIVE DATE

It is requested that this reorganization be effective upon approval of the Board of Regents.

PURPOSE/NATURE OF THE PROPOSAL

The current OVPEAUR organization consists of subunits for Governmental Relations, Marketing and Branding, Administrative Services, Community and Alumni Relations, Public Relations and Special Events, and Creative Services.

OPVEAUR proposes eliminating the Community and Alumni Relations unit, renaming the Public Relations and Special Events unit to Public Relations, and creating a Marketing and Branding unit. Consequently, the units of OVPEAUR would be Administrative Services, Governmental Relations, Public Relations, Creative Services, and Marketing and Branding. This reorganization reflects the expanding responsibilities of the OVPEAUR and the accommodation of these new responsibilities within a more appropriately structured

Mr. Bert A. Kobayashi
November 4, 2002
Page 2

organization. Except for Pos. No. 80321 (see below), positions will be reassigned within the OVPEAUR as reflected on the proposed organizational charts.

With this reorganization, administration of the system-wide alumni relations program will become the responsibility of the University of Hawai'i Foundation. Position numbers 81168 Educational Specialist, and 80321 Alumni Affairs Specialist, currently assigned to the OVPEAUR alumni relations program, will be reassigned. Position No. 81168 will remain with the OVPEAUR and Pos. No. 80321 will be reassigned to the College of Education, University of Hawai'i at Mānoa.

This reorganization has been proposed to address the increasing need to generate external funds for the University, provide consistency and efficiency in funding alumni programs by uniting the alumni affairs program with the University's development, advancement and fundraising agency, and to design, implement and support a comprehensive and coordinated University marketing plan. Image building and enhancement of the University's relationship with the media are other factors for the proposed organizational changes.

IMPACT ON STAFFING AND RESOURCES

Affected positions will be reassigned within the OVPEAUR and redescribed as necessary. Position numbers 81168 and 80321 will be reassigned as mentioned above. No additional funding will be required.

CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES

As of the date of this memorandum, the university has responded to questions from the Hawai'i Government Employees' Association (HGEA). The University anticipates finalization of the consultation process soon thereafter.

RECOMMENDED ACTION

Approval of the Board of Regents is requested for the reorganization of the Office of the Vice President for External Affairs and University Relations.

Attachment

c: Administrator and Board Secretary David Iha
Vice President James R. W. Sloane
Chancellor Peter Englert
Acting Director Glenn K. Nakamura
Dean Randy A. Hitz

EXECUTIVE SUMMARY
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

Enclosed for your information is the proposed reorganization of the Office of the Vice President for External Affairs and University Relations (OVPEAUR). The reorganization eliminates OVPEAUR alumni relations functions and reassigns personnel within the office with the exception of one position as the office realigns itself to reflect the current priorities of the University.

The functions of the Community and Alumni Relations unit, excluding alumni relations, have been assigned to the proposed Governmental Relations unit. This unit will serve as the liaison between the University of Hawai'i and the state Legislature. Public Relations and Special Events has been renamed the Public Relations unit. Its duties and responsibilities remain unchanged. The newly created Marketing and Branding unit will provide leadership in developing and implementing an integrated identity and branding strategy.

The University of Hawai'i Foundation (Foundation) will assume the duties and responsibilities of the current University of Hawai'i sponsored alumni relations program. All staffing and program support will be the responsibility of the Foundation. The support provided by the Foundation will include, among others, service to the University of Hawai'i Alumni Association, designing, planning, and implementing University-wide alumni programs and activities within and outside the State of Hawai'i, and coordinating alumni activities, e.g., receptions, visitations, etc., involving contracting with outside agencies and vendors for goods and services.

This reorganization will allow External Affairs and University Relations to focus its limited resources towards the increased programmatic and operational responsibilities of the office. No additional funding will be required.

**STATE OF HAWAII
UNIVERSITY OF HAWAII
PROPOSED REORGANIZATION OF THE
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS**

PRESENT ORGANIZATION

The Office of the Vice President for External Affairs and University Relations is organized into six areas under the Vice President for External Affairs and University Relations. They are Administrative Services, Creative Services, Public Relations and Special Events, Community and Alumni Relations, Governmental Relations and Marketing/Branding.

Administrative Services provides internal support services for the functional areas within the Office of the Vice President for External Affairs and University Relations. Positions include 2.0 FTE-the Assistant to the Executive Director for University and Community Relations serviced by a Secretary III, and supported by two (2.0 FTE) fiscal positions and one (1.0 FTE) IT Specialist.

Creative Services is responsible for providing direct editorial and design services to the Board of Regents, system administration, and Unit, campus and departmental units. The University and Community Relations Program Officer is serviced by a Secretary II, and the staff is organized into two sections: design services (4.0 FTE) and editorial services (3.0 FTE).

Public Relations and Special Events develops and coordinates University of Hawai'i, UH alumni, and UH Foundation special events. The University and Community Relations Program Officer is supported by five Public Information Officer positions for a total of 6.0 FTE.

Community and Alumni Relations coordinates the development of policies, procedures and operating guidelines for alumni initiatives, and serves as the liaison to the University of Hawai'i Alumni Association and other alumni groups. This unit is also responsible for coordinating the legislative activities of the University and maintains compliance with Chapter 92F, HRS (Uniform Information Practices Act). Under the current organization, there are 4.0 FTE reporting to the University and Community Relations Program Officer.

Governmental Relations promotes the mission of public higher education in Hawai'i by developing and strengthening relationships between the University of Hawai'i and the members of the federal, executive and legislative branches of government under the direction of the Director of Governmental Relations.

Marketing/Branding provides leadership in the development and implementation of an integrated identity and branding strategy.

PROPOSED REORGANIZATION

The proposed reorganization integrates the expanded functions that are assigned to governmental relations and marketing and branding from the current organization by reassigning positions to create more efficient functional units. The community and alumni relations functions will be eliminated. Major changes to the current organization are being proposed. The following is a summary of the proposed changes.

- The five functional areas are Creative Services, Public Relations, Marketing and Branding, Governmental Relations, and Administrative Services.
- APT and clerical positions are reassigned.
- Secretary III position, SR-16, #13892 was relocated to the Office of the Vice President for Academic Affairs.
- Alumni Affairs Specialist position, #80321 will be relocated to the College of Education.
- University and Community Relations Program Officer position, M04-M, #89282, will be redescribed and reassigned to Marketing and Branding and will be responsible for developing and implementing marketing and branding strategies to favorably position the University of Hawai'i.
- Public Information Officer position, #81706, and Educational Specialist position, #81168 will be reassigned to Governmental Relations and will be responsible for the coordination of the University's legislative process and provide support for the expanded responsibilities of the Governmental Relations unit.
- Public Information Officer position, #80951, will be reassigned to Public Relations and will provide support for broadcast projects other special projects and media relations.
- Secretary II position, #14778, will be reassigned to Public Relations and will provide support for the day-to day operations.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

The current organization chart reflects the expanding responsibilities of External Affairs and University Relations and the department's attempt to assign new responsibilities where they most appropriately fit within the organization chart. The proposed reorganization is the result of a careful analysis of External Affairs and University Relations functions, and establishes clearly defined functional units of the current organization chart. The proposed reorganization creates consistency in management assignments across all areas and assignments into five distinct functional areas.

- Creative Services will be the publication support service division of the proposed

External Affairs and University Relations. It provides direct editorial and design services to the Board of Regents, system administration, campus and departmental units. Design and editorial staff positions are consolidated to reflect the team approach to handling publication projects.

The University and Community Relations Program Officer (Position No. 89350) will supervise this unit and be serviced by a Secretary II (Position No. 06345). The unit is comprised of 5.0 FTE: Graphic Artist (Position No. 80251), Graphic Artist (Position Nos. 81264 and 81780), Photographer (Position No. 80988), Public Information Officer (Position No. 80124) and Publication Specialist (Position No. 81373).

- Governmental Relations will be responsible for the interface between the University and the legislature and other government bodies. This division is charged with establishing clear lines of communication and positive rapport with external and internal groups.

The Director of Governmental Affairs (Position No. 89363) will supervise this unit and is supported by 2.0 FTE: Public Information Officer (Position No. 81706) and Educational Specialist (Position No. 81168).

- Marketing and Branding is responsible for the development and implementation of an integrated identity and brand strategy for the University of Hawai'i system that includes the monitoring of collegiate licensing.

The University and Community Relations Program Officer (Position No. 89282) position will be redescribed and will be supported by 1.0 FTE: Procurement and Property Management Specialist (Position No. 80429).

- Public Relations is composed of two sub-units: Public Affairs and Special Events. Public Affairs primary role is to provide support for the University of Hawai'i system and the Office of the President relating to local, national and international media audiences. Special Events develops and coordinates events related to building support for the University and its activities.

The University and Community Relations Program Officer (Position No. 89269) position will be responsible for this area serviced by a Secretary II (Position No. 14778) position. Public Affairs will be supported by 3.0 FTE Public Information Officer (Position No. 80392, 80951, and 80925) positions. Special Events will be supported by 3.0 FTE Public Information Officer (Position No. 81239, 80677, and 81716) positions.

- Administrative Services will provide internal staff support for fiscal and personnel requirements for the Office of External Affairs and University Relations.

Assistant to the Executive Director for University and Community Relations (Position No. 89062) position will be responsible for this area supported by 3.0 FTE: Administrative Officer (Position 80536), Administrative and Fiscal Support Specialist

(Position No. 80344) and IT Specialist (Position No. 81928).

The proposed reorganization will require no additional funding.

REASONS FOR PROPOSING THE REORGANIZATION

With increasing pressure to generate external funds, the University needs to make fundamental changes in order to provide consistency and efficiency in funding alumni programs and to design, implement and support a comprehensive and coordinated marketing plan. The proposed changes will target the areas within the unit to address these issues and will increase the efficiency of unit operations.

The proposed reorganization of the OVPEAUR will strategically align the current alumni program with the functional aspects of the University of Hawai'i Foundation, which include: alumni, development, advancement and fundraising. This is consistent with the nationwide trend for alumni programs to be treated as business-like entities that provide value, services, benefits and programs that traditionally work well with alumni programs and to nurture in students and alumni the benefits of a lifelong relationship with the University. Consequently, alumni programs across the nation are being united with their institution's fund-raising entities to ensure close collaboration and efficiency on the entire spectrum of development and advancement activities. In general, alumni programs at state-sponsored universities are evolving into business-like, event-driven programs, that will grow and prosper as the institution does without the budgetary constraints of typical state-funded programs.

Currently, the University of Hawai'i alumni relations unit, which is totally state-funded, is unable to develop many of the traditional alumni programs and events because of the restrictions on the use of state funds. For instance, gifts, meals, and events such as the Distinguished Alumni Awards and Golden Scholars Dinners cannot be paid for through the use of general funds. While these are very basic alumni programs, the unit is required to either seek assistance from the UH Foundation to help defray the costs or ask for other sources of non-general funds. This creates an inefficiency because time has to be spent seeking non-general funds. It has also created uncertainty regarding the availability of funds for the most basic of alumni programs and events. Combined, this inefficiency and uncertainty has made it impossible to plan for alumni programs and events.

While the UH Foundation has been amenable to assisting where possible, they also have no control over the planning of events such as these as they are a separate non-profit entity. Combining the two programs will eliminate such uncertainty, bring alumni program planning in line with the UH Foundation's plans, and allow for more efficient planning and consistent funding of alumni programs in general. In addition, as the UH Foundation promotes the concept of giving back to the University so that today's students may benefit, an ongoing priority will be placed on cultivating commitment to the UH and increasing the number of alumni participating in its annual giving program. In concert with the UH Foundation, the UH Alumni Association, another non-profit entity, will also encourage alumni to be financially supportive of the University. For these reasons, allowing the alumni programs to be under the auspices of the UH

Foundation will create a more efficient and responsive alumni program that is in line with other successful alumni programs.

The proposed reorganization also reflects the University's emphasis in the areas of image building, enhancing its relationship with the media, and expansion of the University of Hawai'i's marketing efforts. As the state's portion of the University's budget shrinks, the institution is faced with generating more of its own funds. Aside from the UH Foundation's fundraising efforts, the University also generates funds through tuition revenues. A key to increasing enrollment is a recruitment plan targeted to certain markets. However, enrollment will be difficult to increase without a comprehensive and coordinated marketing approach to improve the University's image among key constituencies. Key goals of this approach are: increasing enrollment of most qualified students in our service area, throughout the state, and in selected out-of-state areas; enhancing the University's visibility as a quality teaching institution with a caring atmosphere and as a community resource; increasing the general public's and legislature's awareness that the UH is a quality institution, works to meet the needs of the area it serves, and is a good investment of state resources; and provide support of the UH Foundation's upcoming Capital Campaign.

OTHER ALTERNATIVES CONSIDERED

The proposed reorganization more precisely reflects the programmatic and organizational structure of the OVPEAUR. In view of the present budgetary constraints, office space limitations and increased demands for services, other reorganization proposals were not selected as they required extensive increases in personnel. The proposed reorganization will minimize disruption of the present operation; however, it will provide operational improvements in the Office of the Vice President for External Affairs and University Relations.

PREVIOUS ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL
AFFAIRS AND UNIVERSITY RELATIONS

CHART I

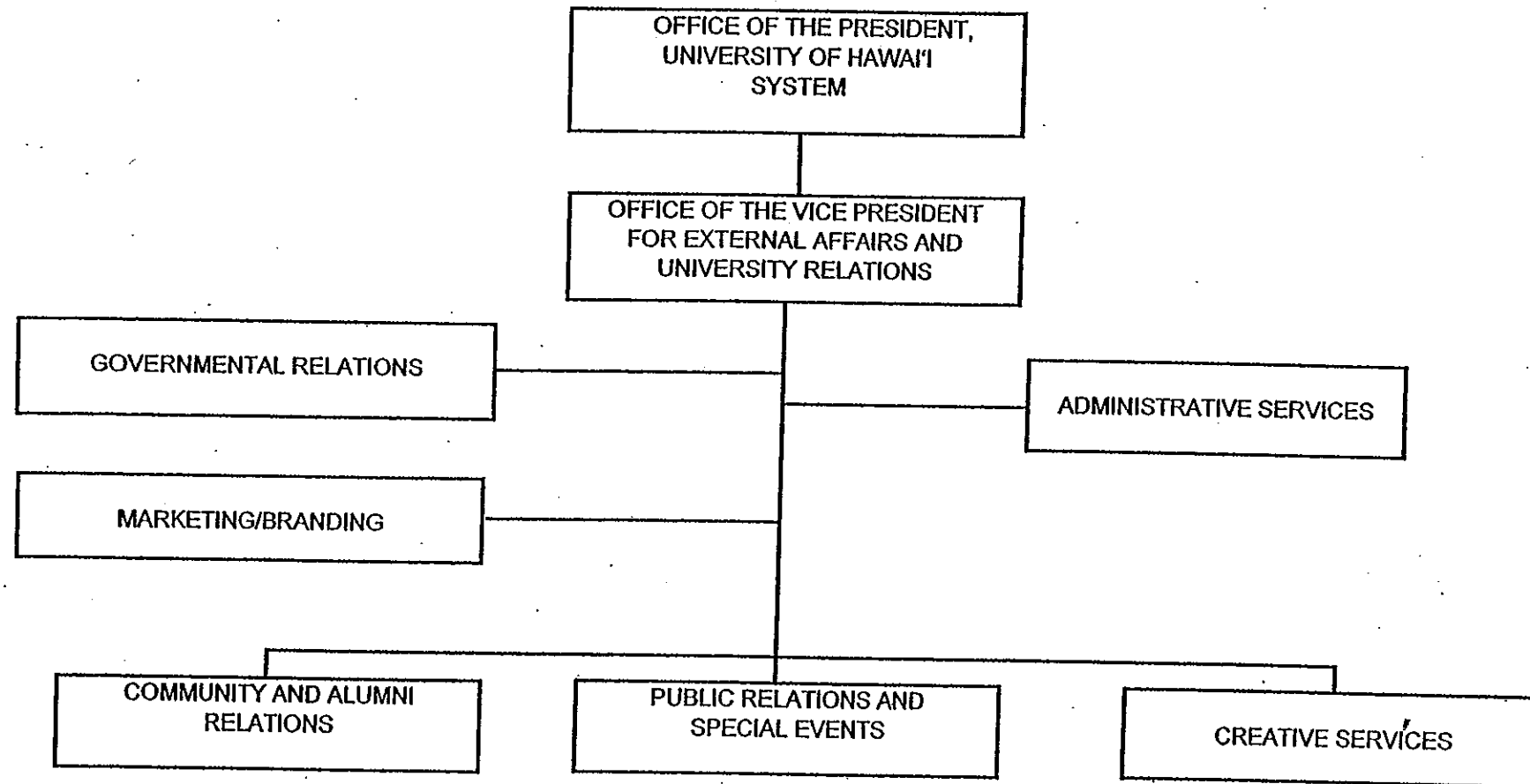
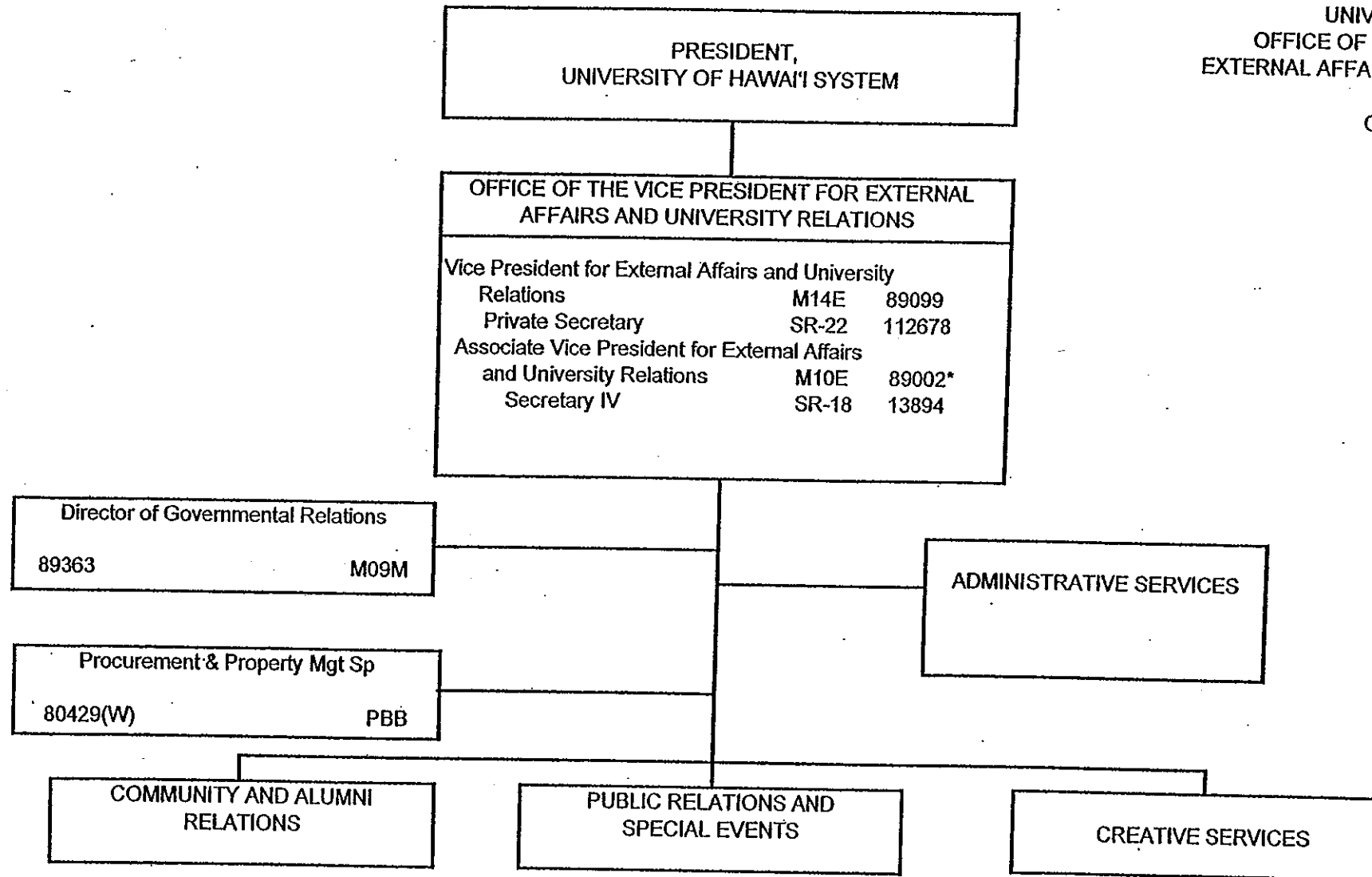


CHART UPDATED
DATE JUL - 1 2002

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR
EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

CHART IA



* To Be Redescribed

CHART UPDATED
DATE JUL - 1 2002

General Funds 5.00
Revolving Funds (W) 1.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL
AFFAIRS AND UNIVERSITY RELATIONS

CHART II

VICE PRESIDENT FOR EXTERNAL AFFAIRS AND UNIVERSITY
RELATIONS

ADMINISTRATIVE SERVICES		
Asst to the Exec Dir Univ. & Comm Rels	M05	89062**
Secretary III	SR-16	13892**
Administrative Off	PBA	80536
Admin & Fiscal Support Spec	PBA	80344
IT Specialist	PBB	81928

CHART UPDATED
DATE JUL - 1 2002

COMMUNITY AND ALUMNI RELATIONS		
Univ & Comm Rels Prog Ofcr	M04	89282**
Secretary II	SR-14	14778**
Alumni Affairs Spec	PBB	80321
Educational Spec	PBB	81168
Public Info Off	PBB	81706

PUBLIC RELATIONS AND SPECIAL EVENTS		
Univ & Comm Rels Prog Ofcr	M04	89269
Public Info Off	PBB	80925**
Public Info Off	PBB	80392
Public Info Off	PBA	81239
Public Info Off	PBA	80677
Public Info Off	PBA	81716

**To be redescribed

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL
AFFAIRS AND UNIVERSITY RELATIONS

CHART III

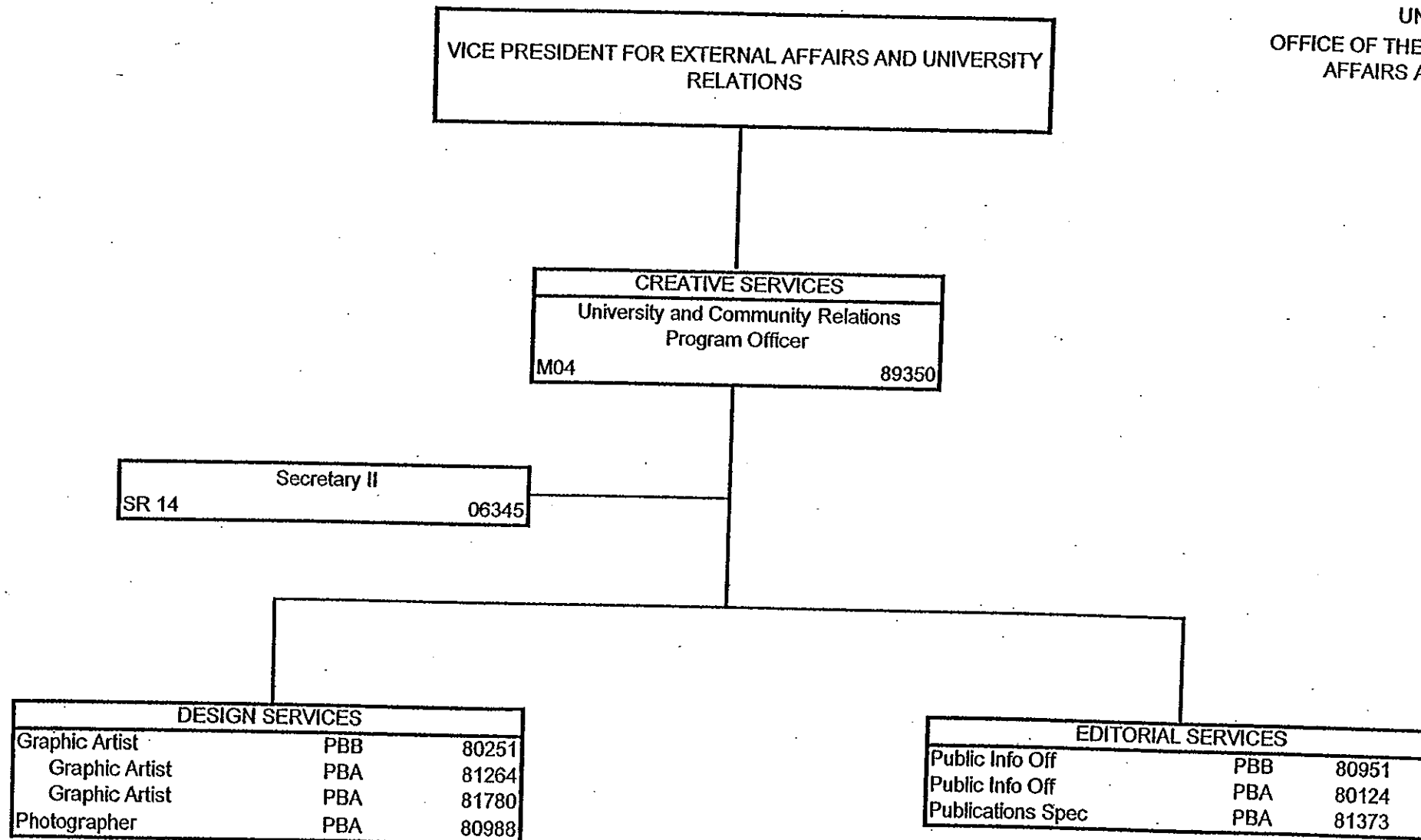


CHART UPDATED

DATE JUL - 1 2002

General Funds 9.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS
AND UNIVERSITY RELATIONS
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS (Summary)

Provides systemwide leadership in planning, organizing, directing, evaluating, and coordinating the University's external affairs and internal relations. Program areas of responsibility include: community and alumni relations; marketing and public relations; legislative liaison and coordinative activities; news and media relations; special events planning and coordination; information practices; collegiate licensing; and print, broadcast, and electronic communications and design.

- Develops programs, policies, and strategies for the University's external affairs programs to affirm the University's role in higher education for the State of Hawai'i; guides the University in its relationships with various constituencies to enhance the University's prominence both locally and internationally; and effectively and aggressively promotes the University's legislative agenda.
- Advises the Board of Regents, President, and University community in University relations matters.
- Focuses marketing and advertising goals and strategic plans on student recruitment, fund-raising, and community relations and institutional image. Ensures proper dissemination of information regarding University operations, programs, and activities to external audiences and internal constituents.
- Fosters internal communication to promote effective partnerships and relationships with faculty, students, staff, and administrators.
- Oversees the University's collegiate licensing and University branding (logo/trademark) marketing program. Provides for proper collection of royalties and ensures that existing and proposed licensing agreements are in accordance with appropriate legal and policy requirements. Seeks to maximize revenues from the University's collegiate licensing program. Investigates possible violations of licensing agreements and use of the University's logo/trademark, etc., and takes appropriate action. Ensures the controlled commercial use of the University's logo/trademark and reviews products for appropriateness, quality, and accuracy in the use of the University's logo/trademark. Develops and interprets university collegiate licensing policies and procedures. Serves as the University's liaison on collegiate licensing matters.

Creative Services

Creative Services is the support service division of the Vice President for External Affairs and University Relations office. It provides direct editorial and design services to the Board of Regents, system administration, and Unit, campus, and departmental units. These services include but are not limited to the:

- Design, coordination and monitoring of the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Preparation, editing and production of a variety of publications for distribution within and outside of the University.
- Providing design and editorial resources to system, Unit, and campus departments in the preparation of promotional and informational materials.

- Coordination of the development of the broadcast and electronic public relations initiatives.

Community and Alumni Relations

Community and Alumni Relations is responsible for interface between the University and the community such as business and community groups, advisory boards, alumni organizations, and the legislature and other governmental bodies. This division is charged with establishing clear lines of communication and positive rapport with external and internal groups. Responsibilities include but are not limited to the:

- Development and maintenance of effective working relationships within and outside the University with a variety of individuals and groups, formal and informal, that are interested in or are associated with the University.
- Coordination and development of policies, procedures and operating guidelines and understanding between the University and the University of Hawai'i's Alumni Association, internal and external recognized alumni organizations, and individual alumnus and alumnae.
- Guidance and general supervisory control for the design, development and implementation of alumni programs and activities.
- Coordination of the University's legislative activities.
- Development of appropriate administrative procedures and operational practices in conformity with applicable state law and University policies, rules, regulations and procedures.

Public Relations and Special Events

Public Relations and Special Events is responsible for the development and maintenance of a positive image and good will between the University and the public. These functional responsibilities include but are not limited to the:

- Development of the marketing strategy for the University of Hawai'i and preparation of related marketing materials.
- Preparation of speeches, scripts, and related communication materials for delivery to internal and external publics.
- Development of a UH media strategy and preparation of media releases and other news services.
- Monitoring and evaluation of University public and media relations activities to ensure consistency with University goals and objectives.
- Development and coordination of University of Hawai'i's administration, UH Foundation, UH Alumni Association, and other UH campus or departmental special events.
- Provision of protocol services, information and logistics.

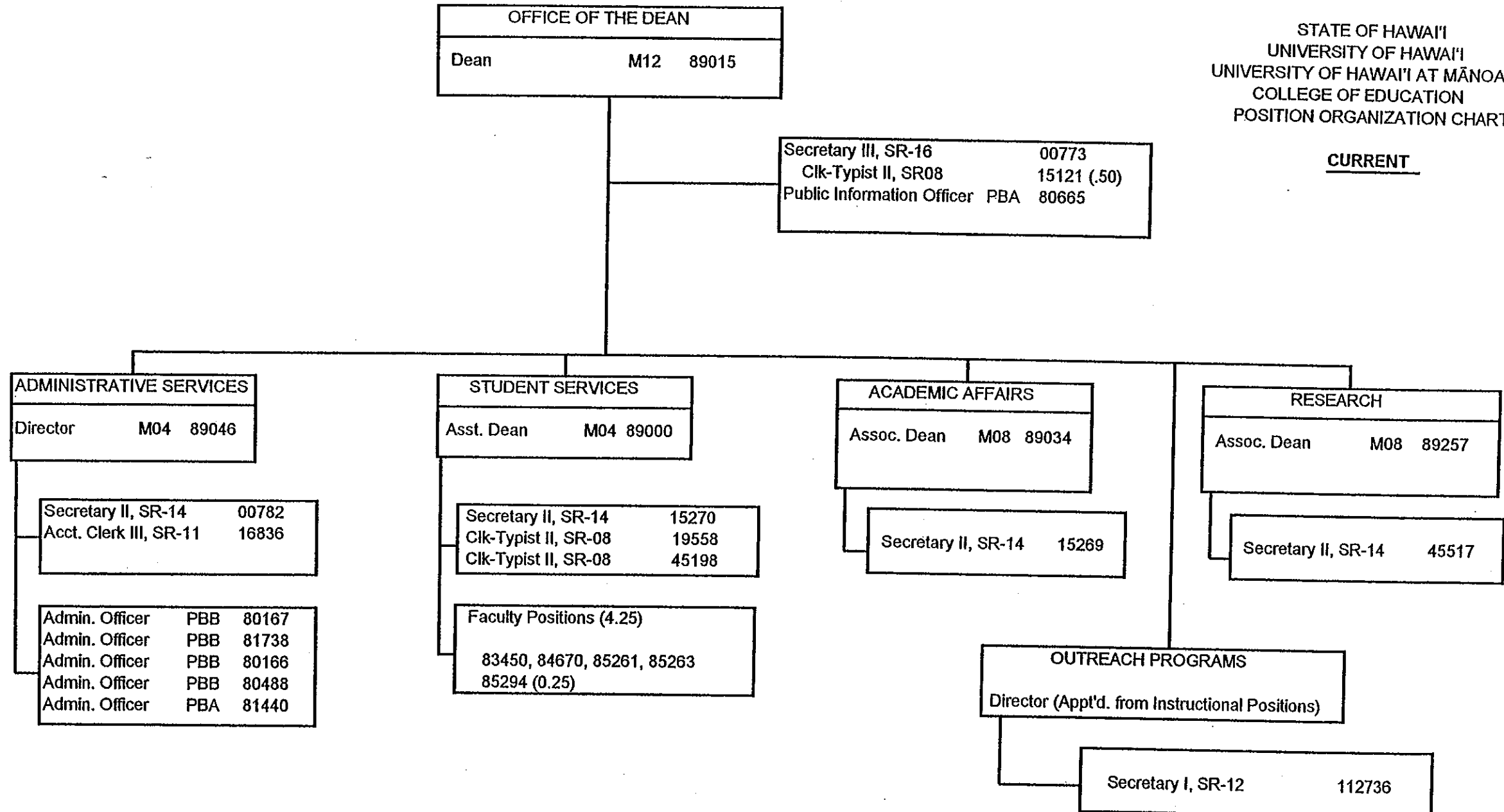
Administrative Services

Administrative Services provides internal support services for divisions within the Office of the Vice President for External Affairs and University Relations. Responsibilities include but are not limited to the:

- Provision of staff support to the Vice President for External Affairs and University Relations.
- Planning, preparation and coordination of administrative support for fiscal and personnel requirements for the Office of the Vice President for External Affairs and University Relations.
- Development and coordination of information technology services within the office.
- Development and maintenance of user-friendly web sites which facilitate public access and ability to find information about the University of Hawai'i.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
COLLEGE OF EDUCATION
POSITION ORGANIZATION CHART

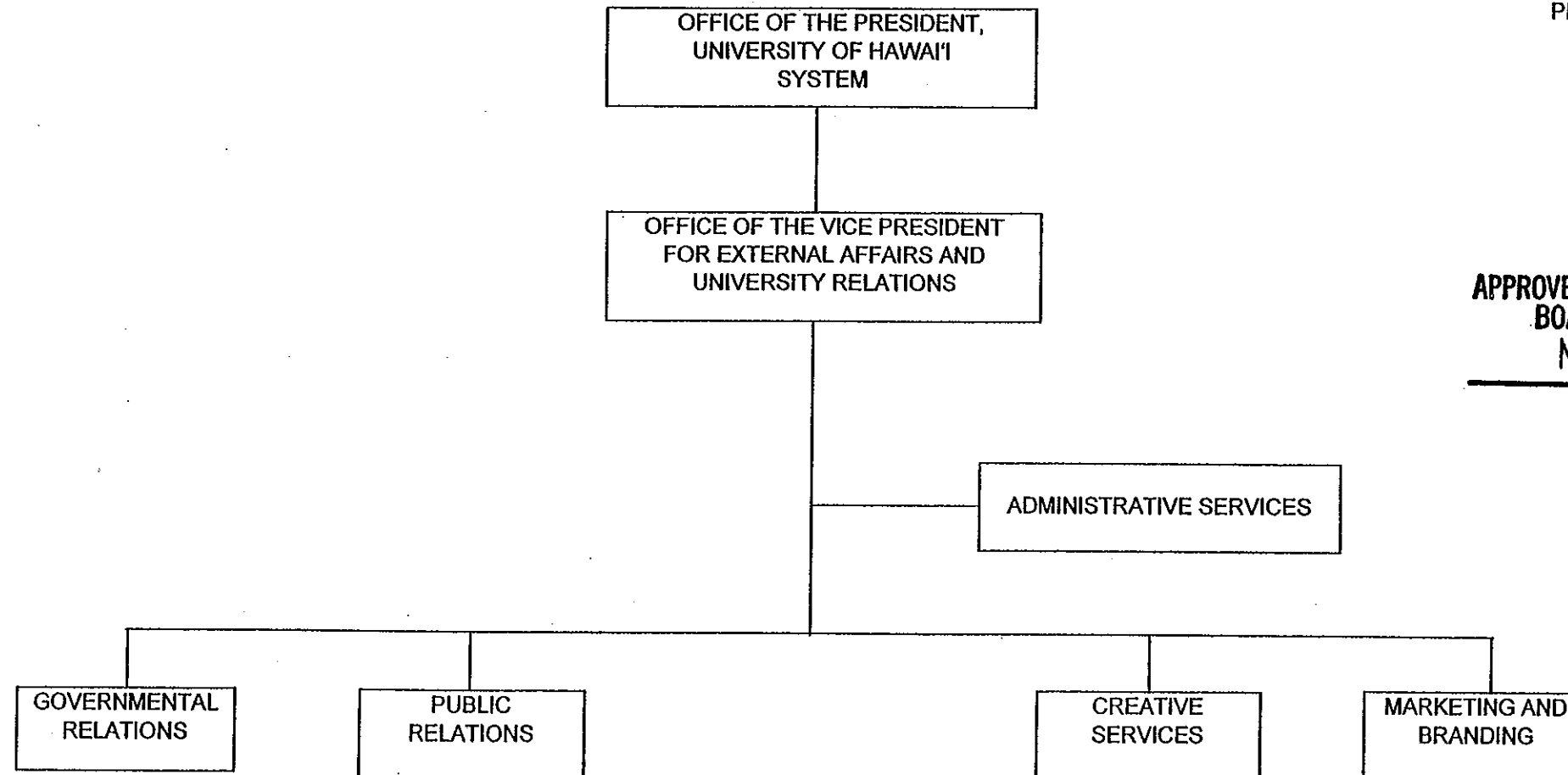
CURRENT



NEW ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR EXTERNAL
AFFAIRS AND UNIVERSITY RELATIONS

CHART I
PROPOSED



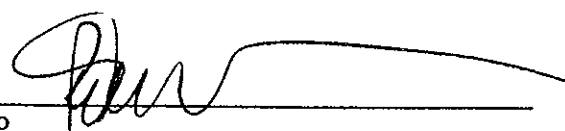
APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 22 2002
Date

PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR
EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

CHART II
PROPOSED

Approved Pursuant To Board of Regents' Action:


Paul Costello
Vice President For External Affairs and
University Relations

Date: NOV 22 2002

OFFICE OF THE VICE PRESIDENT FOR EXTERNAL AFFAIRS
AND UNIVERSITY RELATIONS

Vice President for External Affairs and University Relations		89099
Private Secretary	SR-22	112678
Associate Vice President for External Affairs and University Relations		89002*
Secretary IV	SR-18	13894

ADMINISTRATIVE SERVICES

Asst Exec Dir Univ and Comm Rels		89062*
Administrative Off	PBA	80536
Admin & Fiscal Support Spec	PBA	80344
IT Specialist	PBB	81928

GOVERNMENTAL
RELATIONS

PUBLIC
RELATIONS

CREATIVE
SERVICES

MARKETING AND BRANDING

University & Community Rels		
Prog Officer		89282*
Procurement & Property Mgt Sp	PBB	80429(W)

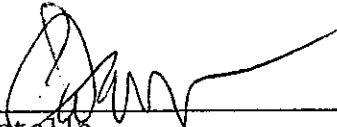
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General Funds	9.00
Revolving Funds (W)	1.00

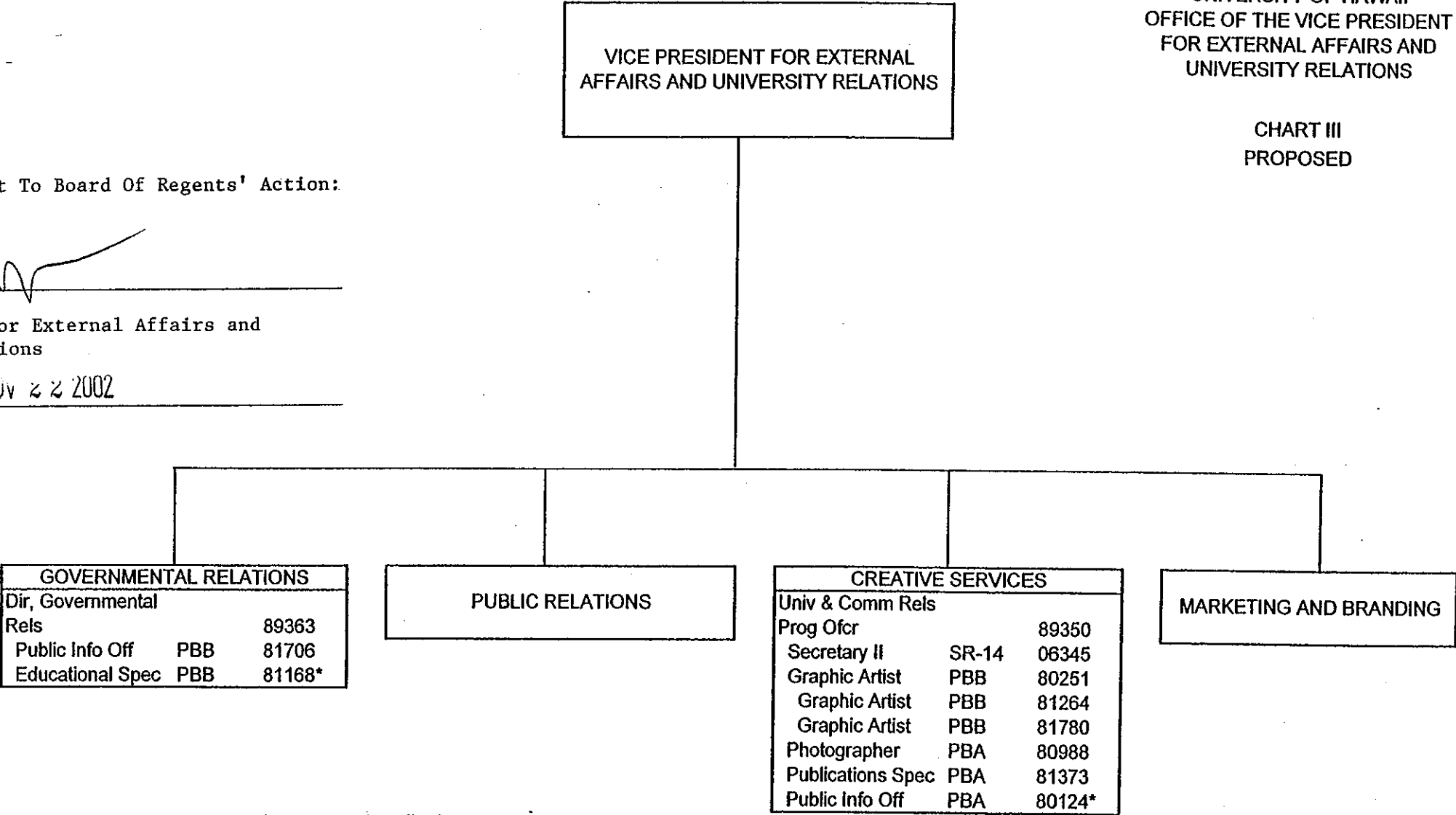
STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT
FOR EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

CHART III
PROPOSED

Approved Pursuant To Board Of Regents' Action:


Paul Costello
Vice President For External Affairs and
University Relations

Date: NOV 22 2002

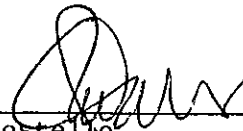


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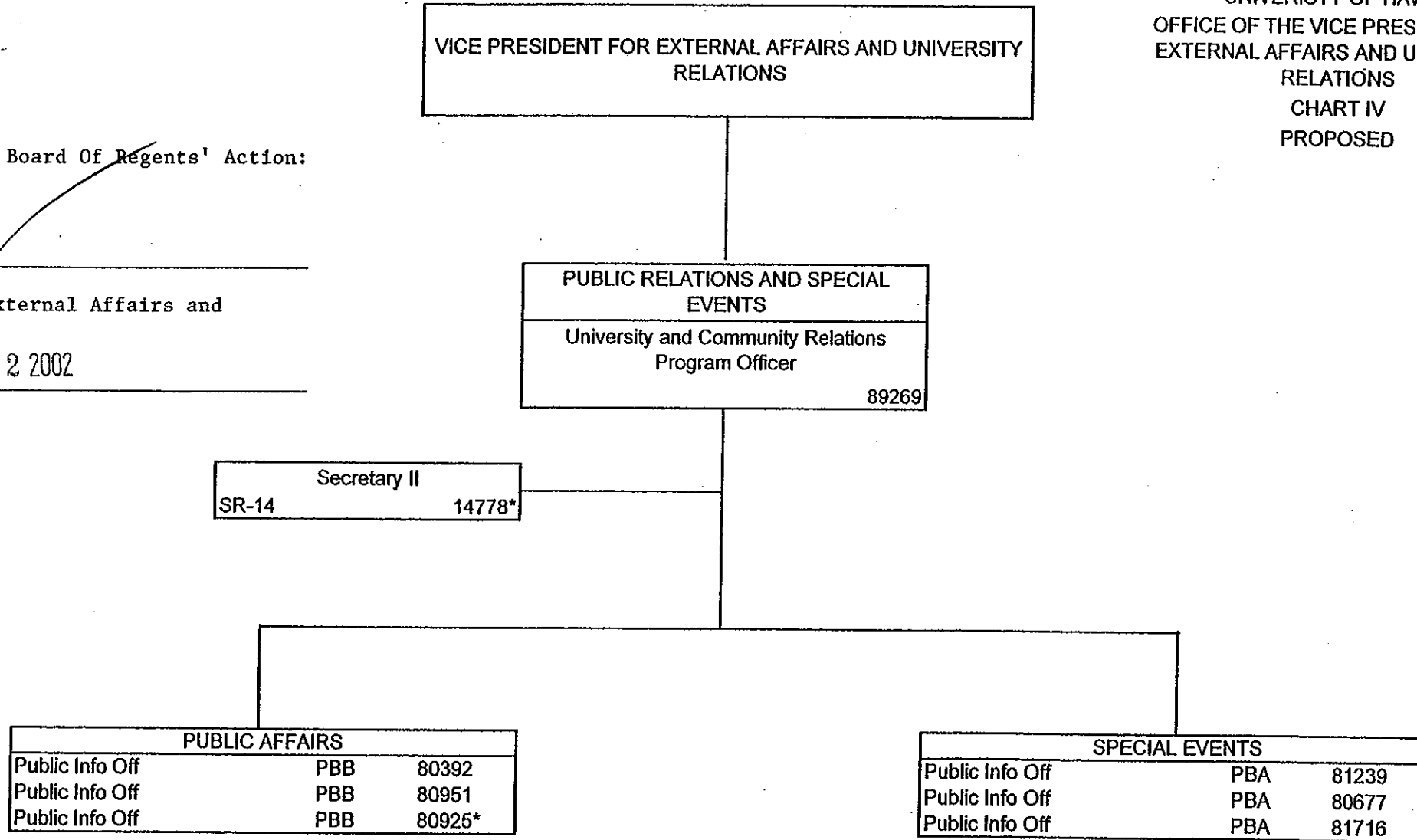
General Funds 11.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR
EXTERNAL AFFAIRS AND UNIVERSITY
RELATIONS
CHART IV
PROPOSED

Approved Pursuant To Board Of Regents' Action:


Paul Costello
Vice President For External Affairs and
University Relations

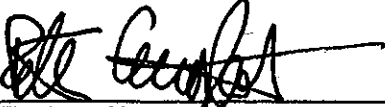
Date: NOV 22 2002



* To be redescribed

General Funds 8.00

APPROVED PURSUANT TO BOARD OF REGENTS' ACTION:


Peter Englert, Chancellor
University of Hawai'i, Mānoa

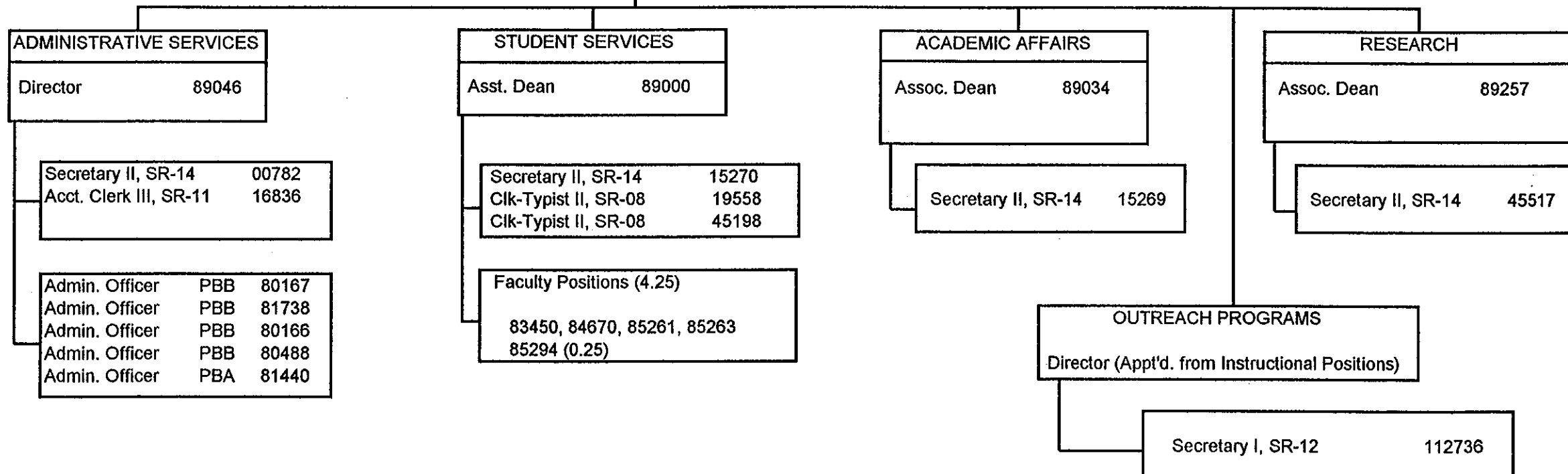
DATE: NOV 22 2002

OFFICE OF THE DEAN	
Dean	89015

Secretary III, SR-16	00773
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STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
COLLEGE OF EDUCATION
POSITION ORGANIZATION CHART

PROPOSED



STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF UNIVERSITY AND COMMUNITY RELATIONS

MAJOR FUNCTIONS
(Proposed)

The Office of the Vice President for External Affairs and University Relations provides system-wide leadership in planning, organizing, directing, evaluating, and coordinating the University's external affairs and relations. Program areas of responsibility include: marketing, brand management and collegiate licensing; governmental liaison and coordinating activities; public relations; news and media relations; print, broadcast and electronic communications and design; and event planning and execution.

To facilitate the execution of these functions, the Office of the Vice President for External Affairs and University Relations has been organized into five operational units: *Creative Services*; *Governmental Relations*; *Marketing and Brand Management*; *Public Relations*; and the support functions of *Administrative Services*.

Creative Services

Creative Services produces university system print and electronic publications and provides direct editorial and design services to the University system administration and campus, department and programs. Services included but are not limited to:

- Coordination, preparation, editing, design, photography, and production of a variety of publications for distribution within and outside the university.
- Design, editorial, photographic and production management in preparation of promotional and informational materials for the University system and its campuses, departments and programs.
- Management of the University's corporate identity program through education and application of its use in the University stationery program and other publications and materials.
- Review of marketing, promotional and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
- Collaboration with information technology personnel in development of the look, content and usability of and application of University graphics standards to University Web pages.
- Design, coordination and monitoring of the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Preparation, editing and production of a variety of publications for distribution within and outside of the University.
- Providing design and editorial resources to system, Unit, and campus departments in the preparation of promotional and informational materials.
- Develops strategies for appropriate publication of stories on University web pages.

Governmental Relations

The Governmental Relations unit seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University of Hawai'i and the members of the federal, executive, and legislative branches of government. This office ensures that the university's goals receive state and federal recognition and support; informs the university community on local, state and federal government matters by monitoring legislation that has a potential impact upon the University, responding to constituent inquiries and collaborating with other UH campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Development and maintenance of effective working relationships with the executive, legislative and county branches of government.
- Coordinating the University's efforts in communicating with government officers.
- Development of University policies for addressing governmental issues.
- Consolidating, editing and finalizing administrative proposals for insertion into the annual administrative legislation package.
- Tracking all legislative initiatives as they proceed through the state legislative session.
- Tracking all University of Hawai'i federal appropriations.
- Providing an official contact point for local, state and federal governmental issues.
- Development of an effective advocacy plan that includes the University's own constituency, alumni and friends.

Marketing and Branding

Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University system to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University's advertising package. Responsibilities include but are not limited to:

- Development of the University marketing strategy and preparation of related marketing materials.
- Oversight of the University's collegiate licensing and University branding (logo/trademark) marketing program, ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements; maximum revenues for the University's collegiate licensing programs; investigation of possible violations of licensing agreements; and review of use of University name/logo/trademark on products for appropriateness, quality, and accuracy; development and interpretation of University collegiate licensing policies and procedures.

Public Relations

Public Relations supports the University of Hawai'i system and primarily the Office of the President with all matters relating to national and international media audiences, public affairs and events related to building support for the University and its activities. The unit is organized into two sub-units: Public Affairs and Special Events

Public Affairs manages the University national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

- Advising University officials, including the President, Regents and others, on public and media relations.
- Developing strategies for appropriate placement of stories through print, broadcast and/or Web media.
- Developing and maintaining relationship with media outlets to assure appropriate coverage of university news and respond to inquiries in an effective manner.
- Maintaining relationships with all units in the university system to assure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
- Coordinating University and external resources for the production of radio, television and other broadcast programming featuring University expertise, programs, successes and services.
- Monitoring and evaluation of university public and media relations activities to ensure consistency with university goals and objectives.
- Develops and maintains relationships with local media outlets to assure appropriate coverage of university news and responds to inquiries from the media in an effective manner.

- Produces news releases, articles, commentaries and other communication materials for dissemination in the media.
- Monitors local media for coverage of the University and to detect and remain knowledgeable on issues to which University faculty may contribute insight and expertise.

Special Events plans, coordinates and executes events in support of the University's strategic objectives related to public relations, marketing and support building. Responsibilities include but are not limited to:

- Developing events for the University of Hawai'i system administration, University units and related organizations. Sample events include receptions, dinners, groundbreaking ceremonies, etc.
- Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writing, etc.
- Maintaining a positive working relationship with internal and external departments and vendors.
- Providing protocol services, information and logistics.
- Coordinating special projects as required.

Administrative Services

Administrative Services provides internal support services for divisions within External Affairs and University Relations. Responsibilities include but are not limited to:

- Providing staff support to the Vice President for External Affairs and University Relations.
- Planning, preparing and coordinating materials and procedures for fiscal and personnel requirements for the Office of the Vice President for External Affairs and University Relations.
- Development and coordination of information technology services within the office.
- Development and maintenance of user-friendly Web sites that facilitate public access and ability to find information about the University of Hawai'i.