Name of the Program: UHM Advancement Team

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

How long has the program existed: Since July 2007

Department/School/College: Office of the Chancellor

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

- Academic Affairs
- Research and Graduate Education
- Student Services
- Administration, Finance, and Operations
- None

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

The UH Mānoa Advancement Team reports to the Chancellor and is responsible for campus communications, marketing, special events, government relations and website management. The Team supports the UH Mānoa Strategic Plan’s goal of developing a Mānoa identity by raising awareness through expanded and upgraded communications efforts.

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

The UHM Advancement Team is headed by a Director, who is provided clerical support by an administrative assistant. The communications team is composed of a director and two Public Information Officers; other components are one-person units assisted by other team members as needed.

The communications component is responsible for internal and external communications in the form of writing and distributing news releases and newsletters; organizing news conferences; preparing email communications to the campus community and alumni; coordinating requests for commercial filming on campus; and organizing monthly meetings of all UH Mānoa communications officers. The communications team is also responsible for campus emergency communications through email alerts, text-messaging and voicemails, emergency telephone hotlines, webpage alerts, and announcements on commercial broadcast stations.

Marketing assists with the design and preparation of student recruitment publications and e-newsletters; campus signage; and advertising.

Special events include planning and coordination of new faculty receptions, staff appreciation events, graduation ceremonies, voluntary campus beautification projects (Manoa Makeovers), Homecoming, and other events sponsored by the Chancellor as they arise (groundbreakings, coffee hours, etc.).
Government affairs activities involve serving as UH Mānoa’s liaison to the State Legislature for campus administrators and programs through facilitating legislative testimony, monitoring legislation, and organizing regular meetings of UHM legislative coordinators.

The Website manager led the redesign and launching of a new UHM website (July, 2008) and is responsible for updating and preparation of webpage content; and providing assistance to other UHM website managers.
Program Definition
For purposes of this review, a program is defined as an activity, or collection of activities, that consume resources (dollars, people, space, equipment, time). All administrative operations should be reviewed using this guide.

Departments and programs are not necessarily synonymous – a department is not necessarily a single unit, but sometimes comprised of multiple programs. For instance, Facilities and Grounds is a department, but within the department, there are several programs: project management, architectural design, mechanical engineering, electrical engineering, etc.

Categorizing Programs
As a starting point for the review process, programs will be categorized into one of three areas:

1. Program is essential to the operations of any university;
2. Program is less essential, but generally included at major research universities;
3. Program is non-essential to the operation of a university.

For Programs in Category 1, the focus of the review will be on efficiency and effectiveness, quality, and cost;

For Programs in Categories 2 and 3, the focus will be on centrality (how it meets the central mission of the University), program quality, program needs (both why the University needs the program and what the program needs from the University), other factors such as uniqueness, and program cost, relative to benefits provided.

Review and Analysis of Programs
After developing an inventory and categorization of all programs as outlined above, administrators of these programs will be asked to provide information to assist in the review and analysis process.

Outcome of Program Review
After review and analysis, programs will be identified for one of the following actions:
1. New/In transition
2. Target for growth or investment
3. Maintenance at stable resource levels
4. Reorganize, restructure, merge or consolidate
5. Reduce in size or scope
6. Phase out, close or eliminate

Guiding Questions for the Review Process:
• What are the main goals and objectives of the program?
  
  Main goals are to foster development of a positive Mānoa identity and forge effective communications among UHM stakeholders.
  • What are the services it provides, and to whom (students, faculty staff, donors, other)?

  Services include providing communications and public relations assistance to campus administrators, faculty, students and staff; maintaining communications with alumni, parents and potential donors; and informing the general public about campus activities and achievements.
  • What services does it receive from others?

  Receives occasional assistance from UH System Office of External Affairs and University Relations in the form of photography and graphic artists’ services.
  • On what tasks/services does this program collaborate with others?
Collaborates with UHM recruitment programs on student recruitment events and publications; academic and research programs on publicizing research and other activities; UH Foundation development officers and UH Alumni Association on special events and communications; VCAA on planning of graduation ceremonies; ASUH on homecoming and other student events; other student groups such as Sustainable Saunders on recycling events planning and publicizing.

- Are these services elsewhere available at the University? In the surrounding community?

Services are available – to a limited extent - from UH System Office of External Affairs and University Relations; not available from the surrounding community.

- What is the funding source(s) (state, self-sustaining, grants, etc)? At what level?

Totally funded by state.

- Are there needs and demands for services that the program cannot meet? What are they, and how do they relate to the University’s mission?

We cannot provide assistance in graphics design or photography services to programs as we do not have personnel in these areas. Also, there is a need for more resources to support marketing through paid advertising (print and broadcast). Increased marketing would heighten visibility of UHM as a “destination of choice” to potential students and as an institution of excellence to decision-makers potential donors.

- How many, and what type of staff are employed?

Nine staff members - communications (3), marketing (1), special events (1), web content (1), government affairs (1), administrative support (1), and director (1).

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

Communications staff are cross-trained in special events planning and, to a lesser degree, in web content management. Marketing director has communications background; special events manager has communications experience; administrative aide has web training and is designated emergency backup for web manager. On large events (e.g., commencement) the entire team may provide assistance.

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

Applicable new technologies that we utilize involve alternative social media (Twitter, Facebook) as vehicles for marketing/communications. For our purposes, these complement rather than replace traditional media. Technological support for the UHM website is provided by ITS.

- How is the program’s success reviewed? By whom? How often?

Regular review by Chancellor

- What data or evidence does the program have that reflects on its performance?
Feedback is solicited from participants and co-sponsoring organizations after special events in post-event review meetings. Comments are solicited by high school counselors and others who receive recruitment publications. The UHM website includes a feedback feature.

- Do our peers have a similar program? How do they differ?

Advancement teams are well-established on peer campuses. As far as we can determine, they are all larger in terms of staff and resources.

- What opportunities exist for greater collaboration and team approaches in the delivery of services?

Communications/marketing/outreach resources vary tremendously among campus programs – some are highly developed, while most are scarce or non-existent. The Advancement team is working with Outreach College and Arts/Humanities to develop a joint effort to advertise, market and promote theatrical productions, music concerts, art exhibits, film showings and related campus events. This effort is tentatively called “Arts at Manoa” and combines the graphics artists/advertising team at Outreach College with resources of Art, Kennedy Theatre, Music, and Academy on Creative Media – along with the Advancement Team, and would include a new UHM webpage presence.

- Are there efficiencies that could be gained by consolidating with a similar entity? Have such opportunities been explored before? If so, what was the outcome?

Similar coordinated efforts could be done with other campus programs. For example, we could maximize our communications/marketing efforts by “team approach” in related subject areas:
- a) Engineering/SOEST/Astronomy;
- b) Education/Social Work/Hawaiian Knowledge/PAS;
- c) Arts and Sciences;
- d) Lyon Arboretum/Aquarium/Coconut Island.

- What strategies could result in better efficiencies in the program?

See above

Guide for Prioritization (examples)

Criteria for New or In Transition
- The program was established within the past three years and is seen to be needed
- Establishment of the program was based on demonstrated need and it appears to be meeting the need

Criteria for Growth and Investment in Program
- Need for the program is increasing due to regulatory issues, growth of unit(s) being supported, or for other articulated reasons.
- The program has received state/regional/national recognition for services.
- The program is an integral part of the university mission.

Criteria for Maintenance of Program at Stable Resource Levels
- Demand for the program has been relatively constant; program able to meet objectives.
- The program is an integral part of the university mission.
- Similar services are otherwise unavailable, or inferior.

Criteria for Reorganization, Restructuring, or Merger
- The program offers services that are not necessary to the university, or that duplicate those of one or more other units.
- Program could be more efficiently delivered in concert with other programs or by reorganizing delivery in new ways
Criteria for Reduce in Size or Scope

- Program could meet most needs even if reduced in size or scope
- Program is not fully subscribed

Criteria for Elimination

- Demand for program is low, or declining at a rapid pace.
- Services are not essential to the central mission of the university.
- Activity or services provided by the unit are inconsistent with the future direction of the University.