

ADMINISTRATORS COUNCIL
Meeting of Tuesday, February 4, 2020

1. Attendance. Chancellor Lui Hokoana convened the meeting of the Administrators Council at 9:30 a.m. Present were: Marc Antosch; Kahele Dukelow; John Franks; T. Karen Hanada; Georgina Kawamura; Linda Morgan; Brian Moto; Laura Lees Nagle; Vice Chancellor Debra Nakama; Saedene Ota; Deanna Reece; Cheryl Reeser; and Vice Chancellor David Tamanaha.
2. Brand Redevelopment. Saedene Ota and Linda Morgan led a discussion regarding UHMC brand redevelopment. Brand redevelopment is intended to provide a framework of mission and communication, and allows UHMC to distinguish itself from other schools. The goal is to make everyone's job easier.

Linda Morgan summarized the history behind the brand redevelopment effort. Work began last year with research and early discussions with different groups and individuals. An informal interim marketing committee, with members Marc Antosch and John Franks, was formed. Ideas and concepts were reviewed, discussed, and vetted by different people.

Saedene Ota said that brand refresh efforts normally involve a big launch. However, the process at UHMC is a little different. UHMC doesn't have the budget to push everything out in one big launch. The marketing team has tried to understand the needs and struggles of all.

Linda and Saedene described the resulting marketing documents as organic and subject to update as the process continues. The UHMC Brand Refresh and Unification Guide provides tools to maintain the integrity of our identity, and is intended to be updated regularly. The Guide consists of the following:

- a. Table of contents.
- b. Living Values Statement
- c. Ka'ao (Our Path)
- d. Brand Platform
 - i. Brand Attributes
 - ii. Key Brand Benefits
- e. Official System Logo Specifications
- f. Brand Colors
- g. Secondary Brand Graphics
- h. Typography
 - i. The Ulu
- j. One Maui Nui Campaign
- k. Photography
- l. Sample Collateral

The Council discussed social media. The Chancellor asked Linda and Saedene to provide suggested guidelines and best practices for UHMC social media.

Laura Nagle suggested the board of student publications as a campus entity that could be used to review and discuss social media policy and content.

Linda Morgan discussed a UHMC Goals & Strategies handout, the purpose of which is to provide the incoming Marketing Director with research-based groundwork for 2020 branding and marketing planning based on initial research and feedback. The handout is Intended to be a starting place and is not comprehensive at this point. The handout identifies seven goals, discussed in workshops.

The handout identifies the “strategic drivers” for all goals to include:

- Enrollment Stability & Growth
- Student Success
- Positive Brand Awareness
- Sustainable Marketing Leadership & Execution

The goals are:

Goal 1: Be a Universal Communicator.

Goal 2: Prove That UHMC is Worth It.

Goal 3: Keep Maui, On Maui.

Goal 4: Take Pride, Be Proud.

Goal 5: Enhance Customer Service.

Goal 6: Put Community Back into UHMC.

Goal 7: Breaking Silos.

3. Marketing Director & Organizational Flow Chart Handout. Linda Morgan and Saedene Ota discussed the position of Director of Marketing & Communications, including position responsibilities and candidate background preferred experience, as summarized in a handout. The Council discussed duties of the Marketing Director and the relationship of the position to campus stakeholders (ELWD, Vice Chancellors, Program Directors, Student Affairs, etc.). Chancellor Hokoana noted the role of the Marketing Director in initiating conversations and marketing and communication efforts and campaigns. The Marketing Director won't necessarily be an events coordinator. David Tamanaha recommended that reporting lines be thought about early to ensure success of the position. Linda Morgan discussed the importance and usefulness of a marketing committee that works with the Marketing Director. She described marketing as a collective function. Deanna Reece noted that UHMC Media personnel are tasked heavily with non-marketing duties, including distance education.

4. Additional Marketing and Branding Projects Planned. Linda Morgan and Saedene Ota discussed other planned marketing and branding projects:

Exterior Signage: Summer / Fall

Website: February – July

Social Media: Ongoing

Brand Guide: Ongoing

Fall Semester Campaign

Wahi Kokua (How Can I Help?) Support

Table Cloths

5. Shared Service Centers. The Council held a telephone conference with shared service center experts Megan, from UC Davis, and Sarah, from Utah (formerly with UC Davis). Participating in the discussions were Georgina Kawamura and Cheryl Reeser. After a round of introductions, Chancellor Hokoana invited the experts to comment on campus shared service centers.

- One of the key things that makes service centers palatable is that there is no one right way to structure service centers. Opportunities exist for different structures.
- UC Davis has four service centers serving different populations: administrative, students, and two for academic. All provide HR and payroll services. The administrative service center also does finance.
- UC San Francisco has two or three service centers that are service specific: IT, HR. It is not uncommon to consolidate services by type of work.
- UC Berkeley also has service centers.
- In terms of efficiency, it can take several years for the benefits of a service center to become evident. Scaling helps to improve efficiency. There are initial startup costs. Before service centers, many people on campus were jacks-of-all-trades. Service centers helped college staff to develop expertise and take advantage of specialization.
- In terms of morale, service centers are a big change. In some cases, people remember the past and may prefer the old model of business processes, but it is a matter of trust. Standardization of business services is good, but personalization of services is sometimes valued and missed.
- When HR is taken on by service centers, the traditional HR office tends to become more policy focused and works on designated matters.
- Service centers usually measure their work volume and processing times.
- Service centers do procurement duties. Centers can get quotes from vendors and enter information into computer systems. Service centers can also do design and construction projects.
- Over time, service centers develop experience and greater understanding of the business needs of particular campus units.
- A closer relationship is required between a service center and the facilities department. Certain priorities are still done by the facilities department without using the service center.

- Service centers can be structured to accept work requests on a first-come, first served basis. Service centers can also be organized to serve particular client groups.
- Service centers, like those at UC Davis, can do both compliance and transactional work.
- There is no one right way to finance service centers. For example, at UC Davis a chargeback model based on a per transaction or per headcount cost is used. Some service centers may have a permanent budget allocation.

6. Budget Priorities. Kahele Dukelow requested revision of the budget priority list discussed last week so as to prioritize an APT B position for Science Lab. This position is the number one priority of Academic Affairs. David Tamanaha said that he will ask UHCC to hold off on release of a position count for the position until UHMC can secure money for it (perhaps out of the lecturer budget, for example, and subject to Budget Committee review and approval).

Debra Nakama reported that, without new money, Student Affairs will not be able to re-engineer Admissions & Records.

David Tamanaha reported that UHMC's reserves are very modest and therefore insufficient to pay for new hires.

7. Budget Committee. It was reported that the Budget Committee reviewed the Administrators Council list of budget priorities. The Budget Committee is expected to develop their own set of priorities. The Budget Committee has requested justification information regarding the Council's priorities. For positions proposed to be restored, the Budget Committee has requested position numbers.
8. Health Center Renovation. David Tamanaha reported that general contractor F&H has a few details to finish.
9. New Academic Affairs Office. Kahele Dukelow and Laura Nagle reported that their new Pilina offices are being finished.
10. Ground-mounted PV Panel Installation. David Tamanaha reported that the PV panels are not expected to be turned on until May 2020.
11. State Legislature. The Council discussed pending resolutions and bills in the Legislature.