

STRATEGIC COMMUNICATIONS

Executive Summary 2016-2017

April 15, 2016

Strategic Communications Vision and Mission							
Vision	A world in which UCI is universally recognized as one of the finest, most preeminent universities						
Mission	<p>Enhance, advance and steward the reputation, brand and strategic priorities of UC Irvine by:</p> <ul style="list-style-type: none"> • Creating an emotional connection that inspires participation, support, preference and loyalty • Improving recognition of and affinity to UCI among targeted stakeholders • Defining, articulating, promoting and defending the UCI brand, story and identity • Generating and supporting new sources of revenue • Capturing a distinctive position among peers • Influencing perceptions to position UCI as a dynamic contributor to society, worthy of support 						
Strategic Thrusts	<ul style="list-style-type: none"> • Quality – Educate, codify and enforce the need for professional-quality materials and communication assets that represent our distinguished university appropriately. • Coordination – UCI’s brand philosophy is grounded in a strong master brand as opposed to discrete, unit-based brands. Improve coordination to ensure that the campus is unified behind a strong, recognizable brand that supports all our efforts. • Influence – Ensure that communications efforts improve our competitive advantage by influencing constituent preference, perception or actions, with priority given to activities that support revenue generation, bolster recruitment and enhance reputation. • Prioritization – Demand for marketing and communications services is increasing dramatically, from both internal units and new external channels, requiring continuous examination of functional scope, investments and priorities, or a greater consideration of organizational structure. • Effectiveness – Now that the foundation of the Strategic Communications function is built, performance measurement and return on investment become critical. More emphasis will be placed on defining success, gauging progress and evaluating outcomes. 						
Strategic Communications Strategies							
BRAND Establish distinctive positioning; develop strong and consistent messaging and visuals; provide training, guidelines, assistance	CREATIVE CONTENT Create resonant, engaging and reusable messages, stories, visuals, posts and materials that advance reputation and influence behavior	MEDIA RELATIONS Focus on advancing strategic priorities; emphasize national and international; manage public crises; repackage for multiple constituents	WEB, DIGITAL & INTERACTIVE Influence, engage and inform key constituents on a continuous basis through web, social and interactive efforts	INTERNAL Influence, engage and inform faculty, students and staff, creating knowledgeable university ambassadors that encourage support	EXECUTIVE Develop influential and engaging messaging, content, presentations and channels for the Chancellor and executive branch; support academic leadership	MARKETING Understand competitors, constituents and channels; influence and engage through advertising, promotions, and content	CRISIS Maintain reputation, position and engagement during periods of public scrutiny, conflict or emergency

Strategic Priorities

BRAND	
Priorities	Progress
<ul style="list-style-type: none"> • Build and protect <ul style="list-style-type: none"> ○ Expand brand standards into new areas, such as signage ○ Update policies and processes to support compliance ○ Continue to develop and share stories and examples that bring the brand story to life ○ Develop new methods and platforms for storytelling, such as interactive • Drive consistency and coordination <ul style="list-style-type: none"> ○ Improve alignment with health ○ Refresh and add templates and tools ○ Continuous education, training and talent development ○ Improve systems and platforms that expedite access to assets and ideas • Expand footprint and reach <ul style="list-style-type: none"> ○ Launch image advertising in digital, new TV and print markets ○ Consider new community partnerships, including LA Rams • Develop and employ metrics for tracking awareness, preference and affinity 	<ul style="list-style-type: none"> • Adoption rate of the new brand standards, which were formally introduced in January 2015, has been better than expected. • Wordmarks, nomenclature, graphic standards and messaging are in wide use. • Image advertising and partnerships improved brand awareness in Southern California. <p>Areas of attention: Tighter coordination with the health enterprise; greater consistency among websites and signage; refresh of policies and procedures to support evolving and expanding standards; establish metrics; expand awareness programs.</p>
CREATIVE CONTENT	
Priorities	Progress
<ul style="list-style-type: none"> • Create multi-media packages <ul style="list-style-type: none"> ○ Incorporate narrative, video/photo, graphics, digital, interactive and other elements ○ Post on digital and social platforms, share with external media ○ Align with marketing initiatives • Produce a high-quality magazine with at least 3 printed issues per year and dynamic online content • Improve integration of the health enterprise <ul style="list-style-type: none"> ○ Share and post stories ○ Add research/academic content to clinical efforts • Build and integrate advancement content <ul style="list-style-type: none"> ○ Staff dedicated to advancement storytelling • Increase visual and interactive storytelling <ul style="list-style-type: none"> ○ Add resources dedicated to video, infographics, motion graphics ○ Develop expertise in interactive, such as augmented reality, games, in-person events and live-action conversations • Re-purpose content <ul style="list-style-type: none"> ○ Share and reprint magazine features, releases, ads and art for recruitment, fundraising, community outreach 	<ul style="list-style-type: none"> • Integrated packages produced in 2015 boosted media exposure and won awards (Greenland, Dalai Lama Mandala) • Upgraded magazine introduced Feb 2016 • Greater use of visuals is providing richer content for social media and marketing • Magazine and website features are connecting with marketing themes, such as student recruitment and health issues. <p>Areas of attention: repurposing and leveraging existing content throughout the institution; increased exposure for health and advancement; development of interactive tools</p>

MEDIA RELATIONS	
Priorities	Progress
<ul style="list-style-type: none"> • Increase story placement in prestigious, targeted national and international outlets <ul style="list-style-type: none"> ○ Increase the number of high-impact stories (UCI is main subject, rather than quoted) ○ Increase in-depth television coverage (e.g. 60 Minutes) ○ Increase number of opinion and thought pieces • Expand social media presence <ul style="list-style-type: none"> ○ Drive greater engagement and share ○ Increase content connected to marketing initiatives, health, donor impact ○ Develop and employ appropriate metrics • Increase coverage of health, donor impact and professional schools <ul style="list-style-type: none"> ○ Increase proactive media outreach ○ Identify and develop stories for web content and media interest • Evaluate success <ul style="list-style-type: none"> ○ Employ and report metrics for reach and message resonance 	<ul style="list-style-type: none"> • Top-tier media attention has increased significantly in recent years, with most of the focus on research. Proactive media placements for health, donor impact and professional schools will help drive incremental improvements. • Social media engagement has expanded, with content primarily focused on news and students. <p>Areas of attention: Further expansion of social and digital media efforts; further penetration of top-tier media, including television and magazines; development and consistent use of metrics</p>
WEB, DIGITAL & INTERACTIVE	
Priorities	Progress
<ul style="list-style-type: none"> • Refresh and update properties <ul style="list-style-type: none"> ○ Ensure web and digital properties are current, accurate and modern. Review existing policies and procedures to make sure expectations regarding maintenance of such properties are clear • Drive consistency and coordination <ul style="list-style-type: none"> ○ Work with units to bring websites and other digital properties up to date and within brand standards ○ Ensure new policies indicate that web and digital properties should adhere to brand standards ○ Establish digital companion assets for marketing initiatives • Increase marketing and interactive activities <ul style="list-style-type: none"> ○ Establish web and digital properties for marketing initiatives (e.g. landing pages for advertisements), content packages (e.g. Greenland and unboil egg), and UCI Magazine. ○ Increase interactive opportunities (feedback platforms, chats/conversations, webinars, games, augmented reality, “ask me anything”) • Share, repurpose and preserve <ul style="list-style-type: none"> ○ Provide an accessible, easy-to-use “bank” of digital, visual and creative assets. ○ Establish a consistent mechanism that makes employees aware of content that is available for reuse 	<ul style="list-style-type: none"> • Institutional and executive websites were modernized to accommodate the greater use of video and smart devices. • Integration with marketing activities, such as ad reinforcement, digital magazine and multimedia packages • Templates were developed to improve consistency <p>Areas of attention: Clean up web universe by shutting down outdated and poor-quality sites, strengthening web policies and improving training and education of units. Expedite asset bank for better sharing and repurposing of assets. Share, develop or outsource talent to ensure content quality.</p>

INTERNAL & EXECUTIVE

Priorities	Progress
<ul style="list-style-type: none"> • Expand into new channels <ul style="list-style-type: none"> ○ Live and interactive events, e.g. Google Hangouts/Skype, live chats, Ask Me Anything, Town Halls • Increase executive op-eds and thought pieces <ul style="list-style-type: none"> ○ Proactive placement in prestigious news outlets ○ Post on websites and social media • Refresh and update digital and visual properties <ul style="list-style-type: none"> ○ Finalize and maintain new Chancellor and Provost websites ○ Provide a consistent stream of photos, videos, infographics, writings and other creative content • Increase stories and features about staff in both internal and external channels <ul style="list-style-type: none"> ○ ZotLine, web, “Bright People” site, collateral • Launch feasibility analysis of a strategic intranet site <ul style="list-style-type: none"> ○ Potential migration of Zot Portal, merge with Zotmail 	<ul style="list-style-type: none"> • New online newsletter was introduced to present information in an efficient, convenient way. • Executive messages were refreshed with a better design • Executive websites were redesigned with the new template <p>Areas of attention: More opinion pieces from executives; development of better alternatives to Zotmail, such as a dynamic intranet; review of more personal and interactive ways to communicate; more attention to staff stories and accomplishments</p>

MARKETING

Priorities	Progress
<ul style="list-style-type: none"> • Expand services to support institutional priorities <ul style="list-style-type: none"> ○ Student recruitment – update collateral, employ digital, tap targeted geographies ○ Athletics – greater advertising, campus presence ○ Philanthropy / new campaign – build team and plan • Develop new channels and geographies <ul style="list-style-type: none"> ○ Digital ○ Customized direct response/email ○ New, targeted markets • Leverage promotional partnerships <ul style="list-style-type: none"> ○ Sports franchises (Ducks, Angels) ○ John Wayne Airport ○ PBS ○ Review new partner opportunities (e.g. LA Rams) • Drive consistency and coordination <ul style="list-style-type: none"> ○ Ensure templates and tools are accessible and easy-to-use ○ Continuous education and training ○ Institute processes and procedures that assist with brand compliance • Prepare for next philanthropic campaign <ul style="list-style-type: none"> ○ With advancement, build marketing team ○ Participate in research and planning • Develop tracking mechanisms to measure progress <ul style="list-style-type: none"> ○ Establish metrics and methodologies ○ Report outcomes and adjust as necessary 	<ul style="list-style-type: none"> • Image advertising and promotions programs have improved awareness and engagement throughout the region. • Quality of materials has improved, with professional-grade collateral used in recruitment and advancement efforts. • Improved brand consistency is helping to elevate the UCI name throughout campus efforts. <p>Areas of attention: Revenue-generating priorities (e.g. recruitment, athletics and philanthropy) need greater marketing attention; new channels such as digital should be developed; better tracking and evaluation is needed</p>

CRISIS	
Priorities	Progress
<ul style="list-style-type: none"> • Work with UCIPD to ensure plans are updated, accurate and properly distributed <ul style="list-style-type: none"> ○ Make adjustments to reputational section of crisis plan, as needed ○ Expedite access to emergency contacts through updated wallet cards, contact lists ○ Ensure affinity groups and critical constituents are in notification plans • Fortify the crisis bench <ul style="list-style-type: none"> ○ Identify and train crisis officers ○ Develop better strategy and positioning skills throughout the team • Improve accessibility to supporting assets (documents, information, visuals) <ul style="list-style-type: none"> ○ Develop systems or data banks through which materials can be accessed remotely 	<ul style="list-style-type: none"> • Reputational crisis plan approved and incorporated into emergency procedures • Notification of contacts and constituents has improved • Key crisis officers have been trained <p>Areas of attention: More crisis officers should be trained and ready; asset bank needs to be more accessible</p>