Get it Right from the Start:
How to Organize for Positive Impact

David Brond
Georgia Health Sciences University
November 12, 2012
By the end of this presentation...

You will have new ideas and additional resources to lead a successful marketing and communications team.
Agenda

I. Organizing to match organizational goals
   A. Leveraging resources across the institution
   B. Creating a one-stop-shop
II. PLAN BIG CHANGE
III. Justifying your budget
IV. Protecting your brand
V. Promoting your message across multiple media
VI. Handling crisis communications
The University of Delaware, the flagship institution of the state of Delaware, is one of the oldest Land Grant institutions in the nation, and also has Sea Grant and Space Grant status. The University is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with very high research activity.
Founded in 1828, **Georgia Health Sciences University** is home to the Medical College of Georgia, the 13th-oldest continuously operating medical school in the U.S. GHSU has more than 2,400 students in five colleges: the Medical College, Allied Health Sciences, Dental Medicine, Graduate Studies and Nursing. It is also home to the 478-bed Georgia Health Sciences Medical Center and the 154-bed Children’s Medical Center.

**Augusta State University** is the oldest public university in the state of Georgia. ASU has more than 6,500 students in four colleges: Pamplin College of Arts, Humanities, and Social Sciences, Hull College of Business, College of Education and College of Science and Mathematics.

The vision of the consolidated university, soon to be **Georgia Regents University**, is to be a top-tier university that is a destination of choice for education, health care, discovery, creativity, and innovation.
Organizing to match organizational goals

UD Strategic Plan

Strategic Milestones

1. A Diverse and Stimulating Undergraduate Academic Environment
2. A Premier Research and Graduate University
3. Excellence in Professional Education
4. The Initiative for the Planet
5. The Global Initiative
6. An Engaged University

VP for Communications & Marketing

- Strategic Communications
- Trademark Licensing
- Creative Services and Web Communications
- Graduate, Research and Global Communications
- Publications & Photography Services
- Public and Media Relations
- Marketing & Advertising
- Marketing Administration & Mascot Program
Organizing to match organizational goals

University of Delaware
Office of Communications & Marketing

40 staff members
31 FTEs

UD Marketing Council
UD Licensing Advisory Committee
UD Bookstore Advisory Committee
Organizing to match organizational goals

OCM Functional Chart

UDaily
- Neil (A)
- Andrea (B)
- John
- Meredith
- Karen
- Alison
- Katie
- Ann
- Artika
- Diane
- Adam
- Dave G
- Eric
- Kathy A
- Nan
- Tracey
- Ambre

Public & Media Relations
- John (A)
- Brond (B)
- Neil
- Andrea
- Meredith
- Tracey
- Nan

Creative
- Molly/Don (A)
- Tina
- Dave B
- Jeff
- Christian
- Keith
- Kathy W
- Danny
- Connee
- Gail
- Carrie
- Sarah

Admin
- Sharon (A)
- Cheryl (B)
- Kamesha
- Ann Marie
- Missy

Web
- Jeff/Dave B (A)
- Dave G
- Corin
- Evan
- Nora
- Carrie
- Keith
- Molly
- Kathy W
- Christian
- Maria

Sales
- Eric (A)
- Nick
- Kamesha
- Kathy W

Production
- Gail (A)
- Kathy W
- Connee
- Danny

Senior
- Brond (A)
- John (B)
- Neil
- Molly
- Don
- Sharon
- Jeff
- Dave B
- Eric
- Gail
- Tracey

Functional Group Meetings should be held weekly

(A) Primary Lead
(B) Secondary Lead
Organizing to match organizational goals

OCM Mission:

Identify and implement **effective methods** of promoting the University of Delaware that enhances the UD brand to key **internal and external constituents** so that the University is recognized around the world as one of the great public institutions of higher education.

*Promote the University's actions, activities, and achievements with consistent, effective and comprehensive communications.*
Creating a one-stop-shop
Sample OCM objectives

I. Establish processes to ensure appropriate **input, counsel and support** for strategic marketing and communications services in support of UD positioning and brand enhancement.

II. Enhance **local and statewide awareness** and understanding of UD through stories of leading edge research, educational quality and access, environmental sustainability and economic impact.

III. Increase **regional, national and international** image, positive reputation, brand recognition and resulting preference so that the University’s innovation and accomplishments are publicly known throughout peer academia, and across the nation and the world.

IV. Develop and administer **policies and procedures** that protect the University of Delaware brand.

V. Provide a **one-stop-shop** resource for all University-related communications and marketing. Serve clients in all of UD’s colleges and University administrative offices with compelling, creative and strategic communications.
Sample external communications
“Soon...the entire world will know of my big plans.”*

Create a PLAN.

Do something BIG.

Make a CHANGE.

*From: BIG Plans, by Bob Shea and Lane Smith.
Marketing philosophy

What we want to achieve

- Awareness
- Image
- Preference
- Use
- Loyalty

What we want customers to do

- Know of Us
- Recognize Us
- Intend to Use Us
- Access Our Programs and Services
- Recommend Us to Others
OCM PRIDE

PERFORMANCE ➔ Measure how we are doing through constant and consistent communication

RECOGNITION ➔ Acknowledge good work by maintaining an open and fun culture

INITIATIVE ➔ Ask smart questions and do things rights, do the right things

DELIVER ➔ Do no harm to our brand

ENTHUSIASM ➔ Show excitement for what we do from events to e-communication
Establishing and maintaining your budget

- Prior year allocation
- Zero-based
- Goal focused
- Project specific
- Return on investment
Results/Effort matrix

- Recently Completed Projects
- Work in Process
- Questions
- New Projects
### Measures of Success -- March 2012

<table>
<thead>
<tr>
<th>Measure Name</th>
<th>Staff Responsibility</th>
<th>Unit of Measure</th>
<th>2011 Jul</th>
<th>2012 Feb</th>
<th>2012 Mar</th>
<th>FYTD</th>
<th>Avg/Mo</th>
<th>PYTD</th>
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<tbody>
<tr>
<td>UDaily Postings</td>
<td>Thomas</td>
<td># of postings</td>
<td>176</td>
<td>260</td>
<td>266</td>
<td>3,512</td>
<td>390.2</td>
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<td>Delaware Media Placements</td>
<td>Chapman</td>
<td># of placements</td>
<td>119</td>
<td>136</td>
<td>236</td>
<td>1,390</td>
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<td>Reg./Nat’l/Intern’tl Media</td>
<td>Boyle</td>
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<td>15</td>
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<td>225</td>
<td>2,725</td>
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<td>2,609</td>
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<td>Research News Articles</td>
<td>Bryant</td>
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<td>77</td>
<td>128</td>
<td>139</td>
<td>985</td>
<td>109.4</td>
<td>922</td>
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<td># of inquiries</td>
<td>58</td>
<td>30</td>
<td>102</td>
<td>491</td>
<td>54.6</td>
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<td>New Web Projects</td>
<td>Barczak/Chase</td>
<td># of projects</td>
<td>28</td>
<td>22</td>
<td>28</td>
<td>233</td>
<td>25.9</td>
<td>234</td>
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<td>Completed Web Projects</td>
<td>Barczak/Chase</td>
<td>Completed projects</td>
<td>18</td>
<td>20</td>
<td>35</td>
<td>216</td>
<td>24.0</td>
<td>235</td>
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<td>Brond</td>
<td># of page views</td>
<td>2,233,710</td>
<td>3,584,796</td>
<td>3,636,644</td>
<td>28,508,159</td>
<td>3,167,573</td>
<td>25,095,584</td>
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<td>Website: Unique Visitors</td>
<td>Brond</td>
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<td>305,774</td>
<td>510,659</td>
<td>558,848</td>
<td>4,315,540</td>
<td>479,504</td>
<td>3,570,942</td>
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<td>Facebook Fans</td>
<td>Chapman</td>
<td># of total fans</td>
<td>20,598</td>
<td>25,974</td>
<td>26,743</td>
<td>26,743</td>
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<td>Facebook Reach</td>
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<td>1,442,276</td>
<td>1,917,933</td>
<td>1,917,933</td>
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<td>Twitter Followers</td>
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<td># of total followers</td>
<td>6,549</td>
<td>10,359</td>
<td>10,715</td>
<td>81,720</td>
<td>9,080</td>
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<td>Boyle</td>
<td># of views</td>
<td>3,829</td>
<td>2,417</td>
<td>2,769</td>
<td>29,926</td>
<td>3,325</td>
<td>23,596</td>
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<td>E-Mails/President</td>
<td>Mulqueen</td>
<td># of inquiries</td>
<td>106</td>
<td>115</td>
<td>231</td>
<td>1,308</td>
<td>145.3</td>
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<td>E-Mails/OCM</td>
<td>Brennan</td>
<td># of inquiries</td>
<td>130</td>
<td>129</td>
<td>120</td>
<td>1,209</td>
<td>134.3</td>
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<td>Print Projects (All)</td>
<td>McKeever</td>
<td>Completed jobs</td>
<td>56</td>
<td>49</td>
<td>46</td>
<td>411</td>
<td>45.7</td>
<td>376</td>
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<td>Video Projects</td>
<td>Boyle</td>
<td>Videos/Podcasts</td>
<td>3</td>
<td>19</td>
<td>11</td>
<td>60</td>
<td>6.7</td>
<td>11</td>
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<td>YoUDee Appearances</td>
<td>Harris</td>
<td># of appearances</td>
<td>2</td>
<td>11</td>
<td>18</td>
<td>124</td>
<td>13.8</td>
<td>120</td>
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<td>Trademark Licensing Approvals</td>
<td>Heckert</td>
<td># of approvals</td>
<td>290</td>
<td>188</td>
<td>344</td>
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<td>Trademark Licensing Royalties</td>
<td>Heckert</td>
<td>Gross royalties</td>
<td>30,752.40</td>
<td>12,841.39</td>
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<td>New Advertisers</td>
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<td># of customers</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>1.9</td>
<td>16</td>
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<td>OCM Product Ad Revenue</td>
<td>Nelson</td>
<td>contract $’s</td>
<td>28,775.00</td>
<td>12,300.00</td>
<td>14,600.00</td>
<td>161,235.00</td>
<td>17,915.00</td>
<td>15,453.00</td>
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<td>Recreation Sponsorship Revenue</td>
<td>Nelson</td>
<td>contract $’s</td>
<td>14,000.00</td>
<td>-</td>
<td>-</td>
<td>44,000.00</td>
<td>4,888.89</td>
<td>37,500.00</td>
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<tr>
<td>Phone Calls for Information</td>
<td>Keane</td>
<td># of calls</td>
<td>3173</td>
<td>3141</td>
<td>3321</td>
<td>29,574</td>
<td>3,286</td>
<td>26,539</td>
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<tr>
<td>Photography Shoots</td>
<td>Cunningham</td>
<td># of shoots</td>
<td>68</td>
<td>99</td>
<td>128</td>
<td>934</td>
<td>103.8</td>
<td>891</td>
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<tr>
<td>Photography Reprints</td>
<td>Cunningham</td>
<td># of reprints</td>
<td>33</td>
<td>35</td>
<td>24</td>
<td>282</td>
<td>31.3</td>
<td>287</td>
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<tr>
<td>Messenger Comments/Suggestions</td>
<td>Manser</td>
<td># of contacts</td>
<td>49</td>
<td>63</td>
<td>72</td>
<td>569</td>
<td>63.2</td>
<td>531</td>
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<tr>
<td>President Speeches Written</td>
<td>Mulqueen</td>
<td># of speeches</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>72</td>
<td>8.0</td>
<td>87</td>
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<td>Customer Satisfaction Surveys</td>
<td>Gregory</td>
<td># completed</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>1.2</td>
<td>31</td>
</tr>
</tbody>
</table>
Measuring impact – processes and outputs

Measures of Success -- March 2012

- UDail Postings
- Delaware Media Placements
- New Web Projects
- Website: Unique Visitors
- Facebook Fans
- Twitter Followers
Key performance indicators for marketing and media relations

**Output-Based Metrics**
- Press/Media Releases
- Media Interviews/Events
- Volume of Coverage
- Tone of Coverage
- Internet Reach

**Impact-Based Metrics**
- Consumer Surveys
- External Surveys/Rankings

**Outcome-Based Metrics**
- Student/Alumni Behaviors

Source: Hanover Research, March 2011.
What is a brand?

What makes your institution worth it?

It’s not what you sell, it’s what you stand for.
Articulate the core message that describes your attitudes, your vision, your mission and your unique identity to the world, consistently and comprehensively.
Tell your story in ways that are:

✔ Inspirational
✔ Differentiating
✔ Memorable
✔ Relevant

Authentic Brands Are Created From Within
How we got to the UD brand

- UD Guiding Principles
- UD Distinguishing Characteristics
- UD Brand Positioning

External Market Drivers
- Cost
- Prestige
- Programs
- Location/campus
- Outcomes

UD Guiding Principles:
- Delaware First
- Diversity
- Partnership
- Engagement
- Impact

UD Brand Positioning:
- Active learning experiences
- Central location in the Mid-Atlantic
- Outstanding faculty with valuable connections to business, government, research opportunities
- Traditional campus with relatively small size enrollment for a public institution
“Roll up your sleeves for a ride that lasts a lifetime.”

- President Patrick Harker
Dare to be first – brand ambassadors
Examples of Brand Awareness Market Research

When you think of colleges and universities throughout the East Coast of the country, which ones come to mind as excellent?

What is UD best known for (global focus; real-world learning)?

The six core messages you just reviewed communicate a distinctive brand for the University of Delaware.

Please rate the following message on whether it communicates a favorable message about UD.

<table>
<thead>
<tr>
<th>Audience</th>
<th>UD Baseline*</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG prospects</td>
<td>15%</td>
</tr>
<tr>
<td>Current UG</td>
<td>26%/25%</td>
</tr>
<tr>
<td>Current Grad</td>
<td>15%/30%</td>
</tr>
<tr>
<td>Prospects, students, faculty, staff, alumni</td>
<td>85% totally agree</td>
</tr>
<tr>
<td>Pillars range from 51% to 67%</td>
<td></td>
</tr>
</tbody>
</table>

*Baseline measures based on market research conducted in June 2009 and May 2010.
Protecting your brand

www.udel.edu/daretobefirst

1) Brand Platform
2) Editorial Style
3) Identity System
4) Athletics
5) Other Graphic Applications
6) Trademark Licensing
Lessons for branding and marketing

1. Be a champion for the cause
2. Involve internal and external stakeholders
3. Use market research
4. Present early and often
5. Ensure Marketing & Communications staff are on board
6. Be creative and bold!
7. Use the entire marketing toolbox
8. Establish rules
9. Generate enthusiasm
10. Live your brand
11. Establish measures of success
Two sides of social media

Realizing the potential

• 80% increase in time spent on social networking sites over the past year.
• Sites like Facebook and others are where our prospective and current students, alumni, donors gather
• 90% of full-time U.S. college students are users

Realizing it as a marketing tool

• Respect the fundamentals and your brand
• One voice, one message
  – The dialogue must be written
• Use data to establish direction
• Remember, not everyone is equally ready
• Don’t be afraid to try new things

Goal is awareness, interaction and transaction
Incorporating a retail mindset

- Customer-driven
- Time to market
- Creativity
- Service
Situational communications

Develop a plan for how information will flow internally and externally in an “emergency”:

• Designate a PIO (Public Information Officer/spokesperson)
• Gather known facts to develop key messages
• Identify subject matter/technical experts as needed
• Disseminate information/keep your website updated
• Open a Joint Information Center/Media Center
• Develop communications from the President
• Monitor the news
• Assess the progress of your response and tweak if needed
• Plan for future communication
Effective communication tips

• Provide a public response as soon as appropriately responsible.
• Stop when you have completed your thought.
• Don’t fill the void.
• Don’t get defensive or confrontational.
• Remember your audience is not the reporter.
• Stay on point.
• Be passionate -- it comes across.
• At the end of your interview, review your key points and be certain that any technical or complex subjects are clearly understood. Ask the reporter if he/she needs any clarification and invite follow up calls.
Communicating effectively

Source: American Association for the Advancement of Science.
Get it Right from the Start: How to Organize for Positive Impact

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