

TASK FORCE 6: Heighten Recognition of IUSB's Resources and Achievements

Guiding Principles: We believe that an on-going, integrated program of marketing, if planned well and implemented intelligently, will greatly benefit IUSB and its stakeholders by *enhancing the match of our resources and achievements with their perceptions, expectations, and values.*

We define marketing broadly, as *managing relationships with key audiences.* Thus, IUSB's marketing program should establish, manage, and maintain its relationships with these stakeholders: potential students; middle and high school counselors, teachers, and administrators; area employers; local opinion leaders; current students; IUSB staff, faculty, and administrators; IU administrators; IU trustees; active alumni; advisory groups; potential donors; state legislators.

The success of IUSB's marketing program depends on its *coordination* with campus strategic plans for enrollment management, academic programs, finances and development, and facilities. Our marketing program should also fit the marketing and communication of Indiana University. In the broadest sense, IUSB's marketing program merges with our customer service and professionalism at work: how IUSB faculty, staff, and administrators represent the campus to the public and to one another.

IUSB's marketing program should become *a process of continuous learning.* We require on-going campus commitment, rather than episodic activity, to track stakeholder perceptions and expectations, to identify campus resources and achievements, and to assess effectiveness of efforts to particular messages to key audiences.

RECOMMENDATION A: DEVELOP A STRATEGIC MARKETING PROGRAM

1. Proposal Description

We recommend that IUSB develop a strategic marketing program, beginning with research to identify particular messages about IUSB's resources and achievements that match values and expectations of our stakeholders. Development, communication, and assessment of these messages should be coordinated with campus strategic plans for enrollment management, academic programs, finances and development, and facilities, with IU marketing and communication efforts, and with internal communications. The intent of this marketing program is to heighten recognition of IUSB's resources and achievements by the public, within Indiana University, and on this campus. The ultimate impact of the program should be to facilitate achievement of IUSB's strategic objectives.

Implementation

2. Proposed Starting Date: Immediately.
3. Duration: On-going.
4. New Staff Required:

The new Vice Chancellor of Public Advancement and University Relations (PAUR) will play a central role in developing IUSB's marketing program. In addition, the new Institutional Researcher will provide crucial assistance in marketing research and assessment. We also note the important role of the campus archivist, who should assist in documenting IUSB's achievements for marketing and other purposes.

5. Estimated Budget: Budget estimates will become clearer as market research identifies particular messages and target audiences. Some financial resources already exist within IUSB's Office of PAUR and the IU Office of Communications and Marketing.

6. Other Factors Needed to Ensure Goals Will Be Met: Acceptance by administration, staff, and faculty of the view that marketing merges with customer relations and professionalism at work.

Assessment

7. Performance Measures: See Recommendation C. for more details.

8. Communicating to the Campus: See Recommendation C. for more details.

RECOMMENDATION B: COORDINATE INTERNAL COMMUNICATIONS

1. Proposal Description

We propose a coordinated multi-method approach to internal communication, to maximize the availability of relevant information to all constituencies. In past years, internal communication has been erratic. In a number of instances, IUSB faculty and staff have learned of major events through the local media outlets. Policies about *what* should be communicated *when* and to *whom* have been non-existent. As a result, the campus has experienced confusion and low morale. Our proposal does not suggest any radically new ideas—rather it suggests a deliberate coordination of current means of communication

OVERSIGHT

We suggest that the Office of Public Affairs and University Relations (PAUR) should have responsibility for coordinating all campus-level internal communication to ensure consistency and completeness. One staff person should be given primary responsibility for this task. Decisions about internal communication policy should be made by the VC for PAUR, in consultation with administrators and representatives from faculty and staff groups. A liaison from each unit could be responsible for initiating contact with the PAUR staff person at least once a month by e-mail with an update.

METHODS OF COMMUNICATION

- Mass-mails: The daily Updates have been a useful way of conveying timely information without overloading the readers. The format with topics at the beginning is very time-efficient. This method is particularly appropriate for time-sensitive information such as urgent information and last-minute reminders. It is also useful for general announcements.
 - Advantages: cheap, timely, easy to distribute, accessible to all
 - Disadvantages: easy to ignore, can only be read at the computer, not suitable for longer information
- IUSB Newsletter: The campus newsletter is useful for feature stories that are not time-sensitive, are too long for mass-mails, and that people might want to keep. Articles that announce faculty and staff accomplishments such as awards, publications and presentations, and transitions help us appreciate our colleagues. Stories that focus on interesting aspects of a particular member of the faculty or staff help create a feeling of community. A summary of remarks by the Chancellor to the Faculty Senate would provide information of interest to all. The calendar of events is a crucial section that can be referred to until the next newsletter arrives.
 - Advantages: can be longer, more formal, can be read anywhere
 - Disadvantages: more costly, not as timely
- IUSB Website: The website provides information both internally and externally, which is not true of the other communication tools described here. This makes it particularly appropriate for information that is appropriate for both audiences. Text prepared for other venues (such as

the campus newsletter) could easily be posted on the website as well. The key issue in using the web is letting the reader know what is available and how to find it. We understand the IUSB website is currently being redesigned to enhance navigation. Perhaps the Faculty-Staff page could have a listing of links to relevant news information. The listing of current stories on the IUSB homepage is good, but needs to be updated more regularly. An easily-accessed events calendar that posts basic information about all events would be extremely useful, but must be constantly updated. This calendar would be very useful internally, but would also be helpful to those coming to campus to various events. (Links to the campus map would be terrific.)

- Advantages: cost-effective, timely, reaches internal and external audiences, can handle long text, can be effectively hyper-linked.
 - Disadvantages: reader must seek it out, must be accessed from a computer, needs to be updated on a daily basis
- Presentations to various groups: The Chancellor, the VCs, and others regularly speak to various groups such as the Faculty Senate and the Bi-Weekly and Professional Staff Councils. These presentations provide information and also allow dialogue, which is critical to good communication.
 - Advantages: interactive, timely, build relationships, misunderstandings can be corrected quickly
 - Disadvantages: must attend to hear message, logistics can be difficult
 - Preface: The bi-weekly student newspaper provides all-campus communication, and is particularly appropriate for information that is of interest to students. Its quality has improved dramatically over the past few years
 - Advantages: reaches students, but also faculty and staff
 - Disadvantages: must seek it out, limited space available, editorial control rests with student editors

(Note: Although it doesn't really fit here, we would like to note that SIGNAGE is a real problem for IUSB. It is very difficult to find our campus and, once you reach the campus itself, it is very difficult to find buildings, rooms, and other locations.)

INFORMATION TO BE COMMUNICATED (and examples)

Policies and policy changes: hiring, personnel issues, parking

Good news: awards, professional accomplishments

Bad news: budget cuts, facilities problems

External events that affect IUSB: legislature

Statistics: enrollment, budget

Transitions: hires, promotions, deaths, etc.

IUSB-sponsored events, even if held off-campus: concerts, sports, speakers (date, time, location)

All events held on campus, even by outside groups: Tribute to Women (date, time, location)

Feature stories: about faculty, staff, students, other university life

Analysis: about IUSB functioning, higher education, etc.

Reminders: deadlines, events, policies

Urgent info: weather emergencies

Impact on Strategic Priorities

It is likely that one of the factors in IUSB's failure to implement strategic priorities in the past is the lack of effective and persistent internal communication practices. In order for any of the strategic priorities to be successful and sustained over time, first they must be communicated and vested internally.

Implementation

2. Proposed starting date: August 2003
3. Duration of proposed program: indefinitely
4. New staff requirements and 5. Estimated budget

This might be handled with current staffing and budget, but would probably need more of each, since we envision more information going out in more ways. We think that at least one half-time writer and one half-time tech support person (web primarily) would be needed. We would also anticipate a slight increase in S&E budget for copy costs.

6. Other factors needed

Assessment

7. Performance Measures
Frequency of publication, reader data ("hits")
8. Evaluation
Periodic consumer satisfaction surveys

RECOMMENDATION C: ADVISORY COMMITTEE AND COORDINATION WORK GROUP

1. Proposal Description

Two committees will be formed to carry out our commitment to enhance the image of IUSB in the community and beyond. One committee will provide advice and oversight and the second group will coordinate the day-to-day marketing and promotional activities of various units on campus. The committee will advise on marketing plans and promotion campaigns; determine how various units can coordinate efforts to insure congruence of messages with the campus image; and insure that marketing funds are spent wisely and that all unit's needs for marketing and promotion are addressed. Committee members will communicate plans to their campus constituencies.

The advisory group will be chaired by the Vice Chancellor of Public Advancement and University Relations (hereafter referred to as VC). Membership will be representative of the campus and should include (but not be limited to) a member of the faculty or an administrator from the following units: The Raclin School of the Arts; External Affairs; Student Affairs; the Faculty Senate (2 representatives); Division of Continuing Education; Alumni Relations; Institutional Research; Enrollment Management and at least one other dean, director or administrator representing Academic Affairs.

The Coordination Work Group will consist of those staff members from any unit who have the direct responsibility to market or promote the activities of that particular unit.

As an example: director of marketing (IUSB campus), marketing manager (Continuing Education); performance coordinator (Raclin School of the Arts), Enrollment Management representative; outreach coordinator, School of Business and Economics; director, Alumni Affairs, IUSB web master, etc. It will be the responsibility of this group to share schedules of all of the activities planned by that unit to avoid duplication and look for ways to cross market programs, events and other activities sponsored by any entity on campus. This group will meet on a monthly basis and will be chaired by a representative of external affairs appointed by the VC. Coordination of a calendar of all events and marketing activities and providing will also be the responsibility of this group. The committee will insure that information and materials are provided to the Schurz Library archivist.

Implementation

2. Proposed Starting Date: Immediately.

3. Duration: These will be on-going committees which should meet on a regular basis. The Advisory Committee will meet at least four times throughout the academic year and the Coordination Work Group will meet monthly throughout the calendar year.

4. New Staff Required: None

5. Estimated Budget: A competitive grant (s) will be provided on an annual basis to encourage new marketing initiatives by campus units. Specific guidelines for this process will be developed by the office of the VC. This would emulate the current grant process developed by the IU Office of Marketing. The Advisory Committee will recommend awards. Funds for this process should be no less than \$5,000.00 per academic year.

6. Other Factors Needed to Ensure Goals Will Be Met: A strong commitment by members of both committees. Committee membership of the Coordination Work Group will be part of job descriptions and evaluated during the annual performance review.

Assessment

7. Performance Measures: A work plan will be presented at the beginning of the year by the VC which will include specific outcomes. Marketing and public relations work plans of all campus units who have an outreach effort will also be provided to the committee. Based on this information, campus goals and outcomes will be determined for the coming year. This insures that this is an on-going process.

Example: Design and distribute (to a specific target market) a marketing piece that represents all graduate programs.

Evaluation: Success will be measured against specific outcomes determined at the beginning of the year (or planning period, if it is longer than a year.)

Outcome: The piece was designed and distributed to “x” undergraduate alumni in a four county area. Based on the piece “Y” inquiries were generated. (In the following year, the outcome might be to follow-up with the recipients and determine if there was an increase in graduate admissions and/or enrollments in graduate programs.)

The coordination work group will provide meeting minutes and a year-end report to the VC and the Advisory Committee. Specific goals and evaluation criteria will be determined by the VC with input from members of the group.

8. Communicating to the Campus: An annual report will be prepared by the staff of the VC and presented and reviewed by the committee. The report should include on-going goals and anticipated outcomes for the following year. The final report will be shared with the Chancellor, the Academic Senate, and the VCs of Academic Affairs and Finance and members of the Chancellor’s Cabinet and the Academic Cabinet.

In addition, the VC will post the annual report on the web site for Public Advancement and University Relations and give an annual update of goals and progress at either the fall or spring all campus meeting. At the request of the President of the Academic Senate, reports may be provided at Senate meetings.