



Item: SP:I-3

**STRATEGIC PLANNING COMMITTEE**

Wednesday, June 14, 2006

**SUBJECT: UPDATE ON GOAL 7 – INCREASING THE UNIVERSITY’S VISIBILITY**

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**PROPOSED COMMITTEE ACTION**

Not Applicable – Information only

**BACKGROUND INFORMATION**

The objective of this update is to provide to the Strategic Planning Committee an overview of the progress made to date on the seventh goal of the newly adopted strategic plan – Increasing the University’s Visibility.

**IMPLEMENTATION PLAN/DATE**

Not Applicable

**FISCAL IMPLICATIONS**

Not Applicable

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**Supporting Documentation:**

**Goal 7 Summary  
Goal 7 Progress Report  
PowerPoint presentation**

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# FLORIDA ATLANTIC UNIVERSITY

Strategic Plan 2006-2013

Goal 7 Progress Report - Summary 10/5/06

## UNIVERSITY COMMUNICATIONS & MARKETING

### GOAL 7: INCREASING THE UNIVERSITY'S VISIBILITY

Florida Atlantic University will increase its visibility and strengthen its image locally, regionally, nationally and internationally by expanding its modes of communicating with internal and external audiences.

**Objective 1:** Showcase University accomplishments internally to faculty, staff and students.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required	Status
1-1. Create an integrated internal communications plan that maximizes the resources of the division of University Communications & Marketing.	All	The integrated internal communications plan will be completed by June 30, 2006.	June 30, 2006	V.P. University Communications & Marketing and staff	No additional cost	Complete (See page 1 of the Progress Report for full details)
1-2. Identify the communications tools that best facilitate delivery of University messages to faculty, staff and students.		The best internal communications methods will be identified after appropriate research. Periodic surveys will indicate positive changes in perception by internal constituents.	April 2006	V.P. University Communications & Marketing and staff	No additional cost	Complete (See page 2 of the Progress Report for full details)

**Objective 2:** Showcase University accomplishments externally to local, regional, national and international audiences.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required	Status
2-1. A) Identify key target audiences (e.g., donors, future students, community leaders) and B) the most effective means to reach them.	All	Key target audiences and the most effective means of communicating with them will be identified by June 30, 2006.	June 30, 2006	V.P. University Communications & Marketing and staff	No additional cost	Partially complete <i>(See page 4 of the Progress Report for full details)</i>  <i>We identified key target audiences, but market research is necessary to measure the best means to reach them.</i>
2-2. Create an integrated external communications plan that takes into account the most important audiences and most effective means of communication and maximizes the resources of the division of University Communications & Marketing.		The integrated external communications plan will be completed by June 30, 2006.	June 30, 2006	V.P. University Communications & Marketing and staff	No additional cost	Complete <i>(See pages 4-6 of the Progress Report for full details)</i>
2-3. Increase the print, radio and TV ads and web presence devoted to positive information about the University.		Periodic surveys will indicate positive changes in perception by external constituents.	2006-07	V.P. University Communications & Marketing and staff	Annual Costs: increase print presence by 25% - \$60,000 increase radio presence by 25% - \$10,000 increase TV presence by 100% - \$60,000 increase web presence by 50% - \$10,000	Not funded for 2006-07
2-4. Hire two additional staff members to increase outreach to the media.		Periodic surveys will indicate positive changes in perception by external constituents.	2006-07		\$120,000 (salaries and benefits)	Not funded for 2006-07

**Objective 3:** Communicate the University’s identity and messages to the public with one consistent voice.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required	Status
3-1. Establish policies and procedures regarding the use of FAU's brand and image and develop a checklist to assist units in adhering to new standards.	All	All University print and web materials will conform to the new visual standards by June 30, 2006.	June 30, 2006	V.P. University Communications & Marketing and staff	Two additional designers - \$120,000 (salaries & benefits)	Partially complete <i>(See page 7 of the Progress Report for full details)</i>  <i>We have established policies and procedures regarding the use of FAU's brand and image. It has been determined that a "checklist" is not the appropriate tool for adhering to brand standards. While funding for additional designers has not been provided, the Visual Comm. department has been integrated into University Comm. &amp; Marketing in an effort to maximize the use of existing staff.</i>
3-2. Conduct market research to help develop the University message and guide communications activities.		Recommendations will be made for strengthening the University message by the 2006-07 academic year.	2006-07	V.P. University Communications & Marketing and staff	\$100,000	Not funded for 2006-07
3-3. Develop a general University message that will be used as the theme for University communication campaigns.		Publications and promotional pieces produced by the individual colleges, campuses and divisions shall reflect and be consistent with the general University message by the 2006-07 academic year.	2006-07	V.P. University Communications & Marketing and staff	Ad copy writer - \$60,000 (salary & benefits)	In progress <i>(See page 6 of the Progress Report for full details)</i>  Ad copy writer not funded for 2006-07

**Objective 4:** Develop the infrastructure necessary to maintain and expand the University’s communications resources.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required	Status
4-1. Conduct yearly budgetary, technology and infrastructure inventories of communications resources.	All	Potential areas of weakness will be identified and recommendations made to enable the University to achieve state-of-the-art communications technology and infrastructure capability.	Annual	V.P. University Communications & Marketing and staff	TBD	Pending year-end
4-2. Designate a central communications liaison for each college and key University unit.		Communications liaisons will be designated or hired by the 2006-07 academic year.	2006-07	V.P. University Communications & Marketing and staff and respective VPs/deans	Add liaisons for units that do not have this kind of staffing (four positions -- \$250,000 -salaries & benefits)	Complete (for units with communications staff)  New staff not funded for 2006-07  <i>(See page 8 of the Progress Report for full details)</i>
4-3. Designate a key individual dedicated to the oversight and management of the Content Management Software migration program.		CMS administrator will be hired by the 2006-07 academic year.	2006-07	V.P. University Communications & Marketing and staff	CMS administrator - \$100,000 (salary & benefits)	Not funded for 2006-07

**Objective 5:** Develop a crisis communication plan that takes into consideration the unique elements of a distributed campus model and can be applied to a wide variety of emergency scenarios.

Strategy	Campus	Outcome	Target Date	Accountable Individual	Resources Required	Status
5-1. Survey local, regional and national peers to compare existing crisis communications plans.	All	Wide-ranging knowledge of effective crisis communication strategies will be obtained by the 2006-07 academic year.	2006-07	V.P. University Communications & Marketing and staff and relevant EH&S staff	TBD	In progress
5-2. Send key communicators to crisis communications workshops to learn the latest methods in crisis communications.		Workshop attendees will report on lessons learned and how those lessons can help FAU deal with many kinds of emergencies.	2006-07	V.P. University Communications & Marketing and staff and relevant EH&S staff	\$3,000	Pending budget availability
5-3. Conduct a yearly review/revision of the crisis communications plan and enlist the help of the University's emergency personnel to review the plan and provide feedback.		Communication in crisis situations will improve, as measured by annual surveys of key administrators and staff.	Annual	V.P. University Communications & Marketing and staff and relevant EH&S staff	No additional cost	Pending year end

**Strategic Plan 2006-2013**  
**Goal 7 Progress Report – 10/5/06**

**Goal 7:** Florida Atlantic University will increase its visibility and strengthen its image locally, regionally, nationally and internationally by expanding its modes of communicating with internal and external audiences.

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**Objective 1:** Showcase University accomplishments internally to faculty, staff and students. **(1-1)** Create an integrated internal communications plan that maximizes the resources of the University’s communications office. **(1-2)** Identify the communications tools that best facilitate delivery of University messages to the faculty, staff and students.

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**(1-1) Integrated Communications Plan:** Based on survey results gathered during the implementation of objective 1-2 (see next page), the following components comprise the strategy for communicating with faculty, staff and students:

- *Update* – the monthly online newsletter for employees.
- University Calendar of Events – comprehensive online listing for University-wide audiences.
- Bundled E-mails – twice-weekly e-mails to all employees listing news, events and items of interest. (In addition, a newly implemented human resources-specific weekly e-mail is an example of our efforts to strengthen this communication channel.)
- Announcements to Students – information posted to MyFAU channels. Items of high importance are e-mailed to student accounts. (We are working closely with the office of the Provost and the division of Student Affairs to refine the standards and procedures for using e-mail and MyFAU to communicate with students.)
- New/Expanded Communication Tools – exploring options such as text messaging via cellular phones, further use of MyFAU’s audience targeting features and other technologies as adopted and supported by the University’s Information Resources Management department.

**(1-2)** In order to most effectively gauge the perceptions of FAU's internal audience, it was decided to segment it into 1) employees and 2) students.

*Employees:*

In March 2006, the division of University Communications and Marketing conducted an online survey intended to measure the effectiveness of certain communications tools as they relate to faculty, staff and administrators. The survey was sent to all employee e-mail accounts and yielded 618 participants.

*Participant Characteristics:*

Primary Campus:		Classification	
76.9%	Boca Raton	6.6%	Administrator
10.6%	Broward	30.7%	Faculty
7.8%	Jupiter	29.8%	AMP
1.8 %	Treasure Coast	24.4%	SP
2.9%	No Response	8.4%	No Response

Based on the results of the survey, we have identified the following as the most effective means of communicating with FAU employees:

- E-mail announcements
- University homepage

Additionally, we have identified the following as other effective means of communicating with employees:

- University-wide calendar of events
- MyFAU homepage
- *Update* online

Note: Employees who do not work at a dedicated computer terminal rely on departmental computers or public access terminals in areas such as the library to access necessary information. Their supervisor also serves as a supplier of pertinent information.

*Students:*

In August 2006, the division of University Communications and Marketing conducted an online survey intended to measure the effectiveness of certain communications tools in reaching students. The survey was open to all 26,000 students on all campuses, and yielded over 2,200 participants (9%).

*Participant Characteristics*

Primary Campus		Age	
71.1%	Boca Raton	1.3%	Under 18
11.8%	Davie	47.3%	18-24
7.1%	Jupiter	31.1%	25-39
5.8 %	Treasure Coast	17.6%	40-54
3.4 %	Fort Lauderdale Downtown	2.7 %	55-64
0.6%	SeaTech (Dania Beach)	0.1%	65 or older

Enrollment Status		Academic Level	
67.9%	Full Time	0.4%	FAU High School
32.1%	Part Time	73.4%	Undergraduate
		26.2%	Graduate



Based on the results of the survey, we have identified the following as the most effective means of communicating with FAU students:

- E-mail announcements
- University home page
- MyFAU

Additionally, word-of-mouth through professors and other students was identified as an effective means of communicating with students. The least effective means of communicating with students was identified as 1) student and local newspapers and 2) television newscasts.

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**Objective 2:** Showcase University accomplishments externally to local, regional, national and international audiences. **(2-1)** Identify key target audiences (e.g., donors, future students, community leaders) and the most effective means to reach them. **(2-2)** Create an integrated external communications plan that takes into account the most important audiences and most effective means of communication and maximizes the resources of the division of University Communications and Marketing. **(2-3)** Increase the print, radio and TV ads and web presence devoted to positive information about the University. **(2-4)** Hire two additional staff members to increase outreach to the media.

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**(2-1)** During the website redesign process undertaken in 2005, extensive research was conducted to identify FAU's key target audiences, which are:

- Students (current & prospective)
- Faculty/Staff (current & prospective)
- Alumni & Friends
- Donors (current & prospective)
- Community Leaders
- Academic Community
- Government Leaders

While the strategic plan calls for determining the most effective means to reach each audience, that determination should be based on the goals of individual communications efforts. The division of University Communications and Marketing now requires that all communications efforts include a return on investment (ROI) measurement that will indicate the effectiveness of that effort. In time, this will create a baseline of knowledge regarding how best to communicate to each audience under various circumstances and for different purposes.

**(2-2)** The integration of FAU's communications and marketing efforts is key to maximizing the effective use of the resources the University has for such purposes. The integrated communications plan consists of four phases:

**PHASE 1: Reorganize and integrate communications staff (also corresponds to objective 4-2)  
(By November 1, 2006)**

President Brogan created the division of University Communications and Marketing and initiated a University-wide reorganization of communications staff. This reorganization will provide communications staff the benefit of being members of both their respective units and the division of University Communications and Marketing, thus allowing for greater synergy and accountability.

*Status of division staff integration:*

- Academic Affairs ..... Complete
- Advancement ..... Complete
- Athletics ..... Pending A.D.'s signature
- Broward Campuses ..... Complete
- Jupiter Campus ..... Complete
- Research ..... Complete
- Treasure Coast ..... Complete
- Student Affairs ..... Position does not currently exist *(University Communications & Marketing is working directly with the VP to develop and implement a communications plan.)*

*Status of college staff integration:*

- Arts & Letters ..... Pending dean's signature
- Biomedical Science..... Position does not currently exist (*University Communications & Marketing is working directly with the Dean's office until the position is established or a qualified liaison is identified.*)
- Business..... Complete
- CAUPA ..... Position does not currently exist (*University Communications & Marketing is working directly with the Dean's office until the position is established or a qualified liaison is identified.*)
- Education..... Hiring in-process
- Eng. & Comp. Science.... Pending dean's signature
- Honors College ..... Position does not currently exist (*University Communications & Marketing and the Jupiter campus communications staff person are working directly with the Dean's office until the position is established or a qualified liaison is identified.*)
- Nursing..... Hiring in-process
- Science ..... Complete
- Libraries ..... Complete

**PHASE 2: Finalize marketing plans for each college and division  
(By November 15, 2006)**

In order to fully realize the benefits of the integrated communications strategy, each college/division will create a marketing plan that will serve as a roadmap for ongoing communications efforts. As part of this process, the communications staff will discuss how FAU will move toward a marketing strategy by which we tell the story of the University through the lives of the people we touch. Towards this goal, each college/division will identify students, faculty/researchers and alumni who have interesting stories relating to the ways FAU has impacted their lives. We will also define the role of marketing messages for each unit as they relate to the University-wide brand.

**PHASE 3: Merge marketing plans  
(By December 15, 2006)**

We have been working with a local company to develop an online interface through which all communications staff can view, edit and update their own marketing plans while being able to view the plans of other colleges/units. This online interface will also allow the various departments within the division of University Communications and Marketing to better serve the colleges/divisions as they work together to implement the components of each plan. Once each college/division has drafted its plans and included it in the online marketing database, the plans will be continuously coordinated with the University-wide communications plan to reveal opportunities for cross-marketing and uncover potential communications gaps.

**PHASE 4: Marketing message (also corresponds to Objective 3-3)  
(2006-07)**

A University-wide marketing message is only effective if it represents what are the 1) remarkable, 2) unique and 3) memorable aspects of the institution at-large.

The mission, vision, values and goals set forth in the strategic plan — along with guidance from the Board of Trustees and the University administration — are key to defining what is remarkable, unique and memorable about FAU. Using these as a guide, our philosophy is to develop a *message architecture* to build FAU's image locally, regionally and globally. In doing so, we will provide a blueprint from which colleges and divisions can create individual marketing messages that effectively represent the unit while complimenting the University brand. With our guidance, each unit will develop a messaging brief as part of its marketing plan.

While it is our opinion that an outside agency could provide a beneficial third-party perspective for this process, we can proceed by working collaboratively across the University to develop marketing messages that integrate with each other in an effort to further establish our reputation as a comprehensive teaching and research university committed to touching the lives of people at home and around the world.

**(2-3)** Not funded for 2006-07

**(2-4)** Not funded for 2006-07

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**Objective 3:** Communicate the University's identity and messages to the public with one consistent voice. **(3-1)** Establish policies and procedures regarding the use of FAU's brand and image and develop a checklist to assist units in adhering to new standards. **(3-2)** Conduct market research to help develop the University message and guide communications activities. **(3-3)** Develop a general University message that will be used as the theme for University communication campaigns.

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**(3-1)** The division of University Communications and Marketing has prepared a comprehensive visual standards manual and a quick reference guide that provide guidelines for working with the University's logos. Additionally, we rely on the increased connectivity among all communications staff and the division to afford greater oversight of the University's brand.

**(3-2)** Not funded for 2006-07

**(3-3)** See **Objective 2-2, Phase 4** on page 6 for details regarding marketing message

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**Objective 4:** Develop the infrastructure necessary to maintain and expand the University's communications resources. **(4-1)** Conduct yearly budgetary, technology and infrastructure inventories of communications resources. **(4-2)** Designate a central communications liaison for each college and key University unit. **(4-3)** Designate a key individual dedicated to the oversight and management of the Content Management Software migration program.

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**(4-1)** This will be conducted at year-end.

**(4-2)** Also corresponds to Objective 2-2 - President Brogan created the division of University Communications and Marketing and initiated a University-wide reorganization of communications staff. This reorganization will provide communications staff the benefit of being members of both their respective units and the division of University Communications and Marketing, thus allowing for greater synergy and accountability. NOTE: A number of colleges/units do not have communications staff, so they have identified key contacts to work with the division of University Communications and Marketing.

**(4-3)** Not funded for 2006-07

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**Objective 5:** Develop a crisis communication plan that takes into consideration the unique elements of a distributed campus model and can be applied to a wide variety of emergency scenarios. **(5-1)** Survey local, regional and national peers to compare existing crisis communications plans. **(5-2)** Send key communicators to crisis communications workshops to learn the latest methods in crisis communications. **(5-3)** Conduct a yearly review/revision of the crisis communications plan and enlist the help of the University's emergency personnel to review the plan and provide feedback.

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**(5-1)** Collection of crisis plans from other institutions is in progress.

**(5-2)** This is pending available budget in the Spring semester.

**(5-3)** This will be conducted at year-end.