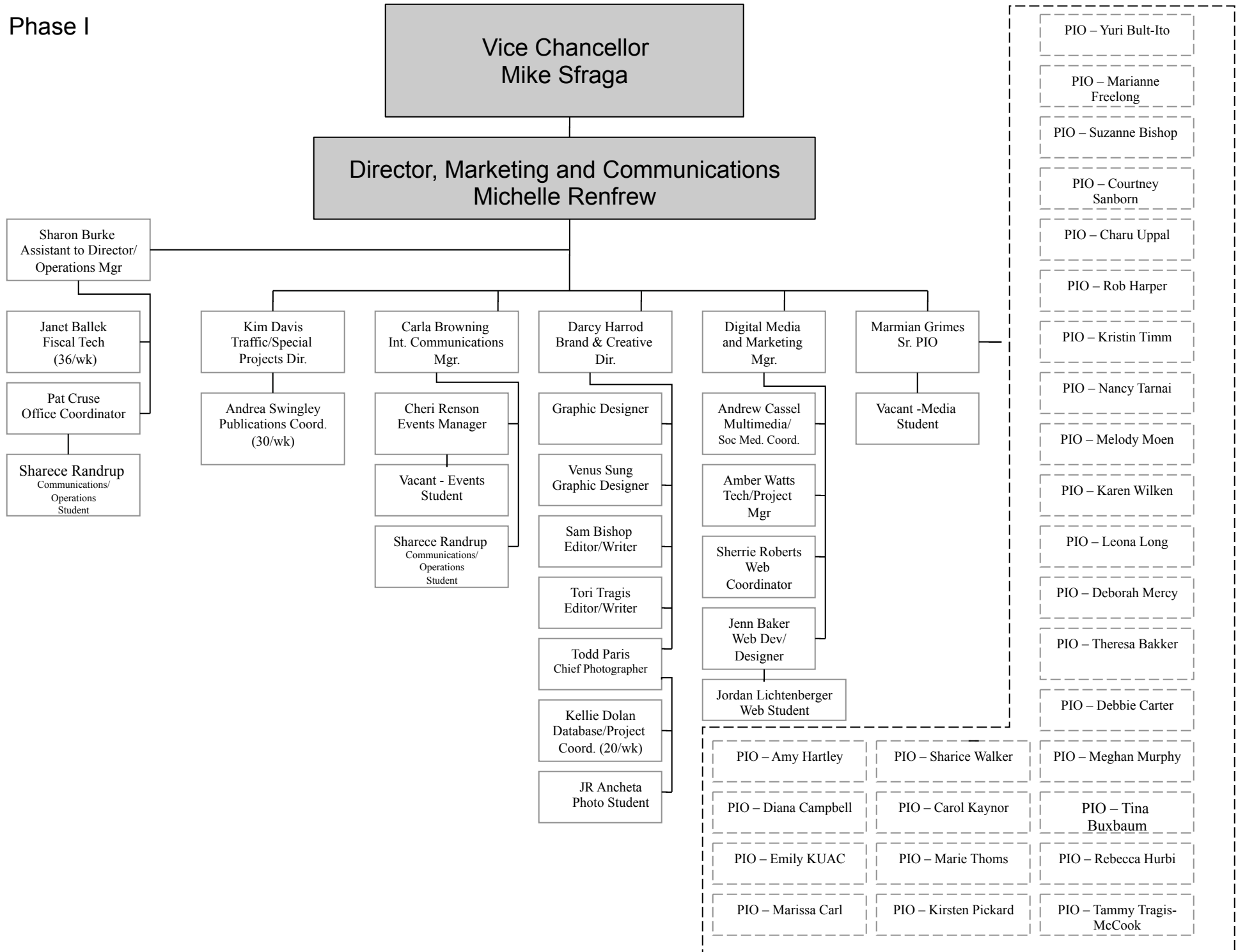


Phase I



EMPLOYEE	JOB FAMILY CLASSIFICATION	WORKING TITLE
Marketing and Communications		
FY14		
Baker, Jeanette	Non-exempt	Web Developer/Designer
Ballek, Janet	Non-exempt	Fiscal Tech
Bishop, Sam	Non-exempt	Editor/Writer
Browning, Carla	Exempt	Internal Communications Manager
Burke, Sharon	Exempt	Assistant to Director/Operations Manager
Cassel, Andrew	Non-exempt	Multimedia/Social Media Coordinator
Cruse, Patricia	Non-exempt	Office Coordinator
Davis, Kimberlee	Exempt	Traffic Director
Designer - Vacant	Non-exempt	Designer
Digital Media and Marketing Mgr - Vacant	Exempt	Digital Media and Marketing Manager
Dolan, Kellie	Non-exempt	Data/Photo Processor
Grimes, Marmian	Exempt	Sr. Public Information Officer
Harrod, Darcy	Exempt	Brand and Creative Director
Paris, Todd	Non-exempt	Chief Photographer
Renfrew, Michelle	Executive	Director
Renson, Cheri	Exempt	Events Manager
Roberts, Sherrie	Non-exempt	Web Coordinator
Sung, Venus	Non-exempt	Designer
Swingley, Andrea	Non-exempt	Trademark/Publisher Specialist
Tragis, Tori	Non-exempt	Editor/Writer
Watts, Amber	Non-exempt	Tech Manager

UAF Integrated Marketing and Communications Plan

July, 2012 – June, 2013

OUTLINE

1. Introduction
2. Research
3. Situational Analysis
4. Overarching Goal
5. Overarching Objectives
6. Target Audiences
7. Overarching Key Messages
8. Brand Strategy (foundational strategy)
9. Creative Strategy
10. Marketing Strategy
11. Public Relations Strategy
12. Overarching Action Plan- (30,000 foot view)
13. Annex Plans

INTRODUCTION

The University of Alaska Fairbanks Integrated Marketing and Communication Plan supports UAF Marketing and Communications efforts and advances the university's mission and strategic objectives.

This plan serves the following purpose:

- Aligns university messaging with institutional priorities
- Serves as a guide for broad marketing and communication activities and messaging
- Outlines UAF's marketing and communications priorities

This plan is organized into the following sections:

- Research
- Situational Analysis
- Key Messages
- Goals and Objectives
- Strategy
- Implementation
- Evaluation

RESEARCH

Over spring and summer 2012 Marketing and Communications spent time analyzing institutional reports and secondary research to look for commonalities and trends. Some of the reports include the following:

- UAF Strategic Plan
- UA Strategic Direction Initiative
- UA Academic Master Plan 2011-2015
- UA Economic Impacts MCDowell Survey 2012
- UA Research Presentation
- FY12 Fall Financial Review
- UAF 2010 Performance Report
- Academic Development Plan 2007
- Accreditation Plans
- CDAC Campus climate survey
- UAF Vision 2017 Task Force Report
- FY14 Operating & Capital Budget Requests: UAF Shaping Alaska's Future

In addition, Marketing and Communications lead a series of discussions with UAF Public Information Officers, fellow advancement colleagues and conducted a broad SWOT Analysis. This information is summarized in the following situational analysis.

SITUATIONAL ANALYSIS

UAF is the birthplace of the University of Alaska system and still maintains its origins as the land, sea and space grant institution for Alaska and as the UA system's main research core. With its arctic location, UAF offers a unique research and learning environment for employees, students and members of the public that is unlike anywhere else in the world. In addition, its standing as an active member of the Interior and Alaska communities allows UAF to meet the needs of the many people it serves.

Key strengths include:

- History and longevity
- Statewide presence and mission
- Strong research activity and accompanying academic opportunities
- Highly engaged partners, community supporters and alumni
- Location
- Responsiveness to state needs
- Research capabilities

UAF is a large, complex organization that has adopted a strongly decentralized concept in all aspects of its operation, from human and financial resource allocation to marketing and public relations. While that has built strong affinity within units, it has created a large amount of internal competition among units that makes it difficult to accomplish broad institutional goals or campaigns. Competition for resources creates a challenging environment for employees. Broad institutional strategies are often sidelined in the name of more provincial needs and concerns. The concept of "a rising tide lifts all boats" is a difficult sell within UAF.

Key weaknesses include:

- Lack of institutional focus and competing priorities
- Lack of implementation of broad institutional priorities
- Duplication of efforts due to decentralized model
- Continued internal decentralization trend in advancement
- Competition among units for funding
- Hesitation to implement a unified approach

UAF is a global leader in arctic related research and issues, and the “Alaska experience” has never been more attractive. In addition, a newly articulated brand strategy and marketing campaign has once again put UAF in the forefront of the minds of Alaskans. A commitment to ensuring UAF stays visible and top-of-mind is critical moving forward and has provided a foundation for the upcoming centennial in 2017.

Key opportunities include:

- Steady or growing interest in the Arctic and Alaska, including the “Alaska experience”
- Commitment to integrating the research and learning experience for students
- Exploration of alternative funding sources, such as public-private partnerships, research commercialization and private giving
- A newly articulated brand/institutional identity
- UAF celebrates 100 years as Alaska’s first university in 1917 paving the way for PR and fundraising opportunities

The coming years are likely to be challenging for UAF, especially, from a financial standpoint. At the federal level, competition for federal research grants will increase as the total dollars available shrinks. At the state level, revenues are expected to remain flat or decline. Capitalizing on strengths and positive opportunities for change, along with correcting weaknesses and mitigating external threats will help UAF maintain its competitive position. Now more than ever, student recruitment and tuition revenue are critically important in helping manage fiscal challenges in the years ahead.

Key threats include:

- Flat or decreased funding from the State
- Increased competition for a shrinking pool of Alaska high school graduates
- Homogenization of UA
 - UAA PhD and research positioning
 - “Statewide” programs (both real and positioned)
- Vulnerability to downsizing of major employers (military, large businesses)
- Low employee engagement and morale
- Continued growth of influence (politically and economically) of Southcentral Alaska
 - Internal to UA
 - External
- Lack of a sustained marketing and PR presence within Alaska and with UAF’s competitors

OVERARCHING COMMUNICATIONS GOAL- To position the University of Alaska Fairbanks as a premier student-centered teaching and research university, strengthen UAF's image and gain support from stakeholders.

OVERARCHING OBJECTIVES

1. Increase awareness of UAF.
2. Increase engagement with UAF.
3. Increase support for UAF.

TARGET AUDIENCES

- Prospective students and their parents
- Current students
- Employees
- Alumni
- Donors and advocates
- Policy makers- local and statewide government
- Community

KEY MESSAGES (MAJOR OVERARCHING KEY MESSAGES- No more than 5-6 key messages with several supporting messages for greater context.)

1. We are Alaska's research university and America's Arctic University.

- UAF is America's arctic university and a national and world leader in climate change and Arctic research.
- UAF researchers are world-renowned in their fields and the work they do is important and notable.
- UAF maintains many partnerships and collaborations throughout Alaska and the world, which drive innovation and create meaningful discoveries.
- UAF's research helps sustain Alaska's economic growth and enhance Alaska communities.

2. We deliver a quality education at an affordable price.

- We are Alaska's only Land, Sea and Space Grant University, that offers everything from workforce development and vocational programs to master's degrees and PhDs.
- At UAF, students find a wide variety of academic programs to inspire them.
- An education at UAF provides a hands-on learning experience in the vast dynamic laboratory that is Alaska.
- Students at the Fairbanks campus have a traditional college experience, including a robust campus life, opportunities for research and creative work, small class sizes and accessible instructors.

- Community campuses and outreach and learning centers throughout Alaska provide enriching education and programs that reflect the cultural, social and economic values of the communities they serve.

3. We enrich the lives of Alaskans and engage our communities, state, nation and world through our teaching, research and service work.

- UAF is a catalyst for innovation and economic development for communities and the state.
- UAF is a good investment for our partners, donors and funding agencies.
- UAF is an asset to Alaska, the nation and the world, making our communities a better place to live.

4. Our location defines us and provides transformational experiences from the personal to the global.

- The Alaska lifestyle is woven into the UAF experience.
- At UAF, our location offers the opportunity for global significance, just outside the front door.
- In work and play, we embrace our unique lifestyle and inspiring surroundings.
- Our arctic location defines our research.

5. We are a welcoming and supportive community.

- Your success matters to us and we will help you find what you need to succeed here, as a student or a professional.
- At UAF, everyone fits in: We are diverse, attracting people of all ages and backgrounds and from around the world.
- UAF is a family, once a Nanook, always a Nanook.

BRAND STRATEGY

In January 2011 the University of Alaska Fairbanks embarked on its first comprehensive branding initiative. The purpose of the initiative was to define UAF's brand identity and positioning to create a strategic marketing approach that would serve UAF through our centennial in 2017 and beyond, with far-reaching benefits to strengthen enrollment and philanthropic support.

UAF BRAND IDENTITY

Brand Positioning - *brand positioning is the part of the brand identity we actively communicate to our many audiences.*

The University of Alaska Fairbanks draws students in to a welcoming community, offering them inspiring and transformational educational challenges – from the personal to the global – in the vast, dynamic laboratory that is Alaska.

Brand Essence - *The core characteristic that defines a brand.*

Inspired by place

Brand Personality

UAF is sociable, engaging, stimulating, down-to-earth and always “game.”

BRAND CHARACTER – *attributes people associate with UAF.*

Embracing

We are a mentoring, tight-knit community. Bound by common interests (social, culture, geographic, environmental, political, economic), we eagerly draw in those around us for study, work, advocacy and play. Kinship and belonging provide rewards and benefits, on campus and in the greater community.

Stimulating

We are enlivened by our environment – by Alaska. A sense of pride and competence comes with everyday living. Hands-on opportunities and transformational research, create a rich and worthwhile experience for many students. Finding our place in the far north binds, drives, warms, and transforms us, providing an endless source of inspiration, curiosity and study.

Authentic

We are unpretentious, approachable and “come as you are.” We think for ourselves, preferring to define our self-image on our own. We’re grounded in reality, living and working together in an open, unaffected way. You can trust us to be frank, sincere and loyal. At UAF quality of life, not quantity, is our priority.

Practical

At UAF, value matters. A UAF degree is an investment, and we're proud to deliver quality education at an affordable price. Top-notch and accessible faculty and breadth and depth in academic study produces job-ready students. It's a savvy measure of assurance and, ultimately success, to choose UAF.

TAGLINE- *A catchy or descriptive phrase that is developed to promote a brand as part of a campaign and changes depending on the campaign theme.*

Naturally Inspiring.

CREATIVE STRATEGY

The UAF Brand Book was developed as a guide to ensure consistent messaging and visuals are used throughout our many communications. The brand book brings the brand strategy to life through visuals, tone of voice, templates and examples of how to incorporate the brand across campus. An online toolkit was developed for campus to download predesigned templates and graphics for their materials to increase consistency in marketing and communications efforts across campus and unify our visual identity and messaging. www.uaf.edu/brandbook.

MARKETING STRATEGY

The university's marketing strategy uses the brand identity and creative strategy to build consistency among materials and deliver major messaging in a unified manner to target audiences.

Messages: Naturally Inspiring, Welcome to Nanook Nation

Visuals: Logos, colors, graphics, photography, fonts, web guidelines

Mediums: Publications, templates, mailers, posters, ads, websites, multimedia and social media

Marketing Mix: Advertising, TV spots, radio spots, print ads, environmental signage, online advertising, social media, promotions, video production.

PUBLIC RELATIONS STRATEGY

The university's public relations strategy reinforces key messaging and strengthens the brand strategy through various communications channels.

Mediums: news releases, PSA's, internal employee and student newsletters, Grapevine, social media, radio interviews, speaking engagements, interviews with experts, Aurora magazine, events, opinion editorials, editorial boards, Cornerstone News site.

Marketing and Communications also leads the campus-wide Public Information Officer Consortium, a group of communication professionals from around the campus.

TARGET AUDIENCES:

- Prospective students and their parents
- Current students
- Employees
- Alumni
- Donors
- Policy makers- local and statewide government
- Community

TARGET AUDIENCE: Prospective students and their parents

STRATEGY:

Engage with the Office of Admissions and the Registrar to revamp the prospective student communication plan and brand existing materials. Repurpose the existing Naturally Inspiring marketing campaign

TACTICS:

- Create a new search piece for Admissions targeting prospective students
- Update the Viewbook with current information
- Refine existing recruitment communication plan
 - Update communication plan letters
 - Reduce the amount of materials being sent
- Target marketing to coincide with admissions counselor visits to Lower-48 recruitment areas
- Social media postings designed to engage and inform prospective students
- Update Admissions website and ensure brand consistency throughout first, second and third level pages
- Launch an early fall/late winter marketing campaign
 - T.V.
 - Radio
 - Print
 - Social Media
- Place print ads in Alaska Airlines Magazine

RECOMMENDED KEY MESSAGES:

2. We deliver a quality education at an affordable price.
4. Our location defines us and provides transformational experiences from the personal to the global.
5. We are a welcoming and supportive community

TARGET AUDIENCE: Current students

STRATEGY:

Work with New Student Orientation, Athletics and other departments on campus to integrate brand and marketing concepts into student focused events. Introduce targeted environmental signage in high traffic student areas.

TACTICS:

- Create a video wrap to debut at convocation and launch via social media guerilla marketing
- Assist in brainstorming trinket give-aways for New Student Orientation
- Design and distribute window clings for dorm rooms and around campus buildings
- Update and place new environmental branding signage around campus
 - chalk stencils #NanookNation
 - new location street banners
 - Gobo placements
 - Misc. brand banners
 - Dormitories
 - Student Recreation Center
 - Wood Center
 - Library
- Communicate important messaging via the Cornerstone student newsletter
- Engage with students across a variety of current social media platforms
 - Facebook
 - Tumblr
 - Pintrest
 - Spotify
- Monitor and implement new social media platforms that may reach students
- Use existing television monitors in campus buildings for messaging
- Increase UAF marketing efforts at athletic events

RECOMMENDED KEY MESSAGES:

2. We deliver a quality education at an affordable price.
4. Our location defines us and provides transformational experiences from the personal to the global.
5. We are a welcoming and supportive community

TARGET AUDIENCE: Employees

STRATEGY:

Build employee morale, engagement and pride throughout our campuses and wrap brand concepts into existing campaigns and campus initiatives. Improve customer service and strengthen relationships with departments around campus.

TACTICS:

- Use the existing Cornerstone staff and faculty newsletter for messaging to employees
- Develop an html onboarding welcome letter for new employees in partnership with Human Resources
- Establish a culture committee to develop a campus climate survey and establish employee morale and incentive programs
 - Nook Notes
 - Employee reward programs
- Promote Blue and Gold Fridays via social media and campus communications

- Develop and implement promotional activities targeted for employees
- Streamline the marketing and communications intake request form to improve access to communications tools for campus
- Engage with students across a variety of current social media platforms
 - Facebook
 - Tumblr
 - Pinterest
 - Spotify
- Utilize the Grapevine anonymous Q&A forum to answer questions from employees to increase transparency with administration

RECOMMENDED KEY MESSAGES:

1. We are Alaska's research university and America's Arctic University.
4. Our location defines us and provides transformational experiences from the personal to the global.
5. We are a welcoming and supportive community

TARGET AUDIENCE: Alumni

STRATEGY:

Engage with the alumni association to better integrate and coordinate marketing and communications efforts. Sustain a statewide marketing and public relations campaign.

TACTICS:

- Feature relevant stories and information in Aurora Magazine
- Send the Aurora Magazine to all UAF alumni that we have contact information for
- Establish an Aurora Magazine editorial board and identify strategic Alumni participate
- Work with Alumni to update their website and incorporate brand elements
- Develop an Alumni focused e-newsletter
- Rendezvous
- Launch an early fall/late winter marketing campaign targeted to prospective students but also to keep UAF top of mind for alumni
 - T.V.
 - Radio
 - Print
 - Social Media
- Ensure a consistent stream of news releases on varying topics are disseminated from UAF covering a wide range of topics of interest to alumni
- Gain a wide variety of media coverage and placements around state to keep alumni informed about what UAF is doing
- Place opinion editorials in strategic Alaska newspapers to inform on important issues and events

- Engage with students across a variety of current social media platforms and increase engagement with alumni specifically on Facebook
 - Facebook
 - Tumblr
 - Pinterest
 - Spotify

RECOMMENDED KEY MESSAGES:

1. We are Alaska's research university and America's Arctic University.
3. We enrich the lives of Alaskans and engage our communities, state, nation and world through our teaching, research and service work..
5. We are a welcoming and supportive community

TARGET AUDIENCE: Donors

STRATEGY:

Engage with development to better integrate and coordinate marketing and communications efforts to donors, advocates and philanthropic funding agencies.

TACTICS:

- Feature relevant stories and information about the impact donors are making to UAF in Aurora Magazine
- Send the Aurora Magazine to all UAF alumni that we have contact information for, donors within the last five years and major funding agencies to keep UAF top of mind
- Redesign the development website to make it more efficient and donor friendly
- Launch an early fall/late winter marketing campaign targeted to prospective students but also to keep UAF top of mind for donors, advocates and funding agencies
 - T.V.
 - Radio
 - Print
 - Social Media
- Incorporate UAF Naturally Inspiring branding elements into all donor communications
- Work with development to identify a news release matrix for donors to ensure coverage is in alignment with the type and amount of the gift
- Share donor stories and impact on social media

RECOMMENDED KEY MESSAGES:

1. We are Alaska's research university and America's Arctic University.
3. We enrich the lives of Alaskans and engage our communities, state, nation and world through our teaching, research and service work.
5. We are a welcoming and supportive community

TARGET AUDIENCE: Policy Makers- local and statewide government

STRATEGY:

Develop and leverage a coordinated legislative strategy for UAF. Use existing communication tools to show case UAF and develop targeted communication pieces to educate policy makers on UAF needs and priorities.

TACTICS:

- Send the Aurora Magazine to legislators , Governor, Lt. Governor and other key state officials to keep UAF top of mind and share UAF's impact and relevance to Alaska, the nation and the world
- Launch an early fall/late winter marketing campaign targeted to prospective students but also to keep UAF top of mind for policy makers
 - T.V.
 - Radio
 - Print
 - Social Media
- Ensure a consistent stream of news releases on varying topics are disseminated from UAF covering a wide range of topics of interest to policy makers
- Gain a wide variety of media coverage and placements around state to keep policy makers informed about what UAF is doing
- Include policy makers on all external list-serves to ensure they get timely and relevant information about UAF
- Schedule periodic Chamber, Rotary and other community organization presentations to keep UAF needs and issues front and center of the business community
- Develop coordinated Legislative advocacy materials and approach with UA Statewide
- Place opinion editorials in strategic Alaska newspapers to keep policy makers informed on important issues and events
- Use social media platforms and other channels to communicate important university advocacy information

RECOMMENDED KEY MESSAGES:

1. We are Alaska's research university and America's Arctic University.
2. We deliver a quality education at an affordable price.
3. We enrich the lives of Alaskans and engage our communities, state, nation and world through our teaching, research and service work.
4. Our location defines us and provides transformational experiences from the personal to the global.
5. We are a welcoming and supportive community

TARGET AUDIENCE: Community

STRATEGY:

Ensure UAF stays top of mind for Alaskans. Leverage existing Naturally Inspiring marketing campaign to sustain a presence around the state.

TACTICS:

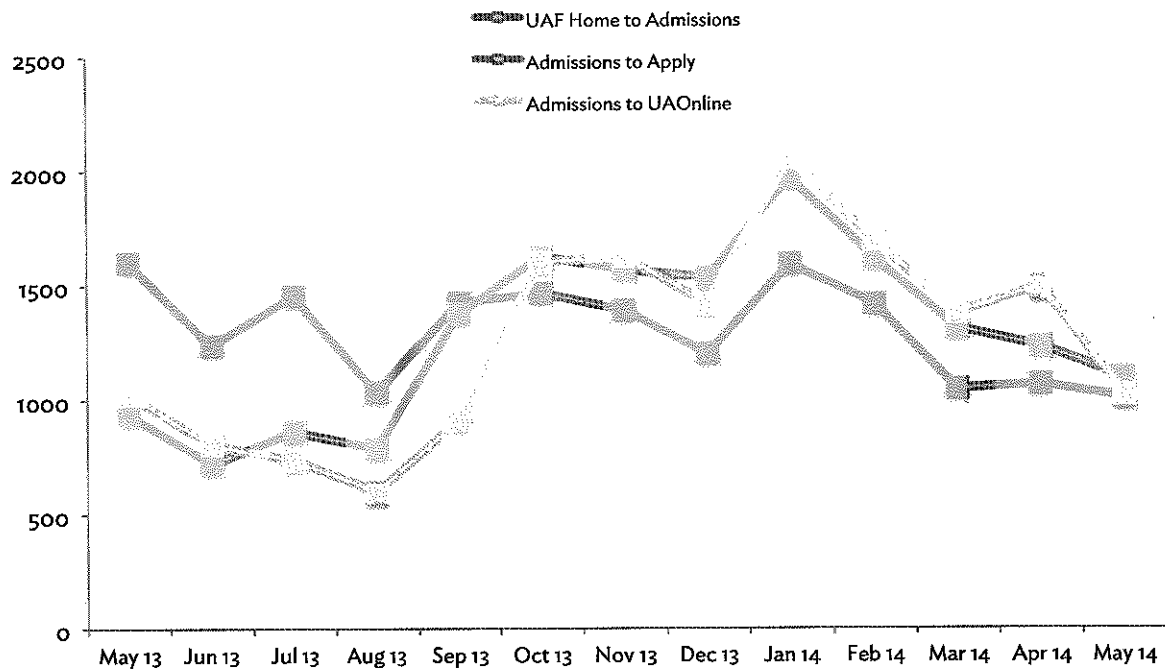
- Launch an early fall/late winter marketing campaign targeted to prospective students but also to keep UAF top of mind for Alaskans
 - T.V.

- Radio
- Print
- Social Media
- Ensure a consistent stream of news releases on varying topics are disseminated from UAF covering a wide range of topics of interest to the broader community
- Gain a wide variety of media coverage and placements around state to keep Alaskans informed about what UAF is doing
- Place opinion editorials in strategic Alaska newspapers to inform on important issues and events and influence voters
- Work with KUAC to develop targeted programming on KUAC, FNX and UATV to be broadcast to rural communities
- Schedule periodic Chamber, Rotary and other community organization presentations to keep UAF needs and issues front and center of the broader community
- Distribute window clings to businesses and at community events to demonstrate support for UAF
- Place opinion editorials in strategic Alaska newspapers to keep Alaskans informed on important issues and events

RECOMMENDED KEY MESSAGES:

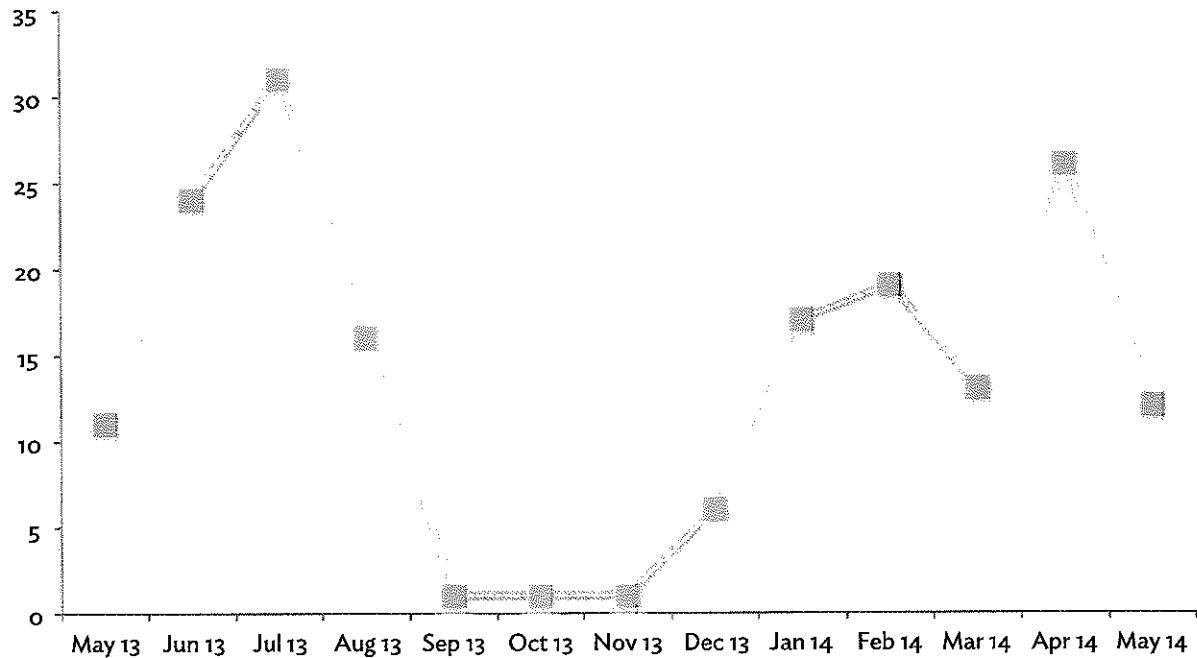
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5. We are a welcoming and supportive community

UAF website: Prospective Student Paths

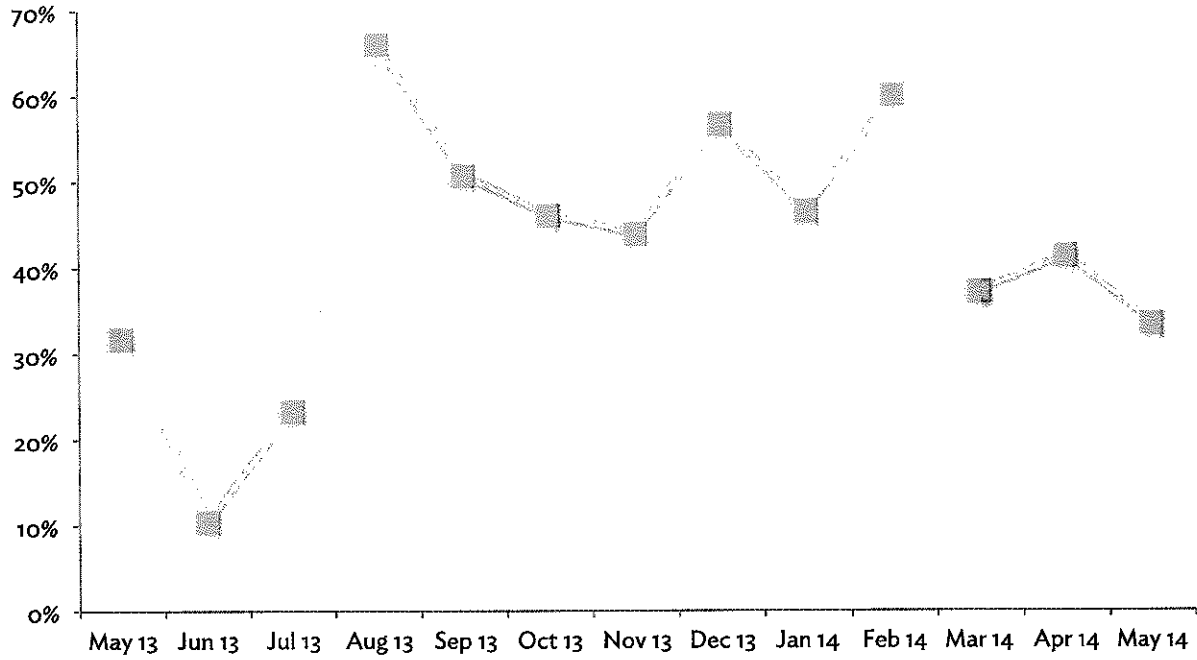


*Note: The Admissions website was redesigned in July 2013. August numbers may not be complete due to a outage in Google Analytics Aug. 10-18.

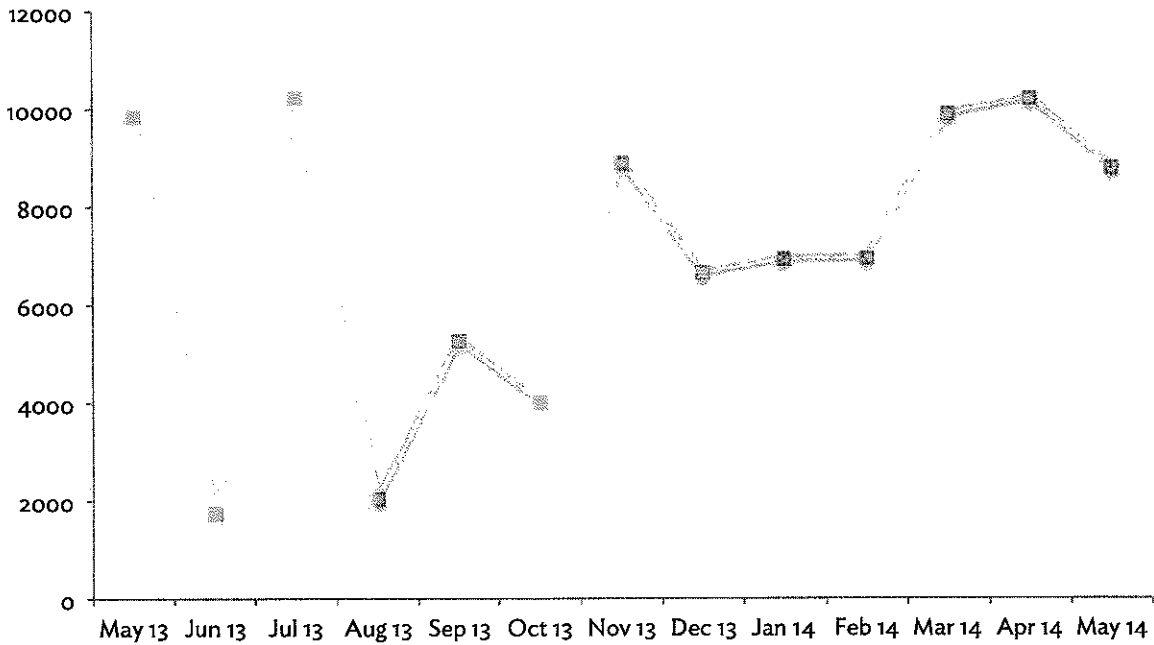
Admissions website: Total visit requests



Admissions website: Percentage of visitors requesting more information

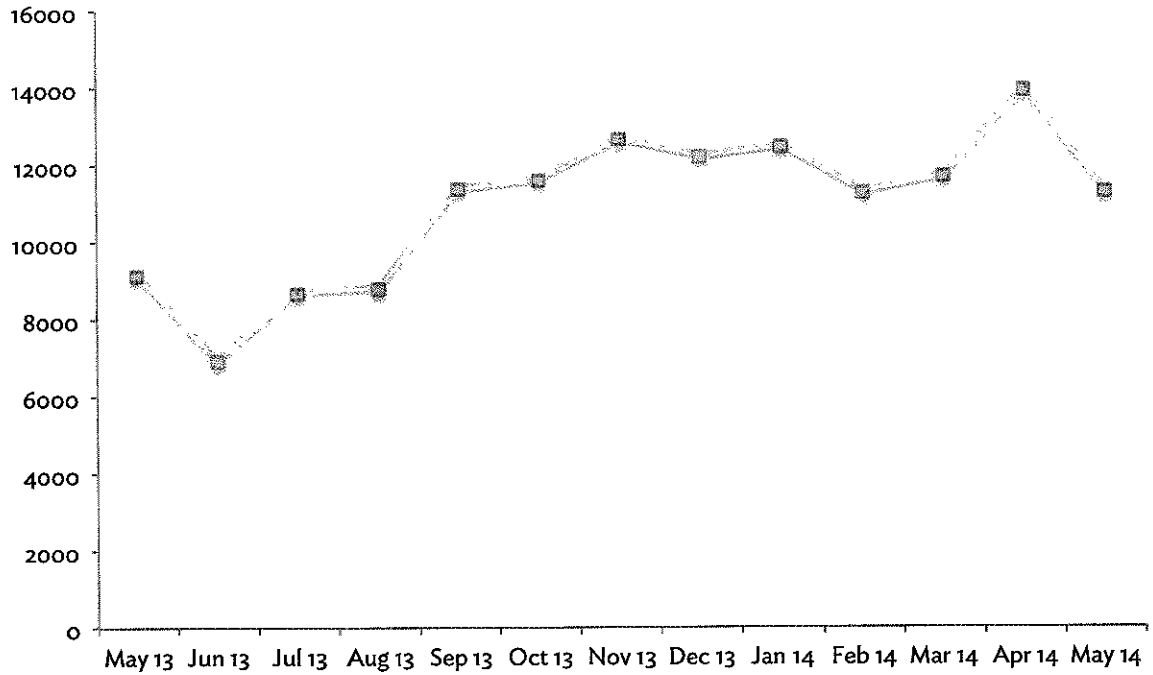


Cornerstone employee newsletter email opens

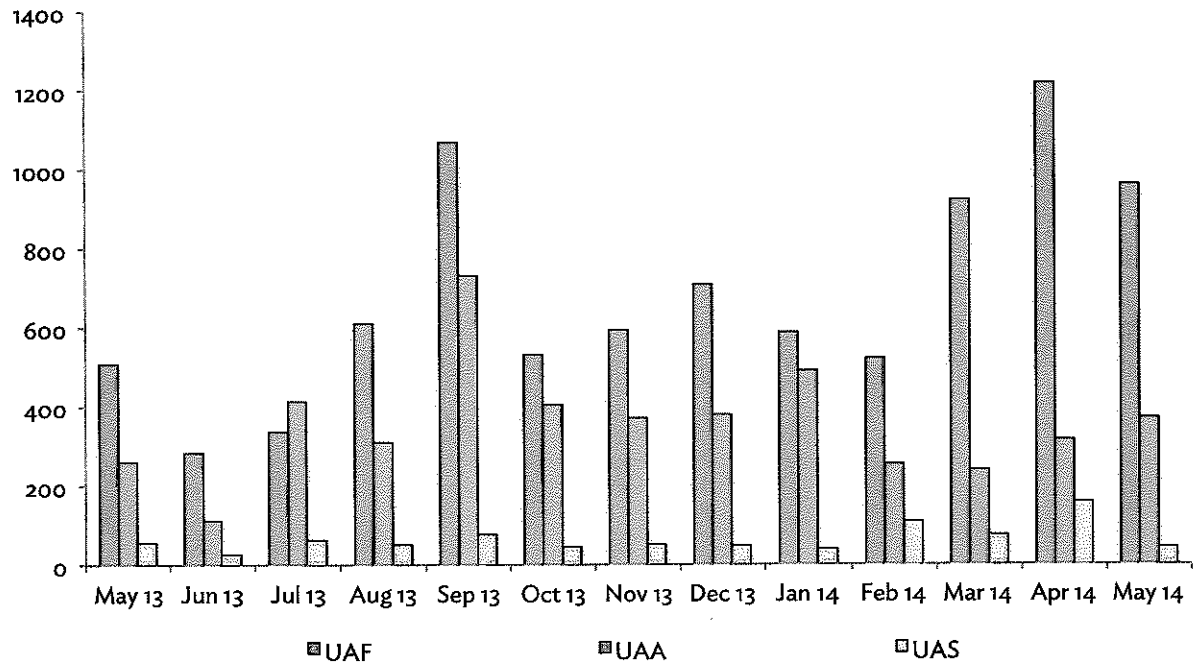


*Note: June and August - October newsletter emails opened numbers are low due to data collection outage during part of those months.

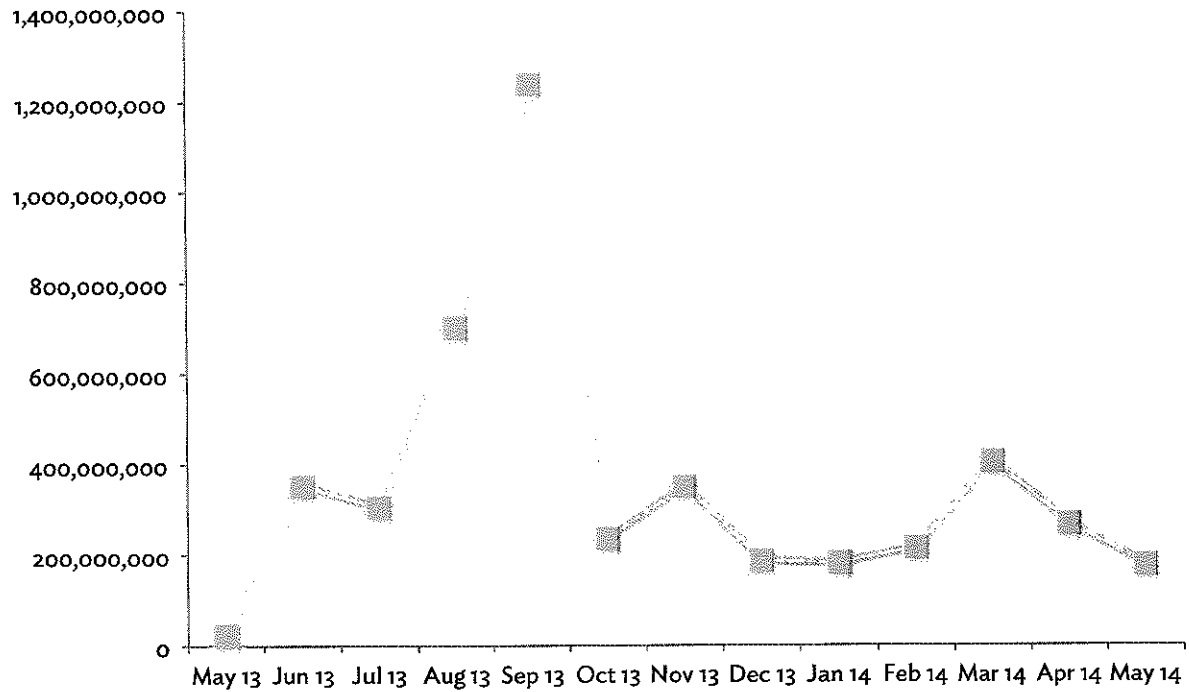
Cornerstone news and information site visits



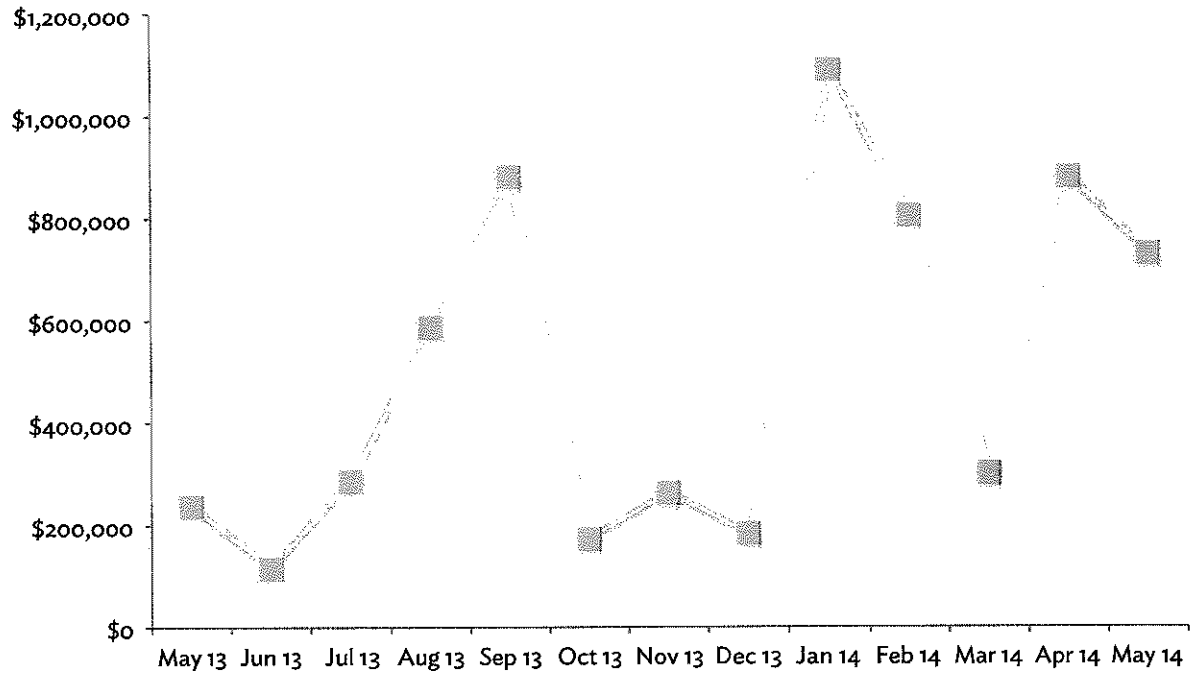
Total News Hits - competitor tracking



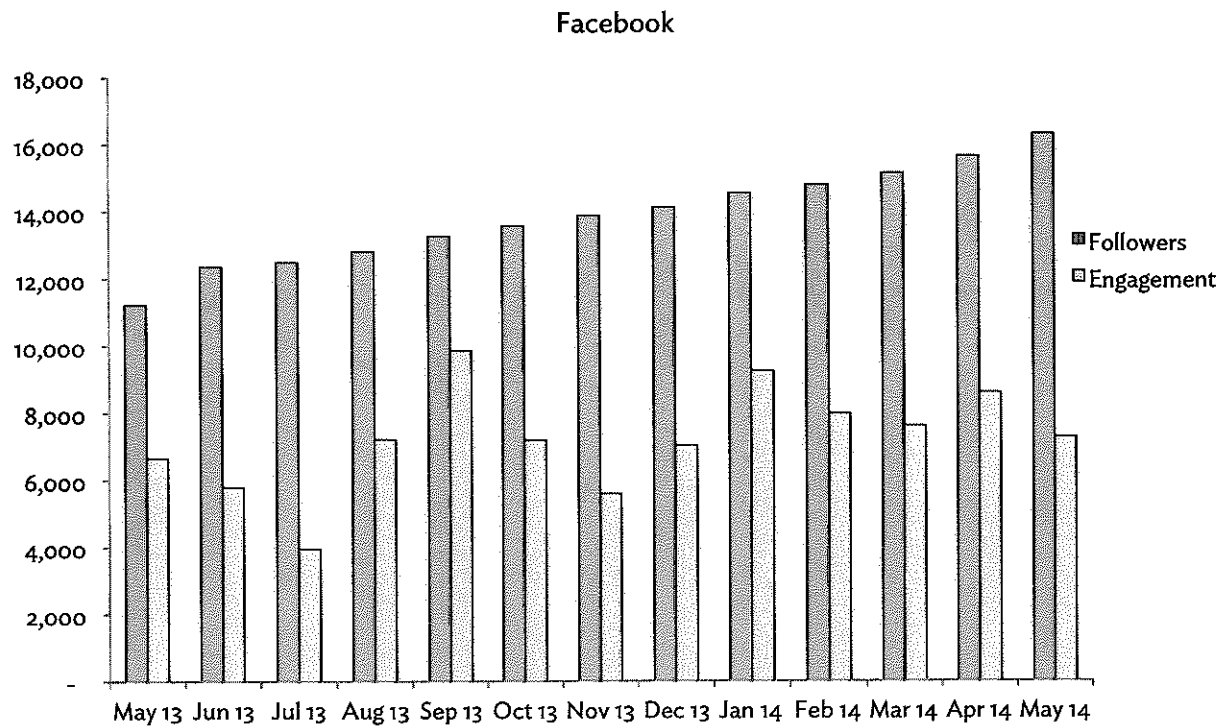
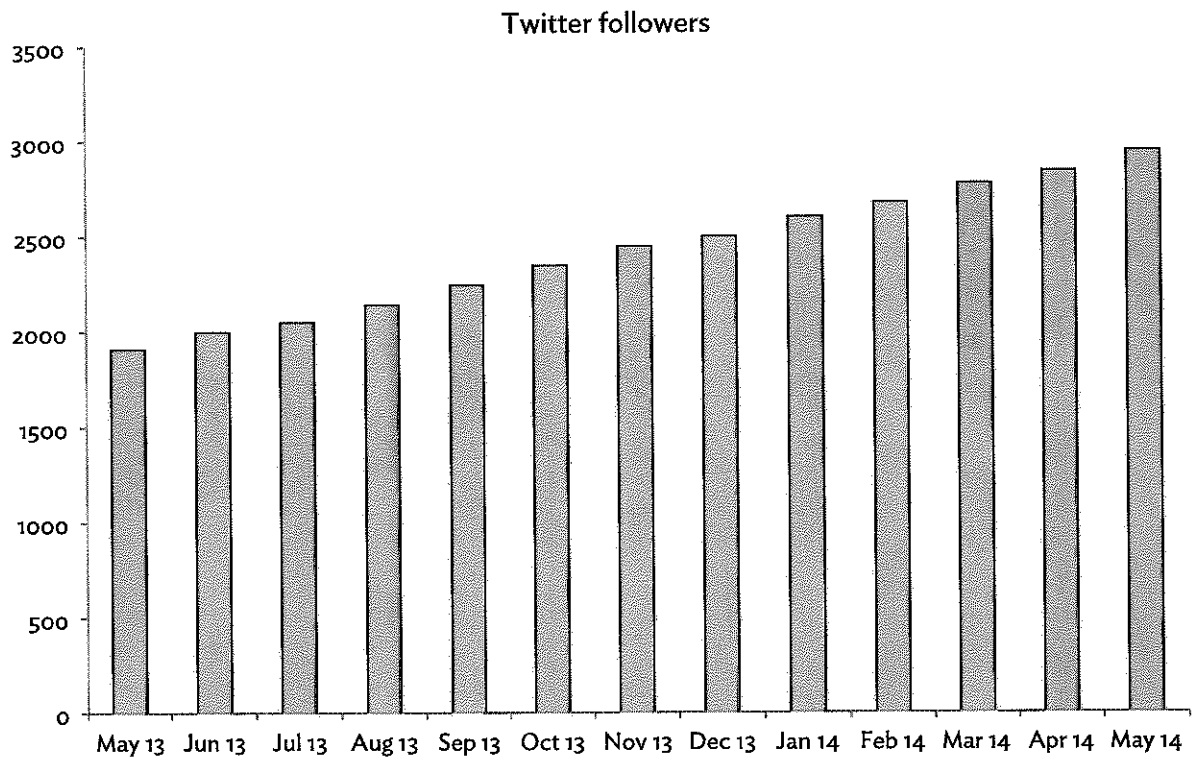
Total News Hits - UAF potential eyes on content

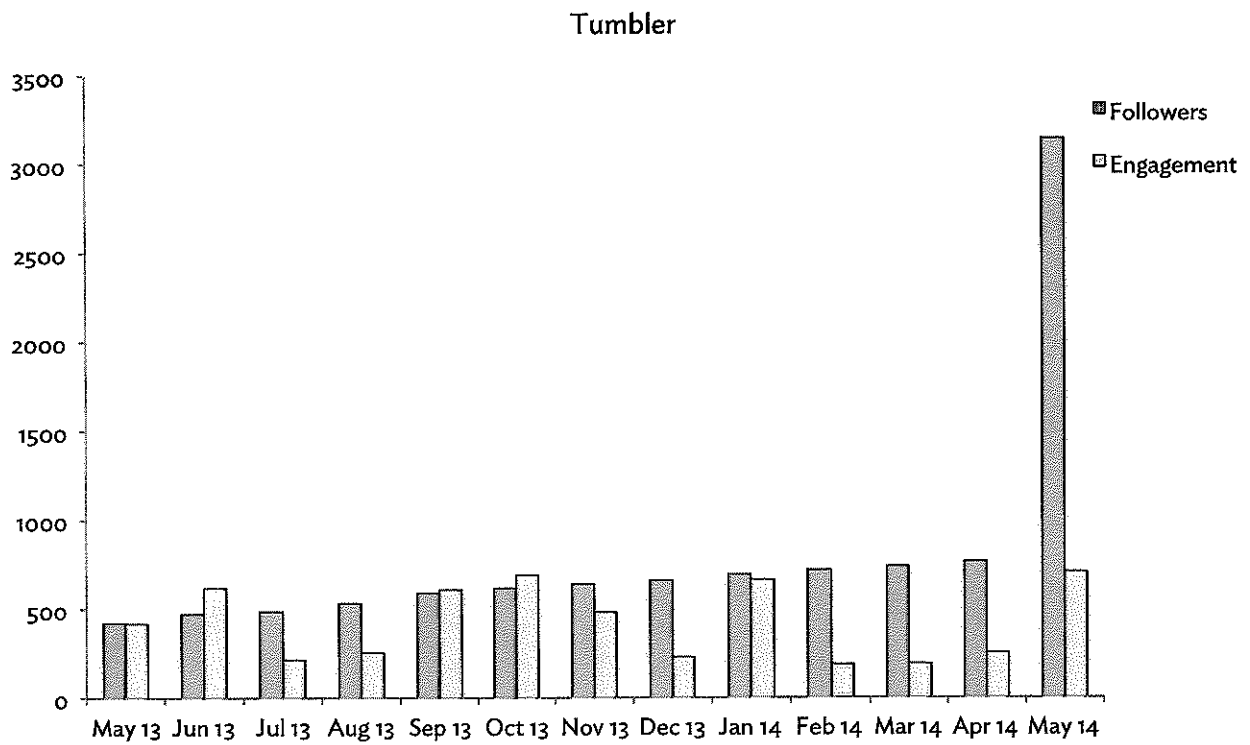
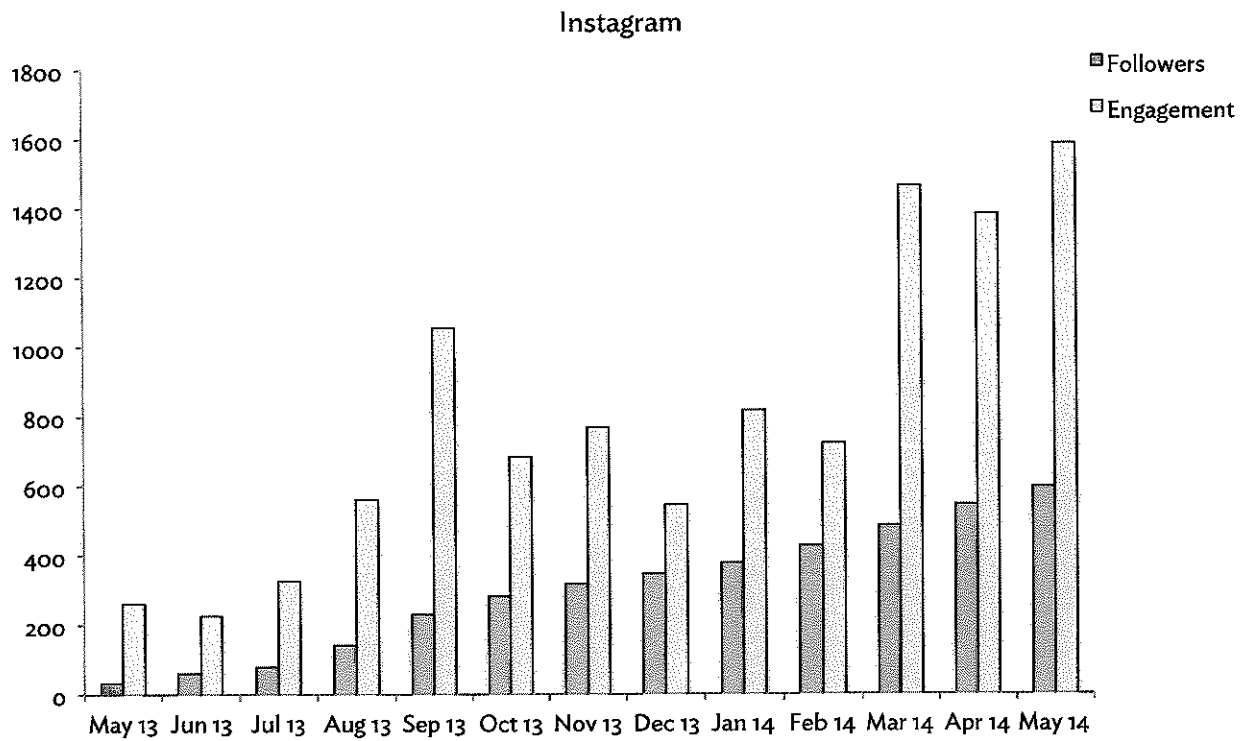


Total News Hits - UAF ad equivalent



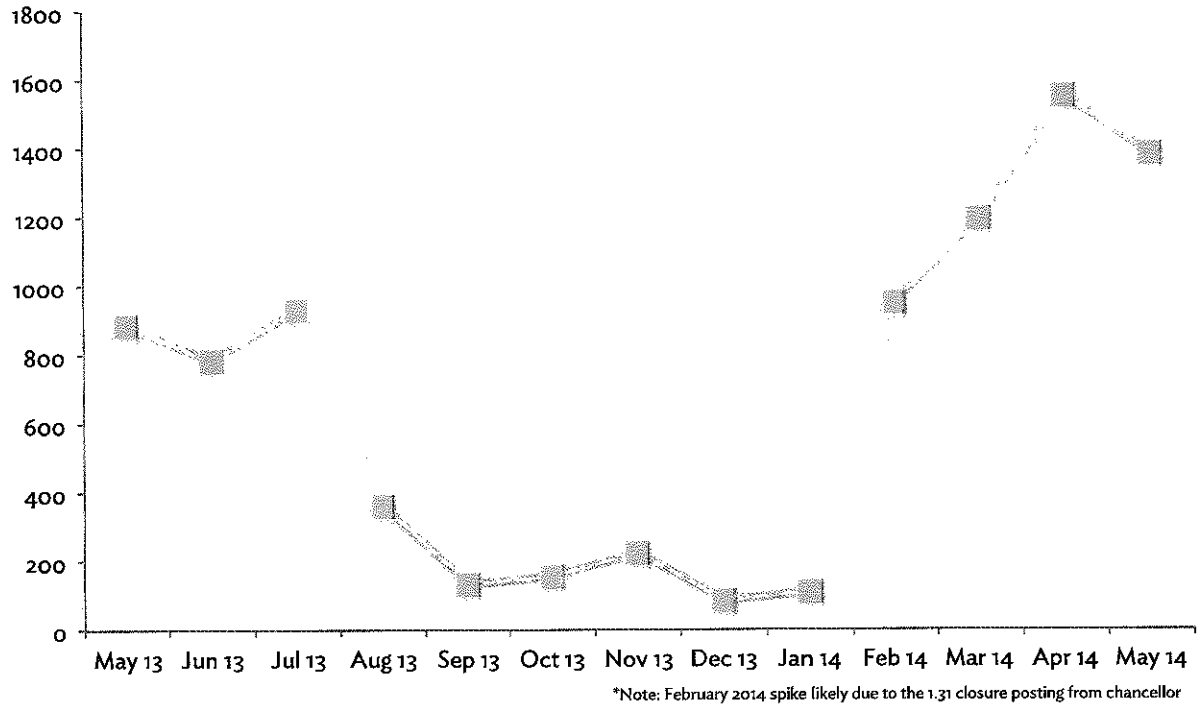
*Note: Jan. - Feb. 2014 spike in ad equivalent value due to higher cost media outlet coverage



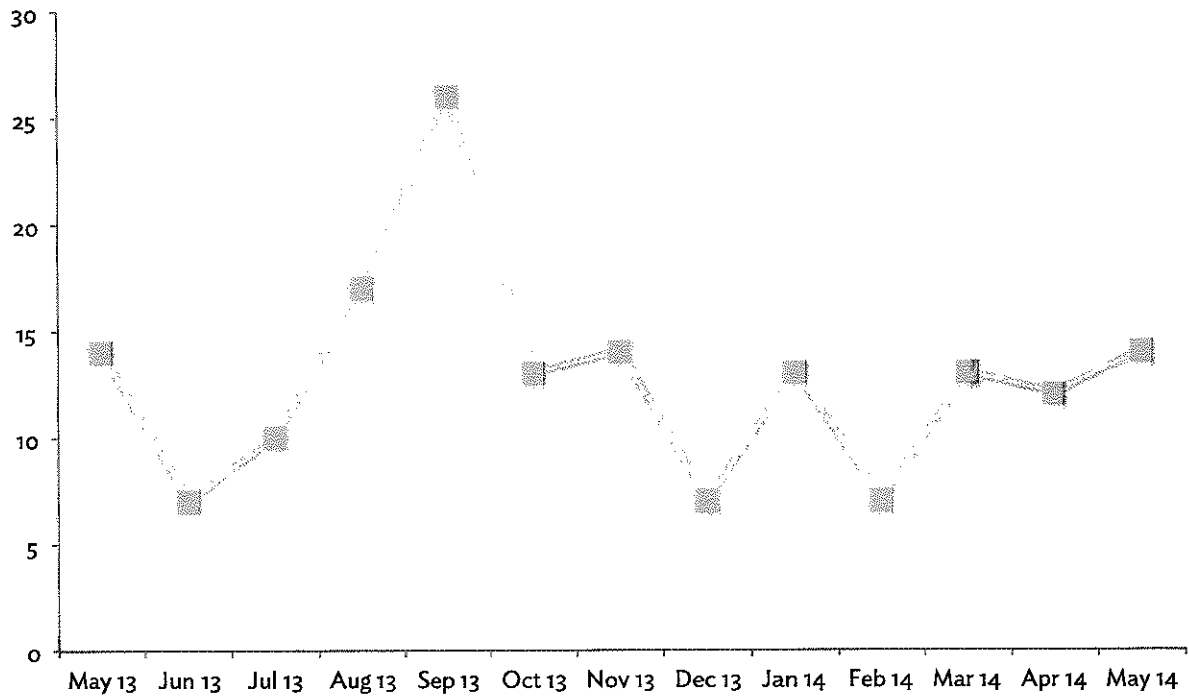


*UAF was spotlighted in the Tumblr blog education section in May 2014.

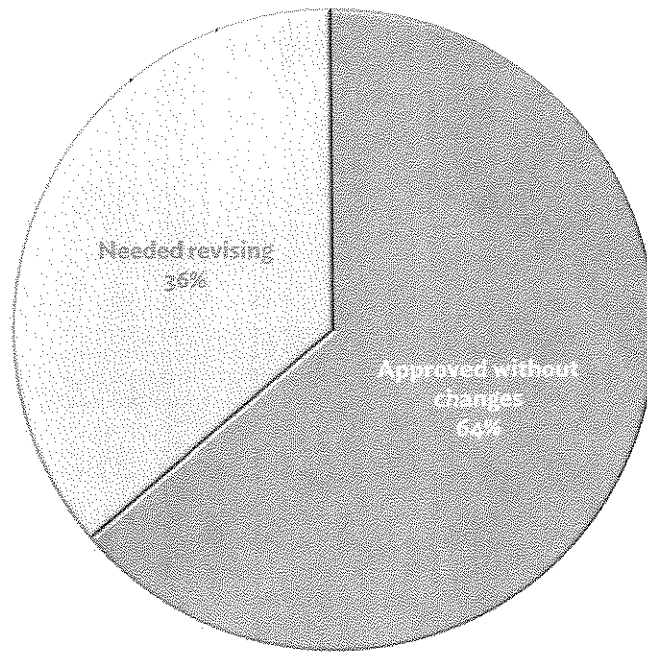
Grapevine: number of web hits



Grapevine: number of questions submitted



UAF Trademarks
Submitted for Design Review: 506



Marketing and Communications Customer Service and Awareness Survey Results and Analysis

December 2012

Purpose of the survey

Since August 2012, Marketing and Communication has been participating in process improvement, with the end goal of creating a streamlined improved project intake process for our department and customers. It was determined at the start of the Marketing and Communications Improvement Team (MACIT) meetings that a survey be conducted to identify a baseline of the current level of customer service and how aware our campus customers are of the services we offer.

How did we survey?

- Standardized survey format
- Distribution was via email to the following UAF customer groups (total 358) and invitations to all UAF faculty and staff were extended through the faculty and staff newsletter, which is also sent to via email.
 - Admissions counselors and recruitment coordinators
 - Chancellor's cabinet and their admins
 - Development staff and officers
 - Events director
 - Public information officers
 - Statewide public affairs
 - Deans, directors, and department chairs and their admins
- Date distributed November 30, 2012 with a reminder sent to major customers and posted in the newsletter on December 10, 2012 with a deadline of December 21, 2012.

Survey responses

There were 111 participants. Responses dwindled as the participants completed the survey from 111 down to 62.

This tool was created with the sole purpose of providing Marketing and Communications with a starting point for identifying areas where there may be gaps in our services with the campus community. Responses, overall, were generally positive but the data and comments both indicate a clear need for educating the campus on who we are and the services we provide. Improving communication with our customers throughout their project is also noted. This coincides with the "intended outcomes" set by MACIT.

- Improve reputation and credibility on campus
- Improve leadership structure
- Improve internal and external communication
- More transparent intake and output process
- More efficient and effective use of resources

Narratives for questions 3-10 are based upon the interpretation of the data and comments and provided by the staff members overseeing that area/category.

Survey Summary **provided by Michelle Renfrew**

This survey, conducted by UAF Marketing and Communications, was done as part of the Marketing and Communications Improvement Team's (MACIT) efforts to identify areas that needed improvement and areas where MC excels.

The MACIT team, in coordination with the MC management team, determined that surveying key customers would be most beneficial as they could give MC the most insight into areas related to customer service, the quality of our work and products and the process by which they are done.

The overall tone of the responses was favorable. As director, I was very pleased to see that generally, our department is seen in a positive manner. The responses also indicated some key areas that need to be improved which is what this survey was developed to identify.

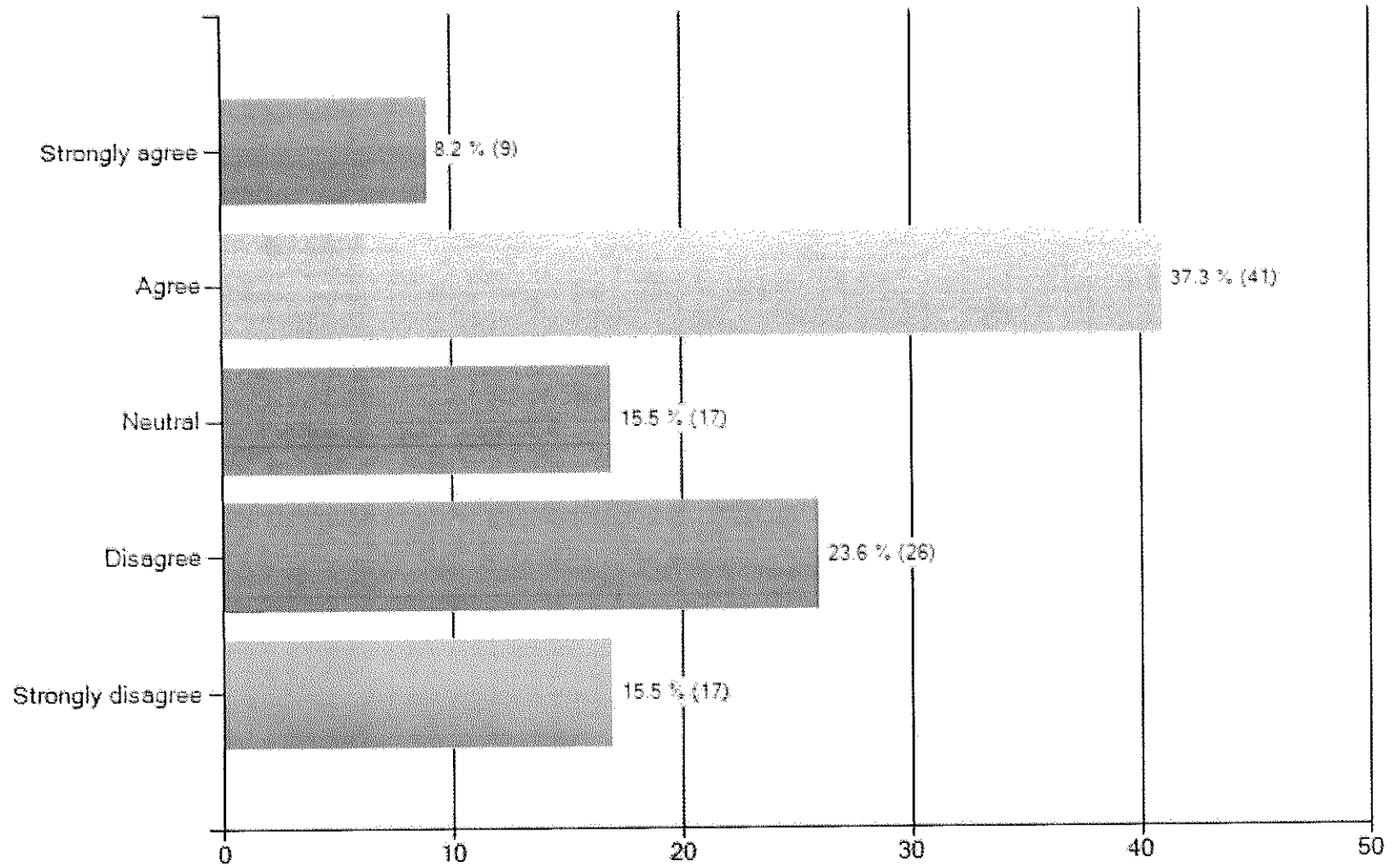
General Takeaways

- Most of our key customers know who to contact at MC for help but that can't be said for the broader campus. This also reinforces the need for our team to be diligent and proactive in helping direct customers to the right person. It also reinforces the need to develop an intake process that is clear for the customer and increases communications within MC.
- A surprising number of people think that MC charges for services, a misconception that needs to be addressed during our campus education efforts.
- The areas that generally scored lowest were in the areas of timely completion and feedback to the customer. Customers across the board indicated they wanted more communication as to the status of a project, when it was completed and evaluation at the end. This reinforces the need to formalize customer contact and communication into the project management process.
- Another area that stood out was the desire to be heard at the beginning of a project so the customer had a chance to clearly communicate their needs before it got started. This reinforces the need for an improved in-take process.
- A number of comments included reference of activities that are not done by MC which shows there is a lack of clarity on campus as to what MC actually does.
- The overall lack of awareness of the types of services MC provides and how to access them seemed to be most prevalent. This indicates a need to work on educating the campus community in these areas and develop new tactics to help us do this better.

Overall, the survey gives MC and MACIT a general sense of how MC is performing in a variety of areas which is what we were looking for. The feedback from our key customers will be most useful in helping to shape the necessary changes we need to help our department move forward and continue to provide the high caliber service and expertise to campus they are looking for.

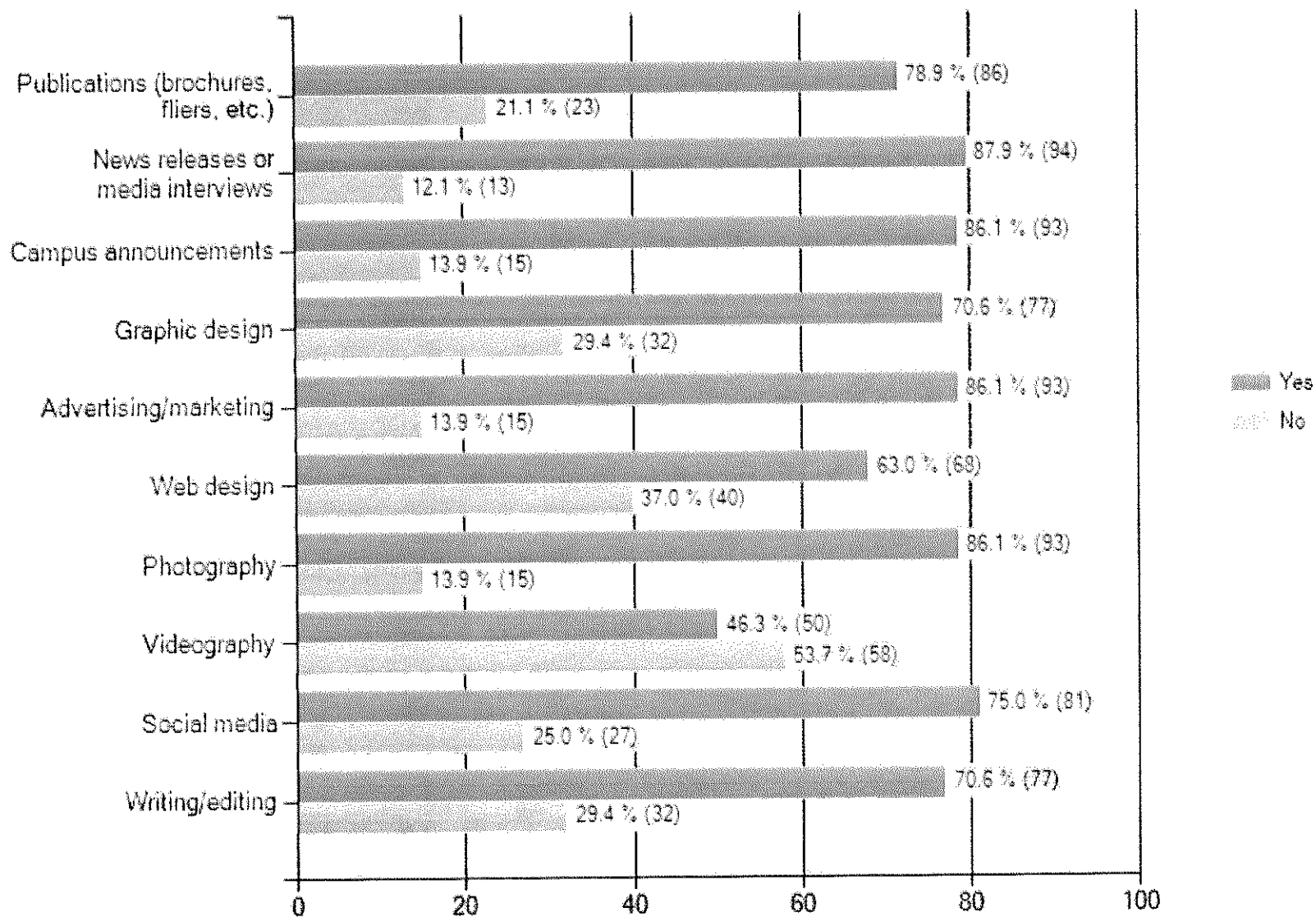
1.

When I need something from Marketing and Communications, I know who to contact.



2.

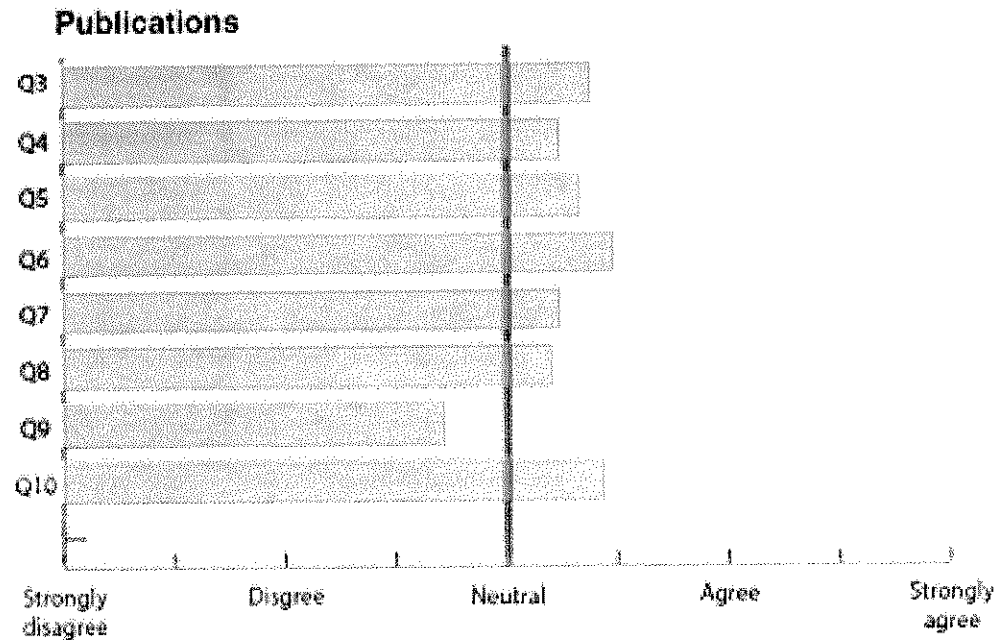
Are you aware Marketing and Communications has staff with expertise in the following areas?



Data and Summary Per Category

Questions 3-10 identify ratings in each area of expertise in the Marketing and Communications department. By analyzing the data per category the response rates were greatly reduced but can still provide a snapshot of strengths and weaknesses.

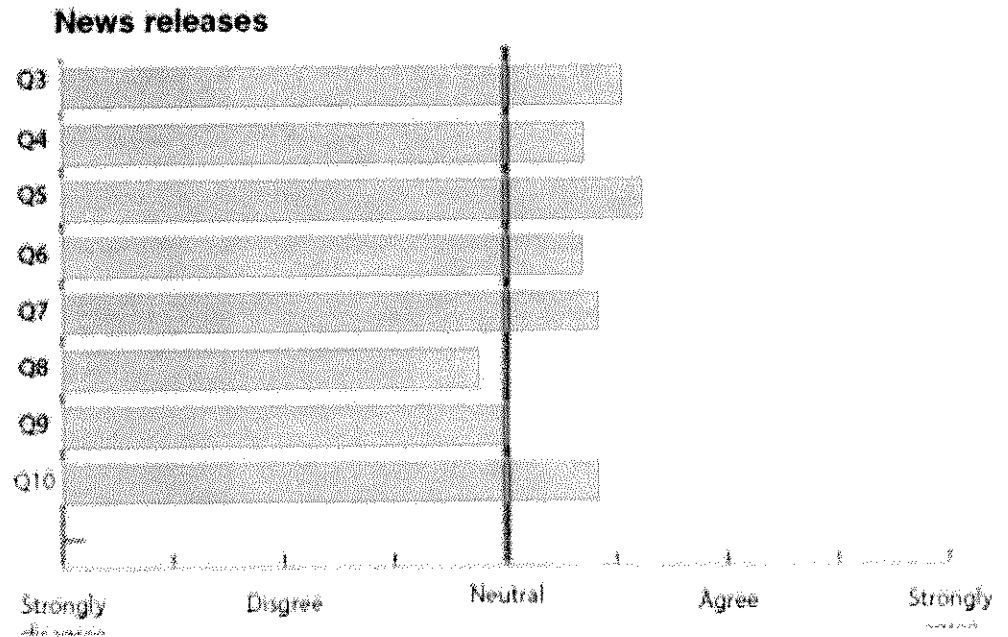
- 3. I received timely responses to my initial inquiries.
- 4. I felt my needs were understood.
- 5. I received sound, expert advice.
- 6. The project was completed in a timely manner.
- 7. I felt my feedback was considered.
- 8. I was kept up-to-date on the progress of the project.
- 9. I felt the processes were easy to use, clear and efficient.
- 10. I was pleased with the outcome of my request or project.



Publications summary (courtesy of Jan Stitt):

Departments are pleased with the results they receive when working with Marketing and Communications. Campus receives expert advice and responses in a timely manner. Some felt that the process for working on a publication could be more transparent. Basecamp is giving Marketing and Communications this new capability that is currently being explored.

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10. I was pleased with the outcome of my request or project.



News Release summary (courtesy of Marmian Grimes):

- **Timeliness:** The response average was overall positive on both questions. Q3, which dealt with initial response, was on par with the overall departmental averages. Q6, which dealt with timely completion, was about 94 percent of average and of Q3. This indicates that while initial response to inquiries is overall meeting expectations, it sometimes takes longer than expected to complete the request.
- **Process:** The response average, both overall and in this area, was neutral regarding the efficiency and clarity of the process (Q9). Q8, regarding the respondent feeling that they were kept up-to-date on the status of their request, was about 87 percent of departmental average. This may be tied to the lower average score noted in Q6.
- **Input:** The response average was overall positive on both questions. Q4, regarding how well needs were understood, was lower than departmental average, while Q7, regarding feedback being considered, was higher by about the same margin. This could be a natural result of the newsgathering process, as it requires a lot of questions, and sometimes obvious ones, to ensure that the news release or interview response is accurate.
- **Quality:** The response averages for both questions were among the highest for this category, indicating that despite some challenges in process and timeliness, respondents were more often than not pleased with the results of their interactions.

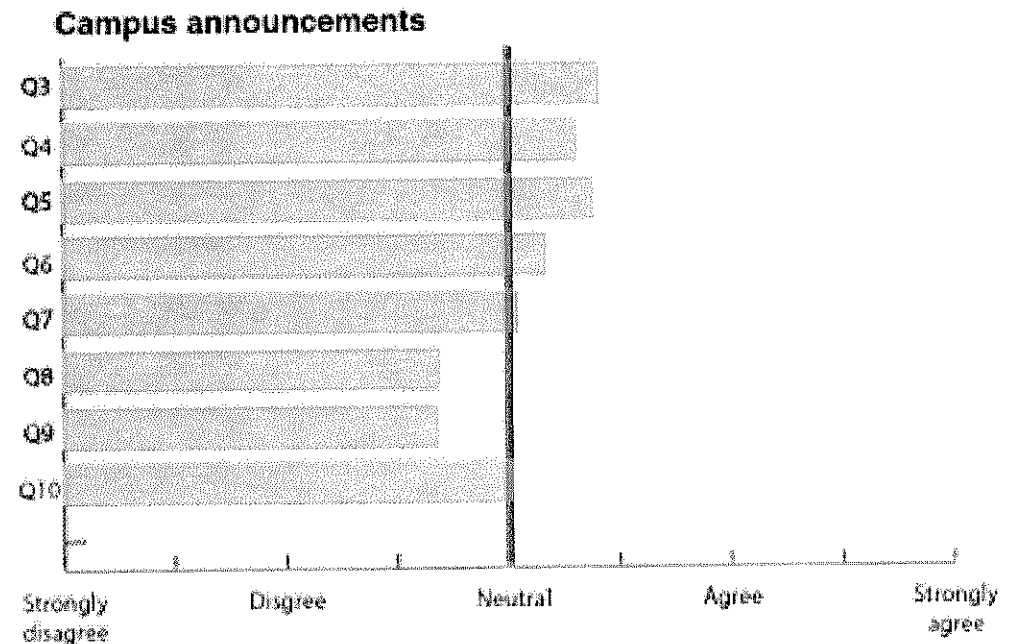
In nearly all tactical areas, survey results showed a notable drop in positive responses to two questions dealing with the following:

- Respondent was kept up to date on project (Q8)
- Respondent felt processes were easy-to-understand and efficient (Q9)

This trend was also evident in all three areas within the purview of the public information office. While the decrease was not precipitous, the average scores on Q8 and Q9 were, in all three areas, the lowest of the eight datapoints. For the following areas, data was grouped in four thematic areas:

- Timeliness (Q3, Q6)
- Process (Q8, Q9)
- Input (Q4, Q7)
- Quality (Q5, Q10)

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Campus Announcements summary (courtesy of Carla Browning):

Survey respondents indicated the need for distinction between campus announcements that are distributed via the Cornerstone newsletter or campuswide listserves. It's clear from the comments that we need to focus on three areas for campus announcements.

- 1) Educating departments about what is considered a campus announcement, the avenues for distribution and the process for requesting a campus announcement via the listserves. Educate the campus on the difference between internal and external announcements and the process for each.
- 2) Improved coordination among ourselves when someone needs a campus announcement. The triage should address this. (although there will still be those announcements that take more time, such as an employee death, etc.)
- 3) Follow-up when holding a campus announcement or when it will take more time than expected.
- 4) Send out a quick poll survey to get specific information about the Cornerstone newsletter/site and how the tool is working for the campus.

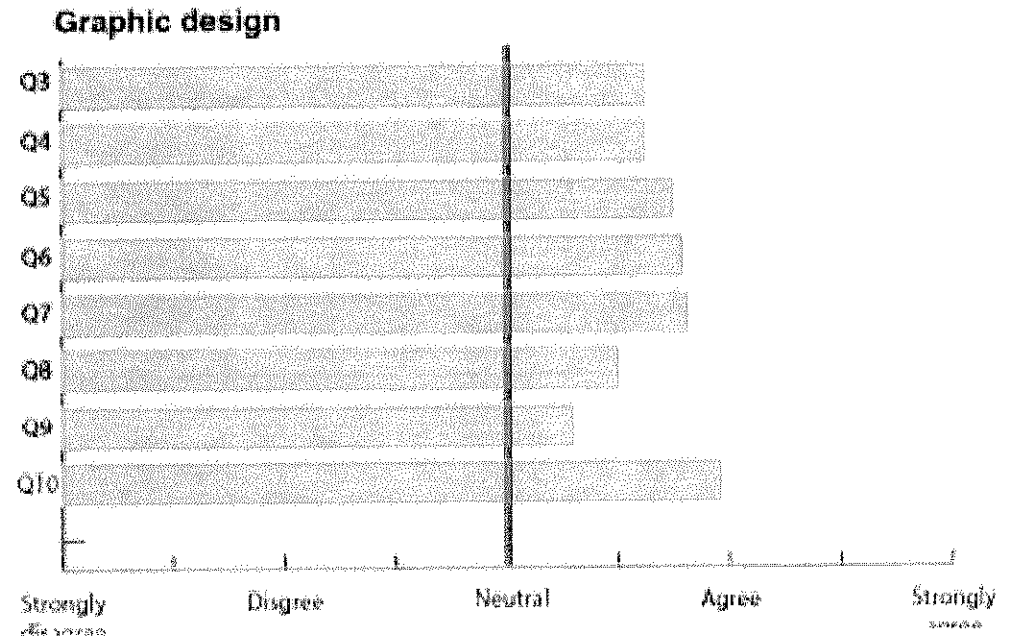
At the time of the survey, the Cornerstone site had been recently redesigned and the html newsletter was the first one used for campus. In reference to the specific comment on Cornerstone (below), Marketing and Communications has already addressed by building the html newsletter is such a way that there is no need to click through if the story is on the first page. Stories are no longer being posted in multiple locations. Coordination and communication has improved in relation to submissions being held for news.

The revamped Cornerstone as a on-stop shop for news and campus information needs more work. Too many stories are duplicated on the main page, or you click through to get only another word or two.

Generally, Cornerstone announcements are posted within one to two days unless there's some reason for holding. Campus announcements are sent out via the html newsletter once a week. The submission form is included there. There is an automated response to Cornerstone responding back. It is being reviewing it for improvements.

Most campus announcements via the campus listserves are scheduled on the same day or the day after depending on workload and how many other announcements are being sent out.

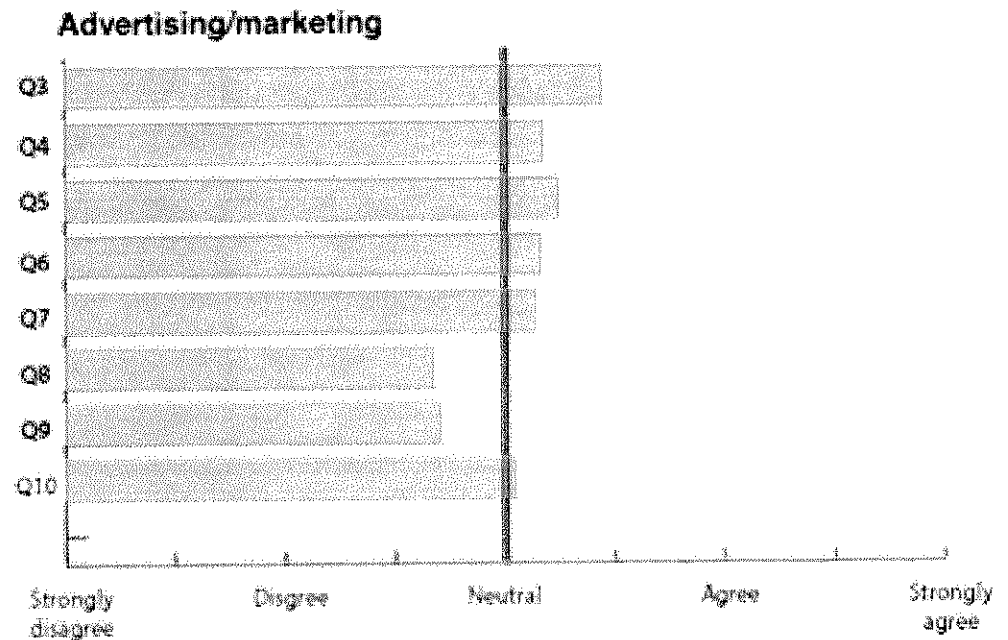
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10. I was pleased with the outcome of my request or project.



Graphic Design summary (courtesy of Jan Stitt):

Departments are pleased with the quality of graphic design from M&C. They feel they are understood and receive timely responses. The branding tool kit is particularly appreciated. Designers have made it a priority to put new templates in place and continue to develop more.

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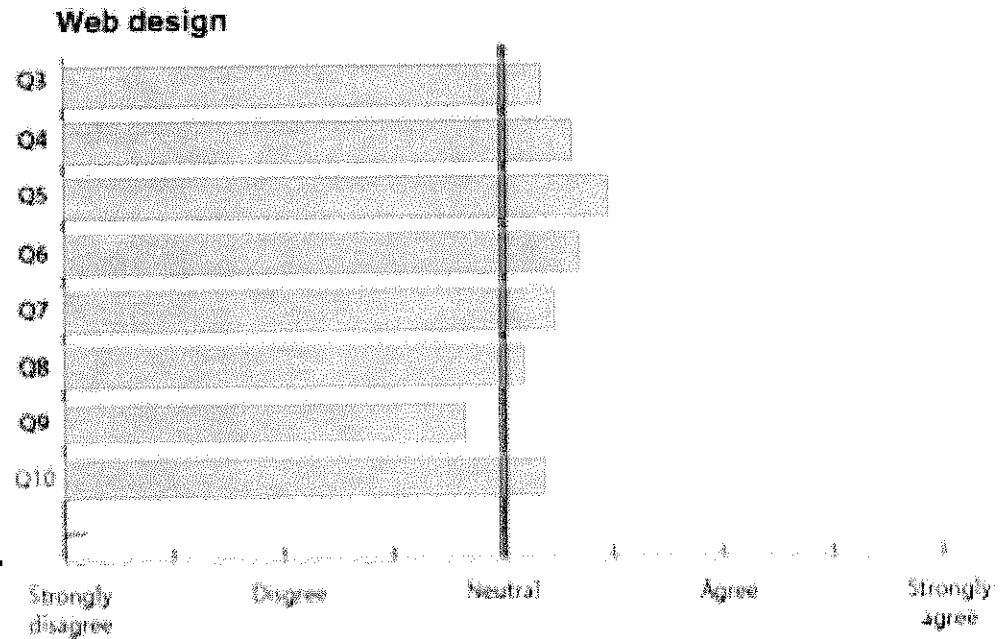
Advertising/Marketing summary (courtesy of Sharon Burke and Michelle Renfrew):

Comments clearly relating to the advertising/marketing category are primarily about the recent launch of the new brand. The Brand Book and the tool kit were noted as great resources. "Advertising has gotten better with the new branding marketing campaign." The only negative comments about the branding have to do with the "amount of money wasted." Needing to market Marketing and Communications to campus was heard loud and clear throughout the survey comments.

The advertising/marketing category received its highest rating in providing timely responses, followed by expertise, understanding needs, and giving sound advice. The responders felt projects were completed in a timely manner and their feedback was considered and were overall pleased with the outcome of the project.

Being kept up to date and having clear and efficient processes were rated slightly lower. The implementation of Basecamp may address these customer service improvement needs.

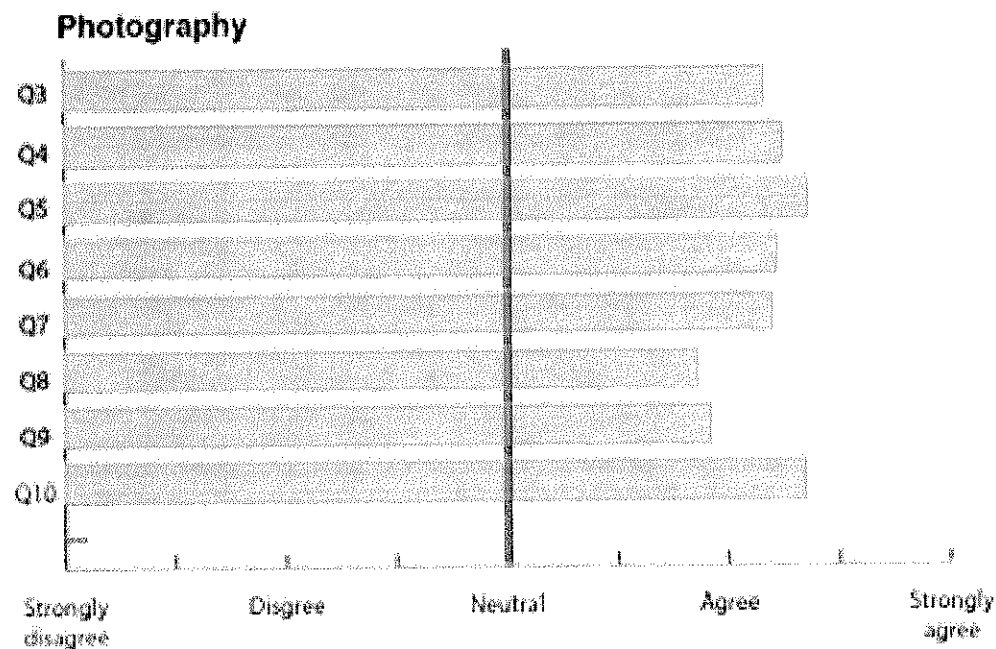
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Web design summary (courtesy of Jan Stitt):

Web designers are very efficient at responding right away when they receive inquiries and are valued for giving sound and expert advice. Web designers wish Roxen issues could be solved for campus but that will have to remain a challenge for OIT. Meanwhile, the goal is to help as many departments as possible with quality branded web design and consulting.

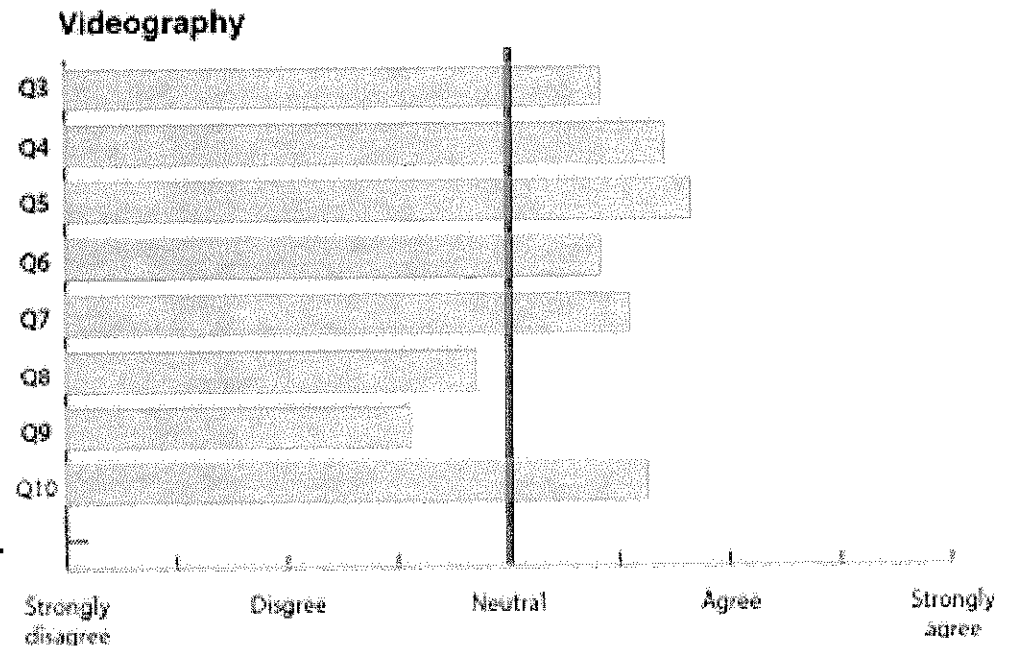
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Photography summary (courtesy of Jan Stitt):

Current request form processes are working well to get images and to request photo shoots. It is clear that the photo manager and the student photo assistant are doing a great job at capturing campus images. The photography area received some of the highest marks on our survey.

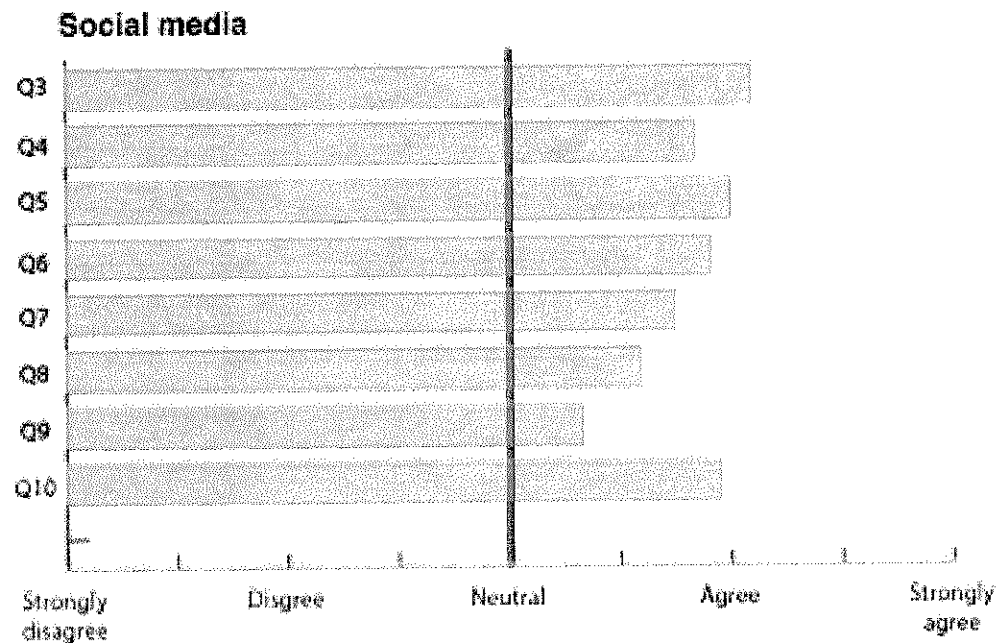
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Videography summary (courtesy of Marmian Grimes):

- **Timeliness:** Scores in this area were positive, though slightly lower than the departmental average. These scores are surprising, given how few staff resources are dedicated to videography.
- **Process:** Average scores on both questions in this area fell into the negative realm and were lower than the departmental average. This could be a reflection of both the lack of staff resources put toward efforts in this area and a general lack of understanding about how video shooting and editing processes work. Also, the newness of the department offering any sort of videography services, and the resulting lack of clear processes, cannot be discounted.
- **Input:** The positive scores on these questions make this a relative strength for this area. They were both higher than the departmental average and among the highest for this tactical area.
- **Quality:** Despite limited resources and negative perception of processes for this area, the scores on these questions indicate that the respondents feel positively about the end product. On both questions, the average score for this area was higher than the departmental average.

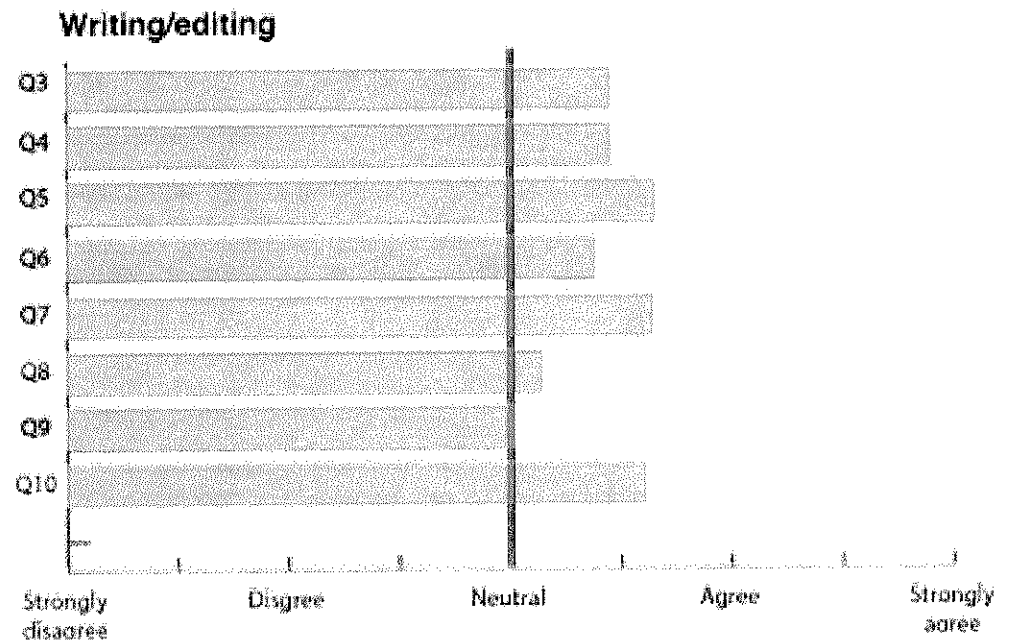
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Social Media summary (courtesy of Marmian Grimes):

- **Timeliness:** Like every other survey question, the averages for this area were highly positive and above the departmental average. This is likely at least partially due to the immediate nature of the medium.
- **Process:** Like other areas throughout the department, Q8 and Q9 were relative weaknesses, though responses in this area were still markedly higher than the departmental average. The relatively lower score on Q9 may be due to a disconnect between the immediate nature of the medium and best practices, which do limit the number and frequency of items posted. People expect “now” and may have to wait because something else was already in the queue. This pressure is even higher in the social media realm than it is in the traditional media realm.
- **Input:** Again, results here were significantly higher than neutral and than the departmental average. It’s worth noting that the department’s approach to social media, like the platforms themselves, is social and collaborative.
- **Quality:** Scores on these questions were, again, highly positive and above the departmental average. These scores reflect well on the department’s decision to dedicate significant staff time to social media and on the work of those staff members.

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Writing/Editing summary (courtesy of Tori Tragis):

M&C writing and editing is conducted by three primary groups: media relations, internal communications, and (confusingly) writing and editing, so it's impossible to assign the successes and chokepoints highlighted in the survey to any one group in particular.

The general response to writing and editing is favorable. However, it's clear from the comments and the lowest ratings (being kept up-to-date, clear process) that customer relations and communication needs improvement from reception through completion.

11. Please help us evaluate the importance and overall quality of our services in the following areas.

How important is this service to you? 1 = not important, 5 = very important

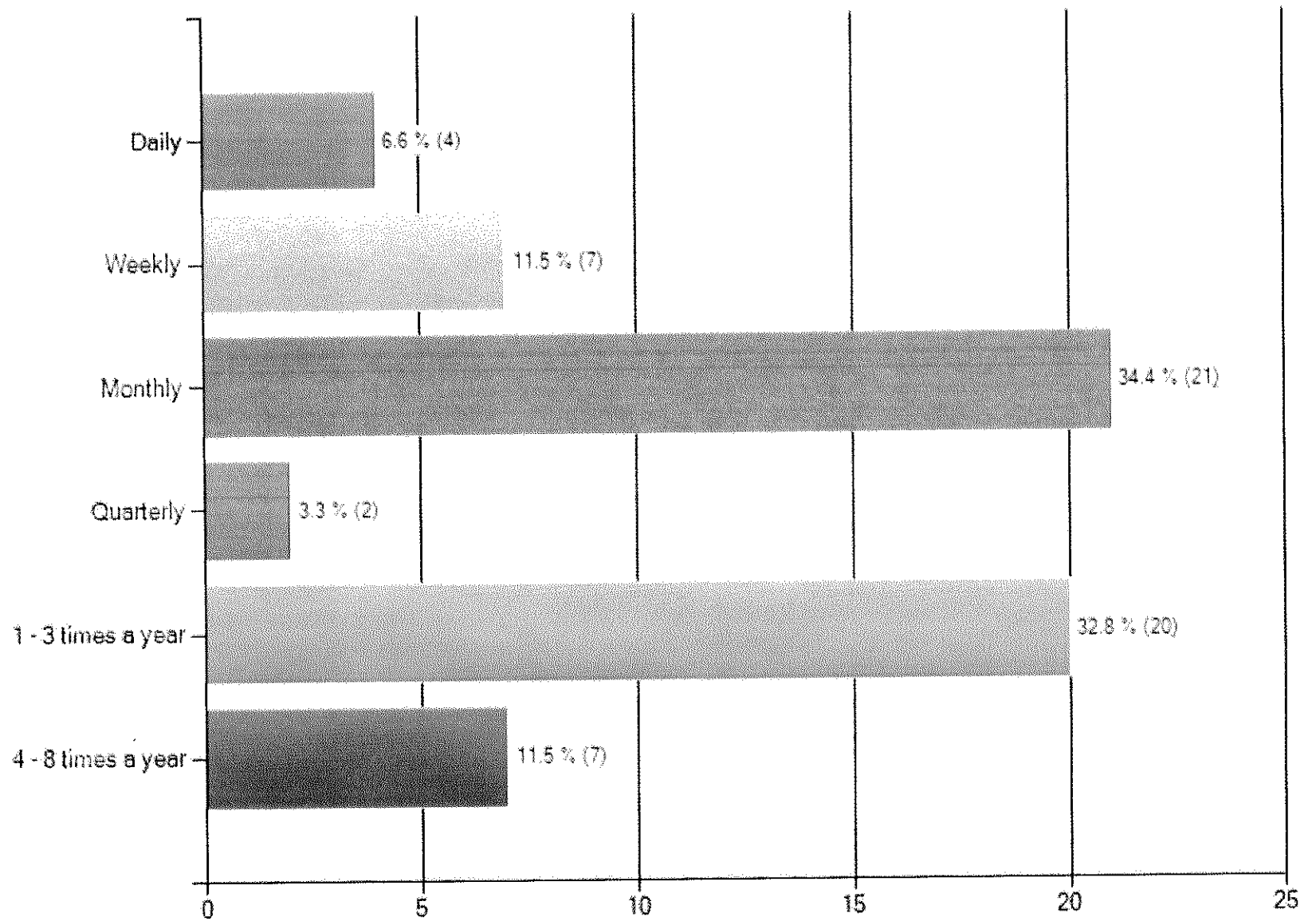
Answer Options	1	2	3	4	5	Response Count
Campus announcements	6	2	10	10	33	61
News releases or media interviews	8	3	6	7	35	59
Photography	8	6	6	10	29	59
Social media	20	6	9	9	14	58
Publications (brochures, fliers, etc.)	10	6	10	9	22	57
Graphic design	8	5	12	9	23	57
Web design	16	4	9	7	20	56
Writing/editing	17	6	10	7	15	55
Videography	22	4	14	5	8	53
Advertising	10	4	5	12	19	50

How well are we doing? 1 = needs improvement, 5 = excellent

Answer Options	1	2	3	4	5	Response Count
Campus announcements	9	12	9	13	7	50
Photography	5	2	4	6	29	46
News releases or media interviews	8	5	12	12	8	45
Publications (brochures, fliers, etc.)	10	8	4	6	13	41
Graphic design	5	4	8	12	12	41
Web design	7	6	12	9	4	38
Social media	6	0	12	8	12	38
Advertising	8	4	9	9	7	37
Writing/editing	5	4	9	10	7	35
Videography	7	0	16	5	4	32
						Question Totals
Answered Question						64
Skipped Question						47

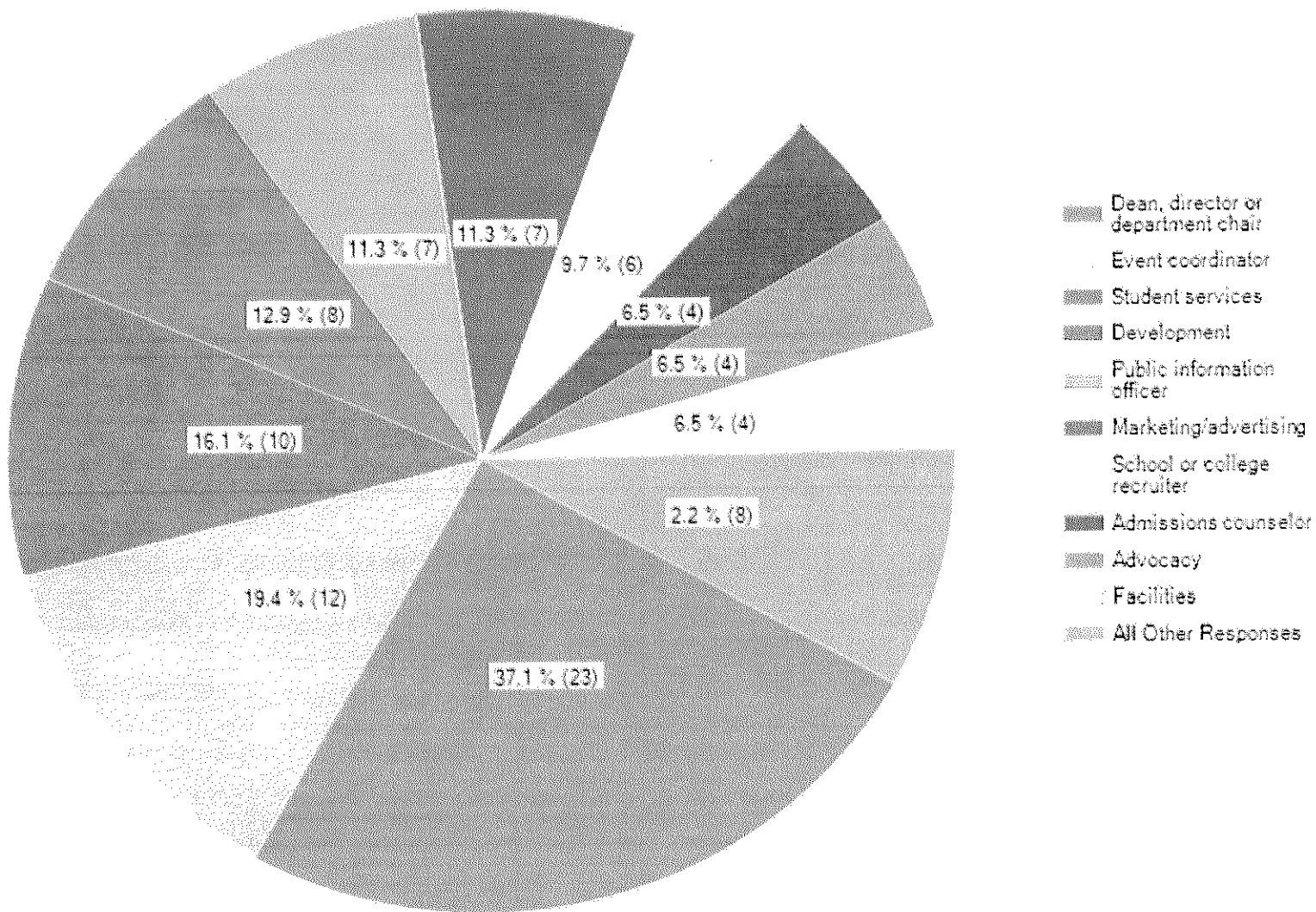
12.

How often do you use our services?



13.

Please check the boxes that best describe your role.



13. Please check the boxes that best describe your role

Answer Options	Response Percent	Response Count
Public information officer	11.3%	7
School or college recruiter	9.7%	6
Dean, director or department chair	37.1%	23
Cabinet member	0.0%	0
Admissions counselor	6.5%	4
Development	12.9%	8
Alumni relations	3.2%	2
Marketing/advertising	11.3%	7
Event coordinator	19.4%	12
Advocacy	6.5%	4
Athletics	3.2%	2
Statewide public affairs	1.6%	1
Facilities	6.5%	4
Human Resources	3.2%	2
Emergency services	1.6%	1
Student services	16.1%	10
Other (please specify)		16
Answered Question		62
Skipped Question		49

13. Specified under "Other":

Other (please specify)	Categories
Library	staff
Faculty	faculty
Purchasing Coordinator (formerly recruiting/prodev)	staff
Department admin	staff
AmeriCorps VISTA	faculty
administration	staff
research	staff
Outreach/PR for campus department	staff
Staff	staff
Research staff	staff
Fiscal/administrative for dept	staff
Academic admin	staff
Department Vet Med Administrative support	staff
Institutional Research	staff
faculty; dept chair; newsmaker	faculty
Admin Assistant	staff

COMMENTS

1. When I need something from Marketing and Communications, I know who to contact.

Categories	Comments
Education Track, Customer Service	Not sure what Marketing & Communication provides that I might need. Historically, the only time I hear from M&C is when the logo police or brand watchmen send an email.
Education Track, Customer Service	Even if I don't know exactly who to contact, the staff (web, marketing, photography) are always courteous and helpful when directing me to the appropriate person.
Education Track, Customer Service	I just call the main number and yell, HELP!
Education Track	I have to usually guess based off of the last interaction. Have heard from a number of departments that they are very confused on who they should contact.
Education Track	I send the information to someone in M&C I know, and if that is not the correct individual it will get forwarded. I have no idea of who to contact.
Education Track	I go to their website first
Education Track	
Education Track	Different folks do different things and sometimes this leads to our confusion as to who to contact directly.
Education Track	I know who to call within my scope of operation. Outside of my scope, I would not know who to call exactly, but I would be able to figure it out fairly quickly.
Consult Track, Customer Service	Most of the time, I can't get anyone to call me back.
Consult Track, Customer Service	Marketing is normally very busy but will get back to you if you are patient
	I've never actually needed to contact marketing up to this point.
	I have never contacted Marketing and Communications

2. Are you aware Marketing and Communications has staff with expertise in the following areas?

Categories	Comments
	Aware? Mostly. Use? No.
Education Track	They charge for some services, are unresponsive regarding others, and are usually more about hindering instead of helping.
Education Track	I didn't know that Marketing and Communications help was available to any department at UAF - thought they were just there for the Chancellor and projects for recruiting, catalogs, directories, etc.
Education Track	Are you a service provider? Having expertise and providing service are related but do not seem to go hand in hand.
Education Track	But you have to pay an arm and a leg for the services. It's cheaper off campus
Education Track	I know they can do that but not aware if they would do any of it for my department.
Education Track	Don't know- maybe I'm confusing those who work in Admissions/Registrar with Marketing and Communications.
Education Track	It has been a bit unclear if Marketing actually produces items for individual departments or if we are expected to produce these items.
Education Track	It's great you have staff with that expertise. Who are they, and how can we get help from them?
Education Track	I am very well aware that Marketing & Communications has staff who are brilliant web designers. And since most admins don't have a clue about web design & struggle with the branding requirements, I think it's asinine to pay someone who has no idea what they are doing to spend fruitless hours fighting with their dept web pages, when someone with expertise could do the exact same thing in a matter of minutes.
Education Track	who does Todd Paris work for? He's awesome....
Education Track	Perhaps a bit of local "marketing" just might be in order.
Consult Track, Customer Service	Right, I would expect them to have expertise in all these areas but it is extremely difficult (and downright expensive) to get that expertise applied to unit or department project needs. Can't even submit a news story with any certainty what will happen to it.
	Kudos to Andrea Swingley - she's been a consistently reliable and helpful source of graphic guidance and help. Tori Tragis is my go-to grammar guru. Todd Paris is unfailingly helpful, easy to work with, and willing to offer advice and guidance. LJ Evans has been a terrific source of ideas, feedback, guidance, and brainstorming.
	Todd Paris's photography is great!

3. When I worked with Marketing and Communications in the following areas, I received timely responses to my initial inquiries.

Categories	Comments
Education Track, Customer Service	Being able to submit notices to the Cornerstone electronically is wonderfully convenient.
Consult Track, Customer Service	My Department has invited the campus photographer to our events numerous times; and he rarely comes. Very frustrating. We sometimes don't know if he's planning to come or not. Marketing seems to have their own avenues of publicizing, and when we do go through them; our events feel 'lost in the shuffle' so we often simply skip them, or inform them just so they know; but we feel we must publicize on our own.
Consult Track, Customer Service	Assistance with publications has been variable, but most of that experience was under different M&C management. In the past I have been told that M&C was not sufficiently staffed to assist with publications of my unit and/or that such publications were not their responsibility. I don't ask for their help any more. In contrast they have generally been willing to do graphic design on publication covers.
Consult Track, Customer Service	My comments reflect the consistency in responses. For news releases and media interviews the response has been immediate on some occasions, not at all so on other occasions. There has been good and productive interaction and counterproductive and negative (as opposed to critical, which I expect) interaction. The service provided in news needs to be (pardon the jargon) value-added and not simply a painful hoop to jump through. It's been better in the past 3 months, so I am hopeful.
Consult Track, Customer Service	We were told it would be faster to use Dixon for our brochure than MC.
Consult Track, Customer Service	In an executive recruitment, we wanted interested parties on campus to be able to attend a public question/answer session with the final candidates. No assistance from Marketing & Communications was provided.
	Would really like to get some updated brochures (we've been waiting for the new branding to come about). We have NO marketing experience and NEED new materials.

4. When I worked with Marketing and Communications in the following areas, I felt my needs were understood.

Categories	Comments
Education Track	Roxen is terrible. I have made this known to them, and I am not alone in this thought. How can we have our 'regular' HTML or WordPress sites maintained through UAF? Still waiting for that clear answer.
Education Track	I did not have orientation in this area
Education Track	again, web design is by OIT, not M&C
Education Track	Self-service, via Web site.
Consult Track	Did not use any of the photo/video services due to frustrating experiences (and no success) working with print/web and especially news releases.
Consult Track	I felt very disconnected; like I was just another to-do on their list; It was not clear exactly what was needed, what the timeline was, who would get the information, who would get back to who, etc. We might have used more services if we had known they were available, who to talk to, what the costs were, and deadlines.
Consult Track	It is difficult for someone who thoroughly understands web design so explain things to someone who has zero understanding of web design.
	Andrew is quite helpful
	most of my communication is done through supervisors - I have had very little one on one interactions

5. When I worked with Marketing and Communications in the following areas, I received sound, expert advice.

Categories	Comments
Education Track	I did not receive orientation in this area
Education	Self-service, via Web site.
Consult Track	It is extremely difficult to respond to President Gamble's request to "tell more of our story", or to "get our stories out there" when we can't even get a simple news release blessed and submitted.
Consult Track, Customer Service	I didn't receive any advice at all; no one ever wrote or called me back. Twice. I just don't even try anymore.
	most of my communication is done through supervisors - I have had very little one on one interactions
	If someone tried to fit a square into a round peg at M&C, the department would explode!! Naturally inspiring?? paaaa-leeeaseeeee! How much did the contractors who came up with that idea cost? Certainly she didn't come up with that idea all on her own

6. When I worked with Marketing and Communications in the following areas, the project was completed in a timely manner.

Categories	Comments
Education Track, Consult Track,	- How often do news releases go out after 4 PM on Fridays, or any day for that matter? It should never happen, but is a regular occurrence. -News releases on email often reference "photos available online at www.uafnews.com", but it's rare that there are actually any related photos on the website when you click through. With the new cornerstone format, it's even less likely that they'll be readily available on the main page. -On web design, I know M&C does this, but the times I've contacted them, they've referred us to OIT because M&C staff were backlogged on other projects.
Education Track	Self-service, via Web site.
Education	never did work in this area just did local mail outs myself with examples which were left here by previous workers but would like to learn
Consult Track	Might have been done but wasn't sure or not.
Consult Track	We did not follow through on our end.
Consult Track, Customer Service	Staff did not understand our timelines...only wanted to apply their standards. Did not feel they listened.
	No need to keep saying the same thing
	TL;DR

7. When I worked with Marketing and Communications in the following areas, I felt my feedback was considered.

Categories	Comments
Education	Need to learn this not familiar with this area of work an I do need a recrute dvd for the program I'm working in.
Education	-The revamped cornerstone as a one-stop shop for news and campus information needs more work. Too many stories are duplicated on the main page, or you click through to get only another word or two.
	most of my communication is done through supervisors - I have had very little one on one interactions
	not applicable
	Didn't provide feedback.

8. When I worked with Marketing and Communications in the following areas, I was kept up-to-date on the progress of the project.

Categories	Comments
Education Track	I don't see why units and departments have to pay other UAF employees (marketing & communications) to achieve that unit's goals. Eg.units to pay Marketing to redesign a website and/or unit logo to Marketing goals?
Consult Track	I utilize these services in a way that this question doesn't address. I am the lead on the projects so they wouldn't be the ones keeping me up to date on the progress, I ask for their advice so if anyone would need to be kept up to date it would be me keeping them up to date but they are consultants so other than to satisfy their curiosity of the progress updates are not necessary.
	I didn't use any of these services.
	I have never used M&C for a project that required more than a few days of effort, so periodic updates were irrelevant.
	most of my communication is done through supervisors - I have had very little one on one interactions
	not applicable

9. When I worked with Marketing and Communications, I felt the processes in the following areas were easy to use, clear and efficient.

Categories	Comments
Education Track	Except for ordering through Photography's website I have not really followed any formal process. I just e-mailed the person who seemed likely to be responsible for a given task.
Consult Track, Customer Service	decided not to pursue certain campus advertising because it was too confusing or we didn't get a timely response
Consult Track	Not exactly sure processes were identified ahead of time, but the work got done - and done well.
Consult Track, Customer Service	-Getting a news release out is an exercise in being micromanaged.
	I didn't use any of these services.
	most of my communication is done through supervisors - I have had very little one on one interactions
	Again, I am not sure that the question is worded in a way that reflects the way I utilize these services.
	Not a web designer. If I was, I'd be working as a web designer. What seems very basic & simple to someone who knows what they are doing can be daunting & challenging for someone without a clue.

10. When I worked with Marketing and Communications in the following areas, I was pleased with the outcome of my request or project.

Categories	Comments
Consult Track	News release was not sent out until day of the event
	no comments do not have enough information to comment
	I didn't use any of these services.
	most of my communication is done through supervisors - I have had very little one on one interactions
	The only service that marketing performs for me is photography, everything else is completed by me or someone I hire, with the exception of editing/proofing.
	For the love of Pete! Either keep the options in the same order, or fix the program so that you don't have to keep answering questions about the ones you didn't use!
	I was grateful that someone helped me, but frustrated with the University, not M & C, that I was forced to take on job duties that I have no experience or training for.

11. Please help us evaluate the importance and overall quality of our services in the following areas.

Categories	Comments
Education Track	I cannot rate what I have not used. Knowing the services are available to us and using the services I will have better feedback in the future
Education Track	I Shouldn't be taking this because i do not use these services. On the other hand I didn't know they were available. I'd say you need to advertise better. Not just by e-mail
Education Track	I did not rate services I do not use. In general I don't have a lot of direct contact with M&C, although some of my reports do. I have not said a lot about web design because I am not sure to what extent M&C was responsible for recent changes to web pages (vs. OIT). But, those changes (this fall semester) were very disruptive and many pages are still not good either in appearance or functionality.
Education Track	We have great web designers, it seems we lack web programmers. UAF seems stuck using off-the-shelf products like Roxen. blog software, and the low-end versions. That Roxen is available for individuals not able or wanting to use more sophisticated software and programs is fine, but for our collective 'front door' we could be showing a much better 'face'.
Education Track	<p>My big issue with M & C is how much money is wasted on branding & rebranding. The whole "is {it} for you" campaign was confusing; everyone I know thought it was promoting an Information Tech program. And now that we've been rebranded, all CLA departments - and, I imagine, all other UAF departments - received bundles of the old "postcards" with the silly {it} slogan. I was completely flabbergasted about this; what are we supposed to do with them? Most people who end up in my office are currently enrolled, so they know that "{it}" is for them. I couldn't help but wonder how much money (let alone paper) was wasted.</p> <p>I resent being threatened over using "old" letterhead. Most (all?) academic departments are on shoestring budgets & it's a big blow to have to throw out perfectly good stationary because of how the bear looks or because the font changed. If these changes are so vitally important, then M & C should pay for the new stationary, business cards, etc.</p> <p>I believe that M & C has a vital purpose at UAF. However, a little oversight and/or common sense would be nice to see.</p> <p>Finally, not sure if this is a M & C issue or not, but whoever was the genius behind the carpet art in Eielson should have to apologize to the university community for such a colossal waste of money. The art COULD have been nice, but to put white carpet just inside the entrance on BOTH ends of a heavily used building was sheer insanity & it makes my blood pressure rise every single time I see it. It looks horrible now that it's stained & ruined. If that really had to be done, it should have either been done as a wall hanging or put in a better location - like maybe where you turn out of Eielson to Signer's - at least the worst of the mud & grime would be tracked off of someone's shoes before they got to it.</p>
Education Track	I believe Marketing and Communication is only available to executives. Can anyone use their services? Could a department secretary use them to design a brochure for the department? What is cost? Is the service free? If it costs, that is probably why I didn't know about any of your services.
Education Track	I only rated areas I've used, good to know that they do the other things too. Is it a recharge arrangement?
	TL;DR
	no comment do not have enough information to comment
	The publications and advertising have improved considerably with the new marketing campaign. Responses are based on what has happened in the past.
	Others in our unit work with M&C, so I replied to the only service I had requested.

12. How often do you use our services?

Categories	Other (please specify)
Education Track, Consult Track, Customer Service	when I absolutely have to; otherwise I find another channel
Education Track, Consult Track, Customer Service	Not as often as I could if I weren't so frustrated with it all.
Education Track	Would use more often with more information about contacts and access.
Consult Track, Customer Service	Tried to get help with web and was unsuccessful
	never
	I haven't used these services.
	I never have
	I haven't yet
	usually my supervisor does everything
	never
	have not
	At this time, only with executive recruitments.
	Extremely rarely. Maybe once every 3 - 4 years
	I really don't know as we have admin staff who deal with our flyers and brochures
	a few times a decade

14. Please share any other information you think would help us improve our processes.

Categories	Response Text
Education Track, Customer Service	My experience has been that Marketing serves its own needs. Its staff have no interest in the departments unless they need something.
Education Track, Consult Track, Customer Service	Pushing the tasks out to the units is not the way to go as departments don't have the technical or professional skills to achieve your standards and goals and the schools/colleges/institutes have more important things to spend their increasingly limited, and frequently cannibalized, funds.
Education Track, Consult Track, Customer Service	better communication
Education Track	clearer description of your services. What is the difference between a publication and a graphic design piece. Is graphic design also an advertisement?
Education Track	need training in this area to do my job better.

Education Track	We didn't know that M & C offered these services to schools/departments, but will be sure to use them now. Just found/had time to read through the UAF Branding Book (sent out in the Chancellors memo) that really answered questions and I think will be a great resource.
Education Track	need to be more proactive in letting the campus know about your services.
Education Track	I have always considered marketing and communications to have a role at the UAF level to advertise the whole. Other than sending in a campus announcement or advertising a specific event, I really don't use their services because I didn't think I could, and the cost would probably be prohibitive. I do my own web design, brochure design, etc within the UAF guidelines. I respond to requests for information, but that's pretty much it. I would never hire anyone in that office to do something for me. Can't afford it.
Education Track	Great improvements so far in new branding and development of tool kit. More information is now needed about type and costs of support available to units and processes for accessing support.
Education Track	Please don't think that I have some vendetta against M & C. I appreciate the need for advertising and branding - I just wish so much money wasn't wasted.
Customer Service	Please move back on campus. :)
Consult Track, Customer Service	<p>I have found the processes the Marketing/Communication department uses (specifically in the events/press releases/social media/photographer scheduling areas) to be undefined and confusing. The processes for requesting a service are ambiguous. There is often no confirmation that a task can and/or has been completed. The individuals do not take the time to assess my request, instead my experience has been the same in all cases, the M/C employee wants me to file my request with no opportunities for individual attention, unless I insist. There is little or no opportunity for feedback from the professionals I have worked with.</p> <p>While I admire and respect the entire staff, the members of the Marketing/Communications team I have worked with seem overwhelmed, rushing off to "other meetings," missing my emails (or ignoring them), and otherwise unresponsive. As I said, I think the individuals are talented and competent but I think they have been swallowed up by a department with too much to do and not enough people to do it efficiently.</p> <p>Thank you for taking the time to launch this effort. I hope my honest feedback will be helpful.</p>
Consult Track, Customer Service	My experience with Marketing and Communications has been excellent. I appreciate all the work done on the new brand, and value the professionalism of the group.
Consult Track	Begin by: respecting the people who have contributed.... don't forget those who started the program or developed it. It is not necessary to celebrate those people, but it is important to acknowledge it. Really, an announcement would've been nice at the end of September-
	So far most of the direct communication is done through supervisors - I have had very little one on one interactions with marketing and communications
	In this survey, keep the same services in the same order in the questions so I can easily locate and re-check and re-check and re-check "Did not use this service" -- or ideally make the services we didn't use go away the FIRST time we are asked.

Administrative & Support - Program Review

Service Unit Template

Updated: January 7, 2014

Unit Analysis Questionnaire

Please complete the following questions as part of the UAF Administrative & Support (A/S) Program Review process. Submit data and responses no later than Friday, January, 31, 2014 to Briana Walters, Office of Management and Budget (bdwalters@alaska.edu)

Questions are intended for unit leadership to answer with respect to structure/organization, function, associated budgets, efficiency and resourcing decisions.

1. Briefly describe your unit and its core functions.

The UAF Marketing and Communications department is the lead strategic communications team for UAF and the chancellor. M&C is responsible for building awareness of UAF and enhancing UAF's reputation through integrated marketing and communications strategies. M&C communicates UAF's tripartite mission of teaching, research and service through consistent creative execution and messaging to all audiences using strategic internal and external communications. In promoting UAF's programs, services, students, staff and faculty, M&C positively positions UAF among its competitors and builds and maintains positive relationships with the many publics it serves.

Core functions:

Public relations — research, planning, implementing and evaluation of small-to large-scale PR activities, programs and campaigns. *Examples: UAF Communication Plan, brand launch, safety campaign, Combined Heat and Power Plant; Troth Yeddha' campaign, Chancellor's Reports and Chancellor's Highlights, PowerPoint presentations, speaking engagements, talking points, advice and counsel on issues and priorities, etc.*

Marketing — conceptualization, design and placement of image campaigns in state and out of state targeted to prospective students and parents, alumni, supporters, funding agencies, policy makers and community members. *Examples: Statewide image marketing campaign, Washington State marketing campaign, Admissions ads, Admissions Viewbook, Registration Guide, Going to School in Alaska, Inside Out, Trail Guide/International Trail Guide, commercial development, focus groups, faculty promo/tenure ad, etc.*

Media relations — liaisons and spokespersons for local, national and international media, pitching and generating stories, news writing and editing, liaison for 25 unit public information officers. *Examples: News release and story writing, editing and pitching, generating, tracking stories, interviews, media location agreements and shoots, opinion editorials, etc.*

Issues management — trusted counsel and liaison with General Counsel and media on issues that can affect the university's reputation. *Examples: personnel issues, program issues, budget issues, PR issues, talking points, FAQ's, issues strategy development, etc.*

Brand and reputation management — brand development, awareness and positioning among stakeholders and competitors. *Examples: Environmental signage, templates (business cards, letterhead, invitations, brochures), brand toolkit, videos, trademark management- licensing and review, institutional identity guidelines, etc.*

Creative services — graphic design, photography, writing/editing, publications, institutional identity guidelines. *Examples: Aurora Magazine, budget/legislative materials, UAF Catalog, Campus Map, Facts and Figures, photography, Chancellor's presentations, holiday card, building bios, UAF directory, writing and editing content. Departmental reviews – websites, magazines, brochures, fliers, mailings, logo and design reviews, etc.*

Employee communications — fosters employee engagement and awareness of university initiatives and priorities by providing timely, relevant information to build advocacy and trust. *Examples: New employee welcome letter, surveys, Cornerstone Newsletter (employee and student), construction communications, Dining Services meal plan communications, safety campaign, brand ambassador program, Chancellor's forums, Grapevine, Title IX communications, etc.*

Social media — UAF currently shares information across multiple social media platforms. *Examples: Facebook, Twitter, Tumblr, YouTube, Pinterest, Instagram, Spotify, Storify, issuu, Google+ and LinkedIn.*

Web communications — web design, content management, web guidelines, Roxen templates. *Examples: UAF main website, Admissions, Alumni, M&C, Development, UAF photo store, Cornerstone News and Information Site, and other departmental first and second level pages.*

Institutional events — engages the community and stakeholders in small-to large-scale activities on and off campus. *Examples: New Year's Eve fireworks, Festival of Native Arts, Commencement, Chancellor's Gala, Convocation, Centennial events, memorials, Golden Days, Tanana Valley State Fair, holiday gathering, building dedications.*

Crisis communications — lead communicators in times of crisis and member of the Incident Command Team. *Examples: Emergency communications, emergency protocol planning, member of IMT, mock exercise coordination.*

2. What is the FTE count within your unit? Include total of each FTE on restricted v. unrestricted funds, using the table below.

Unit Name: Marketing & Communications	# FTE (0.0)	Salary & Benefits (Labor) Budget (\$0,000.0)	Operating Budget (\$0,000.0)	Total Labor + Operating + Other Budgets
Restricted		\$	\$	\$
Fund 1	20.25	\$1,713,964	\$309,836	\$2,023,800
Other		\$	\$	\$
Totals:		\$	\$	\$

- Please attach an updated organizational chart, including FTE, job family classification and working title for each position.
- Has your organizational structure changed over time? If so, explain changes in budget or FTE trends for the past 3-5 years.

Vacancies that occurred throughout the last 3-5 years were reviewed and were either left vacant or recruited in the area of most need based on higher education recruiting trends. For instance, our videographer position was reclassified and recruited as the multi-media/social media coordinator. An associate director position was reclassified and recruited as the marketing manager. Web, digital marketing, social media is the direction

we need to move in to stay competitive in higher ed. M&C is reorganizing based on feedback from a consultant and to more efficiently meet the needs of campus.

3. How are your business operations and administrative staff organized? For example, do you have a business office/centralized processing center or are administrative staff distributed throughout your operations?

- Janet Ballek: Fiscal Tech (timesheets, recruitments, travel, purchasing, JVs)
- Pat Cruse: Office Coordinator (front desk, distribution, supplies, general office)
- Sharon Burke: Assistant to the Director (budget – management reports, budget revisions, budget prep)
- Amber Watts: Tech Manager (desktop support, server maintenance, software tracking and renewal)
- Cheri Renson: Institutional Events (Commencement, Tanana Valley Fair, Golden Days, Groundbreaking, etc.)

4. What are the primary and secondary services your unit provides? Please list with short descriptions, if necessary. (See question 1. for descriptions of the positions below. These are all primary services.)

1. Public Relations
2. Campus Communications
3. Media Relations
4. Brand and reputation management
5. Creative services
6. Employee communications
7. Issues Management
8. Institutional events

- a. Describe any revenue generated as a result of these services, if applicable.
Small and inconsistent revenue from photo store and location agreements.

5. How do your business and administrative practices reflect UAF's mission and core values? Consider the practices within your unit and those that your unit is involved in.

- a. How do your services support and enhance UAF's core themes: to educate, discover, prepare, connect and engage?

Marketing and communications functions at UAF are woven into just about every strategic plan: Vision 2017, UAF Core Themes, and Shaping Alaska's Future, to name a few. All reference communications to constituents, reputation building, and "telling the university story" as key to moving the institution forward. UAF needs to revisit and redefine its core values. The only place I've ever heard or seen them is on the website somewhere. They are definitely not "core". I have developed my own core values for my department.

- b. How does your unit support a commitment to high-quality service?

Marketing and Communications participated in the Process Improvement initiative led by administrative services. We reviewed and modified our project management and intake process, which has greatly benefited our departments and customers alike. In addition, we have strengthened our focus on being service-minded to campus and being

timely and responsive to customers. We need to model for the rest of campus what it is to be brand champions.

- c. Are there opportunities to make business processes more effective and efficient? If so, how?

Yes, recently finished nearly two years of the formal Process Improvement for our intake and project management system. We will continue to review areas that have the potential for streamlining, within the department and within "like" functions around campus.

- d. How does your unit ensure compliance and accountability without imposing unnecessary burdens?

Manage UAF's brand through established guidelines but still allows flexibility. Providing tools and resources to campus has been really helpful in maintaining consistency and giving campus a choice within a set framework. Our job is to manage UAF's brand and reputation; this means we have to be diligent in managing our visual identity. We try to be helpful and always point to a new resource or offer to help when letting folks know that what they are doing is not within our guidelines.

- e. How does your unit address risk?

We create communication and public relations plans, vet, seek advice and feedback and then make an educated decision. We don't wait for someone to tell us what to do. If we see an opportunity and determine it's worth doing, we go for it. We adjust course as needed throughout the process and track lessons learned for the next time.

6. Please describe your largest customer group(s). If these customers were to rate business services in your unit, what do you think they would say? Please choose your perceived customer service experience on the scale below (circle one). Students and campus community

Not Acceptable - Slightly Acceptable - Moderately Acceptable - Very Acceptable - Completely Acceptable

Very Acceptable – Admissions and Development (I would say that we've moved up from moderately acceptable over the last two years).

- a. If you have conducted a recent customer satisfaction survey, please share the results as an attachment.

Customer Service Survey attached

- b. If you have conducted a survey or would like to see improvement with your level of perceived service selected above, please describe actions you are taking to create positive change.

- Improved project intake system
- Began using Basecamp to improve communication and project management.
- Clarified roles and responsibilities
- Clarified and defined role of project manager

7. How do you compare with other units (internal) or organizations (external) of relative size or scope (universities or other service providers)?

We did a quick survey of similar departments in peer universities but, as you can expect, the make-up of the Marketing and Communications departments vary. We matched the positions to our best ability, compared departments and came up with this summary:

Most of the peers have a videographer, which we do not. Departments have the most employees in communications, events, design, web, and writers, which are the areas (sans events) the consultant recommended we strengthen.

8. Process Improvement:

a. What processes or administrative workflows work particularly well in your unit?

Intake form

Basecamp

Traffic Manager position

All of these workflows were an outcome of the M&C Process Improvement exercise.

b. What processes would you want to improve, change or eliminate within your unit?

We need to strengthen and align our news and information processes to be more efficient. This means looking to create and strengthen relationships with unit level communicators. This is also a recommendation from the P&BC.

We also need to strengthen UAF's institutional identity guidelines and move the campus toward a branded house. This will be done in a proactive manner but will take time.

9. "Shared services" is the consolidation of business operations that are used by multiple parts of the same organization. The goal of a shared service model is to allow each business unit/department to focus its limited resources on activities that support the UAF mission and core values.

a. Do you see opportunities to implement shared service models? If so, where and how?

PPA/Travel/Purchasing – share time with other USA departments

Events – coordinate with Development and Wood Center event related activities

Computer tech – share time with other USA departments in the areas of desktop support, software research, server administration

b. Are there processes in your unit that could be shared with other units, or pooled? What impacts would you expect, in terms of service and efficiencies?

Events – coordinate with Development and Wood Center event related activities.

Pooling these three positions would benefit the campus community with a much more streamlined and efficient process.

Computer tech – share time with other USA departments in the areas of desktop support, software research, server administration. Marketing and Communications created this position long ago because of the software and equipment used for designing, video, photo needs. Social Media activities and the hiring of the digital marketing manager will require additional support. USA may have needs for someone to research software or to find solutions for digital storing.

10. Impact of decreased funding:

- a. What services would be most impacted by a 10% reduction in personnel funding, and how would they be impacted? Reduction of services in distribution, data base management, computing, project management.
- b. What services would be most impacted by a 10% reduction in non-personnel funding, and how would they be impacted? Reduction of print projects: Undergraduate catalog, campus map. Reduction in event services.
- c. Would you consider shared service models to ensure the same level of services continue in the event of a personnel reduction? Yes

11. Metric Performance:

Identify any administrative metrics you are using that reflect your key service areas. Include actual or quantifiable performance data in addition to targets or performance goals for the last 3-5 years, if available. Note changes in trends based on performance/metric change. Examples: volume or number of items processed within a defined period of time, length of time it takes to complete each average transaction (days), accuracy rates, customer satisfaction, etc.

See Integrated Marketing and Communications Plan with attached metrics.