

Recommendations for Consolidating UCOP Communications Services

April 10, 2008

Work Group Members

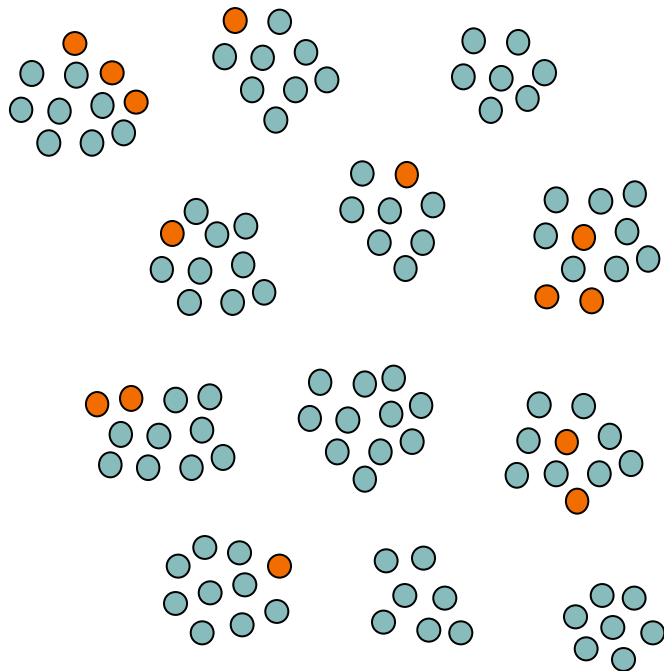
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Consolidated Communications Services:

Context and Rationale

Current State

● Communications FTE



Staffed units: 9

Estimated FTE: 39.7

Communications efforts across UCOP are **decentralized** into handful of units

Pros:

- Deep subject area expertise
- Immediacy for staffed units

Cons:

- Creates **gaps** in service to other units
- Relies on informal networking to spot emerging issues
- Weakens staff recruitment, development

Consolidated Communications Services: Context and Rationale (continued)

Current State



No overarching institutional strategy, brand management exists, leading to:

- Inconsistent look and feel
- Lack of shared standards
- Duplication of effort
- Missed opportunities
- Little to no evaluation of ROI

Consolidated Communications Services:

Work Group Process

- **Objective:** Strengthen and coordinate communications activity and support it with services that all units may require but can't afford to do (or shouldn't do) separately
- **Work conducted:**
 - Needs analysis
 - Internal OP consultation
 - External consultation – LANL, UCLA, UCD, UCR, UCI, CDL, U of Florida, Hill & Knowlton, Rand
 - Workflow testing

Consolidated Communications Services:

Needs Analysis – Findings

Basic Services

- Web/new media
- Increased multimedia/video production
- Information clearinghouse
- Reliable production services
- Vetted freelancers, vendors

Sources:

- Department interviews
- Campus communications directors/AVC feedback
- Senior leadership

Leadership

- Stronger storytelling capabilities
- Strengthened media relations (national, international reach)
- Issue management
- Stronger internal communications
- Marketing orientation/research/budget

Consolidated Communications Services:

Purpose and Scope

A new consolidated communications unit will provide:

- **Strategic leadership** of institutional communications efforts
- **Creative support** for U-wide and individual department communications

Assumptions:

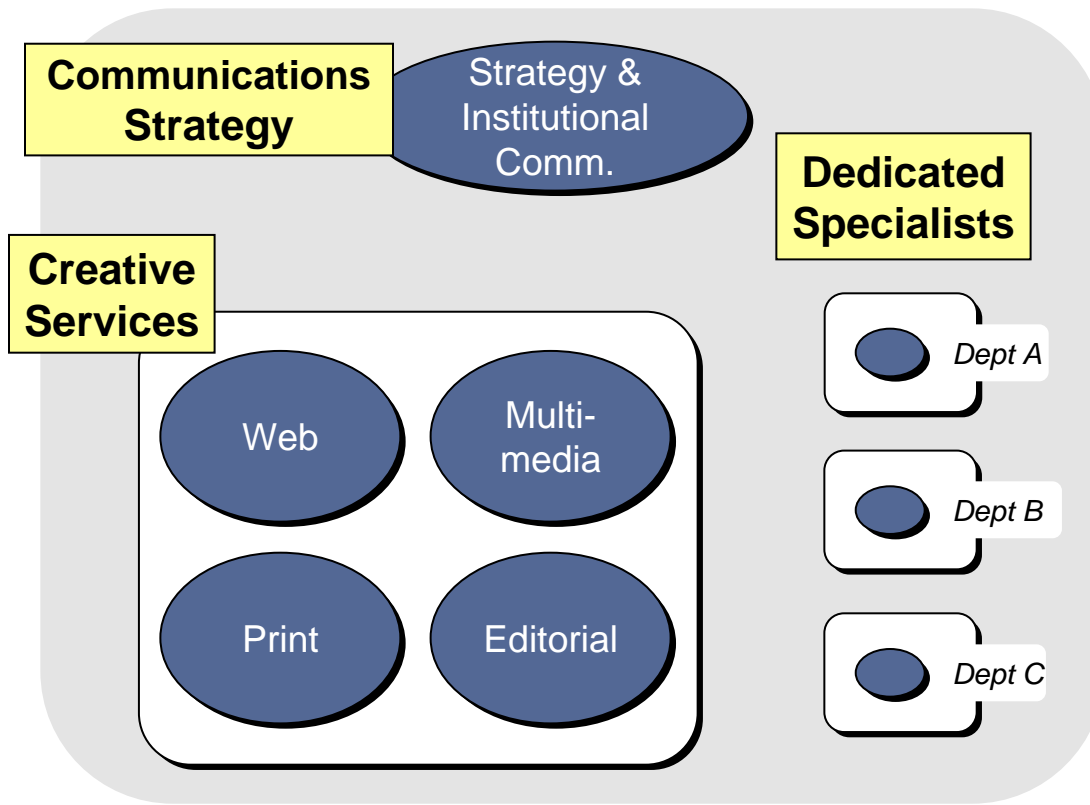
- Final authority on overall institutional messaging, look and feel would reside with this unit
- Consolidating communications is focused primarily on improving effectiveness, and may require additional investment

Consolidated Communications Services:

Proposed Functional Model

Proposed State:

Consolidated Communications Services



Three components to new unit:

- **Communications Strategy**
 - Institutional messaging and branding, strategic planning, market research, issues management, media relations
- **Creative services**
 - Technical support for development, production of comm. vehicles
- **Dedicated specialists**
 - Subject-area experts, content developers

Consolidated Communications Services: Creative Services – Major Functions

- Information architecture
- User interaction
- Visual design
- Web production
- Web standards

- Publication production
- Graphic design
- Photography
- Vendor management

Creative Services

Web

Multi-media

Print

Editorial

- Video and audio production
- Podcasting
- Vodcasting

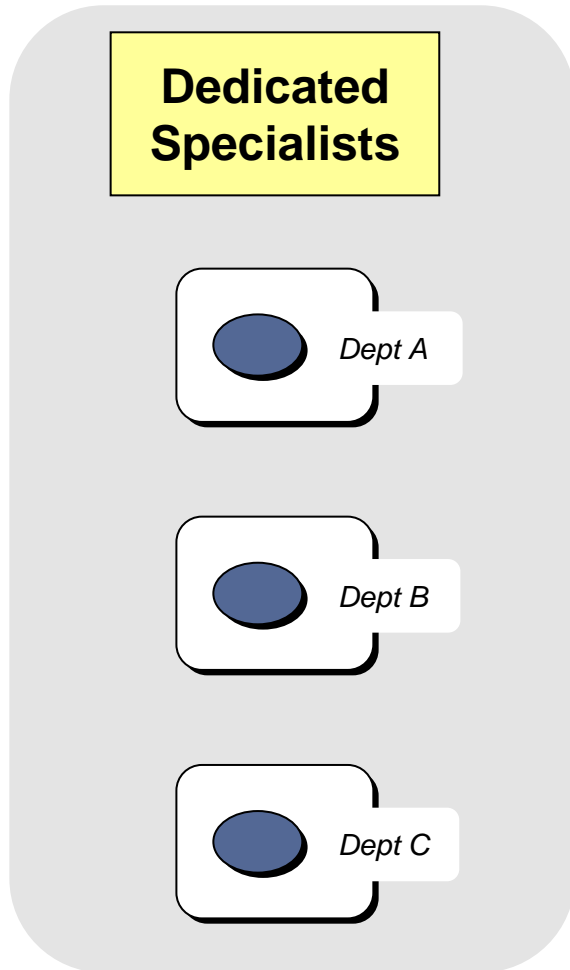
- Developmental editing
- Writing
- Web writing
- Copy editing

- **'Brand Central' for UCOP** – clear ownership of look and feel
- Unit will partner with IR&C to provide critical backend services

Consolidated Communications Services:

Dedicated Specialists – Major Functions

Dedicated specialists will provide content development and expertise to specific departments



Responsibilities:

- Content development
 - Internal newsletters
 - Annual reports
 - Talking points, presentations
 - Web content
 - Contributions to U-wide initiatives
- Audience cultivation, networking

TBD:

- Issue management responsibilities

Consolidated Communications Services:

Dedicated Specialists – Potential Domain Areas

Potential Domain Areas

- Research/Grad Studies
 - Health
 - SGR (requested)
 - Business Ops
-
- ANR*
 - Academic/Student Affairs*
 - Labs/FGR*
 - HR*
 - SAPEP*
 - NRS*
 - Advocacy*

TBD with departments:

- Which subject areas and # needed
- Embedded or central

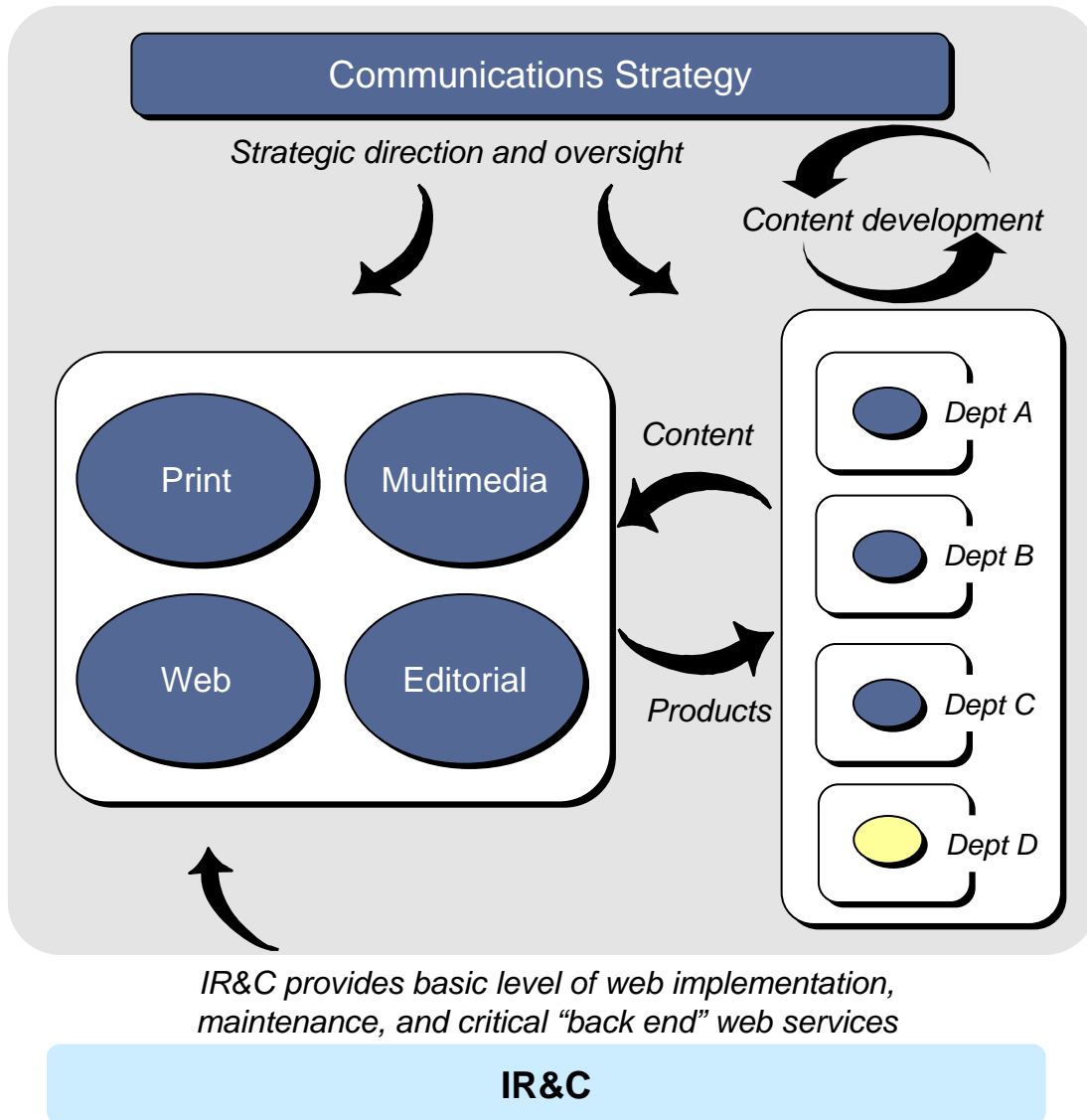
Reporting lines:

Regardless of physical location, will report to communications

*Departments with existing communications staff

Consolidated Communications Services:

Proposed Functional Model



- **Comm. Strategy** defines messaging priorities, provides oversight
- **Dedicated specialists** adapt strategic direction to local needs, work directly with Creative Services on individual projects
- **Creative Services** manages workload prioritization, provides direct services to departments

Trade-offs:

- **Central vs. local control**
- **Requires more prioritizing**
- **Potential role conflict** for dedicated specialists

Issue: New approach requires clear, consistent prioritization

Recommendations:

- Base priority on project's relation to:
 - Redefined OP roles (external advocate, guardian of public trust, etc.)
 - Institutional communication priorities
 - Immediacy of need
 - Resources available (time, budget, staff)
- Clearly define service levels and apply equally
- Establish advisory group to review process, outcomes
- Maintain active partnerships with departments
- Provide references to vetted alternative resources

Issue: New approach requires clear definition of roles, responsibilities for communications and IR&C web teams

Recommendations:

- Make clear ‘front end’ vs. ‘back end’ responsibilities
- Continue ongoing discussions about potential for dedicating programming resources to communications
- Support discussion of new resource models for IR&C
 - No recharge
 - Funding for consulting time (e.g., to evaluate new media tools)
 - Investment in CMS

Transition Planning

Recommended: Phased implementation

- First priority: web services
 - Internal candidates considered first (expand externally if needed)
 - Phased rollout to departments depending on staffing shifts

Funding issues

- Funding model for unit TBD
- Will be interim overlap until restructuring of other departments complete

Communications audit and strategic planning

- What products do we continue to produce, what are their staffing needs, how are they meeting our strategic goals

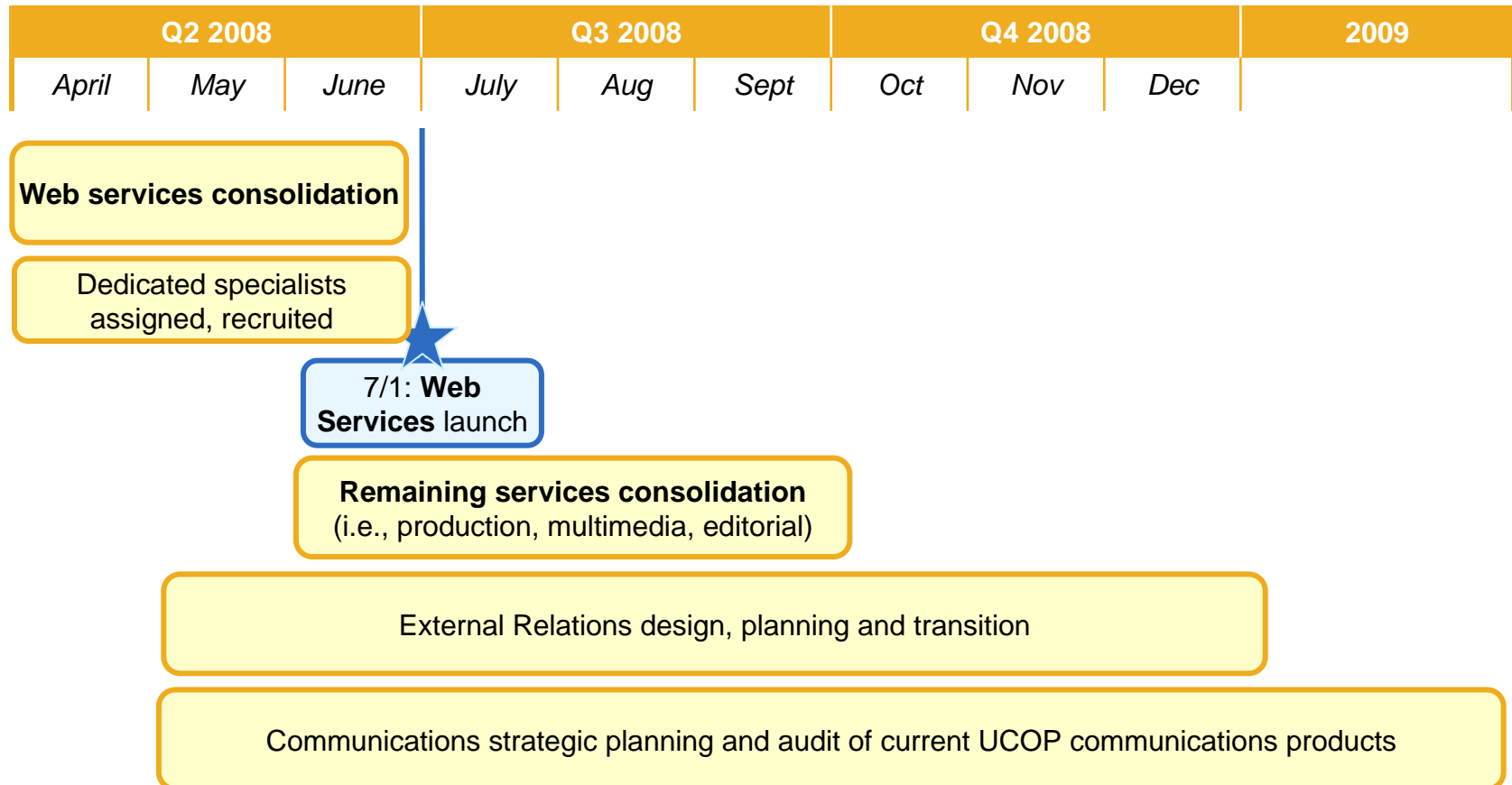
Consolidated Communications Services:

Benefits

- **Consistent** brand identity, integration and execution of UC messages
- **Broader range of services** available to more departments
- **More proactive planning** to anticipate needs, coordinate resources
- Better use of resources, **leveraging** of content
- **Potential savings** from reduced outsourcing, strategic sourcing
- Clear career paths, opportunities for **cross-training**

Consolidated Communications Services

Timeline



- Posting date of new web positions TBD in consultation with HR
- Department meetings to be held through spring to identify priority areas for assigning dedicated specialists