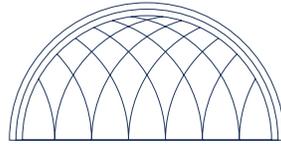


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**2023-24**

# **University Communications Annual Work Plan**





**WE ARE** writers, creators, planners + programmers, strategists, marketers, and communicators, proudly promoting and publicizing all things UVA. University Communications' mission is to strengthen UVA's positive reputation and increase awareness of the institution's many impressive accomplishments and strategic initiatives. To do this, we:

- **Highlight** the academic rigor, collaborative research, vibrant student life, contributions to our community, commitment to service, health and medical enterprise achievement, athletic success, and the overall achievements of our broad University community, including students, faculty, staff, alumni, and friends.
- **Emphasize** the University's founding mission to cultivate an educated and informed citizenry and its animating principle of service.
- **Share** the University story with key audiences by leveraging owned, earned, paid, promoted, and social media channels + programs.
- **Develop** content and marketing strategies, execute campaigns that support the institution's highest priorities and key initiatives, and address market challenges.
- **Steward** and increase the value of the UVA brand through a robust brand platform and brand community support, a coherent visual identity system, and management of UVA's collegiate trademark and licensing program.
- **Bolster** the University's reputation by leading an effective and proactive media relations and issues management program.

In August 2019, the UVA Board of Visitors approved "A Great and Good University: The 2030 Plan," setting our institutional heading for the next decade. Concurrent with this strategic plan, University Communications completed its supporting five-year communications plan, outlining seven goals, our shared priorities, and unit objectives. Together, these two documents inform the foundation of our annual work plans.

The following represents our fifth and final work plan installment for the established five-year strategic plan period from 2019 to 2024, which will conclude in the summer of 2024. As in prior years, many of the projects that comprise this work plan reflect a continuation of the significant work from the prior year. This work plan is not intended to be a catalog of everything we do. Instead, it outlines the key projects, content themes, and internal initiatives that we will pursue in FY24 in support of "The 2030 Plan" and alignment with the goals described in our five-year plan.



## GOAL ONE

# Strengthen Our Foundation

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## *November 13th Recovery*

### HIGH PRIORITY

**Responsibility:** All Areas

**Objective(s):** Support Athletics and the University community coming together to commemorate the loss of lives and ongoing trauma recovery, including two key events: the Virginia football home opener and the first anniversary of the event. Amplify athletics messages that our community has an unbreakable bond; we will move forward together and never forget.

#### **Creative**

Assist the department in creating art, video, and capturing photos to enhance the efforts above.

#### **Digital**

Support, develop, and publish content on all owned channels and platforms to engage with our key audiences to highlight community messages and healing through the fall. Continue the appropriate use of UVA Strong graphics across owned channels.

#### **Leadership & Media Communication**

Provide communications support as the University continues to recover from the November 13, 2022, tragic shootings on Grounds. Provide issues management and executive communications counsel surrounding the external review and publishing of related findings, and the subsequent narrative associated with criminal and civil proceedings.

#### **Licensing**

Manage UVA Strong marks and any additional needs, including Orange Out t-shirts, custom jersey requests.

#### **Marketing**

Work with Athletics on longer-range reputational recovery efforts as supported by supplemental budget approval and as/when leadership roles in Athletics are better defined.

#### **News & Content**

Develop UVA Today content surrounding the football home opener, the anniversary, and ongoing community healing.

## *Proactive Media Engagement*

### HIGH PRIORITY

**Responsibility:** Leadership & Media Communications

**Objective(s):** Grow the University’s “share of voice” in the daily news cycle and develop a media engagement plan strategically focused on reaching priority target audiences, including peers and prominent higher education associations through select earned media channels. Coordinate with news and content, digital, and marketing on key priorities. Collaborate with communications leaders across the University to draw additional external attention to key university activities, achievements, and initiatives. Track what’s trending not only for UVA Today coverage but also for pairing our experts with earned media outlets to gain a share of voice.

## *Student Recruitment*

**Responsibility:** Creative, Digital, Marketing, News & Content

**Objective(s):** Following the historic Supreme Court ruling, continue support of Enrollment’s efforts to attract and support exceptionally talented and diverse students to our vibrant and welcoming community. Identify opportunities to create and share stories of diverse students, and their experience at UVA and beyond Grounds to represent Great and Good in action, produce compelling content, and repurpose existing content to demonstrate the tremendous value of a UVA education and experience. Emphasize key moments in the annual student application and academic calendar to reflect the life of the student body, including annual offers of admission, job acceptance, graduation, and orientation.

#### **Creative**

Continue to provide content and creative – including video, photography, and other art content — that celebrates and elevates the UVA student experience and the value of a UVA education.

#### **Digital**

Support and leverage UVA Today content and publish social-first content that incorporates and celebrates the student experience as an integral part of the university story.

#### **Marketing**

Provide counsel to Enrollment’s in-house marketing area and offer input to related market research efforts.

#### **News & Content**

To support student recruitment and reputational enhancement, coordinate telling the story of the UVA student experience and alumni success.

## ***Faculty and Staff Excellence***

**Responsibility:** Digital, Marketing, News & Content

**Objective(s):** Produce content that illustrates the quality of faculty instruction and research, the professionalism and competence of, staff, and, by extension, elevate the University's reputation as a great place to teach, work and provide service to others. Commission a second year of the Faculty Profile series and consider new ways to highlight the Provost's Office annual Teaching Awards. Leverage and reimagine the content for use in Great and Good advertising and social amplification.

## ***Honor the Future***

**Responsibility:** News & Content

**Objective(s):** Support Advancement in their efforts to publicize when they surpass their \$5.0B campaign goal this year. Create and distribute content and earned media attention emphasizing the range of ways that philanthropy improves the University.



## GOAL TWO

# Cultivate the Most Vibrant Community in Higher Education

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## *President's Office Support*

### **PRIORITY**

**Responsibility:** All Areas

**Objective(s):** Promote and support significant institutional events and initiatives, including Double Take, Inside UVA podcast, the annual holiday video, Final Exercises for the Class of 2024, and other signature community-based initiatives. Confirm and coordinate in advance how we will approach April Fools' Day.

#### **Creative**

In partnership with Marketing and the President's office, support signature video requests and ideas, working to develop collaborative and effective approaches.

#### **Digital**

Appropriate coordination with the President's Office and University Communications colleagues to support President-related social media content, promotion of Inside UVA Podcast and social media activation, strategy or promotion for signature videos, and social media sentiment reports.

#### **Leadership & Media Communication + News & Content**

Serve as the principal coordinator of institutional communications strategies announcing and supporting a range of topics and issues that emerge from or reside in the President's Office.

#### **Licensing**

Support producing and sourcing signature branded items for the President's Office use.

#### **Marketing**

Serve as liaison to the President's office for signature video planning and execution and other efforts as needed. Work with Matt Weber to plan, create and review concepts for the President's Office video pieces – Move-In, Holiday Video, and others more proactively.

## *Virginia Football*

### **PRIORITY**

**Responsibility:** Creative, Digital, Licensing, Marketing, News & Content

**Objective(s):** Support Virginia Football in its efforts to increase visibility, fan affinity, and ticket sales. Develop and produce content that reflects football student-athletes and staff at an individual level and highlights strengthening our sense of community. Support fanbase growth and fan engagement. Highlight the 4th Side as part of the UVA experience that is shared with the community and the Commonwealth.

#### **Creative**

Support advertising efforts.

#### **Digital**

Continue coordination with the Assistant Athletics Director for Marketing by supporting digital advertising campaigns, fan engagement, ticket sales, and social content.

#### **Licensing**

Leverage events and games for merchandising the brand.

#### **Marketing**

Support established programs such as bus shelters, house ads, and 4th Side student events. Provide additional support as needed to promote awareness and interest in the Virginia football program and the fan experience.

#### **News & Content**

To support student recruitment and reputational enhancement, coordinate telling the story of the UVA student experience and alumni success.

## *Democracy and Free Expression*

**Responsibility:** News & Content

**Objective(s):** Support the University's commitment to strengthening democracy through content that reflects UVA's engagement, scholarship, and research in this area. Content includes storytelling around civil discourse, free expression, viewpoint diversity, and related themes. This content should address issues critical to democratic principles to engage in community-building and open dialogue.

## *Commonwealth of Virginia Campaign*

**Responsibility:** Creative, Digital, Marketing, News & Content

**Objective(s):** Partner with the Office of Diversity, Equity, Inclusion, and Community Partnerships and the Chief Operating Officer's office to raise funds for regional non-profits through the University's participation in the Commonwealth of Virginia Campaign. Continue to be a leader in Virginia in terms of overall funds raised. Promote and reinforce the role of the campaign in living out the value of being a good neighbor to the communities in which we live and work. Reconsider the degree to which we highlight "CVC" per se versus the "why" of giving as a community.

**Key performance indicators for FY24:**

- Increase funds raised to \$750K.
- Increase overall participation rate and student participation specifically by effective outreach and partnership with Student Affairs, IFC, and other student organizations.
- Add two-factor authentication or other security measures to ensure the privacy and security of gift-making.
- Transition as part of a state-wide effort to adopt a new third-party gift processing company.
- Frictionless giving

### **Creative**

Provide quality control and review of creative developed by Journey Group for the campaign. Provide consultation and review of art for Winter Wander for the house ad program in November/December.

### **Digital**

Implement advertising campaigns through appropriate paid and owned channels. Support the development of content or other engagement approaches for the CVC campaign.

### **Marketing**

Act as liaison to University leadership, co-chairs and the state's CVC organization. Plan and execute an effective campaign that engages the University community. Engage and direct the work of Journey Group in support of the campaign. Organize two cross-functional working groups to inform and assist in campaign deployment. Provide executive sponsors and leads with communication materials, campaign tracking, and digital content to help drive overall campaign support. Partner with Major Events and the Boar's Head to continue the partnership of the Winter Wander event.

### **News & Content**

Publish appropriate story content to announce, explain, contextualize, and reinforce the importance of CVC in the context of local needs and the good neighbor principle.

## *Bridge Building*

**Responsibility:** Creative, Digital, Licensing, Marketing, News & Content

**Objective(s):** Demonstrate community bridge building within and outside the University community, increasing understanding between and among different audiences involved with or adjacent to the University, and fostering a sense of mutual connection.

### **Creative**

Provide support for community-focused events, including materials for Community Bridges 5K.

### **Digital**

Implement advertising campaigns through appropriate paid and owned organic channels.

Support and provide additional advice for developing content or other engagement approaches for promotion or coverage.

### **Licensing**

Support the event with Nike T-shirts for race participants and volunteers.

### **Marketing**

Oversee and support the planning, communication needs, and event promotion for the September 23, 2023, Community Bridges 5K, to connect the University more closely with the Charlottesville community. Reinforce the original concept of building bridges with our community and underscore the event's role in raising funds for CVC, including local beneficiaries. Serve as liaison to Major Events and race committees to help advise the planning and execution of communications to the community.

### **News & Content**

Produce content that reflects and supports the institution's community "bridge building" focus, including efforts or activities at the individual level of faculty, staff, and students and at the institutional level highlighting and celebrating initiatives creating or strengthening our sense of community. Support efforts to raise visibility – through UVA Today – for the Community Bridges 5K Race, especially its connection to CVC and its original concept of being a method of building bridges to the community.

## *Community/Good Neighbor*

**Responsibility:** Digital, News & Content

**Objective(s):** Consistently seek and highlight examples of how UVA is living up to its values and working to ensure that the local region is among the best and most equitable places to live, work and study. This includes covering the many individual and collective connections between UVA and its people within the local communities. Promote events and activities from Engaged UVA to expose our audience to UVA's community initiatives and partnerships.

## ***UVA Brand in the Environment***

**Responsibility:** Creative, Digital, Licensing, Marketing, News & Content

**Objective(s):** Continue to partner with key areas – Facilities Management, University Architect, and City of Charlottesville – to maintain a comprehensive system approach for expressing the UVA brand and visual identity across Grounds, on roadways, and at the airport. Thoughtfully expand our VSP contracted advertising to support key programs.

### **Creative**

Provide creative for the branded environment.

### **Digital**

Implement creative on digital displays where they exist in the branded environment.

### **Licensing**

Provide input on installations that market licensed products or licensing campaigns.

### **Marketing**

Facilitate the Branded Environment Working Group comprised of representatives from Marketing, Facilities Management, and the Architect's Office. Oversee the partnership with the city for V-Sabres application to roadways in summer 2023 and plan for future phases in 2024 and 2025. Collaborate with the Architect's Office on the way finding/pageantry project. Project-manage the CHO and bus shelters art refresh projects. Implement monitoring and lifecycle management plans in Asana for all branded environment installations.

### **News & Content**

Provide input on installations that market UVA Today.



### GOAL THREE

# Enable Discoveries that Enrich and Improve Lives

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## *Research and Discovery*

### HIGH PRIORITY

**Responsibility:** Digital, Leadership & Media Relations, Marketing, News & Content

**Objective(s):** Further advance the University News and Content approach to share content that demonstrates the scope and impact of UVA's research endeavors, especially in the areas of biotechnology, democracy, environmental sustainability, data science, precision medicine, and neuroscience.

#### **Digital**

Support and leverage UVA Today content utilizing paid and owned organic channels and platforms. Pulling key initiatives and priority content into the Great and Good campaign, especially in the areas of biotechnology, democracy, environmental sustainability, data science, precision medicine, and neuroscience. Consider strategies such as tagging federal agencies and foundations who fund our research to added amplification within their follower groups.

#### **Leadership & Media Communication + News & Content**

Produce and distribute story content on the themes and categories above. Emphasize additional research priority areas identified in the Great and Good plan across appropriate beats to increase the quantity and sophistication of the storytelling. Collaborate with the Provost's and VPR's offices on content to support the importance of investments in Grand Challenges, research infrastructure, and top grant getters.

#### **Marketing**

Support teams to leverage content as proof points in overall Great and Good marketing strategy.



## GOAL FOUR

# Make UVA Synonymous with Service

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## *Value Proposition*

**Responsibility:** Creative, Digital, Leadership & Media Communications, Marketing, News & Content

**Objective(s):** Develop and amplify the reach of content that illustrates the value of a UVA education, including content themes of return on investment, financial aid, graduation rates, career services and outcomes, affordability, rankings, admission, the unique undergraduate student experience, academic rigor, and other components that contribute to the overall value of attending UVA and earning a UVA degree.

### **Creative**

Develop creative expression and content that supports and highlights proof points for the above, from Brand Narrative to video or art content that tells the story of value-in-practice. This could be student experience, research, or other.

### **Digital**

Elevate and natively develop content for social channels that promote and amplify UVA's enduring value, undergraduate experience, and exceptional scholarship.

### **Leadership & Media Communication + News & Content**

Produce and distribute story content on the themes and categories above. Continue highlighting ways the Strategic Plan is continuing to deepen the University's commitment to delivering value and making that accessible to all qualified students from all walks of life.

### **Marketing**

Continue – through Great and Good, as well as any partnership opportunities with Student Affairs and others – to ensure the value delivered by UVA is appropriately reflective. Advise on brand platform refresh to ensure these principles are thoughtfully woven into our updated pillars and narrative. Support teams to leverage content as proof points in overall Great and Good marketing strategy. Ensure Great and Good core tenants, as well as campaigns, are considered and represented on virginia.edu.

## ***UVA Wise Marketing***

**Responsibility:** Marketing

**Objective(s):** Provide ongoing counsel and support to the UVA Wise leadership team. Support the enrollment, marketing, and communications teams as they implement more robust marketing strategies to drive recruitment and retention efforts forward.



## GOAL FIVE

# Increase the Value and Equity of the University of Virginia Brand

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## *Brand Management Evolution*

### **PRIORITY**

**Responsibility:** Creative, Digital, Marketing

**Objective(s):** Update the brand.virginia.edu platform to ensure content is current, useable, and useful to our user community. Update the brand narrative and art and infuse the core tenets of the “Great and Good” plan throughout. Add new resources to help educate and train the community, including tutorials, and provide early options for a “credentialling” system. Create and sustain lifecycle management processes for the website, brand asset development, and user/community engagement.

#### **Creative**

Create new resources that reflect the current brand expression and allow schools and units to create brand-compliant assets more efficiently. Update brand narrative and pillars, bringing the brand forward to reflect current sensibility. Provide design support to the brand.dot effort, including page/site graphic design and creation of value-add creative pieces like What’s New and tutorials.

#### **Digital**

Demonstrate best practices in UX and web development in maintaining a site based on useability and utility. Partner with Marketing and Creative to bring the concept and intent for the site to reality. Work with both units to develop a complete lifecycle management program to manage the platform and its contents. Regularly test and report metrics on the site that provide insight into use, performance, and accessibility.

#### **Marketing**

Assess, audit, and reimagine the assets on the platform, focusing on ensuring assets are current, based on user need, and adding new resources. Reengage the brand community with regular communications efforts, including brand emails and brand forums.

## *Virginia.edu - The Primary Source of the UVA Experience*

### **PRIORITY**

**Responsibility:** Creative, Digital, Marketing

**Objective(s):** Develop a strategy to reimagine and redesign the approach and user experience on Virginia.edu. The website is the front door to the institution and should reflect it as such. Virginia.edu is one of our most important channels to share content that presents the best first impression and reinforces positive perceptions.

#### **Creative**

Utilize team's UX design experience and our new brand expressions to update the homepage within the context of Marketing and Digital's strategies.

#### **Digital**

Complete gathering past data and documentation on Virginia.edu to support developing an overall strategy to reimagine the website. Develop a digital marketing vision for implementing a comprehensive content-driven digital marketing system. This approach will aim to develop and deepen connections with various UVA stakeholders to increase positive perceptions of the University. Demonstrate best practices in UX and web development in updating and maintaining a site based on useability and utility. Work with both units to develop a full lifecycle management program to manage the platform and its contents. Regularly test and report metrics on the site that provide insight into use, performance, and accessibility.

#### **Marketing**

Based on the findings and data from the digital team, support in developing an overall strategy to reimagine the website. Build a timeline of how we can achieve systemic and long-term changes immediately.

## *UVA Today Content Plan*

### **PRIORITY**

**Responsibility:** News & Content

**Objective(s):** Revise the annual editorial plan to reflect FY24 content priorities in support of the institution's "2030 Plan" and/or emerging priorities. Assess beats and areas of emphasis and continue serving as the primary source of news and information for all things UVA.

## *Collegiate Licensing Program*

### **PRIORITY**

**Responsibility:** Creative, Digital, Licensing

**Objective(s):** Build on the prior year's success to increase and sustain licensing revenue. Implement best practices and develop specialty programs at retail.

#### **Creative**

Create new marks and creative assets to support new licensed merchandise and advertising campaigns for licensing.

#### **Digital**

Develop, plan, and execute digital advertising and marketing plans to drive purchasing for all licensed collections across paid and owned organic channels and platforms. Provide meaningful reporting on the success of digital advertising and marketing efforts to add to the licensing of the program's growth.

#### **Licensing**

Launch new programs and product offerings uniquely UVA, including the Red, White & Hoo collection, a custom uniform program with a fan jersey offering, and the new Pavilion collection. Continue to seek out new partnership opportunities and merchandise collaborations. Develop a retail strategy for a Charlottesville-Albemarle fan store. Fully leverage internal digital and social resources and appropriate CLC, licensee, Athletics, and other resources to create optimal integration and promotion to grow the revenue for all licensed products. Develop a comprehensive catalogue of all UVA marks and logos. Ensure the catalog is utilized by key partners such as Nike and CLC. Publish a revised University's trademark policy.



## GOAL SIX

# Positively Influence Perception Among Key Audiences

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## *Great and Good*

### HIGH PRIORITY

**Responsibility:** Creative, Digital, Marketing, News & Content

**Objective(s):** Build on the work started last year to raise UVA's reputation and awareness through the campaign "To Be Great and Good in All We Do." Leveraging key content and stories that bring to life the ideas and principles of what it means to be both great and good, the campaign will target priority audiences, including academic peers, residents of the Commonwealth, and business and government leaders. Maintain and shape perceptions of the enduring quality, academic innovation, and benefit of UVA's work to the region, the Commonwealth, and the world, and underscore its position as a leader in higher education. Increase positive perception of the University, including top-of-mind attributions for quality, research, value, career success, low student debt, and third-party measures of national excellence, and reinforce our position as an exemplary flagship institution. Raise awareness of UVA's work in specific areas outlined as priorities (biotechnology, democracy, environmental sustainability, data science, precision medicine, and neuroscience) for research preeminence in the 2030 Plan, with industry, governmental and research organizations involved in those fields.

**Implementation for FY24:**

- Based on key learnings from FY23, make further refinements in approach, including
- Shifting destination away from aggregation page and considering better integration of campaign on virginia.edu
- Adjustment of advertising format types and creative images used.
- Introduce additional formats that data suggests would be effective.
- Develop a more proactive development process for campaign-related content to identify better stories that will serve as destinations and inspiration for creative – before that creative is developed.
- Find ways to encourage internal units and Schools to promote campaign and campaign content.
- Extend or create content for HR and recruiting that uses the compelling concept and content of Great and Good to recruit prospective faculty and staff successfully.

## GOAL SIX (CONTINUED) | Positively Influence Perception

### *Great and Good (Continued)*

#### **Creative**

Thoughtfully evolve and enhance the creative execution to increase engagement, bring stories to life, and further illuminate the ideas behind Great and Good. Continue to explore and use multiple creative avenues and formats, including video.

#### **Digital**

Develop and execute an effective digital marketing approach, including strategic targeting to key audiences and markets, promoting the right content to the right audience based on relevance and likely interest. Manage and curate the Strategic Plan site; use search, paid, and sponsored programs to raise awareness and readership of strategic plan content across key audiences, including the broader higher education community. Use the content calendar to inform when audiences may be most receptive to messaging. Track and maintain reporting that can refine and continually improve traction with core audiences.

#### **Leadership & Media Communications + News & Content**

Continue to support UVA's 2030 Plan by developing owned, earned, and promoted story content that highlights institutional initiatives and key milestones. Promote this content across a range of communications platforms and newsletters.

#### **Marketing**

Provide useful strategic context to help inform story selection and identification; ensure the campaign is appropriately socialized with and to leadership audiences; partner within the department to advise and inform media buy, targets of ads, and overall destination; and identify new opportunities to extend the campaign in new spaces including out of home. Ensure the campaign continues to track with priority leadership areas, including content that is representative of the whole university.

## *UVA Perceptions Study*

### **PRIORITY**

**Responsibility:** Marketing

**Objective(s):** Conduct UVA's perceptions study to gain insights into how the University is recognized and understood by alumni, residents, and members of the UVA community. Create relevant reports for University leadership, UC leadership council, and ensure findings appropriately inform our work.

## *UVA Today as the Source of News for All Things UVA*

### **PRIORITY**

**Responsibility:** Creative, Digital, Marketing, News & Content

**Objective(s):** Grow audience engagement and readership by leveraging and extending the reach of UVA Today content for optimal consumption through all our digital channels. Consistently and measurably promote UVA Today as the University's flagship product for news and content. Maintain a lifecycle of email list management that follows the annual addition and attrition of students and families. Continue to grow the House Ad program.

#### **Creative**

Concept and execute a new creative campaign that markets UVA Today as the connection point celebrating the emotional connection and experiences of multiple audiences across and beyond Grounds.

#### **Digital**

Amplify and extend the reach of UVA Today content daily; develop and publish social-first content that leverages content to deliver it in a way our audience will best consume it. Continue to invest time and expertise in optimizing and reevaluating our monthly analytics and the key performance indicators. Explore new content distribution approaches, digital campaigns, and ongoing product development opportunities to promote UVA Today's engagement growth. Develop and refine programs that extend the life of our content through SEO strategies. Schedule house ads with appropriate content and with a strategic timeline to align with marketing and licensing strategies.

#### **Marketing**

Create a new, compelling campaign to increase visibility and reinforce UVA Today as the connection point between UVA audiences and their affinity and experience with the University. Implement marketing and promotional approaches to promote "UVA Today as the Source of News for All Things UVA" to ensure UVA Today is a visible presence in the UVA environment; is introduced to new audiences (including incoming students, parents, faculty, and staff); and is viewed as a credible, informative, and valuable source of information about the University. Increase the visibility of UVA Today in the environment and including athletic venues, CHO and bus shelters, House ads, athletic print programs, and elsewhere.

#### **News & Content**

Continue producing the highest quality content to maintain a reputation as a credible and valuable source of information. Pilot a weekend edition of UVA Today that summarizes the week's highlights and includes other fresh content. This pilot will replace the "UVA This Month" series and create more regular opportunities for us to communicate with the broader UVA community, including UVA alumni.

## *Marketing Work Plan*

**Responsibility:** Marketing

**Objective(s):** Create an annual plan to map out marketing programs, allowing marketing efforts to integrate with digital, creative, and news/content planning. Strengthen lifecycle management approaches to the brand.dot, brand community communications, out of home executions, and other standing programs. Apply best practices in marketing strategy development, research, client relationship management, and execution. Present the work of the department at appropriate national conferences when feasible. Participate and represent UVA in the Association of American Universities (AAU) on marketing and related issues and use the AAU as a source of best practice and industry insight.

## *Digital Work Plan*

**Responsibility:** Digital

**Objective(s):** Create an annual work plan that rolls out of the priorities set forth in this document, from which tactical strategies will be developed for Digital Marketing, Digital Development & UX, and Digital Content. Continue to implement best-in-class digital expertise that supports major communications initiatives and programs while maintaining the UVA brand. Ensure that stories and content are deployed across all digital touchpoints in a manner that is authentic to each platform while keeping users engaged. Through regular reporting, continue to develop and apply best practices to maximize the use of analytics to optimize all digital content.

## *Video Production Work Plan*

**Responsibility:** Creative

**Objective(s):** Implement a video strategy that captures the full range of video-related projects we do. This work plan is informed by University Communications' unit needs, the utility of documentary-style shorts, audience behavior, content preferences, and emerging digital and social consumption trends of video-related assets. As part of this plan, explore opportunities to develop and execute classic pieces, such as a refreshed UVA hype reel that could be shared by units across Grounds to engage and energize their key audiences.



## GOAL SEVEN

# Exercise Excellence and Best Practice in Communications and Marketing

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## *University Communications Strategic Plan*

### **HIGH PRIORITY**

**Responsibility:** Leadership Council

**Objective(s):** Develop a successor UVA Communications plan for FY2025-30, outlining our goals and ambitions for continuing to support the Great and Good plan. This plan will be completed in spring 2024 for implementation over the summer.

## *Budget and Revenue Management*

**Responsibility:** Administration

**Objective(s):** Continue to build upon work achieved in prior fiscal years to evaluate and track the funds needed to accomplish our organizational goals and identify new ways to maximize the value of our investments. Closely monitor licensing revenues and seek opportunities to reinvest proceeds into new licensing initiatives and revenue sources.

## *Office Environmental*

**Responsibility:** Creative

**Objective(s):** Audit office environmental installation to identify and design visuals to replace dated elements, including acrylic panels, framed artwork, and applicable wallpaper, to accurately reflect departmental changes and recent successes.

## *Staff Development and Culture*

### **HIGH PRIORITY**

**Responsibility:** All Areas

**Objective(s):** Engage University Communications team members in a positive staff culture and experience, celebrating values of collaboration, ideation, inclusion, risk-taking, and coaching. Emphasis includes:

1. Develop opportunities to ensure newer staff are appropriately orientated and acclimated to the organization.
2. Create a “UVA Passport Challenge” to encourage opportunities to immerse ourselves in UVA ethos, being more deliberate in spending time on Grounds, walking, engaging, seeing, and experiencing the essence of UVA.
3. Plan and recruit Director of Media Relations, UVA Today Senior Editor, Senior Video Producer, Senior Photographer.
4. Assess our approach to our hybrid and summer work plans to ensure their positive impact on the department’s overall productivity, staff satisfaction, and retention.
5. Support professional growth and define individual opportunities for career development. Sponsor opportunities aimed at advancing personal career goals, developing new skills and expertise, and employee passions. With several new managers and supervisors on staff, engage in professional development opportunities to support those emerging leaders in their new roles.
6. Value curiosity and have the courage to take risks or engage in projects that break new ground, where we will learn and rarely be perfect.