UNIVERSITY of VIRGINIA

UNIVERSITY
COMMUNICATIONS
PLAN

2019 – 2024

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University Communications Plan*

University of Virginia Mission

The University of Virginia is a public institution of higher learning guided by a founding vision of discovery, innovation and development of the full potential of talented students from all walks of life. It serves the Commonwealth of Virginia, the nation and the world by developing responsible citizen-leaders and professionals; advancing, preserving and disseminating knowledge; and providing world-class patient care.

University Communications' Role

University Communications is charged with strengthening UVA's positive reputation and increasing awareness of its many accomplishments. To do this, we:

· Highlight the academic rigor, collaborative research, vibrant student life, contributions to our community, commitment to service, athletic prowess, and the overall achievements of our broad University community, including students, faculty, staff, alumni and others.

· 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 using owned, earned, paid and social media programs.

· Develop strategic communications, content, marketing plans and campaigns that support the institution's highest priorities and address market challenges.

· Steward and increase the value of the UVA brand through a robust brand platform, a coherent visual identity system, and participation in a mature licensing and trademark management program.

· Bolster the University's reputation by leading an effective and proactive issues management program.

Measuring Impact

Framed by the vision of the University's strategic plan, "A Great and Good University: The 2030 Plan," if University Communications successfully executes its work outlined herein, UVA will be *better known for:* recruiting the best and brightest students regardless of background; attracting and retaining renowned scholars; conducting transformative research; living its values; generating deep interest and pride among key stakeholders; stewarding unprecedented levels of investment; being a good neighbor and generating mutual respect across our community; and demonstrating its place among the great universities.

Goals

University Communications commits to the following goals as areas of shared priority and accountability. Four of the goals are adopted from "The Strategic Plan." The final three goals are specific to our focused work in communications, content, marketing, reputation and brand stewardship.

Over the next five years, our departmental units will provide integrated support across our team to plan, coordinate, deploy, measure and report our efforts in support of these goals, ensuring the greatest degree of collaboration, quality and efficacy. Each year, we will develop a work plan that outlines specific commitments, initiatives and deliverables that align with and advance this five-year plan. Specific key performance indicators (KPIs) will be defined based on these goals and may span the duration of the plan, be annual or unit-based, or both.

*Institutionally, we are entering a period with significant change anticipated. We will conduct an interim assessment after three years to determine if any course correction is required to maintain our alignment with "The Strategic Plan."

UNIVERSITY COMMUNICATIONS PLAN

Goals Sourced from Institution

1

Strengthen Our Foundation

We should strive to attract and support the best students, faculty, and staff, recognizing that our success depends on the quality of our people. We must also provide efficient and effective systems that support their work, and cultivate a culture that nurtures and stimulates their growth and development. *(The Strategic Plan, Goal One)*

2

Cultivate the Most Vibrant Community in Higher Education

One of our greatest strengths is our student experience, which features opportunities for meaningful interactions inside and outside of the classroom among faculty, students, and staff; a tradition of student self-governance, volunteerism, and a strong honor system; a dynamic arts community; and an outstanding athletics program—all in a uniquely beautiful, historic, and distinctive setting, and all of it designed for the purpose of preparing students to lead, learn, and serve. We are large enough to satisfy a vast array of interests, and small enough to create a sense of connection and belonging. In order to continue to attract the very best students, and to prepare and inspire them to live their best lives, we must offer them an unparalleled experience while on Grounds.

Our relationship with Charlottesville and the surrounding counties is critically and mutually important. Our success as a university depends in no small part on the strength of those communities, and on the strength of our relationship with them. We will reach our potential as a university only if we partner with our neighbors to ensure that the Charlottesville region is an attractive and equitable place to live. At the same time, as an anchor institution we must take seriously our responsibility to be a good neighbor and employer.

Last, our extraordinarily loyal alumni are a critical part of our community. We should do more to engage them and to provide them with opportunities for life-long learning as they navigate their way through a fast-paced and changing economy. *(The Strategic Plan, Goal Two)*

3

Enable Discoveries that Enrich and Improve Lives

As a major research university, we are committed to pursuing the truth, wherever it might lead. While we have made great strides in increasing our research output in recent years, we must intensify our efforts if we are to join the first rank of the nation's leading research universities. At the same time, we must recognize that research is becoming increasingly interdisciplinary, and for a good reason. Many of the most important challenges and opportunities cannot be confronted or seized by faculty working solely within their disciplines. In order to lead in research, we must improve our research infrastructure, make it easier for faculty to work together, and focus particular attention on addressing some of the world's most critical challenges.

Discovery is also not confined to the realm of research. Great learning experiences also involve moments of discovery, which enrich the lives of our students. The idea of learning as an opportunity for discovery should guide how we approach our teaching. *(The Strategic Plan, Goal Three)*

4

Make UVA Synonymous with Service

When this University was founded, its primary mission was to prepare students to become citizen-leaders who would serve our fledgling democracy. The vision was imperfect, of course, as it included only white males as participants in this project. But the core idea—that UVA exists to serve the public—remains both relevant and compelling. In an era of increasing skepticism about the contributions of universities, we will rededicate ourselves to the original animating purpose of the University and look for ways to better serve our community, the Commonwealth, and beyond. *(The Strategic Plan, Goal Four)*

Goals Specific to University Communications

5

Increase the Value and Equity of the University of Virginia Brand

The value of our brand, its true underlying equity, grows when stakeholders and the public perceive both that UVA is an institution of high caliber, and that its work benefits the larger society. We must be relentless in identifying, producing and distributing compelling content that drives positive perception and aligns with the goals, priorities and initiatives outlined in "The Strategic Plan." To do so, we will create a robust and integrated Content Plan that identifies core themes that are represented across the University. We will also steward the University's intellectual brand property, including its marks and expression; and expand and evolve its application, while ensuring its proper use.

6

Positively Influence University Perception Among Key Audiences

Our stakeholders should feel compelled to engage with and support UVA. This can take the form of enrolling at UVA as a student, aspiring to teach or conduct research at UVA or to work here. It can include giving time and resources; it can also mean advocating for the value and importance of UVA. The greater the positive perception, the stronger, more relevant and enduring UVA will become. We will regularly measure the impact of our communications, content and campaigns to ensure our effectiveness in reaching key stakeholders and in influencing audience opinions about the University and its work.

7

Exercise Excellence and Best Practice in Communications and Marketing

To effectively execute this plan requires a workforce that has the relevant and emerging skills required for creating and developing content for modern communications programs. Our success in supporting UVA requires us to be adept at ensuring contemporary practice and continuous improvement in our work as well as in promoting a culture that values collaboration, ideation, celebration, risk-taking and mentorship. University Communications must be well-versed in institutional priorities, disciplined in knowing our core expertise and attentive to the things that stoke our passions. At the intersection of these three components—priorities, expertise and passion—you will find a team positioned to be both good and great in its pursuits.

Strengthen Our Foundation

Target Audiences
UVA students, faculty and staff; alumni; donors; prospective students, faculty and staff; media; elected officials (local, state and federal); business and industry partners; peers; and Virginia residents

In support of this institutional goal, University Communications' shared priorities will be to:

1 Identify and highlight the most compelling stories of UVA's students, faculty and staff. Our communications will honor their work, experiences, achievements, contributions and overall value.

2 Increase positive perception of UVA for the purpose of attracting the best and brightest students regardless of background, renowned scholars, excellent teachers and highly skilled staff.

3 Measurably increase the reach and impact of our communication programs to strengthen UVA's reputation and emphasize the University's priorities and accomplishments.

Strengthen Our Foundation

Objectives for Content and News

· Create and distribute content, using audience insight data, that shows why UVA is a fantastic place to study, teach, work and conduct research.

· Ensure connectedness in storytelling across Grounds—including the Academic Division, UVA Health and Athletics—to tell the UVA story.

· Create and distribute content that raises awareness of our fundraising activities in support of the Honor the Future campaign.

· Develop and implement a robust, proactive media relations strategy that strengthens relationships with traditional media and digital influencers and that emphasizes UVA's strengths and contributions.

Objectives for Marketing

· Develop campaigns and communications that support the institution's efforts to: attract and support exceptionally talented, diverse and service-oriented students; recruit and retain excellent and diverse faculty; and attract and support the most talented and passionate staff.

· Define our brand in ways that emphasize our culture, sense of community, quality of life, engagement and connectivity of employees and students. Test work with current students, faculty and staff to ensure authenticity. As appropriate, collaborate across Grounds—including with partners in the Academic Division, UVA Health and Athletics—to project a cohesive image of UVA's institutional brand.

Objective for Creative

· Develop a cohesive and distinguishing creative approach for digital, multimedia and print communications that showcases the University's foundational strengths and connects to our various target audience groups.

Objectives for Issues Management

· Serve as the official UVA spokesperson for general inquiries and media requests related to issues, crises, personnel matters and legal actions.

· Strengthen UVA's reputation for rapid, precise and fact-based information sharing for students, faculty and staff during times of crisis or breaking news.

· Lead Issues Management Working Group in helping identify and manage issues or events that could harm the University's reputation.

· Contribute to the development of issues briefings, involving leadership and representatives from relevant areas. Lead efforts to disseminate accurate information and to serve as an advocate and principal for addressing misinformation.

· As appropriate, and in support of issues management practices, work closely with Content and News on proactive and supporting storytelling.

Cultivate the Most Vibrant Community in Higher Education

Target Audiences
UVA students, faculty and staff; Charlottesville region; alumni; donors; prospective students, faculty and staff

In support of this institutional goal, University Communications' shared priorities will be to:

1 Promote the values at the heart of the University, including service, excellence, honor, diversity and inclusion, free speech, academic freedom, and student self-governance.

2 Focus institutional storytelling so that UVA is better known and valued as an institution that provides an unparalleled student experience that enriches individuals and prepares them for successful careers, to be ethical and contributing servant-leaders, and active, engaged alumni.

3 Emphasize stories that reflect the University's commitment to bridge building; to meaningful dialogue on Grounds and across the Charlottesville region; and to UVA's commitment to being a good neighbor.

4 Celebrate the vibrancy and diversity of thoughts, experiences and backgrounds, and communicate about difficult and shared experiences.

Cultivate the Most Vibrant Community in Higher Education

Objectives for Content and News

- Develop content that identifies and celebrates community involvement and enhancement that UVA brings to the region through service, research, the arts, athletics and good citizenry. Develop relevant storylines about students, faculty and staff who are engaged in their communities.

- Demonstrate the meaning of "quality of life," in telling the UVA story. Develop content that illustrates how our vibrant community promotes a strong sense of connection and belonging, and better living for all.

- Amplify messages about connections and shared responsibility with the Charlottesville community and region.

- Tell challenging stories about UVA's past, present and future that proactively demonstrate lessons learned through conflict and hard circumstances. Boldly address critical issues with a goal of healing, community-building and open dialogue.

- Explore how to streamline and more effectively reach the UVA alumni audience.

Objectives for Marketing

- Maintain a robust environmental program that expresses the UVA brand throughout Grounds and across the region, including on University Transit Service buses, UVA Athletic venues, light pole banners and in airport installations.

- Develop and lead brand strategies that coordinate our department's work to integrate insights from the Charlottesville Community Working Group and other sources in a way that reflects and promotes a vibrant community inclusive of UVA, Charlottesville and the region.

- Support select events and initiatives—such as the Community Bridges 5K, Hoos Reuse, Final Exercises, Virginia Film Festival, etc.—that engage and enhance our community, providing a roadmap for consistent use of brand, messaging and personalization.

- Lead and generate engagement with the Commonwealth of Virginia Campaign (CVC) which historically generates nearly a million dollars annually in support of local non-profits.

- Ensure that diverse voices and experiences are part of the content planning for digital and marketing platforms and programs.

Objective for Creative

- Develop a cohesive and distinguishing creative approach for digital, multimedia and print communications that showcases the University's vibrant community and connects to our various target audience groups.

Objectives for Issues Management

- Proactively identify, monitor and prepare for adverse issues or events that could cause reputational harm and impact our ability to promote a diverse and vibrant community.

- Partner across the department to collect positive content that can be used following adverse issues or events to broaden the profile of UVA and its dedication to academic, research and service successes.

Enable Discoveries that Enrich and Improve Lives

Target Audiences
UVA students, faculty and staff; alumni; donors; prospective students, faculty and staff; media; elected officials (local, state and federal); federal agencies/grantors; business and industry partners; peers; and Virginia residents

In support of this institutional goal, University Communications' shared priorities will be to:

1 Celebrate and promote scholarly excellence and research in the sciences, humanities, social sciences, the arts and interdisciplinary initiatives that cross boundaries, including UVA Health stories on patient care, teaching and translational research.

2 Elevate themes that highlight our path to research preeminence in key areas (Democracy; Environmental Resilience and Sustainability; Precision Medicine; the Brain and Neuroscience; and Digital Technology and Society) through owned, earned and promoted communication channels.

3 Create and deliver content that showcases the pursuit of discovery and positive contributions to society through stories of personal growth, teaching, research and service.

Enable Discoveries that Enrich and Improve Lives

Objectives for Content and News

·   Build relationships with influential leaders and members of the media who cover diverse areas of UVA's research strengths and develop plans for regular interaction and pitching that positions UVA as a national and global expert on select discovery priorities.

·   Develop a plan for further improving storytelling in the humanities, social sciences and interdisciplinary research with the intent of reinforcing its value in developing skills such as critical thinking, decision-making, leadership and overall societal contributions.

·   Align content coverage areas to provide concentrated support for producing news for owned platforms and earning media coverage of "The Strategic Plan's" designated areas of research focus.

Objectives for Marketing

·   Ensure a continuum of storytelling on Virginia.edu and other digital platforms that supports the content strategy and specifically speaks to the University's excellence in research and discovery, innovation and entrepreneurship.

·   Develop an audience-focused messaging strategy that includes narratives that reinforce the important contributions of the basic sciences to incremental discovery and to the value that humanities, social sciences and the arts bring to both quality of life and to an interdisciplinary understanding of some of the world's most pressing challenges.

·   In ongoing market research, include a longitudinal assessment of perceptions of UVA's leadership in liberal arts and basic science as well as strengths in key areas (Democracy; Environmental Resilience and Sustainability; Precision Medicine; the Brain and Neuroscience; and Digital Technology and Society). The team will assess UVA's perceived leadership position in various disciplines and how target audiences perceive the value of liberal arts.

·   Advance UVA's defined and aspirational strengths in discovery through reputational work, targeted campaigns, advertising, digital and video content.

Objective for Creative

·   Develop a cohesive and distinguishing creative approach for digital, multimedia and print communications that showcases and spurs curiosity about the University's leadership in research and discovery and connects to our various target audience groups.

Objective for Issues Management

·   Proactively identify, monitor and prepare for adverse issues or events that could cause reputational harm and impact our ability to foster a culture of discovery across disciplines and become a national or global leader in several distinct areas of research.

Make UVA Synonymous with Service

Target Audiences
UVA students, faculty and staff; Charlottesville region; alumni; donors; prospective students, faculty and staff; media; elected officials (local, state and federal); business and industry partners; peers; and Virginia residents

In support of this institutional goal, University Communications' shared priorities will be to:

1 Create and strategically deliver content that showcases the University's service to the region, Commonwealth, nation and beyond. Areas of emphasis include our ongoing efforts to ensure we are the best value in higher education, promoting health and well-being, and are good stewards of public funding.

2 Deliver messaging around the impact of the University, including the value of a UVA degree, job creation, career preparedness, innovation spin-offs and commercialization, and start-up companies. Use third-party affirmation to highlight partnerships and consequential relationships UVA faculty, staff and students forge with business and industry.

3 Ensure UVA's educational programs, including online offerings, that address critical needs in the Commonwealth and beyond are represented in our various communication platforms.

Make UVA Synonymous with Service

Objectives for Content and News

- Plan, create and distribute content that emphasizes UVA's leadership in:

    + Accessible and affordable educational programs
    + Economic development
    + Promoting the health and well-being of our community
    + Offering one of the best values in higher education

- Through owned media channels, ensure that partnerships and regional relationships are recognized and celebrated.

- Seek opportunities to earn positive media coverage of how the UVA community integrates into the local economy, social systems, and business and industries.

- Contribute to UVA bridge building messaging and promote stories of UVA and Charlottesville collaboration, problem-solving and partnerships.

Objectives for Marketing

- Measure perceptions among key audiences as to the University's leadership position in serving the region, Commonwealth and beyond.

- Develop and incorporate messaging in marketing materials affirming the University's proven value and commitment to affordability and access.

- Provide support to the institution's geographic and market-specific business goals, including in Northern Virginia, and elsewhere as appropriate.

- Assess and develop a plan for increasing visibility for, and supporting the success of, UVA's College at Wise in southwest Virginia.

Objective for Creative

- Develop a cohesive and distinguishing creative approach for digital, multimedia and print communications that showcases the University's service to the region, Commonwealth, nation and beyond and connects to our various target audience groups.

Objective for Issues Management

- Proactively identify, monitor and prepare for adverse issues or events that could cause reputational harm and impact our ability to be a leader in serving the region, Commonwealth, the nation and beyond.
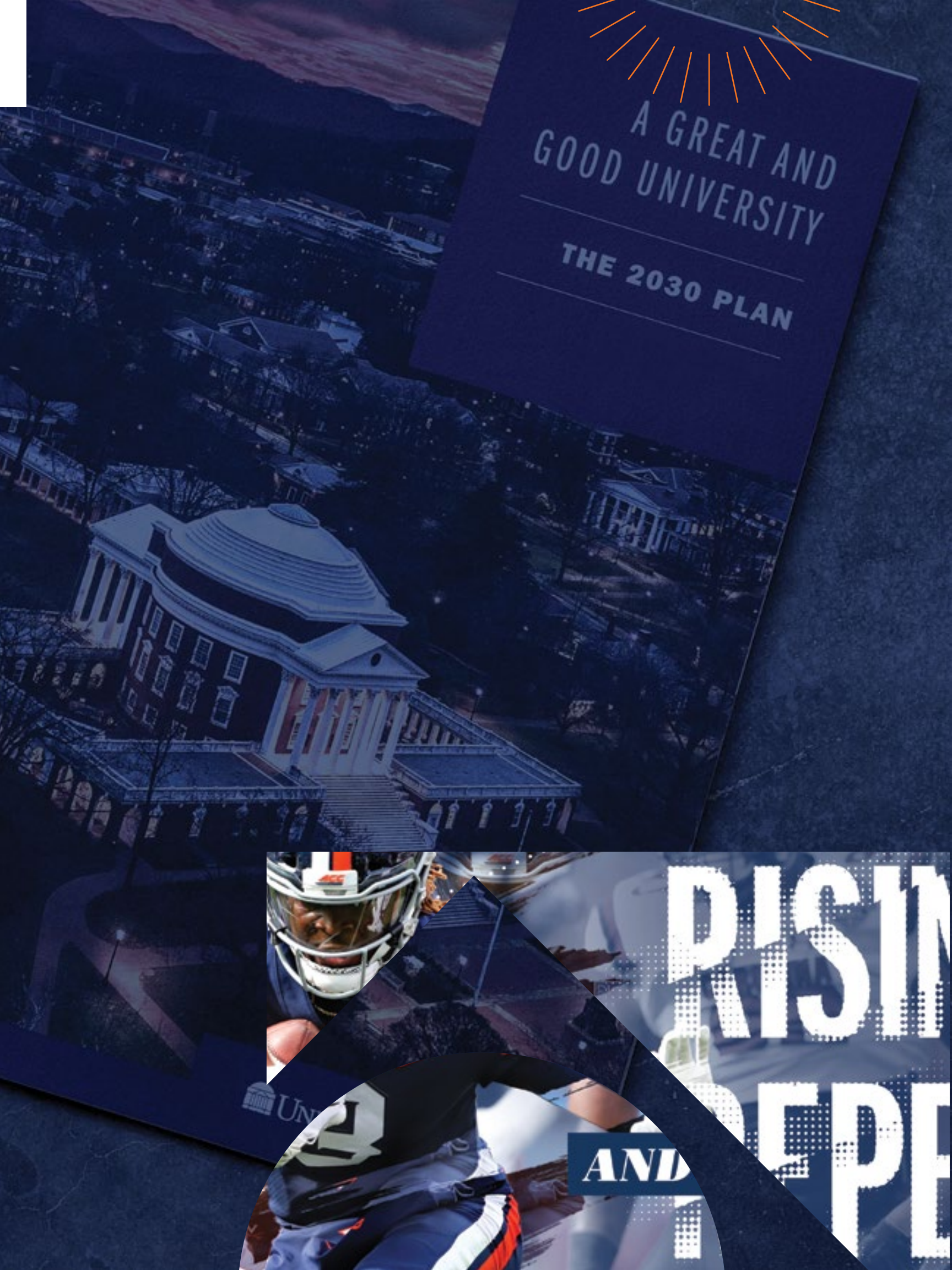
GOAL FIVE

Increase the Value and Equity of the University of Virginia Brand

Target Audiences
UVA students, faculty and staff; alumni; donors; prospective students, faculty and staff; media; elected officials (local, state and federal); federal agencies/grantors; business and industry partners; peers; and Virginia residents

In support of this institutional goal, University Communications' shared priorities will be to:

1 Highlight the academic rigor, collaborative research, vibrant student life, contributions to our community, commitment to service, athletic prowess, and the overall achievements of our broad University community, including students, faculty, staff, alumni and others.

2 Emphasize the University's founding mission to cultivate an educated and informed citizenry, and its animating principle of service.

3 Build and strengthen relationships with key partners across the Academic Divison, UVA Health, and UVA's College at Wise.

4 Foster a culture of "relentless sharing," formalizing ways to better collaborate across units.

GOAL FIVE

Increase the Value and Equity of the University of Virginia Brand

Objectives for Content and News

· Build a Content Plan that includes a robust strategy for prioritizing areas of focus, messaging, audiences and distribution strategies.

· Produce a best-in-class Content and News platform, supported by a robust social media program that, in concert, advance strategic priorities and grow audiences for our owned content, and amplify positive external content.

· Implement a focused, proactive media relations strategy targeting the highest priority stories and audiences.

Objectives for Marketing

· Seek insights from Institutional Assessment, Admission, units engaged in faculty and staff recruitment, the Office of the Vice President for Research, and others, in order to coordinate and calibrate marketing strategies based on the University's core key performance indicators.

· Extend and define the next generation of UVA brand management, continuing to evolve and build adoption, with an increasing partnership with key areas including Athletics, Facilities Management, University Architect, UVA Health, UVA's College at Wise, and the University's schools and major divisions.

· Support a robust trademark and licensing program, guided by best practices to help steward the institution's marks and visual identity and increase revenue from licensed merchandise and other associated IP.

· Strategically assess the best opportunities for brand visibility through paid media, sponsorships, and specialized merchandise.

Objectives for Creative

· Develop a cohesive, distinguishing and timeless style and tone through design, video, photography and marketing copy that communicates clearly, is authentic and dynamic, and presents UVA in a unique and compelling way.

· Integrate creative deliverables with content produced by Content and News for use on owned media channels and with Marketing to support reputational work, targeted campaigns, advertising, digital and video content needs.

· Critically review and evolve brand expression and visual identity.

Objective for Issues Management

· Protect the University's reputation in times of crisis or while managing difficult issues or events.
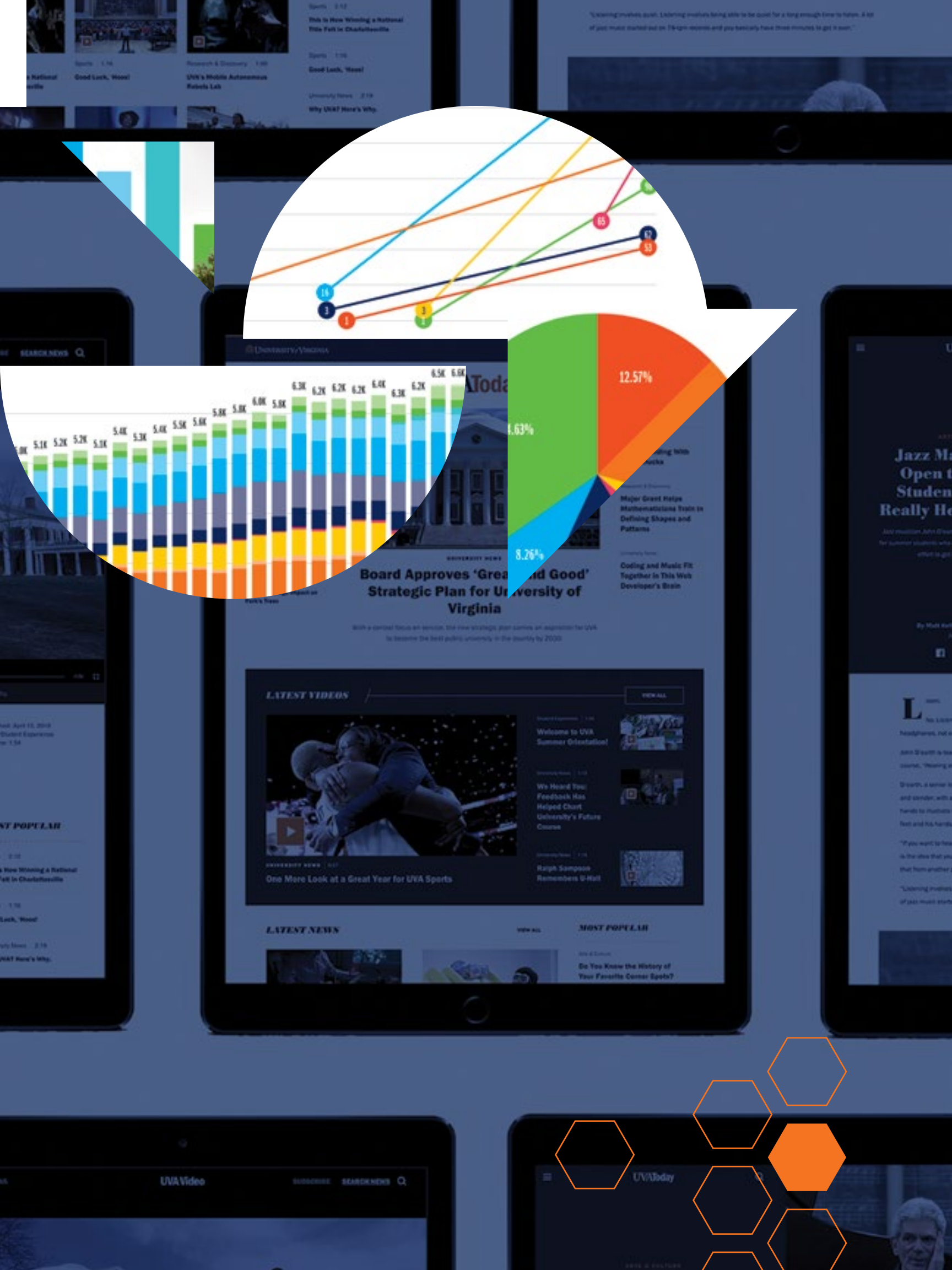
GOAL SIX

Influence University Perception Among Key Audiences

Target Audiences

UVA students, faculty and staff; alumni; donors; prospective students, faculty and staff; media; elected officials (local, state and federal); federal agencies/grantors; business and industry partners; peers; and Virginia residents

In support of this institutional goal, University Communications' shared priorities will be to:

1 Develop focused distribution strategies for delivering stories across owned, paid, social and earned media to effectively reach and influence our key audiences.

2 Define and implement best practices for targeting specific audiences, with a goal to streamline and create efficient and engaging communications that reach audiences using the right tools and messaging at the right time.

3 Expand a research-based approach to testing impact and efficacy of communications programs.

GOAL SIX

Influence University Perception Among Key Audiences

Objectives for Content and News

· Refine and organize the UVA institutional narrative in ways that are strategic in distribution and focused on audience.

· Further enhance sophisticated storytelling approaches and styles that leverage and extend staff strengths.

· Develop and execute against targeted, proactive media outreach that positions the president and key UVA leaders as national and global experts on select strategic priorities.

Objectives for Marketing

· Use analytics, user testing, surveys and other data from students, faculty, staff, alumni, and others to:

+ Assess the effectiveness of our marketing and messaging efforts
+ Gain insights on recognition of UVA excellence and contributions across our audiences
+ Improve the Content Plan, user experience, creative execution and overall communication strategies

· Build effective digital strategies that increase visibility through search (SEO, SEM) and other means.

· Develop forward-looking lifecycle programs for regular maintenance, content accuracy and currency, and overall upkeep of our digital portfolio. Part of this work includes exceptional user experiences that make use of best and emerging practices.

Objectives for Creative

· Develop a cohesive, distinguishing and timeless style and tone through design, video, photography and marketing copy that communicates clearly, is authentic and dynamic, and presents UVA in a unique and compelling way.

· Apply new and creative practices that enhance our department's ability to effectively tell the UVA story to our key audiences.

Objectives for Issues Management

· Anticipate and prepare regular briefings for executives and include insight and awareness on steps that we are taking to manage various issues.

· Develop strategies for quickly and nimbly getting critical information to institutional areas that work closely with target audiences.

GOAL SEVEN

Exercise Excellence and Best Practice in Communications and Marketing

Target Audiences
UVA president and executive staff; University Communications staff; Communications Council and broader communications community

In support of this institutional goal, University Communications' shared priorities will be to:

1 Establish a professional development plan that grows relevant skill sets across our organization and ensures our staff is adept at creating content for modern communications platforms.

2 Interact with peer institutions through conferences and benchmarking, connecting for purposes of staff recruitment, best practices learning and promotion of UVA's communications excellence.

3 Use new office space to promote a culture that values collaboration, ideation, celebration, risk-taking and mentoring.

4 Annually examine organizational structure to ensure contemporary practice and continuous improvement of work.

5 Maintain a comprehensive strategy for engaging the communications community across Grounds.

6 Make regular assessments of the tools, services and applications we use to support our work, including for project management, digital asset management, surveys, social media monitoring, third-party hosting, proactive media outreach, media subscriptions, etc.

GOAL SEVEN

Exercise Excellence and Best Practice in Communications and Marketing

Objectives for Content and News

- Create and mature a best-in-class content curation strategy that aligns our internal teams and coordinates closely with stakeholders across Grounds.

- Serve as a role model and resource for offering communications counsel across Grounds.

- Develop a robust and connected strategy to target influencers and members of the media to build and grow relationships that result in positive and accurate coverage and amplify our news.

- Maintain alignment among the University's strategic priorities, the Content Plan and our proactive media strategies.

Objectives for Marketing

- Serve as the leader for departmental team members' understanding of data-driven decision-making by expanding capacity in market research, measurement and analysis.

- Lead efforts that bring added value to communicators across the institution, through centralized approaches that offer: economies of scale, negotiated pricing, vetting and sourcing of marketing-related vendors of benefit to the organization; and overall stewardship of the brand user community and brand guidelines.

Objectives for Creative

- Demonstrate best practice and continuous evolution of the UVA brand in concepting, design, photography, video production, and writing.

- Review processes and continually assess best approaches to project management, creative brief usage, and managing video and photo assets.

Objective for Issues Management

- Benchmark best practices in other industries and ensure an innovative and contemporary approach to issues management and crisis communications.

Key Performance Indicators (KPIs)

As a department, we will measure and evaluate our efforts through a variety of approaches, including:

› **Readership analytics, content consumption, viewership, social media influence, engagement and sentiment assessments.**

› **Assessment of volume and efficacy of communications produced in support of specific priorities outlined in "The Strategic Plan," and in the University Communications Content Plan.**

› **Earned media placement and performance.**

› **Ongoing market research assessing UVA perceptions associated with the overall strength of the institution's reputation and knowledge and recall of priorities associated with "The Strategic Plan."**

› **Adoption, knowledge and proficiency among community members in core facets of the UVA brand and visual identity program.**
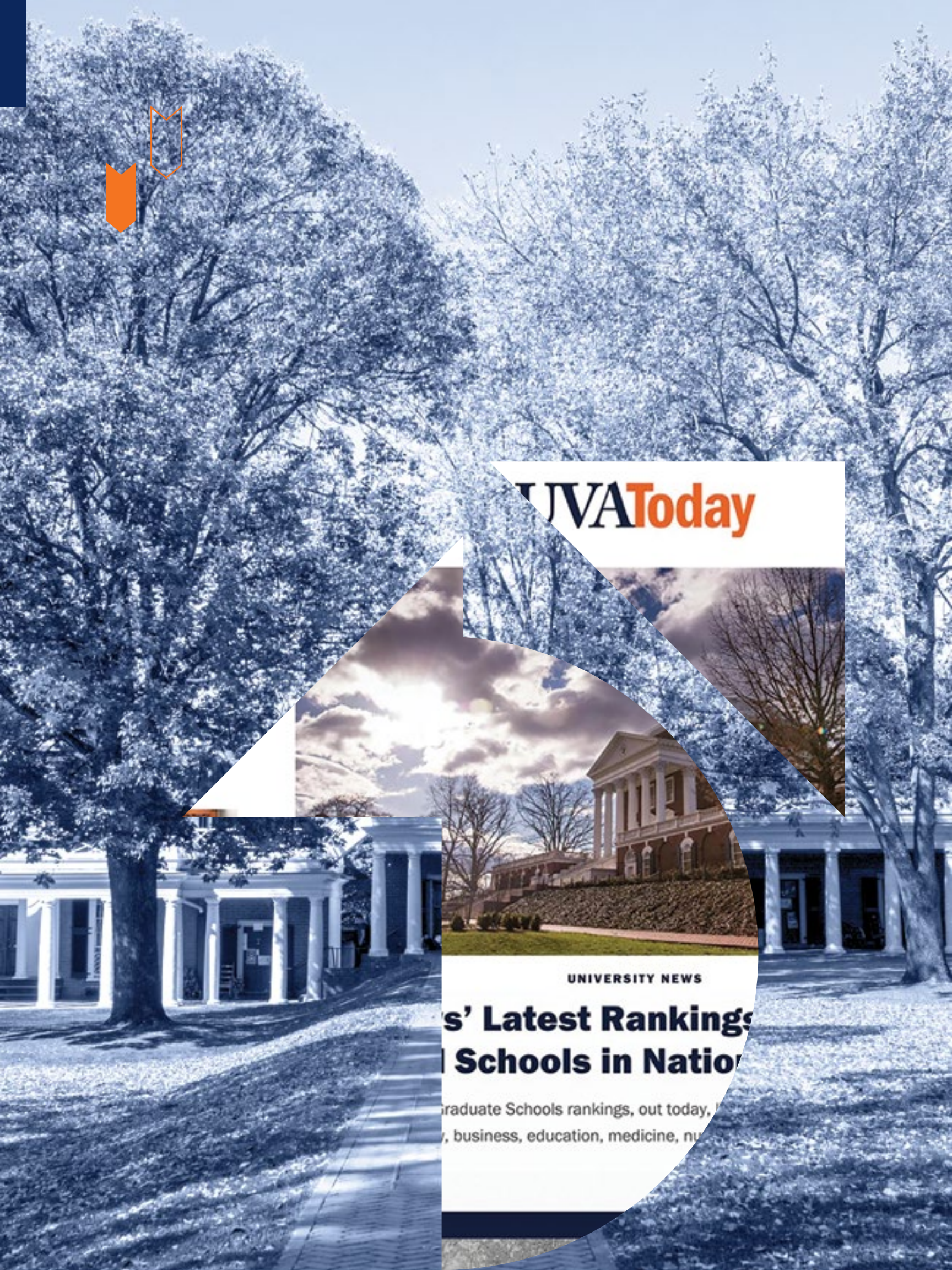
Pillars and Values

Pillars of the UVA Brand and University Communications

› **Work in a Perpetual State of Ingenuity**

› **Commitment to Achieve at the Highest Level**

› **Sense of Shared Ownership**

› **Promoters of the Public Good**

Our Voice	Our Values
Purposeful	**Quality**
Enterprising	**Creativity**
Unafraid *(of a good experiment)*	**Teamwork**
Honorable	**Integrity**
Intelligent	**Curiosity**
Inspired	**Passion**
Connected	**Hard Work**
Proven	