UNIVERSITY COMMUNICATIONS WORK PLAN

2020-21

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 form the basis of our annual workplan. The following is our second workplan installment for the five-year period from 2019 to 2024.

This workplan is not intended to be a catalogue of all that we do. Instead, it outlines the projects, content themes and internal initiatives that we will pursue in support of "The 2030 Plan" and in alignment with the goals described in our five-year plan.

GOAL ONE
Strengthen Our Foundation

Projects/Programs

RETURN TO GROUNDS

Support UVA's operational planning and modifications as we adapt to the novel coronavirus global pandemic. Our efforts include the development and curation of institutional information hubs for students, faculty and staff, supported by UVA Today content, social media, marketing promotion, ongoing email distribution and earned media support. Key work can be organized into three subcategories:

1. Lead the University's fall 2020 implementation working group communications.

2. Plan and execute a compelling public health service advertising campaign.

3. Plan and respond to emerging issues through the duration of the pandemic, including communications needs related to potential outbreaks, mitigation and ongoing updates.

UVA STRATEGIC PLAN

Support the ongoing development and implementation of "A Great and Good University: The 2030 Plan" through a dedicated website and owned, earned and promoted story content that highlights components of the plan, related institutional initiatives and reaching key milestones.

PROACTIVE MEDIA RELATIONS

Continue to strengthen relationships with the media, seeking new earned coverage opportunities. Implement a robust strategy that improves relationships with traditional media and digital influencers, supports targeted priorities and strengthens our ability to effectively manage issues. Coordinate earned media and thought leadership opportunities that advance the institution and its leadership (particularly the president) as agents of change in areas including equity, inclusion, community engagement and opportunity. Advance proactive opportunities that demonstrate the University's ability to provide solutions under the ongoing umbrella area of pandemic resilience.

STUDENT RECRUITMENT

Partner with Undergraduate Admission to develop revised prospective student recruitment materials, including prospective student print collateral, acceptance packages, parent mailer, financial aid brochure and enrollment landing webpage. Assist in assessing any adjustments needed in light of the coronavirus pandemic.

Additionally, create and refresh prospective student content across our owned platforms, including conducting a content audit and refresh of the student experience website. Support storytelling that accurately conveys the University's shared sense of place and helps answer the question, "What is life like at UVA?," especially in response to the coronavirus' impact on travel to and from Grounds as well as the impact of various public health requirements on daily life.

INSTITUTIONAL PSA

Evaluate and plan for a new institutional public service announcement video in 2021 that communicates the University's values and forward-looking story as we adapt to our new operating position amid a global pandemic that has changed how we see our University and the world around us. The piece should be aspirational and offer hope for what lies ahead for the University community.

Content Themes

FACULTY AND STAFF

Produce content that illustrates the quality of faculty instruction and research, the professionalism and competence of staff and, by extension, elevates the University's reputation as a great place to teach, work and provide service to others.

HONOR THE FUTURE

Support Advancement Communications in creating and distributing content, and earning media attention, that supports the Honor the Future campaign by emphasizing how philanthropy improves the quality of education, instruction, research, diversity and access, community, patient care and the breadth of the student experience.

Cultivate the Most Vibrant Community in Higher Education

Projects/Programs

PRESIDENT'S OFFICE SUPPORT

Serve as principal coordinator of communications strategies announcing and supporting community-based initiatives that emerge from or reside in the President's Office, such as the establishment of the Equity Center or various working groups. Manage communication plans that support the announcement of key executive leadership appointments.

Promote key institutional events and annual initiatives, including the annual holiday video, and support Final Exercises for the classes of 2020 and 2021 and other signature community-based initiatives. Also, adapt efforts and areas of focus as needed due to impact of the coronavirus pandemic.

UVA FOOTBALL SUPPORT AND PROMOTION

Create fan-focused football communications to promote interest, support and engagement. While elements of this effort are highly fluid depending upon possible programming changes due to concerns over the coronavirus pandemic, this work is organized into three major components:

1. For All Virginia: A multi-year marketing campaign in support of UVA Football awareness and reputation building.

2. The 4th Side: A multi-year, tailored fan engagement marketing campaign to build a stronger, heightened rapport between fans and the program.

3. We Cavaliers: The beginning of a multi-year program to redefine our overall commitment to inclusion and demonstrate that anyone can be a Cavalier.

ENVIRONMENTAL PAGEANTRY

Maintain a robust pageantry program that expresses the UVA brand throughout Grounds and across the region. This includes:

1. The development, implementation, and ongoing lifecycle management of the banner program across Grounds — Institutional, Memorial for Enslaved Laborers, Arts, Law, Darden, Engineering, Bookstore, and Scott Stadium.

2. Update the imagery and evolve the look of the UVA Today bus art program and bus shelters.

3. Regional airport installations.

MEMORIAL TO ENSLAVED LABORERS MEDIA COVERAGE AND VIDEO

Provide owned, earned media coverage and promotion to support the Memorial to Enslaved Laborers. Coordinate planning around the public dedication, including completion of a documentary video.

COMMONWEALTH OF VIRGINIA CAMPAIGN

Create and execute a communications campaign that supports employee engagement in, and thereby donations to, the Commonwealth of Virginia Campaign. Actively communicate the impact of the CVC on the local community. Migrate gift processing to UVA Payroll.

Content Themes

PANDEMIC RESILIENCE

Produce and distribute content that supports the ongoing need to communicate accurate, actionable information about UVA's response to the coronavirus pandemic to our audiences. Produce and distribute content that also illustrates the University fulfilling its mission to teach, research and provide patient care, through the lens of the pandemic. This includes stories of the University's scholarship and teaching about issues related to the pandemic; our faculty and medical experts conducting research and analysis of the virus and related issues with societal benefit; and our ability to provide exceptional care in the detection, prevention and treatment of the virus to the UVA community and the larger community beyond Grounds.

DIFFICULT TRUTHS

Communicate UVA's values and progress through storytelling that demonstrates the University's commitment to candidly assess and address difficult truths about its past and present concerning slavery, segregation and other forms of racial inequity. Content should address critical issues with a goal of engaging in community-building and open dialogue, especially in support of the President's Racial Equity Taskforce and work product that will come from it.

EQUITY AND INCLUSION

Produce content that reflects and supports the institution's "bridge building" focus, including efforts or activities at the individual level of faculty, staff and students, and at the institutional level, that highlight initiatives creating or strengthening community partnerships.

GOAL THREE
Enable Discoveries that Enrich and Improve Lives

Content Theme

RESEARCH
Advance Content and News' approach to storytelling to demonstrate the scope and impact of UVA's research endeavors. Mature and refine content and strategy for the UVA Research Digest product to bolster the University's reputation and grow readership and engagement. *(See Goal Five, UVA Today Content & Growth Strategy)*

GOAL FOUR
Make UVA Synonymous with Service

Project/Program

UVA WISE MARKETING
Provide ongoing counsel and support to the UVA Wise marketing team. Initiatives include enrollment support, development of environmental graphics, pageantry, new branded merchandise, and the launch of a brand standards portal at brand.uvawise.edu.

Content Themes

VALUE PROPOSITION
Promote content that illustrates the value of a UVA education. This includes stories about financial aid, graduation rates, career services and outcomes, cost and debt, inclusive access, rankings, admission, the unique student experience, academic rigor, and other components that contribute to the overall value of attending UVA and earning a UVA degree.

Increase the Value and Equity of the University of Virginia Brand

Projects/Programs

UVA TODAY CONTENT & GROWTH STRATEGY

Produce and distribute compelling and appealing content that elevates the reputation of the University and supports its strategic priorities, with a goal of reaching 8 million pageviews this year.

Implement new distribution strategies, social media campaigns and ongoing product R&D to promote audience growth. This includes, but is not limited to:

· Defining and uncovering new insights about our current subscriber base and potential new audiences, seeking new ways to reach them.

· Assessing our Content & News products overall and their relationship, including the UVA Today Daily Report, UVA This Month, Research Digest and On Words.

· Applying new distribution strategies to grow readership of, and engagement in, current products and examine opportunities to develop and test new products, including exploration of the feasibility of a weekly UVA Today product.

· Evaluating product and content performance, gauging most effective frequency and tactics for distribution to various audiences, including students, parents and alumni.

· Assessing what content types — words, images, videos, graphics — perform best.

· Refining and strengthening our strategy for how we maximize use of social and SEO for select stories.

BRAND MANAGEMENT

Refine and enhance brand.virginia.edu with new institutional photos, brand assets, tools and tips for our user community. Complete a move to an enterprise installation for the brand site, allowing a single codebase for the institution's, UVA Health's and UVA Wise's instances, including the photo database launch. Support collaboration and brand cohesion across the institution through the work of the Brand Steering Committee and other efforts.

TRADEMARK & LICENSING MANAGEMENT SUPPORT

Develop and design a new book of guidelines for use by University's licensees that incorporates standards, instructions and usage information for University licensing families, including the suite of new Athletics marks as well as institutional marks and related brand details.

VAULT LICENSING PROGRAM

Develop new branded merchandise, including advancing a family of vintage marks that does not currently exist.

FLEET IDENTITY SYSTEM

Create a flexible identity system for the University's fleet of vehicles that represents a variety of different departments and serves a wide range of purposes.

GOAL SIX

Positively Influence Perception Among Key Audiences

Projects/Programs

DIGITAL STRATEGY

Implement the next phase of a digital strategy that includes lifecycle management, supports the UC Editorial Plan, and promotes multi-modal storytelling, enterprise search, centralized Acquia hosting, accessibility, enhanced SEO/SEM, effective UX and other emerging digital standards.

SOCIAL MEDIA STRATEGY

Develop and implement a progressive social media strategy that accounts for current trends and emerging practices. Continually review available data to understand content consumption, platform impact and audience behaviors. Give consideration to the need for content promotion, issue management tracking, new platforms, and overall marketing and advertising needs. A strategy document will provide a roadmap for University Communications and also serve as an informational document for the broader UVA social media community regarding our priorities, policies and practices.

BUSINESS INTELLIGENCE AND MARKETING ANALYTICS

Refine business intelligence practices to maximize use of analytics across our department for decision-making, campaign management, content delivery and audience research.

RESEARCH PLAN

· Design and field a study to benchmark the performance of our Content and News programs against select national and AAU peers.

· Evaluate and assess designing and fielding the fifth instance of a longitudinal perceptions study of the University among alumni, and among non-alumni Virginia residents.

GOAL SEVEN
Exercise Excellence and Best Practice in Communications and Marketing

Projects/Programs

UVA TODAY EDITORIAL PLAN

Revise annual editorial plan to reflect FY21 content priorities in support of the institution's "2030 Plan" and/or emerging priorities such as Return to Grounds.

DRUPAL 9 PLANNING AND ROADMAP

Prepare for rebuilding and upgrading virginia.edu, brand.virginia.edu and UVA Today in Drupal 9 to prepare for Drupal 7's expiration in November 2021. Plan and address necessary UX improvements, visual enhancements and site functionality changes resulting from the migration.

PHOTOGRAPHY DATABASE ASSESSMENT AND IMPLEMENTATION

Launch new centralized photography database system to replace fragmented systems. Develop system for asset cataloguing, lifecycle management and appropriate integration with brand.virginia.edu. Also, ensure there is a defined method for how and when assets are archived, with an added focus on finding the balance between redundancy and unnecessary use of storage and the costs associated with it.

UNIVERSITY COMMUNICATIONS PORTFOLIO

Develop and implement an approach for regularly incorporating updates on our University Communications website to highlight our latest work and capture the essence of what we do.

Internal Initiatives

INCLUSIVE EXCELLENCE

In coordination with the Office of Diversity, Equity and Inclusion, develop a plan for assessing and promoting University Communications' commitment to advancing a culture of Inclusive Excellence through our departmental practices, University partnerships and strategic communications initiatives.

PROJECT MANAGEMENT PROCESS AND SYSTEMS

Implement a redefined approach to our project management processes and systems, including assessment of workflow and project management software. Refine current practices to enhance cross-departmental collaboration and ideation. Develop and implement a series of teaching modules to ensure staff are informed and sufficiently trained in the areas required for their various assignments. Mapping must be sufficiently documented and understood by staff.

COMMUNICATIONS LIFECYCLE MANAGEMENT

Develop and implement an inventory management system that allows tracking of the communication programs and/or their individual components, so that work is routinely reviewed and updated according to a planned schedule. This includes lifecycles for virtually everything we produce, every program we work on. It can be printed materials, digital, systems, platforms, software, equipment. It is critical that lifecycle management captures new and recurring projects, deadlines, updates, monitoring, improvement assessments, and a project owner responsible for ensuring this commitment.

BRAND EXPRESSION EXPLORATION AND PRODUCT DEVELOPMENT

Explore and experiment with the UVA brand to develop new potential products and further refine and evolve overall expressions of the UVA brand.

BUDGET AND EXPENSE MANAGEMENT

Evaluate and track the funds needed to accomplish our organizational goals and identify ways to maximize the value of our investments. Refine budget management and expense procedures within the department to promote the highest level of internal communication and ensure proper stewardship of the University's financial resources.

OFFICE ENGAGEMENT AND CULTURE

Look for new ways to regularly infuse levity and personal connection into our work week to support a positive work environment, especially as we continue with many people working remotely. We need to continue to nurture and cultivate a sense of community with shared values and purpose in the absence of social proximity.

RETURN TO 2420 OLD IVY ROAD

Prepare for the department's return to in-person work once coronavirus pandemic risk levels have declined. This includes a careful review of CDC, Virginia Department of Health and University guidelines to develop adjustments to use of space and assurances that distancing guidelines, mask requirements and other safety measures are clearly articulated and observed.

PROFESSIONAL DEVELOPMENT

Support new professional development opportunities within the office and on Grounds.