

# STRATEGIC COMMUNICATION PLAN

Division of Governmental Relations  
and University Communications

2013

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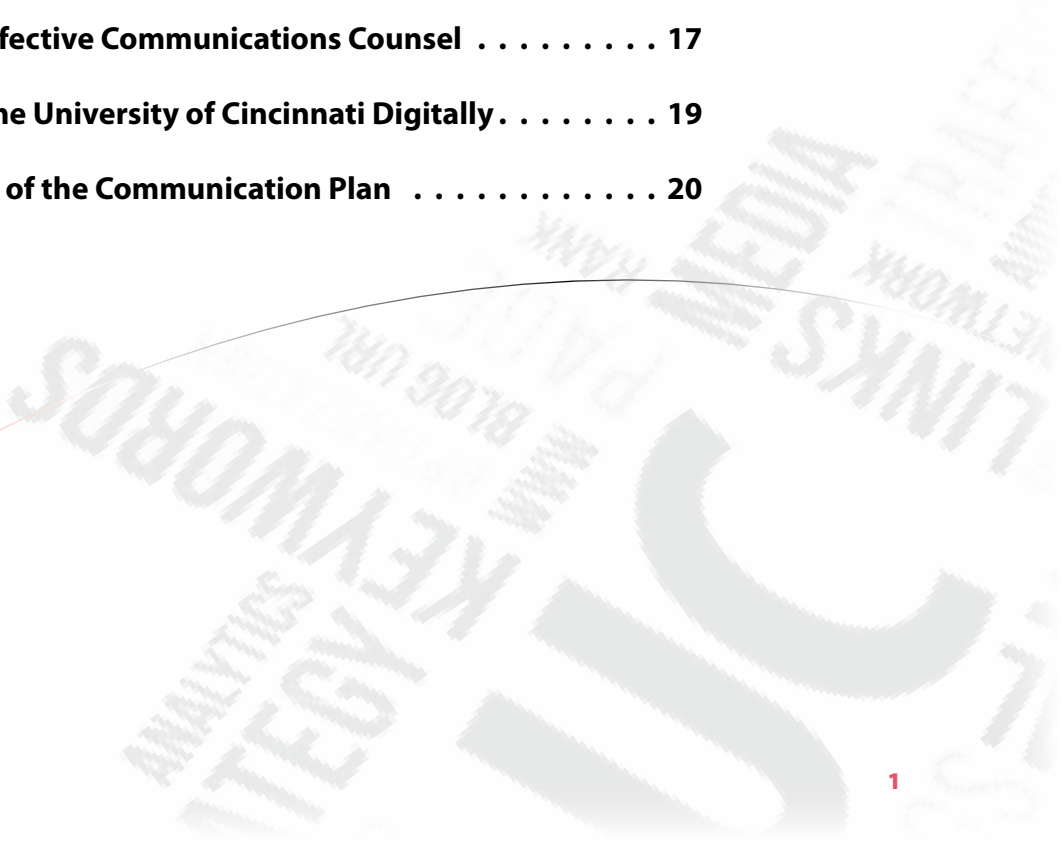
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## **EXECUTIVE SUMMARY**

### **Introduction**

The Governmental Relations and University Communications Division deploys a talented and dedicated group of high-performing professionals working together to provide consistently excellent communications services and public relations counsel for the University of Cincinnati. In guiding the collective efforts of the division, this Strategic Communication Plan ensures that all personnel will provide excellent service and counsel to raise UC to national prominence, reflect the strength of the university's diverse population, support the implementation of the university's strategic plans through effective application of communications strategies and deliver a measurable return on the university's investment in communications. To support the objectives of the University of Cincinnati, the Division of Governmental Relations and University Communications will adhere by mutual agreement to our mission and vision statements.

### **Mission Statement:**

The Division of Governmental Relations and University Communications will provide consistently excellent communication services and public relations counsel to enhance public approval and support of the University of Cincinnati.

### **Vision Statement:**

The Division of Governmental Relations and University Communications will exemplify high-performance professionalism with a shared understanding of our mission and goals, working in an integrated manner at the forefront of all University of Cincinnati communications efforts.

## PRINCIPLES

To successfully execute the strategies and tasks outlined in this plan, the Division of Governmental Relations and University Communications will ensure that our communication activities match the quality of the University of Cincinnati in both message and execution.

- We will ensure that the effectiveness of our communications will not be measured by output or distribution alone, but by the productive responses we elicit.
- We will, in an environment of scarce resources, focus our efforts on strategic audiences who can help the University achieve its goals.
- We will measure our success on the ability to develop reciprocal relationships with these publics.
- We will work with partners throughout the University to build understanding that, although this diverse institution is made up of colleges and departments, divisions and centers, “It’s all UC.”
- We will operate in the knowledge that every member of the UC community can affect our reputation and that effective communication is everyone’s responsibility.
- Our communications will be grounded in research that helps us meet our audiences on their own terms.
- Coordination, consistency, and repetition will ensure our messages build equity in the UC brand.

## GOALS

In supporting the objectives of the University of Cincinnati, the Division of Governmental Relations and University Communications will work together with colleagues throughout the University of Cincinnati to achieve six primary goals.

- Drive UC's reputation by promoting and strengthening the University of Cincinnati brand in collaboration with everyone involved in advancement efforts on behalf of the university.
- Achieve optimum enrollment by working in collaboration with UC Enrollment Management and our marketing partner(s) to deliver effective messaging to our primary audiences.
- Continue to support university friend-raising and fund-raising efforts by collaborating with UC Foundation and the UC Alumni Affairs Office to deliver effective messaging to alumni and donors.
- Align UC communications in support of the university's strategic plans through close collaboration with university leadership.
- Maximize government support at all levels in collaboration with university leadership, our federal counsel, statewide partners in the Inter-University Council, and local partners via the Cincinnati Regional Chamber, Uptown Consortium and others.
- Enlist, by effective communications counsel, the entire university community in continually building UC's reputation through ongoing excellent service and personal connection to our key constituencies.





## LEVERAGING UNIQUE DIFFERENTIATORS

In achieving the goals and objectives outlined in this plan, the Division of Governmental Relations and University Communications will leverage a set of differentiators unique to the University of Cincinnati. These attributes, taken collectively, set UC apart from all other peers and position this #HottestCollegeInAmerica for success.

### **The Personal Engagement of the President**

Where possible, we will coordinate message to align with our President's unique communication platforms and ability to further enhance the brand and connect with various audiences. Presidential platforms include social media but also a unique ability to reach prospective students through high school visits and employees through college visits. Additionally, because of the stature of the presidency, his ability to connect with thought leaders, academic leaders, business leaders, governmental leaders, community leaders, faculty and employees through formal roles on boards and commissions, through leadership role as the president of one of the largest universities, employers and institutions in the state, and personal connections to key audiences is a dynamic addition to the communications repertoire.

### **The Most Beautiful Campus In America**

Forbes, Delta Sky, Travel + Leisure all agree that the University of Cincinnati campus is among the most beautiful in the world. Visitors to campus walk away astounded. The campus speaks to the quality of education available here, and to the outstanding and diverse campus community. We will in all our communications activities endeavor to bring people to campus – share the UC experience – in person if possible, virtually whenever we can.

### **The Real World**

Many universities have tradition, but few have a tradition – more than a century in action – of emphasizing the benefits of experience outside the classroom. Today, with experiential learning options including co-operative education, internships throughout a major-league city boasting nine Fortune 500 companies, study-abroad opportunities and more, the University of Cincinnati offers not only a top-notch education, but an education unlike any other.

### **200 Years of Igniting Dreams and Changing Lives**

The University of Cincinnati is among the dozen oldest public universities in the United States. While two centuries of history unfold a rich story about America's thirst for knowledge, the celebration of UC's 200<sup>th</sup> birthday will be forward-looking and the buildup to this celebration provides a unique opportunity to define the university in public perception and ignite or reignite support.

### **A Wealth of Strengths**

In addition to the unique characteristics listed above, we can boast a set of strengths that many universities can claim, but few can claim altogether, namely:

- Division I athletics in a major-league city
- A strong research program across multiple disciplines
- Strong academic measures
- A commitment to diversity and inclusion



## KEY STRATEGIES

The University of Cincinnati Strategic Communication Plan is all about making a difference – changing the way the University thinks about itself, how we communicate that change and how the public perceptions of the university change for the better. Throughout this plan, the Division of Governmental Relations and University Communications will emphasize the strategic rather than the functional. Our effectiveness will be measured by impact across key audiences, coordinating efforts throughout the campus as we work to support and coordinate consistent communications.

### **Energize the University of Cincinnati Brand**

The University of Cincinnati is nationally acclaimed for the strength of our brand. With the conclusion of the Proudly Cincinnati fund-raising campaign and the approach of the university's Bicentennial, UC is uniquely positioned to review, revise and reinvigorate the brand. New relationships in the healthcare realm, new perspectives on 200 years of tradition, new alignments in athletics, new communication channels offered through digital media and new priorities identified through institutional planning provide the impetus for a full review of UC's brand essence and brand assets.

### **Tell the University of Cincinnati Story**

We will provide a strong and coordinated voice for the diverse audiences of the University of Cincinnati who hear messages in bits and pieces from multiple sources of varying credibility. In pursuing this strategy, we will provide excellent communications that contribute to ensuring the national prominence of the University of Cincinnati and to deliver a measurable return on the investment in communications.

### **Design the University of Cincinnati Image**

The consistent expression of brand quality requires effective design. Creativity and professionalism in the execution of communication is paramount in clearly defining the University of Cincinnati "experience." We specialize in providing professional, cost-effective solutions for all the communication needs of units throughout campus and beyond. As a cost-recovery operation, we support multiple creative positions without general funds, committed to quality, to assist colleges and departments meet their communication objectives with minimal expense.

### **Engage the University of Cincinnati Market**

We will position the University of Cincinnati through dynamic and proactive efforts that leverage UC's current momentum and unique assets. Our marketing efforts must strategically expand the geographical reach of the university to areas in which targeted recruitment efforts will occur and where fund-raising activities must be maintained. In addition to paid media vehicles, we will work with the UC Foundation to activate alumni where possible as ambassadors, enter and, where possible, lead national higher education conversations and harness the personality and experience of the University of Cincinnati and its home city.

### **Connect the University of Cincinnati Digitally**

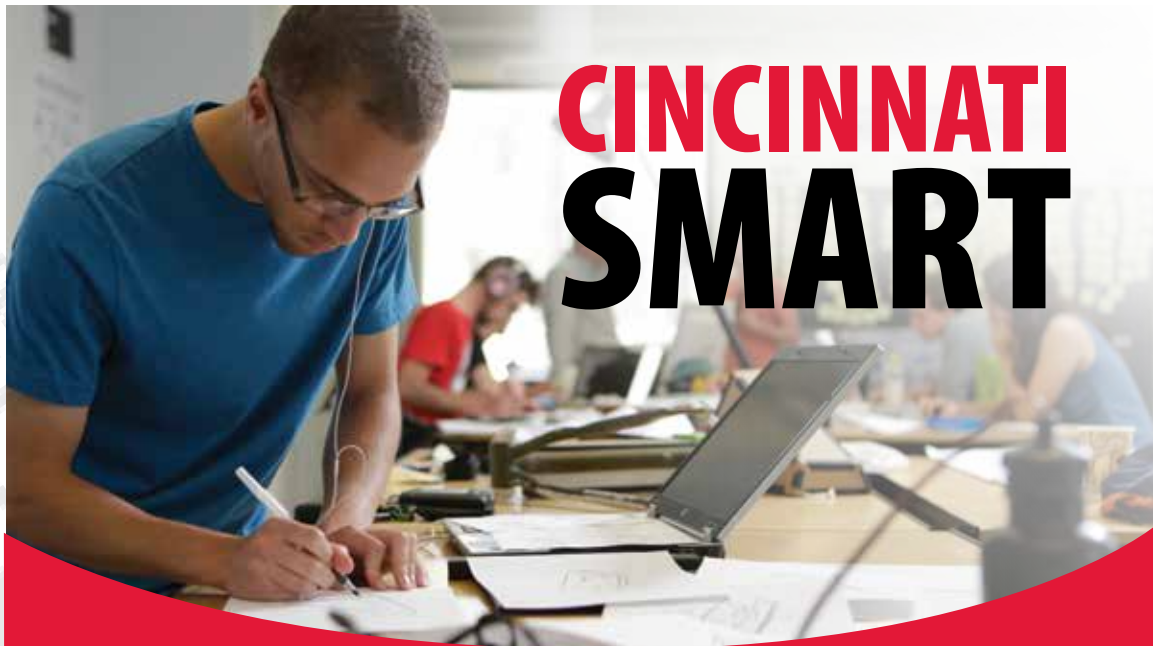
Social media enables the University of Cincinnati to truly connect with our audiences in a way that traditional marketing cannot. Social media provide a platform that readily enables a call to action and provides a forum for UC and our supporters to promote the university and build our reputation. It is therefore imperative to monitor and properly maintain our social media channels to measure our efforts and fine tune our actions accordingly.

### **Partner with Government at All Levels**

As a public institution, the University of Cincinnati must protect federal and state funding including student financial aid. We will also advance UC research activities by supporting efforts to grow our research capabilities within the colleges and through the UC Research Institute. At the local level we will identify areas of mutual opportunity for UC, our surrounding communities and our region.

### **Provide Effective Communications Counsel**

In full awareness that everything says something to someone, the Division of Governmental Relations and University Communications will draw on its substantial collective expertise to advise university decision-makers at all levels in ways to build support for UC among our diverse constituencies.



# **CINCINNATI SMART**

It's a unique brand of know-how. It's the confidence that comes from learning with the best minds and in the best organizations.

In short, Cincinnati Smart is who you have become. It's a competitive edge for more than 268,000 living alumni and 43,000 students.

It's smart on a whole different level.

Tell us your story at  
[uc.edu/smart](https://uc.edu/smart)

## **ENERGIZE THE UNIVERSITY OF CINCINNATI BRAND**

The past decade has demonstrated that coordination, consistency, and repetition ensure that University of Cincinnati messages progressively build equity in the UC brand. Going forward, the Division of Governmental Relations and University Communications will work to coordinate, in an integrated manner, all UC communications efforts. The organizing principle for this effort will be a revitalized University of Cincinnati brand.

The goals of the UC branding initiative will remain focused on building long-term brand equity, increasing awareness of UC's quality, enhancing the university's credibility, celebrating UC's diversity, generating powerful value perception, and ensuring optimum growth.

With the conclusion of the Proudly Cincinnati fund-raising campaign and the approach of the university's bicentennial, The University of Cincinnati has a unique opportunity to review, revise and reinvigorate the UC brand. New relationships in the healthcare realm, new perspectives on 200 years of tradition, new alignments in athletics, new communication channels offered through digital media and new priorities identified through institutional planning provide the impetus for a full review of UC's brand essence and brand assets.

In coordination with key stakeholders, the University Branding Committee will convene the effort to identify a branding partner, conduct necessary research; coordinate with institutional affiliates including the UC Foundation, Alumni Association, UC Health and the colleges; identify a process for brand audit and review; and engage the campus community in defining the brand for the decades beyond 2019.

### **Brand Management**

Through key divisional roles and best practices, including, most notably, the University Branding Committee, we will continue to provide proactive oversight and university-wide partnership opportunities to leverage brand effectiveness. Coordination, consistency and repetition represent the discipline necessary to manage a powerful brand. Recognizing that adhering to such discipline is crucial, we will nevertheless strive to be flexible where appropriate and necessary, acting as a resource for units and individuals across the university.

### **Brand Evolution**

On the heels of a recently completed brand audit, we will help coordinate an initiative to strengthen and evolve the UC brand. In cooperation with LPK, we will survey key constituents about our current logo/brand and test exploratory logo/brand design to determine what steps can and should be taken to ensure that our brand communicates effectively and remains relevant. The study results, as well as input from key communicators across the university, will inform next steps. Whether the logo/brand changes dramatically or incrementally, it will build upon the demonstrated equity already established and solidify UC's position as a pre-eminent institution, #HottestCollegeinAmerica. To do this, we will ensure that the discovery process is guided by best research practices, including a focus on logo/brand communication and long-term university goals, not necessarily on aesthetics or internally driven agendas.

## Brand Coordination

For the near future, we have identified areas in which brand coordination will derive maximum benefit for the University of Cincinnati:

- **Bicentennial.** In anticipation of our bicentennial in 2019, we will take a leading role in developing high profile communication reflecting the celebratory anniversary logo/brand. Remaining sensitive to market saturation, and with an eye toward clear, professional communication, we will help propose and develop timelines and guides for bicentennial logo/brand usage and assist units across the university with implementation.
- **Licensees, Co-Brands and Sub-Brands.** We will continue to serve as a resource for our licensed partners and partnerships (UC Health, UCRI, UC Forward, UC Engineers). As the university expands its outreach and interdisciplinary efforts, we will act as key protectors and advocates of the primary brand, while assisting those charged with the co-branding or sub-branding of emerging initiatives. Navigating the push-pull between units and partners wanting a distinct voice vs. the necessity of maintaining a consistent, strong and clear parent brand will continue to be a top priority.
- **Athletics and Licensed Goods.** We will continue to partner with Trademarks and Licensing to maximize royalty opportunities, primarily as consultants regarding appropriate use of the Athletics and academic brands on licensed goods. Maximizing such opportunities requires that we will occasionally act as gatekeepers—restrictions must be enforced; significant value must be placed on our image and our identity. “Giving things away” in the short term may please certain constituents and audiences, but must always be balanced against the potential negative effect on brand value.

Success in this effort will solidify the University of Cincinnati brand as pre-eminent in higher education, create greater understanding of brand attributes, increase the sale of licensed goods, and lead to improved student recruitment and financial contributions.



## TELL THE UNIVERSITY OF CINCINNATI STORY

Working in close collaboration with those university offices assigned to cultivate key audiences, the Division of Governmental Relations and University Communications will employ a full spectrum of persuasive communications techniques to engage target audiences in an ongoing conversation to develop a productive understanding and endorsement of the University of Cincinnati. The Division will identify, develop, share and curate information necessary to these audiences. By building interest and support in the university and its services, the Division will assist in cultivating relationships among our diverse audiences with the goal of bringing them to the university campus — whether physically or virtually. Ultimately, our efforts will be directed to assisting individuals among the key audiences in choosing to support the University of Cincinnati.

### **Audiences**

Communication efforts involving news and information will focus on four strategic audiences who are critical to the attainment of university goals, namely students, donors, patients and government. For planning purposes, students are understood to include prospective students and their parents; donors include alumni, supporters, funding agencies and corporate partners; patients include families and care providers; and government includes legislative and regulatory entities at all levels.

### **Allies**

In cultivating the four strategic audiences the Division of Governmental Relations and University Communications will energize partners to assist our efforts. Among these allies are university faculty and staff, current students, and members of the news media. Success in developing relationships among these allies will generate stronger messages that resonate personally among our strategic audiences, creating stronger affinity toward the University of Cincinnati.

### **Multi-Platform Communication**

The next five years will require nimble execution of communication efforts in an environment where technology and access to information are evolving rapidly. It will be necessary to evaluate cutting-edge technology on extremely tight schedules and to use new and emerging media before they are fully understood and accepted. Given the ever-changing relationship of audiences to content sources, it will be necessary to operate effectively among traditional media — whether external mass media or internal vehicles — as well as the latest digital tools for engaging audience interest.

### **Messages**

In general, audiences and opportunity will determine specific messages. For example, alumni will continue to be interested in the enduring value of their UC degree as well as supporting the ongoing success of their Alma Mater. Patients will seek not only a cure, but value and comfort while pursuing the most efficacious care. Donors continue to read national rankings and high-profile research success as a proxy for academic excellence. In addition to messages driven by audience demand, the Division will support in all communication activities the goals outlined in university strategic plans.

### **Objectives**

In pursuing this strategy, the Division of Governmental Relations and University Communications will provide excellent communications that contribute to ensuring the national prominence of the University of Cincinnati and to deliver a measurable return on the investment in communications. In some cases, success may be measured directly in numbers of patient-care services, enrollment applications and contributed gifts. In others, the Division will monitor appropriate social media indices, reputation measures such as U.S. News and Google Trends as well as UC-based measures such as the Greater Cincinnati Survey.



## DESIGN AND PRODUCTION OF UNIVERSITY OF CINCINNATI IMAGE

In communicating its brand promise, the University of Cincinnati relies predominantly upon visual media. Many of the university's stakeholders are first introduced to the university via a website, poster, brochure or video. Together with words and actions, the visual brand — strategic arrangements of signature color, shapes and typography — represents a significant method of communicating the brand essence. This is particularly important in communication such essential attributes as quality and diversity.

The key to consistent expression of the brand is good design. Creativity and professionalism in the execution of communication is paramount in supporting the brand, maintaining a high quality image and clearly defining the University of Cincinnati "experience." Good design is an investment, not an expense.

The Division of Governmental Relations and University Communications specializes in providing professional, cost-effective solutions for all the communication needs of units throughout campus and beyond. As a cost-recovery operation, the division supports multiple creative positions without university funding. Committed to quality, the division strives to help colleges and departments meet their communication objectives without straining budgets by:

- Offering design, photography, promotional writing and video production as well as duplicating and offset print services to the university community and beyond at below-market rates, ensuring brand compliance and effective communication.
- Demonstrating by example and best practices creative methods for top quality brand communication and, when appropriate, brand evolution.
- Ensuring, through design oversight, that university communication vehicles reflect the quality and diversity of this institution.

In close affiliation with the Branding Review Committee, the division will address the university's communications needs by:

- Providing a consistent set of graphic standards for maintaining and building UC brand equity while allowing, within certain published parameters, the development of unit sub-brands, messaging platforms and emphases.
- Establishing a look and feel for university communications across multiple media platforms, including print and electronic media.
- Monitoring and proposing university policies guiding the use of UC's primary marks, such as the logo, the university seal, the Athletics mark and certain celebratory marks, such as the bicentennial logo.
- Providing advice and guidance to university units engaged in communications activities, especially those with high profile needs.

Success will be measured by improved identification with the university among key audiences, especially in steady applications from prospective students and their families, increased sales of licensed goods, improved reputation as measured by various regional and national survey measures, and an increased number of internal entities working through the division for services, an increased number of collaborative projects assisted by the division, and financial stability within the division's charge-back units.

## ENGAGE THE UNIVERSITY OF CINCINNATI MARKET

From 2002 to 2012, UC enrollment increased 27.3%. Between 2006 and 2012, Uptown campus freshman applications increased 58.7%. These figures fly in the face of demographics, which tell us the number of U.S. and Ohio high school graduates is decreasing. Additionally, the quality, preparedness and diversity of the Uptown campus freshmen have increased steadily over the past decade. The university has celebrated the conclusion of the Proudly Cincinnati campaign, which raised \$1 billion from more than 100,000 individual donors.

Much of this success can be attributed to the university's collaborative marketing efforts and making the best use of limited resources. The division has worked hand-in-hand with Enrollment Management, UC Foundation and with the colleges to identify a common set of goals — notably optimum enrollment targets achieved through increased applications from qualified students and improved awareness and reputation among donors — and to develop aligned marketing plans.

Challenges are ahead:

- The number of Ohio high school graduates will drop 9.3 percent from 2006 to 2022, an average drop of 12,000 a year, according to the Western Interstate Commission for Higher Education.
- The conclusion of the Proudly Cincinnati campaign requires ongoing effort to maintain the pace of charitable contributions to the university.
- As state budgets tighten, Ohio's taxpayers need continual reminders of the benefits derived from a world-class university in the state.

To meet these challenges, the division will pursue marketing opportunities to:

- Maintain regional presence and awareness;
- Increase volume of applications from qualified students;
- Ensure the recruitment of a diverse applicant pool;
- Extend reach and awareness outside the Cincinnati region;
- Engage new audiences to maintain the size and quality of the prospect pool and to build the brand;
- Reinforce UC's leadership in experiential education.

The strategies we will employ to position the University of Cincinnati must be dynamic and proactive, capitalizing on UC's current momentum and unique assets. It is essential that our marketing efforts strategically expand the geographical reach of the university to areas in which targeted recruitment efforts will occur, and fund-raising activities must be maintained. In implementation, we will leverage shared equity with paid media vehicles, activate alumni where possible as ambassadors, enter (and where possible lead) national higher education conversations and harness the personality and experience of the University of Cincinnati and its home city. This is the essence of our anchor initiative, the Cincinnati Smart campaign.

Success will be measured through maintenance of optimum enrollment goals, continued giving at post-campaign levels and improved reputation as measured by the Greater Cincinnati Survey and similar measures. The data collected using tools such as Google Analytics will allow for real-time adjustments to content, delivery and channels quickly and concisely.

## PARTNER WITH GOVERNMENT AT ALL LEVELS

The University's governmental relations activities play a key role as UC works towards the transformative goals of the Academic Master Plan. Our governmental relations plan, updated annually, corresponds with major goals of the Academic Master Plan by raising the profile of the University in the federal, state, and local arenas; protecting funding for federal and state programs important to the University; and providing strategies and support for higher education.

We will seek to protect federal and state funding for the University of Cincinnati and student financial aid that is important for our students. We will also seek to advance UC research activities by supporting efforts to grow our research capabilities within the colleges and through the UC Research Institute. At the local level, we will identify areas of mutual opportunity for UC, our surrounding communities and our region.

We will coordinate our activities with our various campus stakeholders including faculty, staff and students to achieve maximum opportunity for success and encourage their participation in the governmental process by providing expert testimony.

We will bring policymakers to campus and look for opportunities for faculty, students and staff to participate in efforts that positively affect changes in policy and/or law.

Success in our efforts will lead to UC being a top-of-mind institution for our political thought leaders.

**ADVOCATING FOR THE INNOCENT**  
 Mark Godsey and UC law students have made a national reputation in freeing 16 wrongfully convicted people

BY DEBORAH RIESELMAN

The instant Melinda Elkins caught sight of a SWAT officer sprinting past, her picture widened with a gun drawn, she stopped breathing. Before she had a second to react, a deputy sheriff showed up at the front door ordering her and her 12-year-old son, Brandon, to move onto the porch where they could not see what was happening on the other side of the house.

Out of sight, her 15-year-old son, Clarence Jr., was handcuffed, lying on the ground, surrounded by officers pointing guns at him. When his father came running from the back door, the officers realized they had cuffed the wrong person and immediately turned on Clarence Sr. Amid the chaos, the youngest Clarence heard his mother screaming and dashed for the house with one hand on the door and the other on his son's shoulder.

In the yard, officers were arresting Elkins Sr. for brutally raping and murdering his 58-year-old blind mother-in-law, Judith Johnson, and her 6-year-old niece, Brooke. On the porch, a deputy was explaining to Melinda how she had just lost her mother, had nearly lost her

niece and was about to lose her husband. That was June 1998. For seven and a half years, Clarence Elkins sat behind bars serving a life sentence for a crime that both he and his wife steadfastly maintained that he had not committed.

He would still be there today if UC College of Law professor Mark Godsey had not gotten involved. In 2004, Godsey brought in law students to learn techniques for proving Elkins' innocence and saving his life.

In 2005, Godsey had DNA testing done. As director of the Ohio Innocence Project, which operates out of UC's Rosenblatt Institute for Justice, he firmly believed that the results excluded Elkins from the crime.

Getting prosecutors and judges to agree, however, was going to be particularly difficult, the students soon discovered.

**Resistant to admitting mistakes**  
 The criminal justice system is normally good at administering the law — locking up a murderer so he doesn't endanger anyone else, for

**10 Downing**  
 London invites gang expert to give advice, then dine at  
 BY JOHN BACH

Robin Engel couldn't resist the urge to leave a bit of evidence behind from her visit inside 10 Downing Street to meet British Prime Minister David Cameron.

Walking up the historic grand staircase, the UC criminal justice researcher admired portraits of past prime ministers as she wontered how many wars had started and ended at that very address. "I turned the corner and bam, there is Winston Churchill's photo. I look my finger and I just tapped the wall. It was such a deep and amazing feeling to be near that wall."

Engel would leave far more than that single fingerprint in the country curbs. She also left them an innovative gang violence. While inside 10 Downing Street, she encouraged him to face with Prime Minister Cameron, but her real impact came during the meeting.

Engel's visit to 10 Downing Street was part of an international effort by Britain's Home Secretary to help officials better understand the root causes of gun violence and arson that gripped several cities in the United States. She helped officials there come to a realization that Britain would benefit from the development in Cincinnati and other cities.

British officials announced they would tackle gang violence by steering the country's worst cities to place follows strategy to reduce Violence (CIRV).

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## PROVIDE EFFECTIVE COMMUNICATIONS COUNSEL

Some years ago, the University of Cincinnati supported a program titled “Everything Says Something to Someone” to impress upon employees that every contact with every person is an act of communication from the university. The Division of Governmental Relations and University Communications strongly supports this message, and will draw on its substantial collective expertise to advise university decision-makers at all levels in ways to build support for UC among our diverse constituencies.

The Division of Governmental Relations and University Communications is uniquely situated to provide perspective for university decision-makers. Our responsibilities cross the entire university organization chart and our activities lie at the nexus of all key university constituents.

At a public university, there is an immense responsibility to explain the university’s motives, achievements, and contributions to the many publics who directly determine our success or failure. Communication counsel helps leadership fulfill the public’s need to know while encouraging the public to be more receptive to the university’s decisions. Communication counsel is necessary for the university to effectively determine what the public needs to know regarding issues or situations, make decisions that acknowledge the needs of diverse constituencies, develop programs to win public support and measure program results and changes in public attitudes.

It is the responsibility of communications counsel not only to communicate the university’s messages, but to track opinions of key constituencies, to identify patterns of media coverage, to assess the attitudes of the public towards university policies and behavior, to support consensus-building among senior university leadership, and to fully understand the university’s “product lines” (education, research, patient care, entertainment), services, delivery methods, marketing platform and business strategies.

Because the Division of Governmental Relations and University Communications continually monitors opinion indicators internally and externally, we are uniquely positioned to provide timely review of pending decisions and how those decisions may be interpreted by key audiences. The professionals in this division can also ensure that communication activities accurately reflect the quality and diversity of the institution.

Success will result in higher measures of customer satisfaction, improved morale, a campus community fully supportive of diversity and inclusion, better reputation and fewer crises or occasions for poor publicity.



**APPLY**  
VISIT | HIRE | GIVE

**UC Hosts Global Lens Film Festival This Fall**  
Through Dec. 4, CCM's Division of Electronic Media and the University of Cincinnati Libraries will present two public screenings of 10 award-winning feature films from the Global Film Initiative's 2013 series. The next screening is Sept. 16.

- UCNEWS**
- The Scoop on UC Offices in U Square @ the Loop**  
Wed Sep 11 20:13  
Several University of Cincinnati offices and centers are now located in the new development on Calhoun and McMillan streets. [Read more...](#)
  - Big Games, 'Big' Name Part of UC's Homecoming Celebration Oct. 19**  
Wed Sep 11 20:13  
The University of Cincinnati welcomes alumni, students, friends and fans to campus for reunions, tailgate parties, a parade and [...Read more...](#)
  - CCM Jazz Celebrates the Music of the Rolling Stones on Sunday, Sept. 25**  
Wed Sep 11 20:13  
CCM's Jazz Ensembles open their 2013-14 concert season with a tribute to "the world's greatest rock and roll band." [Return to...](#)

- CALENDARS&EVENTS**
- SEP 15** Women's Volleyball vs Navy
  - SEP 15** Women's Volleyball vs Cleveland State
  - SEP 16** Women's Volleyball vs Northern Kentucky
- [More Events](#)

## CONNECT THE UNIVERSITY OF CINCINNATI DIGITALLY

The University of Cincinnati continues to expand its digital presence through social media, including Facebook, Twitter, Instagram, YouTube, Pinterest, LinkedIn and blog platforms.

Among the challenges facing the university is the lack of coordination among the more than 130 “officially recognized” UC social media accounts. The university acknowledges the importance of social media and values its potential. A university-wide social media strategy, developed in 2013, will be promulgated to coordinate and strengthen the university’s social media efforts and to incorporate social media as an integral part of an overall communications strategy.

The university continues to move much of its advertising efforts to digital channels. From ads on Pandora Mobile to customized AdWords placements, UC is leveraging an environment where technology and access to information are evolving rapidly. By capitalizing on mobile and social media connections, we are meeting our prospective student audience where they are.

According to eMarketer (March 2013), “Nearly seven out of 10 college students in the U.S. own a smartphone and more than one-third have tablets.” Tablet usage among adults ages 40 to 60 more than doubled from 2009 to 2012. Nearly 80% of surveyed teens ages 15 to 17 are social media users. (Simmons Fall 2009-2012 Trend, National Teen Study).

Social media enables us to truly connect with our audiences in a way that traditional marketing cannot do. Social media links digital communications channels (like social media and the Web) with traditional channels (like postcards and viewbooks). It’s a platform that readily enables a call to action – such as clicking a link to schedule an admissions visit. It provides a forum for us and our supporters to promote UC and continue to build its reputation.

For these reasons, it’s imperative to monitor and properly maintain our social media channels connecting to our diverse audiences. Using tools such as SproutSocial, we are able to monitor and measure our efforts and fine tune our actions accordingly.

Success measures in a rapidly evolving social media environment must by nature remain somewhat fluid, but the strategic focus of the Division of Governmental Relations and University Communications will remain on driving UC’s reputation, achieving optimum enrollment while improving quality and diversity, supporting university fund-raising efforts, and aligning communications in support of the university’s strategic plans.

## OUTCOMES OF THE COMMUNICATION PLAN

**1. The University of Cincinnati will continue to gain stature as a pre-eminent brand in higher education.**

*We will measure success through reputational indices such as ranking by US News, Diverse Issues in Higher Education and other entities, opinions collected by the Institute for Policy Research, the sale of licensed goods, applications from out-of-state and appropriate digital-media data.*

**2. The University of Cincinnati will be a top-of-mind institution for thought leaders at all levels of government.**

*We will measure success through positive outcomes in legislative, executive and regulatory decisions; the involvement of university experts in hearings and consultations and the favorable reception of university requests and initiatives.*

**3. The University of Cincinnati's regional and national reputation as a quality academic and research institution will increase.**

*We will measure success by increased movement of agreement from positive to strongly positive in the Greater Cincinnati Survey, positive opinion trends in the Student Satisfaction Inventory, US News reputational score, measures showing an effective climate for diversity and inclusion, and appropriate digital data such as Google Trends.*

**4. Applications from prospective students beyond the Greater Cincinnati region and from beyond Ohio will increase.**

*We will measure success by continued alignment with Enrollment Management goals, particularly the Five-Year Enrollment Plan measures for quality and diversity, specifically for targeted regions and verified where possible with coded marketing responses and improved perceptions in the International Barometer and related measures.*

**5. Collaborative communications efforts will be a hallmark of interaction with the Division of Governmental Relations and University Communications.**

*We will measure success by the number of internal entities working through GRUC for service and communications counsel, the number of collaborative projects assisted by GRUC and the financial stability of the division's charge-back units.*

**6. The case for new or continued strategic communication initiatives will be articulated and funded by the university.**

*We will measure success by positive budget enhancement requests supported by university leadership.*

A word cloud of digital marketing and SEO terms. The letters 'UC' are the largest and most prominent, positioned in the center. Other visible words include: STRATEGY, KEYWORDS, ANALYTICS, WEBSITE, SEARCH, RANKING, INTERNET, META, TAGS, SOCIAL, MARKETING, ADVERTISING, WEB, BACKLINKS, VISIBILITY, BOOKMARK, TEXT, INDEXING, RANK, PAGE, BLOG URL, MEDIA, LINKS, NETWORK, AUDIENCE, RESULTS, TRAFFIC, and SYSTEMS. The words are arranged in various orientations and sizes, creating a dynamic composition.