Vice President for External Relations

Self-Study
2017-2018
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Table of Contents

Introduction 4

Mission and Overview 4

Organization and Financial Resources of the VP of External Relations 4
  Office of Strategic Communication 5
  Office of Transparency 7
  Office of Government Relations 8
  Hancher Performing Arts Center 9
  UI Ventures 10

Evaluation and Performance Appraisal 11

Strengths, Weaknesses, Threats, & Opportunities 12

Appendix 14
Introduction

To protect, uphold, and enhance its quality and to assure that units effectively support overall institutional aspirations, the University of Iowa regularly conducts reviews of its programs and services. In the case of the major university administrators, these reviews are conducted by an ad hoc committee of faculty representatives, and typically they cover both the office and its incumbent. These reviews have proven to be invaluable tools for assessment and improvement.

Mission and Overview of the VP for External Relations

The position of Vice President for External Relations (VPER) has existed on the UI campus in several iterations for decades. What started as an office focused on media relations has morphed into an organization that is dedicated to supporting the strategic initiatives of the university through leverage and partnership.

For over a decade the UI did not have a VP to serve as a coordinator of the marketing, messaging, and engagement of the university. This lack of coordination led to a fragmented marketing and communication apparatus that created confusion internally and externally about the university.

In 2013 then President Sally Mason reconstituted the VP for External Relations position while also adding a new VP for Strategic Communications. This move created opportunities to align large parts of the university into delivering a coordinated communication and marketing strategy that will inform and engage the constituents of the UI.

In 2015 the UI, under President Bruce Harreld, did not fill the open position of the Vice President for Strategic Communications (VPSC), which allowed the savings to be invested in the Office of Strategic Communication (OSC). The VPSC position reported to the VPER and as another layer of management was not needed in order to effectively deliver on the mission of OSC. The salary line was instead used to hire additional front-line staff in OSC in order to deliver additional strategic content to the campus.

In 2017 UI Ventures, a part of the economic development segment of the university, also came underneath the purview of the VP for External Relations.

Organization of External Relations

Purpose:
Supporting the University of Iowa mission by building a consistent engagement strategy that aligns the purposes of different units with the UI’s strategic plan.

Responsibilities include:
- Office of Strategic Communication
• Government Relations
• Office of Transparency
• Hancher
• UI Ventures

**Annual Budget:** $ 6,312,000 (GEF)

**Strategic Initiatives FY 17:**
$117,000 Associate Director of Federal Relations (GEF – Reoccurring) – Interviewing
$1,300,000 Paid Media (TTI) - $415,000 will be spent
$100,000 Research/Polling (TTI) – 2/3 complete

**Job Description of the Vice President for External Relations**

Lead the strategic and operational activities of strategic communications for the University. Responsible for the decisions and risks arising from the operations of units reporting to the VP External Relations and their impact upon the University and Board of Regents, State of Iowa. Provide advice and input to the President and Board of Regents Office.

Provide oversight in the development and coordination of projects and strategic initiatives related to external constituencies.

Provide primary leadership and direction for all financial and administrative functions of the Office of the Vice President for External Relations, including the stewardship of people, finances and other resources. Develop and monitor budgetary operations and assure systems for compliance are in place. Negotiate with University leaders regarding budget appropriations. Hold other leaders accountable for development of a culture of high performance and high engagement. Identify and cultivate talent; participate in and direct succession planning across areas of responsibility.

Represent the interests of the University at state and federal levels. Cultivate relationships with key stakeholders, including governance, external relations, strategic partnerships and operational leadership. Guide external communication strategy.

*The entire UI KAR and competency document is located in the appendix.

**Office of Strategic Communication**

**Purpose:**
Supporting the University of Iowa mission by using communication to build awareness and appreciation for the university’s people and programs. Providing counsel and producing content that advances the priorities of the university, connects with people emotionally and intellectually, and compels them to act on our behalf.
Responsibilities include:

- **UIOWA homepage & Office of the President Webmaster**, developing content, strategy and maintenance.
- **Iowa Now**, developing stories, photos, and videos for UI’s official, one-stop news source.
- **Social media**, developing and managing the UI’s central social media channels and providing tools and strategy for other social media administrators campus-wide.
- **Video**, producing engaging video content that delivers the university’s stories, messages, and events. These activities rely on the efforts of student employees and provide valuable hands-on learning.
  - Live-streamed video of all UI commencement ceremonies in winter and spring
  - Video coverage of Hawkeye Lunch and Learn programs from Outreach and Engagement
  - Live-streamed video of approx. six (6) School of Music concerts each semester
  - Live-streamed video of major public lectures (Presidential Lecture series, Creative Matters, etc.)
  - Full service development of video services in order to execute on the UI’s marketing and brand goals
- **Photography**, creating high-impact photography and visual resources for use by the broader campus community. Managing the UI’s digital asset management tool for sharing photo and video.
- **Brand management**, maintaining brand guidelines and resources for use by campus communicators.
- **Graphic design**, collaborating with partners to provide creative collateral that drives engagement.
- **Marketing & Advertising**, creating student recruitment pieces for Enrollment management and designing and placing paid messaging to boost the university’s presence in Iowa and nationally.
- **Media relations**, pitching positive news stories to local, state, and national media outlets, handling daily inquiries from the media, providing media training for UI administrators and faculty, and serving as the university spokesperson.
- **Consulting**, contributing to the UI’s messaging strategy, helping colleges, departments, and programs meet their communication goals while advancing institutional priorities.
- **Crisis Communication**, assisting with issue and crisis management, improving coordination with the Board of Regents office.

**Annual Budget**: $3,768,034 (GEF)

**Staffing:**

<table>
<thead>
<tr>
<th>Office of Strategic Communication (Total 33.05 FTE)</th>
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<tbody>
<tr>
<td>Asst Vice President (1)</td>
</tr>
<tr>
<td>Senior Director for Marketing Communication (1)</td>
</tr>
<tr>
<td>Director of Strategic Initiatives (1)</td>
</tr>
<tr>
<td>Director, Finance and Human Resources (1)</td>
</tr>
</tbody>
</table>
Outreach:

- Lead monthly meetings with campus groups including, campus communicators, brand management, institutional marketing, social media, video producers, and designer network.
- Support several outreach events including, the Iowa State Fair, RAGBRAI, Hawkeye Caucus day, You @ UI, and move in day.

Office of Transparency

Purpose:
The Office of Transparency administers the University’s response to requests for open records in compliance with Iowa Code Chapter 22, coordinates the University’s position on legislative bills that are up for review, and responds to requests for information from Iowa state legislators and government officials. The office provides a centralized, coordinated system to respond to requests in a consistent, accurate, and timely manner.

Responsibilities include:

- Receive, acknowledge, and track requests for University records
- Assign requests to the appropriate University officials and collect responsive materials
- Review documents for responsiveness and exempt information under Iowa Code Chapter 22
- Send invoices for requests (when applicable), receive payments, and deposit payments to the appropriate departments
- Provide responses to requests for records in an efficient and timely manner
- Prepare weekly status reports and disseminate among University officials
• Prepare quarterly and annual statistical reports and disseminate among University officials, as well as post to the public website
• Maintain a website which includes a public log of all requests received and completed, as well as resources and FAQs
• Utilize internally-developed software systems to track and assign public records requests, requests for information, and requests for bill review
• Provide training and support to University employees and departments
• Coordinate the University’s response to requests for information from Iowa state legislators and government officials
• Coordinate the University’s position on legislative bills that are up for review during the legislative session
• Process around 700 public records requests, 450 legislative bills, and 120 requests for information from government officials and agencies

**Annual Budget:** $210,000

**Staffing:**

<table>
<thead>
<tr>
<th>Office of Transparency (2 FTEs)</th>
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<tbody>
<tr>
<td>Transparency Officer (1)</td>
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<tr>
<td>Program Coordinator (1)</td>
</tr>
</tbody>
</table>

**Outreach:**

• Public Records Awareness Campaign Training/Presentations

**Office of Government Relations**

**Purpose:**
The Office of Governmental Relations, under the supervision of the Office of the Vice President for External Relations, oversees and coordinates University relationships with national and state elected officials, their staffs, and with governmental agencies.

**Responsibilities include:**

• Facilitate the University of Iowa’s strategic plan to build strong ties with external constituencies by organizing programs designed to provide members of the public with information about regulatory and legislative issues of importance to the university and/or to encourage public support for the university
• Coordination with the State Relations Officer for the Board of Regents
• Advising the President and other University officials regarding state and federal legislative strategies and providing assessments of proposed legislation
• Participating in university outreach efforts
• Working with the Executive Vice President and Provost, vice presidents, and directors of major administrative units in development of budget requests and legislative initiatives
• Managing responses to legislative inquiries and requests for information
• Coordinating contacts with state and federal officials, other state institutions of higher education, and various other entities having relationships with the University of Iowa in the area of governmental relations
• Communicating the impact of the UI to the state and nation which results in over 33,000 individualized communications with legislators and staff per year

**Annual Budget:** $437,000 (GEF)

**Staffing:**

<table>
<thead>
<tr>
<th>Government Relations (4 FTEs)</th>
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</thead>
<tbody>
<tr>
<td>Director of Federal Relations (1)</td>
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<tr>
<td>Associate Director of Federal Relations (1)</td>
</tr>
<tr>
<td>Constituent Relations Specialist (1)</td>
</tr>
<tr>
<td>Constituent Relations Coordinator (1)</td>
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</tbody>
</table>

**Outreach:**

• Engage the campus, state, and nation in regards to issues that the UI has impact upon and its relevance to public policy

**Hancher Auditorium**

**Purpose:**
Hancher is a multidisciplinary performing arts presenter committed to connecting artists and audiences with transformational artistic experiences. For 45 years, Hancher has been the cultural hub of the University of Iowa—presenting world-class dance, music, and theater. Hancher has extended its reach throughout the university and beyond, engaging thousands of Iowans each year on campus, throughout the community, and across the state.

Hancher’s work connects with the UI’s priorities of learning (extensive education events and on-campus collaborations), discovery (an internationally recognized commissioning program that has resulted in the creation of more than 100 new works), and public engagement (connecting Iowans to the university via public programs that attract diverse audiences).

**Responsibilities include:**

• Hancher presents 35-40 world-class, diverse artists each year to diverse audiences.
• Hancher provides over 100 free education activities each year; in the opening season of the new auditorium, those events were attended by approximately 10,000 people.
• Hancher provides deeply discounted tickets to UI students, other college students, and youth 17 and under. This program, which is unsubsidized, is intended to give young people affordable access to transformational art, build positive connections with the university, and establish an arts audience for the future.
• The facility, which is an exceptional building staffed by a professional staff, is an important venue for the university community, hosting events produced by the University of Iowa’s Division of Performing Arts as well as a variety of other university events including commencements, UI Center for Advancement celebrations, official installations and farewell gatherings, and more.
• Other uses and users include weddings, community performers, and artists presented by outside presenters.
• Hancher provides ticketing services to the Division of Performing Arts and others.
• All told, attendance at events held at Hancher Auditorium during the new facility’s opening season totaled approximately 100,000.
• Hancher is a significant asset for recruitment and retention, helping to attract high quality students, staff, and faculty.
• Hancher attracts donors to the university, serving as the primary connection to the UI for many.
• Hancher supports the university’s positive profile by representing the UI and providing leadership in the arts on a national and international level. Hancher is widely known as a world-class arts organization, supporting the university’s longstanding tradition of supporting innovation in the arts.

**Annual GEF Budget: $1,234,567**

• All programming activity is self-supporting. A combination of ticket revenue, donations, and grants pays for Hancher programming.

**Staffing:**

<table>
<thead>
<tr>
<th>Hancher</th>
</tr>
</thead>
<tbody>
<tr>
<td>28 FTEs</td>
</tr>
<tr>
<td>164 student employees</td>
</tr>
<tr>
<td>387 Guild volunteers</td>
</tr>
</tbody>
</table>

**Outreach:**

• Hancher is committed to engaging artists and audiences on campus, in the community, across the state, and on the national and international level. On campus, Hancher Auditorium serves as a compelling gateway to campus in conjunction with the UI Center for Advancement. Hancher’s reach extends far beyond the confines of the facility – serving the university as an ambassador of learning, discovery, and public engagement. Hancher is certainly more than a building.

**UI Ventures**

**Purpose:**
The UI Ventures program assists university faculty and staff in creating new ventures based on their research. The program provides education and mentoring to advance entrepreneurs and emerging growth companies by connecting them with the capital, talent and other critical resources needed for success.

UI Ventures works closely with the University of Iowa Research Foundation (UIRF) to make sure ideas are well protected. The UIRF manages the university’s intellectual property by working with inventors to protect UI-Based discoveries through patents and copyrights. The emerging companies license the university’s patents and copyrights from UIRF for commercial use.

UI Ventures also works with the John Pappajohn Entrepreneurial Center, UIPr0toStudios and the UI Research Park to help its ventures succeed.

**Responsibilities include:**
The UI Ventures program assists university innovators in creating new ventures based on their research. The program provides assistance in many areas, including:
- Mentoring
- Licensing
- Business creation
- Funding
- Commercialization
- Market research
- Business education
- Networking

**Annual Budget:** $451,671

**Staffing:**

<table>
<thead>
<tr>
<th>UI Ventures (2 FTEs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of UI Ventures (1)</td>
</tr>
<tr>
<td>Director of Startups (1)</td>
</tr>
</tbody>
</table>

**Outreach:**
- UI Ventures engages faculty, staff, graduate students, post-docs, and research associates in order to connect them to alumni, friends, and supporters of the university.
- Helps to bring products of university research to local community and worldwide.

**Evaluation and Performance Appraisal**

Evaluation of the VP is conducted annually by the President. The direct reports to the VP are evaluated yearly and those direct reports complete their evaluations yearly of their direct reports.
**Strengths, Weaknesses, Opportunities, Threats (SWOT)**

Each office that constitutes the VPER has its own SWOT best explored at a micro level rather than at the macro level this report necessitates. It should be noted, however, that the individual SWOT’s do lead to the macro issues that will be outlined in this report.

**Strengths:**

**Staff:**
VPER, and its departments, has developed a strong talent pool through hiring as well as proactive management that has aligned skills with opportunities.

**Clarity of Mission (internally):**
VPER, and its departments, understand their roles as it relates to the mission of the university and the connection they have to the strategic plan.

**Weakness:**

**Clarity of Mission (externally):**
VPER, and its departments, struggle with the campus to clearly define the role of the organization and how it impacts the university at large. This mission confusion, outside of the organization, exists because of historical weakness and lack of internal clarity from the department.

**Structure:**
Related to the clarity of mission issue previously highlighted, the effectiveness of the VPER, and its departments, is currently dependent on goodwill and relationships, not a formal reporting structure. While structure does not always create success, it does help to align the organization around a strategic direction.

As the university continues to align its resources around the strategic plan the campus will need to evaluate how to define communicators located within colleges and other business units. Will the campus continue with the current system or move towards a hub and spoke system?

**Opportunities:**

**Strategic Engagement:**
The organization has begun to align with specific areas of growth and investment within the university in order to promote faculty hiring, increase national recognition, and leverage grant opportunities. An example of this type of engagement was with the Iowa Neuroscience Institute and an international conference that was taking place in Washington DC during the fall of 17.
Through strategic planning and a targeted digital presence, the organization as able to assist an area of investment for the UI to recruit potential faculty/staff/students. In addition to the recruitment the organization was able to ensure the UI had a strong voice through a layered multi week communication/engagement plan.

**Campus Alignment:**
As the campus begins to align around a consistent voice and brand strategy the organization is prepared to build the appropriate structure to deliver the results needed by the campus.

Alignment in voice and brand will allow the university to break through the clutter that exists in our space which will allow the UI to:
- Recruit and retain students
- Recruit and retain faculty
- Create long-term affinity and stability in public support

**Threats:**

**Lack of Resources:**
As with the entire university there is a lack of resources available to move the organization to the next level. Following the 5% reallocation exercise completed in January of 17 the organization was able to redeploy resources more strategically in order to have greater impact upon the strategic plan.

This reallocation, while exceedingly helpful, just scratched the surface on what could be accomplished if the organization was resourced similarly to peer organizations.

**Campus Alignment:**
A failure to align with an overall brand and communication strategy will threaten the long-term stability of the university. If the UI does not move forward in a collaborative fashion that allows for leveraging of the UI brand across multiple units the external noise will wipe out any potential gains.
Appendix
Vice President for External Relations
Organizational Chart
<table>
<thead>
<tr>
<th>KARS for Classification</th>
<th>Key Areas of Responsibility (KAR):</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary Level</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>F159</strong></td>
<td>Job Code</td>
</tr>
<tr>
<td><strong>Senior Advisor to the President and Vice President for External Relations</strong></td>
<td>Working Title = Vice President</td>
</tr>
<tr>
<td><strong>Vice President</strong></td>
<td>Job Title</td>
</tr>
<tr>
<td><strong>Vice President</strong></td>
<td>Job Family</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>Job Function</td>
</tr>
</tbody>
</table>

**Salary Level:** 10

**Job Code:** F159

**Working Title:** Vice President

**Job Title:** Vice President

**Job Family:** Job

**Job Function:** Administration
<table>
<thead>
<tr>
<th>Title and Position</th>
<th>Universal Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senior Advisor to the President</strong></td>
<td>Monitor public and institutional policy issues and provide leadership in strategic partnerships with key stakeholders, including government, external relations, strategic initiatives, and operational partnerships and operational leaders. Collaborative and effective communication strategies.</td>
</tr>
<tr>
<td><strong>Vice President</strong></td>
<td>Resource stewardship. Provide primary leadership and direction for all financial and administrative committees (short-term issues). Will also serve as an ex-officio member of the Operating Committee (long-term issues).</td>
</tr>
<tr>
<td><strong>Vice President</strong></td>
<td>Communication and outreach. Represent the interests of the university at state and federal levels. Collaborate across areas of responsibility.</td>
</tr>
<tr>
<td><strong>Vice President</strong></td>
<td>Financial and human resource stewardship. Provide primary leadership and direction for all financial and administrative committees (short-term issues). Will also serve as an ex-officio member of the Operating Committee (long-term issues).</td>
</tr>
</tbody>
</table>

Promoting an inclusive environment that fosters a sense of belonging and supports the diversity and inclusion of all individuals, including those from underrepresented groups. This includes efforts to create and champion initiatives that foster collaboration and diversity and inclusivity in all aspects of the organization.
<table>
<thead>
<tr>
<th>Customer Communication with Internal and External Customers</th>
<th>Ability to meet or exceed customer service expectations and exceed customer service expectations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds successful track record of superior service experience service and improves internal solutions to customer needs and expectations.</td>
<td>Excellent service in a direct or indirect manner. Ability to effectively manage and prioritize information through appropriate channels.</td>
</tr>
<tr>
<td>Communicates complex ideas to diverse audiences using a broad range of methods in writing and speaking.</td>
<td>Focus (Expert/Leader)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Results (Expert/Leader)</th>
<th>Ability to utilize existing resources and achieve desired outcomes of current and future learning to achieve or exceed desired goals.</th>
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</thead>
<tbody>
<tr>
<td>Demonstrates effective bearing in diverse organizational settings. Able to Promotes collaboration and accountability, and responsibility.</td>
<td>Stabilizes while producing results.</td>
</tr>
<tr>
<td>Leadership and accountability for success of the group, unit, department, or organization. Provides organizational values in written and verbal forms.</td>
<td>Stabilizes while producing results.</td>
</tr>
<tr>
<td>Frontlines organizational values in written and verbal forms.</td>
<td>Stabilizes while producing results.</td>
</tr>
<tr>
<td>Learning to achieve or exceed desired goals.</td>
<td>Stabilizes while producing results.</td>
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<td>Stabilizes while producing results.</td>
<td>Stabilizes while producing results.</td>
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<td>Stabilizes while producing results.</td>
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<table>
<thead>
<tr>
<th>Development</th>
<th>Other through development of ongoing coaching others in behaviors and preferences. Effectively communicates vision, expectations, and changes. Stabilizes while producing results.</th>
<th>Stabilizes while producing results.</th>
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</thead>
<tbody>
<tr>
<td>Coaching others in behaviors and preferences. Effectively communicates vision, expectations, and changes. Stabilizes while producing results.</td>
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<td>Stabilizes while producing results.</td>
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<table>
<thead>
<tr>
<th>Community</th>
<th>Exemplifies and promotes the professional development and the professional environment.</th>
<th>Stabilizes while producing results.</th>
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<tbody>
<tr>
<td>Exemplifies and promotes the professional development and the professional environment.</td>
<td>Stabilizes while producing results.</td>
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<tr>
<td>Title</td>
<td>Definition</td>
<td></td>
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<td></td>
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<tr>
<td>Typical Behaviors</td>
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</tr>
<tr>
<td>Influence complex situations. High-risk, high-impact.</td>
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<td></td>
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<tr>
<td>Does the position for decision making.</td>
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<tr>
<td>Leads initiatives to bring the most critical points</td>
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<td></td>
</tr>
<tr>
<td>Demonstrates expert ability to influence all levels of the organization.</td>
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<tr>
<td>Influence complex decision makers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cohen's effect on decision making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does strategies, plans for influencing, from senior business executives.</td>
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<td></td>
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<tr>
<td>Uses acceptance of ideas and suggestions.</td>
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<tr>
<td>Knowledge of effective influencing tactics within and outside own organization.</td>
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<tr>
<td>(Expert-Level) Influencing</td>
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<tr>
<td>Critical Thinking</td>
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<tr>
<td>Decision Making and</td>
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<tr>
<td>Analyzes situations, makes assumptions and data.</td>
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<tr>
<td>Decision-making process, evaluates post decision for analysis.</td>
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<td></td>
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<tr>
<td>Identifies decisions, options and solutions.</td>
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<tr>
<td>Develops experience in analyzing relevant frameworks.</td>
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<td></td>
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<tr>
<td>Differentiates assumptions, perspectives, and</td>
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<tr>
<td>Uses effective decision-making approaches.</td>
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<tr>
<td>Understanding of the issues related to the</td>
<td></td>
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</tr>
<tr>
<td>(Extensive)</td>
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<tr>
<td>Objectives</td>
<td>Channels</td>
<td>Policies (Expert/Leader)</td>
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<td>------------------------</td>
</tr>
<tr>
<td>- Communi...</td>
<td>- Techniques</td>
<td>- Knowledge of organizational policies and...</td>
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<tr>
<td>- Pres...</td>
<td>-negate formal and informal...</td>
<td>- knowledgeable about and effective...</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Objectives</th>
<th>Channels</th>
<th>Policies (Expert/Leader)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Organizational</td>
<td>- Knowledge of organizational environment, culture, practices, structure, and overall...</td>
<td>- Change (Expert/Leader)</td>
</tr>
<tr>
<td>- Change of view, smooth transition from current to desired...</td>
<td>- Ability to manage the successful and sustainable change in the organization...</td>
<td></td>
</tr>
<tr>
<td>- Implement programs within the organization...</td>
<td>- Leadership. Such as strategizing, leadership, and decision-making...</td>
<td>- Leadership (Expert/Leader)</td>
</tr>
<tr>
<td>- Influence...</td>
<td>- Knowledge of, and ability to use strategies...</td>
<td>- Dual Positions of Senior Advisor to the President and Vice President for External Relations...</td>
</tr>
<tr>
<td>Relationship Management</td>
<td>Strategic (Executive)</td>
<td></td>
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<tr>
<td>-------------------------</td>
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<td></td>
</tr>
<tr>
<td><strong>Ability to establish and build healthy working relationships and partnerships</strong></td>
<td><strong>Ability to contribute to operational (short term), tactical (1-2 years) and strategic (2+ years) planning</strong></td>
<td></td>
</tr>
<tr>
<td>Oversees customer reviews to identify opportunities to improve, e.g. through collaboration with partners.</td>
<td>Business plan planning in support of the overall plan.</td>
<td></td>
</tr>
<tr>
<td>Helps IR, colleagues and clients discover, develop and deliver new models of collaborative partnerships.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaches others in the value, issues and delivery of collaborative experiences and discusses actual service experiences.</td>
<td></td>
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<tr>
<td>Delivers feedback to the public, the vendor, the client, and colleagues within and external to own organization.</td>
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</tr>
</tbody>
</table>

**Processes:**
- Monitors industry for innovations in planning.
- Develops long-term strategies to deliver.
- Ensures alignment with the business units.
- Develops, reviews and consults on the plan.
- Communicates overarching strategic plans.
- Directs the development, maintenance, and evolution of overall stakeholder needs.
- Supports current and future business needs.
- Contributes to the overall strategic business goals and plans of the organization.

**Improvement, etc.:**
- Develops, delivers, and deploys operational, organizational, and client-facing strategies and actions.
- Sees the need for collaboration and innovation.
- Identifies key players and potential actions for the delivery of collaborative strategies.
- Plays a role in defining and preparing new initiatives, opportunities, and partnerships.
- Participates in milestone reviews and closes the loop with others. |
<table>
<thead>
<tr>
<th>Positive working relationships with outsiders</th>
<th>University of services provided by the</th>
<th>Dual Position of Senior Advisor to the President and Vice President for External Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fosters a climate conducive to establishing common work objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborates with clients in the pursuit of developments in “customer environment” Maintains status information on major</td>
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</tr>
</tbody>
</table>
The University of Iowa prepares students for life after college and ensures they have the critical thinking skills necessary to succeed in today's global marketplace. Programs and resources available to students include Study Abroad, certificate programs, internships, student life and student organizations, career fairs and living-learning communities.

UI graduates report high rates of job placement in their fields of study and high rates of acceptance into graduate programs.

UI's Pomerantz Career Center offers professional advising and programs like HireHawk and the Hawkeye Career Navigator, which helps students explore career possibilities, develop a career plan, gain experience and get hired for internships and jobs or pursue graduate school.

In addition to degree programs, undergraduate and graduate students at UI can earn certificates in a number of specialized areas of study, such as business analytics, nonprofit management, public health, writing, entrepreneurial management, event planning, and informatics.

Admissions Communications

October-December

Academic Offerings

During this time, our communications with prospective students and their parents focus on undergraduate research opportunities, the Honors program, and financial aid and scholarships.

With more than 30,000 students, the University of Iowa delivers the energy and opportunity of a leading university, but remains one of the smallest and most affordable universities among its peer institutions.

The University of Iowa offers a four-year graduation plan, and advisers to help you get into the right courses, saving you time and money.

Iowa City is one of the top five college towns in America.

UI graduates report high rates of job placement and satisfaction with their UI experience.
Student Success

- Prepare students to be experts in their disciplines and leaders in their field by embedding more career readiness, alumni engagement and mentoring, and capstone courses within majors.
- Create a more inclusive campus culture by recruiting and retaining a diverse faculty, staff, and student body, designing curricula that emphasize the value of global citizenship, improving support for first-generation, international, under-represented, and non-traditional students, and investing in UI’s cultural centers.
- Increase academic support for all students, but especially at-risk first-year students. Improve access to affordable housing, meal plans, and course materials, and build a campus-wide mental health network.
- Invest in graduate and professional students by assisting with grant writing, teaching, publishing, or artistic production.
- Leverage connections with University of Iowa Hospitals and Clinics to expand undergraduate research programs and faculty-student mentoring in health science and professional colleges.

Research and Discovery

- Invest in research and partnerships that confront the grand challenges of the 21st century.
- Invest in graduate and professional student research while also increasing undergraduate research opportunities.
- Provide greater opportunities for collaboration and secure additional public and private funding.
- Recognize and reward faculty and staff for their achievements in research collaboration, teaching, and engagement.

Engagement

- Enhance UI’s statewide visibility, create lifelong learning opportunities, and increase access to UI expertise in each of Iowa’s 99 counties.
- Create pathways for graduates to pursue health careers in Iowa by hosting immersion programs, providing state-of-the-art teaching resources, and responding to the needs of a changing populace.
- Recognize and reward faculty, staff, and students for outreach and engagement efforts, and improve ties to alumni to strengthen their involvement.
- Explore and support entrepreneurial education, new venture creation, technology transfer, and innovation.

UI No. 1 in web accessibility: now.uiowa.edu/2016/11/ui-tops-in-university-website-accessibility

UI adds MHA option: now.uiowa.edu/2016/06/mastering-health-administration

World class faculty prepare students: now.uiowa.edu/2016/02/a-bow-and-a-bow

Top student employee named: now.uiowa.edu/2016/04/ui-recognizes-top-student-employee
Social Media Report - October 2017

<table>
<thead>
<tr>
<th>Platform</th>
<th>New Followers</th>
<th>Engagements</th>
<th>Impressions</th>
<th>Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>140</td>
<td>458</td>
<td>75,875</td>
<td>21</td>
</tr>
<tr>
<td>Instagram</td>
<td>7,249</td>
<td>4,835</td>
<td>75,432</td>
<td>14</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>1,862,474</td>
<td>130,530</td>
<td>145</td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td>326,797</td>
<td>12,775</td>
<td>55</td>
<td></td>
</tr>
</tbody>
</table>

Featured Comments:

- "Could NOT love my school more right now! - On a post about a new app - On Homcoming Parade.
- "Sorry to miss it. Thanks for bringing us awesome people worldwide." - On Homing Parade.
- "So happy to have a new app - On Homing Parade."

Key Data Point:

- In October, there were 140 new followers on Facebook, with 458 engagements and 75,875 impressions.
- On Instagram, there were 7,249 new followers, with 4,835 engagements and 75,432 impressions.
- LinkedIn had 1,862,474 new followers, with 130,530 engagements and 145 impressions.
- Twitter had 326,797 new followers, with 12,775 engagements and 55 impressions.

October Highlights:

- More people watched our90 second video than ever before. Additionally, 58% of the 7,200 views that watched the first second in our stories also watched the rest.
- We received live video engagement on Instagram this October. We did 4 live videos.
- Added a new 1,100,000 new followers for September, to sell more than any month ever before.
Most read email:

- Link clicks: 407
- Read rate: 15%
- Emails sent: 369,958
- Emails opened: 56,568
- Messages: 4
- Subscribers: 101,287

Hawkeye Caucus Emails

Analytics, October 2017
Most read emails:

- 22 opens
- Sioux City, Des Moines, Council Bluffs, Cumming, Davenport, Des Moines, Cedar Rapids, Okoboji, Osceola, Ottumwa, Muscatine, Coralville, Coralville, Coralville
- 3 opens
- "EMAILS BY COMMITTEE"
- 46 opens
- November Hawkeye Lunch and Learn - 37 opens
- Save the Date: University of Iowa Research Tour November 9

Emails by committee:

- 122 emails discussing UAP impact in Cedar
- 25 communications sent
- 1,162 emails to legislators

Open Rate: 26%

Analytics, October 2017
### Key Data Points

**Instagram**
- 5 Posts
- 52,712 Impressions
- 52,712 Likes
- 3,863 Engagement
- 18 New Followers
- 0.9% Engagement %
- 18 New Followers
- 10 New Followers

**Twitter**
- 88 Tweets
- 180,000 Impressions
- 207 Comments Shares
- 3,040 Engagement
- 34,506 Impressions

**Facebook**
- 22 Posts
- 207 Comments Shares
- 520 Impressions
- 207 Comments Shares
- 520 Impressions

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**Social Media Report - Oct. 2017**

- Four posts from this month’s Instagram Stories were added to the “Iowa City Story” increasing audience reach by between 30-35%.
- (Shared by the LLI Center for Advancement, for example)
- Follow all accounts shared our content, including our Twitter moment of how the LLI benefited the state of Iowa in the month of October.

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**Featured Comments**

- Add your comments here.