

Vice President for External Relations

Self-Study
2017-2018

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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:

Office of Strategic Communication (Total 33.05 FTE)
Asst Vice President (1)
Senior Director for Marketing Communication (1)
Director of Strategic Initiatives (1)
Director, Finance and Human Resources (1)

Admin Coord (1) Sec III (1)
Iowa Now/Media Directors - Media Relations, Communication, Content Strategy (3) Writer/Editors (6.75) Editorial Associate (1)
Design and Marketing Art Director (1) Marketing Writer/Editor (1) Designers (3.8)
Social Media Director (1) Social Media Coordinators (2)
Photo/Video Photographer (2) Videographers/Video Coordinators (5) Creative Media Developer (.5)

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:

Office of Transparency (2 FTEs)
Transparency Officer (1)
Program Coordinator (1)

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:

Government Relations (4 FTEs)
Director of Federal Relations (1)
Associate Director of Federal Relations (1)
Constituent Relations Specialist (1)
Constituent Relations Coordinator (1)

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:

Hancher
28 FTEs
164 student employees
387 Guild volunteers

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 UIVentures 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.

UIVentures 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.

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

Responsibilities include:

The UIVentures 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:

UI Ventures (2 FTEs)
Director of UIVentures (1)
Director of Startups (1)

Outreach:

- UIVentures 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.

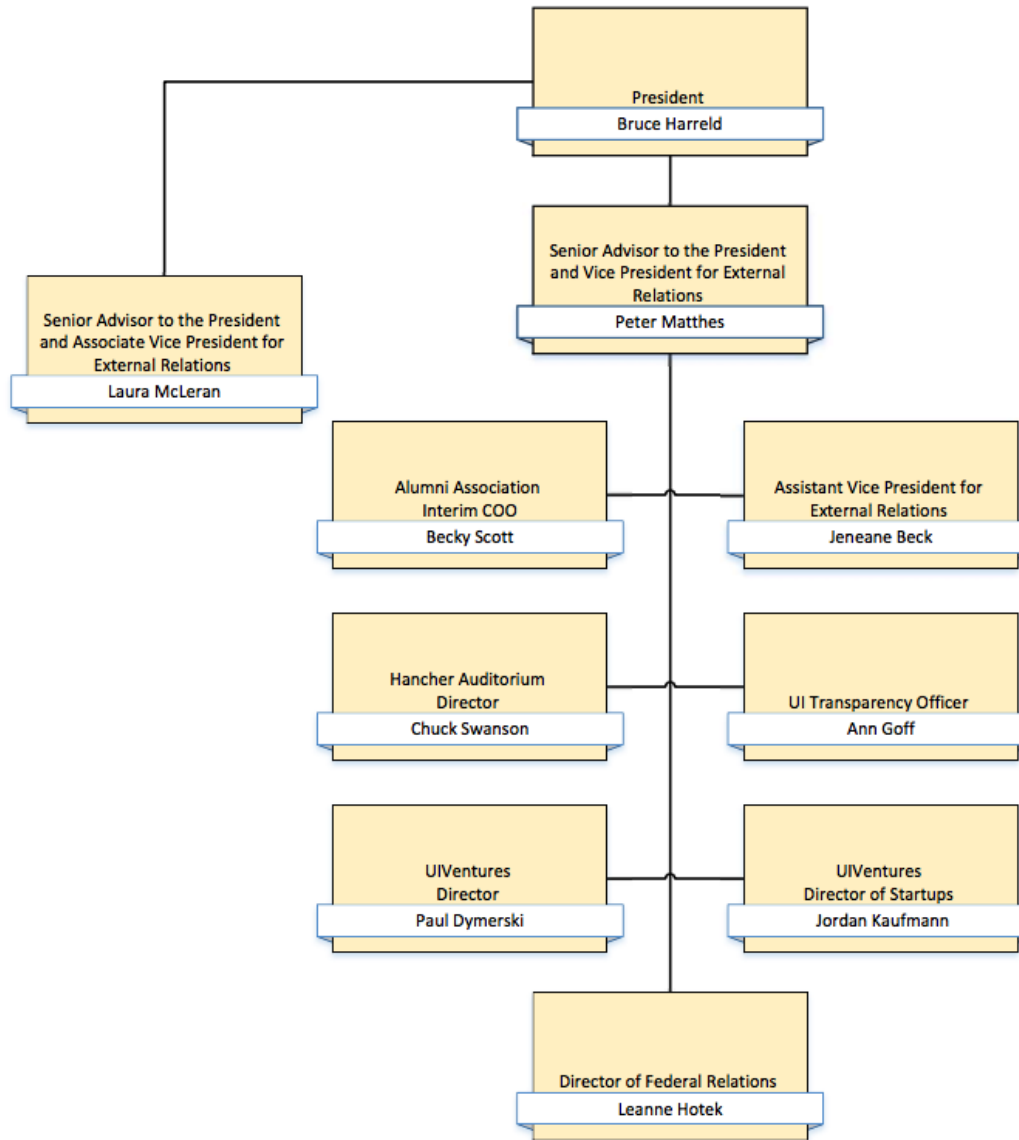
This reallocation, while exceedingly helpful, just scratched the surface on what could be accomplished if the organization was resourced similarly to peer organizations.

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



Vice President for External Relations Organizational Chart (Text Only)

October 2017

- President – Bruce Harreld
 - Senior Advisor to the President and Associate Vice President for External Relations – Laura McLeran
 - Senior Advisor to the President and Vice President for External Relations – Peter Matthes
 - Alumni Association Interim COO – Becky Scott
 - Assistant Vice President for External Relations – Jeneane Beck
 - Hancher Auditorium Director – Chuck Swanson
 - UI Transparency Officer – Ann Goff
 - UI Ventures Director – Paul Dymerski
 - UI Ventures Director of Startups – Jordan Kaufmann
 - Director of Federal Relations – Leanne Hotek

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

Job Classification Details	
Job Function	Administration
Job Family	Vice President
Job Title	Vice President
Working Title	Senior Advisor to the President and Vice President for External Relations
Job Code	FI59
Salary Level	10
Key Areas of Responsibility (KAR):	
KARs for Job Family	KARs for Classification
Operational Leadership	<p>Vice President: 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.</p> <p>Senior Advisor to the President: Provide coordination and integration of activities related to the development and implementation of University policies and procedures and advise President on organizational issues. Integrate and advise on all Presidential-related communication to assure development of and coordination with the University's key messages. Serve as senior advisor to the President with regard to legislative, Regential, administrative, and public affairs issues. Serve as members of the President's Cabinet.</p>
Strategic Planning	<p>Vice President: Provide oversight in the development and coordination of projects and strategic initiatives related to external constituencies.</p> <p>Senior Advisor to the President: Provide oversight in the development and coordination of Presidential-related projects and strategic initiatives. Act as liaison to Strategy and Policy</p>

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

	Committee (long-term issues). Will also serve as an ex-officio member of the Operating Committee (short-term issues).	
Financial and Human Resource Stewardship	Vice President: 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.	
Communication and Outreach	<p>Vice President: 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.</p> <p>Senior Advisor to the President: Monitor public and institutional policy issues and provide substantive and analytic information. Serve as primary liaisons to the Governor's Office, Board Office, University governance groups, UI Foundation, as well as national, state and local institutional and community organizations. Cultivate and manage relationships with key stakeholders, including governance, external relations, strategic partnerships and operational leadership.</p>	
Universal Competencies:		
Title and Proficiency Level	Definition	Typical Behaviors
Collaboration and Embracing Diversity (Expert/Leader)	Ability to work with a variety of individuals and groups in a constructive and civil manner while appreciating the unique contribution of individuals from varied cultures, race, creed, color, national origin, age, sex, disability, sexual orientation, and gender identity.	<ul style="list-style-type: none"> □ Creates and champions initiatives that foster respectful communication, learning and a spirit of cooperation. □ Regularly shares information and effectively influences to gain common commitment in achieving objectives.

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

		<ul style="list-style-type: none"> □ Shapes unit/department, college/division, or university governance so as to reinforce collaboration, accountability, and responsibility. □ Promotes collaborative climate that recognizes, celebrates, and rewards diversity.
Positive Impact/Achieving Results (Expert/Leader)	Ability to utilize existing resources and learning to achieve or exceed desired outcomes of current and future organizational goals/needs. Able to demonstrate ethical behavior in diverse situations while producing results.	<ul style="list-style-type: none"> □ Takes personal responsibility for the success of the group, unit, department, or organization. □ Promotes organizational values in ethical and responsible decision making. □ Works to create a climate that values and rewards initiative, excellence, continual learning, and achievement of results. □ Deals effectively with ambiguity and change; coaches others in behaviors and prepares others through development for ongoing effectiveness.
Service Excellence/Customer Focus (Expert/Leader)	Ability to meet or exceed customer service needs and expectations and provide excellent service in a direct or indirect manner. Ability to effectively transmit and interpret information through appropriate communication with internal and external customers.	<ul style="list-style-type: none"> □ Effectively uses a broad range of methods in communicating complex ideas to diverse populations. □ Monitors profession/field/discipline for trends and implements innovative solutions to enhance service. □ Builds successful track record of superior personal and organizational service delivery in diverse environments. □ Promotes excellence achieved through reports or other media for distribution to internal and/or external constituents and the professional community.

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

Job Family Technical Competencies:		
Title	Definition	Typical Behaviors
Decision Making and Critical Thinking (Extensive)	Understanding of the issues related to the decision-making process; ability to analyze situations fully and accurately, and reach productive decisions.	<ul style="list-style-type: none"> <input type="checkbox"/> Uses effective decision-making approaches such as consultative, command, or consensus. <input type="checkbox"/> Differentiates assumptions, perspectives, and historical frameworks. <input type="checkbox"/> Leverages experience in analyzing relevant data and assessing implications of alternatives. <input type="checkbox"/> Identifies decision options and points and predicts their potential impact. <input type="checkbox"/> Evaluates past decisions for insights to improve decision-making process. <input type="checkbox"/> Makes sure assumptions and data are objectively analyzed in decisions.
Influencing (Expert/Leader)	Knowledge of effective influencing tactics and strategies; ability to impact decisions within and outside own organization.	<ul style="list-style-type: none"> <input type="checkbox"/> Gains acceptance of ideas and suggestions from senior business executives. <input type="checkbox"/> Defines strategies and plans for influencing multiple decision makers. <input type="checkbox"/> Coaches others on effective influencing strategies and tactics. <input type="checkbox"/> Demonstrates expert ability to influence at all levels of the organization. <input type="checkbox"/> Debates issues to bring the most critical points to the forefront for decision making. <input type="checkbox"/> Influences high-impact, high-risk and highly complex situations.

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

<p>Leadership (Expert/Leader)</p>	<p>Knowledge of, and ability to use strategies and skills to enlist others in setting, embracing and achieving objectives.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Leverages diverse leadership styles: autocratic for speed, democratic for co-operation, etc. <input type="checkbox"/> Coaches others in leadership concepts and techniques, such as contingency & transactional. <input type="checkbox"/> Uses modeling & role-playing to improve the ability of leaders to manage own behaviors. <input type="checkbox"/> Evaluates leader performance based on efficacy, advancement and emergence. <input type="checkbox"/> Champions behaviors that inspire cohesiveness and move the organization to reach a vision. <input type="checkbox"/> Monitors industry for leadership programs; implements programs within organization.
<p>Managing Organizational Change (Expert/Leader)</p>	<p>Ability to manage the successful and smooth transition from current to desired culture, practices, structure, and overall organizational environment.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Coaches others in techniques for implementing change across multiple units or functions. <input type="checkbox"/> Champions importance of building commitment and allocating resources to make change happen. <input type="checkbox"/> Leads the definition of vision and mission. <input type="checkbox"/> Models design and implementation of transition strategies and communications campaigns. <input type="checkbox"/> Directs the process of defining desired organizational traits, functions, and services. <input type="checkbox"/> Monitors industry for noteworthy changes and for examples of good change management.
<p>Organizational Savvy and Politics (Expert/Leader)</p>	<p>Knowledge of organizational politics and political tactics; ability to effectively navigate formal and informal communication and decision-making channels.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Predicts impacts, avoids derailments, and pursues actions that are likely to succeed. <input type="checkbox"/> Shares information to gain common commitment and understanding in achieving objectives.

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

		<ul style="list-style-type: none"> □ Compares and contrasts own organization's 'how to get things done' to others. □ Plays an active role in defining and reinforcing savvy organizational effectiveness practices. □ Identifies key players and potential actions for high-impact, sensitive situations or issues. □ Coaches others in history and future of the organizational culture and being effective within it.
Planning: Tactical, Strategic (Expert/Leader)	Ability to contribute to operational (short term), tactical (1-2 years) and strategic (3-5 years) planning in support of the overall business plan.	<ul style="list-style-type: none"> □ Contributes to the overall strategic business goals and plans of the organization. □ Creates and implements a strategy for supporting current and future business needs. □ Directs the development, maintenance, and communication of own function's strategic plan. □ Reviews and consults on the final strategic plan in collaboration with the business units. □ Develops long-term strategies to deliver services that keep pace with technology trends. □ Monitors industry for innovations in planning processes.
Relationship Management (Expert/Leader)	Ability to establish and build healthy working relationships and partnerships with colleagues within and external to own unit, those to whom services are provided, vendors, the public, regulatory/governmental agencies, etc., all of whom may be seen as "customers" or	<ul style="list-style-type: none"> □ Oversees "customer" reviews to clarify expectations and discuss actual service delivery. □ Coaches others in the value, issues, and methods of collaborative partnerships. □ Helps team, colleagues and others discern trends and their implications for service delivery, strategic direction, operational improvement, etc.

DUAL POSITIONS OF SENIOR ADVISOR TO THE PRESIDENT and VICE PRESIDENT FOR EXTERNAL RELATIONS

	receivers of services provided by the University.	<ul style="list-style-type: none"><input type="checkbox"/> Maintains status information on major developments in "customer" environment.<input type="checkbox"/> Collaborates with clients in the pursuit of common work objectives.<input type="checkbox"/> Fosters a climate conducive to establishing positive working relationships with outsiders.
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Strategic Communication Messaging 2017

December focus
Future
Success of
Students

The UI 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 HireaHawk 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.

(Text Only)

The University of Iowa
Strategic Communication Messaging 2017
December focus
Future Success of Students

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- 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.

University
of Iowa
2016-2021
**strategic
plan**

The Office of Strategic
Communication
encourages all
communicators to use
these priorities to guide
story selection and
framing.

PRIMARY AUDIENCES: Prospective
students and their families; faculty and
staff; alumni and donors; elected officials;
community leaders; taxpayers.

**objective
samples**

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 emphasizes 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



For more information, contact Tricia Brown, 384-0009, Office of Strategic Communication

(Text Only)

University of Iowa 2016-2021 Strategic Plan

The Office of Strategic Communication encourages all communicators to use these priorities to guide their story selection and framing.

Primary Audiences: Prospective students and their families; faculty and staff; alumni and donors; elected officials; community leaders; taxpayers.

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 emphasizes the value of global citizenship, improving support for first-generation, international, underrepresented, and non-traditional students, and investing in UI's cultural centers.
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Objective Samples

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

OCTOBER HIGHLIGHTS

- Added a record 11,000+ new followers. For perspective that’s 35% more than any month ever before.
- We received twice as much engagement on Instagram this October than we did a year ago.
- More people watched our Snapchat Stories than ever before. Additionally, 85% of the 75,000 viewers that watched the first snap in our stories also watched the final snap, which represents some our strongest retention.

FACEBOOK		IMPRESSIONS	TOTAL LIKES, COMMENTS, SHARES	ENGAGEMENT	NEW FOLLOWERS
POSTS	55	4,001,858	121,875	326,797	6,190
TWITTER		IMPRESSIONS	ENGAGEMENT	ENGAGEMENT %	NEW FOLLOWERS
TWEETS	145	1,862,474	130,530	5.7%	1,524
LINKEDIN		IMPRESSIONS	ENGAGEMENT	NEW FOLLOWERS	KEY DATA POINT People watched the entirety of the videos we posted to social media more than 25,000 times in October.
POSTS	14	754,320	4,835	1,249	
INSTAGRAM		IMPRESSIONS	LIKES	NEW FOLLOWERS	
POSTS	24	624,439	60,167	1,912	
SNAPCHAT		VIDEOS	SCREENSHOTS	NEW FOLLOWERS	
STORIES	21	75,875	458	140	

FEATURED COMMENTS

“Michigan wolverines fan here. Love your guy’s stadium and hospitality. Hawkeye fans are great to tailgate with. After seeing this Hawkeyes are number one in my book.” – on HMB wave formation

“So sorry to miss it. Thanks for bringing us the awesome alumni band!” – on Facebook Live post from the Homecoming Parade

“Could NOT love my school more right now!” – On a post about a new app students have made to help children with autism

TOTAL FOLLOWERS

University of Iowa	134,091	98,560	161,874	36,926	10,540

(Text Only)

Social Media Report – October 2017

October Highlights

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Facebook

- Posts: 55
- Impressions: 4,001,858
- Total Likes, Comments, Shares: 121,875
- Engagement: 326,797
- New Followers: 6,190

Twitter

- Tweets: 145
- Impressions: 1,862,474
- Engagement: 130,530
- Engagement %: 5.7%
- New Followers: 1,524

LinkedIn

- Posts: 14
- Impressions: 754,320
- Engagement: 4,835
- New Followers: 1,249

Instagram

- Posts: 24
- Impressions: 624,439
- Likes: 60,167
- New Followers: 1,912

Snapchat

- Stories: 21
- Views: 75,875
- Screenshots: 458
- New Followers: 140

Key Data Point: People watched the entirety of the videos we posted to social media more than 25,000 times in October.

Total Followers

- Facebook: 134,091
- Twitter: 98,560
- LinkedIn: 161,874
- Instagram: 36,926
- Snapchat: 10,540

Featured Comments

"Michigan wolverines fan here. Love your guy's stadium and hospitality. Hawkeye fans are great to tailgate with. After seeing this Hawkeyes are number one in my book." - on HMB wave formation

"So sorry to miss it. Thanks for bringing us the awesome alumni band!" -on Facebook Live post from the Homecoming Parade

"Could NOT love my school more right now!" -On a post about a new app students have made to help children with autism

Hawkeye Caucus Emails

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

Most read email:

UI Physician briefs Congress on how research spurs economy – 15.6% read rate

(Text Only)

Hawkeye Caucus E-Mails Analytics, October 2107

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

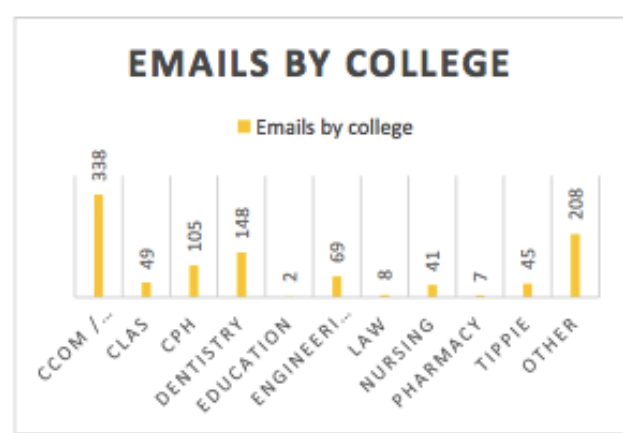
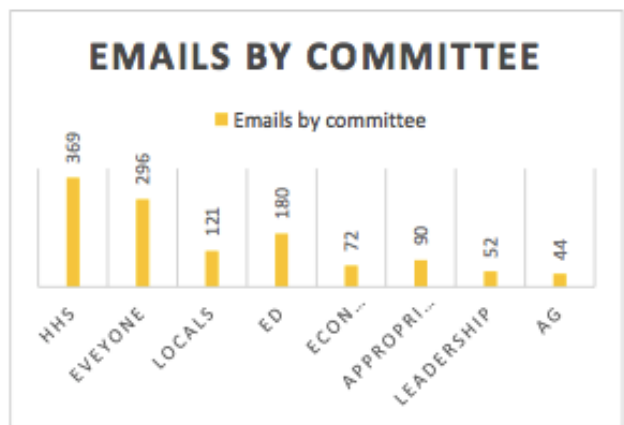
Emails to Legislators

25 Communications sent **1,162** Emails to legislators **26%** Open rate

121 Emails discussing UI impact in **Cedar Rapids, Council Bluffs, Cumming, Davenport, Des Moines, Grinnell, Maquoketa, Mason City, Muscatine, Oelwein, Okoboji, Osceola, Ottumwa, Sioux City, Tipton, and more.**

Most read emails:

1. Save the Date: University of Iowa Research Tour November 9 – 46 opens
2. November Hawkeye Lunch and Learn – 37 opens
3. UI physician briefs Congress on how research spurs economy – 22 opens



(Text Only)

Hawkeye Caucus Emails to Legislators

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- Most read emails:
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 - UI physician briefs Congress on how research spurs economy – 22 opens

Emails by Committee

- HHS - 369
- Everyone - 296
- Locals - 121
- ED - 180
- Econ - 72
- Appropriations - 90
- Leadership - 52
- Ag - 44

Emails by College

- CCOM/UIHC - 338
- CLAS - 49
- CPH - 105
- Dentistry - 148
- Education - 2
- Engineering - 69
- Law - 8
- Nursing - 41
- Pharmacy - 7
- Tippie - 45
- Other - 208

OCTOBER HIGHLIGHTS

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

FACEBOOK		TOTAL LIKES, COMMENTS, SHARES			NEW FOLLOWERS
POSTS	IMPRESSIONS	ENGAGEMENT	ENGAGEMENT	NEW FOLLOWERS	
22	34,506	207	2,054	18	

TWITTER		ENGAGEMENT	ENGAGEMENT %	NEW FOLLOWERS
TWEETS	IMPRESSIONS	ENGAGEMENT	ENGAGEMENT %	NEW FOLLOWERS
68	180,000	3,863	0.9%	10

INSTAGRAM		LIKES	NEW FOLLOWERS
POSTS	IMPRESSIONS	LIKES	NEW FOLLOWERS
5	52,712	520	5

KEY DATA POINT
 We saw our greatest number of Tweet impressions this month ever (**180,000**). Impressions = # of times a piece of content (tweet) was delivered to someone’s feed.

FEATURED COMMENTS

“URP students are making a difference in Mason City.” – from UI Urban and Regional Planning Facebook post share from our post on the UI’s partnership with Mason City officials to help the city’s North End neighborhood

(Text Only)

Hawkeye Caucus Social Media Report – October 2017

October Highlights

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- Four posts from this month's Instagram Stories were added to the "Iowa City story," increasing audience reach by between 30-35%

Facebook

- Posts: 22
- Impressions: 34,506
- Total Likes, Comments, Shares: 207
- Engagement: 2,054
- New Followers: 18

Twitter

- Tweets: 68
- Impressions: 180,000
- Engagement: 3,863
- Engagement %: 0.9%
- New Followers: 10

Instagram

- Posts: 5
- Impressions: 52,712
- Likes: 520
- New Followers: 5

Key data point: We saw our greatest number of Tweet impressions this month ever (180,000). Impressions = # of times a piece of content (tweet) was delivered to someone's feed.

Featured Comments

"URP students are making a difference in Mason City." – from UI Urban and Regional Planning Facebook post share from our post on the UI's partnership with Mason City Officials to help the city's North End neighborhood