Pathway Goal: Infrastructure and Shared Governance

Action Item # 4-2 (a,b)

Action Item Description:

Communication and collaboration across campus:
(a) Development of Communications Strategic Plan
(b) Communication of employee policies.
(c) Differentiation of policies and procedures.

Submitted By:

Name: Nikki Troxclair
Department: University Communications

Working Group Members:

Name: Nikki Troxclair
Department: UNLV Marketing & Communications
Name: Nancy Rapoport
Department: President's Office
Name: Michael Lawrence
Department: Administrative Services
Name: Ngai Pindell
Department: Faculty Affairs

Process and Timeline: Provide a brief summary of the year-long process for your working group.

- Create a plan for employee communication using the resources at hand.
- Bubble plan up through UC and AVP of Communications, Marketing, and Branding to Cabinet-level.

Describe what has been accomplished so far this year.

(a) The University Marketing & Communications Strategic Plan is under development. The plan has been drafted and is currently being reviewed and revised. This is a high-level plan that outlines strategic marketing needs to position UNLV as a Top Tier university on-campus, locally and regionally, and across the country. In addition to completing the plan, a number of tactics identified in the plan are already in progress.
(b) An important strategy identified in the Strategic Marketing & Communications Plan is the on-campus extension of our Different. Daring. Diverse. brand. One tactic noted is the development of an employee communications plan focused on human resources news and university policies.
(c) Faculty Affairs Office is reviewing differentiation of policies and procedures.
Identify next steps.

(a) It is anticipated that the Brand Book, social media strategic plan, enhanced website infrastructure, ongoing admissions marketing and advertising, and the 2018 Marketing Campaign will launch or continue into the spring semester. Related but not included in the strategic marketing communications plan but considered a critical need is the continued refinement of the UNLV Crisis Communications plan that was originally developed in 2015/16. The next round of updates will be completed in January 2018.

(b) The HR communicator position would be developed in collaboration with the future Executive Director of Communications in the Division of Finance and Business. It is critical to involve a communicator embedded within Human Resources to provide accurate and timely communication about employee policies and benefits.

(c) Continued review of policies and procedures with Faculty Affairs Office.

What will your final product be at the end of the year? Such as, what metrics which will be used to assess your progress/achievement, will a report be generated, etc?

Brand book and UC strategic plan.
HR communicator PDQ/position filled.

You may have reference material to attach to this report. Select from the list.

☒ No additional reference material

OR

☐ Any material generated by this working group (if completed at this time)

Additional information to include (optional).

Click here to enter text.

End of Mid-Year Report
Remainder of the report will be completed in May.
2017-18 Accomplishments.

- Have outlined basic process for developing policy website with members of the Provost’s office. Gail Griffin is leading this effort and is working with members of the web team to identify the most efficient workflow.
- Crisis Communications: Members of Integrated Marketing & Branding and Police Services presented the crisis communications plan to the Communicators Council and to university leadership earlier this spring. The thorough plan identifies crisis level staffing, pre-planned messaging, and communications tactics that would be implemented in the event of a campus incident.
- The University Marketing & Communications Strategic Plan is nearly complete. This is a high-level plan that outlines strategic marketing needs to position UNLV as a Top Tier university on-campus, locally and regionally, and across the country. Anticipated completion of the strategic plan document is summer 2018. In addition to completing the plan, a number of tactics identified in the plan are already in progress or completed (see tactics below).
  - Over the last few years, the web team built a Degree Directory and updated academic web content to support UNLV's NWCCU accreditation in 2017. The Degree Directory was and will remain vitally important to meet accreditation standards and it has become a central part of our overall Admissions marketing efforts.
  - 60th Anniversary Branding and Communications: Marketing & Communications supported the 60th Anniversary with the creation of the website, campus banners/signage, a special insert in the *Las Vegas Review-Journal*, and special features in *UNLV Magazine* and the UNLV News Center.
  - Digital Marketing Campaign and Brand Extension: From Nov. 2017 - Feb. 2018, conducted a digital marketing campaign to target prospective students and their parents in the Las Vegas area. Results were very positive, and considering ways to extend this campaign to paid and non-paid channels. The video, social media, and billboard creative can be viewed at: [http://bit.ly/2ifHHXg](http://bit.ly/2ifHHXg).
  - Strategic Social Media Plan: Our strategic social media plan has been finalized. Katy Griffin has been developing and implementing portions of the plan over the last two years and as a result, we've seen a dramatic increase of new followers, impressions, and engagement on all of our social media platforms. She has also worked with many campus communicators to enhance unit/department social media efforts.
  - 2018 Monthly Marketing Calendar: The campaign calendar was finalized and distributed to campus communicators to further engage them on activities and information that would be important to employees and other audiences. It highlights UNLV's core themes and positioning statements throughout 2018.
  - CASE District VII Bronze Award: The Marketing & Communications department and the Office of Admissions were recognized for the [2017 Admissions Viewbook](http://www.unlv.edu/admissions/viewbook). The marketing piece features UNLV’s *Different. Daring. Diverse* brand, and uniquely positions UNLV. *Note: Work is now underway to revise this version for the upcoming admissions recruitment season.*
2017-18 Accomplishments cont’d.

- Video has been added to the creative services line-up with the addition of a videographer. Over the last nine months, this person has supported numerous campus communications projects plus the creation of strategic marketing videos such as UNLVinFocus, which is an ongoing video series recapping the previous month's highlights, and a series of video assets for UNLV's digital marketing campaign. UNLV videos can be found at: UNLV.edu/videos
- UNLV Magazine Redesign: With the fall 2017 issue, the editorial team refreshed the content and design of its flagship print product. The magazine consistently received high marks in reader surveys but it had been a full decade since any major changes were made, and it was time to spruce it up. After the redesign, 98 percent of readers rated the magazine as good or excellent, and 80 percent agreed that the magazine strengthens their connection to UNLV.
- **Work By the Numbers - Fall Semester:**
  - 3,326 web maintenance requests were completed, and five new websites launched
  - 500+ branding and design projects, 157 photo assignments, and 44 video shoots
  - 224 News Center feature articles were written. Attributed to 596,472 News Center page views, and 201,413 unique News Center users
  - 480 total social media posts leading to 7,792 new followers with a total engagement of 186,681
  - Continue work on differentiating policies and procedures.

*You can review additional statistics on the last page of the attached semester report. The spring semester report will be completed in June 2018.*

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**SWOT Analysis: Determine the strengths, weakness, opportunities, and threats presented in the data.**

<table>
<thead>
<tr>
<th>Strength(s)</th>
<th>Communicators in the central division are very talented. We are attracting talented professionals into new positions</th>
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| Weakness(es)| - Not enough staff to expand capabilities  
- Not enough budget to expand advertising to create more awareness about UNLV  
- Media relations team is small compared to university’s of our size  
- Need a dedicated internal communications person that is housed within the central division who can work with others on campus  
- Changes in leadership can cause disruption of maintaining a consistent brand and message on campus and in the community.  
- No incentive for staff/faculty to adopt Top Tier |
| Opportunity(ies)| - The Different. Daring. Diverse. brand has been widely adopted on campus.  
We can further capitalize on this in order to enhance Top Tier |
| Threat(s)    | - Staff has an intense workload. Burn out is a threat leading to poor performance and talent leaving.  
- Reputation and morale issues due to loss of president  
- Changes in leadership could impact Top Tier moving forward |
2018-19 recommendations and next steps

- What does the SWOT analysis reveal?
- What should the goals / activities be for the subcommittee?
- Who should be responsible?

- Identify ways to grow support for more communication (staffing, salary, resources)
- Find ways to create cascade communication kits to help further support Top Tier and UNLV’s accomplishments. However, need to address how to incentivize reporting of and adoption of Top Tier.

Next Steps
- Rollout the Brand Book and social media strategic plan and complete the UNLV Strategic marketing and communications plan. Working with the VP, we plan to conduct a “roadshow” to unveil these assets to campus leaders. Additionally, the Division of Integrated Marketing & Branding will complete its website. The website will house many marketing and communications resources.
- Now that the Executive Director of Communications has been hired for the Division of Business and Finance, I will work with her to outline specific employee communications tools to support the overall strategic marketing plan. It is critical to involve a communicator embedded within Human Resources to provide accurate and timely communication about employee policies and benefits.
- Continue to obtain updates from Gail Griffin regarding the Academic policies that will serve as the first group to be collected and placed on a new UNLV policy website.

You may have reference material to attach to this report. Select from the list.

☐ No additional reference material

OR

☒ Any material generated by this working group

Additional information to include (optional).

See Semester Report (Attached to email)

End of Report
feature: UNLV Magazine Redesigned

With the fall 2017 issue, the editorial team refreshed the content and design of our flagship print product. The magazine consistently received high marks in reader surveys but it had been a full decade since any major changes were made. It was time to spruce it up.

UNLV Magazine’s mission is to create memorable content that fosters long-term respect for UNLV with alumni, donors, and community leaders. It strives to go beyond the news at UNLV and instead reflect the experience and spirit of campus.

The Team: Cate Weeks, editor; Diane Russell, associate editor/Class Notes; Jason Scavone, associate editor/Sports and features writer. Freelancer Ched Whitney is the designer. Numerous campus writers and our campus photographers are contributors.

Research: Although we had a very compressed timeline (just a couple months), it was important that changes be driven by data and professional insight. We thoroughly reviewed our reader surveys. We asked two highly regarded external editors to produce detailed critiques and solicited feedback and ideas from communicators across campus. Then we developed a key takeways and recommendations report to guide content gathering and design.

The Changes: The magazine’s structure was solid but our presentation was often too dense. We wanted a much brighter, livelier experience for our readers. We expanded the page count to give the design more breathing room and allow us to address content needs. Other changes:

- Major section openers take advantage of great photos.
- Sports section expanded.
- Complements the Different. Daring. Diverse. branding.
- Alumni stories are shorter and recurring advice and feedback piece was added.
- New Editor’s Picks page and callouts throughout publication drive social media/website engagement.

Feedback: In our last survey, after the redesign, 98 percent of readers rated the magazine as good or excellent and 80 percent agree that the magazine strengthens their connection to UNLV. Comments:

- “The style changes were very impressive. GOOD JOB!”
- “You could see the passion for UNLV on the pages.”
- “Very well thought out, flows from article to article.”
- “I think it is a wonderful celebration of the university.”

Next: The content and design changes were developed in tandem with the fall magazine production, so we have some further refinements to make. And we’ll keep working on producing snappier content in the departments.

For more information contact Cate Weeks, editorial director, at cate.weeks@unlv.edu.
Creative Services

The Creative Services team delivered thousands of assets in support of campaigns across campus during the fall semester.

**Video:** Fall saw the launch of our newest service - video. Since then, video services has completed over 40 shoots and produced several hundred hours of content that has been used to produce dozens of new videos. Some highlights include the new UNLVinFocus monthly video series, admissions advertising for digital and social platforms, and the 2017 Year In Review video.

**Photo:** Thousands of new photos were added to the portfolio archive as we continued to support strategic and client requests across campus. Projects supported include Innovation, Premier, and UNLV magazines, along with the new #UsNowLasVegas Athletics campaign. The 60th Anniversary was also a big focus for shoots as we documented the events of the semester.

**Design:** Highlights of our design services included the newly launched Admissions campaign, the 2017 issue of Premier Magazine, along with creative in support of our fall brand campaign extension and our 60th anniversary communications.

Looking ahead, Creative Services will send a quarterly highlights email to showcase a few of the thousands of assets produced to support various university initiatives. Also, be on the lookout for the new UNLV Brand Guidelines Book.

Editorial

Our fall content focused heavily on 60th anniversary stories, including a package that explored the lore behind some key turning points in campus history, and an essay series that offered a glimpse into the future.

Feature content production for the UNLV News Center was up considerably, with more than 220 articles — many of them produced by unit or college communicators. Some of our most-read features included:

- Quick Take: Why the Aug. 21 Eclipse is a Big Deal
- Dentists Get Cracking on Stem Cell Front
- Professionals In Training
- The Unpredictable Future of UNLV
- Hundreds Gather for Candlelight Vigil

The spring issue of UNLV Magazine will be out in April.

To learn more, contact: Cate Weeks, editorial director, at cate.weeks@unlv.edu
The Web & Digital Strategy team was exceptionally busy during the fall semester. The team launched five new websites. Links are included here for reference:

- Department of World Languages and Culture - unlv.edu/wlc
- Faculty Excellence Initiative - unlv.edu/facultyexcellence
- Faculty Senate - unlv.edu/facultysenate
- Online Education - unlv.edu/learn-online
- Women's Research Institute of Nevada (WRIN) - unlv.edu/wrin

Other site conversions currently in progress include College of Education, Department of Art, and Department of Philosophy.

Along with the site launches, 3,326 web maintenance requests were completed, and much work was done to ensure that academic web content was updated and accurate for the NWCCU accreditation visit.

Stay tuned for news on the website for the Division of Integrated Marketing & Branding. It will provide information on our available services plus many helpful resources and tools.

Social Media

The main highlight of our social media content this fall was welcoming a new class of Rebels in our 60th year. The #UNLVWelcome campaign included:

- More than 82 posts on five of UNLV’s main platforms
- A total of 38,000 engagements (a 9 percent increase from 2016)
- More than 300 user-generated posts were tagged with #UNLVWelcome on Twitter and Instagram alone

Thank you to everyone who shared content with the hashtag!

Another highlight from the fall included the #UNLV60 campaign. Running during much of the same time as #UNLVWelcome, we shared more than 64 posts celebrating the anniversary by featuring News Center articles, historical photos, and key events from departments across campus. Our top posts included marking the day of our 60th anniversary as well as the 22nd annual Premier UNLV.

Web Communications

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To learn more, contact: Katy Griffin, social media strategist, at katy.griffin@unlv.edu

To learn more, contact: Joe Winton, web & digital strategy director, at joe.winton@unlv.edu
Who We Are
Your Experts in Marketing & Communications
Identification of needs, purpose, and desired outcomes.

Your Guides to Branding & Proper Usage
Guidance & boundaries for all UNLV-related marketing.

Your Partners in Telling UNLV’s story
Tools & messaging for a consistent voice.

university marketing & communications highlights

3,326 Maintenance Requests
11.5 million UNLV.edu Page Views
42% from mobile devices
50% from Google searches

Web & Digital
Creative Services
Editorial
Social Media
Strategic Areas

157 Photo Assignments
500+ Branding and Design Requests
44 Video Shoots
596,476 News Center Page Views
224 Feature Articles
201,413 UNLV News Center Users

480 Total Posts
7,792 New Followers
186,681 Total Engagement
4.6% Average Engagement Rate

next edition: recapping spring 2018
Brand and Strategy Rollout
New Team Members
CASE Awards
New Division Website

For more information, contact: Nikki Troxclair, AVP, University Marketing & Communications
Email: nikki.troxclair@unlv.edu Extension: 5-2388