



**University of  
Dayton**

**University of Dayton  
College of Arts and Sciences  
Office of the Dean**

# **Strategic Communication Plan**

**August 2018**

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## Introduction

The purpose of the College of Arts and Sciences Strategic Communication Plan is to provide a set of goals, strategies and measurements to generate increased awareness of the College and improve relationships with internal and external stakeholders. As such, this plan serves as a guide for annual communications priority-setting, budget allocations and evaluation.

It was developed by a working group in the College's Office of the Dean, with extensive input from stakeholders from across the College's departments and programs, and guidance from University Marketing and Communications. The working group included:

- Jason Pierce, dean
- Jon Hess, associate dean for faculty scholarship, internationalization and inclusive excellence
- Don Pair, associate dean for interdisciplinary research and experiential initiatives
- Danielle Poe, associate dean for curriculum and academic outcomes
- Maura Donahue, associate dean for finance and administration
- Dave Larsen, communication coordinator

This plan was designed to dovetail with the College's Strategic Plan 2020, in order to support and enhance the latter plan's goals. It is recommended that this communication plan be adjusted after the University's Strategic Visioning Plan is completed and approved, so there is as much integration and synergy as possible among the three plans.

This plan will be updated and revised regularly to reflect changing University and College goals, priorities and activities related to communications and marketing.

## **About the College of Arts and Sciences**

The College of Arts and Sciences (CAS) brings the strengths of the small liberal arts college into the context of a large comprehensive university, offering more than 50 undergraduate and graduate degree programs across the arts, humanities, sciences and social sciences.

The College's educational philosophy focuses on personal attention and close faculty-student interaction. It fosters an environment marked by connected learning and sends forth broadly educated students who are thoroughly prepared for their future endeavors.

The College is organized into 18 departments and 10 interdisciplinary program areas. It also sponsors the Fitz Center for Leadership in Community, the Hanley Sustainability Institute, the Human Rights Center, the Institute for Pastoral Initiatives, the Center for Tissue Regeneration and Engineering at Dayton (TREND), and the Integrative Science and Engineering Center (ISE Center).

## **Foundational Documents**

We believe that communication plans are in many respects the public declaration of an institution's core values. With that in mind, we think it is very important to rest this plan on a complete understanding of the College of Arts and Sciences' vision, mission, and core beliefs and values.

### **CAS Vision**

Seeking wisdom, finding purpose, serving the world.

### **CAS Mission**

The University of Dayton College of Arts and Sciences is an intellectual community engaged in transformative education and scholarship. Together, we seek knowledge in a sacramental spirit and engage the complementary relationship between faith and reason. We encourage and develop students' intellectual curiosity, empathy and leadership capability through scholarship, teaching, experiential and global learning, and faith formation. As servant leaders, our students will be prepared to meet the needs of the world and their communities, as we inspire and challenge them to promote human flourishing.

### **CAS Core Beliefs and Values**

Delivering a transformative education for over 3,600 students in more than 50 undergraduate and graduate programs and having predominant responsibility for broadly educating all undergraduate students through the Common Academic Program, the College is guided by a set of core values and beliefs drawn from the University's "Common Themes in Mission and Identity." These include:

#### Excelling in integrated learning and scholarship

The University of Dayton is committed to excelling in integrated learning and scholarship. To cope with the explosion of information and knowledge, learning in today's universities involves the ability of faculty and students to discover, integrate, apply and communicate information and knowledge to

answer questions or solve problems. Integrated learning involves weaving together information and knowledge from a variety of sources: from texts, conversations, experiences and reflection. The University of Dayton is designed to enhance integrated learning.

### Searching for truth grounded in both faith and reason

At the University of Dayton, the search for truth is based on the belief that truth is ultimately one and can be more fully known through both faith and reason. If what is held through faith or what is held through reason appears to be in conflict, then something must give way to reconsideration: one of the things held, or both, or perhaps the larger framework within which the apparent contradiction arose. Inquiry then must be carried out both with academic freedom and with openness to the transcendent dimension of life. We highly value the free and responsible intellectual inquiry into and the sharing of truth. Out of our Catholic intellectual tradition, we are convinced that human questioning that humbly seeks the truth leads ultimately to the exploration of the transcendent and that openness to the transcendent enriches rational inquiry.

### Educating for practical wisdom

Our University community strives for excellence in integrated learning and scholarship in search of truth and wisdom. In our Catholic and Marianist traditions of learning, we seek to render truth and wisdom practical and to transform the world into a place of greater realization of the truly human good. At the University of Dayton, we strive to develop a community of learners and scholars who, individually and collectively, think critically and imaginatively, judge from sound moral principles and practical knowledge, and work collaboratively for the common good.

### Building community across diversity

Excellence in learning, especially integrated learning, requires a community in which students, faculty and staff can pose important and meaningful questions, explore a diversity of ways these questions have been answered in the past, and collaborate across different perspectives to develop insights and arguments that can address these questions today. To extend

this learning community beyond a single course to the whole campus requires skills of collaboration and constructive conversation.

The Marianist tradition of education emphasizes community by educating for family spirit. The description “the University of Dayton is like a family” illustrates that our obligation and commitment to one another are like a family’s. Our University community must be a place where we treat all with respect, care for one another, and speak with authenticity and candor.

### Partnering for the common good

The University of Dayton sees itself as a partnership university in that it educates for civic engagement and uses its learning and scholarship to be a critic of society and to offer public service. Educating for civic engagement requires learning environments that engage faculty and students in public issues and help them integrate the data, information and knowledge they need to shape the quality of public life. Being a critic and public servant require that the University work with other institutions through constructive conversations to identify critical social issues, to imagine more hopeful and just futures, and to mobilize resources and groups to realize these futures.

## Situational Analysis

The College of Arts and Sciences communication coordinator collaborated with the Office of the Dean's leadership team and University Marketing and Communications directors to conduct an internal and external assessment of College communications' strengths and challenges. The following is a summary of the assessment's findings. Strengths and challenges will be used to inform and influence the messaging and tactics in this communication plan.

### **Current strengths of College communications:**

- College communication team produced a total of 105 blog stories by the end of the 2017-18 academic year. (Goal was 100 stories.)
- Growing emphasis on value proposition stories, with a greater focus on College curriculum over campus event stories. These stories can help prospective students with their decision to attend UD.
- Stories hit core themes to advance College goals and initiatives.
- Additional emphasis on videos has increased blog and social media engagement, reaching an audience beyond text-based blog stories.
- Building out communication team with graduate and undergraduate students has increased the scope and reach of College blog stories.
- The quality of student-produced stories is very good.
- College blog stories provide Marketing and Communications with a wealth of professionally produced content from a trusted source.
- College content is reused in UD Magazine, the Momentum website, Campus Report and other platforms, helping UD overall.
- Good communication with Marketing and Communications about the stories being produced and published.
- Advancement communication initiatives have streamlined College gift and donor letter processes.
- Tracking blog stories by department and program to ensure balanced coverage among academic units.
- Including "call to action" links in blog stories, where appropriate.
- Using Google and social media analytics to track audience engagement.



- Surpassed social media goals for 2017-18 academic year:
  - Twitter: Increased to 644, from 440. (Goal was 600.)
  - Facebook: Increased to 358, from 283. (Goal was 340.)
  - Instagram: Increased to 233, from 68. (Goal was 180.)
- Surpassed 100,000 Twitter impressions for month of January 2018, largely through use of STEM Catalyst video content.
- Addition of the College announcements channel on Porches provides department and programs with a direct outlet for internal news and announcements.
- Department and program social media channels allow academic units to share news and promote their events to the general public.

#### **Current weaknesses of College communications:**

- Event stories have low audience engagement rates, according to Google and Cerkl analytics reports.
- College Instagram channel needs to be more active and engaging.
- The University and College need to formalize the obituary process to improve how we deliver news about the death of a professor emeritus to the campus community in a timely manner.
- Not tracking bounce rates to see if we are retaining audiences with our blog content via in-story or related story links.
- More stories needed about departments and programs that haven't received as much coverage as others, such as the Department of Philosophy and the Criminal Justice Studies program.

#### **Current opportunities for College communications:**

- Find ways through stories to demonstrate the ways in which the College is contributing to the University's strategic vision.
- More stories for the Momentum website about research and scholarship by minority faculty to promote diversity and inclusion.
- "The Conversation" news service is a great opportunity for faculty to share their research with the general public and help build UD's national academic reputation. The communication coordinator can serve as advocate for faculty participation and also alert News and Communications to potential topics and expertise within the College.
- Faculty are needed for the University's contributions to the "90-Second Lecture" video series, produced by Mike Kurtz.

- Highlight new Hanley Sustainability Institute and Human Rights Center executive directors, as well as their College-affiliated faculty.
- Produce a video to promote the College's Bachelor of Science degrees to prospective students and their parents.
- Produce a video to highlight experiential learning within the College.
- Produce a series of one-minute videos for College department and program websites to highlight their students, faculty and curricula.
- Promote improvements being made in College departments and programs, based on assessments being conducted by Jon Hess.
- College alumni who return to campus to speak to a class might provide story opportunities for UD Magazine and development opportunities for Advancement. Encourage faculty to alert the College communication coordinator or Marketing and Communications.
- Based on market research, academic excellence and high-quality faculty are our most leverageable messaging opportunities.

**Current threats of College communications:**

- Department and program social media accounts aren't being monitored for general activity and controversial posts. Safety measures need to be established, including access to login credentials, in case a post needs to be taken down.
- Social media managers should be cautious and thoughtful about posts that could be perceived as contrary to Catholic teaching.
- The College's story mix should holistically consider international and domestic diversity to make sure the overall message reflects the University's values.
- Redundant, outdated and trivial content on College websites should continue to be monitored and deleted beyond the University's 2018 web migration project.
- Watch for signs of campus unrest, particularly coming from students or faculty on extreme ends of the political spectrum. Advance notice about attempts to bring a controversial speaker to campus can help the University avoid crisis situations.

## Target Audiences

The purpose of this strategic communication plan is to establish the College of Arts and Sciences' brand attributes in the minds and hearts of key audiences.

We sought to determine and prioritize our most important and influential audiences to directly support the College's vision and strategic plan. Segmentation of our audience and messaging will improve the effectiveness and penetration of our communication goals.

This plan will focus on the following target audiences:

### **Primary Audience:**

- Current students
- Prospective students
- Parents of current and prospective students
- Faculty
- Staff
- Alumni
- Donors
- College Advisory Council

### **Secondary Audience:**

- Prospective faculty and staff
- Friends of the College
- Foundations
- Dayton government and community leaders
- Dayton community members

## **Targeted Messages**

Below are the key message points the College of Arts and Sciences should communicate through its messaging and communication vehicles. These central messages capture the core essence and image of the of College.

### **Prospective, Current Students and Parents: Learn, Lead and Serve**

The University of Dayton College of Arts and Sciences provides students a broad, well-rounded course of study in the arts, sciences, humanities and social sciences that emphasizes experiential learning and faculty-mentored research in a global, diverse and inclusive learning environment. The College prepares students to learn, lead and serve by developing the whole person, fostering deep engagement with faculty, and accentuating the connections among academic disciplines. This liberal arts education prepares students for not just their first job, but provides adaptative skills that ensure a lifetime of career success.

### **Prospective, Current Faculty and Staff: Advancing the Teacher-Scholar Model**

The University of Dayton College of Arts and Sciences is grounded in the search for truth that can be more fully known through both faith and reason. The College champions the advancement of the teacher-scholar model, and esteems teaching, scholarship and service. We are committed to sustaining a rich network of faculty and staff, and to recognizing the critical contributions of faculty and staff to educating, mentoring, supporting and advising our students. The College invests in the ongoing professional development of faculty and staff, empowering them to innovate, propose solutions and solve problems in their respective disciplines and professions. We honor the achievements of faculty and staff, and their contributions to the University, academic disciplines and community at large.

### **Alumni, Donors and College Advisory Council: An Investment That Pays Lifetime Dividends**

The University of Dayton College of Arts and Sciences cherishes its deep, lasting relationships with alumni, donors, advisors and friends, whose

ongoing support enables the College to innovate, strengthen and move forward the frontiers of research, scholarship, advocacy and leadership. We strive for all alumni to view their investment in a transformative education at the University as one that pay lifetime dividends; they now manifest the University's mission in their own communities and continue to partner with the College to change the world for the better. The College celebrates alumni success, invites enduring connections with faculty and staff, and recognizes the accomplishments made possible through the generous contributions of time, talent and treasure by alumni and donors.

### **Community: Advancing the Common Good**

The University of Dayton College of Arts and Sciences and its departments, programs, centers and institutes are committed to advancing the common good of communities at home and abroad through diverse partnerships and servant leadership. The College works closely with community partners to establish reciprocal relationships grounded in shared knowledge and resources that identify opportunities to support both community partner needs and student learning outcomes. College faculty, staff and students connect learning, scholarship and service through community engagement.

### **Foundations: National Reputation for Quality**

The University of Dayton College of Arts and Sciences has a national reputation for the quality of its education and research programs. The College educates our students in the Catholic and Marianist traditions for responsible citizenship and informed engagement in the diverse, globally situated communities of the 21st century. We have a deeply collaborative culture that offers students greater involvement in authentic research with faculty mentors, who embrace evidence-based pedagogical innovation that improves student learning. The College faculty is committed to rigorous intellectual inquiry and scholarship that contributes to disciplinary and interdisciplinary research that is timely and relevant to answering the significant questions of our day.

## **Communication Goals**

### **Goal 1: Advance the Liberal Arts and Sciences**

Promote the value of liberal arts and sciences degrees for career preparedness and success, leadership and service, and champion liberal education for all undergraduates through the Common Academic Program. Communicate the ways in which the College is contributing to the University's Strategic Vision. Increase visibility and prominence of student achievement across the College through department and division research. Promote success among different student populations.

### **Goal 2: Encourage Outstanding Scholarship, Artistic Production and Performance**

Recognize outstanding faculty and student achievements, including scholarship, leadership, service, teaching, curricular innovation, creative activity and research-based community engagement. Highlight opportunities for students and faculty to conduct transdisciplinary scholarship by engaging with existing and emerging initiatives.

### **Goal 3: Strengthen Experiential and Community-Engaged Learning**

Promote experiential, community-engaged and global learning as prominent components of student learning in the College, and articulate the distinctive elements of that learning as a critical part of a student's exploration of vocation. Communicate to prospective students and donors both the College's distinct approach to experiential and community-engaged learning and the value thereof.

### **Goal 4: Realize Inclusive Excellence**

Promote efforts to attract, engage and retain faculty and students from diverse backgrounds, in order to prepare all students to engage productively and ethically with a diverse community.

### **Goal 5: Expand Global Learning**

Communicate to the College community the support available for students to study abroad, and promote existing programs that foster global learning. Communicate the importance of language study to prospective students and parents. Highlight international faculty as a vital campus resource for intercultural and global learning and living.

**Goal 6: Promote the Stewardship of Resources and Space**

Communicate to alumni and donors the College's efforts to initiate work on a new University Center for the Arts and to implement Science Center renovations, in order to help secure resources for those projects. Promote the College's efforts to modify or create new learning and teaching spaces that are accessible, flexible enough to accommodate differing pedagogies, contain suitable classroom equipment, and can be adapted to serve different class sizes.

## Audience Matrix

The matrix connects each of the College of Arts and Sciences' communication goals to their key target audience to provide a framework for a targeted message strategy that will resonate with the College's audiences.

		Target Audience							
		Current Students	Prospective Students	Parents	Faculty	Staff	Alumni	Donors	Advisory Council
Communication Goal	Advance the Liberal Arts and Sciences	•	•	•			•	•	•
	Encourage Outstanding Scholarship, Artistic Production and Performance	•	•	•	•	•	•	•	•
	Strengthen Experiential and Community-Engaged Learning	•	•	•			•	•	•
	Realize Inclusive Excellence	•	•	•	•	•		•	•
	Expand Global Learning	•	•	•	•			•	•
	Promote Stewardship of Resources and Space				•	•	•	•	•



# **Communication Policies and Guidelines**

## **University Policy on Marketing and Communication**

All marketing and communications, print and digital, must adhere to University-approved branding guidelines. All content owners throughout the University are responsible for ensuring the accuracy and appropriateness of the communications coming from their respective areas. Marketing and communications to prospective students and families should be coordinated/approved through Enrollment Management and Marketing. Marketing and communications to alumni/donors should be coordinated/approved through Advancement.

Marketing and communications must align with the University's Catholic, Marianist mission and identity, must respect the dignity and privacy of all members of the University community, and must not violate standards of behavior and conduct as outlined in the Policies and Procedures Handbook for employees or the Student Handbook for students. Failure to observe these standards of behavior will result in disciplinary action in accordance with the University's policies and procedures.

## **College Content Guidelines**

College of Arts and Sciences marketing and communications will be consistent with the overall strategy of the University, while emphasizing the specific strengths, culture and character of the College. The overall theme will be the highly valuable impact the College has on its stakeholders and audiences, particularly in promoting the value of liberal arts and sciences degrees for career preparedness and success, leadership and service.

Stories about the College, both print and digital, should be written with the goal of reaching the broadest possible audience with our targeted messages. To ensure all publications and communications are accurate, efficient and consistent, the College follows procedural and editorial style guidelines:

- The Associated Press Stylebook should be followed for all marketing and communications pieces, print and digital, that promote or provide

information about the College, its departments, programs and activities, and for major internal documents.

- Avoid technical and academic jargon, or make it accessible by explaining terminology or relating it to a general reader's experience. Explain all acronyms.
- Stories should demonstrate the ways in which the College is contributing to the University's strategic vision, highlighting the priorities of access, faculty innovation and experiential learning.
- Keep stories concise, interesting and topical. Depending on the topic, story length should be between 300-700 words. However, longer stories may be necessary when dealing with complex topics or a large number of interview sources.
- All quoted sources should approve the story for accuracy before publication.
- All College stories are edited by University News and Communications staff before publication to ensure they meet University style and content guidelines.
- Videos must be hosted and distributed through an official University channel, and must be captioned to conform to accessibility requirements.
- Opinion articles should include the disclaimer: *Opinion articles represent the views of faculty, staff or students and do not necessarily reflect official University of Dayton positions on issues.*
- Photos should never show people drinking or holding an alcoholic beverage, or show insignias from other colleges and universities.
- Do not use photos found on the Internet, as all images on the web are copyrighted, and usage could put the University at risk.
- University News and Communications is responsible for media relations, press releases and crisis communications. All media inquiries should be referred to News and Communications staff.
- For additional resources, see the [University AP Stylebook](#) and the University Marketing and Communications [Condensed Style Sheet](#).

## **University Photography Disclaimer**

Any photographs or video taken under the direction of the Office of University Marketing and Communications, or any other University sponsored program, may be used in news stories, on the web or in University publications. Photos may be used in publicly disseminated promotional materials. Your name will not be listed in the caption or accompanying text without your permission. If you prefer not to be photographed, simply inform the photographer at the time photos are taken.

## **Communication Channels**

The College of Arts and Sciences currently maintains the following communication channels. The College reserves the right to alter or eliminate channels based on ever-changing communication needs and the evolving communications landscape.

### **College of Arts and Sciences Newsroom**

The College Newsroom blog is positioned as the primary source of information for all target audiences and also serves as the story archive for the College of Arts and Sciences. It features staff- and student-produced news, feature and profile stories and videos about the College's departments, programs, institutes, centers, faculty, staff and students.

Stories must be written in AP Style and should convey the College's targeted messages to our internal and external audiences.

Videos must be hosted and distributed through an official University channel, and must be captioned to conform to accessibility requirements.

College Newsroom stories intended for external target audiences, including alumni and friends of the University, are marked for inclusion in the University's Cerkl personalized electronic newsletter. Tags related to the College's four divisions are applied to stories to maximize their reach to targeted online and e-newsletter audiences.

Story teasers and links are shared on the College's social media channels, posted on the College page on the internal Porches website, and also may be posted on the appropriate department and program welcome pages.

Each story must be accompanied by a horizontal photo to suit the University's blog page format. Where appropriate, stories should also include photo galleries, videos and/or infographics to enrich the reader's experience and invite return visits to College's web pages.

College departments and programs are welcome to submit stories for publication on the College Newsroom blog. All stories are subject to

College content guidelines. Departments and programs are responsible for the accuracy of their content.

The College communication coordinator will maintain an online story budget to track blog story priorities, progress and publication dates.

## **Social Media**

The College of Arts and Sciences actively uses social media to share College news and information with target audiences in a faster, more relevant manner. The College's social channels are also intended to reach younger target audiences that include current and prospective students.

Facebook, Twitter, LinkedIn, YouTube and Instagram are the top five platforms used in higher education marketing and advancement, according to data from the 2016 Survey of Social Media in Advancement.

Currently, the College uses Facebook, Twitter and Instagram. Additional social channels may be added in the future.

### **Twitter**

Twitter is a fast-paced and high volume network, allowing users to share information instantaneously.

- Audience: Alumni, current students, parents, faculty and staff.
- Demographics: 37 percent of adults ages 18-29 years old use Twitter, followed by 25 percent of adults ages 30-49.
- Uses: Post blog story links, photos, short videos and gifs. Live-tweet College events when possible and appropriate.
- Frequency: Users expect frequent updates. Post at least once per weekday. Posting multiple times per day is encouraged.
- Notes: Tweets are limited to 140 characters. Tweets with images tend to get more engagement. Use hashtags and tag other University- and College-related users to build audience. Follow and retweet other University accounts.

### **Facebook**

Facebook is the market-leading online social networking service with 1.5 billion daily active users.

- Audience: Alumni, faculty, staff, parents, current students and Dayton community.
- Demographics: 87 percent of people ages 18-29 are on Facebook, while 56 percent of people age 65-plus use it.
- Uses: Post blog story links, photos, photo albums and short videos. Use Facebook Live from College events when possible and appropriate.
- Frequency: People expect less frequent posts from pages on Facebook. Post content three to five times per week.
- Notes: Facebook allows for a mix of media and message lengths that provides flexibility not found in other channels.

### **Instagram**

Instagram is a free photo and video sharing app with more than 600 million active users.

- Target audiences: Prospective students, current students and recent alumni.
- Demographics: 55 percent of online adults ages 18-29 use Instagram.
- Uses: Post photos that capture the UD student experience across the arts, sciences, humanities and social sciences.
- Frequency: Post content from once per week to once per day. No more than two posts per day.
- Notes: Tag the location where the photo was taken to give context and build audience. Use hashtags to increase a post's reach. Vertical photos work better than horizontal images.

College social media accounts should be logged into at least once per day to monitor and respond to posts, comments, mentions, etc.

Social media posts that promote the University or College's academic pride and excellence should be liked, shared, reposted or retweeted. Posts that tag the College and whose content is a potential concern should be referred to the University social media specialist and the News and Communications staff.

Links to the College's social media channels are included on the College of Arts and Science's welcome page and the College Newsroom blog.

## **Porches**

Porches, the University of Dayton's internal news and information portal, consist of multiple pages for sharing news and information from various academic and administrative units.

The College of Arts and Sciences unit page on Porches includes a channel dedicated to announcements for College faculty, staff and students. Announcements may be submitted by faculty and staff using the online form available via the College's welcome page and the CAS unit page.

The CAS unit page also includes a news channel with teasers and links to College Newsroom stories for our internal target audiences. In addition, it features a dedicated channel for the College Strategic Plan 2020, as well as directories of CAS offices, student resources and quick links.

Stories and announcements on the "Front Porch" page are intended for the entire campus community and placement must be requested through University Marketing and Communications.

## **Newsletters**

The University's Cerkl personalized electronic newsletter aggregates stories from University news and blog pages, including the College Newsroom, and delivers them via email to nearly 100,000 alumni and friends of the University.

The digital format allows College departments and programs to share information more often, have content be more timely and reach a larger audience than traditional print newsletters. It also eliminates the cost of printing and mailing print newsletters, and provides data on the types of stories that are best engaging our external target audiences.

University Marketing has discontinued support for print newsletters, but departments can continue to produce them at their own cost using a brand-approved freelancer or their own administrative resources. Departments are responsible for production and mailing, as well as the accuracy and appropriateness of their content.

All newsletter content must be reviewed and approved by Enrollment Management (for students) or Advancement (for alumni) to avoid conflicts with their efforts in terms of timing or donor requests. Once approved, departments will be provided with a data file for their mailing list. Please note that departments must request a new data file for each mailing to avoid issues with new additions, recent deaths or people who have asked to be dropped from the mailing list.

## **Email**

The communication coordinator uses the MailChimp email marketing service to send attractive, personalized email messages on behalf of the College dean to select target audiences such as the College Advisory Council. The service also provides detailed reports that allow us to track and improve the success of our email messaging campaigns.

## **Donor Letter**

The communication coordinator, in conjunction with the College dean and University Advancement advocate, will produce a “Dean’s Desk” letter for top-tier donors to the College to inform, engage and excite them about Advancement projects and opportunities related to the College. The letter will be produced three times annually and also highlight recent College news and achievements, using content from the College Newsroom blog.

## **The Conversation**

On Aug. 1, 2018, the University became an official member of The Conversation. This innovative news service is an independent, nonprofit publisher of commentary and analysis, written by academics and edited by journalists for the general public. It specializes in short articles (800 to 1,000 words) by academics on timely topics related to their research.

The Conversation’s articles are free to read and republish on a Creative Commons license. Articles are distributed for free to newspapers and magazines, including through the Associated Press. Authors are only allowed to write on a subject on which they have proven expertise.



## **Resources**

The College of Arts and Sciences, like the University as a whole, is committed to the most effective and efficient use of resources. College staff and student communications resources include:

### **Communication Coordinator**

The College of Arts and Sciences communication coordinator creates and implements communication strategies and content across multiple platforms to promote the College, its departments and programs to targeted internal and external audiences.

The communication coordinator assigns and writes stories and produces videos for the College Newsroom blog, manages the College's social media channels, and mentors the graduate and undergraduate students who provide blog content. The coordinator also works with the College's dean and University Advancement advocate on effective alumni and donor communications, including gift letter templates and the Dean's Desk letter, and works on special projects and documents at the dean's request.

In addition, the communication coordinator supervises the College's full-time graphic designer and web content editor, and the undergraduate student writers and photographer.

### **Graphic Designer and Web Content Editor**

The College of Arts and Sciences graphic designer and web editor maintains and updates content on the University-branded external website, including editing and publishing public web content for the College and its departments, programs, endowed chairs, centers and institutes, as well as for components of University-wide public sites related to the College.

The graphic designer and web editor also coordinates regularly with the communication coordinator to create and publish content for the College Newsroom blog, which includes compiling twice monthly "Faculty in the News" and biannual "Arts Events" blog posts.

In addition, they edit College content in the University catalog, edit and publish internal web content, and create hard copy materials for the College Office of the Dean.

### **Graduate Communication Assistant**

The College of Arts and Sciences communication assistant is a graduate student assigned by the Department of Communication (COM) chair to provide content for the College Newsroom blog and College websites. They produce videos and/or write blog stories pertaining to the College.

The communication assistant also may provide social media content for the College, including taking Instagram photos and live-tweeting campus events. In addition, they assist the communication coordinator in other activities related to College communications.

### **Undergraduate Student Writers**

The College of Arts and Sciences' undergraduate student writers report to the communication coordinator and write stories for the College Newsroom blog. They also may provide photo, video and social media content, with an emphasis on reaching prospective and current students. In addition, they cover select College events and assist the communication coordinator in other activities related to College communications.

### **Undergraduate Student Photographer**

The College of Arts and Science's undergraduate student photographer reports to the communication coordinator and provides photos for College websites and social media channels, with a strong emphasis on Instagram. They provide and curate photos that capture the University student experience across the arts, sciences, humanities and social sciences, to promote the College to prospective students and their parents. In addition, they cover select College events and assist the communication coordinator in other activities related to College communications.

## **Media Production Faculty**

The Department of Communication's media specialist in residence, as part of their workload, provides the College with two video productions during the academic year, each being no more than three to five minutes in length. The topics for these videos are developed in collaboration with the College dean and communication coordinator. The videos have lasting value, with the ability to remain on College websites for one or more years.

## **Department and Program Contributors**

College of Arts and Sciences faculty and staff, as well as student writers working for College departments, programs, centers and institutes, are welcome to submit stories for publication on the College Newsroom blog. The communication coordinator will work with those contributors to ensure their stories meet College content guidelines. Departments and programs are responsible for the accuracy of their content.

## Evaluation Metrics

Evaluating the College of Arts and Sciences' communication strategy and individual communication action plans on a regular basis will help determine their effectiveness and improve performance over time.

The College will track and assess metrics associated with all active digital channels to assure their continued high performance. Collecting and analyzing the data regularly ensures that technical problems and poor-performing content are recognized and remedied quickly. Data analysis also may provide insights into new opportunities for the College to reach existing audiences.

The primary evaluation will address two key questions:

1. Were communication action plans completed on time and within budget?
2. Were the College's communication goals achieved?

In addition, the following qualitative and quantitative measures will be used to evaluate the effectiveness of the College's communications and marketing efforts:

**College communications:** Conduct periodic surveys of College department chairs and program directors to ensure that timely and relevant information about their areas is being shared through the most effective channels. Adjust communication plan as needed.

**Web:** Google Analytics will be used to measure traffic on the College Newsroom blog, the College welcome page, and department and program websites. The following metrics will be collected on a monthly basis:

- Number of total visits to College Newsroom site.
- Number of visits to each College Newsroom story.
- Number of visits to the College, department and program web pages.
- Number of "unique" visitors (one individual visiting one or more times) to the College, department and program web pages.
- Average visit duration.
- Number of pages per visit.
- Where each visitor is coming from (i.e., Google search, social media).

**Cerkl E-Newsletter:** Cerkl provides a data spreadsheet twice annually that tracks the reach of College Newsroom stories via the University's electronic newsletter. The spreadsheet tracks the following metrics:

- Number of e-newsletters containing the story.
- Number of those emails that were opened by the reader.
- Number of links clicked through to the story.

**Social Media:** The College will track social media hits and mentions on a monthly and per-campaign using data analytics tools that include Google Data Studio, Instagram analytics and the Hootsuite social media management dashboard, which supports social network integrations for Twitter and Facebook. Integrated data dashboards will be used to track:

- Follower growth per social channel.
- Number of posts per social channel.
- Impressions (Number of times people saw the post).
- Engagements (Likes, shares, comments, mentions, replies and "quote tweets").

**News Media:** University News and Communications provides weekly updates of media mentions and interviews related to the College and its faculty, departments, programs, centers and institutes. These mentions are compiled twice monthly for the "Faculty in the Media" posts on the College Newsroom blog, which provide actual links to the articles and video clips.

The communication coordinator will provide the College dean and associate deans with data reports on a monthly basis. Periodic special reports also may be provided to track response to specific social media campaigns related to College events and activities.

## Communication Action Plans

### Goal 1: Advance the Liberal Arts and Sciences

Promote the value of liberal arts and sciences degrees for career preparedness and success, leadership and service, and champion liberal education for all undergraduates through the Common Academic Program. Communicate the ways in which the College is contributing to the University's Strategic Vision. Increase visibility and prominence of student achievement across the College through department and division research. Promote success among different student populations.

Tactics	Priority	Due Date	Metrics
Produce a total of 100 blog stories and videos by the end of the 2018-19 academic year, promoting good works by College faculty, staff and students.	High	May 2019	Completion, Google analytics
Produce a video promoting the value of College Bachelor of Science degrees, including faculty research, student success and career outcomes.	High	December 2018	Completion
Produce series of short videos for each of the College's department and programs that highlight their value proposition, for use on welcome pages and social media.	High	May 2019	Completion
Advocate for College faculty to participate in The Conversation. Alert University News and Communications about potential topics and faculty expertise.	High	May 2019	The Conversation analytics
Write story promoting the value of the new graduate certificate in Autonomous Systems, highlighting the efforts of CPS associate professor Zhongmei Yao	High	December 2018	Completion
Work with Enrollment Management Marketing and Communications to develop strategy to promote the value proposition for the College's visual and performing arts majors	High	December 2018	Completion

Publish five photos weekly on Instagram during the 2018-19 academic year, excluding breaks, to engage prospective students.	High	May 2019	Instagram analytics
Add "Facts and Figures" boxes with significant data points to department and program welcome pages.	Medium	February 2019	Completion
Conduct audit of official College department, program and institute social media channels. Collect login credentials for emergency purposes and share University social media guidelines. Delete accounts that are no longer active.	Medium	December 2018	Completion
Grow number of College social media followers by the end of the 2018-19 academic year: Twitter: To 790 (from current 644) Facebook: To 440 (from 358) Instagram: To 460 (from 233)	Medium	May 2018	Twitter, Facebook and Instagram analytics
Create data analytics dashboard to provide more streamlined monthly analytics reports about blog, website and social media engagement for College leadership team.	Medium	December 2018	Completion
Work with University Marketing and Communications to develop strategy for boosting select College Facebook posts for specific audiences or locations.	Medium	May 2019	Completion, Facebook analytics

## Goal 2: Encourage Outstanding Scholarship, Artistic Production and Performance

Recognize outstanding faculty and student achievements, including scholarship, leadership, service, teaching, curricular innovation, creative activity and research-based community engagement. Highlight opportunities for students and faculty to conduct transdisciplinary scholarship by engaging with existing and emerging initiatives.

Tactics	Priority	Due Date	Metrics
Produce video promoting the Dean's Summer Fellowship program, highlighting faculty-mentored summer research across the arts, sciences, humanities and social sciences. Include call to action to support Dean's Fund for Excellence.	High	September 2018	Completion
Write story promoting the Liberal Arts Catalyst grant recipients' presentations as part of this year's University STARS lecture series.	High	September 2018	Completion
Produce video about the Moral Courage Project on immigration rights in El Paso, Texas.	High	December 2018	Completion
Write story about changes in the Department of Chemistry and the department's student success.	High	December 2018	Completion
Write story about newly created staff position: Core and Humanities Visibility Coordinator	Medium	November 2018	Completion
Write story about the College's assessment process and the resulting improvements in its departments and programs.	Medium	May 2019	Completion
Write story on SSC 200, a cutting edge Common Academic Program course in which students examine a human issue from three social sciences disciplinary perspectives.	Medium	May 2019	Completion
Write story about the watershed studies program partnership among UD, St. Mary's and Chaminade University.	Medium	December 2018	Completion



**Goal 3: Strengthen Experiential and Community-Engaged Learning**

Promote experiential, community-engaged and global learning as prominent components of student learning in the College, and articulate the distinctive elements of that learning as a critical part of a student’s exploration of vocation. Communicate to prospective students and donors both the College’s distinct approach to experiential and community-engaged learning and the value thereof.

<b>Tactics</b>	<b>Priority</b>	<b>Due Date</b>	<b>Metrics</b>
Produce a video highlighting experiential learning within the College.	High	May 2019	Completion

#### **Goal 4: Realize Inclusive Excellence**

Promote efforts to attract, engage and retain faculty and students from diverse backgrounds, in order to prepare all students to engage productively and ethically with a diverse community.

<b>Tactics</b>	<b>Priority</b>	<b>Due Date</b>	<b>Metrics</b>
Write story highlighting the College's international faculty and their contributions to global and intercultural learning at UD.	High	December 2018	Completion
Write story about the Department of Physics' summer research partnerships with Morehouse College and St. Mary's University.	Medium	September 2018	Completion
Write story about the Graul Chair in the Arts' Funk Symposium and the growing ties between UD and Dayton's Funk Music Hall of Fame.	Medium	September 2018	Completion
Write story about the establishment and launch of Ethnic Studies Program in spring 2019	Medium	May 2019	Completion

### Goal 5: Expand Global Learning

Communicate to the College community the support available for students to study abroad, and promote existing programs that foster global learning. Communicate the importance of language study to prospective students and parents. Highlight international faculty as a vital campus resource for intercultural and global learning and living.

<b>Tactics</b>	<b>Priority</b>	<b>Due Date</b>	<b>Metrics</b>
Produce a video highlighting global and intercultural learning opportunities within the College, including study abroad and local community programs.	High	May 2019	Completion
Write story about Department of Art and Design's art education pilot program at a Marianist high school in Santiago, Chile.	High	September 2018	Completion
Promote use of #FlyerSummer hashtag by College departments and programs hosting summer 2019 global learning experiences.	High	May 2019	Social media analytics

### **Goal 6: Promote the Stewardship of Resources and Space**

Communicate to alumni and donors the College's efforts to initiate work on a new University Center for the Arts and to implement Science Center renovations, in order to help secure resources for those projects. Promote the College's efforts to modify or create new learning and teaching spaces that are accessible, flexible enough to accommodate differing pedagogies, contain suitable classroom equipment, and can be adapted to serve different class sizes.

<b>Tactics</b>	<b>Priority</b>	<b>Due Date</b>	<b>Metrics</b>
Write story about the Science Center's newly renovated Chudd Auditorium, including time-lapse video of the renovation process.	High	December 2018	Completion
Work with University Marketing and Communications to formalize obituary process to deliver news about the death of a professor emeritus to the campus community in a timely manner.	High	January 2019	Completion
Produce Dean's Desk letters for top College donors in fall 2018, and spring and summer 2019.	High	May 2019	Completion
Update College gift letter templates in fall 2018 and spring 2019.	High	May 2019	Completion