University of California, Santa Cruz

STRATEGIC COMMUNICATIONS PLAN
2003-2004

OVERVIEW

Highlights of Planning Process

- **Steering Committee**

  —Included faculty, deans, alumni, trustee, administration

- **Selection of Lipman Hearne**

  —Nationally respected company based in Chicago

- **Research and Analysis**

  —Focus groups with faculty, alumni, parents, guidance counselors
  —Individual interviews with leaders of key constituencies
  —Assessment of existing publications, web site, planning documents

- **Results**

  —Positioning statement

  —Tag line, "UC Santa Cruz. Thinking at the edge."

  —Constituency-based Strategic Plan

- **Next Steps: Action and Implementation**

Positioning Statement

The most compelling and differentiating attributes of UCSC can be summarized in the following claim, which focuses on the outcomes of work of the campus:

The University of California, Santa Cruz has created a unique environment of intensity and innovation where the synergy between research and teaching provides unparalleled opportunities for people who drive progress, intellectual, social, cultural and economic progress.

Elements of Positioning Statement

Unique environment...

➢ Evokes the physical and intellectual space in which communities of inquiry are set

➢ Refers to exceptional natural beauty and architectural distinction

➢ Describes the unequaled residential opportunity for undergraduates

Elements of Positioning Statement

Intensity and innovation…

➢ Captures the passion and commitment of the people of UC Santa Cruz

➢ Evokes the history of pioneering approaches to scholarship and teaching

➢ Conveys the youth of campus, lack of rigidity, nimbleness and proactivity

➢ Suggests interdisciplinarity

➢ Characterizes a widely shared campus spirit

Elements of Positioning Statement

Synergy between research and teaching...

> Focuses on faculty and students working together in classrooms and research settings

> Suggests that UCSC's research teaches California and its communities through environmental and other solutions

> Can showcase the role of graduate students

Elements of Positioning Statement

Unparalleled opportunities…

➢ Provides platform for focus on what UCSC provides that no other UC campus can

➢ Suggests the present as a pivotal moment in advancing the campus's future

Elements of Positioning Statement

People who drive progress...

➢ Focuses on individuals, not "impersonal" programs or centers

➢ Includes *all* UCSC constituents -- students, faculty, staff, alumni, external partners

➢ Suggests the campus's history of involvement with significant issues that matter to society

➢ Refers to a range of endeavors -- research, teaching, performing arts, service, issues of public need

Constituency-Based Communication

- Corporate, Civic, and Research Partners

- Private Donors

- Alumni
- Prospective Students and their Influencers

- Peer Academics/Research Community

Targeted Communications

- **Understand existing relationships and perceptions as found in constituent research**

- **Tailor messages to related to values and interests shared with constituencies**

- **Recommend tactics to implement plan**

Distillation of these concepts

UC Santa Cruz.
Thinking at the edge.

Action Items for Implementation

- **Prioritize selection of story subjects**
  - —Student experiences
  - —Alumni achievements
  - —Research that makes a difference

Action Items for Implementation

- **Focus on home page, other key Web sites**

  —Build on recent improvements

  —Emphasize Web site as critical vehicle for branding and strategic communications

Action Items for Implementation

- **Improve Photo Inventory**
  - Commission new photos to include
    - —Students working with faculty
    - —Students learning and doing research
    - —Photos showing intense interactions
    - —More emotional content; less aerial views

Action Items for Implementation

- **Feature student experiences and profiles**

  —In Currents newspaper

  —Review magazine (new section)

  —In outreach to news media

Action Items for Implementation

- **Refine design standards, for example:**

    —Bigger photos

    —More close-up and fewer distant views

    —Bold and sharp look

Next Steps

- **Engage campus to create consistent and integrated strategic communications**

  —Develop UR and campuswide cross-functional teams for implementation, best practices

  —Advance Campus Communication Council as model for integrated marketing and strategic communications

- **Emphasize *action* — continue identifying and prioritizing actions for implementation**