

Strategic Plan for Statewide Outreach and Engagement

Office of University Relations at UW-Madison

Vice Chancellor Vince Sweeney

Updated 11/20/2014

Overview

The University of Wisconsin-Madison is a highly recognized brand throughout the state of Wisconsin. Over its 165 years of existence, UW-Madison has grown to become one of the world's most highly respected public universities. It's often referred to as the "Madison Miracle," because the citizens of Wisconsin – despite relatively modest population and income – found a way to build a world-class institution.

But these are challenging times for UW-Madison. The many demands on our state's budget have made it more difficult for UW-Madison to secure additional resources from the state. Following several budget cycles of funding cuts from the state, and with fund balances drained to cover gaps in state funding, additional reductions in state support will require the university to implement substantial cuts.

As fewer state funds are made available to support the enterprise, the competition for those limited funds becomes increasingly intense, and it's imperative that UW-Madison build a compelling story of value and relevance to our state's citizens and to the legislature. It must build a case that state funds designated to support UW-Madison not be viewed as a budget *expense*; indeed, those funds are an *investment* in the future of our state.

Over the course of the past 18 months, the Office of University Relations at UW-Madison has embarked on a plan to build support for UW-Madison. It's a plan that is built to succeed, and built to last. University Relations is not alone in this effort – we'll have lots of help along the way. We have 135,000 alumni in Wisconsin and a number of active local chapters we can galvanize to action. We have 41,000 students, their families and friends, and 20,000 faculty and staff who have great pride in this university. We have affiliated brands – UW Health and UW Athletics – that continue to provide positive gateways into communities around the state. We have an Economic Impact Study from 2011 that tells the story of a \$12.8 billion statewide annual economic impact. We have endless lists and rankings to share: we're a research enterprise that ranks third among U.S. universities; we enjoy a "best value" rating among all public universities in the nation; we're among the nation's top producer of Peace Corps volunteers and chief executive officers.

And we have an endless string of success stories to tell: We continue our long-standing tradition of providing a world-class education to our state's citizens – young and old. Our research enterprise serves as the backbone for health and healthy living in Wisconsin.

Our students, faculty, staff and alumni continue to improve and enhance the quality of life in Wisconsin, whether it's the arts and humanities, the environment, or the excitement of our great Badger athletics.

It is a great story to tell, but we need to turn up the volume and take nothing for granted. We must galvanize our supporters to *Speak Up*. The future of our great public university will depend in great part on the support it can generate during these challenging times.

This is our plan to tell that story.

Our Goal: Increase support for UW-Madison

- **Short-term:**

Increase support for UW-Madison among state legislators in advance of the upcoming legislative session and budget discussions by encouraging supporters of UW-Madison to *Speak Up*.

- **Long-term:**

Increase support for UW-Madison among our alumni, business and civic leaders and other key constituencies in Wisconsin by creating a greater understanding of the value and relevance of UW-Madison to the lives of our state's citizens.

Our Strategies

- Create and strategically manage content that engages our audiences.
- Nurture current relationships and continue to build and strengthen new ones.
- Identify measurables and establish performance metrics.

Our Positioning Statement

Working together, UW-Madison is doing our part to help make Wisconsin a great place to live, work and play.

Our Proof points

- **Education:** We provide a world-class education to the sons and daughters of our state's residents
- **Economic Development:** We continue to be an economic engine for Wisconsin
- **Health:** Our faculty and staff provide health care and enable healthier living
- **Quality of Life:** We improve the quality of life for Wisconsinites

Strategies for success in reaching both short-term and long-term goals.

1. Create and strategically manage content that engages our audiences.

1.1 Create research-based positioning statement and messaging.	1.2 Inform key audiences.	1.3 Equip our spokespeople	1.4 Employ micro-targeting to ensure message reception by intended audiences.
- Conduct brand discovery process. Test positioning statement and messaging with key constituencies. - Refine and finalize statewide outreach and engagement positioning statement and messaging. - Infuse core creative ideas and key messaging into current or upcoming content. - Create powerful content that engages our audiences. - Customize message to audience. - Practice message discipline/consistency and repetition.	- Share core messages with campus leaders and other key internal/external constituencies, including Deans Council, Leadership Council, University Relations Council, Campus Communicators, ASEC, UC, ASM, Directors and Chairs, Alumni Chapters, media, business and civic leaders, etc. - Create video and PowerPoint presentation for use by deans and other campus representatives. - Create calendar of communications/events with schools/colleges. - Launch Chancellor Newsletter.	- Create toolkit to include: video, PowerPoint, updated points of pride, key messages, Q&A and fact sheet. - Develop guidelines on why, when and how toolkit should be used. - Deliver toolkit to spokespeople to encourage consistent messaging. (Resides in Box.)	- Identify, segment and prioritize our targeted internal and external audiences. - Develop and implement a communications plan for each of those targeted audiences. - Build database of key alumni for future advocacy efforts; mine public campaign finance database to create list of political donors, cross-reference with alumni and other database as available to identify and activate new UW-Madison advocates.

1. Create and strategically manage content that engages our audiences.

1.5 Incorporate social media tools into communications plan. ▪ Leverage the power of our socially active UW networks. ▪ Evaluate each channel for campaign tactics and infuse balanced messaging into overall editorial calendar. ▪ Identify influential social advocates. ▪ Pitch message to influencers to gain support.	1.6 Maximize current opportunities. ▪ Evaluate and prioritize opportunities with the greatest impact on key audiences. ▪ Continually repurpose content when/where possible. ▪ Utilize Founder's Day for in-state speakers to carry the budget message and need for alumni engagement.	1.7 Reinvigorate the Wisconsin Idea Website/database. ▪ Pro-actively seek fresh information for Wisconsin Idea Database. ▪ Initiate outbound communication of Wisconsin Idea content. ▪ Engage third-party or student group to pro-actively review Wisconsin Idea website and make recommendations for improvement. ▪ Implement a responsive design for the best experience on all devices/screens. ▪ Integrate social feeds to encourage repeat visits. ▪ Add and/or upgrade SEO and analytics capabilities.
---	---	--

2. Nurture current relationships and continue to build and strengthen new ones.

2.1 Activate WAA chapters throughout Wisconsin.	2.2 Listen to our audiences.	2.3 Strengthen media relations by bringing our message to statewide media.	2.4 Reinvent Speakers Bureau to share UW-Madison expertise with communities outside of Dane County.
▪ Empower local alumni chapters to champion campaign messaging. ▪ Work with WAA in developing plans for ongoing communications to alumni that foster pride and affiliation. ▪ Encourage alumni to embrace their affiliation with the University. ▪ Share key communications directly with WAA chapter leaders in Wisconsin. ▪ Employ automated calls to state alumni encouraging them to call the Governor or their legislator about the need to support the UW Budget. ▪ Conduct virtual town hall meeting that alumni can join via phone featuring Chancellor discussing state budget with call to action.	▪ Schedule listening sessions with WAA chapter leaders and other target audiences to discuss: ○ Issues of importance ○ How do they get information from us ○ How do they view UW-Madison ○ Are we delivering value and relevance ▪ Conduct ongoing statewide opinion and research. ▪ Gather data and feedback from audiences regarding preferred method of communications and areas of most interest. ▪ Ask for ways in which our friends want to get involved and activate their support.	▪ Target local media markets to distribute messaging statewide. ▪ Develop relations with media by in person visits to outlets statewide. ▪ Develop an ongoing editorial calendar. ▪ Pitch local media surrounding visits, local issues. ▪ Host Wisconsin "Writer-in-Residence." ▪ Target Hometown News to media, legislators.	▪ Continue identification of speaker's bureau members to position as subject matter experts. ▪ Update database to arrange topics by content pillars. ▪ Develop communications (e.g., email, letter) to send to local groups to create awareness of the Speakers Bureau. ▪ Create template slides and train speakers to incorporate messaging into all presentations. ▪ Promote speakers' appearances through local and social media to increase community reach when appropriate.

2. Nurture current relationships and continue to build and strengthen new ones.

2.5 Engage legislators to create awareness and understanding of the positive impacts UW-Madison has across the state.	2.6 Create branded speakers series to increase dialog with residents.	2.7 Create “Badgers Next door” or “We Are UW” Initiative. (Deferred)	2.8 Keep our friends informed and involved.
▪ Schedule “Chancellor’s Legislative Initiative” legislative breakfasts. ▪ Continue Legislative Staff Development Program. ▪ Reconceptualize Family Impact Seminars. ▪ Create and activate “Badger Caucus” of legislators/staff/agency officials who are alumni of UW-Madison. ▪ Hometown News for Legislators about students in their districts. ▪ Continue meetings with legislators during Chancellor’s statewide outreach trips. ▪ Identify and cultivate future legislative leaders. ▪ Better utilize Olin House and FB/BB games. ▪ Implement 2nd UW-Madison Day at the Capitol.	▪ Host branded speaker series open to all members of communities (Badger Café). ▪ Develop a calendar of topics and locations and identify appropriate speakers. ▪ Secure emails from attendees and follow up in a timely and efficient manner. ▪ Develop speaker presentations and conduct presentation training/review. ▪ Promote events through local and social media to increase community reach.	▪ Share stories of people around the state who have benefited from their UW-Madison experience and are doing interesting/influential things in their communities. ▪ Identify a shortlist of candidates to profile. ▪ Interview one resident per month. ▪ Draft bios, take photos and create short videos to create profile. ▪ Pitch to local media or purchase media inventory to share the stories. Repurpose on social media and feature on Wisconsin Idea website.	▪ Engage Alumni for Wisconsin volunteers. ▪ Strategically utilize Badger Advocates. ▪ Create Alumni For WI Advocacy Forum. ▪ Create advocacy program for Wisconsin Parents of UW-Madison students. ▪ Utilize WFAA resources to communicate with state alumni re state budget and other legislation affecting UW-Madison. Includes Calls to Action. ▪ Establish contact with parents of UW-Madison students who can act as advocates local legislators. ▪ Activate Alumni and others serving on Boards of Visitors and other advisory board on campus willing to contact legislators.

2. Nurture current relationships and continue to build and strengthen new ones.

2.9 Continue Chancellor outreach trips throughout Wisconsin.	2.10 Build municipal and community support.	2.11 Improve relationships between UW-Madison and state legislators.	2.11 (con't) Improve relationships between UW-Madison and state legislators
- Continue outreach trips with the Chancellor to include meetings with business and civic leaders, research partners, parents and students in targeted areas. - Evaluate invitations to chancellor strategically; prioritize her time and appearances on opportunities with the greatest impact. - Include deans, faculty, and prominent alumni on outreach trips with chancellor.	- Bring community leaders to campus; utilize Camp Randall suite, Kohl Center suite, Olin house events, etc. - Increase chancellor contact with statewide municipal leaders/influencers on her outreach trips.	- Following Nov. 4 election, contact incoming and returning legislators to establish introductory contacts and provide general information about UW-Madison, including facts about UW-Madison's impact throughout state. - Meet with each legislator at beginning of session; special and ongoing focus on JFC members, Leadership, Higher Education committee members. - Each semester, notify legislators about students in their district recently admitted to UW-Madison, named to Dean's list, and who recently graduated.	- Create Legislative Brown Bag forums that provide an opportunity for legislators and staff to hear presentations over the lunch hour from UW-Madison researchers. - Connect Legislative Committee Chairs with UW-Madison faculty to provide information and research on key issues facing their committee. - Create New Legislator Seminar for newly elected legislators on issues they will face in the upcoming session. Taught by Lafollette faculty; to be held at Fluno Center. - Schedule meetings held by alumni chapters around the state with their local legislator to discuss issues facing UW-Madison.

3. Identify measurables and establish performance metrics.

3.1 Conduct research/audit to measure statewide opinion and issues of concern.	3.2 Build comprehensive list of measurables.	3.2 (continued) Build comprehensive list of measurables.	3.3 Evaluate results/impact and adjust course as indicated.
- Partner with third-party opinion research firm to conduct statewide survey to measure citizens' opinion of UW-Madison. - Monitor related opinion research.	- Number of statewide donors. - Letters to editor in support of UW-Madison. - Corporate Relations contacts. - WAA, Wisconsin Union and other campus memberships. - Volunteer work in support of UW-Madison. - Number of Business partnerships.	- Number of underrepresented minorities who apply and enroll. - Number of media contacts. - Number of media mentions statewide. - Number of requests for speakers. - Followers and "likes" across social media platforms. - Web traffic on UW generated stories. - Number of contacts through Health partnerships. - Favorable state budget outcome.	- Evaluate results. - Capture experiences & lessons. - Review strategy. - Feed back into continuous planning, research and evaluation process.