

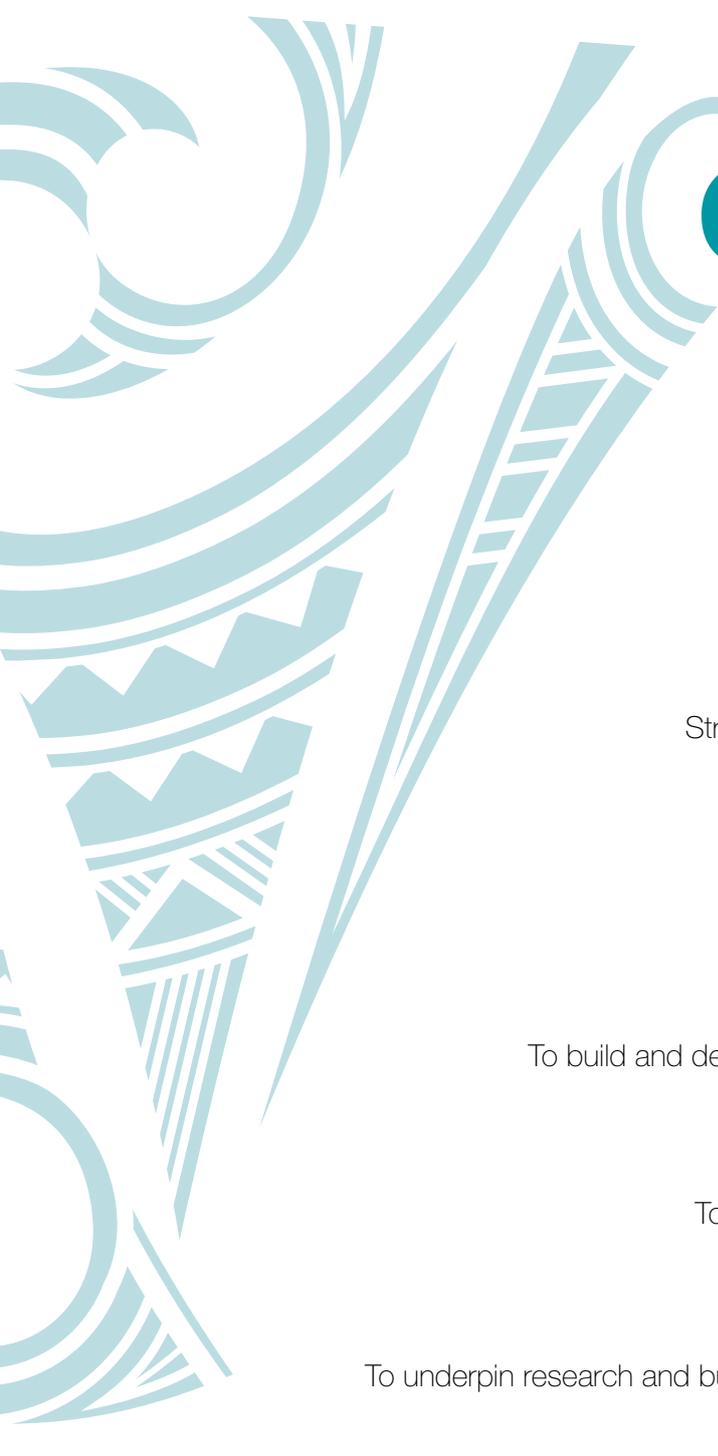
 **USP**
THE UNIVERSITY OF THE
SOUTH PACIFIC



 **USP**
THE UNIVERSITY OF THE
SOUTH PACIFIC

MARKETING STRATEGY 2019-2021

USP - Shaping Pacific Futures



Contents

Introduction	03
About Marketing	04
Strategic Objectives: Overview	05
Service Priorities	05
Strategic Objective 1: To build and develop the University's Profile	06
Strategic Objective 2: To support recruitment activity	06
Strategic Objective 3: To underpin research and business engagement activity	07
Strategic Objective 4: To optimise the success of development (fundraising) activity	07
Strategic Objective 5: To maximise resources, integration and marketing and communications capacity within the organisation	08
Operational Plan	08
Appendix A - SWOT Analysis	09

1. INTRODUCTION

This is a five year marketing strategy for The University of the South Pacific (USP). This plan will be implemented by the Marketing Unit under the Strategic Partnerships, Advancement and Communications Office (SPAC). It aims to protect and significantly enhance the University's profile and market position whilst increasing leverage and reach through creative, best-value, sector-leading marketing and communication activities.

This serves to provide the strategic overview of the operations and functions of the marketing unit and is guided by the following;

- a. University of the South Pacific Strategic Plan 2019-2021 (New Strategic Plan);
- b. USP Style Guide;
- c. Social Media Policy; and
- d. External Communications Guideline for USP Staff.

This strategy primarily covers the areas of; branding, advertising, external visits (roadshows/school visits etc.), public information/publications, social media and marketing monitoring. It sets out a framework for the prioritisation and development of marketing activities with a focus on the integration and rapid enhancement of services, capacity and capability within clearly defined budgets and across all Campuses, Faculties and Sections.

Although the strategy ensures that there is a unified message when producing and disseminating high quality, targeted and impactful information for distribution keeping with accuracy and clarity a number of challenges must be noted;

- i. **Rapidly changing technology:** Develop and recreate marketing concepts most suitable for the changing media and marketing platforms to suit the technological changes;
- ii. Increased competition: Strengthen research, training and resources to enhance USP's branding position in the market.
- iii. **The need for diversification outside core markets:** Enhance business engagement and fundraising capacity and look outside teaching and research markets in order to ensure long-term financial sustainability.
- iv. **Measuring Impact:** Clear, concrete and measurable objectives is needed to develop content for different channels and influencing the media.
- v. **Crisis Management:** Although inevitable there is a need to set a clear communications protocol as a means to ensure that correct and precise information is disseminated.



2. ABOUT MARKETING

OUR MISSION

2.1

The mission of the Marketing Unit is to promote and enhance The University of the South Pacific's reputation as an institution of first choice in all its markets and across all stakeholder groups.

OUR VISION

2.2

The vision is to position USP as a University of academic excellence in the Pacific and the world.

OUR RESPONSIBILITIES

2.3

Marketing is funded by the University to develop and implement excellent marketing strategies for the University which support its vision, mission and core activities in line with the University's Strategic Plan and emerging business strategies.

OUR VALUES

2.4

Marketing supports the values of the University and adopts as guiding principles:

- a. A commitment to excellence in all that we do;
- b. An appreciation of the distinctiveness of our Pacific heritage;
- c. A focus on regional cooperation and integration;
- d. A commitment to the creation of a supportive, innovative and creative workplace with open and transparent communications;
- e. A recognition of the importance of diversity; and
- f. An understanding of our role in embedding environmental sustainability across our work.



3. STRATEGIC OBJECTIVES: OVERVIEW

3.1 STRATEGIC OBJECTIVES

Our strategic objectives are aligned with the new USP Strategic Plan;

- a. To build and develop the University's profile, both regionally and internationally;
- b. To support recruitment activity;
- c. To underpin research and business engagement activity;
- d. To optimise the success of development (fundraising) activity; and
- e. To maximise resources, integration and marketing and communications capacity within the organisation.

3.2 STRATEGIC THEMES

Our strategic objectives are reflected in three major themes:

- a. Integration
- b. Alignment
- c. Innovation

'Integration' is about maximising skills, capacity, leverage and impact through holistic planning and best practice implementation. 'Alignment' is about ensuring that plans and activities clearly support University objectives. 'Innovation' is about developing creative solutions that drive forward service delivery.

4. SERVICE PRIORITIES

Marketing's priority is to strategically build the University's brand which will in turn support our ability to perform and deliver across our markets. This requires the significant re-building of core brand components including the University's corporate identity and messaging alongside the re-focusing and development of skills, processes and activities in key areas of marketing.

It is essential that both areas work co-operatively and collaboratively to maximise impact and leverage. Core services are underpinned by the following:

- a. Infrastructure and services: It is a priority for Marketing to innovate and continually improve processes that support not only central capacity but the work delivered in faculties and across support services. This includes configuring and delivering services in a flexible, responsive and proactive way and providing resources and frameworks to facilitate and support communications and marketing activities at local level.
- b. Support and expertise: It is crucial for Marketing to have staff with the right knowledge, skills and expertise. Continually up-skilling in this fast-moving, professional area and cascading and disseminating this learning across the University is essential.

5. STRATEGIC OBJECTIVE 1:

TO BUILD AND DEVELOP THE UNIVERSITY'S PROFILE, BOTH REGIONALLY AND INTERNATIONALLY

To provide a marketing framework which acts as a springboard for the achievement of the University's vision of an institution, which is widely recognised as the first choice for tertiary education.

- a. Implement new or re-vamped corporate identity/branding guidelines. Work with Regional Campuses and the International Office to roll out and implement the new identity and to develop localised additional materials to meet specific requirements as appropriate;
- b. Re-vamp of web templates via CSS to ensure convergence between on and off line collateral. Ensure the roll out of new corporate identity templating across all web pages and develop additional functionality (e.g. blogging, videos, social media bookmarking, view books etc, linked to digital strategy recommendations) as appropriate to ensure currency, assist with natural search and improve the usefulness of the site for visitors. Embed social media and digital communications activities within the framework and begin roll out of this kind of methodology as a standard format University wide with specific focus on enabling Faculties to utilise this expertise as part of local level campaign activity;
- c. Commission and deliver a suite of new images to support the identity and revitalise the image bank. Enhance and consolidate the ongoing development of a bank of video material to online video management system for reputational, awareness raising, recruitment and media impact purposes;
- d. Deliver a carefully targeted and enhanced events strategy supporting key stakeholder relations activity (e.g. to support fundraising or business engagement) alongside a public lecture programme which is clearly linked to research strengths and areas of academic expertise;
- e. Ensure recruitment materials (publications etc.) are automatically made available in a suitable online format (e.g. PDF) to allow greater reach and flexibility, using online metrics to track reach and uptake. Embed this alongside key documentation (e.g. University Strategic Plan) as part of ensuring maximum impact for key corporate publications;
- f. Work with USP IT to develop a rigorous search engine

optimisation process to improve the impact and rankings of the site, with a specific focus on quality. Interim activities should focus on quality, fixing broken links and ensuring material is current and suitably connected whilst an overhaul of the website top-line architecture is undertaken;

- g. Link closely with other areas of related work/expertise including distance learning, Moodle and teaching and learning support materials, to maximise synergies and impact and to effectively leverage any online/digital assets already owned by USP; and
- h. Upskill staff to support this new agenda and redevelop ways of working and traditional processes to maximise our flexibility to respond to new digital opportunities.

6. STRATEGIC OBJECTIVE 2:

TO SUPPORT RECRUITMENT ACTIVITY

To support, through focused and targeted marketing activities, the delivery of the University's targets in relation to student numbers, quality and composition across all modes and levels, placing focus on teaching and learning excellence, student experience and employability as core strands.

- a. Develop a prospectus for USP and seek to enhance both the Undergraduate and Postgraduate course finders to provide enhanced information and a better experience. Particular attention is to be placed on redeveloping the current course finder functionality including links, module detail, costings and student employability outcomes as standard features of the system;
- b. Enhance the provision of strategic marketing planning and campaign support/coordination to schools (school visitations) with Student Academic Services and Campuses; and
- c. Revamp the University's suite of student profiles (in consultation with Faculties and Regional Campuses) to reflect institutional strengths in ways which work for all sections of the University community.
- d. Support the Regional Campuses in the development of professional marketing activities. Provide support, guidance and leadership as required including the provision of project specific support and best practices updates whilst proactively drawing on their local insight, skills and bespoke campaigns/events to ensure a partnership approach and the active dissemination of ideas. Ensure the successful roll out of a social media presence across the Regional Campuses; and

- e. Seek innovative and creative ways to develop the skills of team members across all USP's campuses in relation to marketing activities (including international approaches where appropriate).

7. STRATEGIC OBJECTIVE 3: TO UNDERPIN RESEARCH AND BUSINESS ENGAGEMENT ACTIVITY

To clearly promote USP's research, technology transfer, and commercialisation strengths to help secure and increase research and related income and margins in a difficult environment and to actively promote business engagement activity to help drive up our market share of industrial and commercial income.

- a. Redevelop and launch a significantly upgraded research website covering all major research themes and providing current information on research strengths and opportunities, closely linked to recruitment strategies for supporting postgraduate recruitment, generating research profile and PR and in line with the corporate identity, paying particular attention to communicating research achievements regionally and internationally, strengthening web presence in this area as required, and to promoting events;
- b. Support and develop marketing collateral and campaign activities to help build research profile, including PR work to help promote scholarships and attract new ones, focussing internal communications work with students to include positive promotion of USP postgraduate opportunities and in relation to helping to secure additional external research income by clearly demonstrating current successes;
- c. Redevelop and launch a similar programme of activity (connected but differentiated as required) in support of the emerging business engagement agenda and seek to leverage both research and business engagement networks and contacts to support the overarching aims of any future development/fundraising campaigns where applicable; and
- d. Ensure proactive placement of USP case studies, successes, alumni and capabilities in magazines, government reports and other publications with a similar approach to business and corporate media in relation to business engagement and research activity.



8. STRATEGIC OBJECTIVE 4: TO OPTIMISE THE SUCCESS OF DEVELOPMENT (FUNDRAISING) ACTIVITY

To proactively and rigorously support the expansion of alumni engagement programmes and fundraising success as a major contributor to sustaining excellence (in recruitment, in employability, through networks and introductions and through direct fundraising and support).

- a. Embed alumni messaging in student led communications from an early stage to support and reinforce internal communications harness word of mouth and support the notion of "giving back" to USP after graduation/fundraising for specific projects;
- b. Create and roll out materials and collateral as required including (as required) an alumni magazine, an online version of the magazine, new digital collateral and social media based activities; and
- c. Develop alumni activities/events/opportunities to re-cognise distinguished alumni of the University, re-engage with alumni and enhance alumni participation in the University.

9. STRATEGIC OBJECTIVE 5:

TO MAXIMISE RESOURCES,
INTEGRATION AND MARKETING AND
COMMUNICATIONS CAPACITY WITHIN
THE ORGANISATION

To create a strong, future-proofed and integrated marketing function that disseminates best practices across the organisation whilst ensuring best value is achieved across all activities.

- a. Restructure the existing function (which may simply involve updating and re-emphasising job descriptions) into an integrated and professionally skilled unit with a focus on flexibility, enhanced support for Faculties and a sharper focus on objectives. There is a need to better resource schools liaison activities, design/copywriting, web and PR which may include harnessing student placements, one or two additional posts and a re-focusing of existing workloads to free up time for core areas of delivery;
- b. Up-skill existing team members in new areas particularly digital, social media and corporate relations activities; and
- c. Introduce a more rigorous approach to budgeting using activity based costing methodology. Work with procurement to ensure service levels are maintained and to track and monitor areas of expenditure to ensure costs are reduced as anticipated.
- d. Embed continuous improvement in our approach with annual auditing of activities for best value and suitability for purpose. Seek to foster creative new approaches to marketing activities as a preferred way of working; and
- e. Launch an intranet space site which includes a range of best practice tools including guides, copy and image banks, internal and external marketing led presentations, reports and market research, ensuring fully alignment with work on market intelligence being developed by Planning.

OPERATIONAL PLAN

An Operational Work-plan has been developed outlining the execution of this Strategic Plan.

It covers activities which are important in terms of providing a framework and foundation for marketing and communications activities 2019-2024.



Key elements of the operational plan include:

- Prioritising staffing within the area to free up staff time in relation to key areas of work (e.g. increasing the level of PR coverage achieved) and in providing a focal point for core activity such as schools liaison and recruitment;
- Updating the website as far as possible in relation to currency and accuracy and indentifying trends and patterns of use prior to any re-branding activity. It is important to ensure than any re-branding activity clearly integrates on and offline and that corporate guidelines cover these areas thoroughly;
- Up-skilling staff in the central team to better support Faculties and making more use of student placements, student journalists and other opportunities to support the existing staff whilst the Marketing & Communications Managers and additional support can be secured for the longer term;
- Updating the USP website to provide better guidance to the University and clear points of contact;
- Improving social media channels as a short-term win and improving student/staff and broader alumni communications to support ongoing profiling and related activity and as a strong vehicle for securing word of mouth endorsement; and
- Producing a University wide prospectus (from 2019 onwards) with a more comprehensive online course search and web presence to underpin a hard copy publication.

Re-branding/ Re-vamping of the brand is core to much of the work that needs to be undertaken and as a result, timings are indicative rather than prescriptive in relation to activity planning. Only activities noted in the strategy above as requiring kick-off in 2019 have been included in the interim plan.

MARKETING - OPERATIONAL PLAN 2019

STRATEGIC OBJECTIVE 1: TO BUILD AND DEVELOP THE UNIVERSITY'S PROFILE, BOTH REGIONALLY AND INTERNATIONALLY

OBJECTIVE	ACTIONS PLANNED	STRATEGY TARGET/KPI AND RESOURCE IMPLICATIONS
<p><i>Develop and deliver strong, differentiated and unifying corporate identity and messaging</i></p>	<p>Begin production, roll out and implementation of new corporate identity guidelines</p> <p>Complete re-vamp of web templates via cascading style sheets</p> <p>Focus on messaging clarity and developing USP's distinctive personality to improve copy and calls to action</p> <p>Commission a new suite of images to support brand work and revitalise an updated image bank</p> <p>Upskill PR team to improve photographic quality of news/web images</p> <p>Re-articulate core messaging including "boilerplate"</p>	<p>Complete plans on re-branding/re-vamp of the brand – March 2019</p> <p>Start work in September 2019 - all new materials and sites developed in new style and all materials requiring updating to move to the new style with 75% compliance in place by July 2020</p> <p>New images sourced from April 2019– image bank updated and rolled out University wide</p> <p>Messaging and boilerplate completed October 2019 and rolled out across press/PR and collateral from that point on – text to be made available to Faculties and existing copy and messaging to be updated as materials are updated and refreshed</p>
<p><i>Create a strong, cohesive and sustainable social media and events framework</i></p>	<p>Create a digital/website/social media strategy to maximise impact of online materials and activity</p> <p>Develop and deliver a targeted and enhanced events strategy</p>	<p>Digital/website/social media plans to be completed by March 2019.</p> <p>Events strategy to be re-visited and events more strategically aligned with a new plan in place by January 2019 supported by a re-focussing of public lectures and other corporate events activity. New metrics re effectiveness to be introduced</p>
<p><i>Create and deliver a suite of targeted on and off-line collateral to support positioning and income generating activities</i></p>	<p>Audit and review core collateral to ensure maximum impact and best value and deliver new items where appropriate</p> <p>Test e-bulletins for usefulness and reach in relation of the stakeholder's bulletin noted above and possibly bi-monthly e-bulletins for students aimed at supporting affinity and building profile.</p>	<p>Complete audit by November including full cost breakdown of current key collateral to identify opportunities for savings and enhanced effectiveness. Deliver new publications as required.</p> <p>Optimise online and utilise targeted and trackable email distribution with click through metrics. Aim for reach and read of 2k stakeholders within launch month (launch 2019) and 20k click through in year one.</p>

<p><i>Develop and deliver a vibrant, coherent, optimised and user-friendly web presence</i></p>	<p>Fix broken links, identity and tackle out-dated content and seek to maximise traffic to key areas of the site via interlinking where appropriate as an immediate priority. Build on this work to start scoping (via statistical data) an outline architecture and hierarchy for a new web site.</p> <p>Ensure the roll out of cascading style sheet formats in the new identity and improve functionality in terms of interactivity across the web site</p> <p>Develop an improved course finder functionality to support hard copy work on a new prospectus</p> <p>Enhance SEO work as a priority</p>	<p>Begin work immediately to be completed prior to (ideally) any re-branding process kicking off in autumn 2019.</p> <p>Roll out asap rebranding/web work is completed – improve organic search by 20% in year one and increase overall digital footprint with 75% compliance by September 2020.</p> <p>Begin work on course finder in parallel with preparatory work on the prospectus which should be ready for September 2019.</p> <p>Increase the pace of SEO work .The aim is for USP to be in the top 5 in terms of prominence and visibility (using Google metrics) in the Pacific area by July 2020 in key search terms.</p>
---	---	--

STRATEGIC OBJECTIVE 2: TO SUPPORT RECRUITMENT ACTIVITY

<p><i>Create and deliver high quality materials and campaigns on and off-line</i></p>	<p>Produce a strong printed prospectus and redevelop the underpinning course finder tool online to provide enhanced information and a better experience including details on modules, employability and fees.</p> <p>Revamp the University's student profiles</p>	<p>Complete both pieces of work by September 2019. 10% increase in recruitment and 20% increase in click through as target</p> <p>Complete by September 2019 in line with the prospectus</p>
<p><i>Develop new initiatives at the Regional Campuses to embed best practice and support recruitment activity through shared expertise and experience</i></p>	<p>Support the Regional Campuses in developing and professionalising their marketing activities whilst seeking their advice and guidance on local and tailored approaches to support grassroots marketing activity and to ensure the success of corporate campaigns.</p> <p>Seek innovative and creative ways to up-skill and develop teams across all campuses and seek way of utilising in-country skills and expertise wherever possible.</p>	<p>Local campuses to be fully represented in the new prospectus, in student profiles and in ongoing recruitment activity. Regular dialogue and connectivity with the Regional Campuses (as well as with Faculties) to be pursued to ensure that information is shared effectively, supported by intranet as far as possible</p> <p>Opportunities to be maximised and actively pursued</p>
<p><i>Redevelop and grow digital marketing activities to support recruitment and conversion activities, reduce costs and minimise reliance on print</i></p>	<p>Maximise on and off-line and ensure convergence, exploiting video and social media as previously identified</p>	<p>Delivery in-line with digital strategy in terms of ongoing roll-out</p>

STRATEGIC OBJECTIVE 3: TO UNDERPIN RESEARCH AND BUSINESS ENGAGEMENT ACTIVITY

<p><i>Create and deliver high quality on and off-line collateral, campaigns and targeted events to support both research and business engagement activity (including focussing on postgraduate areas such as scholarships and support and on research output). This will include building websites, supported by integrated PR and stakeholder work, targeted media and online.</i></p> <p><i>Maximise the profile of key academic colleagues via thought leadership, focused case studies, media work and promotional campaigns to increase visibility, reach and recognition tied to key areas of strength aligned where appropriate with the eight focal areas noted in the Draft Strategic Plan.</i></p>	<p>Support and develop marketing collateral and campaign activities to help build research profile, including PR work to help promote scholarships and attract new ones, focussing internal communications work with students to include positive promotion of USP postgraduate opportunities and in relation to helping to secure additional external research income by clearly demonstrating current successes. Seek to prioritise research focused PR activity and ensure this is also clearly picked up as a major strand of work in corporate and media relations activities with a similar focus corporate partnerships activity where appropriate.</p>	<p>Targets to be set once detail emerges around timings for brand-work but with priority areas of focus for both marketing and communications looking at the eight focal areas – Pacific Cultures and Societies, Pacific Ocean and Natural Resources, Small Island States, Regional Cooperation and Integration, Environment and Sustainable Development, Human Capacity Building and Leadership and Economic Development. These areas will need to be prioritised for PR, profile and events purposes as strategically they offer the maximum opportunities for USP. Timings and targets to be set by the Executive Director of Strategic Partnership, Advancement and Communication subject to staffing resource availability.</p>
--	--	--



STRATEGIC OBJECTIVE 4: TO OPTIMISE THE SUCCESS OF DEVELOPMENT (FUNDRAISING) ACTIVITY

<p><i>To ensure that the development of the university's brand and positioning, alongside the marketing activities identified in each of the other strategic objectives in this plan, provide a strong enabling framework and launch pad from which specific project, profiling, employability and fundraising activities benefit.</i></p> <p><i>Build more proactive relationships with faculties, the international office and other professional services and to develop a range of systems, procedures and tools to help professionalise university communications and marketing activity at all levels.</i></p>	<p>Re-establish and strengthen the Alumni network fundraising activities to meet the needs and expectations of the Faculties and Alumni.</p> <p>Increase the visibility of prominent Alumni in the network through promotional campaigns with the use of effective marketing and communication tools and platforms.</p> <p>Strengthen engagement with the industry/professional institutions to enhance and support the activities of the alumni in building the University profile.</p>	<p>Plan and execute Alumni networking events; Distinguish Alumni Awards, cocktails and public lecture etc.</p> <p>Create and promote Alumni membership benefits and engagement.</p> <p>Establish Alumni ambassadorship or contacts within the region to engage with and execute alumni activities; ensuring that all campuses are well represented in the Alumni Newsletter and all other</p> <p>Intensify Alumni campaigns to improve visibility through merchandise, alumni drives (registration of new alumni), advertising and promotions.</p> <p>Prioritise engagement with professional institutions and Faculties to increase/update the alumni database, enhance the University profile by celebrating prominent Alumni and establish support (sponsorship) for all Alumni events.</p>
--	--	--



STRATEGIC OBJECTIVE 5: TO MAXIMISE RESOURCES, INTEGRATION AND MARKETING CAPACITY WITHIN THE ORGANISATION

<p><i>Restructure and enhance the existing function to break down silos, maximise synergies, systems and skills and leverage best value from marketing spend.</i></p>	<p>Restructure the existing function (which may simply involve updating and re-emphasising job descriptions) into an integrated and professionally skilled unit with a focus on flexibility, enhanced support for Faculties and a sharper focus on objectives. There is a need to better resource schools liaison activities, design/copywriting, web and PR which may include harnessing student placements, one or two additional posts and a re-focusing of existing workloads to free up time for core areas of delivery</p> <p>Up-skill existing team members in new areas particularly digital, social media and corporate relations activities</p> <p>Introduce a more rigorous approach to budgeting using activity based costing methodology</p>	<p>Current skills are good within the team but the lack of interaction with other HEIs and the relative levels of experience within the team means that there is a need for best practice to be used to up-skills. All staff need more web (CMS) training and there is a need to roll out social media training to allow this to be integrated across marketing and PR activities. The team needs additional copywriting support for materials and to support Faculty collateral production (which is not currently edited or proof-read) and to take forward the schools liaison/recruitment function.</p> <p>There is a need for some budgetary training to help staff to develop a more accurate understanding of costs and to help move the team to activity based costing.</p>
<p><i>Proactively lead the development of a unified and coherent corporate identity roll out supported by strong templating, guidelines, and central support alongside a parallel procurement project to ensure the implementation of systematic best practice University wide. This work will also deliver significant year-on-year savings on marketing related activities across the institution.</i></p>	<p>Deliver the new corporate guidelines fully supported by a suite of templates to minimise ongoing design costs (particularly at Faculty level) being mindful that some areas develop material in-house and a series of templates will be required in a range of formats</p> <p>Update the image bank to support the creation of high quality materials at all levels in-line with the new identity</p> <p>Work with procurement to ensure service levels are maintained and to track and monitor areas of expenditure to ensure costs are reduced as anticipated</p>	<p>Timings and deliverable as identified by the upcoming project</p> <p>In line with the production the prospectus</p> <p>Seek to establish cost base, reinvest funding from some advertising campaign costs into the production of the prospectus and schools liaison activity and monitor.</p>

<p><i>Ensure that operations and procurement in the marketing area are sustainable and that an environmental focus is clearly embedded across our activities.</i></p>	<p>Examine existing procurement processes and put together approved supplier lists in liaison with Procurement to fix pricing, secure economies of scale and maintain quality (particularly in relation to the brand)</p> <p>Focus on consistency and messaging and seek to move an increasing amount of material online where appropriate whilst investigating formats that are more sustainable where printed materials are required Examine existing distribution channels (e.g. The Beat) to ensure that there is accurate targeting and that waste is minimised</p> <p>Ensure staff are familiar with best practice in terms of paper stock, usage, inks, recycling and related issues and actively seek out sustainable methods of delivery wherever possible in line with the University's focus on sustainability</p> <p>Embed continuous improvement in our approach with annual auditing of activities for best value and suitability for purpose. Seek to foster creative new approaches to marketing and communications activity as a preferred way of working</p>	<p>Timings tbc once new Communications Manager is in place. Fixed prices to be negotiated with help from Procurement to ensure that best value is obtained.</p> <p>Intranet and internal training to be used to roll out a consistent approach to messaging. Circulation lists to be refreshed (by December) to ensure accuracy and reach of publications and to create new networks and lists across stakeholder groups.</p> <p>Training and intranet to be used. Timings to correlate with branding work.</p> <p>Planning cycle to ensure that all marcomms plans are circulated to Regional Campuses and Faculties for discussion and finalisation at an early stage with budget checks in place throughout the cycle and future plans shaped by the metrics and evaluation around effectiveness of different activities.</p>
<p><i>Build more proactive relationships with Faculties, the International Office and other professional services and to develop a range of systems, procedures and tools to help professionalise University communications and marketing activity at all levels.</i></p>	<p>Update the Marketing website to enable internal and external stakeholders to more rapidly access our services and the right person to contact</p>	<p>Immediate prioritisation of this work is required as current web pages are out of date and unhelpful. Complete November 2019.</p>

Enhance internal communications activities, including student communications, pulling together the Regional Campuses to support specific marketing objectives and, more broadly, the objectives laid down in the University plan.

Develop new internal communications frameworks and develop student communications work alongside this

Establish regular skype and video conference contact with the Regional Campuses and facilitate staff exchanges where this would be useful

Extend current internal communications activities to focus on student communications very specifically via social media, student e-bulletins, enhanced student web pages, more focussed student success stories and via greater collaboration with the Students' Association. Metrics to be determined but to include click through web pages, increased numbers of active fans/likes and engagement levels on Facebook.

Seek to ensure links with Regional Campuses and also Faculties are strong and that information flow is improved to support an integration of approach. Work on checking lists, contact points and file access to begin immediately with some regularly skype or video conferencing.

