NC STATE

STRATEGIC COMMUNICATIONS PLAN

Office of the Executive Vice Chancellor and Provost

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Executive Summary

The Office of the Executive Vice Chancellor and Provost's Strategic Communications Plan is a road map that will guide Provost's Office communications with the university community in a way that is open, transparent and forward thinking. It was developed by a working group and advisory committee within the Office of the Provost, with extensive input from stakeholders across NC State's campus and guidance from University Communications.

The Plan is focused on five main goals:

> **Goal 1: Build Awareness**
Increase knowledge about the office, its role and the breadth of resources it provides to faculty, students and staff as the academic heart of the university community.

> **Goal 2: Evaluate, Update and Innovate Communications Assets and Processes**
Understand and define opportunities for Provost's Office communication improvements in both day-to-day and strategic communications. Improve communication processes and assets.

> **Goal 3: Become the Go-To Faculty Resource and Advocate On Campus**
Build and support the Provost's Office image as the authoritative resource and advocate for faculty and academic administrators on campus.

> **Goal 4: Define the Culture, Image and Brand of the Office**
Build a culture of open, transparent and dialogic communications between the Provost's Office and the university community.

> **Goal 5: Provide Communications Leadership for University Strategic Initiatives**
Provide primary communications oversight for strategic planning, including processes and metrics, as well as for designated university strategic initiatives.

Specific tactics outlined in the plan seek to improve internal communications, an area that stakeholders repeatedly identified as needing improvement. In addition, identified tactics will bring office communications in line with the new NC State brand. Openness and transparency are themes that resonate throughout the recommended tactics in an effort to provide more access and clarity to the programs administered through the Office of the Provost.

Methods

This plan was informed by numerous stakeholders across campus. Specifically, we engaged:

- Deans via the Council of Deans
- Focus groups of staff, faculty and administrators (four focus groups totaling 32 people)
- Focus group of deans' administrative assistants
- Focus group of university communicators across campus
- Faculty Senate
- Vice Provosts via Vice Provosts' meeting
- Provost Office staff via multiple group discussions and meetings

Summaries of focus groups and feedback received can be found in the appendix.

Situational Analysis

Background

The work of the Provost's Office covers tremendous scope within NC State and provides immense value to the institution. The Executive Vice Chancellor and Provost serves as the chief academic officer for NC State, and the Provost's Office has ultimate responsibility for and oversight of the university's 10 colleges. This includes executive-level administrative responsibilities such as leadership searches, program reviews and carrying out directives from the chancellor, UNC General Administration and the UNC Board of Governors.

The Provost also oversees and provides strategic vision to 11 critical corollary units, including: the Graduate School, Enrollment Management and Services, Institutional Research and Planning, the Division of Academic and Student Affairs, NCSU Libraries, Faculty Affairs, Institutional Equity and Diversity, Continuing Education, Distance Education and Learning Technologies Applications, Outreach and Engagement, and International Affairs.

In addition to its primary role, the Provost's Office is responsible for leading the development and implementation of the university strategic plan and for the successful implementation of high-level university initiatives, such as the Chancellor's Faculty Excellence Program and the University Faculty Scholars awards. These key initiatives are raising NC State's visibility nationally and internationally.

Major Responsibilities and Initiatives

- Development and implementation of universitywide academic policies, rules and regulations
- Assistance with development and review of academic programs
- Oversight and facilitation of searches for administrators, deans and vice provosts
- Oversight and management of university standing committees
- Promotion and tenure process management
- Academic and administrative oversight of 10 colleges
- Oversight of vice provost units (see appendix for organizational chart)
- Facilitation of academic interdisciplinary programs
- Ensuring faculty and student success
- Oversight of faculty development office
- Oversight and deployment of university's strategic plan
- Chancellor's Faculty Excellence Program
- University Faculty Scholars Awards
- Assistance with strategic resource management
- Leadership of university's charge to create a culture of diversity and inclusion
- Spearheading university task forces and working groups for select initiatives
- Support university affairs committee of the Board of Trustees
- Administration and oversight of select awards for faculty
- Facilitation of faculty recruitment and retention
- Coordination of tuition and fee approval process
- Provost serves as key university representative and speaker

The enormous breadth of work coming out of the Provost's Office is overseen by a core group of 15 faculty and staff members ranging from senior vice provosts to administrative support. At the office's helm is Dr. Warwick Arden, who has been Provost since December 2010. The office's dedicated staff and solid leadership have directly influenced the tremendous growth, success and positive reputation that NC State has garnered in the last five years.

The general anecdotal impression of the Office of the Provost and its staff among the campus community is one of great competence and efficiency. However, there is a general lack of awareness and understanding about the breadth of the role the Provost plays in the success of NC State. For the office to be more widely recognized as the central resource hub for collaboration, integration and facilitation of key strategic initiatives for the university, its overall visibility must be raised, especially with regard to its communications.

Strengths and Challenges

University Communications collaborated with the Provost's Office to conduct an internal and external assessment of the office's 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. (See appendix for complete list of assessment findings.)

Strengths:

Strengths are defined here as the beneficial elements that can support the office's communications strategy and the execution of that strategy.

- **Personnel/staff/team** — The office's core staff is crucial to the function and reputation of the office. Their tireless dedication to the university mission, efficiency, effectiveness and positive demeanor are recognized across the campus community.

- **Customer service** — The office is committed to providing superior service to all its customers on and off campus. The campus community views the office as a resource to assist in accomplishing the business of the university.

- **Strong, stable leadership** — The office is led by a well-respected Provost whose proactive style and approachability make him a strong leader for the office and the university.

- **Approach and attitude of the office** — The office has a reputation for being purposeful, engaged, focused, strategic and forward-thinking.

- **Knowledge base** — The office and its staff members have an enormous amount of institutional knowledge that is valuable to all colleges, departments and units across campus.

- **Vision and direction** — The office is seen as providing vision, focus and direction for campus. The campus community looks to the office as a pillar for institutional direction.

- **Understanding complexity of university** — The office understands how to navigate the complex inner workings of the university's business and academic landscape.

• **Mission focused** — The office is focused on student and faculty success. All decisions are shaped through the lens of achieving the university's mission.

• **Well-respected and positioned** — The office is generally well-respected on campus and carries a fair amount of clout. Because of this, the office is well-positioned to carry messaging and have it be heard.

• **Breadth of reach** — The reach of the office will allow the office to cast messaging to a wide net.

• **Authority** — The office is second in charge to the chancellor and has far-reaching authority across the university. There is intrinsic value in this authority.

Challenges:

Challenges are defined here as possible issues or environments the office may face when implementing and executing its communications plan.

• **Visibility of and knowledge about the office** — Despite the office's reach, much of the campus community does not know the purpose, purview or function of the office.

• **Status quo** — Sometimes people are hesitant to change ingrained ways of doing or thinking. The office often has to fight an uphill battle to implement change.

• **Continual turnover in target audience** — Staff and faculty turnover throughout the university makes it hard to get everyone on the same page regarding the office's role and the services it provides without being overly repetitive.

• **Breadth of reach** — The office's sheer breadth of reach is both a strength and a challenge. How does the office wrap its arms around communicating and collaborating across so many university channels? There are many target audiences that must be reached.

• **Communications scope** — The office has very broad responsibilities that trickle down into the colleges and units. The office must determine the scope of its communications and how to supplement, highlight or dovetail with what colleges and units are already doing.

• **Limited resources** — The office has a very large expanse of responsibilities and intends to be a good steward of monetary resources. In addition, the office has limited staff resources in comparison to the breadth of activities it oversees. The office needs its communications to be resourceful and cost-efficient while achieving multiple goals through thoughtful approaches.

• **Evolving brand** — NC State has launched a new brand, and the office's main public Web presences do not yet use the new brand templates. To represent itself as a central university leader, the office must move toward getting on brand and should continue proactively planning for communications that meet brand standards.

- **Expanded communication channels** — Communications is evolving rapidly, especially in the digital realm. The office must effectively engage these channels in order to stay relevant and communicate with target audiences where they prefer to receive information.

- **Lack of coordinated processes and clear communication channels** — The university colleges and units often take a siloed approach to communications. The office will have to maneuver successfully through these silos.

- **Competing priorities** — In a world of too much to do and not enough time to do it, the Provost's Office faces internal and external competing priorities. Many constituents don't share the same day-to-day priorities as the office. Garnering attention and focus in a landscape with competing priorities can be challenging.

- **Communicating with a diverse faculty/student base** — Because the Provost is tasked with central diversity and inclusion responsibilities, communications must look at reaching a diverse audience of faculty and students. Recruitment and retention of diverse faculty and staff is also an important factor.

- **Conversation vs. communication** — The office seeks to share communications as well as foster conversation. Communications should be a two-way process.

Opportunities:

As the Provost's Office places a renewed focus on communications, there are limitless opportunities. The office should focus its communications efforts on utilizing evolving technologies to remain modern and forward-thinking in the educational landscape. In addition, the office should consider enhanced partnerships and collaboration opportunities to spread its voice and messaging to an even wider audience. The Provost's Office should look at not only enhancing communications, but also enhancing dialogue or conversation between the office and its constituents.

The office should continue to focus on enhancing transparent communications and providing organizational clarity to the university at large. There is also an opportunity for more coordinated messaging with the Chancellor's Office on large university initiatives. Also, the office should consider taking a broad look at its role in crisis communications protocols, given the current political and educational climate.

Threats:

As the view of public higher education continues to change, the Provost's Office must remain careful and balanced in its messaging. The office and university will continue to experience funding challenges that will have far-reaching repercussions beyond the Provost Office's direct control. The office must be a good steward of finite resources and show far-reaching value in the communication vehicles it deploys. In addition, the office must continue to carry out mandates and guidelines that are sometimes beyond its direct control, such as those mandated by the legislature or UNC General Administration. These mandates may not always be popular, but the office has a duty to clearly and effectively communicate information about them.

National and international competitors will continue to seek the same students and faculty the university is trying to recruit. The Provost's Office should set a standard of high-caliber, on-brand communications to model the communications needed for competitive recruitment and upward trajectory.

Audience Analysis

Audiences are not listed in any particular order. All audiences are affiliated with NC State unless otherwise noted.

Primary Audience	Secondary Audience	Other
Tier 1	Tier 2	Tier 3
(Must have their support and ear)	(Important, but not primary)	(Nice to have)
Current faculty Prospective faculty and academic leaders Deans/academic leaders Vice Provosts Academic admin support staff Current students Department heads Other executive officers Staff	Prospective students UNC system institutions Peer institutions/other universities Board of Trustees UNC Board of Governors	Donors Alumni State agencies and legislature Local community Board of Visitors

Primary Audience(s)					
Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Current Faculty	View Provost's Office as a resource Feel valued by our office Knowledge of our office and tools available to them Two-way communication with our office	Misperception of funding capacity of office Perception of being undervalued leads to lack of effort to reach out Think Provost's Office is for correction and discipline **Mid-level engagement**	Faculty have own priorities Hyperfocus on own work	Calling Provost's Office Fellow faculty Faculty senate Website Email Department heads and deans	We value faculty We are a resource for faculty Engage with us Welcoming/friendly
Prospective Faculty and Academic Leaders	Choose NC State as a place to work	Comparing NC State to other universities	Provost's Office not the first place they would look for information	Website Colleagues	We provide many resources to support NC State's academic excellence.

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Prospective Faculty and Academic Leaders *(Continued)*	Understand the strengths and caliber of the university Know what the Provost's Office does and what services it offers Know about Chancellor's Faculty Excellence Program Become ambassadors for NC State academic community	Looking for specific info on their discipline Looking for faculty resources General lack of awareness of Provost's Office **Unengaged**	Competition Lack of communication channels to reach faculty	*Insider Higher Ed* Other trade publications Rankings	We serve a community of talented and dedicated faculty.
Deans and Academic Leaders	View the Provost's Office as a resource Feel valued by the Provost's Office Understand the breadth and role of the Provost's Office Communicate with our office; engage in dialogue; provide feedback Know what tools are available to them via the Provost's Office Have a holistic view of university priorities and activities Speak more as university leaders versus college-focused representatives Be advocates for our office Be receptive and open partners with central administration	Operate with a college-centric mindset Understand Provost's Office processes, but sometimes skirt process to the advantage of the college General respect for the office and Provost Feelings of concern when receiving direct contact from the office **High-level engagement**	Hyperfocus on their area Have a lot of priorities and competing interests Culture of decentralized/siloed mindset	Emails Memos Meetings Other academic leaders Support staff	We value you as a partner in advancing the core mission of the university. We provide you with information, knowledge and tools to help you support your faculty and achieve your academic mission.

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Vice Provosts	View the Provost's Office as a resource Feel valued by the Provost's Office Understand the breadth and role of the Provost's Office Communicate with our office; engage in dialogue; provide feedback Know what tools are available to them via the Provost's Office Have a holistic view of university priorities and activities Be advocates for our office Be receptive and open partners with central administration Speak more as university leaders versus unit-focused representatives	Operate with a unit-centric mindset Understand Provost's Office processes, but sometimes skirt process to the advantage of the unit General respect for the office and Provost Feelings of concern when receiving direct contact from the office **High-level engagement**	Hyperfocus on their area Have a lot of priorities and competing interests Culture of decentralized/siloed mindset	Emails Memos Meetings Other academic leaders Support staff	We value you as a partner in advancing the core mission of the university. We provide you with information, knowledge and tools to help you support your faculty and achieve your academic mission.
Academic Admin Support Staff	Be knowledgeable about the Provost's Office and processes Educate others in their colleges and units about Provost's Office processes Two-way communication	View our office as unorganized due to last-minute requests and needs See the Provost's Office as helpful and supportive View our processes as having room for improvement	Very busy Don't consider Provost's Office requests a priority More focused on college needs than university needs Not informed of university needs and mission	Email Website Phone calls Meetings Supervisors	We value your support. We have a lot of resources to provide to assist you. You are the front line in carrying out the administrative directives of NC State.

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Academic Admin Support Staff *(Continued)*	Cooperative relationship	Mindset: When the Provost's Office calls they have to jump into action **Mid- to high-level engagement**			
Current Students	Know what a Provost is Knowledge of our office and resources Know that we ultimately exist for them and are invested in their success Awareness of initiatives that may benefit them, such as Provost Professional Experience Program	Currently unaware of office Only come to the Provost in extreme cases or with problems Misperception that provost will always support faculty over students **Low-level engagement**	Other priorities, and Provost Office knowledge is not one of them Fear of authority and perception of lack of self-importance: "I won't matter to them."	Social media Email Website Peers Phone calls in extreme matters *Technician*	We value and facilitate student success.
Department Heads	Disseminate information from Provost's Office to faculty Understand the role of the Provost's Office and the resources we provide Be advocates for our office to faculty Know and follow processes	More knowledgeable about the Provost's Office than the average faculty member Hyperfocused on departmental needs Personalities and viewpoints affect the level of engagement with the Provost's Office **Mid-level engagement**	Busyness Competing priorities of dean's needs vs. Provost's needs	Emails Meetings Phone calls	We value you as a partner in the advancing the university mission.
Other Executive Officers	More partnership, collaboration and open, transparent communication	Independent thinkers who don't always consider how actions or policies affect the whole **Mid-level engagement**	Sense of competition for focus of chancellor and limited university resources.	Meetings Email Face to face	We value you as a partner in the advancing the university mission.

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Staff	View Provost's Office as a resource Feel valued by our office Knowledge of our office and tools available to them Two-way communication with our office	Not knowledgeable about office or the role of the office Perception of being undervalued leads to lack of effort to reach out **Low-level engagement**	Other priorities	Fellow staff Staff senate Website Email	We value staff. We are a resource for staff. Engage with us. Welcoming/friendly

Secondary Audience(s)				
Audience Description	**Desired Behaviors, Actions or Thoughts**	**Current Mindset and Level of Engagement**	**Barriers to Communication**	**Where They Access Information**
Prospective Students	Be aware of our existence and the broad resources we bring to the university Know that the Provost's Office is a key player in ensuring student success Understand the excellence and value of NC State	Unaware of office and have no reason to care about or find out about office	Overloaded with information from many different colleges	Website Social media Word of mouth High school counselors
UNC System Institutions	Our office is a leader among the UNC system Institutions. We are a resource for other UNC system schools.	The Provost's Office is well-respected as a model. Provost Arden served as interim senior vice president for academic affairs for the UNC system, so there is a general knowledge of who he is.	Competitive messaging Their own competing priorities Oversaturation of messaging in higher ed	Emails Meetings Phone calls In person
Peer Institutions / Other Universities	View NC State as a leading institution with a model Provost office	There is a growing awareness of NC State nationally.	Oversaturation of messaging in higher ed NC State may be outside their peer set or immediate communication network.	Website Trade publications News Conferences
UNC Board of Governors	Be aware of NC State's strategic initiatives and the Provost's Office's role in implementation See us as a model university and provost office in the system	Currently have a positive perception of NC State and the Provost's Office; not much convincing needed	Competition among peers for same visibility	Meetings Website Emails
Board of Trustees	Continued positive awareness and open, transparent, two-way communication	Have a positive view of office and in-depth understanding of how the university functions	Lack of mechanism for direct communication with board	Meetings

Other Audience(s)				
Audience Description	**Desired Behaviors, Actions or Thoughts**	**Current Mindset and Level of Engagement**	**Barriers to Communication**	**Where They Access Information**
Donors	Generate positive awareness of the university and support for the upcoming capital campaign	Lack of awareness about the Provost's Office Lack of awareness of potential donor opportunities to support provost-implemented initiatives.	Busy people Oversaturation of communications from NC State and other solicitors Already committed to other priorities	Website Advancement solicitations
Alumni	Have positive perception of NC State and feel forward momentum Turn other alumni into supporters and donors	Lack of awareness of office	No reason to know about the Provost's Office or its role in the university	Website College website Alumni Association Communications
State Agencies and Legislature	Have positive awareness and knowledge of NC State Continued support of university mission Present an overall positive impression of higher ed	NC State has a positive reputation that serves messaging well.	Lots of competing priorities and politics	Lobbyists News media NC State partners Personal contact
Local Community	Be resource for partnerships and speaking engagements Positive awareness of Provost Office and our role within university	Lack of awareness of office as a resource	Not knowing where to go for information and not having a reason to want it	Website Community groups Local media
Board of Visitors	Continued positive perception of NC State and better understanding of provost role Continued education of board about Provost's role Be advocates for the university Be more involved	Current positive view of NC State and Provost	Irregular, indirect contact	Meetings

Key Messages

Below are the key message points the Provost's Office should communicate through its messaging and communication vehicles. These central messages capture the core essence and image of the office.

I. Faculty Excellence and Support
The Office of the Provost values faculty contributions and works tirelessly to mold a positive and supportive climate for faculty excellence at NC State. Our faculty, at all levels and in all sectors of the university, are the cornerstone of student success.

II. Student Success
The Provost's Office is the behind-the-scenes champion of student success at NC State. We facilitate all academic and student experience programs, helping the university achieve its strategic mission of student advancement.

III. University Excellence
The Provost's Office brings the university community together to achieve shared goals and initiatives for the advancement of NC State as an institution.

IV. Inclusive Excellence
The Office of the Provost actively supports greater diversity, equity, inclusion and accountability at every level of the university. The office fosters a university climate in which intellectual and cultural diversity are respected and embraced.

V. Compliance and Accountability
The Office of the Provost guides NC State faculty, staff and students through the growing regulatory compliance and reporting demands of higher education.

Supporting Facts

The supporting facts are specific points the office staff can use to provide factual support to bolster key messages. These supporting facts are meant to be prompts for staff members and should not be considered an exhaustive list.

I. Faculty Excellence and Support

The Office of the Provost values faculty contributions and works tirelessly to mold a positive and supportive climate for faculty excellence at NC State. Our faculty, at all levels and in all sectors of the university, are the cornerstone of student success.

Supporting fact:

The office provides direct oversight and funding for the Office of Faculty Development, which provides ongoing educational and growth opportunities for NC State faculty. The Office of Faculty Development coordinates six major awards for faculty excellence.

Supporting fact:

The office administers the University Faculty Scholars program, which recognizes and rewards emerging academic leaders. Faculty members selected as University Faculty Scholars carry the title for a five-year period and receive a $10,000 annual supplement that may be used for supplemental salary and benefits or programmatic support.

Supporting fact:

The office manages the universitywide Reappointment, Promotion and Tenure (RPT) process for NC State faculty, allowing for systematic faculty career growth.

Supporting fact:

The Collaborative on Academic Careers in Higher Education (COACHE) recognized NC State's RPT process for its exemplary transparency in its clarity of expectations for tenure.

Supporting fact:

The office serves as a direct liaison with the Faculty Senate, keeping the voice of faculty close by. In coordination with the Faculty Senate, the office advocates on behalf of faculty regarding university-level issues and decisions.

Supporting fact:

The office directs the Chancellor's Faculty Excellence Program, which has hired over 40 faculty and is a national model for interdisciplinary recruitment.

II. Student Success

The Provost's Office is the behind-the-scenes champion of student success at NC State. We facilitate all academic and student experience programs, helping the university achieve its strategic mission of student advancement.

Supporting fact:

The Provost's Office recently launched the Provost Professional Experience Program, which allows students to gain paid, on-campus work experience directly contributing to student professional development.

Supporting fact:

The Provost's Office was instrumental in the reorganization of the Student Affairs and Academic Affairs units into a single unit, the Division of Academic and Student Affairs (DASA), for the purposes of better supporting holistic student success. The office recently supported the development of the University College unit, a strategic component of academic programs within DASA.

Supporting fact:

The Provost's Office regularly provides funding for student success initiatives. Some examples include new student registration software, improved student planning dashboards, transportation initiatives and an increased number of student advisors.

Supporting fact:

The office's oversight, support and commitment to faculty ensures that top-notch instructors, researchers and mentors are contributing to students' educations.

Supporting fact:

The Provost's Office regularly provides funding for innovative technology and tools, such as the Student Success Campus Software Platform, to help faculty and staff support student success.

Supporting fact:

The office oversees the university's Distance Education Learning Technology Applications unit, which fosters the integration and support of learning technologies in NC State's academic programs, both on campus and at a distance.

Supporting fact:

The office provides oversight for the Graduate School, providing direct support to those furthering their education through graduate or postgraduate studies at NC State.

Supporting fact:

As NC State's chief academic officer, the Provost oversees all 10 colleges and the office assists with the development and review of all academic programs.

III. University Excellence

The Provost's Office brings the university community together to achieve shared goals and initiatives for the advancement of NC State as an institution.

Supporting fact:

The Provost's Office has direct responsibility for the development and implementation of the university strategic plan. This plan is the foundation for the current and future success of NC State.

Supporting fact:

The office oversees 18 university standing committees comprising 350-plus members who work together to move the university forward.

Supporting fact:

The office supports the university's strategic resource management efforts, helping to improve efficiency and effectiveness at NC State.

Supporting fact:

The office oversees NCSU Libraries, which provides information services and collections to support the university's mission and to further knowledge in the world. NC State's Hunt Library won the 2014 Stanford Prize for Innovation in Research Libraries.

Supporting fact:

The office oversees Enrollment Management and Services (EMAS), which supports students from application to graduation and beyond. Many of EMAS' functions are at the intersection of critical academic services, creating an opportunity for strategic investment that can have a positive impact on student outcomes, reduce time to degree, promote awareness of NC State's brand beyond North Carolina and create business efficiencies.

IV. Inclusive Excellence

The Office of the Provost actively supports greater diversity, equity, inclusion and accountability at every level of the university. The office fosters a university climate in which intellectual and cultural diversity are respected and embraced.

Supporting fact:

The Office of the Provost has direct oversight and responsibility for the Office for Institutional Equity and Diversity, which is committed to fostering diversity and inclusion throughout campus.

Supporting fact:

The Office of the Provost has direct oversight of the Office of International Affairs, which spearheads NC State's efforts to be a globally engaged university.

V. Compliance and Accountability

The Office of the Provost guides NC State faculty, staff and students through the growing regulatory compliance and reporting demands of higher education.

Supporting facts:

The Office of the Provost oversees the University's Southern Association of College and School accreditation process. This comprehensive process ensures NC State's credibility and forward movement. In addition, the office oversees the university's ongoing commitment to educational improvement through the TH!NK quality enhancement plan.

Supporting fact:

The Office of the Provost has direct oversight of the Office of Institutional Research and Planning, which oversees data and assessments throughout the university.

Supporting fact:

The office manages and guides the RPT process for faculty.

Supporting fact:

The Office of the Provost oversees many aspects of institutional reporting, including Title IX compliance.

Supporting fact:

The Provost chairs the University Compliance Steering Committee and the Committee on Committees.

Communication Goals

Goal 1: Build Awareness

Increase knowledge about the office, its role and the breadth of resources it provides to faculty, students and staff as the academic heart of the university community.

Goal 2: Evaluate, Update and Innovate Communications Assets and Processes

Understand and define opportunities for Provost's Office communication improvements in both day-to-day and strategic communications. Improve communication processes and assets.

Goal 3: Become the Go-To Faculty Resource and Advocate On Campus

Build and support the Provost's Office image as the authoritative resource and advocate for faculty and academic administrators on campus.

Goal 4: Define the Culture, Image and Brand of the Office

Build a culture of open, transparent and dialogic communications between the Provost's Office and the university community.

Goal 5: Provide Communications Leadership for University Strategic Initiatives

Provide primary communications oversight for strategic planning, including processes and metrics, as well as for designated university strategic initiatives.

Objectives, Tactics, Metrics and Priorities

The tactics listed in this plan will guide the Provost's Office communication efforts. The Office retains the right to alter or eliminate tactics based on ever-changing communication needs and the evolving communications landscape.

Goal 1: Build Awareness
Increase knowledge about the office, its role and the breadth of resources it provides to faculty, students and staff as the academic heart of the university community.

Objective 1: Elevate university awareness of the provost as executive vice chancellor.

Tactics	Priority	Metrics
Rebrand the office to be the Office of the Executive Vice Chancellor and Provost (EVCP) based on other institution examples.	High	Universitywide adoption and usage
Update all materials to reflect change to the Office of EVCP.	High	Completion

Objective 2: Increase student, staff and faculty top-of-mind awareness of the Provost's role at the university.

Tactics	Priority	Metrics
Improve content, structure and branding of the provost.ncsu.edu website.	High	Google analytics, user feedback
Create a more visually appealing infographic representation of the Provost's org chart and responsibilities (for Web and print).	High	Google analytics for page on website
Create a Provost's Office digital newsletter to provide more regular communications from the office. Determine audience, distribution and frequency of publication. Content will be repurposed for multiple communication mediums.	High	Email analytics, including open rate and click-through rates
Develop a one-page fact sheet about the office and its role within the university (for Web and print).	Medium/High	Officewide adoption of messaging points
Create a "What's a Provost?" video for distribution through the website and other digital channels. Example: provost.wfu.edu/whats-a-provost-video/	Medium/High	YouTube analytics

Objective 2 *(Continued)*

Tactics	Priority	Metrics
In coordination with the chancellor's annual college-hosted tours, arrange Provost yearly visits (approximately 1 hour informal meetings) to colleges to engage with college leaders (i.e. deans and associate/assistant deans). Try to schedule visits within a month after the chancellor's annual visit.	Medium	Completion of visits
Integrate Provost's Office messaging into existing orientations for new faculty, staff and students. Identify opportunities and work with facilitators to provide content, introductions or greetings at these events. Examine integration in prospective student campus tours.	Medium	No. of attendees at events
Develop message points and an elevator pitch to ensure that all staff are sharing the same messaging.	Medium	Officewide adoption of messaging points

Goal 2: Evaluate, Update and Innovate Communications Assets and Processes

Understand and define opportunities for Provost's Office communication improvements in both day-to-day and strategic communications. Improve communication processes and assets.

Objective 1: Evaluate and update current communications assets, and bring them into alignment with the NC State brand.

Tactics	Priority	Metrics
Bring all provost-maintained websites into alignment with new NC State brand.	High	Google analytics, NC State brand standards
Evaluate current email communications/memos and bring on brand. Consider adopting categories of subject lines for consistency in messaging and ease of search.	Medium	Successful completion
Evaluate any existing print assets — letterhead, business cards, stationery, etc. — and bring on brand.	Medium	Successful completion

Objective 2: Evaluate current communications processes, and implement new communication distribution mechanisms to improve information dissemination and reach.

Tactics	Priority	Metrics
Clarify the process for obtaining mailing lists or listservs to better understand how to get communications to the audiences the Provost Office wants to reach. Consider communicating more broadly than the 3D list.	High	Clarification, documentation and process development
Establish office protocol for sending event invites (Paperless Post, Google, etc.)	High	Officewide adoption
Establishing office protocols around email communications to provide more consistency to the communications coming out of the office, e.g., standardize email signatures and determine how attachments should be shared (Google Drive/downloads).	Medium	Officewide adoption
Weigh pros/cons and costs of potentially sending important, widespread communications via an email service provider. This would allow the office to track metrics to determine effectiveness of communications. This technology is highly recommended for distribution of the Provost's Office digital newsletter.	Medium	Completion
Consider developing an office procedural manual (pulling from the business continuity documentation) to assist with consistency in communication and procedures.	Low	Completion

Objective 3: Identify, evaluate and implement strategic communication opportunities that will best serve the Provost Office's communication priorities.

Tactics	Priority	Metrics
Evaluate social media options and determine if the Provost's Office should develop a social media presence. Select platform(s) and implement social media plan.	Medium/High	Specific channel analytics (depending on channel), including engagement
Evaluate potential for developing a Provost's Office stand-alone video, along with a video series introducing and explaining Vice Provost units.	Medium	YouTube metrics, Google analytics, user feedback

Objective 3 *(Continued)*

Tactics	Priority	Metrics
Create a Provost's Office digital newsletter to provide more regular communications from the office. Determine audience, distribution and frequency of publication. (Also mentioned in Goal 1: Objective 2.)	Medium	Email analytics, including open rate and click-through rates
Evaluate need for centralized academic event information portal, and determine parties ultimately responsible (i.e. Provost's Office).	Low/Medium	Google analytics, user feedback
Conduct ongoing examinations of new communication technologies and determine their relevance within the context of the Provost's Office strategic communication plan.	Ongoing	TBD

Goal 3: Become the Go-To Faculty Resource and Advocate on Campus

Build and support the Provost Office's image as the authoritative resource and advocate for faculty and academic administrators on campus.

Objective 1: Educate faculty about the variety and depth of resources the Provost's Office provides.

Tactics	Priority	Metrics
Work with the Office of Faculty Development on a promotion campaign to highlight that office's many resources for faculty. Consider electronic billboards, advertising the Thank a Teacher program in the *Technician*, etc.	High	TBD based on type of advertising/campaign
Develop a strong presence for the Provost's Office at new faculty orientations coordinated by the Office of Faculty Development. Possibly provide content (video, messaging or a handout for distribution).	Medium	Completion
Include regular features in the provost digital newsletter about faculty resources.	Medium	Email metrics, Google analytics
Work more closely with college communicators to share resources directly with colleges.	Ongoing	Increased communications and two-way sharing with communicators

Objective 2: Improve organization of and access to faculty resources to create a more seamless, user-friendly faculty experience with the office.

Tactics	Priority	Metrics
Create a faculty resource toolkit as part of the provost's website, making resources easier to access and navigate either through formatting or SEO improvements.	High	Google analytics
Email communication at the beginning of the academic year/semester from Provost's Office targeted to faculty (State of the State)	High	Email open rates and click-through rates if available
Consider providing webinars or virtual training videos for some of the most common questions or issues that arise in the Provost's Office. For example, create an RPT overview that can be viewed on the website.	High	Google analytics, YouTube views
Secure marketing/vanity URLs to promote the most frequently used faculty resources. Example: rpt.ncsu.edu. These short URLs provide an easier way to direct people right to the information they need versus having to go through layers of information.	Medium	Completion, Google analytics on URLs

Objective 3: Examine how to better celebrate all faculty and their successes.

Tactics	Priority	Metrics
Examine avenues for elevation of faculty recognition by administration, stressing intrinsic value to the university. Evaluate possibility of creating a universitywide committee for ideation and implementation.	High	Completion
Research creation of Provost office-sponsored faculty lecture with networking reception series.	High	No. attending events
Highlight faculty milestones (e.g., tenure, promotion) through Provost's Office communication vehicles.	Medium	Google Analytics
Through Provost's Office communications, give more visibility to teaching awards and award winners issued through the Office of Faculty Development.	Medium	Completion

Objective 3 *(Continued)*

Tactics	Priority	Metrics
Better publicize and highlight the Celebration of Faculty Excellence. Use list of notables to celebrate these on the Provost website.	Medium	Google Analytics
Consider doing "day in the life" profiles of faculty members for additional digital content.	Low	Google Analytics
Consider collecting faculty updates, awards and recognition through a self-reporting mechanism such as a Web form or the Digital Measures system. This mechanism could potentially feed into a website housing all updates, which would notify relevant parties (University Communications, appropriate dean, Provost's Office, etc.) of the achievement.	Low	No. of submissions, users
Create ncsu.edu/facultyawards, which would be a collection of all faculty award opportunities from the university and could also highlight faculty achievement.	Low	Google Analytics

Objective 5: Coordinate communications efforts for dean and vice provost searches.

Tactics	Priority	Metrics
Create communication plan for dean and vice provost searches.	High	Completion
Evaluate dean and vice Provost search job description templates and establish a standard/model. These are widely distributed and are a potential faculty member's first introduction to NC State, so it's important for these to be consistent and on brand.	Medium/High	Completion, usage
Create a timeline of communications and expectations that is shared through the Provost website.	Medium/High	Google analytics, visitors to page

Goal 4: Define the Culture, Image and Brand of the Office

Build a culture of open, transparent and dialogic communications between the Provost's Office and the university community.

Objective 1: Develop communication infrastructure to facilitate two-way communication and obtain feedback from constituents.

Tactics	Priority	Metrics
Send annual message to faculty thanking them for their commitment to the university and inviting them to share feedback. Should consider messaging being in a video format versus just email.	High	Email open rates and click-through rates
Hold annual focus groups with constituents to evaluate overall perception and performance of provost's office.	High	Completion
Create a more robust feedback section on the provost website.	Medium/High	No. of feedback submissions, Google analytics
Create more opportunities for provost to communicate face to face with faculty and staff. Examine possibility of Provost office hours once a month during a two-hour block. Faculty/staff preregistration required. Also examine virtual town halls for provost.	Medium	No. of participants, quality of feedback and interactions
Devise a method and structure for obtaining communications and news from units and colleges for cross-sharing through the Provost's communication platforms.	Medium	No. of units/colleges contributing updates

Objective 2: Provide more frequent and public updates on the Provost's regular activities, to develop a more transparent and forthcoming brand image.

Tactics	Priority	Metrics
Consider placing meeting highlights from regular major meetings on Provost office's website.	High	Google analytics for section on site
Implement a web presence for the Provost's calendar to show upcoming major meetings and events to increase visibility of Provost and his involvement in the university community.	High	Google analytics for section on site

Objective 2 *(Continued)*

Tactics	Priority	Metrics
In addition to the faculty breakfast/coffee hour with the chancellor and Provost, consider a random quarterly drawing for breakfast/lunch/coffee with the Provost to provide more widespread access to this opportunity.	Low	Participation

Goal 5: Provide Communications Leadership for University Strategic Initiatives

Provide primary communications oversight for strategic planning, including processes and metrics, as well as for designated university strategic initiatives.

Objective 1: Spearhead communications efforts for the university strategic plan.

Tactics	Priority	Metrics
Develop a calendar and process document to facilitate the preparation of strategic plan communication materials (reports, presentations, etc.) requested annually by the chancellor and provost.	High	Completion
Develop calendar and process documents to facilitate the creation of a chancellor's report on strategic plan results for FY 2014-15 to FY 2016-17 and the development of the 2017-18 to FY 2019-20 implementation plan.	High	Completion
Improve content and branding of the strategic plan website.	High	Google analytics, before/after metrics
Consider a series of communications about each goal in the strategic plan. Select one goal per quarter to highlight and feature. Could be included in provost's monthly newsletter.	Medium	Website traffic, email open rates

Objective 2: Help shift campus culture toward interdisciplinary collaboration through improved central support and communications.

Tactics	Priority	Metrics
Start collecting content of what NC State is doing around interdisciplinarity, to aid development of long-term strategy.	High	Completion

Objective 2 *(Continued)*

Tactics	Priority	Metrics
Explore creating a long-term communications strategy around interdisciplinarity at NC State including potential communication tactics to help evaluate and implement the cultural and structural changes necessary to foster and support interdisciplinary research, scholarship and education efforts across colleges.	High	Completion

Objective 3: Spearhead communications efforts for the Chancellor's Faculty Excellence Program.

Tactics	Priority	Metrics
Create communications plan for next wave of new CFEP hires.	High	Completion
Improve content and branding of the CFEP website.	High	Completion
Provide communications support for CFEP events sponsored by the Office of the Provost, as needed.	High	Completion
Provide communications support for tracking and publishing/sharing program successes.	Medium	Completion

Objective 4: Strengthen communications support for designated university strategic initiatives as they arise.

Tactics	Priority	Metrics
Consider creating a strategic initiative communications template to guide and steer communications for future strategic initiatives and to create a model for communicating about these efforts.	Medium	Completion

Universitywide Communications and Technology Considerations

During the process of developing communications objectives and tactics for the Provost's Office, focus groups and interviews brought several universitywide issues to light. Participants repeatedly identified internal communications as a challenge at NC State due to the size, structure and limited resources of the university. Faculty and staff expressed a desire for more communication specialists, both in the colleges and units and at a central level. Respondents said they wanted to see a stronger focus on internal communications while maintaining quality external communications. Specific suggestions for achieving these goals are below:

Calendaring:
Participants shared their concerns that there is no central repository for finding events on campus. With event calendars siloed in colleges and units, the main university calendar gives the impression that we don't have great things happening at NC State. The lack of a comprehensive central calendar also makes it challenging to find academic lectures or events outside one's specific college or unit.

Database management:
Centralized information about constituents is crucial to development and communications. There is no centralized database management tool across the university. Students are tracked separately from alumni and staff/faculty. This results in uncoordinated communications campaigns and less useful data. Students' information should matriculate into a centralized alumni and donor database.

Communication resources:
There is no centralized list of communication resources across campus. Communicators and faculty have asked for a list of communication resources to prevent each college and unit from going in their own directions versus pooling knowledge and resources. University Communications may be able to provide many of these resources.

Faculty resources:
Faculty mentioned several resources they'd like to see to help improve the faculty experience at NC State:

> Faculty said they'd like to have a central faculty meeting space for networking and collaborating.

> Faculty mentioned the desire for a faculty research database/directory where faculty members could list what research they're working on. Faculty members could search the database to find potential for collaborations, further promoting interdisciplinarity.

> Faculty mentioned the need to promote themselves and their work as part of the university. They said they'd like more support for developing on-brand websites to help promote their research to the world. Faculty members specifically mentioned the need for Web template infrastructures or IT support for websites.

Student communications:
Faculty and staff said they were unaware of how students receive information from the university or how one would go

about contacting students via email lists. Faculty and staff understand the need to protect student privacy and not inundate them with email, but they want more clarity around this process and the management of student email addresses. It was also suggested that students receive the Bulletin to let the student population learn about the great things happening at the university.
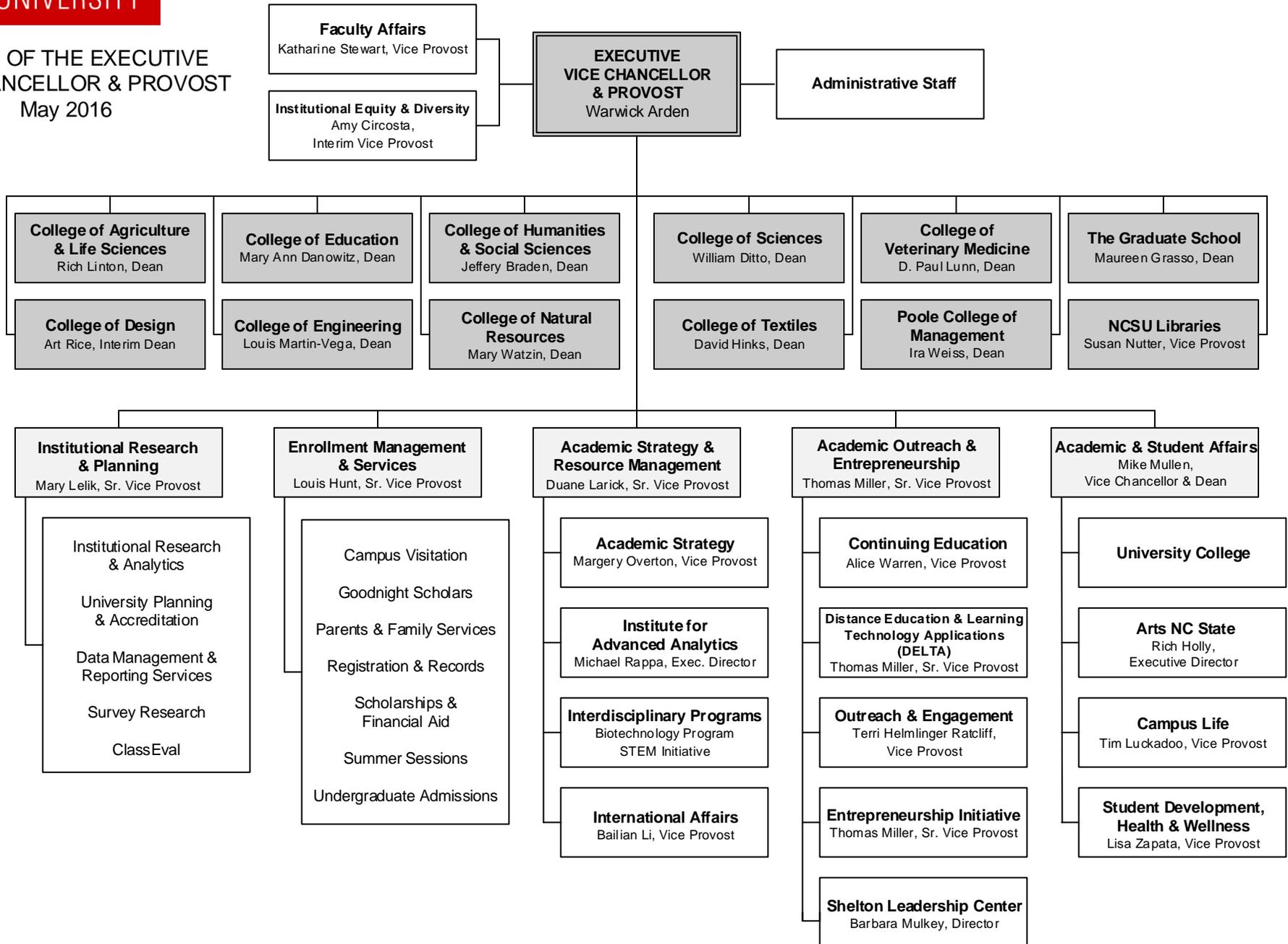
Information collection and sharing:

Collecting and sharing information across colleges and units is a challenge. Information tends to be siloed in the colleges and units. There is a consistent pattern of needing to collect information and having to dig and "pull teeth" to get information. How can information be more uniformly shared across colleges, units and departments for the knowledge of all?

Technology Related to Business Processes:

Evaluate current business processes and technology to create a more seamless and user-friendly experience for faculty and staff. Specifically mentioned were implementing an electronic signature system across campus and integrating the HR/RPT processes and systems.

APPENDIX

NC STATE UNIVERSITY

OFFICE OF THE EXECUTIVE
VICE CHANCELLOR & PROVOST
May 2016

Faculty Affairs
Katharine Stewart, Vice Provost

Institutional Equity & Diversity
Amy Circosta,
Interim Vice Provost

**EXECUTIVE
VICE CHANCELLOR
& PROVOST**
Warwick Arden

Administrative Staff

College of Agriculture & Life Sciences
Rich Linton, Dean

College of Design
Art Rice, Interim Dean

College of Education
Mary Ann Danowitz, Dean

College of Engineering
Louis Martin-Vega, Dean

College of Humanities & Social Sciences
Jeffery Braden, Dean

College of Natural Resources
Mary Watzin, Dean

College of Sciences
William Ditto, Dean

College of Textiles
David Hinks, Dean

College of Veterinary Medicine
D. Paul Lunn, Dean

Poole College of Management
Ira Weiss, Dean

The Graduate School
Maureen Grasso, Dean

NCSU Libraries
Susan Nutter, Vice Provost

Institutional Research & Planning
Mary Lelik, Sr. Vice Provost

Institutional Research & Analytics

University Planning & Accreditation

Data Management & Reporting Services

Survey Research

ClassEval

Enrollment Management & Services
Louis Hunt, Sr. Vice Provost

Campus Visitation

Goodnight Scholars

Parents & Family Services

Registration & Records

Scholarships & Financial Aid

Summer Sessions

Undergraduate Admissions

Academic Strategy & Resource Management
Duane Larick, Sr. Vice Provost

Academic Strategy
Margery Overton, Vice Provost

Institute for Advanced Analytics
Michael Rappa, Exec. Director

Interdisciplinary Programs
Biotechnology Program
STEM Initiative

International Affairs
Bailian Li, Vice Provost

Academic Outreach & Entrepreneurship
Thomas Miller, Sr. Vice Provost

Continuing Education
Alice Warren, Vice Provost

Distance Education & Learning Technology Applications (DELTA)
Thomas Miller, Sr. Vice Provost

Outreach & Engagement
Terri Helmlinger Ratcliff,
Vice Provost

Entrepreneurship Initiative
Thomas Miller, Sr. Vice Provost

Shelton Leadership Center
Barbara Mulkey, Director

Academic & Student Affairs
Mike Mullen,
Vice Chancellor & Dean

University College

Arts NC State
Rich Holly,
Executive Director

Campus Life
Tim Luckadoo, Vice Provost

Student Development, Health & Wellness
Lisa Zapata, Vice Provost

Notes from Strategic Communication Plan Kick-off Meeting 11/10/15

Attending:
Provost Warwick Arden
Donna Johnson, University Program Specialist
Katherine Stewart, Vice Provost for Faculty Affairs
Libby Kane, Admin Support for Vice Provost for Academic Strategy
Duane Larick, Senior Vice Provost for Academic Strategy and Resource Management
Margery Overton, Vice Provost for Academic Strategy
Retta Clemons, Executive Assistant
Katie Perry, Special Assistant to the Provost
Amy Jinnette, Assistant Vice Provost for Academic Affairs
Vicky Pennington, Assistant Vice Provost for Finance
Kelly Wick, Assistant to the Provost
Marielle Pocan, Assistant to the Provost for Communication

Why does the Provost's Office exist?
1. To serve the campus community
1. To support the academic mission of the university
2. Keeps us from being 10 independent colleges and makes us one university
3. Building bridges
4. Makes a lot of the rules or regulations that apply to everyone on campus
5. All other UNC System universities have a Provost Office
6. Central place for decision-making and rules for the University
7. Alleviate work and burden from faculty
8. To provide resources

Why do you get up and come to work everyday?
1. The faculty of this institution blow me away
2. The Office of the Provost provides service leadership, not just service
3. Our office pulls people together to get the strategic business of the University done
4. Academic side comes to the office for guidance
5. When our faculty are successful, our students will be successful
6. Position feels important and the university is beautiful
7. We take great ideas and models from colleges and use those to improve how things get done across campus by implementing more broadly
8. The Provost's Office isn't just top-down. In fact, we often will repurpose things that are working well in the colleges for the benefit of all of campus.
9. What I felt as a student is validated now that I am a staff member. The image we portray is not a face, it's real. Even better than expected and saw as a student.

Do you think the average person knows what the Provost's Office is?
1. No, people constantly ask me what a Provost is.
2. They think it's the person you can blame things on.

3. Interesting question: how visible do we want to be? Do we want people to know what we do or do we want to continue our "mystique"?
4. If one of our primary goals is facilitation, how visible do we want to be. We don't want to get in the way of work.
5. Is there a mystique about the administration?

What 3 words would you use to describe the Provost's Office
1. Dedicated
2. Team
3. Helpful
4. Knowledgeable
5. Facilitation
6. Caring
7. Mysterious
8. What is the Provost's Office? Is it just the people in the physical Provost's office or it is broader?
9. Work across all units, not just academics
10. Staff
11. Can help others make judgement calls, connects resources, knows who to go to for answers
12. Relationships
13. Big picture
14. Responsive

What do we want the campus community to say about the Provost's Office?
1. Efficient
2. Organized
3. Nice
4. Supportive
5. Facilitative
6. Wheel - center or strategic hub of campus
7. Complex

Who are your primary constituents? Who do you serve?
1. Everyone, all of campus
2. Deans
3. Department heads
4. Faculty
5. Parents
6. Students
7. People of the state of NC
8. Other Provosts
9. UNC GA

How will we know if we are successful at strategic communications? What will success look like?
1. Depends on who are the"we" - again the question of the broader Provost's Office and reach or the smaller office
2. If people know what we do here.
3. Similar to when in different groups of people they use the language of strategic plan - if other people are singing from our hymn book and using our resources to make decisions
4. If everybody knew how responsive, caring and helpful the office is.
5. If people realized the Provost's Office is not time out or principal's office
6. More phone calls for Retta because people will now know what we do and who to contact.
    a. are you prepared for success (what happens when people realize what Provost's Office does)?
        i. maybe
7. People know where to go for resources, tool and opportunities
8. Fewer calls about things. People finding answers through website
    a. enhanced website will be a valuable resource
9. Interacting with non-Provost units in Holladay

What will the Provost's Office look like in 5 years?

1. Continuation of improving communications and feedback on what is and is not working. Continually looking for ways to improve.
2. Accomplishing what work needs to go on centrally to make the campus more successful
3. Maybe a bigger office - building a better network
4. Bringing the wisdom of all units on campus to share that wisdom for the betterment of campus
5. Continually moving forward - not backtracking or falling down.
6. Less paper - more digital, more streamlined processes
7. More money

What are the Provost Office's biggest challenges in trying to accomplish its mission?
1. We are faced with the challenge of changing culture all across campus. If someone has done something the same way for 20 years, it's hard to change that culture.
2. Difference in priorities. Faculty, staff, etc have differing priorities and they may not align with what we think or want to be a priority.
3. Does the communications plan involve creating shared values?
    a. If interested in trying to get a change made in community we should not be interested in why (the perceived value of the change), but what we can do to facilitate the change
4. One size does not fit all. With many of the programs the Provost's Office implements there are differing ways of adoption due to the sheer fact that there are large/small colleges and different "strokes work for different folks".

5. Other units (other vice chancellors) not in the Provost's Office and lack of cohesiveness among these units sometimes makes the Provost's Office job more challenging. Communications and cohesiveness among what others (Chancellor's, Finance and Business, etc) offices are doing and making a seamless process.
6. Provost Office mission is same as University mission - does Provost Office have a mission?
7. How is the Provost Office facilitating the mission of the university?
8. Provost Arden shared not necessarily a "mission statement" for the office, but the core mission of the university is wrapped around, faculty, staff and students.
    a. Facilitation
    b. Service
    c. Keenly engaged in development and implementation of the strategic plan
    d. Provost Office does not control things - pay raises, etc.
9. In response to some discussion about centralization, the Provost responded that the goal of the Provost's Office or three words that describe the Provost's Office are **coordination, oversight and implementation/integration**. Our goal is not to centralize, but to coordinate.
10. Will it alienate the campus if we are too hands on in the process?
11. More important that the communication plan is to lead people.
12. Aggregating wisdom on campus and facilitating to the benefit of the campus.
13. Balancing messages - need to be known that we are a resource, but don't need recognition/kudos
14. Need people to know that we can help solve problems

What are the implementations - will be part of communication plan process - will be determined in implementation plan.

Provost wants to raise the profile of the office - Elevating awareness for the Provost Office and what we do.

Does some of this work involve talking to people outside of provost office ? We plan to do some faculty focus groups and maybe student focus groups.

Is there are reason we are not including staff in focus groups? Maybe we should include a small staff group. Maybe just executive assistant groups and business officers.

Next Steps

1. Homework
    a. SWOT analysis - strengths, weaknesses, opportunities, threats

      b.   Just about the office at this time - very broad, not communications, per se

      c.   Will send out 11/11 and would like to have feedback by 11/17/15

Implementation Plan - will we get guidance from UComm? Overarching goal is to facilitate Provost Office to be more on brand. Maybe provide brand presentation to Provost Office.

Discussed website proposal and timelines briefly.

Asked for volunteers for the Strategic Communications Plan Working Group.

Admin Support Focus Group
December 10, 2016   12:00 – 1:00pm

What can the Provost's Office do more of to help you in your role?

Training in terms of onboarding employees - training new employees (onboarding provides some sort of introduction, but doesn't go deep enough)

Onboarding - daunting. Marketplace. Pcard, onboarding too general.

how to hit everyone on campus with the same thing. email lists, sections. Triple D email list. You aren't hitting the people you want to hit. They aren't doing this. If you want faculty to know, you need to ping people or EA's individually. (copy EA's on the email) or post on website so they can go and see it.

internal portal page that was repository of deadlines. intranet. provost deadlines or calendar. master calendar of deadlines. don't have to fumble through emails to find dates. Could be restricted just to EAs and Deans. Calendar of deadlines. Big meeting notifications across colleges. That would overlap with religious and university holidays.

What can the Provost's Office do less of to help you in your role?

University Events - letting people know more in advance.

How do you like to be communicated with? What forms of communications do you see as beneficial in getting your job done more efficiently and effectively?

Email - record
Conversation - phone calls and face to face
Calendar notice - prefer events to come as an event versus email. copied on the events notices.
Use websites a lot to gain information

Website
Can usually find what you need
Org charts
People in the offices - in the Provost office
Historical information, recent appointees to awards,
RPT - offer letters, professor of distinction
policies and regulations

Do you use social media to obtain information?

more entertainment, some colleges moving more towards social media in colleges, but EAs don't use it as a resource.

Communications directors are mainly doing social media so it would add a step for us.

How do you generally receive news and updates? Where do you get most of your information/news/updates about NC State from?

websites, newspapers, online
Bulletin
Provost office newsletter - what would be in there? but would be interested.
Likes the quick headlines in the Bulletin - pictures and scan. you can click if you are interested

The Technician - read daily, someone is looking at it daily.

Social media - DASA

generational differences on how information in consumed.

Do you feel that you are getting what you need, internal communications wise, from the Provost and university?

Education - feels like seeing everything.
It would be a lot different if couldn't see the Dean's email.

What more would you like to see from the Provost's Office?

If you were in charge of the communication to administrative staff at NC State, what kind of changes would you make?

transparency and sharing down in the ranks - work together
very distinct line of where information stops, how do that
sending memos to everyone -
Don't over email people -
consistent way to pull emails - as college or units best practices?

UDAC - university diversity advisory committee asked for Provost office to send something out but who should they send it to? - tend to think Vice Provosts units.

Frustration - this fall - EO positions. dropping meetings on calendars without asking in advance. Or without sending a Doodle poll in advance. Everyone thinking ahead of time. Calendars are so full. Pre-planning.

Focus Group Agenda and Questions
December 15th   12:30 - 2:00pm
Group 1

Questions

(Facilitator - feel free to skip questions or ask additional questions to glean information. Can also ask in different order if desired.)

- What do you feel makes NC State different from its peers?
    - Undergrad admissions - Centennial Campus, opp. for students to do career/intern opps, partnership with government
    - Not many engineering programs in state, ag school, vet school. Specialty programs of land grant university
    - land grant - only 2 within system - big part of our identity - engaged throughout state - statewide recognition, we've done good things. engaged in the community.
    - size of University - can bring resources together in different ways. Research I institution
    - recognition - always working towards funding, that makes a difference. quite diversified.
    - parent of current student - bang for your buck. excellent education high quality ed w/o ivy league price. Size - breadth of what we're known for. play well to our strengths while allowing other areas to flourish.
    - practical side of things.
    - fulfilling land grant mission. wherever we go, nc state is there in some capacity. Partnerships with other organizations.

- What key messages should NC State and Provost's office be touting?
    - depends on who you are trying to reach - peer institutions - should do more. rankings influencers. Other EMAS systems are constantly sharing.
    - departments focusing on marketing communications. requests for funding/support.
    - study not long ago - need to make accomplishments more known. have gotten better; highlight amazing students. NC State is kind of a big thing.
    - NC State is everywhere, but doesn't tell its story well. Helping students come into culture of pride/school spirit beyond athletics
      (provost - what kinds of internal comms should the provost be sharing)
    - alumni sharing everyday stories. awareness of communication venues (alumni blog)

- New VC for Research - new faculty, no connection between upper level admin to get info about research, campus resources, funding, etc. - what are faculty needs?
- faculty/students doing good work, not getting press recognition internally or externally. New minor approved. Don't even have website. Put on FB.
- lack of comm. about what is going on amongst silos - events in other areas.

- How do you typically receive information about major campus decisions and initiatives?
  - has gotten better - Bulletin not very easy to navigate years ago. Better now, know research and happenings. staff can spread the message. Staff Senate Comms.
  - onboarding different/better. Campus tours. Used to be outings/field trips. staff senate did tour of steam plant - word of mouth.
  - face-to-face comms would be ideal. let voices be heard. share how provost feels unit is contributing. (what should be happening)
  - academic successes - (what should be happening)
  - teaching new faculty infrastructure - (what should be happening) - re-orientation.
  - Central repository of all majors/minors/programs (should have)
  - need better events calendar.
  - culture of how people take in information - need more centralization of communications resources. so much going on, can be difficult to manage.
  - Wish List - continuous updates from groups - updated regularly.
  - Bulletin - usually read email, sometimes go to news.ncsu.edu. most skim email.
  - could there be a communication about stories that didn't make the bulletin? resources - we need more people.
  - sense that there is no strong alternative communications - what are the secondary communications vehicles?

- How do you make decisions about when, where and how to share information?

- Where do you get most of your information/news/updates about NC State from?

- How do you like to be communicated with in general? How would you like to receive news and updates from the Provost's office?
  - rare that they go to website - if it was communicated out that the info existed, would go there.

- ○ 'news of the day' - link to this week's top things to know, etc. would need email reminder.
  - ○ MP - trying to take level of comm higher, promote campus initiatives coming from provosts office, make peeps aware of what provost does.
  - ○ Important to know what resources are - ever changing. where has change happened?
  - ○ push comm. to central area - that's where most eyes are. behind the scenes stuff, promote through provost site.

- Do you use social media to obtain information? What types of information?
  - ○ repost things to social media
  - ○ NC State Twitter Channel - many other channels.
  - ○ No one uses that as chief way. Go through other staff members who are looking at to see if anything is worthy of reposts.

- What can the Provost's Office do more of to help you in your role as a faculty or staff member? and what can office do less of to help you in your role?

- We are discussing formal and informal communication at NC State and specifically from the Provost's Office. How do you receive most of your formal information and how do you receive the informal information and from whom?
  - ○ other communications depend on whether you are on the right list-serv.
  - ○ do students get the bulletin? not auto signed up for anything?
  - ○ if from the provost office - assume it is going to be memo/formal/dry - important, have to read it, but I don't want to.

- What forms of communications do you see as beneficial in getting your job done more efficiently and effectively?

- What methods of communications and communication vehicles do you think would be beneficial for employees and faculty to stay in touch with what is happening at NC State?
  - ○ Monthly newsletter: changes, policy changes, etc. Can skim and get info pertinent to them. here are the highlights of what you need to know.
  - ○ Email. Easiest way to get the information. Everyone is on email.
  - ○ Links to website with blurbs/digest

- Do you feel that you are getting what you need, internal communications wise, from the Provost and university?
  - ○ only getting memo. but don't feel that info is missing for her.
  - ○ tours are good.

- ○ could be communicated better - resources offered for those who don't go through onboarding.
- ○ faculty - technology training - courses in middle of day - can't go.
- ○ inconsistencies in how processes are done between colleges - make sure things are more consistent and changes are communicated down.
- ○ official individual communications - work with programs together - previously got info through Vice Chancellor's Office. need closer segway.
- ○ due to silos, relationships aren't being forged - missing partnership opps - how can we bring more people together? physical meetings.
- ○ sometime have to dig for information - list of changes?
- ○ what are some of the top things on the provost's mind? what can we do to contribute to success?
  - ■ frequent, short sessions. feedback. open to all.
- ○ events -
- ○ degree catalog disappeared - people are looking into this. not provost.

- If you were in charge of the communication to faculty and staff at NC State, what kind of changes would you make? Or how would you spend the monies that go towards communications?
  - ○ so many things happening all the time - constant email - better way to coordinate system - Still talking about course catalog. -

- Any widespread communication challenges or issues across campus that the Provost's Office might be able to help tackle? (Example: no centralized event calendar)
  - ○ CRM - talk to so many different audiences. Centralized system - what track do you need to be on. (Customer Relation Management) -
  - ○ how to craft messages that apply to all pertinent people. caution! too much could create confusion.

- Other than live or in-person workshops, what are the mechanisms by which you want to receive professional development information or support? (Would you watch webinars, youtube videos, blog posts, podcasts for training and development?)
  - ○ webinars! - but need someone on call for some folks (technical) - could watch at best time
  - ○ 3-D memos - sometimes there are questions - not clear on how to get answer (i.e. closed caption videos - has to be process - who does this? who pays for it? how does it happen? need implimentation information). link to steps.
  - ○ at carolina - calendar centralized - online paymentss

- Say you're in charge, unlimited budget - what would you do?
    - 'One University' - what is it going to take to get us there?
        - Rip off the bandaid
    - Provost's vision - what are these things that unite us?
    - is there a way to know more about faculty accomplishments? there are universities that have electronic format to submit to department head - some are widely accessible. ways to connect with other faculty - i.e. going to be doing research in places like south africa at the same time?
    - news events - who are the experts at nc state who can provide more information?

Focus Group Agenda and Questions
December 15th   12:30 - 2:00pm
Group 2

What do you feel makes NC State different from its peers?
1. Wonderful Faculty
2. Very broad - only design college in the area
3. Pride and emphasis on applications of Science
4. Through partnerships and outreach
5. Global partnerships, study abroad, etc
6. Facilities, (Hunt Library, Talley Student Center, etc)

What key messages should NC State and Provost's office be touting?
1. Invest in people and people behind the technology
2. Being faculty and student oriented driver - Could be better in a daily basis.
3. teaching narrative as a storyline is becoming diminished - not just a research institution
4. Teaching is not seen as important.
5. Where do students lie? Are we an elite university or an elitist university?
6. Research and teaching are not so different. Lots of students involved in research (learning).
7. Legislators need to hear from state universities how they are job generators.

How do you typically receive information about major campus decisions and initiatives?
1. Bulletin is biggest way information is given
2. Email
3. 3-D memos
4. Don't just go to the news site - have to have a prompt to go find more information
5. News and Observer
6. Social Media
7. Electronic Bulletin Boards
8. Email is used mostly by faculty

How do you make decisions about when, where and how to share information?
1. Quick appraisal - is it useful for colleagues and students
2. Needs to be quick and relevant to pass along
3. Tweak it and pass it along to news director
4. Forward to departments director/department head
5. Technician
6. A lot of duplicates from across campus - not always useful
7. Some would rather get it 5 times than not at all.

8. Gets information, but not qualitative. Was it really meant for me?

Where do you get most of your information/news/updates about NC State from?

How do you like to be communicated with in general? How would you like to receive news and updates from the Provost's office?
1. Email
2. In person - dependent on issue
3. Small group and one on one

Do you use social media to obtain information? What types of information?
1. In general, yes.
2. No, but wife and kids do
3. Good way to get fast news with link to more info
4. More news stories - both accomplishments and event information
   a. twitter
   b. instagram
   c. facebook
   d. linkedIn - not used, but feels like they need to use it more. It would be useful if it was a micro-cosm or create more synergy for NC State. More for industry connections than on campus connections

What can the Provost's Office do more of to help you in your role as a faculty or staff member? and what can office do less of to help you in your role?
1. More help with International mission. Big push for internationalization, but phenomenal buearacracy that halts the process- no funding.
2. Clusters – a lot more information coming out to faculty and staff as to how the CFEP program
   a. People does not understand how program works.
   b. Financial aspect - people think money is being taken away from other things (retiring faculty, staff training, conferences)
   c. External aspect - would like to have a page for CFEP individual clusters
   d. Not enough information about CFEP at all.
   e. Reporting structure - who is in charge of who
   f. Do faculty not in CFEP feel like there is a disconnect for interdisciplinary collaboration if they are not part of CFEP? YES.
   g. Don't just appreciate the cluster hires, but all faculty and staff at NC State.
   h. Funding - Not just in NC State -but interdisciplanary between universities

We are discussing formal and informal communication at NC State and specifically from the Provost's Office. How do you receive most of your formal information and how do you receive the informal information and from whom?

What forms of communications do you see as beneficial in getting your job done more efficiently and effectively?

What methods of communications and communication vehicles do you think would be beneficial for employees and faculty to stay in touch with what is happening at NC State?
1. Hard to think about adding more to what we already have. Maybe streamline what is already in place.
2. Town Hall from Chancellor
3. University wide calendar - automate feeds and easily browsable or pushed to you would be wonderful.
4. Most people in this room are in intrinsically connected with communications. How do people not involved in communication feel?
5. Email

Do you feel that you are getting what you need, internal communications wise, from the Provost and university?
1. Yes.
2. People have a different interpretation of what is reality.
3. Translation of information - More transparency
4. 3d memos - One bold sentence with pertinent information.

If you were in charge of the communication to faculty and staff at NC State, what kind of changes would you make? Or how would you spend the monies that go towards communications?
1. Website is very important
2. Committees - Face to face to get answers. Where does the final report go? How is it received?
3. Getting word out on outreach and kudos. Make it more even across colleges and departments. More even distribution of outreach across the colleges.
4. Overall website of university. Marketing glitzy approach - not easy to find academic programs or libraries.
5. More difficult for faculty to navigate and find what they need.
6. What is the faculties motivation to the website. Website changes every 3 years. On top of other duties they are now required to do other things as well.
7. Woefully understaffed to get content out there. Need a significant investment in people.

Any widespread communication challenges or issues across campus that the Provost's Office might be able to help tackle? (Example: no centralized event calendar)
1. Databases not tied together - Decentralized
2. The way students receive information.
3. management of student email addresses.
4. Students don't know the Provost's name - Don't know what a provost does or is?
5. Communications from office should be identified as from that office.

Other than live or in-person workshops, what are the mechanisms by which you want to receive professional development information or support? (Would you watch webinars, youtube videos, blog posts, podcasts for training and development?)

Focus Group Agenda and Questions
January 14th   11am - 12:30pm
Group 1

Questions
What do you feel makes NC State different from its peers?
- branding/Think & Do commitment
- Land Grant Mission - outward focus, take research beyond NC State
- Centennial Campus, ease of partnerships with gov and industry, having partners on campus
- Land Grant - similar to others, Admin here is more accesible
- Land Grant, visibility of partners
- Cent. Campus, Hunt Library, systems used by NC State more advanced (recruitment, retention hiring)
- Diversity is not just top down, at different levels (not the norm), plus multicultural student affairs. From students - large university, but feels like a home. Friendly, welcoming.
- Peers - in comm, designated peers are engineering/science schools - not really competing for faculty/students. Being close to RTP. Lots of opportunities for students.
- Doesn't feel like a mill, but like a place where people come to make a home.
- ACC Provost - Hunt Library, Chan Faculty Excellence Program

What key messages should NC State and Provost's office be touting?
- Student Success
- Innovation in general
- thriving community, demographic
- (faculty keeps getting head hunted)
- recruitment - excellence - STEM and other standings
- opportunities in triangle - II
- sense of community
- toot our own horn! need to brag more.
- very smart, award winning people.
- we create systems that entire UNC system uses.
- outcome focused rather than experience focused
- economic impact! consulting in communities, start-ups, etc. (national and regional) - II
- university has many roles; innovation, education, research, etc.

- land grant mission - service learning, engagement, being out in community/state. additional experiences beyond classroom.
- Making the big small - life experiences, activities, research, internships. the whole person is educated.
- Not the NC State of the past.

How do you typically receive information about major campus decisions and initiatives?
- (focused on research side) VC for research
- (in general) rely on dean to provide info on what is happening
- (Focused on department/college) Lauren Kirkpatrick sends email blast - events of the week.
- silos are an issue.
- 3-D memos
- (info rarely trickles down)
- coworkers passing things on
- relationships
- (would like comprehensive list of news groups, etc on campus)
- town crier? used to exist? might exist?
- would love to have central calendar
- Bulletin (but important stories buried)
- gossip
- ALM Meetings
- reports from Deans' Council
- meetings
- centennial campus newsletter
- Research III building - scrolling monitor
- don't hear about things
- each college has own totally different procedure
- all comms outward facing, it seems.
- GTI newsletter, ARTS NC State, Diversity Digest
- not an easy mechanism to create listserv

How do you make decisions about when, where and how to share information?
- ideal position to be created to figure that out. Ownership.
- use email. if you don't read it, too bad.

Where do you get most of your information/news/updates about NC State from?
- RADAR Database (this is going away)

How do you like to be communicated with in general? How would you like to receive news and updates from the Provost's office?
- wish list - available newsletter checklist
- would like to have a dashboard - what research is happening, teams, etc.

Do you use social media to obtain information? What types of information?

What can the Provost's Office do more of to help you in your role as a faculty or staff member? and what can office do less of to help you in your role?
- more communication.
- hold feature - does this change often? change up scripts.
- more timely (across university)
- more internally focused communication - opportunities for collaboration
- communication ok.
- undergrad counterpart can not communicate with undergrad coordinators. no list of undergrad directors. not provost specific.
- provost website has a lot of outdated info. broken links. (working on the website now)
- more bridge of perceived/real animosity between colleges/finance & admin.
- policies and procedures - knowledge repository. break procedures down into steps.
- link to college's procedures sites
- functional chart - provost office. who do i contact.
- MORE STAFF. desperately need more. number of staff eroding, more responsibility on faculty. don't even have cleaning staff.
- MORE FACULTY - high level staffing plan. provost office.
- mixed messages - evites/paperless post? are they ok? are they not?
- paperless post easier to use than email system/google.
- you CAN use paperless post.
- cost of paying for branding deterrent - branding fee?
- we all get our news in different ways - fb/tweets/newspaper/news/NPR. would be good to have good list of sources - ways to reach people on the go.
- campus radio news?
- campus news station
- faculty is doing amazing things. do people care? main page needs to be better about representing entire campus community. what would hit ncsu.edu? news.ncsu.edu?
- push who to communicate with to share work.

- templates! best way to reach these peeps, etc.
- email list guide good on brand site. more content for communicators would be nice.

We are discussing formal and informal communication at NC State and specifically from the Provost's Office. How do you receive most of your formal information and how do you receive the informal information and from whom?

What forms of communications do you see as beneficial in getting your job done more efficiently and effectively?

What methods of communications and communication vehicles do you think would be beneficial for employees and faculty to stay in touch with what is happening at NC State?
- wish list - available newsletter checklist
- would like to have a dashboard - what research is happening, teams, etc.

Do you feel that you are getting what you need, internal communications wise, from the Provost and university?

If you were in charge of the communication to faculty and staff at NC State, what kind of changes would you make? Or how would you spend the monies that go towards communications?
- wish list - available newsletter checklist
- would like to have a dashboard - what research is happening, teams, etc.

Any widespread communication challenges or issues across campus that the Provost's Office might be able to help tackle? (Example: no centralized event calendar)

Other than live or in-person workshops, what are the mechanisms by which you want to receive professional development information or support? (Would you watch webinars, youtube videos, blog posts, podcasts for training and development?)

Focus Group Agenda and Questions
January 14th   11am - 12:30pm
Group 2

Questions

What do you feel makes NC State different from its peers?
1. Who you think of as a peer is different
2. Difficult to say as a University. Colleges have distinction
3. Support for technology and infrastructure
4. Where we sit in the state.
5. Comparing within the state, NC State has recently promoted itself as research and solving world problems.
6. Other land grant universities - not sure
7. Among other land grant university - our records of putting knowledge to use are superior
8. Missed opportunities to promote or tout our accomplishments.
9. More than Engineering and Sciences

What key messages should NC State and Provost's office be touting?
1. The brilliance of our students. The quality of our students and the caliber of their work is much better.
2. Good students, capable, bright. Go out and get jobs and contribute back to the state immediately.
3. NOt recognized for how good we are and how much we contribute to the state.
4. Perception of outsiders does not match the strengths the University has
5. Engineering and MAnagement are touted - there are other colleges have 100% job placements.
6. Attitudes - how the university presents itself as an underdog. We need to tell the story that we want others to tell in general.
7. Should be a much broader messaging
8. Faculty cluster hires is so innovative and should be pioneered. Most other universities are not doing this.
9. Political perspective - should take a lead in humanities and social sciences. If you don't make $80,000 right out of school and wonderful research.

How do you typically receive information about major campus decisions and initiatives?
1. Department head
2. 3D memos - after the fact. REad sometimes
3. Bulletin - but not website
4. emails

5. More things are mentioned after the fact.
6. Newsletters that have started recently come out : OIED, DASA, etc.
7. Do not feel as if they are getting information until after the fact.
8. Trickle down effect. 3D memos are not the right vehicle for all information. More administrative
9. Dean would send out state of union letter at beginning and end of years.
10. Too decentralized - too siloed. maybe integrate list servs.
11. maybe every two weeks - digest version of faculty newsletter.
12. two houses - academic and business/administration

How do you make decisions about when, where and how to share information?

Where do you get most of your information/news/updates about NC State from?

How do you like to be communicated with in general? How would you like to receive news and updates from the Provost's office?

Do you use social media to obtain information? What types of information?
1. Facebook and linked into the different university facebook pages.
2. Good for news, not rules or regulations.
3. Generational - some do not use it.
4. email is better.
5. email can be seen as spam. Facebook is not thought of as spam.
6. No one form that will satisfy everyone.

What can the Provost's Office do more of to help you in your role as a faculty or staff member? and what can office do less of to help you in your role?
1. Branding has been a disaster - rules. Branding police has squashed things.
2. Regulations get in the way - need to be more flexible.
3. More communication specialists focused on bringing out/touting faculty. Should be more from Provosts office.
4. Connection of what is going on in the colleges and university is broken.
5. A lot of colleges ask professors to be self promoters - not a comfortable thing for people to do.
6. Acadaemia.edu and Google Scholar to enter things.
7. Sometimes the information is there, but is not readily available. Annual report is sent to Provost's office from every college every year. Calendar would be a good solution.

8. Have a stronger force of individuals that can update faculty webpages. Needs to be more of person to help than just a template
9. Education - teach a man to fish.
10. Too many clicks - bring back directory on webpages
11. Substaintive help for faculty with webpages.
12. Communications staff - Too top heavy. Telling stuff, but not asking?
13. Feel like an afterthought. Feels like Faculty is red-headed step children

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What forms of communications do you see as beneficial in getting your job done more efficiently and effectively?

What methods of communications and communication vehicles do you think would be beneficial for employees and faculty to stay in touch with what is happening at NC State?

Do you feel that you are getting what you need, internal communications wise, from the Provost and university?

If you were in charge of the communication to faculty and staff at NC State, what kind of changes would you make? Or how would you spend the monies that go towards communications?
1. Regular Forums where 20% communications and 80% listening. Higher administration in general
2. Faculty senate is not used because they do not feel their voice is heard
3. After forum - response to Faculty
4. Money put toward making it easy for faculty to self-promote.
5. Physical space for faculty to meet and interact. We don't have a faculty clubhouse -lounge.
6. Stop saying we are on our way, we are there!
7. Listening is really important. Chancellor has visited every year. Provost came once in those years.
8. Provost to do more management by visiting more often.
9. Holladay Hall is not faculty friendly.
10. Exit interviews with Provost.

Any widespread communication challenges or issues across campus that the Provost's Office might be able to help tackle? (Example: no centralized event calendar)

Other than live or in-person workshops, what are the mechanisms by which you want to receive professional development information or support? (Would you watch webinars, youtube videos, blog posts, podcasts for training and development?)

College/Unit Communicators Focus Group
January 20th   12:30pm - 2pm

Questions

What communication tactics of vehicles have you found effective for sharing information within your college or unit?
- Weekly e-newsletter.
- Monthly newsletter.
- Has used mail chimp 60% open rate
- low-tech disseminate to tier 1 leaders to communicate.
- weekly newsletter for internal offices. 70% open rate
- Monthly Director's meeting.
- Social Media

What communications tactics have you found most effective?

What communications tactics have you found least effective?

For those of you who produce digital newsletters, do you find they are an effective communications tool?

Tell us about social media. Do you find it an efffective communication tool for communicating on-campus?
- Just started in August- faculty facing - #ncstate #faculty
- hesitant to mix personal and professional
- more for external communications
- internal communications happens through calendar
- upcoming events through Bronto, time investment per newsletter, 1 - 2 hours each.

Tiered approach to communications - should it not be relied upon higher ups to send out communications?
- Would save a step
- Could be sent multiple times.
- everyone feels like they get the information at the same time
- maybe include more about what the information is in 3D memos in subject line

How do face-to-face communications influence your communications plan?
- Face-to-face once a semester

- quarterly meetings
- preference to emails
- executive team sends out meetings
- department heads meeting
- Faculty meetings in spring and fall
- Department heads disperse information
- depends on size of college, unit, department
- leadership meeting 2 times a meeting. Agenda is set ahead of time
- sometimes it is better just to get people in the same room
- some are recorded as well
- leadership team meet once every three weeks
- coffee and catch up
- use moodle

If you were in charge of communications for faculty and staff, what would you do?
- video messaging
- youtube channel
- administrative webinars - interactive chats. used collaborate - need to keep all employees in mind.
- Central repository of available across the board NC state communications tools

Are there any widespread campus wide communications problems that the provost office can help with?
- siloed
- centralized place to list available resources
- resources by audiences
- facilitate sharing
- email list of people attending meeting today?
- shared resource area - include policies for emails
- branding site - similar for communications tool-kit – wrapped
- one calendar that works across all platforms.
- centralized database
- Send to department head's exec asst. That is one way to make sure everyone gets information.
- re-inforce orientation to importance of communications. - ie you will get _____ emails. open and read. These are important.