

# Internal Communications





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## Introduction

In recent years, digital news outlets and social media platforms have transformed the way we consume information: We want it now, and we want it through whatever device is in our hands. This fundamental shift has manifested itself in the work place; employees, too, want information to be at their fingertips — immediate, customizable and easily consumable.

Many organizations are thus developing internal news platforms that emulate online media outlets with more immediate, more accessible and more shareable information than in years past. Some are restructuring their communications team to operate more like a newsroom.

The consequences for not optimizing internal communications can be dire. A recent study conducted by Melcrum, an international leader in effective internal communications strategies, found that in companies that don't prioritize internal communications, nearly one in five employees is disengaged. Productivity and performance suffer.

Businesses are responding by re-evaluating traditional internal communications models and creating channels that combine collaboration and information sharing with user friendly and responsive delivery vehicles.

According to the Atlanta-based public relations giant Edelman, a new perspective on employee engagement suggests six principles to bear in mind when exploring how best to deliver meaningful, timely content to employees:

- **Content truly is king;** a great news program or publication offers information and perspectives its audience can't get anywhere else, and the same is true for employee communications.

- **There is no one-size-fits-all platform:** technology solutions must be tailored to fit your workforce's unique needs and preferences for engaging with information.

- **If you build it, they won't necessarily come:** Any news source must be positioned with and marketed to employees with educational and promotional communications.

- **Make friends with key communications stakeholders.** The key to a successful employee news and information site is the ability to share breaking company news with employees before they hear it from external sources. To achieve this goal, it's critical that the news team receive a heads up on breaking news that external news sources are likely to cover.

- **Shift into a 24/7 news mentality.** To deliver compelling news and information to employees with the right frequency, it's essential the resources are organized accordingly.

- **Get to know your readers, and adjust as needed.** Measurement is key. During the initial launch phase, track platform adoption and the rate at which people are returning to the site. Pay attention to what readers are interacting with and tailor content to fit their needs.

## Executive Summary

Georgia Regents University and Health System relies on traditional approaches to internal communications – whether it's town hall meetings, newsletters, emails, bulletin boards, videos or magazines. Messages are typically passed through layers of leadership, or top-down, and instead of content tailored to the individual, everyone receives the same message at the same time.

Readership surveys in 2014-15 revealed a lack of engagement, transparency and communication between leadership and front-line staff. Administrative communications “inform” employees but fail to effectively communicate with them, and often, inappropriate communications vehicles are used for the job at hand.

As further indicated in the survey results, the use of a one-size-fits-all approach to internal communications has resulted in a flood of information with an associated decline in readership. The number of unrelated campus announcements and events

– whether arts and entertainment on Summerville, upcoming lecturers in the medical school or information on patient parking for the hospitals and clinics – in one space makes it impossible to easily locate news items relevant to the individual.

The current need is to create a more appropriate communications environment and to make sure that all employees – from senior leaders to rank and file – know how and when to use it.

This plan outlines the need, resources and maintenance required for a digital communications system with more immediate and interactive content tailored to specific constituencies.

This plan is intended to serve as a framework for centralized communications platforms, supported by individualized communications plans for programs and departments.

## Purpose

The purpose of this plan is to:

- Define internal communications goals and recommend steps for achieving them
- Delineate key audiences
- Articulate overarching messages in support of institutional mission, vision and values
- Identify primary communications channels available to internal constituents

## Goals

To develop a comprehensive institutional news and communications system that:

- Furthers overall institutional strategic messaging goals
- Is responsive to the needs of a wide range of internal and external audiences
- Respects differences among internal constituents while promoting institutional unity
- Balances coverage among internal constituents
- Promotes the positive GRU story
- Makes maximum efficient use of DCM and external contributor resources

## Objectives

The newly designed news and information delivery system will:

- Reinforce mission, vision and values to drive culture change
- Provide information about activities and events to solicit participation
- Foster morale and pride in the organization's role in the community
- Target relevant news and information to appropriate audiences and allow more individual customization of news content
- In a volatile and competitive work environment, use open and honest communication as a tool for retention
- Provide general information that supports professional development
- Keep employees apprised of relevant developments in higher education and health care
- Provide information on where the organization is headed, what measures are in place to ensure it gets there, and how employees will benefit

## Key Audiences

The university's core constituencies are broadly divided into internal and external audiences.

### I. Internal

- a. Faculty
- b. Staff
- c. Students (undergraduate, graduate and professional)
- d. Alumni
- e. Board members

### II. External

- a. Community
- b. Parents
- c. Prospective students
- d. Prospective faculty and staff
- e. Donors
- f. Media
- g. Public Officials
- h. Visitors

# Themes

The institution's six strategic priorities and their associated themes provide a basis for communications and advance the tripartite mission of research, teaching and clinical care.

I. Be a national model for the successful consolidation of two higher-education institutions into one fully integrated and aligned university:

- a. Collaborative, enriching work environment
- b. Open, honest and constructive communication
- c. Resource stewardship
- d. Access

II. Be a comprehensive research university that leverages its history of excellence in health science and medical education with a strong foundation in the liberal arts education and professional degrees

- a. Excellence
- b. Innovation
- c. Enhanced educational experiences and cultural offerings
- d. Increased student retention, progression and graduation

III. Be a nationally and internationally recognized leader in research, discovery and scholarship

- a. Discovery
- b. Scholarship
- c. Diversity
- d. Economic impact

IV. Provide service to the local, state, national and global communities

- a. Partnership
- b. Health care

V. Optimize our potential as a whole through greater efficiency, effectiveness and productivity supporting strategic growth and development

- a. Leadership
- b. Recruitment
- c. Retention
- d. Engagement

VI. Provide sustained commitment to diversity and inclusion across all missions

- a. Inclusivity
- b. Cultural competency



## Key Messages

Georgia Regents University is a center of innovation and catalyst for change in Georgia, delivering future-driven educational programs, high-impact research and cutting-edge clinical expertise that improves lives. GRU is a destination of choice for academics, research and clinical care.

### *What we do:*

- Leverage our nearly 200-year history of excellence in research, education and health care to improve lives today.
- Create the future through innovative and future-oriented approaches to resource, administrative, educational, health and technological challenges.
- Promote equal access to higher education while meeting the needs of a diverse community of students.

### *What we deliver:*

- Groundbreaking research that propels the future from across the full academic and health sciences spectrums.
- Innovative pipeline, inter- and transdisciplinary educational programs at the vanguard of higher-education innovation that capitalize on the breadth of our scholarly excellence and expertise.
- Vital health care services to our community, state and nation through world-class cutting-edge, patient-focused clinical expertise.

### *Why we matter — GRU:*

- Drives the future of our community, region and state.
- Is an essential center of economic development and growth.
- Enhances the overall health and vitality of society.

## Recommended Communications Vehicles

	Event information	Information/ announcements needed by a large number of people	Information/ announcements needed by a specific group of people	Simple change in policy	Complex change in policy	Significant institutional news and announcements	Planned change in working practices for a large number of people	Planned change in working practices for a small number of people	Update a unit on key issues	HR Info & action items
<b>University Calendar</b>	✓									
<b>Email to all</b>										
<b>Email to unit</b>							✓			
<b>Jagwire</b>	✓	✓				✓				
<b>GRHealth news &amp; info site</b>	✓					✓				
<b>Working @ GRU</b>	✓	✓		✓	✓	✓				✓
<b>Research news &amp; info site</b>	✓									
<b>Social media</b>	✓					✓				
<b>Intranet</b>				✓						
<b>Magazine</b>										
<b>Face-to-face/unit meetings</b>			✓	✓	✓		✓	✓		
<b>Unit e-newsletter</b>			✓	✓			✓	✓		
<b>Open forum/focus group</b>					✓		✓	✓	✓	
<b>Leadership visits</b>						✓				
<b>Events/ roadshows</b>		✓				✓	✓			
<b>Video</b>		✓				✓				
<b>Posters, banners, flyers</b>	✓									
<b>Text/Emergency alert</b>										

Administration changes, Dean and above	Administration changes, other	Information requiring urgent action	Executive messages	In-depth storytelling	Good news institution level	Good news unit level	Highlight best practice	Praise good work	Inspiration/goals/ values
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**University Calendar**

✓			✓							Email to all
	✓						✓	✓		Email to unit
✓	✓			✓	✓					Jagwire
						✓				GRHealth news & info site
✓			✓		✓				✓	Working @ GRU
				✓		✓				Research news & info site
		✓			✓					Social media
										<b>Intranet</b>
				✓	✓					Magazine
	✓	✓					✓	✓	✓	Face-to-face/unit meetings
	✓						✓	✓	✓	Unit e-newsletter
										<b>Open forum/focus group</b>
					✓			✓		Leadership visits
										<b>Events/ roadshows</b>
			✓		✓				✓	Video
			✓						✓	Posters, banners, flyers
		✓								Text/Emergency alert

# Internal Communications Channels

## UNIVERSITY CALENDAR

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators, community</li> </ul>	<ul style="list-style-type: none"> <li>• Brief event information</li> </ul>	<ul style="list-style-type: none"> <li>• Centralized and comprehensive</li> <li>• Feeds “events” section on internal websites</li> </ul>	<ul style="list-style-type: none"> <li>• Resources needed to keep it comprehensive and current</li> </ul>	<ul style="list-style-type: none"> <li>• Need gatekeeper to approve content</li> <li>• Liven up with photos &amp; descriptive prose</li> </ul>

## EMAIL

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Disseminating information/ announcements needed by a large number of people</li> </ul>	<ul style="list-style-type: none"> <li>• Can reach mass audiences fast</li> <li>• Cost effective and simple to use</li> <li>• Consistent and controlled message</li> <li>• Reaches the recipient directly</li> <li>• Good for information, awareness or instruction</li> <li>• Can track open &amp; click rates</li> </ul>	<ul style="list-style-type: none"> <li>• Can be overused and cause information overload</li> <li>• Not everyone may have easy, immediate access</li> <li>• Impersonal and open to misinterpretation</li> <li>• Can't be sure they're read</li> <li>• One-way – doesn't generate dialogue or discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Need gatekeeper to control access to mass communication option</li> <li>• Use the subject box to get across key message</li> <li>• Keep it short and simple</li> <li>• Use headings and bullet points for key messages and to break up the text</li> </ul>

## INTERNAL COMMUNICATIONS WEBSITES (UNDER DEVELOPMENT)

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• GRU-wide news &amp; info (Jagwire): All</li> <li>• GRHealth news &amp; info: patients, GRHealth personnel</li> <li>• Employee news &amp; info: Faculty, staff</li> <li>• Research: Interested internal &amp; external audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Current news &amp; information tailored for target site audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Great way to provide info to targeted, but still large, audiences</li> <li>• Up-to-date information</li> <li>• Possibilities are endless – can be entertaining and visually appealing</li> <li>• Subscription options can allow more individual tailoring</li> <li>• Share content across sites</li> <li>• Can provide interactive capability</li> <li>• Web stats show who is reading</li> </ul>	<ul style="list-style-type: none"> <li>• Relies on people seeking out information</li> <li>• People may not have time to read it</li> <li>• Significant resource commitment to keep current</li> <li>• Must manage content with consistency across platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Need strategies to “train” users to visit site on their own</li> <li>• Could include strategic use of emails (teasers) and/or content specifically intended to draw people in</li> </ul>

## SOCIAL MEDIA

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators, community</li> </ul>	<ul style="list-style-type: none"> <li>• Current, catchy, usually casual info bites</li> </ul>	<ul style="list-style-type: none"> <li>• Immediacy</li> <li>• Participatory – generates response &amp; dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple channels with different administrators can cause issues</li> <li>• How to ensure consistency of messaging across platforms</li> <li>• Difficult to control content from others</li> </ul>	<ul style="list-style-type: none"> <li>• Gear content to the younger audiences who are the most likely to use these channels</li> </ul>

## INTRANET (CURRENTLY PAWS)

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional &amp; administrative content</li> </ul>	<ul style="list-style-type: none"> <li>• Self-exploration</li> <li>• Not for public consumption</li> <li>• Secure</li> </ul>	<ul style="list-style-type: none"> <li>• Need more back-end IT support to make useful</li> </ul>	

## ELECTRONIC & PRINT ALUMNI MAGAZINES

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Alumni, donors, faculty, community</li> </ul>	<ul style="list-style-type: none"> <li>• Telling the GRU story in more depth</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to define GRU through storytelling</li> <li>• Fosters emotional connections to the institution</li> <li>• Even time-pressured audience can find opportunities to read over time</li> <li>• More time to develop content</li> <li>• Can portray vision and reinforce brand</li> <li>• Highest quality visual &amp; editorial content</li> </ul>	<ul style="list-style-type: none"> <li>• Long content life can get stale</li> <li>• Challenging to make it relevant to all audiences</li> <li>• High cost of print magazines</li> </ul>	<ul style="list-style-type: none"> <li>• How to drive readers to the web site</li> <li>• How to keep website fresh</li> </ul>

## UNIT E-NEWSLETTERS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Members of specific departments, units, colleges, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Disseminating information/ announcements for a specific group of people</li> </ul>	<ul style="list-style-type: none"> <li>• Content targeted to audience</li> <li>• Consistent and controlled message</li> <li>• Good for information, awareness or instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Typically sent via email, which increases # of emails</li> <li>• Resources needed to create content</li> <li>• If content isn't relevant, people will not read or will be irritated at receiving</li> </ul>	<ul style="list-style-type: none"> <li>• Determine appropriate frequency</li> <li>• Content must be relevant to audience</li> <li>• DCM can help by providing templates &amp; guidance</li> </ul>

## MESSAGE BOARDS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>Faculty staff, students, administrators</li> </ul>	<ul style="list-style-type: none"> <li>Peer-to-peer communications and discussions</li> <li>Leadership can disseminate timely and brief instructions and information</li> </ul>	<ul style="list-style-type: none"> <li>Platform for discussion</li> </ul>	<ul style="list-style-type: none"> <li>Not easily controlled</li> <li>Potential for inaccurate information</li> </ul>	

## FACE-TO-FACE

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>Faculty, staff, administrators</li> </ul>	<ul style="list-style-type: none"> <li>More complex information or issues significant to attendees</li> </ul>	<ul style="list-style-type: none"> <li>Preferred by employees per survey</li> <li>Can make communication personal and relevant to the team involved</li> <li>Opportunity for discussion, feedback, questioning and ideas</li> <li>Good line manager can facilitate a lively and interactive session</li> <li>Can help build understanding and involvement</li> </ul>	<ul style="list-style-type: none"> <li>Success depends on skill of leader</li> <li>Time commitment for both manager and audience</li> <li>Beware of content overload; other channels are more effective for information delivery</li> </ul>	<ul style="list-style-type: none"> <li>Make the best possible use of this time – it's valuable</li> <li>Line managers may benefit from training</li> </ul>

## TEXT MESSAGES, VOICEMAIL

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>Faculty, staff, students, administrators</li> </ul>	<ul style="list-style-type: none"> <li>Emergency alerts, GR Alerts</li> </ul>	<ul style="list-style-type: none"> <li>Instant delivery of important information</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty getting people to sign up</li> </ul>	

## OPEN FORUM, FOCUS GROUPS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>Faculty, staff, students, administrators, community</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to discuss and get feedback on significant changes, new initiatives or issues</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to raise and discuss the real issues</li> <li>Genuine open dialogue</li> <li>Helps leaders to understand how things really are</li> <li>Enables people to feel heard</li> </ul>	<ul style="list-style-type: none"> <li>Dismissive or aggressive response to questions can close down dialogue</li> <li>Line managers can feel disempowered if their decisions are overruled or contradicted</li> </ul>	<ul style="list-style-type: none"> <li>Issue a summary of discussion for everyone to see</li> <li>Proactively raise difficult issues or ask for questions in advance to prompt the real debate</li> </ul>

## LEADERSHIP VISITS TO INDIVIDUAL UNITS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>Faculty, staff, administrators</li> </ul>	<ul style="list-style-type: none"> <li>Discussion on issues related to a specific group of people</li> </ul>	<ul style="list-style-type: none"> <li>Shows leaders are listening and want to see what the real issues are</li> <li>Keeps leaders in touch with issues of concern to employees</li> <li>Promotes dialogue and understanding</li> </ul>	<ul style="list-style-type: none"> <li>Leaders won't experience the real issues if treated as "royal visitors"</li> <li>Requires considerable preparation of leaders</li> <li>Time-consuming for senior leaders to visit multiple sites</li> </ul>	<ul style="list-style-type: none"> <li>Give leaders a good briefing on site issues before they visit</li> <li>Track issues raised and report back on actions</li> </ul>

## EVENTS/ROADSHOWS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial changes or issues</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for key people to reach large audiences face-to-face</li> <li>• Can include Q&amp;A sessions, break-out groups and involve many people</li> <li>• Can build team spirit and motivate</li> <li>• Can be used to address controversial issues</li> </ul>	<ul style="list-style-type: none"> <li>• Can become one-way “tell” sessions</li> <li>• Agenda set by center may not be what the audience wants</li> <li>• May be expensive</li> <li>• Time-consuming for organizers, presenters and audience</li> </ul>	<ul style="list-style-type: none"> <li>• Involve staff in setting the agenda and format</li> <li>• Involve staff in event itself, as hosts or facilitators</li> </ul>

## SURVEYS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students</li> </ul>	<ul style="list-style-type: none"> <li>• Solicit feedback to gauge current status and/or measure progress of new initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Can be effective tool for leaders to obtain target audience opinions</li> <li>• Tool to ID progress or problem areas</li> <li>• Promotes target audience engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Disengaged employees may not participate</li> <li>• Can be overused</li> <li>• If concerns raised are not effectively addressed, will increase disengagement</li> </ul>	<ul style="list-style-type: none"> <li>• Length: enough questions to get good info, not too long to discourage participation</li> <li>• Consider incentives for responding</li> <li>• Good questions are key to getting good info</li> </ul>

## VIDEO

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators, community</li> </ul>	<ul style="list-style-type: none"> <li>• Broader messaging relevant over time</li> </ul>	<ul style="list-style-type: none"> <li>• Visual, creative and entertaining</li> <li>• Shows real people talking about their experiences</li> <li>• Makes people and places accessible for a mass audience</li> <li>• Consistent, controlled message</li> </ul>	<ul style="list-style-type: none"> <li>• Potentially expensive</li> <li>• Not interactive on its own</li> </ul>	<ul style="list-style-type: none"> <li>• Use as part of a briefing session to stimulate debate</li> <li>• Use “real people” to talk about their experiences, not just senior execs</li> <li>• Avoid overuse of talking heads</li> </ul>

## POSTERS, BANNERS, FLYERS

AUDIENCE	BEST FOR	ADVANTAGES	MINUSES	CONSIDERATIONS
<ul style="list-style-type: none"> <li>• Faculty, staff, students, administrators,</li> </ul>	<ul style="list-style-type: none"> <li>• Information or cultural reinforcement messages relevant over time</li> </ul>	<ul style="list-style-type: none"> <li>• Creative and eye-catching</li> <li>• If read, probably read multiple times</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to deploy effectively in large organization</li> <li>• May not be read</li> <li>• Managing posting to keep timely &amp; avoid out-of-date posters</li> <li>• Lose their impact if over used</li> </ul>	<ul style="list-style-type: none"> <li>• Put a “display until” date on posters</li> <li>• Post in widely visited places, such as in the elevator or main hallways</li> </ul>

# Tag Conventions

**Acronyms:** Avoid them; spell out for tags.

Georgia Regents University instead of GRU. Do use GRHealth, though.

**Ampersand:** Do not use; spell out “and.”

**Athletics:** Distinguish between men’s and women’s sports.

Men’s basketball, women’s basketball, men’s track and field, women’s track and field, softball, baseball.

**Awards:** Full name of award; no commas.

**Departments/Sections:** Drop “Department of,” “Section of,” “Division of,” etc. And do not use commas in the names.

English and Foreign Languages, History Anthropology and Philosophy, Cardiology, Neurology.

**Diseases:** Spell out.

Amyotrophic lateral sclerosis, Parkinson’s disease, irritable bowel syndrome.

**Disorders:** Spell out.

Down’s syndrome.

**Events:** Full name.

ALS Ice Bucket Challenge, Alumni Weekend.

**Foundations:** Spell out.

Augusta State University Foundation, Georgia Health Sciences Foundation, Medical College of Georgia Foundation.

**Institutions:** Spell out.

National Heart Lung and Blood Institute, National Institutes of Health, Centers for Disease Control and Prevention.

**Journals:** Full name.

American International Journal of Contemporary Research.

**Names, Building:** Full name of building; do not use commas in the name.

J. Harold Harrison M.D. Education Commons, Science Hall, Jaguar Student Activities Center.

**Names, People:** First name + last name only; do not use “Dr.,” “PhD.,” “Mrs.,” etc., or middle initial.

Brooks Keel, Gretchen Caughman, Jack Evans.

**Organizations:** Spell out; do not use commas in the name.

American Association of University Professors.

**Programs:** Full name, including “program.”

Honors Program, Doctor of Nursing Practice programs, Master of Physician Assistant Program.

**Plurals:** make common nouns plural.

Grants, gift cards, scholarships.

**Scholarships:** Full name of scholarship; do not use commas in the name.

**Titles:** Tag with the person’s name, not the title/position.

**University Values:** Collegiality, Compassion, Excellence, Inclusivity, Integrity, Leadership



## JAGWIRE (AGGREGATOR SITE/UNIVERSITY NEWS)

### *Mission:*

To communicate institutional news and strategic messaging to a wide range of internal and external audiences. The site serves as a homepage for all news under the GRU brand while also pulling content from and driving traffic to audience-specific content homepages including:

- GRHealth Newsroom
- Research News
- Working@GRU
- Experts@GRU
- The Fine Print (university magazines)

### *Audience:*

All internal and external audiences, including faculty, staff, students, leadership, external media, potential students and alumni.

### *Frequency:*

Daily updates include:

- Featured story
- Top headlines
- Featured calendar items

### *Weekly or monthly updates include:*

- Featured expert
- Magazine content

### *Content:*

Top-featured content should promote top-tier priorities and be of interest to multiple audiences. As the homepage for university content, student news and successes are given particular weight, as is content that goes beyond transactional research news and achievements.

### *Submissions:*

Top items featured on the main GRU news site are at the sole discretion of the Division of Communications & Marketing. Announcements pertaining to official university business or to university-sponsored activities may be submitted to DCM. To submit events to the online calendar, use the events submission form. DCM reserves the right to determine whether announcements pertain to the entire university community and to recommend alternate communications vehicles for promotion.

### *Digital media:*

All featured content should include a high-resolution photo. The news site will also give preference to content featuring photo galleries, video, social media integration and audio.

### *Highlighted events:*

Top-featured calendar items should promote top-tier priorities and be of interest to multiple audiences. Items are at the sole discretion of DCM. Weight is given to free events, arts and cultural programming, community activities and university-sponsored events.

## Media Relations homepage

### *Mission:*

To promote top-tier priorities with a site that:

- Connects reporters with university and health system content online
- Is responsive to the needs of broadcast outlets by providing high-quality downloads through a digital media center
- Promotes faculty experts through advisories, tip sheets and video interviews
- Prepares faculty for media interviews with internal training resources

### *Audience:*

All local, regional, national and international media with a particular emphasis on higher education and health reporters.

### *Frequency:*

Top-featured stories and experts are updated weekly or as needed in response to breaking news and events.

### *Content:*

The media relations site features top news releases, experts, upcoming events and video produced by the media relations office.

### *Submissions:*

Top items featured on the media relations page are at the sole discretion of the Division of Communications & Marketing.

### *Digital media:*

All featured content should include a high-resolution photo. The media relations site will also give preference to content featuring photo galleries, video, social media integration and audio.

### *Highlighted events:*

Top-featured calendar items should promote top-tier priorities and be of interest to external media. Items are selected by the media relations office. Weight is given to university-sponsored events most likely to warrant news coverage.

## Health System News page

### *Mission:*

To inform the Health System community about administrative details relevant to their daily lives and promote positive stories that help to build pride in the organization.

### *Audience:*

Health System faculty and staff, patients and their families, media and prospective employees.

### *Frequency:*

Administrative items are updated daily, and features are updated weekly or as needed in response to breaking news and events.

### *Content:*

The Health System News page will feature administrative briefs and stories that demonstrate top-tier priorities or institutional values.

### *Submissions:*

Announcements pertaining to official Health System operations, activities and events may be submitted to DCM. To submit events to the online calendar, use the events submission form.

DCM reserves the right to determine whether announcements pertain to the entire university community and to recommend alternate communications vehicles for promotion.

### *Digital media:*

All featured content should include a high-resolution photo. The Health System News site will also give preference to content featuring photo galleries, video, social media integration and audio.

### *Highlighted events:*

Top-featured calendar items should promote top-tier priorities and be of interest to target audiences. Items are selected by the DCM. Priority is given to items that have impact or relevance across the clinical enterprise.

## Research and Scholarship News page

### *Mission:*

To keep internal and external audiences informed of research-related news and information.

### *Audience:*

Current and prospective faculty, staff and students; and the public.

### *Frequency:*

Top-featured stories and experts are updated weekly or as needed in response to breaking news and events.

### *Content:*

The research site includes featured news items, recent headlines, experts, upcoming events and video.

### *Submissions:*

Announcements pertaining to research operations, activities and events may be submitted to DCM. To submit events to the online calendar, use the events submission form.

DCM reserves the right to determine whether announcements pertain to the entire university community and to recommend alternate communications vehicles for promotion.

### *Digital media:*

All featured content should include a high-resolution photo. The research site will also give preference to content featuring photo galleries, video, social media integration and audio.

### *Highlighted events:*

Top-featured calendar items should promote top-tier priorities and be of interest to target audiences. Items are selected by DCM. Weight was given to events that have impact and relevance across the research enterprise.

## WORKING@GRU

### *Mission:*

To keep internal and external audiences informed of events and administrative updates relative to their everyday work.

### *Audience:*

Current and prospective faculty, staff and students; and the public.

### *Frequency:*

Top-featured stories and experts are updated weekly or as needed in response to breaking news and events.

### *Content:*

The Working@GRU site includes featured news items, recent headlines, experts, upcoming events and video.

### *Submissions:*

Announcements pertaining to employee operations, activities and events may be submitted to DCM. To submit events to the online calendar, use the events submission form.

DCM reserves the right to determine whether announcements pertain to the entire university community and to recommend alternate communications vehicles for promotion.

*Digital media:*

All featured content should include a high-resolution photo. The research site will also give preference to content featuring photo galleries, video, social media integration and audio.

*Highlighted events:*

Top-featured calendar items should promote top-tier priorities and be of interest to target audiences. Items are selected by DCM. Weight is given to events that have impact or relevance across the research enterprise.

## Collaboration

Individuals and departments are encouraged to coordinate with the Division of Communications & Marketing or the assigned college/department communicator in developing communications plans. DCM and its affiliates can provide guidance on media and internal communications strategy and best-practice expression of university-wide strategic priorities and messages at the college/department level.

## Guidelines

### Announcements

*Deans and other appointments*

- Information about new hires, including CV and headshot, provided by Human Resources.
- DCM will coordinate with college/department communicator if appropriate.
- DCM drafts announcement for media and internal audiences.
- DCM vets announcement with new hire and receives approval from hiring manager.
- Announcements issued to president's cabinet, university community and media, in that order.
- Upon arrival to campus, new hire will participate in an interview with the Division of Communications & Marketing for a more in-depth piece for internal audiences.

### Mass Emails

- Only critical or time-sensitive messages should be sent as mass emails to the university community. Event information and administrative updates do not qualify as critical and therefore should be publicized through the university's calendar and news and information website.

- Messages sent to faculty, staff or students within a college or department may be sent at the dean's or administrator's discretion and are drafted and distributed through their respective college or department.
- Messages from the president, provost or executive vice presidents to the university community are drafted, edited and distributed by the Division of Communications & Marketing in collaboration with the appropriate executive.

### Newsletters

- The Division of Communications & Marketing is responsible for template development and content review prior to distribution.
- Each college or department is responsible for content creation and newsletter distribution; there must be one person designated as administrator of the newsletter.
- Fees incurred for out-of-house template design, distribution and printing are billed to the respective college or department.

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