

## UNIVERSITY COMMUNICATIONS

# FY25 WORK PLAN



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## UNIVERSITY COMMUNICATIONS OVERVIEW & CORE OBJECTIVES

#### FY25 WORK PLAN

In August 2019, the UVA Board of Visitors approved A Great and Good University: The 2030 Plan, setting our institutional heading for the next decade. In 2024, University Communications completed a new supporting five-year strategic plan outlining four objectives. Together, these two documents inform the foundation of our annual work plans.

The following represents our first work plan installment for the five years from FY2025-2030. This work plan sets new priorities while reflecting a continuation of the significant work from years prior. Additionally, this work plan is not intended to be a catalog of all that we do. Instead, it outlines the initiatives and activities that we will pursue in FY25 in support of The 2030 Plan and aligned with the objectives described in our five-year strategic plan. This work plan will continue to evolve, reflecting the changing nature of our work. To maintain accountability, this plan is intentionally outlined in a spreadsheet to provide us with a living, breathing document to track progress and timing.

#### **1. CREATE A UNIFIED CONTENT STRATEGY**

Our charge is to masterfully tell the University of Virginia story, creating content that advances the overarching goals and aspirations of UVA. This includes promoting key content themes, such as overall excellence, knowledge creation, academic quality, value and being a good neighbor, as outlined in the University's 2030 Plan. As a team, University Communications will create a unified content strategy that outlines our content themes, core audiences, messaging priorities and distribution channels for each unit. Further, this effort will not only create greater clarity and better work but will also instill a shared sense of ownership in its execution.

#### **2. CURATE GREAT STORIES & EXPERIENCES**

At our core, we share compelling stories and create meaningful experiences. Once we are aligned on our content strategy, we will put it into action by consistently finding and crafting newsworthy University stories, content, marketing campaigns, licensing programs and brand expressions. We will identify and prioritize the creation of stories that speak to our value and impact, highlighting achievements in teaching and learning, faculty research, social mobility, university life and other themes as defined by the content strategy. In doing so, we not only strive to strengthen UVA's positive brand perception but also proactively manage and mitigate potential reputational issues. Each story and experience contribute to our collective goal of being widely recognized as the leading public university in the nation. Our campaigns showcase the UVA experience and contributions, strengthening reputation, encouraging prospective students to apply, attracting and retaining faculty and staff, keeping alumni active, engaging stakeholders and involving community members.

#### **3. MEASURE & OPTIMIZE PROGRAM EFFECTIVENESS**

Our responsibility is not just to produce and promote content but to motivate and move audiences, providing them with a variety of touchpoints with the UVA brand to encourage action. As we tell the UVA story through content and experiences, we must listen to our audiences to learn how they get information, how they view the University and what types of content would help them better understand UVA and grow in their affinity for the institution. To gain these essential insights, we must embrace and prioritize marketing research initiatives. More in-depth perception studies will provide us with important knowledge and data to inform our strategic messaging approach. We must also emphasize the importance of ongoing learning, extracting insights and analyzing trends to inform future decision-making.

#### **4. NURTURE OUR CRAFT & TEAM CULTURE**

Our team will actively encourage collaboration and foster a culture where the exchange of ideas and collective efforts are valued and deemed necessary to strengthen the work product. We must recognize and applaud the accomplishments of our team members and continuously reflect on our personal and professional development. Promoting and embracing a growth mindset should be a fundamental aspect of our team's identity, as it encourages learning and improvement. As such, there will be a renewed focus on professional development, culture-building activities and feedback loops. Excellence is only possible if we cultivate a strong internal culture and continuously refine our craft.



## UNIVERSITY COMMUNICATIONS 5-YEAR ROADMAP

### TARGET COMPLETION

| INITIATIVE NAME  | DESCRIPTION   | QUARTER<br>If a fixed deliverable/effort, timing indicates when key<br>activities end. Otherwise, work will be ongoing. |
|--|---|---|
| 1. CREATE A UNIFIED CONTENT<br>STRATEGY                      |   |   |
| Audit Past Content   | Collectively review content from the past three years across channels to identify trends, extract insights and make recommendations for improvement.  | FY25 Q1   |
| Research Audience & Media Consumption                        | Conduct research on our core audiences' preferences, experiences and<br>interests to deepen our understanding of how they engage with and<br>consume content on each of our distribution channels (channels in which<br>content is delivered to the intended audience, such as Instagram, the UVA<br>Today Daily Report or Virginia.edu).                     | FY25 Q1   |
| Formalize Content Strategy                                   | Create a comprehensive content strategy that outlines our content themes<br>and pillars, key messaging, audience priorities, distribution channels and<br>content formats. Use the University's 2030 Plan as a guide emphasizing<br>overall excellence, research, audience experiences, community contributions<br>and value.                                 | FY25 Q1   |
| Align On & Prioritize Distribution Channels                  | Align and prioritize key distribution channels for each content theme and audience segment to ensure a tailored approach.   | FY25 Q1   |
| Catalog Content Formats                                      | Set a baseline for multimedia content formats (content that incorporates<br>multiple forms of media, such as text, audio, photography, video and<br>interactive elements) that add richness, contours and depth to our content<br>themes and key messages on each distribution channel while adhering to<br>accessibility best practices.                     | FY25 Q1   |
| Determine Content Governance                                 | Determine how to monitor and maintain content quality and consistency<br>through periodic reviews and updates to the content strategy.  | FY25 Q1<br>With yearly Q1 check-ins   |
| Create an Editorial & Content Plan                           | Use the content strategy to create a collaborative editorial and content plan each year to maximize our resources and reach.  | YEARLY Q1   |
| 2. CURATE GREAT STORIES &<br>EXPERIENCES                     |   |   |
| Identify Great Stories                                       | By being attuned to what is happening across the Grounds and fostering<br>good relations with colleagues, we will routinely identify, create and<br>distribute stories based on timeliness and newsworthiness while ensuring<br>prioritization of content themes that are aligned with the overarching<br>content strategy and advance University objectives. | ONGOING   |
| Create Multimedia Content                                    | Collaborate across teams to create content and advance narratives by<br>embracing different media types (graphic design, illustration, typography,<br>photography, video, digital experiences, etc.) to evolve our work and engage<br>our audiences.  | ONGOING   |
| Create & Optimize Content for Multi-<br>Channel Distribution | Create and optimize content for each distribution channel, ensuring the<br>content is best formatted for the medium and the way audiences consume<br>content on that platform; examples include UVA Today, display advertising,<br>social media, website, email and more.   | ONGOING   |
| Coordinate Marketing Campaigns                               | Using the content strategy as a guide, identify consistent content and<br>campaign needs for each year—promoting cross-unit collaboration,<br>allocating appropriate resources, maintaining the quality of ongoing<br>campaigns and preserving space for new campaigns as they arise.   | ONGOING   |
| Build Relationships & Secure Earned Media                    | Build relationships and rapport with local, regional and national news<br>outlets to better understand the landscape and pitch important stories,<br>allowing us to reach larger audiences, increase awareness and gain a greater<br>share of voice by regularly pairing our expertise with the news of the day.  | ONGOING   |
| Craft Executive Leadership Communications                    | Craft compelling narratives for executive leadership that align with<br>overarching content themes and University objectives while communicating<br>effectively with internal and external stakeholders.  | ONGOING   |
| Manage Issues & Reputation                                   | Proactively monitor and analyze potential reputational issues, collaborating<br>with key stakeholders to develop and execute communication plans that<br>address concerns and strengthen the University's image.  | ONGOING   |
| Foster the University-wide Communications<br>Community       | Create educational, networking and idea-sharing opportunities, camps,<br>workshops and training for communications colleagues across the Grounds<br>to improve content curation, marketing and brand adoption and to increase<br>the amount of high-quality content available on University-owned channels.   | ONGOING<br>With milestones in Q2 & Q4   |
| Manage & Evolve the Brand                                    | Maintain and evolve UVA brand identity, expressions and programs—such as<br>BrandDOT—exploring new ways to leverage technology and engagement to<br>improve efficiency and adoption.  | ONGOING   |

| INITIATIVE NAME                                | DESCRIPTION  | TARGET COMPLETION<br>QUARTER<br>If a fixed deliverable/effort, timing indicates when key<br>activities end. Otherwise, work will be ongoing. |
|--|--|--|
| Develop Partnerships & Licensing Programs      | Create and promote licensed products in collaboration with reputable,<br>responsive partners to foster community pride through storytelling while<br>marketing and evolving collections to increase brand affinity and revenue.                            | ONGOING  |
| Maintain & Optimize Virginia.edu               | Provide a user-friendly, SEO-optimized experience, showcasing content that<br>speaks to a range of key audiences through the maintenance of Virginia.edu<br>as the digital "front door" of the University.   | ONGOING  |
| 3. MEASURE & OPTIMIZE PROGRAM<br>EFFECTIVENESS |  |  |
| Create an Annualized Market Research Plan      | Annualize a market research plan designed to encompass both large-scale research and more detailed activities throughout the year.   | FY25 Q4<br>With yearly Q4 milestones   |
| Conduct Research Training &<br>Communication   | Discuss and train across units on how metrics, trends, audience<br>engagement, brand perception and other data should be used to inform<br>decision-making and optimize work.  | ONGOING<br>Starting in FY26  |
| Research Audience & Media Consumption          | Conduct ongoing analysis of our core audiences' preferences, experiences<br>and interests to deepen our understanding of how they engage and consume<br>content on each distribution channel.  | ONGOING<br>With renewed focus starting<br>in FY26  |
| Monitor the Brand                              | Survey the user community to understand various wants and needs, analyze<br>the adoption of BrandDOT assets and tools and monitor the environment to<br>ensure compliance and proper execution.  | ONGOING  |
| Manage Social Media & Online Reputation        | Routinely monitor UVA's online reputation by analyzing social sentiment,<br>community engagement, media and online reviews, ensuring active<br>management of the brand's online reputation between larger perception<br>studies.                           | ONGOING  |
| Report on Performance                          | Regularly analyze the performance of content, activities, events and campaigns to determine the most effective way to engage our audience and adjust the strategy accordingly.   | ONGOING<br>With Q4 reset   |
| Test & Optimize                                | Continuously test and refine content and experiences based on audience engagement metrics utilizing A/B testing when relevant to determine the most effective formats and channels.  | ONGOING  |
| 4. NURTURE OUR CRAFT & TEAM<br>CULTURE         |  |  |
| Gather Employee Feedback                       | Conduct a recurring internal survey of all units to measure employee<br>satisfaction and identify opportunities for culture-building and operational<br>improvement.   | FY25 Q3<br>With yearly Q3 check-ins  |
| Craft a Professional Development Plan          | Identify growth and culture opportunities for each unit while aligning on<br>cross-unit team building and professional development plans that outline<br>topics, goals, participants and facilitation needs.   | FY25 Q4<br>With ongoing implementation   |
| Foster Diversity of Ideas & People             | Foster an inclusive environment that values and actively seeks a diversity of perspectives and experiences by encouraging open dialogue and collaboration to strengthen our efforts.   | ONGOING  |
| Build Culture                                  | Champion a culture of excellence rooted in learning and growth by providing the Employee Engagement Council with the necessary resources and time for planning engagement and recognition programs.  | ONGOING  |
| Prioritze Ethos Immersion                      | Encourage the importance of immersing ourselves in the UVA ethos; being<br>more deliberate about spending time on the Grounds experiencing and<br>engaging in the essence of UVA. It is easier to influence minds when you<br>start with the heart.        | ONGOING  |
| Evolve & Optimize Operations                   | Teach, integrate and embrace project management as a core team function<br>and responsibility of each unit, prioritizing a holistic view of active projects<br>and resources needed to succeed.  | ONGOING<br>With increased efforts in FY26  |
| Embrace AI & New Technologies                  | Facilitate open discussions around how AI and other technologies might<br>assist with organizational challenges, create new opportunities, free up time<br>to do our best creative and strategic work and continue assisting our<br>organization.          | ONGOING<br>With milestones in FY24 Q4 &<br>FY25 Q1   |
| Identify Collaboration Opportunities           | Identify and categorize long-term cross-unit projects that would benefit<br>from collaboration versus short-term deadline-based projects that need to<br>get done.   | ONGOING  |
| Reflect & Celebrate Milestones                 | Nurture a positive and motivated work environment where we recognize<br>achievements, anniversaries, project completions and other significant<br>milestones, taking moments of pause to celebrate successes while reflecting<br>on areas for improvement. | ONGOING  |
| Grow Leadership Skills                         | Facilitate conversations, guide plans and help execute professional<br>development and training, culture-building activities and operational<br>changes, ensuring communication is direct and clear on the importance and<br>impact of these initiatives.  | ONGOING<br>With increased efforts in FY25<br>Q2  |

| INITIATIVE NAME                         | DESCRIPTION  | TARGET COMPLETION<br>QUARTER<br>If a fixed deliverable/effort, timing indicates when key<br>activities end. Otherwise, work will be ongoing. |
|---|--|--|
| 5. MAINTAIN & OPTIMIZE WORK PLAN        |  |  |
| Conduct Quarterly Progress Check-ins    | Meet to discuss the progress of the work plan each quarter, providing<br>consolidated updates that help the team track the work completed while<br>planning upcoming efforts and priorities. | QUARTERLY<br>Starting in FY25 Q1   |
| Perform a Yearly Audit of the Work Plan | Audit the success of the yearly work plan, including what was accomplished<br>and what needs to be a focus for the next plan.  | YEARLY Q4  |
| Create the Annual Work Plan             | Utilize the University's 2030 Plan, the University Communications Strategic Plan, and past work plans to inform the creation of the annual work plan.  | YEARLY Q4  |
|   |  |  |

#### 5-YEAR ROADMAP



### UNIVERSITY COMMUNICATIONS FY25 WORK PLAN



|   |                                    |                            |                   |   |     |      | ·Y25 W0                |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
|---|------------------------------------|----------------------------|-------------------|---|-----|------|------------------------|--------|---------------------------|-----------------------|----------|--------------------------|-----------------------|----------|-------|---------------------|---------------------|-------------------|
| INITIATIVE +<br>ACTIVITIES                            | OWNER                              | CONTRIBUTOR(S)             | APPROVER          | DESCRIPTION   | MAY | JUNE | JULY<br>4 1 8 15 22 29 | AUGUST | SEPTEMBER<br>2 9 16 23 30 | OCTOBER<br>7 14 21 28 | NOVEMBER | DECEMBER<br>2 9 16 23 30 | JANUARY<br>6 13 20 27 | FEBRUARY | MARCH | APRIL<br>7 14 21 28 | MAY<br>5 12 19 26 2 | JUNE<br>9 16 23 3 |
| 1. CREATE A UNIFIEI                                   | D CONTENT STR                      | ATEGY                      |                   |   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Audit Past Content                                    | Senior Team of<br>Vice President   | Council                    | Vice<br>President | Collectively review content from the past three<br>years across channels to identify trends, extract<br>insights and make recommendations for<br>improvement.   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Define Parameters of<br>Content Audit                 | Senior Team of<br>Vice President   |                            | Vice<br>President | Kickoff content strategy project and collectively<br>define parameters of the content audit, including<br>the data sources, time frame, channels, categories<br>for insights, group assignments and any<br>individual contributions.  |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Gather, Organize &<br>Distribute Data                 | Senior Team of<br>Vice President   | Council                    | Vice<br>President | Based on the defined parameters, pull the relevant<br>data from each source and distribute it to the<br>team. As a part of this process, explore how teams<br>are currently auditing and tagging content themes<br>across channels.   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Perform Content Audit                                 | Leadership<br>Council              | Primacy                    | Vice<br>President | In groups, audit content using the defined<br>parameters, extracting 5-10 key insights for each<br>category and providing specific examples when<br>relevant.   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Discuss Content Insights<br>Implications              | & Senior Team of<br>Vice President | Council                    | Vice<br>President | Meet as a Leadership Council to discuss insights<br>from the content audit and implications for the<br>content strategy. Combined meeting with the<br>Discuss Audience Insights & Implications.   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Research Audience &<br>Media Consumption              | Senior Team of<br>Vice President   | Council                    | Vice<br>President | Conduct research on our core audiences'<br>preferences, experiences and interests to deepen<br>our understanding of how they engage with and<br>consume content on each of our distribution<br>channels (channels in which content is delivered<br>to the intended audience, such as Instagram, the<br>UVA Today Daily Report or Virginia.edu). |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Define Audience Segments<br>& Parameters for Research |                                    | Council                    | Vice<br>President | Collectively define audience segments, prioritize<br>by importance and define categories for insights<br>gathering, including top channels, preferred<br>format, key messages, calls to action, what other<br>institutions are doing, best practices and more.<br>Groups should be the same as the content audit.                               |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Perform Audience Researc                              | Leadership<br>h Council            | Drimacy                    | Vice<br>President | In groups, research assigned audience segments<br>and extract 5-10 key insights for each based on<br>the parameters defined.  |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Discuss Audience Insights<br>& Implications           | Senior Team of<br>Vice President   | Conneil                    | Vice<br>President | Meet to discuss audience insights and<br>implications for the content strategy. Combined<br>meeting with the Discuss Content Insights &<br>Implications.  |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Formalize Content<br>Strategy                         | Leadership<br>Council              | Vice President,<br>Primacy | Vice<br>President | Create a comprehensive content strategy that<br>outlines our content themes and pillars, key<br>messaging, audience priorities, distribution<br>channels and content formats. Use the<br>University's 2030 Plan as a guide emphasizing<br>overall excellence, research, audience experiences,<br>community contributions and value.             |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Participate in a Content<br>Strategy Workshop         | Primacy                            | Competer Vice              | Vice<br>President | Participate in a content strategy workshop with a<br>third-party agency to explore and align content<br>pillars and key messaging points.   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |
| Formalize Content Theme                               | Leadership<br>s Council            | Primacy                    | Vice<br>President | Using the workshop, audit and research as a guide, formalize 5-10 content themes that showcase and highlight the University's key communication objectives.   |     |      |                        |        |                           |                       |          |                          |                       |          |       |                     |                     |                   |

| INITIATIVE +   |                                       |   |                   |   | MAY          | JUNE            | JULY         | AUGUST  | SEPTEMBER       | OCTOBER    | NOVEMBER   | DECEMBER     | JANUARY    | FEBRUARY   | MARCH         | APRIL      | MAY          | JUNE       |
|--|---------------------------------------|---|-------------------|---|--------------|-----------------|--------------|---------|-----------------|------------|------------|--------------|------------|------------|---------------|------------|--------------|------------|
| ACTIVITIES   | OWNER                                 | CONTRIBUTOR(S)  | ) APPROVER        | DESCRIPTION   | 6 13 20 27 3 | <b>10 17 24</b> | 1 8 15 22 29 | 5 12 19 | 26 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 2 | 9 16 23 30 |
| Formalize Core Messaging<br>Points                                 | Leadership<br>Council                 | Primacy   | Vice<br>President | For each content theme, formalize 3-5 messaging<br>points that support the theme and represent the<br>type of messaging we want to promote via<br>University channels.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Align On & Prioritize<br>Distribution Channels                     | Leadership<br>Council                 | Leadership<br>Council,<br>Primacy   | Vice<br>President | Align and prioritize key distribution channels for<br>each content theme and audience segment to<br>ensure a tailored approach.   |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Participate in a<br>Distribution Channel<br>Workshop               | Primacy                               | Leadership<br>Council   | Vice<br>President | Each unit's leaders will participate in a one-hour<br>workshop (6 total) with a third-party agency to<br>align and prioritize which distribution channels<br>best bring the content themes to life. In this<br>meeting, we will also discuss content formats for<br>each distribution channel and how they advance<br>the content theme.        |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Formalize Distribution<br>Channels                                 | Senior Team of<br>Vice President      | Leadership<br>Council,<br>Primacy   | Vice<br>President | Following the unit leadership workshops, meet as<br>a Leadership Council to align on proposed<br>distribution channels through an earned, owned,<br>shared and paid lens. Prioritize each content<br>theme and audience segment per distribution<br>channel based on engagement.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Catalog Content Formats  | Leadership<br>Council                 | Primacy   | Vice<br>President | Set a baseline for multimedia content formats<br>(content that incorporates multiple forms of<br>media, such as text, audio, photography, video<br>and interactive elements) that add richness,<br>contours and depth to our content themes and<br>key messages on each distribution channel while<br>adhering to accessibility best practices. |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Assign Content Formats to<br>each Distribution Channel             |                                       | Primacy   | Vice<br>President | For each distribution channel and content theme,<br>recommend 3-4 content formats that best bring<br>the desired messages to life.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Determine Content<br>Governance                                    | Senior Team of<br>Vice President      | Leadership<br>Council,<br>Primacy   | Vice<br>President | Determine how to monitor and maintain content<br>quality and consistency through periodic reviews<br>and updates to the content strategy.   |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Determine Content<br>Governance Model                              | Senior Team of<br>Vice President      | Leadership<br>Council,<br>Primacy   | Vice<br>President | Discuss and align on the content governance<br>model, including the frequency of updates to the<br>plan, rollout and approval process.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Finalize Content Strategy &<br>Determine Rollout Plan              | Senior Team of<br>Vice President      | Leadership<br>Council,<br>Primacy   | Vice<br>President | Finalize the content strategy, including any<br>feedback or input from the Vice President.<br>Determine a rollout plan for the full University<br>Communications team.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Present Content Strategy   | Senior Team of<br>Vice President      | Leadership<br>Council,<br>University<br>Communications<br>Team                    | Vice<br>President | Present the content strategy to the University<br>Communications team. Discuss how this impacts<br>current work and how this plan will be leveraged<br>and monitored.   |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Create an Editorial &<br>Content Plan                              | Senior Team of<br>Vice President      | Leadership<br>Council   | Vice<br>President | Use the content strategy to create a collaborative<br>editorial and content plan each year to maximize<br>our resources and reach.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Create Editorial & Content<br>Plan                                 | Vice President                        | Leadership<br>Council   | Vice<br>President | Using the content strategy as a guide, create an<br>editorial & content plan for the upcoming<br>academic year. This Plan will map out content in a<br>calendar view, serving as a roadmap for content<br>creation, distribution and management.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Finalize Editorial & Content<br>Plan and Determine Rollout<br>Plan | t<br>Senior Team of<br>Vice President | -   | Vice<br>President | Update the editorial & content plan to incorporate<br>feedback and determine a rollout plan for the<br>University Communications team.  |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| Present Editorial & Content<br>Plan                                | t Senior Team of<br>Vice President    | Leadership<br>Council, Vice<br>President,<br>University<br>Communications<br>Team | Vice<br>President | Present the editorial & content plan to the<br>University Communications team, including the<br>implications for their unit and work.   |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |
| 2. CURATE GREAT ST   | ORIES & EXPER                         | RIENCES   |                   |   |              |                 |              |         |                 |            |            |              |            |            |               |            |              |            |

| INITIATIVE +  |                                 |  |   | MAY       | JUNE         | JULY        | AUGUST       | SEPTEMBER    | OCTOBER      | NOVEMBER     | DECEMBER    | JANUARY      | FEBRUARY   | MARCH         | APRIL        | MAY          | JUNE         |
|---|---------------------------------|--|---|-----------|--------------|-------------|--------------|--------------|--------------|--------------|-------------|--------------|------------|---------------|--------------|--------------|--------------|
| ACTIVITIES  | OWNER                           | CONTRIBUTOR(S) APPROVER  | DESCRIPTION   | 6 13 20 2 | 7 3 10 17 24 | 1 8 15 22 2 | 29 5 12 19 : | 26 2 9 16 23 | 30 7 14 21 2 | 8 4 11 18 25 | 2 9 16 23 3 | 0 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | . 7 14 21 28 | 5 12 19 26 : | 2 9 16 23 30 |
| Identify Great Stories  | News & Content                  | Marketing,<br>Leadership & News &<br>Media Relations, Content<br>Digital, Creative | By being attuned to what is happening across the<br>Grounds and fostering good relations with<br>colleagues, we will routinely identify, create and<br>distribute stories based on timeliness and<br>newsworthiness while ensuring prioritization of<br>content themes that are aligned with the<br>overarching content strategy and advance<br>University objectives.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Identify Monthly Events on<br>Grounds + Assign Owners<br>& Contributors |                                 | Digital, Senior<br>Marketing, Team of<br>Creative President                        | Before each month, identify important events and<br>happenings on the Grounds that warrant coverage<br>and storytelling. This should include talking to<br>key members of organizations and University<br>leadership to identify important topics for<br>promotion. For each major event or story that<br>needs coverage, identify who will be capturing the<br>story, contributing sources and any additional<br>creative or content needed. |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create Digital-First<br>Content   | Digital                         | Creative, News & Digital<br>Content  | Craft stories and content tailored specifically for<br>social and other online platforms, prioritizing<br>timeliness and interactivity while leveraging data-<br>driven insights for audience engagement and<br>optimization.   |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Capture, Write & Publish<br>Stories for UVA Today                       | News & Content                  | Leadership & News &<br>Media Relations Content                                     | Capture, write and publish stories for UVA Today,<br>showcasing the University of Virginia's vibrant<br>community, innovative research and impactful<br>initiatives to effectively engage and inform its<br>readership.   |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Cultivate Earned Media<br>Stories                                       | Leadership &<br>Media Relations | News & Content,<br>Digital<br>Leadership<br>& Media<br>Relations                   | Strategically identify stories, UVA experts and<br>notable events to encourage press coverage and<br>increase brand visibility. Capture this information<br>and distribute it weekly to media contacts<br>through the UVA Weekly Media Advisory.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create Multimedia Conten  | nt Digital                      | Creative, News &<br>Content, Digital<br>Marketing                                  | Collaborate across teams to create content and<br>advance narratives by embracing different media<br>types (graphic design, illustration, typography,<br>photography, video, digital experiences, etc.) to<br>evolve our work and engage our audiences.   |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Align on Multimedia<br>Priorities                                       | Creative                        | Digital, News & Creative<br>Content  | Meet bi-weekly to determine timely multimedia<br>priorities, including key stories, campaigns,<br>creative ideas, University initiatives and more.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create Paid Media Content<br>& Assets                                   | t Digital                       | Marketing, Digital<br>Creative   | Create multimedia content for advertising<br>campaigns across channels (including owned<br>ads)—defining the strategy while determining<br>placements and specs. This should include the<br>ongoing exploration of new and emerging content<br>formats.   |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create of Shared Media<br>Content & Assets                              | Digital                         | Creative Digital   | Create multimedia content for social media<br>amplification, generating captions and assets that<br>encourage engagement. This should include the<br>ongoing exploration of new and emerging content<br>formats.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create of Owned Media<br>Content & Assets                               | News & Content                  | Digital, Creative News &<br>Content  | Create multimedia content for owned media<br>channels, including UVA Today, Virginia.edu, the<br>Daily Report, and other initiatives. This should<br>include the ongoing exploration of new and<br>emerging content formats.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create & Activate Brand<br>Campaigns                                    | Marketing                       | Creative, Digital, Vice<br>News & Content President                                | Create multimedia content for ongoing brand<br>campaigns to promote the University to key<br>audiences. This could include campaigns for Great<br>& Good or UVA Today.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |
| Create & Activate Seasonal<br>Campaigns                                 | Marketing                       | Creative, Digital, Vice<br>News & Content President                                | Create multimedia content for seasonal programs<br>and campaigns to promote important messages<br>and showcase the University in action. This could<br>include campaigns for Final Exercises or the<br>annual Holiday Video.  |           |              |             |              |              |              |              |             |              |            |               |              |              |              |

| INITIATIVE +   |                                   |  |  | MAY        | JUNE       | JULY         | AUGUST     | SEPTEMBER    | OCTOBER    | NOVEMBER   | DECEMBER     | JANUARY    | FEBRUARY   | MARCH         | APRIL      | MAY          | JUNE         |
|--|-----------------------------------|--|--|------------|------------|--------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|------------|--------------|--------------|
| ACTIVITIES   | OWNER                             | Contributor(S) Approve                                       | R DESCRIPTION  | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 3 | 2 9 16 23 30 |
| Create & Optimize Content<br>for Multi-Channel<br>Distribution | t<br>Digital, News &<br>Content   | Creative Digital   | Create and optimize content for each distribution<br>channel, ensuring the content is best formatted<br>for the medium and the way audiences consume<br>content on that platform; examples include UVA<br>Today, display advertising, social media, website,<br>email and more.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Plan & Optimize Digital<br>Marketing Campaigns                 | Digital                           | Creative,<br>Marketing, Digital<br>Licensing                 | Ongoing management and optimization of digital<br>marketing campaigns across platforms. This<br>includes the House Ad program and partnerships.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage Social Media<br>Platforms                               | Digital                           | Creative, News & Digital<br>Content                          | Using the content strategy as a guide, develop an<br>annual social media strategy to outline the<br>approach for each platform to guide the daily<br>content creation, management and optimization<br>of University social media accounts.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage News.Virginia.edu                                       | News & Content                    | Digital News & Content                                       | Ongoing management and optimization of<br>News.Virginia.edu and The Daily Report, including<br>the organization and maintenance of stories.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Coordinate Marketing<br>Campaigns                              | Marketing                         | Digital, Creative, Vice<br>News & Content President          | Using the content strategy as a guide, identify<br>consistent content and campaign needs for each<br>year—promoting cross-unit collaboration,<br>allocating appropriate resources, maintaining the<br>quality of ongoing campaigns and preserving<br>space for new campaigns as they arise.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Identify Consistent<br>Content & Campaign<br>Needs             | Marketing                         | Digital, Creative,<br>News & Content Marketing               | Each year, identify and map content and campaign needs as part of the content & editorial plan.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Develop Campaign<br>Strategies                                 | Marketing                         | Digital, Creative, Vice<br>News & Content President          | Develop the strategy for each major campaign,<br>exploring paid, earned, shared and owned<br>implications for each.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Allocate Resources &<br>Execute Campaigns                      | Marketing                         | Digital, Creative, Vice<br>News & Content President          | Work across units to allocate the proper<br>resources for each campaign and execute<br>according to the strategy.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Build Relationships &<br>Secure Earned Media                   | Leadership &<br>Media Relations   | University Vice<br>Executive President<br>Leadership         | Build relationships and rapport with local,<br>regional and national news outlets to better<br>understand the landscape and pitch important<br>stories, allowing us to reach larger audiences,<br>increase awareness and gain a greater share of<br>voice by regularly pairing our expertise with the<br>news of the day.                                    |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Build & Refine Media Lists                                     | Leadership &<br>Media Relations   | - & Media<br>Relations                                       | Build and refine a comprehensive media list that<br>outlines target publications locally, regionally and<br>p nationally. This list should include reporter<br>contact information and ideally be built in<br>Muckrack. Review the media list quarterly to<br>identify new contacts, ensure cleanliness and plan<br>outreach efforts to build relationships. |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Review & Refine Media<br>Relations Strategy                    | Leadership &<br>Media Relations   | - Vice<br>- President  | Each quarter, review and refine the approved<br>Media Relations Strategy to reflect new<br>opportunities and tactics to meet the outlined<br>objectives.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Pitch Stories to Relevant<br>Publications                      | Leadership &<br>Media Relations   | University Vice<br>Executive President<br>Leadership         | Ongoing, weekly pitching of newsworthy stories to increase UVA's reach and build relationships   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Craft Executive Leadership<br>Communications                   | D Leadership &<br>Media Relations | Executive Executive  | Craft compelling narratives for executive<br>leadership that align with overarching content<br>themes and University objectives while<br>communicating effectively with internal and<br>external stakeholders.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Host Executive Leadership<br>Meetings                          | Leadership &<br>Media Relations   | Vice President,<br>University & Media<br>Executive Relations | P Host bi-weekly meetings with University<br>Executive Leadership to discuss important<br>initiatives and communication priorities.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |

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|--|---------------------------------|---|---|------------|------------|--------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|------------|--------------|--------------|
| ACTIVITIES   | OWNER                           | CONTRIBUTOR(S) APPROVE  | R DESCRIPTION   | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 2 | 2 9 16 23 30 |
| Draft Executive Leadership<br>Communications                           | D Leadership & Media Relations  | Executive Executive   | y Ongoing drafting and creation of communications<br>for Executive Leadership including statements,<br>p speeches and other written communication.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage Issues &<br>Reputation  | Leadership &<br>Media Relations | Vice President Executive  | Proactively monitor and analyze potential<br>reputational issues, collaborating with key<br>stakeholders to develop and execute<br>p communication plans that address concerns and<br>strengthen the University's image.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Develop & Implement<br>Response Plans                                  | Leadership &<br>Media Relations | University<br>Vice President Executive<br>Leadershi                             | media, develop a response plan in collaboration<br>with University Communications Leadership and  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Foster the University-wid<br>Communications<br>Community               | le<br>Marketing                 | Digital, Creative,<br>Licensing, News Vice<br>& Content, President<br>Marketing | Create educational, networking and idea-sharing<br>opportunities, camps, workshops and training for<br>communications colleagues across the Grounds<br>to improve content curation, marketing and brand<br>adoption and to increase the amount of high-<br>quality content available on University-owned<br>channels. |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Discuss the Cadence of<br>University-wide<br>Communications Initiative | Vice President<br>es            | Leadership Vice<br>Council President  | Meet to discuss the strategy and cadence for<br>University-wide communications initiatives,<br>including newsletters, workshops, events and<br>more. Create a calendar and circulate expectations<br>to the wider team.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Plan, Promote and Host<br>Brand & Communications<br>Events             | Marketing                       | Digital, Creative Vice<br>President   | Plan brand and communications events, including<br>Brand Camp, UVA Today workshops,<br>Communications Council meetings and more.<br>Ensure each event has a specific audience and<br>desired outcome to maximize impact.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage Communications<br>Initiatives                                   | Marketing                       | Creative, Vice<br>Licensing, Digital President                                  | To inform and educate the University-wide<br>communications community, manage day-to-day<br>initiatives, such as brand and licensing inquiries,<br>newsletters and other tactics.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage & Evolve the<br>Brand   | Marketing                       | Creative, Digital Vice<br>President   | Maintain and evolve UVA brand identity,<br>expressions and programs—such as<br>BrandDOT—exploring new ways to leverage<br>technology and engagement to improve efficiency<br>and adoption.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Monitor the UVA<br>Community for Brand<br>Compliance                   | Marketing                       | UVA Entities Marketing  | Scan the physical and online environments of UVA<br>entities to look for examples where the brand is<br>not expressed appropriately, then work with the<br>stakeholders involved to correct the issues and<br>educate them for brand adoption.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage Identity System<br>Development                                  | Marketing                       | Creative Marketing  | Work with groups across the University to create<br>logos and identity systems using templates from<br>Creative. Distribute them to community members<br>to ensure compliance and consistency.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Develop New Creative<br>Brand Elements                                 | Creative                        | Marketing, Vice<br>Digital President  | Continue to evolve the creative expression of the<br>brand by creating new brand art, tools and<br>templates, as well as an encyclopedia.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Update BrandDot with Net<br>Elements                                   | W Marketing                     | Creative, Digital Vice<br>President   | Once the new brand elements are finalized, upload<br>them to BrandDot—providing access to the<br>University-wide Communications Community<br>while educating on effective usage.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Manage UVA's Branded<br>Environment Program                            | Marketing                       | Creative, Digital Vice<br>President   | Create assets for and manage UVA's branded<br>environment to bring the brand to life physically.<br>This includes placements such as banners, bus<br>stops, bus art and more.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Support Athletics in Brand<br>Management                               | l<br>Marketing                  | Creative, Digital,<br>Athletics   | Support athletics in organizing and managing<br>their brand assets as part of the UVA brand<br>system.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |

| INITIATIVE +<br>ACTIVITIES   | OWNER        | CONTRIBUTOR(S) APPRO   | VER DESCRIPTION   | MAY | JUNE | JULY | AUGUST | SEPTEMBER<br>2 9 16 23 30 | OCTOBER    | NOVEMBER | DECEMBER     | JANUARY | FEBRUARY   | MARCH | APRIL      | MAY | JUNE         |
|--|--------------|--|---|-----|------|------|--------|---------------------------|------------|----------|--------------|---------|------------|-------|------------|-----|--------------|
| Develop Partnerships &<br>Licensing Programs   | Licensing    | Vice President,<br>Leadership &<br>Media Relations, Vice<br>Marketing, Preside<br>Creative, Digital,<br>News & Content | Create and promote licensed products in<br>collaboration with reputable, responsive partners<br>to foster community pride through storytelling<br>while marketing and evolving collections to<br>increase brand affinity and revenue.   |     |      |      |        |                           | 1 14 21 20 |          | 2 3 10 20 30 |         | 5 10 11 24 |       | 1 17 21 20 |     | 2 3 10 20 50 |
| Update Licensing Strategy  | Licensing    | Marketing, Vice Vice<br>President Presider   | Update the licensing strategy to guide annual<br>work and ensure processes are in place.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Evaluate Current & Future<br>Licensing Partners  | Licensing    | Vice President Vice<br>Preside   | Maintain and refine a list of active and ideal<br>licensing partners to guide future partnerships<br>and outreach.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Build Relationships with<br>Licensing Partners   | Licensing    | Leadership & Vice<br>Media Relations Preside   | Build relationships with active and ideal licensing<br>partners through consistent outreach and<br>communication.   |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Build Relationships<br>University-wide   | Licensing    | Marketing Vice<br>Preside  | Build relationships with key stakeholders across<br>the University, including Athletics, Executive<br>nt Leadership, UVA Bookstore and others as<br>identified through outreach and communication.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Bring Licensed Products to<br>Market   | Licensing    | Creative, Vice<br>Marketing Preside  | In collaboration with University partners, create<br>licensed products that advance the UVA brand<br>and encourage engagement while being<br>ent consistent with the University's values and brand<br>standards. Examples include Lululemon Launch,<br>Orange Out Game, Spooky Hoo, etc.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Promote Licensed Products  | Licensing    | Digital, Creative, Vice<br>News & Content Preside  | Promote licensing collections via owned and paid<br>ent channels to increase engagement and revenue.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Maintain & Optimize<br>Virginia.edu  | Digital      | Creative Vice<br>Preside   | Provide a user-friendly, SEO-optimized<br>experience, showcasing content that speaks to a<br>range of key audiences through the maintenance<br>of Virginia.edu as the digital "front door" of the<br>University.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Phase One: Update<br>Navigation & Homepage   | Digital      | Creative Digital   | Complete phase one of the redesign project,<br>updating the navigation across Virginia.edu and<br>the homepage.   |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Phase Two: Develop a<br>Lifecycle & Strategically<br>Launch Pages/Sections   | Digital      | Creative Vice<br>Preside   | Complete phase two of the redesign project,<br>creating a lifecycle and strategically creating,<br>building and launching new pages and sections.   |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Phase Three: Produce Clear<br>Guidelines Across the<br>Enterprise & Develop New<br>Templates                       | Digital      | Creative Vice<br>Preside   | Complete phase three of the redesign project,<br>producing clear guidelines across the enterprise<br>for Virginia.edu and developing new templates.   |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Phase Four: Manage the<br>Lifecycle to Maintain<br>Adherence to Brand<br>Guidelines & Update the<br>Site Regularly | Digital      | Creative Digital   | Complete phase four of the redesign project,<br>managing the lifecycle to ensure adherence to<br>brand guidelines when editing the site and<br>making updates regularly.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Maintain and Support<br>Virginia.edu, Portfolio Sites<br>& Integrations  | : Digital    | - Vice<br>- Preside  | Conduct ongoing website maintenance, including<br>the maintenance of the codebase and content for<br>the UVA Homepage, UVA Today, BrandDot,<br>University Communications, Office of the<br>President, the Strategic Plan and the<br>Commonwealth of Virginia campaign. This<br>includes codebase-only maintenance for UVA<br>Health brand, UVA Wise brand, UVA Wise<br>strategic plan and President Emerita. Management<br>of third-party API connections (Canto, Trumba,<br>Cludo, Parse.ly, Google, RAVE alerts and PrintUI),<br>domains and redirects are also expected. |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| 3. MEASURE & OPTIN   | 11ZE PROGRAM | EFFECTIVENESS  |   |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |
| Create an Annualized<br>Market Research Plan   | Marketing    | Digital Vice<br>Preside  | Annualize a market research plan designed to<br>encompass both large-scale research and more<br>detailed activities throughout the year.  |     |      |      |        |                           |            |          |              |         |            |       |            |     |              |

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|---|---------------------------|---|----------|---|------------|------------|--------------|------------|--------------|------------|------------|----------------|--------------------|------------|---------------|------------|------------|--------------|
| ACTIVITIES                                    |                           |   | HNOVER   |   | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 6 | 6 <b>13 20 2</b> 7 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 | 2 9 16 23 30 |
| Recruit a Research Lead                       | AVP for<br>Administration | Digital, Vic<br>Marketing Pre                     | Ce .     | Recruit a Research Lead staff member who will<br>work closely with the Digital team to execute<br>Objective 3, measuring and optimizing program<br>effectiveness through data and research<br>management.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Create a Market Research<br>Plan for FY26     | Research Lead             | Digital, Vic<br>Marketing Pre                     | ce       | The newly hired Research Lead will work across<br>teams to create a market research plan for FY26,<br>including methods, desired outcomes, timing and<br>more.  |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Conduct Research<br>Training & Communicatio   | Marketing                 | Digital Vic<br>Pre                                |          | Discuss and train across units on how metrics,<br>trends, audience engagement, brand perception<br>and other data should be used to inform decision-<br>making and optimize work.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Research Audience &<br>Media Consumption      | Digital                   | Marketing Dig                                     | rital    | Conduct ongoing analysis of our core audiences'<br>preferences, experiences and interests to deepen<br>our understanding of how they engage and<br>consume content on each distribution channel.  |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Monitor the Brand                             | Marketing                 | Digital Mai                                       |          | Survey the user community to understand various<br>wants and needs, analyze the adoption of<br>BrandDOT assets and tools and monitor the<br>environment to ensure compliance and proper<br>execution.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Compile & Report on Brand<br>Inquiries        | nd<br>Marketing           | Digital Mai                                       | arketing | Compile monthly, quarterly and annual reports of<br>the number and types of inquiries generated from<br>brand@virginia.edu to spot trends for tools and<br>education the brand community needs.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Compile & Report on<br>BrandDot Analytics     | Marketing                 | Digital Mar                                       | arketing | Monitor and refine the BrandDot analytics report,<br>showcasing usage, downloads and other relevant<br>data to inform optimization and brand education<br>events.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Conduct Brand Survey                          | Marketing                 | Digital Vic<br>Pre                                | 00       | Create and deploy a brand survey to the university-<br>wide communications community, gauging their<br>brand engagement, knowledge and needs to<br>inform optimization and brand education<br>activities.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Manage Social Media &<br>Online Reputation    | Digital                   | Leadership &<br>Media Relations, Dig<br>Marketing | gital    | Routinely monitor UVA's online reputation by<br>analyzing social sentiment, community<br>engagement, media and online reviews, ensuring<br>active management of the brand's online<br>reputation between larger perception studies.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Participate in Community<br>Engagement Daily  | Digital                   | Leadership & Dig<br>Media Relations               | gital    | Engage with the UVA community daily on social<br>media by monitoring comments, engaging with<br>followers, reposting content and more. Extract key<br>insights from comments to inform future social<br>media strategy.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Monitor Brand Sentiment                       | Digital                   | Leadership & Mai<br>Media Relations               |          | Monitor brand sentiment and mentions through a<br>social listening tool to gauge perceptions weekly<br>and identify potential crises in real time.  |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Optimize Social<br>Monitoring & Listening     | Digital                   | Marketing Dig                                     | gitai    | Strategize ways to optimize UVA's social listening<br>and community engagement efforts, exploring<br>lifecycle management and defining what happens<br>weekly and quarterly. Continue to maximize<br>listening topics on Sprout Social and report to<br>the team to impact real-time decision-making. |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Report on Performance                         | Digital                   | Marketing, News<br>& Content Dig                  | gital    | Regularly analyze the performance of content,<br>activities, events and campaigns to determine the<br>most effective way to engage our audience and<br>adjust the strategy accordingly.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Evaluate the Cadence of<br>Reporting          | Research Lead             | Leadership Vic<br>Council Pre                     |          | Evaluate the current reporting cadence to<br>determine areas to streamline processes and data<br>collection. This should include a discussion about<br>enhancing paid, earned, owned and shared<br>reporting for a more holistic view of efforts.   |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |
| Pull & Analyze Monthly<br>Performance Results | Digital                   | Marketing, News<br>& Content Dig                  | gital    | Pull and analyze performance across sources for<br>the previous month, extracting key insights that<br>contextualize the data and provide learnings and<br>recommendations for optimization.  |            |            |              |            |              |            |            |                |                    |            |               |            |            |              |

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|--|---------------------------|--|-------------------|--|------------|------------|--------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|------------|--------------|--------------|
| ACTIVITIES   | OWNER                     | CONTRIBUTOR(S)   | APPROVEF          | DESCRIPTION  | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 2 | 2 9 16 23 30 |
| Host Monthly Insights Cal  | ll Research Lead          | Leadership<br>Council  | Vice<br>President | Each month, host a monthly insights call to share<br>performance with the Leadership Council to<br>inform changes to the content strategy.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Create & Share Campaign<br>Reports                                   | Digital                   | Marketing, News<br>& Content,<br>Licensing                   | Vice<br>President | Create and share reports for each major campaign,<br>extracting key insights to inform the strategy for<br>future campaigns.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Test & Optimize  | Digital                   | Marketing,<br>Creative                                       | Digital           | Continuously test and refine content and<br>experiences based on audience engagement<br>metrics utilizing A/B testing when relevant to<br>determine the most effective formats and<br>channels.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Conduct A/B Testing  | Digital                   | Marketing,<br>Creative                                       | Digital           | Conduct A/B testing on select campaigns to<br>inform decision-making and optimize<br>performance.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| 4. NURTURE OUR CR  | RAFT & TEAM CU            | ILTURE   |                   |  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Gather Employee Feedbac  | AVP for<br>Administration | Senior Team of<br>Vice President                             | Vice<br>President | Conduct a recurring internal survey of all units to<br>measure employee satisfaction and identify<br>opportunities for culture-building and operational<br>improvement.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Recruit an Employee<br>Engagement Specialist                         | AVP for<br>Administration | -  | Vice<br>President | Recruit an Employee Engagement Specialist who<br>will work closely with the AVP for Administration<br>and Leadership Council to create and execute<br>strategies to improve employee engagement and<br>retention.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Develop & Distribute<br>Internal Survey                              | AVP for<br>Administration | Vice President,<br>Senior Team of<br>Vice President          | Vice<br>President | Develop and design internal survey questions<br>aimed at measuring employee satisfaction and<br>identifying opportunities for culture-building and<br>operational improvement. Distribute the internal<br>survey to the University Communications team<br>via email. The survey should be taken within a one<br>to two-week period.    |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Analyze & Discuss Results<br>of Internal Survey                      | AVP for<br>Administration | Vice President,<br>Senior Team of<br>Vice President          | Vice<br>President | Analyze the results of the survey, extracting key<br>themes and opportunities. These insights will<br>help inform the Professional Development Plan<br>and other culture-building and operations<br>initiatives.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Craft a Professional<br>Development Plan                             | AVP for<br>Administration | Leadership<br>Council  | Vice<br>President | Identify growth and culture opportunities for each<br>unit while aligning on cross-unit team building<br>and professional development plans that outline<br>topics, goals, participants and facilitation needs.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Compile List of<br>Professional Development<br>Opportunities         | AVP for<br>Administration | Leadership<br>Council  | Vice<br>President | Using the internal employee feedback survey and<br>other identified needs, compile a list of<br>professional development themes and topics.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Create Professional<br>Development Plan &<br>Roadmap                 | AVP for<br>Administration | Leadership<br>Council  | Vice<br>President | Create a professional development plan and<br>roadmap for each level of staff (Leadership<br>Council, Managers, Coordinators, etc.). For each<br>professional development theme and topic,<br>strategize the lead, attendees, content needed and<br>the timing for both the creation of training<br>materials and the actual training. |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Finalize & Rollout the<br>Professional Development<br>Plan & Roadmap | AVP for<br>Administration | University<br>Communications<br>Staff                        | Vice<br>President | Present the professional development plan to the<br>University Communications team, setting<br>expectations for the initiative.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Plan Monthly Professional<br>Development Workshop                    | Workshop Owner            | Leadership<br>Council  | Vice<br>President | Schedule the professional development workshop,<br>plan the agenda and create any necessary<br>materials, including presentations, activities, etc.  |            |            |              |            |              |            |            |              |            |            |               |            |              |              |
| Host Monthly Professional<br>Development Workshop                    |                           | University<br>Communications<br>Staff, Leadership<br>Council |                   | As outlined by the Professional Development Plan,<br>host a one-hour monthly workshop to advance<br>employee skills and collaboration on a wide range<br>of topics. Each training session should be<br>accompanied by an exercise for attendees to apply<br>their learnings.   |            |            |              |            |              |            |            |              |            |            |               |            |              |              |

| INITIATIVE +   |                                   |  |   | MAY        | JUNE       | JULY         | AUGUST     | SEPTEMBER    | OCTOBER    | NOVEMBER   | DECEMBER     | JANUARY    | FEBRUARY   | MARCH         | APRIL      | MAY        | JUNE         |
|--|-----------------------------------|--|---|------------|------------|--------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|------------|------------|--------------|
| ACTIVITIES   | OWNER                             | CONTRIBUTOR(S) APPROVER  | DESCRIPTION   | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 | 2 9 16 23 30 |
| Foster Diversity of Ideas 8<br>People                  | & AVP for<br>Administration       | Senior Team of Vice<br>Vice President President                                | Foster an inclusive environment that values and<br>actively seeks a diversity of perspectives and<br>experiences by encouraging open dialogue and<br>collaboration to strengthen our efforts.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Prioritize Diverse<br>Recruitment                      | AVP for<br>Administration         | Senior Team of Vice<br>Vice President President                                | Through recruitment efforts, continue to<br>prioritize building a team that represents diverse<br>backgrounds and perspectives to enrich the<br>quality and dimension of our work.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Ensure Open<br>Communication                           | AVP for<br>Administration         | Senior Team of Vice<br>Vice President President                                | Implement an online communication channel<br>where employees can anonymously or openly<br>share their ideas for improving the work<br>environment.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Build Culture  | AVP for<br>Administration         | University<br>Communications<br>Team   | Champion a culture of excellence rooted in<br>learning and growth by providing the Employee<br>Engagement Council with the necessary resources<br>and time for planning engagement and<br>recognition programs.   |            |            |              |            |              |            |            | L.           |            |            |               |            |            |              |
| Host Monthly Employee<br>Engagement Council<br>Meeting | AVP for<br>Administration         | Employee AVP for<br>Engagement Administrat<br>Council ion                      | Meet monthly as an Employee Engagement<br>Council to plan and organize culture-building<br>activities. This should include at least one full<br>staff outing or activity per quarter.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Host Quarterly Full Team<br>Activity                   | Employee<br>Engagement<br>Council | University<br>Communications<br>Team<br>Team                                   | Host a quarterly activity that includes the full<br>University Communications team outside the<br>office. The activity should be fun and<br>interactive—helping to build culture and<br>relationships.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Prioritze Ethos Immersion                              | AVP for<br>Administration         | University<br>Communications<br>Staff  | Encourage the importance of immersing ourselves<br>in the UVA ethos; being more deliberate about<br>spending time on the Grounds experiencing and<br>engaging in the essence of UVA. It is easier to<br>influence minds when you start with the heart.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Prioritize the Weekly<br>Exploration of Grounds        | AVP for<br>Administration         | University<br>Communications<br>Staff  | Encourage staff to work at least two hours per<br>week on the Grounds to immerse themselves in<br>the culture and ethos of UVA.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Evolve & Optimize<br>Operations                        | Leadership<br>Council             | - Vice<br>- President  | Teach, integrate and embrace project management<br>as a core team function and responsibility of each<br>unit, prioritizing a holistic view of active projects<br>and resources needed to succeed.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Embrace AI & New<br>Technologies                       | Primacy                           | Leadership Vice<br>Council President   | Facilitate open discussions around how AI and<br>other technologies might assist with<br>organizational challenges, create new<br>opportunities, free up time to do our best creative<br>and strategic work and continue assisting our<br>organization.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Participate in AI Training<br>Sessions                 | Primacy                           | Leadership<br>Council, Vice<br>University President<br>Communications<br>Staff | Participate in a series of training sessions on AI,<br>diving deeper into new technologies and<br>capabilities while showcasing how it can inform<br>University Communications initiatives and work.<br>Each training session will be accompanied by an<br>exercise for attendees to apply their learnings. |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Collaborate on the UVA<br>Custom AI GPT                | Primacy                           | Leadership Vice<br>Council President   | Collaborate with a third party on the creation of a<br>UVA-specific custom AI GPT to streamline<br>content creation in our brand voice. This will<br>include goal-setting, providing relevant content<br>to train the GPT, testing and more.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Rollout, Train on & Adopt<br>the Custom GPT            | Primacy                           | University<br>Communications<br>Staff  | daily tasks.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Identify Collaboration<br>Opportunities                | Leadership<br>Council             | - Vice<br>President  | Identify and categorize long-term cross-unit<br>projects that would benefit from collaboration<br>versus short-term deadline-based projects that<br>need to get done.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |

| INITIATIVE +  | OWNER  | CONTRIBUTOR(S                    |                      | DESCRIPTION   | MAY        | JUNE       | JULY         | AUGUST     | SEPTEMBER    | OCTOBER    | NOVEMBER   | DECEMBER     | JANUARY    | FEBRUARY   | MARCH         | APRIL      | MAY        | JUNE         |
|---|--|----------------------------------|----------------------|---|------------|------------|--------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|------------|------------|--------------|
| ACTIVITIES  | OWNER  | CONTRIBUTOR(S                    | D) AFFROVER          |   | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 | 2 9 16 23 30 |
| Host Workshop to Define<br>Meeting Structure &<br>Provide Official<br>Communication | Vice President                                   | Leadership<br>Council            | Vice<br>President    | Host a workshop that identifies all recurring<br>meetings and discusses opportunities to<br>streamline while fostering collaboration. Once<br>aligned, circulate a formal communication to all<br>staff of meeting structure and cadence across the<br>organization.                    |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Reflect & Celebrate<br>Milestones   | Vice President                                   | Senior Team of<br>Vice President | Vice<br>President    | Nurture a positive and motivated work<br>environment where we recognize achievements,<br>anniversaries, project completions and other<br>significant milestones, taking moments of pause<br>to celebrate successes while reflecting on areas<br>for improvement.                        |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Reflect & Recognize<br>Employees  | Vice President                                   | Managers                         | Vice<br>President    | Actively monitor the office culture and work<br>product to identify opportunities for recognition<br>and reflection.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Prepare Annual<br>Performance Review  | Managers   | Leadership<br>Council            | Vice<br>President    | Each manager will create an annual performance<br>review for their reports, highlighting areas of<br>success and opportunities for growth. This will<br>include recommendations for promotions and<br>salary increases.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Conduct Performance<br>Reviews  | Vice President                                   | Senior Team of<br>Vice President | Vice<br>President    | Conduct annual performance reviews with each<br>employee to communicate expectations, highlight<br>contributions and share a future vision for their<br>role.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Update & Maintain the<br>University<br>Communications Website                       | Digital  | Creative                         | Vice<br>President    | Celebrate the work of University Communications<br>through the maintenance of the branded website<br>to enhance pride, offer clarity about who we are<br>and what we stand for and drive recruitment. This<br>includes the creation and upkeep of case studies<br>after major projects. |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Grow Leadership Skills  | Leadership<br>Council, AVP for<br>Administration | Leadership<br>Council            | Vice<br>President    | Facilitate conversations, guide plans and help<br>execute professional development and training,<br>culture-building activities and operational<br>changes, ensuring communication is direct and<br>clear on the importance and impact of these<br>initiatives.                         |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Take the Clifton Strengths<br>Assessment  | AVP for<br>Administration                        | Leadership<br>Council            | Vice<br>President    | Take the one-hour CliftonStrengths assessment<br>to understand individual strengths and<br>weaknesses.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Discuss Clifton Strengths<br>Results  | Leadership<br>Council                            | -                                | Vice<br>President    | Meet as a Leadership Council to discuss the<br>Clifton Strengths results and leverage the insights<br>to better understand the team and how to best<br>work together.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Explore Leadership<br>Coaching  | AVP for<br>Administration                        | Senior Team of<br>Vice President | Vice<br>President    | Explore contracting a dedicated leadership coach<br>to work with the Senior Team of Vice President to<br>continue to evolve leadership and communication<br>skills.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| 5. MAINTAIN & OPTIN   |  | N                                |                      |   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Operationalize Work Plan  | AVP for<br>Administration                        | Administrative                   | Vice<br>President    | Operationalize the work plan by building it in the<br>existing project management tool (Asana) to<br>ensure maintenance and accountability of the<br>plan's activation.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Create Work Plan Project ir<br>Asana  | n AVP for<br>Administration                      | Administrative                   | Vice<br>President    | Build the work plan as a project in Asana, creating<br>sections for each objective, coordinating timing<br>and assigning tasks for owners and contributors.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Onboard Initiative Owners<br>to the Project & Set<br>Expectations                   | AVP for<br>Administration                        | Initiative Owners                | s Vice<br>President  | Set expectations with initiative owners on how to<br>use and update Asana for work plan progress.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Conduct Quarterly<br>Progress Check-ins   | AVP for<br>Administration                        | Initiative Owners<br>Primacy     | s, Vice<br>President | Meet to discuss the progress of the work plan<br>each quarter, providing consolidated updates that<br>help the team track the work completed while<br>planning upcoming efforts and priorities.   |            |            |              |            |              |            |            |              |            |            |               |            |            |              |
| Update Work Plan<br>Initiatives Monthly   | AVP for<br>Administration                        | Initiative Owners                | s Vice<br>President  | Each month, write 1-3 bulleted updates on any work plan initiative or activities you own in Asana.  |            |            |              |            |              |            |            |              |            |            |               |            |            |              |

| INITIATIVE +<br>ACTIVITIES  | OWNER                     | CONTRIBUTOR(S) APPROVER  | DESCRIPTION  | MAY        | JUNE       | JULY         | AUGUST     | SEPTEMBER    | OCTOBER    | NOVEMBER   | DECEMBER     | JANUARY    | FEBRUARY   | MARCH         | APRIL      | MAY          | JUNE       |
|---|---------------------------|--|--|------------|------------|--------------|------------|--------------|------------|------------|--------------|------------|------------|---------------|------------|--------------|------------|
|   |                           |  |  | 6 13 20 27 | 3 10 17 24 | 1 8 15 22 29 | 5 12 19 26 | 2 9 16 23 30 | 7 14 21 28 | 4 11 18 25 | 2 9 16 23 30 | 6 13 20 27 | 3 10 17 24 | 3 10 17 24 31 | 7 14 21 28 | 5 12 19 26 2 | 9 16 23 30 |
| Conduct & Participate in<br>Quarterly Progress Check-<br>in Meeting | AVP for<br>Administration | Initiative Owners Vice<br>President                                | Attend a quarterly progress check-in meeting to share updates on each initiative and activity.   |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Perform a Yearly Audit of<br>the Work Plan                          | f Leadership<br>Council   | University<br>Communications<br>Team, Primacy<br>Vice<br>President | Audit the success of the yearly work plan,<br>including what was accomplished and what needs<br>to be a focus for the next plan.   |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Audit Work Plan Progress<br>& Completion                            | Leadership<br>Council     | University<br>Communications<br>Team                               | Each year, audit the work plan progress. What was<br>accomplished? What should be carried over? Are<br>there new initiatives that should be a priority?                                      |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Reflect as a Group  | Leadership<br>Council     | - Vice<br>President  | As a group, the Leadership Council should reflect<br>on the audit of the work plan and align on<br>priorities for the following year.  |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Create the Annual Work<br>Plan                                      | Leadership<br>Council     | University Vice<br>Communications President,<br>Team Primacy       | Utilize the University's 2030 Plan, the University<br>Communications Strategic Plan, and past work<br>plans to inform the creation of the annual work<br>plan.                               |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Write & Prioritize Yearly<br>Activities                             | Leadership<br>Council     | University<br>Communications<br>Team                               | Using the work plan framework, write and<br>prioritize the yearly activities. Each activity should<br>ladder up to an overarching initiative within an<br>objective from the strategic plan. |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Assign Owners & Hours fo<br>Each Activity & Initiative              |                           | - Vice<br>- President  | Once the activities are finalized, collaborate to<br>assign each with an owner, contributor(s), and<br>approver.   |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Assign Timing for Each<br>Activity & Initiative                     | Leadership<br>Council     | - Vice<br>- President  | Assign timing for each activity and initiative using<br>a weekly framework. Consider the other activities<br>and initiatives of each owner and contributor<br>when assigning timing.         |            |            |              |            |              |            |            |              |            |            |               |            |              |            |
| Present and Roll Out the<br>Work Plan                               | Leadership<br>Council     | University<br>Communications<br>Team                               | Present the work plan to the University<br>Communications team, communicating any<br>initiative/activity owners and timing.  |            |            |              |            |              |            |            |              |            |            |               |            |              |            |