



Ollscoil Chathair Bhaile Átha Cliath  
Dublin City University

# QUALITY IMPROVEMENT PLAN COMMUNICATIONS & MARKETING

*12 May 2015*

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## 1. INTRODUCTION

This Communications & Marketing (C&M) department Quality Improvement Plan (QulP) has been developed in response to the extensive Peer Review Group (PRG) report which was issued in November 2014, as part of the C&M Quality Review Process. The original Self-Assessment Report (SAR) for C&M was written with the full involvement of the C&M team and with specific support from the co-ordinating committee, which included:

- Teresa Murray – Director of Communications & Marketing (Chair)
- Ita McGuigan – Senior Student Recruitment Officer\*
- Deirdre Wynter – Marketing Manager
- Alison Molloy – Department Administrator

This same group were called upon to input into the Quality Improvement Plan, although the wider C&M team were also consulted and have had input into the final plan. (\*Ita McGuigan was unavailable for the QulP part of the process due to maternity leave.)

The process for completing the Quality Improvement Plan required a detailed review and discussion of the analyses and suggestions made in the Peer Review Group Report. All department members were invited to review the full Peer Review Group Report and to contribute any responses and suggestions to the co-ordinating committee. The final written report was reviewed by all to ensure the C&M team were fully in agreement with proposals and responses.

## 2. SUMMARY OF OUTPUT

The Peer Review Group Report acknowledged C&M as a committed, skilled, professional and collegial group with a strong team spirit. Moreover, it recognised a collective resilience within the team in the face of an increasingly challenging landscape. A number of suggestions and recommendations were made by the Peer Review Group, which also acknowledged that some non-resource dependant changes had already been implemented or commenced within the department. Where this is the case, it is clearly referenced in the responses attached

The DCU Incorporation Programme, referred to in several places in this QulP, is the planned coming together of St Patrick's College, Drumcondra (SPD), Mater Dei Institute of Education (MDI) and Church of Ireland College of Education (CICE) with Dublin City University. The vision of the DCU Incorporation Programme includes a new Institute of Education and an enhanced Faculty of Humanities & Social Sciences that will incorporate the combined strengths of the four institutions.

(i) THE ONE-YEAR PLAN

- *Brand Strategy: Work with Senior Management to define a Brand Strategy for DCU, and draft a 1 and 3 year marketing plan.*

DCU needs a clear Brand Strategy and a brand narrative, driven by Senior Management, which will inform all brand messages and communications leading up to and post Incorporation. A clearly articulated and focussed Brand Strategy will enable C&M to manage communications and marketing priorities at school and faculty level. This strategy will inform both a 1 year and 3 year marketing plan for DCU and, coupled with improved brand tracking metrics and PR evaluation, will enable C&M to set targets and agree KPI's for all marketing and communications activities.

- *Clarity on the remit of C&M*

The ownership and management of Post Graduate Recruitment within DCU is the main issue here: additional resources will be required if C&M are required to take strategic responsibility for this important market sector.

- *Website fixes*

A number of fixes remain outstanding to address ongoing concerns and issues. A project plan has been developed and costed and can be implemented immediately.

- *Bench-marking exercises*

C&M will evaluate best practise in communications and marketing processes in high performing Universities. It will also explore how other Irish HEI's manage key communications and marketing functions, including design and creative output. This will inform a planned exercise to establish a roster of design and creative partners for DCU.

- *Marketing and Communications forum*

A full review of the role and effectiveness of this forum is underway, evaluating membership, reach, objectives, reporting and frequency. The forum will be re-engineered in the context of the DCU Incorporation programme, with a revised remit and membership. At the same time, C&M will upgrade its website to include the new C&M events calendar, brand guidelines and tool-kit and DCU best practice case studies.

- *Media relations*

C&M will shortly re-publish the DCU Media Contacts book, make it available with a searchable function on the C&M website and develop an app for distribution across hand held devices for journalists, researchers, news desks and others. A programme of journalist visits and meetings is already underway and this will be extended to include specialist research and education contacts.

- (ii) **THE THREE YEAR PLAN**

- *Re-launch and reposition:*

C&M will re-launch and embark on a marketing exercise to drive awareness of the range of skills and services available through the department. The audience will be DCU/SPD/MDI/CICE staff, with the objective of driving awareness of best practices, services, branding guidelines and templates etc.

- *Web-site Overhaul:*

The DCU Incorporation programme is driving a significant change programme for the DCU website. Following this exercise, a full review and exploration of the functionality and design aesthetics of the DCU website will take place, with cross-institutional representation.

- *C&M INTRA programme:*

C&M will establish an internship whereby a DCU under-graduate student can spend their INTRA placement in C&M. C&M will liaise with the DCU INTRA Office to define and plan a clear schedule of activities and responsibilities to ensure a fully worthwhile and valuable placement for the student.

- *C&M Key Performance Indicators (KPIs):*

A range of potential new KPI's have been identified, including media coverage and tonality, student recruitment statistics, PR effectiveness, and qualitative brand tracking. To help us establish appropriate benchmarking for DCU, a professional, externally facilitated reputation/stakeholder analysis will be carried out to assist us in targeting both audiences and messaging effectively.

In the context of the DCU Incorporation project, establishing such tracking measures in 2015/16 is timely as it allows for monitoring of the DCU brand metrics throughout the process of Incorporation, where there needs to be a focus on managing the integrity and stability of the brand through a change process.

### 3. RESPONSE TO RECOMMENDATIONS IN THE PEER REVIEW GROUP REPORT

RECOMMENDATION NUMBER	ADDRESSEE	PRIORITY	PRG RECOMMENDATION (PROVIDED IN PRG REPORT)	AREA RESPONSE	UNIVERSITY RESPONSE
BRANDING & REMIT					
1	1	A/U	<p>Define - with DCU Senior Management Group - an agreed DCU Brand Strategy, emanating from the top down, that will be communicated throughout DCU. This strategy should focus on how the DCU positioning of 'University of Enterprise' can be achieved, with specific definitions around:</p> <ul style="list-style-type: none"> <li>-The key proposition, supporting priority messages and brand values</li> <li>-DCU's main competitors</li> <li>-Key audiences</li> <li>-Dissemination of messages via faculties and schools</li> </ul>	<p>C&amp;M recognises the need for a clearly defined and agreed brand narrative for DCU that will enable a consistent and compelling brand strategy and inform all brand communications and activities. The introduction of a defined brand would also enable the setting of clear priorities and parameters within which C&amp;M would operate in the pursuit of clear, focussed, high quality messaging for DCU.</p> <p>A DCU Brand Strategy will need to be future-proofed in the context of the DCU Incorporation project; hence the timing of this project is ideal in determining the role and scope of the DCU brand post-Incorporation. An initial project scoping exercise will be carried out in 2015 to enable the appropriate benchmarking of the DCU brand and explore the impact of Incorporation on DCU's positioning as 'Ireland's University of Enterprise'.</p>	<p>The University agrees with the recommendation to formulate a DCU Brand Strategy and will work with the Communications and Marketing (C&amp;M) Office to produce it. The Vice President for External Affairs (VPEA) will be central to this collaboration and, as a member of the DCU Senior Management Group (SMG), will be expected to bring this work to SMG as part of the University collaboration process.</p>

				<p>Given the importance of such a project to the University and the seniority of those who would need to be involved (SMG plus others), C&amp;M proposes that an external company with proven experience in this area should be engaged to manage this process, and that it should take place in 2015/2016, in anticipation of full legal Incorporation in September 2016.</p>	
2	1	A/U	<p>Clarify and prioritise the remit of C&amp;M with regard to:</p> <ul style="list-style-type: none"> <li>- Brand Strategy and architecture</li> <li>- Research</li> <li>- DCU website</li> <li>- Postgrad recruitment</li> <li>- Internal communications</li> </ul>	<p>C&amp;M welcomes the recommendation for clarity of responsibility in some key areas:</p> <p><u>Strategy and Architecture:</u> Brand Architecture is managed through C&amp;M but the Brand Strategy needs further definition (as per Rec.#1). Brand Strategy should be owned by the Office of the Vice-President for External Affairs (VPEA) and managed by C&amp;M.</p> <p><u>Research:</u> Research communications have been identified as a priority area for 2015; the recent appointment of a Research Hubs Marketing Manager coupled with the imminent appointment of a Research Communications manager to operate between the offices of Research &amp; Innovation and C&amp;M should alleviate issues here. It is proposed that this role will be filled by the end of Q2 2015.</p> <p><u>DCU website:</u> The management of the DCU website is a shared responsibility between C&amp;M and Information Systems and Services (ISS), with ISS responsible for the technical management of the engine and back office of the site, and C&amp;M responsible for aesthetics and for driving content. (See further detail on addressing website issues in Rec.#15).</p>	<p>The University agrees with the recommendation and would see the processes as being complementary to those in Rec. #1.</p> <p>Some of the changes envisaged may require either changes in remit (Internal Communications) or resourcing (Post-graduate). These will need to be brought via the normal channels to the Executive of the University for decision and the University will endeavour to support it and will properly consider any relevant funding request.</p>

Postgraduate Recruitment: C&M also recognises the need for clarification in this area. The Student Recruitment team currently focuses exclusively on under-graduate recruitment although it does participate tactically in some post-graduate recruitment fairs where necessary. The team would welcome the opportunity to work on post-graduate recruitment, but this requires a separate approach to the current CAO focus and would therefore require additional resources, in which post-graduate recruitment could potentially be a shared activity between C&M and the Graduate Studies Office.

This whole area is a high priority for C&M and is currently under active review.

Internal communications: Currently internal communications are managed through the President's Office, with some input when requested from C&M and Human Resources (HR). In the context of the Incorporation programme and as DCU evolves to become a multi-campus institution, the need for a strategic approach to an efficient and effective internal communications strategy and the processes around this, is becoming increasingly apparent.

This area is currently under active review.



PLANNING

3	1	A/U	<p>Develop 1 and 3 year marketing plans, to include DCU strategic objectives and relevant communications and recruitment Key Performance Indicators (KPI's) that focus specifically on market share and brand image targets.</p>	<p>A clearly defined DCU Brand Strategy, (as per Rec.#1) would inform both a 1 and 3 year plan and enable clear identification of agreed targets and KPI's. (Current measures are limited to media output by volume). C&amp;M has identified a training programme for the Communications Manager and Officer to upskill in evaluating PR activities, with a view to establishing clear KPIs and targets for our PR activities.</p> <p>As part of this improved measuring/KPI process, a brand tracking device will be introduced to qualitatively measure brand performance. Specific media reach and frequency targets can also be set as part of an overall communications plan. C&amp;M has identified a third party partner with whom we can work to establish a qualitative brand tracking study.</p> <p>Student Recruitment KPIs – set and reviewed annually – are based on the Central Applications Office (CAO) related statistics. C&amp;M has recently created a six month role for a post working jointly between C&amp;M and the DCU Institutional Research and Analysis Officer to support the management of Student Recruitment analytics. It is hoped – if successful –to make this a permanent position, which will support the establishment of KPI's for C&amp;M across a range of areas.</p> <p>In the context of the DCU Incorporation programme, the establishment of such tracking measures in 2015/16 is timely. It allows for monitoring of the DCU brand metrics throughout the process of Incorporation, where there needs to be a focus on managing the integrity and stability of the brand, within the complexity and scale of the required developments.</p>	<p>The University welcomes this recommendation also. The comments made for Rec.#1 vis-à-vis the VPEA also apply here.</p>
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4	2	A/U	<p>Revise the format of the C&amp;M team meetings to map, plan and report on project delivery and outcomes for clients.</p>	<p>The purpose of the weekly C&amp;M internal meeting is threefold:</p> <ol style="list-style-type: none"> <li>1. Identify and communicate priority projects for individuals or the team</li> <li>2. Manage cross-discipline projects and ensure timings and output are co-ordinated for clients</li> <li>3. Manage the overall workload within the department</li> </ol> <p>The nature of the workload within C&amp;M is such that some projects are managed by individuals and others require input from some or all members. The current format of the weekly meeting works very effectively in ensuring output to a high standard for all C&amp;M clients and projects. It allows for support and co-operation between the team and doesn't focus overtly on individual outputs.</p> <p>The planned introduction of a Communications Grid planning process (Ref Rec.#5) will help to prioritise messages sent on behalf of the University and will enable more efficient management of client priorities. The proposed format of the Communications Grid is the most effective way to manage the heavy workload and high volume of traffic through C&amp;M processes.</p>	<p>The University welcomes this recommendation.</p> <p>The University further suggests that C&amp;M meets with Deans and other University staff to ensure the service delivery and client focus orientation of the QulP recommendation are met and agreed with their clients.</p> <p>The member of SMG ultimately responsible for a unit, in this case the VPEA, would be expected to apprise the SMG and the University Executive of substantive operational issues and structural changes.</p>
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5	1	A	<p>Schedule annual meetings with Deans and Unit Heads to agree priorities, forward plan and mitigate eleventh hour demands for support.</p>	<p>The process of C&amp;M meeting regularly with Deans and Unit heads has already commenced. C&amp;M will continue to engage with these and other DCU stakeholders to identify priorities in terms of communications, events and marketing projects.</p> <p>A Communications Grid planning process is in development (Ref Rec.#4) to support scheduling and prioritising of messages on behalf of the University as a whole; Deans/school heads will be encouraged to contribute to this messaging grid and it will form a key part of the engagement process.</p> <p>The development of an agreed DCU Brand Strategy (Ref Rec. #1) will be very valuable in respect of the recommendation here as it will allow C&amp;M to be clear about the agreed high level priorities for DCU in terms of messaging and communications. This will enable us to manage expectations around support and coverage for events and activities at faculty and unit level.</p>	<p>Note: Regular and collegiate dialogue and cooperation between units (academic and support / service) of the University is enthusiastically encouraged, welcomed and supported by SMG.</p> <p>This should be carried out as part of Rec.#4 above.</p>
<b>BENCH-MARKING</b>					
6	3	A/U	<p>Complete a bench-marking exercise (e.g. Harvard, MIT) to explore models and processes used in other Universities.</p>	<p>C&amp;M will undertake a desk research exercise to review processes and procedures in high performing Universities globally to see if there are any learnings that can be adopted. In addition, we can look to Universities (e.g. Arizona State University) with whom DCU already has a relationship and explore in detail their practices in communications and University brand management.</p> <p>In this context, C&amp;M is already committed to a dialogue in Q2/Q3 2015 with UCC in Cork and UC London which it is hoped will prove worthwhile in terms of shared learnings.</p>	<p>The University has commenced the exercise of bench-marking itself against other appropriate institutions. The functions within the remit of the VPEA, including those of the C&amp;M function, will be included in this exercise.</p>

7	1	U/A	<p>Conduct a bench-marking exercise with other HEI's on in-house versus out-sourced creative resources.</p>	<p>C&amp;M plans to investigate the possibility of undertaking a survey – with the support of the Irish University Association (IUA) - across all Irish HEI's to explore practices and preferred suppliers in this area. C&amp;M will also engage with 3U partners with a view to sharing learnings and potentially resources.</p> <p>C&amp;M is already planning a full review of all creative partners with a view to having a roster of design and creative agencies for DCU that will work to agreed parameters and costs. This exercise will be carried out in 2015 in close partnership with the Procurement Office, and will be cognisant of any existing creative/design relationships and partnerships in MDI/SPD/CICE.</p>	<p>The University recommends that as part of the response to Rec.# 4, Rec.#5 and Rec.#6 that a benchmarking of best practice and structure be undertaken against other universities in Ireland and the UK to 'future-proof' DCU's process and structures in an appropriate manner.</p>
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MARKETING OF C&M INTERNALLY IN DCU

8	2	A	<p>Consider a re-launch of C&amp;M to inform DCU staff of its remit. Position C&amp;M as the voice of the consumer in DCU, showcasing in-depth knowledge of prospective students needs</p>	<p>C&amp;M welcomes the suggestion to raise its profile and clarify the remit and breadth of skills and services available. However, given the suggestion in Rec.#9 for a name change for C&amp;M, it may be prudent to hold off making a significant statement pending a name change or other potential unit or responsibility changes. Post-Incorporation, there may also be additional resources and different skill profiles available to the C&amp;M team which could further expand the range of skills and service throughout the department.</p> <p>In the meantime, C&amp;M is actively upgrading its presence on the DCU website, with the addition of templates and brand guidelines. C&amp;M is also seeking to upgrade the videography and camera services provided and has identified new equipment and training to facilitate this. C&amp;M has committed - as suggested by the Quality Review Peer Group – to revamp</p>	<p>Note: The University does not normally make comments with respect to recommendations focussed solely on the area being reviewed. In this instance we feel this should be carried out in alignment with any changes being undertaken in response to Rec. no. 4 above.</p>
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				<p>the C&amp;M offices and showcase its work visually.</p> <p>A key component of a re-launch would involve presenting the findings from 2014/15 research on the prospective undergraduate market. C&amp;M's analysis of this in-depth research, conducted at key touch points in the prospective undergraduate's decision-making journey would help to further reinforce the department's positioning as the voice of the university's consumers to key internal stakeholders, such as Heads and Deans.</p>	
9	3	A	<p>Consider a change of department name to reflect the integration of Student Recruitment operations and the primacy of student recruitment to DCU strategy and business.</p>	<p>The C&amp;M department was originally named the Public Affairs and Media Relations Office, and was changed to the Communications &amp; Marketing department following the new Director's arrival in 2011. The integration of the Recruitment Team into C&amp;M was not foreseen at that time. C&amp;M is not opposed to a change in title to recognise the broader remit of operations. However, in the context of the Incorporation Programme and further potential changes to unit structures, responsibilities and/or personnel, it may be prudent to hold off making any such changes until new unit structures and responsibilities are clearly defined.</p>	<p>Note: The University agrees with the response of the C&amp;M Office.</p>
10	3	A	<p>Publish a DCU events calendar (including key Student Recruitment events) to provide clarity and support C&amp;M dialogue with schools and units around workload priorities.</p>	<p>In its current format, the activities calendar is for internal office use only. However there is merit in making available to all in DCU a calendar of fixed dates, deadlines and priority events. C&amp;M is currently developing a new events and activity calendar, which will be web-based and public facing. The calendar will be positioned as the driver of priority events and activities across all faculties and offices within DCU. C&amp;M will also keep the calendar displayed prominently within the office as part of the office refurbishment (Ref Rec.#8)</p>	<p>Note: The University would enthusiastically support this.</p>

11	1	A	Review the title 'Communications Manager' for the post currently advertised – suggest it is renamed 'Communications Officer'.	This post has recently been filled; the post holder has the title 'Communications Officer'.	
DEVOLUTION					
12	2	A	Conduct a full review of the monthly Marketing & Communications forum with a view to enhancing its membership and increasing its effectiveness.	<p>C&amp;M is aware of the need to reinvent this forum. While It is an essential forum that reaches across all faculty and unit Marketing and Communications Officers, providing a full overview of activities and events, low attendance and varying contribution levels are impacting its effectiveness.</p> <p>In the context of Incorporation, the scope and function of this forum is changing. The new focus will be on 3 key areas:</p> <ul style="list-style-type: none"> <li>(i) Communications and events</li> <li>(ii) Recruitment activities (UG AND PG-T)</li> <li>(iii) Marketing and brand projects</li> </ul> <p>C&amp;M is committed to reviewing the format, frequency and membership of this forum; this is a high priority for 2015.</p>	<p>Note: The University would be concerned if low attendance and contribution levels were to persist and welcomes the resolve to revitalise the forum. Again the University suggests this is best undertaken with regard to the response to service delivery in Rec. #4.</p>
13	2	A	Consider establishing a Research Communications forum intended to secure engagement and support of research material.	<p>To address the issue of ensuring adequate communications support for research in DCU, a new post has been proposed to DCU's Budget Committee for approval. This one year post - <i>Research &amp; Innovation Communications Officer</i> - will have a dual report to both the Office of Research &amp; Innovation Support and the Communications Manager. This post will focus exclusively on proactively sourcing and placing DCU research stories with national and international media.</p> <p>C&amp;M has already established a regular communications forum between C&amp;M, the Research Hubs, Invent and the Research &amp;</p>	See comments under Rec.#5 above.

				Innovation Office. The person appointed to this new role will play a key part in ensuring the ongoing effectiveness of this forum in building relationships and delivering increased volume and quality of research related stories from all DCU faculties.	
PLANNING					
14	2	A	<p>Consider distribution to Marketing Officers/DCU colleagues of regional media contacts for low-risk stories with an overview maintained by C&amp;M.</p> <p>Develop and launch a tool-kit of brand guidelines (visual identity), photography guidelines, templates, social media tips, best practice case studies and testimonials.</p>	<p>C&amp;M has considered this proposal at length. It is C&amp;M's firm belief that for consistency and quality control it is essential to retain management of messaging and relationships with media through controlled, central channels.</p> <p>C&amp;M will, however, review the management and flow of external facing communications as part of the re-defining of the monthly Communications and Marketing forum (Ref Rec.#12). There will be opportunities to develop a controlled dissemination of communications via this forum, thus maintaining control over the flow of all information between the University and the media. This will ensure existing media relations are fully leveraged and consistency is maintained through all our brand communications and messaging.</p> <p>C&amp;M has almost completed a full tool-kit including brand guidelines and best practice case studies as a reference point for Marketing Officers and DCU colleagues. This will be launched by the end of Q2 2015 on the C&amp;M website along with the graphic design creative guides and templates which are always available.</p> <p>C&amp;M regularly offers Media Training for Academics and other staff and have recently extended this to include colleagues in SPD, MDI and CICE.</p>	Note: The University supports the response of the C&M office.

WEBSITE					
15	1	U/A	<p>Explore the disconnect between website build and website design capacity between ISS and C&amp;M and explore transferring web development (build) resource into C&amp;M to deliver a more responsive, content-led approach to website development.</p>	<p>C&amp;M is very aware that the functional performance of the website is an on-going issue and has been the case since the 2013 revamp of the site. The development and management of the DCU website was, and remains, a shared responsibility between ISS and C&amp;M. While many issues have been addressed, some still remain, largely because they require further investment in the website. There is also now the addition of specific and urgent web needs for DCU Incorporation.</p> <p>A 2-fold approach is already underway to address the website issues: (i) A full plan to address the legacy DCU website has been clarified and costed. C&amp;M proposes that this plan is funded and implemented in 2015 to address outstanding issues. (ii) As part of the Incorporation Programme, a project is already underway to manage the DCU website reformatting to accommodate additional content from both MDI and SPD sites, thus ensuring delivery of a seamless and consistent web experience for all incoming first year students in Sept 2015.</p> <p>Part (ii) requires the appointment of a full time Web Developer to manage the project. This role will be located within C&amp;M, reporting to the C&amp;M Director. This is a technically focussed role, but the project will have significant input from the Director and the Graphic Design team. The reformatting of content on the DCU website to accommodate Incorporation, combined with investment to address some outstanding functionality issues should significantly help in addressing the current content management issues. Post-Incorporation, a full review of the DCU website will take place, with cross-institutional input, with a view to optimising the website for DCU post-Incorporation.</p>	<p>The University is currently addressing all aspects of Information Technology (IT) infrastructure and Information Systems (IS). An IS strategy is being developed, under the DCU IS Governance Committee, and the issues referred to here will be resolved as part of this work.</p> <p>The University recommends that the post-Incorporation review of the website outlined be actioned as a priority within the current operational working groups managing the Incorporation Programme to ensure an effective integration of these matters following the Incorporation.</p>



16	1	U/A	<p>Consider establishing a web development board, including colleagues from C&amp;M and ISS, to map the required enhancements to the content, functionality and purpose of the website.</p>	<p>C&amp;M and ISS have already carried out this exercise and have identified the 'fixes' needed to address various issues. C&amp;M proposes that this plan is funded and implemented in 2015 to address the main outstanding issues. (Ref Rec.#15).</p> <p>There is a wider context to this: a Digital Communications and Marketing review committee is required to consider all online digital and social media aspects – both current capacity and performance and future needs and management. C&amp;M will seek to establish this committee in 2015.</p>	<p>See comments under Rec.#15.</p>
MANAGEMENT OF RESOURCES					
17	3	A	<p>Together with DCU Procurement, consider establishing a roster of design agencies, exploring the feasibility of having one main supplier.</p>	<p>C&amp;M has already committed to this process and is planning a full review of all creative partners with a view to having a roster of design and creative agencies for DCU that will work to agreed parameters and costs. (As per Rec.No.7 above). This exercise will be carried out in 2015 in close partnership with DCU's Procurement Office, and will be cognisant of any existing creative/design relationships and partnerships in MDI/SPD/CICE. The high volume and variety of design and creative projects required by the University demands more than one supplier.</p> <p>The graphic design complement for management and delivery of all University materials is a 1.5 Full Time Equivalent role – thus a significant level of external support is required to ensure on time and effective delivery of print and creative materials.</p>	<p>Note: See comments under Recs.#5 and #7.</p>

18	2	A	<p>Increase the use of internal student skills and expertise, (e.g. Augmented Reality app), via a structured graduate internship programme.</p>	<p>C&amp;M welcomes all opportunities to work with DCU students and has forged strong relationships with the School of Communications and DCU Business School on a range of projects over the past 3-4 years. In some cases C&amp;M has been asked to help students with projects and in other cases we have proactively engaged with students and submitted project briefs to them.</p> <p>Working with students can be mutually beneficial but needs to be tightly managed. Recognising the challenges of properly integrating students into a professional Communications and Marketing team, C&amp;M's preferred approach would be to offer a properly structured INTRA internship, where both parties can benefit. C&amp;M will explore this option with the DCU INTRA office with a view to setting up placement options for 2016/17. To support this and other student engagement within the department (including increasing use of Student Ambassadors), C&amp;M will seek funding to set up a permanent work station for hot-desking including making wireless devices (iPads) available to support students who participate in DCU marketing activities and events.</p>	<p>Note: The University welcomes the response of the C&amp;M Office and will endeavour to support it and consider any relevant funding request.</p>
<b>MANAGEMENT OF MEDIA AND STAFF EXPECTATIONS</b>					
19	2	A	<p>Develop a social media strategy and integrate it into marketing and student recruitment campaigns. To include policy, practices, content, responsibilities and metrics.</p> <p>[Note: During the follow-up meeting to confirm this QULP, it was</p>	<p>C&amp;M is active in managing Social Media to promote and support DCU and DCU activities in line with the University's Social Media policies. Social Media is included in all communications campaigns.</p> <p>Student recruitment campaigns have layers of digital activity and associated tracking and measurements built into them, and a range of channels are used on a daily basis to distribute</p>	<p>Note: The University agrees with the response of the C&amp;M Office and will endeavour to support it and will consider any relevant funding request.</p>

			<p>agreed by the peer review group members that the development of social media 'guidelines' rather than 'strategy' was the appropriate focus of this recommendation.]</p>	<p>DCU content, including press releases, videos, event details, staff and student achievements. This is an important area for C&amp;M and the need for additional skills and /or resources is recognised. While two C&amp;M members have post-graduate degrees in Digital Media &amp; Marketing, other members of the team have expressed a desire to upskill in Digital Media skills and a suitable training course has been identified.</p> <p>C&amp;M will undertake to provide strategic advice and guidelines on social media usage to academic and support / service staff, referring them to key personnel within the Teaching Enhancement Unit for advice on the practicalities / technicalities of social media technologies. Any guidelines developed here will be undertaken in conjunction with those arising out of Rec.#14.</p>	
20	2	A	<p>Map a suite of alternative channels for dissemination of DCU stories to mitigate demand for mainstream media coverage. Including DCU website, alumni and SU channels, specialist websites etc.</p>	<p>C&amp;M uses a variety of channels to optimise the reach of DCU stories and content. However it is recognised that managing expectations around the potential reach of some content can be an issue. In some cases, 'alternative' rather than mainstream channels are the appropriate option; clarity around the relevance and reach of these channels would help in managing the expectations of the content owners. C&amp;M will address this by developing in 2015 a matrix of communications channels that can be used to help manage expectations around content distribution.</p> <p>C&amp;M has recently appointed a Communications Officer (Ref Rec.#11). This post, coupled with new arrangements and appointments in Research &amp; Innovation Office, should help make agreed dissemination paths easier over time.</p>	<p>Note: The University welcomes this recommendation and suggests that the relevant actions be undertaken as part of the response to Rec.#14.</p>

21	2	A	<p>Create a programme of media relations to build relationships with key media contacts: feature writers, freelance journalists, specialist correspondents, bloggers, to support improved citation of DCU academics and their research in comment and review pieces.</p>	<p>C&amp;M hosts a current database of relevant media contacts and actively manages and nurtures these well established relationships. Some of these contacts are relevant for very specific and niche areas. C&amp;M has an ongoing programme with key journalists of site visits and meetings with key DCU personnel, and will continue to drive this programme of engagement to include visits across all DCU campuses, interviews with DCU academics, research staff as well as other relevant initiatives.</p> <p>The Media Contacts directory has recently been revised and updated. This database will shortly be available for access by all media on the C&amp;M website. C&amp;M will also re-publish this updated booklet and redistribute to journalists, news desks, PR agencies etc. C&amp;M has further investigated developing the DCU Media Contacts database into a desktop icon/app that can be easily accessed by media/researchers/others on their wired and wireless computing devices.</p> <p>In the context of setting agreed KPIs for the department, (as referenced in Rec.#3), C&amp;M will explore improved media measuring and reporting to measure tone/quality as well as quantity of media coverage. C&amp;M will also introduce a quarterly review and reporting by means of a visible dashboard which can be made available to a wider University audience, to inform fully on the real DCU media presence. It is also planned to undertake in 2015 an externally facilitated reputation/stakeholder analysis exercise to assist C&amp;M in targeting messages effectively.</p>	<p>Note: See comments under Rec.#14, Rec.#19 and Rec.#20 above.</p>
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## APPENDICES

### APPENDIX 1:

Area Quality Committee (for the Self-Assessment report)

- Teresa Murray, Director of Communications & Marketing
- Ita McGuigan, Senior Student Recruitment Officer
- Deirdre Wynter, Marketing Manager
- Alison Molloy, Department Administrator

### APPENDIX 2:

Peer Review Group

- Mr Michael Lavery (Chair), Director of External Relations, Teeside University
- Ms Janet French, Partner, You&ME Research and Planning
- Ms Rhonda Gibson, Director of PR & Communications, University of Ulster
- Dr Jennifer Bruen (Rapporteur), School of Applied Languages and Intercultural Studies, Dublin City University
- Dr Kieran Moran, School of Health and Human Performance, Dublin City University

### APPENDIX 3:

Area Quality Committee (for the Quality Improvement Plan)

- Teresa Murray
- Deirdre Wynter
- Alison Molloy

#### APPENDIX 4:

Prioritised Resource Requirements identified by Communications and Marketing:

Project 1:	DCU Brand Strategy project			<b>€10k</b>
Project 2:	C&M internal improvements	Video/Camera equipment	€6k	
		Office revamp	€2k	
		Students equipment	€4k	<b>€12k</b>
Project 3:	KPI's and measurements	Staff training	€1k	
		Qualitative Brand tracking	€14	
		Digital Media training	€3k	<b>€18k</b>
Project 4:	Website project	Site enhancements		<b>€16k</b>
Project 5:	Media Contacts Guide	App development		<b>€ 4k</b>

**Note:** A total of €39,000 was provided by the university to C&M in April 2015 to undertake quality improvement projects arising out of the quality review process for Communications and Marketing.