

Advancement is Everybody's Business...

WACUBO

Mark Aydelotte

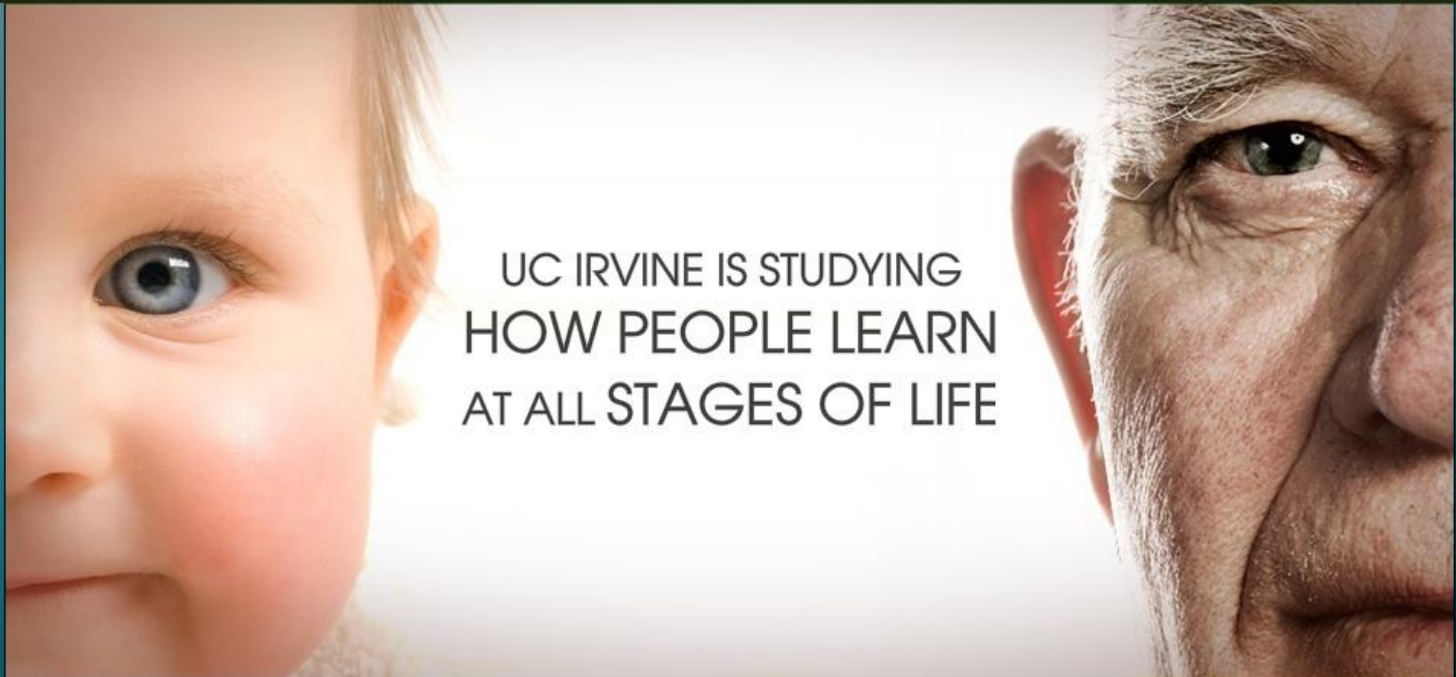
Assistant Vice Chancellor at the
University of California, Irvine

Directed the marketing of a \$1 billion
comprehensive campaign for the
university

....112,887 donors.

...\$984+ million.

>whew<



UC IRVINE IS STUDYING HOW PEOPLE LEARN AT ALL STAGES OF LIFE

[THE FUTURE OF EDUCATION](#)

[IN THE MEDIA](#)

[GET CONNECTED](#)

[ABOUT OUR CAMPAIGN](#)

[▶ MEET OUR TEAM](#)

THE FUTURE *of* **DISCOVERY & LEARNING**

UC Irvine is studying how people learn at all stages of life. That's important in the classroom. It's also important to our parents and grandparents as they struggle with memory problems. We're finding better ways to teach and better ways to help people remember life's most precious memories.

[▶ LEARN MORE](#)

AS SEEN ON:

AS SEEN ON:



[▶ CLICK TO SEE ALL](#)

SHAPE THE **FUTURE** WITH US



We dream big at the University of California, Irvine. We've always chosen to direct the power of research, scholarship and teaching towards finding real answers to the world's toughest problems. Today, let us renew that vision with you.



www.UCIFuture.com

UC Merced



Fresno State



UC Office of
the President
State Center
Community
Colleges



Mennonite Health Services

Trends

- ⦿ Decreasing state support
- ⦿ Lower state grants to students
- ⦿ Tuition increases
- ⦿ Increased fundraising
- ⦿ Online instruction
- ⦿ New alternatives in higher education

What impacts do we see?

- ⦿ Lower enrollments
- ⦿ Donor fatigue
- ⦿ Higher student debt
- ⦿ Working students
- ⦿ Leadership turnover
- ⦿ Advancement staff turnover

How are we responding?

- ⦿ Lobbying/Advocacy
- ⦿ Cuts in programs, staff and faculty
- ⦿ New efficiencies
- ⦿ Pressure to fundraise
- ⦿ Seek additional scholarship support
- ⦿ Increased communication

Lifesaving motto

Risk a little, save a little

Risk a lot, save a lot

Outside-In Mindset

- ⦿ More real involvement from people outside the university – donors, advocates
- ⦿ Set a compelling vision for outsiders
- ⦿ Develop close relationships with students and parents
- ⦿ A call to leadership
- ⦿ **Applies to all advancement efforts** – alumni, donors, advancement services, gov't & community relations, stewardship.

Telling Your Story

Your university's image is critical to your success

- Enrollment
- Major donor and foundation support
- Alumni support
- Government & community relations
- Fundraising campaigns

Telling Your Story

- ① Too often universities are forced to focus their leadership and advancement resources on the “crisis du jour.”
- ① *“Policy by press release”*
- ① Do you have an agenda or is your agenda being set for you?

Dynamic Environment

- ⦿ Leadership characteristics
- ⦿ Fundraising campaigns
- ⦿ Political & funding landscape
- ⦿ Interest groups
- ⦿ Impact of Web technologies
- ⦿ Growth pressures
- ⦿ Changing views of higher education & proprietary schools

Opportunity

Telling Your Story

Likely problem areas:

- ⦿ Athletics
- ⦿ Greeks
- ⦿ Legislators
- ⦿ Campus crime
- ⦿ Embezzlement
- ⦿ Leadership failures
- ⦿ Budgets
- ⦿ Data breach
- ⦿ Health services
- ⦿ Activists on campus
- ⦿ Fire/flood/calamity
- ⦿ Major events
- ⦿ Murphy's Law

Telling Your Story

What are the big things people learned about your campus last year?

What are the big things people **should learn** about your campus this year?

How can you provide a more complete and accurate picture of your university?

Effective communications

The Secret...

Our communication is going to accomplish a **specific goal** and will express our **moral purpose** to our audiences.

Moral purpose

- ⦿ **What gets you up in the morning?**
- ⦿ **What moral imperatives drive your university?**
 - **Pioneering medical care**
 - **Feeding the world**
 - **Graduates with character who serve in the community**

Effective communications

- ⦿ That presumes there is an expected positive outcome from communication.
- ⦿ What outcome are you seeking?
- ⦿ **What is the communication trying to accomplish?**

POSSIBLE OUTCOMES:

- **A “yes” vote on an upcoming proposition**
- **Investor interest in a new venture**
- **Donations**
- **New memberships in the Alumni Association**
- **Understanding for a controversial decision**

Communications should always express the MORAL PURPOSE (AKA “the brand”) of the university.

What is “the brand?”

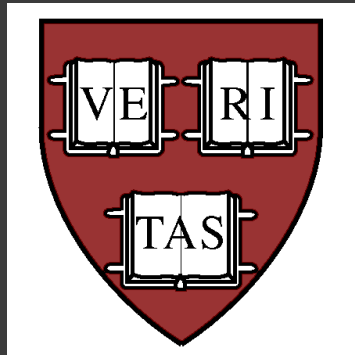
- ⦿ It's not a slogan
- ⦿ It's not a product
- ⦿ It's not a logo

Brand is NOT a slogan

- Save Money. Live Better. Walmart
- I'm lovin' it McDonalds
- The Power of Dreams Honda
- Imagination at Work GE
- Get it right H&R Block
- Ingredients for Life Vons
- We Thought of Everything Toshiba
- Touching Life, Improving Lives P&G
- The Wind of Freedom Blows Stanford

A College Brand is NOT a slogan

- Grasp the forces driving the change. **Stanford**
- I would found an institution where any person can find instruction in any study. **Cornell**
- Numen Lumen **Wisconsin**
- Advancing Knowledge.
Transforming Lives. **Michigan State**
- Only at the U. **Minnesota**
- Always Thinking **Univ. of Illinois**



Harvard



Duke



Wisconsin



Columbia



University
of Michigan



San Jose
State



Boston College



Bakersfield College

Brand is...

- Driving Performance
 - Safety
 - Creative Thinkers
 - Athletic Excellence
 - Family Entertainment
 - Status
 - Love
 - Free Speech
 - Conservative Thought
 - The Future
- BMW
Volvo
Apple
Nike
Disney
Mercedes
DeBeers
UC Berkeley
Hoover Institute
UC Irvine

What is your college's brand?

- How would your alumni, students and faculty describe your **moral purpose**?
- How do people “**feel**” about your campus?
- What do people uniquely trust you to deliver?

Communications can be grouped into two categories:

- On-going

- Crisis

Both must always project and protect the brand:

If you're not telling your story on
an ongoing basis...

Someone else is!

If you're not telling your story in
a crisis...

Someone else is!

Ongoing Communications

- All communications purposefully express the brand



HEY, RECESSION
FEAR THE TURTLE

ENTREPRENEURSHIP / WWW.UMD.EDU

Telling Your Story

- ◎ **Focus on strategic goals.**
 - Strategic plan summary
 - Visionary leader
 - Foundation vision
 - Integrated marketing plan to advance strategic goals – **with specific staff and funding**

Avoid the Willie Nelson Syndrome



*Maybe I didn't love you
Quite as often as I could have
And maybe I didn't treat you
Quite as good as I should have*

*If I made you feel second best
Girl, I'm sorry I was blind
But you were always on my mind
You were always on my mind*

*Maybe I didn't hold you
All those lonely, lonely times
And I guess I never told you
I'm so happy that you're mine*

*Little things I should have said and done
I just never took the time
You were always on my mind
You were always on my mind*

*Tell me
Tell me that your sweet love hasn't died
Give me
Give me one more chance to keep you satisfied
I'll keep you satisfied*

Integrated Marketing

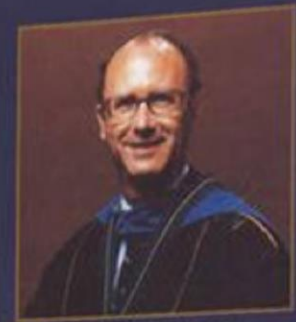
- ⦿ Aligns communications with the university's critical goals
- ⦿ Defines and supports legitimate points of differentiation
- ⦿ Provides focus
- ⦿ Uses resources wisely

Like a musical score to an orchestra...it produces a symphony...not noise.

Ongoing Communications

You need a clear vision.

What are the values that set your college apart. Your brand permeates all facets of the college – academics, development, budget, communications, alumni, and athletics.



EARNING MY DEGREE

**MEMOIRS OF AN AMERICAN
UNIVERSITY PRESIDENT**

DAVID PIERPONT GARDNER

WITH A FOREWORD BY VARTAN GREGORIAN



Ongoing Communications

It's not just what we tell people we are...

- It's more about what they say we are as a result of their interaction with the college.
- Outside in versus inside out.
- Much of university communications and marketing can be like a bad date.



Bad donor relationships sound like...

- ⦿ “They just keep calling and calling...”
- ⦿ “It’s been a tough year for my business, but they keep asking for more...”
- ⦿ “They’re not listening to me...”
- ⦿ “I just throw their notes away”
- ⦿ “They won’t take no for an answer”

Ongoing Communications



Your college's brand is about your relationship with the people who place their trust in you.

They are not customers, stakeholders and clients...rather they are partners, friends and colleagues.

Ongoing Communications

It's visceral...not just informational.

It's more about emotion and feelings and less about information and facts.





What are the top three unique values represented in your college's brand?

What university do you identify as having a powerful brand?

What are the top three unique values or hallmarks that establish the brand of the university you select?



How do you present the values represented in your college's brand?

- Social media
- Events
- Donor relations
- Public Affairs
- Partnerships
- Advertising



Telling Your Story

Another University Official Is Fired and One Quits in Loan Scandal

How do we provide a more complete and accurate picture of the university in a crisis?

Admissions scandal brings down University of Illinois president

B. Joseph White set to resign over system of preferences for politically connected applicants.



In this Sept. 10 file photo, University of Illinois President B. Joseph White speaks to board members during a university Board of Trustees meeting in Champaign, Ill. On Wednesday, Illinois Gov. Pat Quinn said that White plans to resign.
Seth Periman/API/FILE

BREAKING NEWS

Students say they feel 'used,' 'betrayed'

By Chloe White Kennedy

Coach search at full speed
Hamilton has not revealed his list of replacements>>

A multiple-scandal test for big university

Crisis Communications

In my career alone I've faced:

- Automatic weapons fire on campus from fleeing bank robbers.
- Student shoots and paralyzes professor.
- Student commits suicide in a music studio.
- Equestrian dies in riding accident.
- Basketball star commits murder during a drug deal.
- Embezzlement
- Drunken frat party results in student death.
- **And more...**

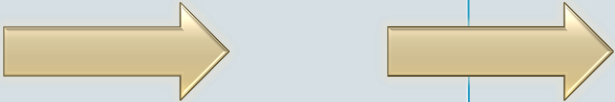
Crisis Communications

And what's your story?

Crisis Communications

Leadership in a crisis is key:

- What's the ultimate solution to the problem? Focus on that, not on continuing to report the problems.
- Respond...don't react
- Bad things will happen...be prepared...have a plan.
- Understanding the crisis lifecycle
- Context over content
- Concentrate on rebuilding trust and reinforcing the brand

How <u>are</u> we perceived?	How <u>do we want to be</u> seen?
	
Crime-ridden and unsafe	A safe campus
Out-of-control athletics program – NCAA violations	Acknowledge past problems...now are in compliance
Students can't afford to attend	New scholarships and student support in place
Rampant alcohol abuse by students	College offers alternatives for safer activities
Student protests put property at risk	Damaging property is at odds with our values
<p>How you move from one column to the other is the start of your PLAN for communications</p>	

Telling Your Story

Current perception...

We want to move to...

Serious NCAA violations &
booster dissatisfaction



Athletic Integrity

Public is unaware of
excellent medical programs



High awareness of
medical programs

Campus reputation too
dependent on athletic
prowess



Academic program
recognition

Telling Your Story

◎ Create a communications group

- Respond to media inquiries and social media quickly
- Works from pre-set crisis communication plan
- Overall communications keeps on track with strategic goals
- Digital media has to be part of the group's responsibility
- **KEY: Effective communication is emotional rather than only fact-based**

Crisis Communications

Reporters focus on the causes of a problem, who's the victim, and who's responsible.

As a leader you need to focus on solving problems.

- What can I do personally to resolve the issue?
- How can we team-up to fix the problem?
- What's the first step to fix this?
- How can we reduce the impact and turn the situation around?

Crisis Communications

- **Mark Aydelotte at LinkedIn**
- There will be problems...have a plan.
- Staff with specific responsibility for crisis communications (but don't call them the 'crisis communications team.')
- Tell it all, tell it fast and tell the truth

DIFFICULT SITUATIONS

All interviews are opportunities to get a message across. Remember your message or messages and create an opportunity to get them across.

Ways Reporters Intimidate You

One thing to remember about nasty reporters is that those who take cheap shots lose their audience appeal. The American public has a great sense of fairness. Insist upon fairness.



Loaded Preface

The reporter lists three to five items to build a case, ~~then~~ asks a "loaded question." Respond by countering what the reporter said, then bridge to your message.

For example: "You've raised a lot of questions, and made some statements, some of which are not true, but I think... (your message)."

Unacceptable Alternatives

The reporter asks you to choose between one extreme ~~or~~ another neither being acceptable.

For example: "Neither response is acceptable but what I think is... (your message)."

Hypothetical Situations

Never comment on a hypothetical situation. If the reporter asks you a "what if?" question, don't interrupt, but respond by calling him/her on it and then bridge to your message.

For example: "I know nothing about the hypothetical situation but what I do know is... (your message)."

Comment On Quote Made By Another

Essentially the reporter is asking you to speak for someone else. Don't do it, especially if you did not personally hear what the individual said. It's too easy to get into trouble speaking for someone else, especially if they are being misquoted. Respond, then bridge to your message.

Thank You!

Additional resources at:

www.ValleyAlive.com/WACUBO

Mark Aydelotte on LinkedIn

or

maydelot@uci.edu