

Office of the Vice President for
University Relations

Health Science Relations
Old Capitol Museum
Publication
State Relations
University Relations
University News Services

Self Study
March, 1997

Office of the Vice President for University Relations

I. Background

The position of Vice President for University Relations was created in 1990, following a recommendation by the Peat Marwick Main Organizational Audit report conducted in 1988 and 1989. This report recommended the creation of a vice-presidential level position under which all external-relations units would be consolidated, including fundraising. This model was rejected since the UI Foundation is a separate corporation and its director has a direct relationship with University President. (Note, the 1985 review of what was then the Office of Public Information also recommended that a vice-presidential level position be established. The rationale is attached as Attachment A).

The position, as advertised, included the following units: University Relations, Media Services (this was a non-existent entity; probably what was meant was “broadcast services”), radio stations, state relations, the Alumni Association and Alumni Services. The position advertisement is attached as Attachment B.

When the position was filled, Ann Rhodes, who was Assistant Vice President of Finance and University Services and Acting Director of University Relations, was appointed effective January 1, 1991. At the request of then-President Rawlings, Rhodes retained responsibility for oversight of athletics, which includes men’s athletics, women’s athletics, athletic training services, and the athletic drug testing program. Related staff responsibilities include serving as the President’s liaison to the Board in Control of Athletics, and the Athletic Health Care Advisory Committee. Also at the request of the president the Vice President for University Relations assumed an active role in community relations.

Over the past several years, additional responsibilities have been assigned to the Vice President for University Relations including oversight of the Operations Manual, supervision of the Old Capitol Museum and oversight of summer sports camps. At the request of the President, the Vice President for University Relations has also served as principle spokesperson for the University to the media and has had an active role in crisis management.

The review of the office is limited to the University Relations units (News Services, Publications, Arts Center Relations, Health Sciences Relations, Old Capitol Museum)

and the Office of the Vice President. Currently, the athletic programs are in the process of NCAA certification and the radio stations underwent a review last year.

Any review should begin with the question: Should the Office be retained? The following is the response of the self-study committee. The self-study group spent considerable time debating the merits of having a VP for University Relations. Many members had experience with the old system as well as the new. A look back at the last 5-6 years suggested that the following benefits had occurred as a result of this position:

- A guaranteed seat at the table where the highest level administrative decisions are made.
- A consistent voice or spokesperson who inspires confidence.
- Closer cooperation between units which deal with external audiences. Examples include the hospital, the Alumni Association, the Foundation and intercollegiate athletics.
- Having a person of real authority who is a peer of other top administrators looking out for university relations issues. The ability of the VP for University Relations to affect policy has been demonstrated many times over in the past few years.
- The development of an institutional view toward university relations and the idea of an institutional stake in major issues wherever in the University they may occur. This means there are fewer “piecemeal” solutions to problems and puts even seemingly localized issues into the proper institutional perspective.
- The centralization of university relations counsel so that all parts of the University have one place to go for advice and help with problems which have a public relations component.
- The development of a comprehensive database of research about key audiences which can serve as baseline data for institutional decisions and as a benchmark against which to measure the success or progress of our programs. In recent years, a statewide public opinion survey has been accomplished and a survey of student opinion about the services the University offers them.

These are but a few of the positive changes many of us have seen and appreciated. It is important to note, too, that we have not been able to discern any negative consequences of this structure. We recommend that it be retained.

II. Description of Office

The office consists of the Vice President, a full-time secretary, and Executive Assistant to the Vice President. The Executive Assistant to the Vice President oversees presidential outreach, entertainment, special events, and manages the President's residence at 102 Church Street. Previously, this position reported to the President, but had been unfilled for approximately 2 years. In addition, the position established to oversee the Operations Manual was recently upgraded (through reallocation) to Assistant to the Vice President. A search is currently in process for this position. It is anticipated that the primary duties of this position will be oversight of the Operations Manual, creation and management of an alumni advocacy group, and general staff support to the Vice President.

III. Mission

The mission of the office of the Vice President of University Relations is four-fold: 1) to lead a coordinated, effective public information program that advances the University of Iowa; 2) to oversee athletics and promote the highest standards of integrity in both athletic programs; 3) to manage effectively the units under the Vice President for University Relations; and 4) to provide staff support to the President. A summary of activities of the Vice President for University Relations is attached.

Examples of Activities:

A. University Committee Service

- Member, ex officio (with vote) Board in Control of Athletics
- Member, Gender Equity Committee
- Member, Board in Control of Athletics Executive Committee
- Chair, Finance Committee
- Chair, President's Council on Institutional Advancement
- Chair, NCAA Self-Study Committee on Fiscal Accountability
- Member, NCAA Self-Study Steering Committee
- Member, Docket Group
- Member, Vice Presidents Group
- Chair, University Relations Directors Group
- Member, Health Service Advisory Committee
- Member, Strategic Planning Steering Committee
- Member, Administrative Liaison Group
- Member, Strategic Planning Committee on Diversity

Member, Mercy Long-Term Development Task Force
Member, Alumni Association Board of Directors
Member, Facilities Renewal and Equipment Committee
Member, UI/UIF Steering Committee
Member, Committee to Review VPHS

B. Community Relations Activities (examples)

Member, ex-officio, Chamber of Commerce Board of Directors
Chamber of Commerce Community Leadership program participant, selection committee, alumni group member
Member of various Chamber committees and task forces, including downtown development, airport review
Member, appointed by City Council, of Charter Review Commission
United Way Board of Directors and associated committees
Library fundraising campaign steering committee
Regular meetings with city leadership
Regular meetings with neighborhood association
Serve as University representative as requested on various committees and projects
Volunteer activities ranging from Community Reading Month to Annual Business Fair

C. Search Committee Service

State Relations Director
Dean, College of Nursing
Director, UIHC
Vice President for Finance and University Services
Associate Counsel - Research
Director, Center for Biocatalysis
Director, Research Marketing

D. Miscellaneous

- Teach Sports Law Seminar in Fall
- Teach portions of Sports Law Seminar in Spring
- Interim Director of Alumni Association - 1994-95
- Handle Open Records Law requests
- Handle media inquiries (1000-1500 per year)
- Represent University and President as requested
- Serve as University Spokesperson (requires being on-call)

IV. Description of Office/Goals

University Relations is an administrative unit of The University of Iowa whose eleven component units report to the Vice President for University Relations. Most of these units represent the University to constituencies whose understanding and support is essential to the University of Iowa. Some units provide support services to other administrative areas.

The primary mission of all communication and advancement units is to increase understanding of and support for the University at all levels: institutional, state, national, and international. In particular, University Relations seeks to increase knowledge and understanding of the University's three-part mission of teaching, research, and service. The functions of all units of University Relations are driven by the mission, goals, objectives, and priorities as described by the University's strategic plan and as developed in concert with other University offices.

The units of University Relations work in close collaboration with all vice-presidential units and provide staff support for advancement initiatives throughout the University. University Relations supports public accountability of the University through various communications and interactions with the public and the news media and by providing information directly to a wide array of audiences. University Relations also has assumed a key role in managing crisis communications for the University. Units of University Relations include approximately 300 staff members and combined total budgets of approximately \$34 million.

The Vice President for University Relations is the President's liaison to the Board in Control of Athletics and the Health Services Advisory Committee, serves as University Spokesperson, and, at the request of the President, is involved in a variety of activities that support community-University relations. She also chairs the President's Council for Institutional Advancement.

The eleven units which report to the Vice President for University Relations (see attachment C) and their basic responsibilities are described as follows:

University Relations: Directs and executes communications and advancement programs to promote understanding of the University. Its component units include the Director's Office, Arts Center Relations, Campus Communications, Health Science Relations, Publications, Special Projects and University News Services. University Relations units work collaboratively with all units of the University.

State Relations: Represents the University and its legislative priorities to groups including legislative, alumni and other constituencies; interacts with state agencies; tracks and monitors legislative proposals and information requested by external entities.

Alumni Association: A 45,000 member organization of UI alumni, the Association directs and implements programs and services aimed at parents, students, and alumni. A 501(c)(3) corporation, the Alumni Association has a board of directors which provides guidance in program development. The Vice President for University Relations is an ex officio member of the Board of Directors.

Men's Intercollegiate Athletics: A Division I program, men's athletics offers ten sports, oversees student services, facilities, promotions and fundraising programs to support athletics. Receives policy direction and oversight from the faculty Board in Control of Athletics.

Women's Intercollegiate Athletics: Provides eleven sports for women at the NCAA Division I level. Also includes support functions such as student services, promotions and special events. Receives policy direction and oversight from the Board in Control of Athletics. The Vice President for University Relations is an ex officio member of the Board in Control of Athletics.

Athletic Training Services: This unit provides first-level coverage to the men and women student-athletes for injury prevention, treatment and rehabilitation. The trainers work closely with team physicians and report to the Vice President for University Relations to insure independence from the athletic department to promote sound and independent judgments on the health status of student-athletes.

Athletic Drug Testing Program: Implements drug testing of student-athletes pursuant to Board in Control of Athletics policy.

Broadcasting Services: Provides program services of two radio stations (WSUI and KSUI) and one television station (UITV); also provides audio/video distribution systems on and off campus.

Operations Manual: Oversees revision and publication of the University's internal policy manual. Also maintains files on background and development of policies. The Manual is published and distributed every three years with updates published and distributed annually.

Old Capitol Museum: Old Capitol is charged with the development of educational programs which focus on Iowa history and the history of the building. These programs are accomplished through tours and exhibits. The Old Capitol also provides a meeting place for academic, cultural, state and historical groups.

Summer Sports Camps: Added to the Office's responsibilities in 1996, the University currently offers 31 camps for children, focusing on specific sports.

Goals

Goal 1 Advance the mission and goals of The University of Iowa through effective communication with external constituencies.

Goal 2 Ensure appropriate direction and coordination of all key communication and advancement activities to reflect the University's mission and to realize the highest degree of quality, consistency, and effectiveness.

Goal 3 Coordinate efforts within the University to achieve effective advocacy on behalf of the University.

Goal 4 Continue efforts to measure and assess constituent knowledge and opinion regarding The University of Iowa and higher education.

Goal 5 Ensure appropriate presidential and faculty guidance for and participation in communications and outreach activities.

Goal 6 Introduce, improve, and support constituent-based programs that provide opportunities for audiences to understand and support the University's strategic efforts.

Goal 7 Make special efforts to address communications and advancement needs of selected areas of opportunity and challenge: a) the arts; b) athletics; c) corporate and foundation relations; d) economic development efforts; e) governmental relations; f) the Health Sciences Center; g) Opportunity at Iowa.

Goal 8 Initiate programs for monitoring effectiveness of outreach and communications efforts, reviewing program quality and ensuring that University Relations units are managed at the highest level of accountability, quality, and integrity.

V. Rationale

Each University Relations unit has an independent mission statement that is derived from overarching institutional priorities.

The primary goal of all our communications and advancement efforts is to realize greater understanding of and support for the University of Iowa. This goal is approached through a range of communications and advancement activities that are mission-driven, strategic, constituency-based, integrated, and coordinated. The highest priority is to coordinate communications and advancement activities so that they accurately, consistently, and effectively reflect the University mission.

To achieve our goal, we must maintain an extraordinary level of cooperation not only among the offices associated with external relations, but with the colleges and departments, all of whom are involved in institutional advancement activities through their teaching, research, and service functions.

Ongoing planning in University Relations must include active consultation with faculty, just as faculty members, as set forward in the University's strategic plan, should be involved in setting priorities and in suggesting strategies for meeting institutional goals.

During the past few years, the University has made significant progress in restructuring and strengthening its communications and outreach programs. Examples of progress include new leadership and extensive program development in University Relations and the Alumni Association, as well as clearly defined reporting relationships and increased presidential involvement and participation in our efforts.

Public support for the missions of the University is essential to achieving our aspirations. Maintaining this support requires effective relationships with the University's many external constituencies in Iowa and across the nation. Several elements of the strategic plan hinge on the support we receive from private donors and friends of the University. In addition, a stable enrollment requires effective communications and marketing of the University to prospective students and their parents. Continued successful communications with external constituent groups requires close attention to these relationships.

Recent legislative initiatives have reinforced the expectation that there will be increased oversight of University activities both from Washington and Des Moines. With this oversight comes a new attention to performance measures and financial performance intended to make the University more accountable and responsive. If the state makes the investment needed to move The University of Iowa into the top ten public universities, accountability can be expected to increase as well. Not only must the University provide a new level of accounting, we must also work to ensure that legislators understand what is being counted and what are the implications of the numbers provided.

At the national level, there is increasing emphasis at the national level on “reform” in higher education. A barrage of negative publicity has influenced public perceptions about the quality, accountability, and integrity of universities in many areas, from athletics to teaching to research funding. Again, the simple presentation of facts and figures about universities’ contributions is not sufficient; we must work actively to restore public confidence in higher educational.

The use of the new Iowa Communications Network (ICN) for delivering off-campus instruction will necessitate additions to the intra-campus distribution system, and the use of the ICN will probably reduce revenues for the University’s Broadcasting Services. In addition, as we accelerate the conversion from analog to digital technology will escalate and the distinctions between broadcasting and telecommunications will blur. This fact, along with changing regulation of the cable TV industry and changes in the technology of that industry will affect expectations of consumers and will result in increased competition for listeners and viewers. In the next few years, we will be required to make some important choices about the direction of Broadcasting Services at Iowa.

With regard to athletics, there are several significant environmental changes. First, there are major national initiatives to reform athletics by increasing accountability and strengthening ties to and oversight by the academic side of the University. Second, sources of revenue are decreasing and there are efforts to control costs. Finally, there is pressure to provide for gender equity in athletics, although the exact legal meaning of this term is not entirely clear. All of these factors increase pressure on athletic departments to maintain academic and competitive excellence in the face of declining revenues and the expectation that there will be more opportunities for women.

Challenges which exist in the current environment include the need to coordinate government relations (state and federal) more effectively; increasing coordination of

decentralized advancement initiatives; and managing productivity and value. Although a great deal remains to be accomplished, the University's heightened sensitivity to external relationships has yielded measurable results. Priority issues for the future include efforts to evaluate quality and effectiveness of our services and emphasis on utilization of new technologies in our service delivery.

VI. Programs and Services

Described in attached analyses from component units, and in list provided in introductory section.

VII. Staffing

The staffing for the Vice President's Office has consisted, for the six years of the position's existence, of the Vice President and a secretary. In the summer of 1996, a position from the President's Office was reclassified and moved to the Office of the Vice President for University Relations, and an Assistant to the Vice President is currently being filled, having been created by upgrading a Program Associate position and reallocating funds. Salaries are adequate and competitive for these positions, and will be based on annual performance evaluations.

VIII. Resources

The budget for the Office of the Vice President consists of salaries and benefits and a \$5,000 discretionary account. This account is used to fund community events, searches, computer and other general expenses of the office. The Vice President personally assumes some search expenses and the expense of providing University souvenirs to the community agencies and schools who request them (T-shirts, etc.). The budget does not allow for some of the things we'd like to fund: market research, national media consultant, or additional special events. The resources of component units are discussed in those sections.

IX. Evaluation

The process for evaluation of the office and component units is set forth in Attachment D. The review process followed the format described in the *Operations Manual*.

X. Relations With Other Offices

The Vice President works with a variety of other offices on campus as needs arise. She is involved in representing the University's position on issues which involve collegiate and department issues, and works with these units to represent their issues effectively. Many of the issues and projects (i.e., sesquicentennial celebration) require extensive work with both academic and non-academic units. Generally, relationships are productive and effective.

XI. Issues for Review/Consideration

The first question for the review committee should be: Should there be a Vice President for University Relations? Although the internal review believes that the position is justified, this issue should be explored.

The second question for the review committee is: Should the position be structured as it is currently configured? Recognizing that the complex needs of a university demand that administrators oversee a variety of areas, it should be noted that the combination of public information and athletics as primary areas of responsibility is an unusual one.

Specific areas for consideration and discussion include the following:

- 1) Should State Relations (under VP for University Relations) be combined with Federal Relations (under VP Research)?
- 2) Should Broadcast Services report to ITS instead of the VP for University Relations?
- 3) Should the Office of University Relations (OUR) have a different name to avoid confusion with the VP for University Relations?
- 4) Should other external relations/marketing units on campus have identified lines of accountability to the VP for University Relations (ex: UIHC)?
- 5) Are the resources sufficient to meet the needs of the campus to improve relationships with its various publics?

Office of University Relations (OUR)

The Director's Office

The Director's Office reports to the Office of the Vice President for University Relations and provides supervision, direction and budgetary services to several units of University Relations -- Arts Center Relations, Health Science Relations, Publications, and University News Services. The office's other primary activity is as the University Relations liaison with the central administration, including the president, vice presidents, virtually all administrative offices, and with faculty, staff, and student leadership.

Mission

Our mission is to plan and implement communications and advancement programs to increase awareness, understanding and support for the UI's three-point mission of teaching, research and service. We do that by speaking and listening to people both within and outside of the university. The Office communicates directly with many of the University's outside constituents, including the news media, parents, alumni, and donors, the business community, and a variety of government entities such as the Board of Regents and the Governor's Office.

Programs

The Director's Office provides a variety of general and particular services for the central administration and the UI as a whole, including:

- Public relations counsel, advice and planning
- Issues management: helping administrators plan strategy and carry out activities relating to issues in higher education
- Campus communications: the planning, coordination, and development of communications between central administration and faculty and staff at The University of Iowa. Providing regular and occasional assistance in campus communications for the vice presidents' offices, collegiate administrative officers, and faculty and staff leadership. This office also provides production oversight for internal publications such as the Student Staff Faculty Directory, the Operations Manual, the University Strategic Plan, and others.

- Crisis communication: helping prepare for and react to the inevitable crises through development of standard crisis communication plans and specific plans for different types of crises, such as the flooding of 1993, student deaths, re-structuring at UIHC, etc.
- Research on public opinion about the University
- Specialized research projects, including a survey of how often UI women professors are cited as news sources in the media
- The director, associate director, assistant director, and director for campus communications cover the various administrative beats, meeting regularly with administrators to talk about communications and advancement projects and to carry out those projects
- Strategic planning for OUR units
- Monitoring of news media stories about the UI and maintaining good relations with the members of the media who cover the UI
- Serving as spokesperson for the University when requested by VP for University Relations
- Leading the President's Committee on Institutional Advancement, which includes broad representation from across the campus
- Writing and editing a variety of internal and external communications: news releases, editorials and letters to the editor; and backgrounders on current and/or sensitive issues for administrators and others who may have to respond to the public, such as faculty and staff leadership, Alumni Association, and the UI Foundation
- Media training for administrators and other people who occasionally speak for the UI
- Special events: convocation, sesquicentennial events, etc.
- Special projects: State Fair Exhibit, Best of Class promotion with KWVL-TV, etc.
- Special publications: annual report of VP for Research (done in conjunction with OUR Publications and with help from writers in all OUR units), correspondence with state business and civic leaders, Campus Contact (sent to UI advocates regarding legislative matters), an annual Fact Book, Regents Guide, and institutional stories in the football programs

- Development of institutional messages, advertising and public service announcements, including 30-second institutional messages shown during broadcasts of UI sporting events and halftime interviews conducted during televised men's basketball games
- Administrative support for job searches including VP for finance and university services, director of UIHC, director of the Alumni Association, general counsel, director of Old Capitol, director of publications, associate director of University Relations, assistant director of Old Capitol
- First contact with people outside the UI: we often take calls from people who have factual, or historical questions, questions from students and parents on what office to call for help in a particular matter; comments from individuals who want to let the UI know how they feel about issues
- Community relations: most of the people in the office have served on a number of community committees, including Chamber of Commerce, Iowa Arts Fest, Community Leadership Program, Iowa City Task Force on Downtown, and Downtown Association.
- Speakers' bureau, which is currently in the development stage
- Serving on a number of UI committees, such as the Administrative Liaison Group, and attending meetings of major committees, including faculty council and senate, staff council, campus planning
- Coordinating activities of OUR units through bi-weekly meetings of the University Relations Planning Group and by attending regular meetings of individual units

Environment

We are fortunate that under the direction of Ann Rhodes, University Relations has come to be seen by most people in the central administration as a valuable source of advice, counsel and strategic planning and as an office that can produce information for use in dealing with internal and external audiences. Having our advice, counsel and written communications accepted by the central administration has likewise helped the Director's Office more clearly define its own focus and functions.

The growing acceptance of the importance of University Relations as a source of advice, counsel and strategic planning is especially important considering the general environment for higher education -- a time of intense scrutiny regarding our missions.

Staff

The Director's Office staff includes the director, an associate director, an assistant director, the administrative assistant for budget and personnel matters, the director for campus communications, and a secretary who carries out a wide range of duties.

This is an adequate staff for serving as liaison with the many offices, units and subunits of the central administration. As noted previously, these beats are divided up among the director, associate director, assistant director, and the director for campus communications, who meet individually with those offices and also are able to draw on the resources of the rest of OUR to complete projects and programs.

It should be noted that the administrative assistant provides budgetary and personnel help not only for the Old Capitol office and the other OUR units under the director—UNS, ACR, HSR, and Pubs—but also for other units under the direction of the VP for University Relations, including Broadcast Services, Athletics, and the Alumni Association. This person reports both to the director of OUR and to the VP of University Relations.

If there is a need for additional help it would be in the support staff. Our secretary handles a wide variety of complicated office management tasks with little or no supervision, including annual events such as the convocation, and administrative chores such as job searches. In addition, she has to cover the routine clerical tasks of answering the phones, filing, composing and editing correspondence, keeping mailing lists, setting up meetings, transcribing interviews, distributing mail, arranging for equipment maintenance and researching equipment purchases. We would like to re-classify this person to better match the duties she is performing. We could use another person to handle the routine clerical work.

Relationships with other offices

As liaison with central administration, we have developed relationships with many offices. In most cases, we have divided these offices into beats for the director, associate director and assistant director to meet with on a regular basis and whenever else requested by those offices.

Those offices include the president, provost, vice president for university relations, vice president for research, vice president for finance and university services, business office, registrar, admissions, financial aid, facilities services group (which includes the merged offices of facilities planning, architectural and engineering services, and physical plant),

state relations, student services, residence services, affirmative action, campus programs, IMU administration, liberal arts administration, UIHC administration, ITS, Opportunity at Iowa, accounts payable, travel, motor pool, mailing and other support units.

Although most of the deans of colleges have more direct relationships with our News Services or Health Science Relations units, the Director's Office also has relationships with the deans.

The Director's Office representatives also attend the weekly docket meetings in the office of the president and the meetings to review the Regents docket including a monthly meeting to allow news media representatives to see the Regents' docket. As noted previously, we also deal regularly with faculty, staff and student leadership. Likewise, we deal regularly with our own units as well as UIHC Public Information, athletics, the Alumni Association, the UI Foundation, Student Health, etc.

Technology

If there is one area in which the Director's Office is lacking it is technology. While our computers have been upgraded within the past five years, we are now far behind the curve in our computer capabilities. Even though OUR is now responsible for the UI's presence on the World Wide Web, the Director's Office cannot even look at the web because we do not have the appropriate connections to the campus system. Our connection is so antiquated that all we can do effectively is get e-mail. And while we have e-mail, it does not have the full capabilities that even other OUR offices have, such as attaching documents to send to others.

This situation promises to be remedied in the future. Fiber optic ductwork and perhaps the fiber itself has now been strung to the Old Capitol (although original plans called for stringing the fiber on all sides of the building but not into it). We have not been able to get definitive word on when we will actually be hooked up, however.

We could use more publishing and illustrative software because we often have to do invitations, fliers and advertisements on short notice.

The other major technology problem relates to business issues. OUR has been a Mac environment mostly because that is what our Publications unit requires. We have taken significant steps to coordinate all of our technology needs and present ITS and the central administration with a comprehensive view of what we need for equipment and software immediately and what we will need to keep up with the upgrades and new software that are continually becoming available.

However, the Mac environment is problematic for business, especially budgeting, since most other business-related offices are in a PC environment. Each year, for example, the business office has to rent a laptop PC for our administrative assistant to complete budget information. In addition, we have tried to get standard university forms on diskettes that can be used with Macs but have been unable to do so.

The changing technological needs of our offices have also rendered most of our furniture obsolete or at least ergonomically incorrect. We have worked with the Health Protection Office to address problems as economically as possible, but would like to undertake a plan to provide everyone within OUR with appropriate furniture.

Budget

The total budget for the Director's Office is \$817,127 (salaries \$534,651, fringe benefits \$131,976, general expense \$150,500.) This figure include salary and fringe benefits for the Vice President for University Relations.

Improvements

- Better lines of communication with many central administration offices
- Some technology improvements, including computers and voice mail. But the computers have since become outdated
- Establishment of crisis communications management system that is accepted as standard by central administration
- A new strategic plan for all OUR units under the director of OUR.
- Media training
- Establishment within entire OUR of technology task force and distribution committee, both of which have brought OUR people together to work on common problems and to establish OUR-wide priorities
- Funding for market research
- OUR-wide retreats to develop long-range plans.

Aspirations

- Stay competitive with other university relations units at comparable universities, especially in terms of technology needed for communicating with news media and directly with individuals in key constituent groups who are going on-line, including prospective students and their parents
- Learn to use the available electronic resources to become more efficient and economical in our public relations efforts
- Strengthen our relationships with key people in UI administration
- Improve relationships with Iowa City and Coralville communities
- Help all units of OUR become more accountable for funds received
- Continue OUR-wide strategic planning in order to better focus our energies and better prioritize our activities
- Make all OUR staff feel they are a part of the overall planning process and that they have a voice in determining our future directions

Publications

Mission

University Relations Publications offers comprehensive services to University departments and programs in order to help expand student enrollment and enhance alumni and community relations. Helping clients integrate University-wide themes and goals into the messages of their individual colleges, departments, and programs is central to this mission.

The staff works closely with clients to help them produce projects with appropriate messages at strategic times, spend their communications dollars wisely, coordinate their communications efforts with the University's overall marketing aims, and take advantage of new technologies.

Environment

In a typical week, 40 publications are moving through the office in various stages of production. To keep track of the often complex steps involved in taking a job to completion, the staff has developed an efficient on-line data-base.

Publications staff members are involved in the entire process of production, from information gathering, writing, editing, photography, and design to not-so-obvious, behind-the-scenes tasks such as gathering marketing data, scanning photos, laying pages out on screen, managing complex pre-press production, managing mailing requirements, proofing pages, managing budgets, generating specifications for bids, directing delivery instructions, getting audience feedback, and archiving the work.

Publications staff members work closely with many individual faculty and staff throughout the University, as well as the offices of the president, the vice presidents, most academic deans, and many DEOs from a number of administrative and academic offices.

The unit uses a team approach on most projects, typically involving an editor, a designer, a photographer, and the client's representative.

Feedback from clients over the years has been helpful in shaping the way the office works. Clients have appreciated the staff's professional ability to produce creative, cost-effective solutions to some complex communications challenges—usually on time and on budget. Since most clients have very little to spend beyond the cost of printing their

materials, access to a creative staff at no cost is often the difference between having a publication and not.

Publications staff members have taken the lead in adopting new technologies and techniques, beginning a decade ago with desktop publishing and continuing through today's uses of the World Wide Web.

Programs

The 180 to 200 jobs produced each year range widely in size and scope, from large publications such as the University Catalog to regular publications such as fyi, the faculty and staff newsletter, to same-day projects like requests for University facts or file photos. A number of projects are produced in series for clients, such as ongoing recruitment publications for Admissions and the recent one-time family of publications for the University's sesquicentennial observance.

When the department's last self-study was done in 1985, the names of the unit and main office—the Publications and Editorial Services unit of the Office of Public Information—suggested the strong journalistic and public information orientation of the unit. Typically, the Publications staff told the University's story through journalistic features about people and programs. There were 10 publication pieces for undergraduate student recruitment, 7 pieces for general audiences, and one each for parents, alumni, faculty and staff.

Then, the staff produced newsletters for every major audience: *Spectator* for alumni, *Parent Times* for students' parents, *Iowa Scene* for prospective students, and FYI for faculty and staff. These were text-oriented publications with modest design and simple print characteristics and their message emphasized "public information"—here's what these programs do, here's how to apply for them.

Today there are three to four times the number of publications in each of the program areas. As a rule, they have very high production values and specific, well-conceived marketing aims. The markets and their publications today are:

- Admissions: for undergraduate, graduate and professional, international, and minority student recruitment plus support pieces for honors, orientation, and financial aid;
- Parents: *Parent Times* and orientation materials for parents of new students;
- Alumni: *Spectator* for general university alumni, *Synchrony* for the Health Sciences Center, *Perspectives* for the College of Education, *Iowa Engineer* for the

College of Engineering, *Iowa Advocate* for the College of Law, and *Liberal Arts Magazine* for the College of Liberal Arts;

- Faculty and staff: fyi and other misc. pieces;
- General audiences: a facts brochure, a visitors guide, and a listing of University services to communities throughout the state.

These traditional publications represent just one way the Publications unit conveys the University's message. Publications staff help shape the University's message for a variety of media, including broadcast, direct-mail, on-line, even scripting for speeches. Staff members also help clients produce consistent communications across a number of media.

Most of the 1985-era publications work was done for the department itself and very few were client publications. The office's role as a consultant was very limited.

Relationships with other offices

University Relations Publications today works with about 60 University clients. A small number of high-visibility clients choose to use the Publications staff members as experts or partners in assessing their communications needs and in conceiving the means for meeting those needs.

Publications staff members have recently been taking advantage of new opportunities to collaborate with other University Relations staff on publications projects, on task force assignments (such as the Technology Task Force and the Sesquicentennial Committee), and on other projects (such as efforts to manage the physical facilities and to manage distribution of news releases and other University Relations mailings).

Because the Publications Office relates with clients on a number of different levels, it can be confusing to clients and prospective clients just how the office can serve them best. Staff members seeking to solve this problem have recommended that the unit should develop some strategies for communicating the Publications Office's services more clearly. The unit also should conduct interviews and surveys with client offices to gather accurate and up-to-date feedback on the Publications Office's services. At the same time, the unit should identify effective contact persons in our various client offices and work with those individuals to develop both long-range and short-term strategies for meeting clients' communications needs. Staff recommend that we consider using elements of Continuous Quality Improvement (CQI) to develop client-centered goals.

Most work for clients proceeds on the basis of a handshake agreement. Jobs often grow in their complexity and the pressures of changing budgets and timetables can blur the terms of initial verbal agreements. Staff suggestions recommend working with clients to develop standard agreements that cover typical working arrangements. Clients and Publications staff members should document these changes with written memos.

Staff

A decade ago, the Publications Office's 6 editors, 1 half-time designer, and 1 secretary produced approximately 30 publications each year. In addition, the then separate OPI photo unit had 1.5 FTE photographers. Today's professional staff of 5.75 FTE editors, 2.5 FTE designers, 1 photographer, and 1 secretary produces an average of 200 publications per year.

The organization in 1986 used a news gathering model for its work—writers and editors collected information that was produced in a newsletter or newspaper format. Support resources then allowed Publications staff members to concentrate on designing, writing and editing, and taking photos for these publications. Support tasks were spread among an in-house staff of editorial associates, graduate assistants, work-study students, and the office secretary, as well as Printing Department staff who did proofreading and pasteup. Today, in order to cover the growth in publications, major responsibilities for specific publications have been distributed among staff members. There is no longer staff at the support level for design, photo, and editorial assistance.

Technology has put more creative controls on the desks of all Publications staff members. At the same time, it has broadened both the scope of the staff's work and the time required to complete each project. The staff's complete reliance on technology and the race to stay current in equipment and training means that staff expertise in computer use has quickly become the largest single staffing issue.

Projects produced by the publications staff consistently have earned peer recognition for excellence in a number of regional and national awards competitions.

Staff time and the creativity it represents are the products that the publications staff offers its many University clients. The number and complexity of current projects strain the unit's staffing resources, leaving little room for expanding the office's services among current clients or for beginning new collaborations.

As staff responsibilities have grown, there has been no off-loading of smaller responsibilities—no building up of support staff resources to handle the routine, detail work common with practically every project.

Whole areas of responsibility—such as maintaining the complex computing system, handling changes in postage regulations, conducting and arranging for market research, and developing World Wide Web communications—have been added as new layers to workloads that were already full.

Recommendations from the staff for dealing with some of these issues include creating a technology staff position to support all areas of University Relations and adding staff appointments for support-level activities. It might otherwise be advisable to limit the number of jobs planned and executed each year to a more manageable number. The unit might focus the staff mission so that efforts are concentrated on the most critical projects for advancing the University's message.

Staff also recommend that the unit should promote a work environment that allows staff members to excel at the creative part of their work, directing some of the less creative details to appropriate support staff. Safety-valve contingencies —such as hiring temporary help or freelance help—might be developed to cover periodic overloads.

Working with major clients, the unit could create annual plans to map out the long-term scheduling of large projects, allowing staff members to plan their time appropriately. It might also incorporate client annual plans within annual goals and objectives developed for Office of University Relations.

Budget

The total budget for University Relations Publications is \$679,080 (salaries \$412,069, fringe benefits \$104,069, general expense \$162,334.)

Budget planning in the past consistently followed the formula of “previous year + X%.” In the case of publications, that X% typically includes the rising cost of printing and postage—sometimes approaching increases of 30%. The publications unit has always been centrally funded, meaning that the staff time devoted to writing, editing, designing, and photographing projects has been at no charge to the client. In 1990, the office began charging clients a materials fee that covered the costs of producing laser-printed proofs.

Now, the publications staff is responsible for managing printing projects that total more than \$500,000 annually. Today's materials fees account for an average of \$3,500 per year, covering the rising costs of producing proofs and archiving files.

The Publications Office continues to operate on a centrally funded basis rather than on a fee-for-services basis. Six of the Big Ten publications offices operate on a centrally funded basis, the remaining ones use a charge-back system that bills staff time that

varies from \$20 to \$50 per hour. The unit feels strongly that central funding gives the unit considerable flexibility in covering University departments and allows us to focus on University-wide themes and goals.

Budgets are more tightly drawn. Tighter budgets and central budgeting processes, such as the salary lapse policy, mean that the unit can no longer take the “previous year + X%” formula for granted. Each year, the unit must justify every dollar it requests. Growing budget needs, such as staff development, office furnishings, and computer hardware and software are handled on a request-as-necessary basis, as current funding levels haven’t allowed them to become regular line items in general operating budgets.

Recognizing that the office’s budget planning doesn’t necessarily mesh with its strategic planning, the staff recommends that the unit conduct budget planning in concert with program planning and consider using a zero-based budgeting scenario. The units should likewise plan budgets beyond the fiscal year, e.g. set three- and five-year budget plans. In that planning, the unit should more clearly demonstrate the considerable budget needs of University Relations and what the consequences of budget shortfalls have meant.

The Publications Office has addressed technology needs on an ad hoc basis, and it has had to go elsewhere to find budgets for large needs because such funds simply do not exist within University Relations. Technology savings have made a big difference in how far client budgets can go, however, when the office does save on a project through its use of technology, those savings are realized by the client and not by the Publications Office. The recommendation here is that the unit demonstrate this benefit and construct a funding schedule that rewards University Relations for using the technology.

The unit now enjoys a number of cooperative ventures with other University offices and departments that allow the office to maintain central funding status while deriving appropriate staff and equipment support from large-use clients. The staff recommends that the unit seek out more of these arrangements.

Technology

Computer tools for communication have evolved from interoffice e-mail to word processing, to desktop publishing, to World Wide Web publishing. Each step along the way has had an impact on how Publications staff members do their work and clients’ opportunities to advance their messages. Publications staff members have embraced new technologies at every turn, carving out roles not only as expert users of the new computer hardware and software but as advocates and consultants for its use by other University offices.

Computers play a critical role in all of the projects done by the Publications staff and the needs of clients and service bureaus compel the Publications Office to use the most current software and hardware. Iowa's Publications Office ranks in the top third of the Big Ten publications offices in terms of the number and types of computers in use. At the same time, keeping up with a broader, more sophisticated, "wired" audience requires yet more sophisticated equipment and increased staff time and training.

While computer technology has put more creative controls on staff designers' desks, the trade-off is that more of the tasks that once were done by craftspeople in the printing trade are now done in-house, requiring extensive training and greater time demands on the design staff.

The Publications staff must consider where technology will take it in the months and years ahead. Will more emphasis be placed on projects for the World Wide Web? Will new printing technologies allow for greater flexibility in how certain publications are produced?

When technology saves costs, those savings usually are passed on, undocumented, to the client. Lower costs have helped client publishing dollars go farther, especially in recent times of increasing printing and postage costs. When technology saves costs it usually adds the time commitment to Publications staff members, whose time is free to the client.

Technology continues to be a moving target, changing and growing year-in and year-out. Assessing the office's technology needs has required careful attention to what's available and what will work in University Relations' equipment and staffing setup.

Clearly, keeping current with technology requires ongoing budget and staffing commitments. The staff has recommended building technology-related costs into regular department budgets and conducting cost/benefit studies to document how technology saves time and money on typical client projects. We should determine how technology savings might be reinvested in University Relations staff or equipment.

Other recommendations have been to work closely with staff members throughout University Relations to determine how they might best use technology on behalf of their clients and to include ergonomically appropriate office furnishings as part of technology planning and budgeting.

As mentioned before, the staff recommends that the office create a full-time staff position for computer planning, maintenance, training; development of software and

networking solutions; and providing assistance for database, Web, and other computer-intensive projects.

Aspirations

The Publications staff has set the following goals to continue to meet the marketing and communication needs of key University clients over the next five years.

- Focus the unit's resources on University-wide outreach goals for enrollment, alumni support, and community relationships.
- Use appropriate audience and marketing data.
- Invest in the professional development of Publications staff members, especially addressing creativity, craftsmanship, marketing, and technology.
- Maintain a high level of excellence consistent with available staffing and budget resources.

University News Services

University News Services (UNS) gathers, organizes and disseminates news and information about The University of Iowa, its faculty, staff and students throughout the community, state, nation and world. UNS staff provide media relations advice to the deans and faculty of five colleges (Law, Education, Engineering, Business Administration, Liberal Arts) as well as to the directors and faculty at Oakdale Research Park, University Libraries, the Division of Continuing Education, and many other offices and academic centers throughout the University. UNS also assists University central administration with media events and news conferences.

Within the past five years, UNS was ranked among the top ten university news services in the country by a poll of national media conducted by Washington University in St. Louis. On average, UNS issues about 1,360 news releases annually. Stories about the university appear in national publications about 74 times/month and on national broadcasts about 51 times/month. Within Iowa, UI mentions in publications are about 1,367/month, while broadcast mentions are about 91 times/month.

Mission

UNS plays a major role in shaping public opinion about the university throughout the state and nation. Through its dealings with the mass media, UNS touts the accomplishments and research of UI faculty and publicizes important university events and milestones. UNS also strives to interpret for the news media the university's principal messages, derived from the university strategic plan and the advancement goals of each of the five colleges it serves.

UNS cultivates relationships with local, state and national news media, providing story ideas, and filling a historical role as the public information office of the University. UNS monitors newspapers and TV broadcasts for references to the University and publishes a daily clippings packet of the collected articles; UNS also compiles and circulates a monthly news summary of University "mentions" in national media. UNS maintains an extensive Resource Center that is used by all units of University Relations and other offices of the University. The center catalogues news clippings and news releases about the University and its employees, and has biographies and photographs of faculty and administrators on file. UNS works closely with counterparts in the Big Ten, including several initiatives to bring more national media attention to the conference's universities.

Programs

UNS staff:

- Write, edit and format all news releases originating in the five colleges of Law, Education, Engineering, Business Administration and Liberal Arts as well as other units assigned to UNS; edit and format all other releases from the University. Only University of Iowa Hospitals and Clinics and the sports information offices of Women's and Men's Intercollegiate Athletics distribute news releases without going through UNS.
- Distribute news releases to media and other internal and external audiences. Releases are sent by fax, computer modem, e-mail, U.S. Postal Service, Campus Mail, the Internet, and office delivery on a regular schedule Monday, Wednesday and Friday. Emergency distributions are accommodated.
- Counsel and plan media relations for assigned colleges (Law, Education, Engineering, Business Administration, and Liberal Arts) as well as for the University Libraries, the Oakdale Research Park, the Division of Continuing Education, Office of Campus Programs, and other academic centers.
- Meet annually with the deans and associate deans of Law, Education, Engineering, Business Administration and Liberal Arts to review the past year's accomplishments and to plan for the ensuing year.
- Meet weekly with representatives of all University Relations units. Meetings include periodic question-and-answer sessions with administrators, faculty, or news media representatives.
- Serve as a liaison between the media and faculty for expert opinion pieces and letters to the editor commenting on issues in the news.
- Plan and conduct news conferences to make major announcements affecting the University and to provide faculty expert opinion on issues in the news.
- Host seminars with media and University faculty to educate media about issues in the news.
- Write articles for University-owned publications, such as *fyi* and *Spectator*.
- Maintain the Resource Center, which includes filing all news articles about the University, its faculty, staff, students and administrators, and biographies of faculty and administrators.
- Maintain computer databases of faculty experts and media contacts.

- Monitor national, regional, state and local news publications, as well as specialty publications, for references to the University; also monitor local television newscasts and selected national newscasts for University “mentions.”
- Prepare and disseminate daily clippings packets to University administrators and selected campus offices; compile videotapes of segments of newscasts for University audiences when requested.
- Prepare and disseminate *National News Highlights*, a monthly summary of news stories and University “mentions” in the national media, to 250 administrators and faculty.
- Monitor Profnet, an electronically distributed listing of requests for university-based experts posted by reporters from all over the world.
- Cultivate relationships with media through telephone calls, visits, national conferences, and e-mail.
- Periodically visit media representatives based in important national media markets, such as New York City, Washington, and Chicago, and in targeted state media markets, such as Des Moines and the Quad Cities.
- Research topics affecting the media, such as a statewide survey on media organizations’ electronic capabilities for receiving University news releases.
- Maintain a presence on the World Wide Web. UNS has an up-to-date home page, complete with all University news releases, breaking news from the University, general information about UNS and a listing of the monthly *National News Highlights*.
- Monitor current and future technology needs of the unit and the department through two standing committees. The Distribution Committee advises UNS on the most economical and effective ways to distribute news of the University to targeted constituencies; the Technology Task Force determines and coordinates technology needs for the Office of University Relations and its units and marshals resources to meet objectives.
- Distribute University commencement, President’s and Dean’s Lists to media.
- Field public inquiries about University events and matters
- Operate an internship program, providing media relations experience to University journalism students.
- Record news conferences and speakers to provide audio to radio stations on request.

- Arrange satellite transmissions of University experts to national and international broadcasters on request.

Environment

The news media environment in which UNS works is extremely competitive locally. The University is a major focus of news for the *Daily Iowan*, the *Iowa City Press-Citizen*, the *Cedar Rapids Gazette*, the Associated Press, the *Des Moines Register*, three television stations and a host of radio stations, all of which vie to be first with the news. The *Cedar Rapids Gazette*, the AP, and the *Des Moines Register*, as well as two of the television stations, have news bureaus in Johnson County, a sign of their seriousness in competing for the Iowa City and University markets.

Local news media cover the University very closely, as does the *Des Moines Register*, the statewide paper read by most of the state's opinion leaders and an important outlet for UNS. The University strives to attract national news attention, but is geographically challenged by its location far from the major population centers on the East and West Coasts. The closest bureaus for the major television networks and national newspapers are in Chicago, some four hours away. Still, the University has managed to fare well in national news placements, mostly because of the exceptional accomplishments of faculty and important relationships UNS has developed with national reporters.

Recent media trends include an increased desire for "exclusive" stories, particularly at the national level; a proliferation of specialized/niche publications and broadcast and cable programming; and movement within some news organizations to use electronic tools, such as the Internet, fax, and e-mail.

In recent years, collegiate deans have become more sophisticated about the value of good media relations and more demanding of UNS assistance in meeting publicity goals. The deans have become especially concerned with the national rankings of their colleges by such publications as *US News & World Report*. Several colleges have hired their own public relations/development assistants in order to coordinate publicity efforts and UNS works closely with them. Interdisciplinary efforts among faculty and colleges also require UNS to work in a cooperative and complementary fashion with the colleges, academic departments, and other units of University Relations, especially Health Science Relations, Old Capitol and Publications.

Staff

UNS staff includes the director, assistant director, four associate editor II positions (beat reporters), one secretary III and two clerk III positions. A half-time graduate assistant serves as computer technician, work-study students help with clerical duties, and student-interns assist beat writers.

UNS traditionally has provided nominal budgetary support to the Office of Women's Sports Information, though the women's sports information director now has only a tenuous connection to UNS.

The director provides overall leadership for the unit, edits all news releases and has direct oversight of editorial staff. The assistant director has direct oversight for support staff and student workers, including interns, graduate and work-study students and has primary responsibility for computer and distribution systems. Both have multiple other responsibilities.

The associate editors serve as media relations advisors/reporters for the colleges of Law, Education, Engineering, Business Administration and Liberal Arts as well as other academic and non-academic areas; they are the principal writers for news releases, and carry out most of the duties required to adequately monitor their colleges and "news beats."

The secretary III position serves as the director's and assistant director's personal secretary, as well as performing many general tasks for the unit, such as tending the UNS homepage and budgeting accounts. One clerk III is the "distribution assistant," formatting and distributing all news releases; the other clerk III maintains the Resource Center, monitors the clipping service, and tapes broadcast news reports.

UNS has attempted to meet its occasional need for additional staff by constantly evaluating responsibilities of each employee, by working cooperatively in teams to accomplish various tasks, goals and initiatives, and by delegating tasks to student workers and interns, whenever possible.

Budget

The total budget for the University News Services is \$817,127 (salaries \$338,455, fringe benefits \$88,515, general expense \$48,219.) Of general expense items, subscriptions to news clipping services, newspapers and magazines come to about \$4,500 and about \$1,000 pays for video supplies, cable service and small electronics equipment.

Relationships with other offices

UNS staff maintain and cultivate relationships with faculty and deans of the five colleges for which they have primary responsibility. In a supporting role for unit offices in Old Capitol, UNS occasionally works with the president and the vice presidents, in addition to other administrators, staff, faculty and students.

Other key relationships are daily contact with the news media, and regular contact with other University Relations units, and with the offices of Men's and Women's Sports Information.

Technology

UNS has 13 Macintosh computer work stations, including five Power Macs, a Quadra 650, three Quadra 605's, and five IIsi's. The office has access to Eudora e-mail, the World Wide Web, and voice mail, giving staff the technological ability to communicate with anyone on campus or with news media locally, nationally or internationally, and with counterparts at other colleges and universities. Other office technology includes two modems to transmit news releases directly from UNS computers to those at newspapers, a freestanding fax machine, and a fax modem on a shared printer. UNS has compiled and maintains databases for mailing lists, for media and faculty experts, for tracking news releases, and for compiling broadcast clips. The office also has five VCRs, and two TVs for monitoring and taping news programming.

Two standing committees within University Relations monitor technology needs: the Distribution Committee, which deals with technology needs and issues for news dissemination, and the Technology Task Force, which deals with technology needs and issues for the entire department. UNS currently is staying abreast of technological innovation, but must remain vigilant in order to maintain effectiveness in the media marketplace.

Improvements

UNS staff have:

- Improved the measurement of office effectiveness: national and state clipping services, National News Highlights, Profnet pitches and reports, etc.
- Adopted a more planning-oriented and more client-oriented approach: initiated annual dean's meetings, established regular contact with external relations staff in the colleges, become more receptive to the wishes of the colleges.

- Developed much better communications tools: new telephone system, e-mail, fax, World Wide Web, voice mail.
- Created more in-service opportunities (with some costs shared by individual colleges): national and Big Ten conferences, national media visits.
- Upgraded associate editor positions from Associate Editor I to Associate Editor II.
- Improved working relationships across University Relations: more cooperation and a team approach to problem solving.
- Developed flourishing internship and work-study programs and a graduate student position that serves computer needs for the entire University Relations department.
- Better integrated and better utilized support staff within UNS.
- Made building improvements: OPL conference room renovation, OPL Building Council and OPL security system.
- Organized an up-to-date Resource Center for all news clippings, news releases and faculty and administrative biographies.
- Completed UNS audit, conducted by outside auditors, which clarified working relationships and responsibilities between UNS and other University Relations offices.

Aspirations

UNS must:

- Maintain the high level of University media coverage and place more emphasis on national media relations, an area in which UNS specializes.
- Work in conjunction with the Old Capitol offices, the deans and with the Office of Sponsored Programs to secure more funding for promoting University researchers nationally, for making national media visits, and for attending national media conferences.
- Continue to develop a more team-oriented approach to University media relations, drawing in representatives from various offices to achieve publicity goals.
- Stay abreast of new technology and purchase or lease equipment to carry out duties effectively.
- Be proactive in meeting with faculty, deans and administrators.

Arts Center Relations

Arts Center Relations publicizes events presented, produced or sponsored by the units of the Iowa Center for the Arts: Hancher Auditorium, the School of Music, the Department of Theatre Arts, the Dance Department, the Museum of Art, the School of Art and Art History, the Writers' Workshop, the International Writing Program and Arts Share.

Mission

The dedication of a separate office to the media relations needs of Iowa Center for the Arts units represents a recognition within the UI that the performing, literary and visual arts departments have special and specialized needs for public awareness, and that the arts have been one of the UI's areas of traditional strength and focus.

Any artistic endeavor entails both artist and audience, and media relations is one of the enterprises that connects the two. In particular, many of the educational and public-service artistic activities of Iowa Center for the Arts units require the attraction of ticket-buying audiences to offset the costs of those activities. And many free events are justified, substantially or exclusively, by the presence and response of an audience.

Faculty members' scholarly activity finds fulfillment in the experience of audiences at their performances, readings, and exhibitions. For students, audience response is an important component of the learning experience. Our work in attracting and maintaining those audiences represents basic support for core educational activity as well as playing an important role in the recruitment of quality students and staff, the attraction of private funds, and competitiveness in grant proposals.

It is also our mission to provide a full range of media relations services to the units in the Iowa Center for the Arts for activities not related to public events. This includes news coverage of grants, awards, scholarships and other newsworthy activities of individual faculty members and students, as well as hometown news stories on students in the arts areas at the university.

Programs

In order to accomplish the publicity portion of our mission, we maintain a central UI arts calendar that shows all events that we will publicize. From that source, we provide advance calendars and in-depth news releases to all the media in eastern Iowa and the Illinois Quad Cities, and, when warranted, statewide, regionally, nationally and internationally. Distributions to the media include supporting materials such as tip sheets, press packets, video and audio recordings, and photographs. We maintain positive working relationships with reporters and

editors at the key print and broadcast media, and we use those contacts to broker news story and feature ideas, and to encourage coverage of open rehearsals, master classes and other educational activities, and performances, and to arrange advance interviews with artists and performers.

Last year, we sent releases on nearly 400 events, plus hometown stories on 21 organizations in the Iowa Center for the Arts. The media distribution includes 34 newspapers and other publications, the Associated Press, more than a dozen radio broadcasters, 5 television stations, various internal publications, alternative publications, freelancers and information sources on the internet. Calendars go weekly to 48 addresses. And we often follow up the calendars and news releases with personal “pitches” to individual editors and reporters through telephone calls, e-mail messages and faxes.

A quarterly preview of events, ArtsIowa, emphasizes information on ticketed events but also includes a comprehensive calendar of all Iowa Center for the Arts events. Last year, more the 90,000 copies of 4 issues of ArtsIowa were mailed to patrons. And in cooperation with Broadcasting Services and radio stations KSUI and WSUI, we host a weekly half-hour radio interview program, “The Iowa Center for the Arts,” which features conversations with people making news on the local arts scene, as well as a calendar of events for the coming week.

ACR’s efforts are coordinated with the marketing, promotions and fundraising initiatives of the units it serves.

Staff

Two full time professional staff, a full-time office manager, shared with the production unit of the University News Services; a 1/4-time graduate assistant; and an hourly employee who works for the Museum of Art.

Budget

The total budget for Arts Center Relations is \$159,228 (salaries \$ 109,228, fringe benefits \$30,576, general expense \$14,836.) A separate account (\$19,424) covers the balance of the cost of the publication of *ArtsIowa*, including printing, mail lists and labels, and postage.

Environment

On a national level, shrinking budgets are making many of the most visible media progressively less accessible. For example, the *New York Times* very rarely makes money available for critics to travel. So, at a time when the arts are more democratized and national, the *New York Times* has become more local.

There do remain many narrowly targeted communications avenues in the arts, including publications on just about every imaginable aspect of music, theater, and the visual arts. The problem has been finding them.

Exposure of the UI arts in local media remains high, while the dependability and sophistication of coverage remains low. *The Daily Iowan*, which is a key medium in publicizing many events, is also the least dependable, largely due to the high turnover in staff and annual editorial restructuring.

The *Iowa City Press Citizen*, and the Gannett organization that runs it, have never seemed to catch on that Iowa City is a special arts town. Fortunately, the Press Citizen has been reasonably dependable in using ACR-generated news copy and has been receptive to our assistance.

The *Cedar Rapids Gazette* recently underwent a reassessment of arts coverage, and the Gazette now is consistently giving coverage to the most important UI events, though many events that should be of public interest are now relegated to calendar entries.

Local TV news is an increasingly difficult target for the serious arts. Some local reporters are interested, but assignment editors and stations further away show little interest.

Radio is a mixed bag. We have regular presence on KSUI through our “Iowa Center for the Arts” program, KXIC, by way of the “Dottie Ray Show,” and KCKK, but the other stations are hit-and-miss.

A bright spot on the local media scene has been the emergence of vigorous alternative publications, including *ICON*, the *River Cities Reader*, *The Source*, the *Fairfield Weekly Reader*, *Des Moines Today* and *Tractor*.

On a regional level, as newspapers become more local, the news presence of the UI declines in many areas. The *Quad City Times* now states flatly that they don’t cover the cultural scene in Iowa City. And the *Des Moines Register*, once Iowa’s statewide paper, is becoming increasingly a local Des Moines paper. We have worked to gain a dependable relationship with the editor of the arts pages, and we have been receiving dependable visibility there through photos and bits of copy.

Nationally, there is a sense that the arts are in a crisis. They are under assault from political and religious conservatives, grant funds and other support is drying up, audiences are graying, and arts education is being reduced or eliminated in the schools.

Federal programs have disappeared or been reduced that both Hancher and Theatre Arts have depended upon for some of their most adventurous programming. Hancher’s 1996-

97 season includes no new commissions and is dominated by attractions of broad appeal. The auditorium scaled back its National Endowment for the Arts requests in anticipation of the agency's cutback or elimination. Still, University Symphony, Music, and Dance Department audiences remain strong. Thanks to some popular Broadway shows, Hancher ticket sales are currently at an all-time high—and support in general remains high. With the assistance of the UI Foundation, Hancher also has been able to substantially expand its base of contributed support.

The writing programs remain the UI's most nationally and internationally famous arts activities.

Relationships with other offices

Art Center Relations' liaisons with Hancher, the School of Music and the Department of Theatre Arts are marketing/PR professionals, while in the writing programs, the Dance Department, Arts Share, the School of Art and Art History, ACR deals mostly with departmental administrators. The ACR contact in the Museum of Art has shifted several times among the professional staff and is currently being handled by one of the curators.

In the course of their work, ACR staff members interact frequently with faculty members and students of the departments. ACR staff also interact regularly with staff of the University of Iowa Foundation, particularly the fundraiser for Hancher Auditorium.

Technology

After years on the fringes of the UI's communications systems, we are now linked to the university's voice-mail and e-mail systems, which provide adequate communications capabilities. But upgrades of the computer hardware will be necessary in order to maintain a level of adequacy.

At present, we have three workstations equipped with Macintosh IIsi computers with 14" color monitors and all appropriate software: MSWord 5.1 for text documents, Eudora e-mail programs, Netscape for access to the World Wide Web, and database, calendaring and other software as needed. The OPL workstations are part of the University Relations network, with access to university e-mail through Blue at Weeg. We also have access to a fax printer in OPL that allows us to send Word documents by fax to other university offices directly from our workstations without first printing them. We can receive faxes on the building fax machine located in the UNS office area.

In addition to these individual OPL workstations, we have one shared Power Macintosh equipped with the current version of Pagemaker, which allows us to work effectively with OUR Publications in the production of *ArtsIowa*. Except for the initial copywriting, work on *ArtsIowa*

is no longer possible at the routine workstations of any ACR staff. Since work on *ArtsIowa* is shared among the three full-time ACR employees, the Power Mac workstation is also shared by all three persons. The eventual goal is to have Power Macintosh computers on each ACR desk in OPL, avoiding the awkwardness inherent in a remote, shared workstation, but that depends upon projected future equipment purchases by the University.

The office in Hancher is equipped with an old, cast-off Mac and a dot-matrix printer. The ACR assistant director also has a very old, upgraded Mac Classic at home, and the director has an old Mac LC at home.

ACR owns a Marantz stereo analog audio recorder and external microphones, for use in out-of-town and out-of-studio recordings for the “Iowa Center for the Arts” radio program, and for the recording and transcription of interviews for news releases and articles.

Improvements

ACR has been able to increase productivity by capitalizing on the efficiencies provided by new computer, publishing and telecommunications technology. Making ACR a separate unit of OUR reflects the UI strategic plans’ emphasis on the importance of the arts.

The ACR relationship with the Writers’ Workshop for provision of graduate assistants has solidified, with benefits to both units. And the procedures and personnel in UNS production have kept lines of communication open, to the benefit of the production and distribution process.

Through ACR’s active involvement in OUR’s distribution analysis and redesign, we have just initiated a new distribution system that responds better to the varied needs of different media, while achieving greater distribution economy.

Aspirations

- Expanded national media coverage of UI arts programs is a natural aspiration, but national media relations efforts require considerable investment of both time and money, with little certainty of success. When resources are limited, national media endeavors must be traded for other, less-ambitious, media relations efforts with a higher-probability of success.
- A prime ACR aspiration must be to counteract the media trend to push the serious arts aside to make more room for coverage of pop culture and to continue to evolve strategies to maximize public awareness of UI arts.
- In an era of shrinking budgets, one of ACR’s primary aspirations is to continue to exploit whatever efficiencies and economies are available. It is also crucial for us to keep up our contacts in the arts media regionally and nationally, and to maintain the personal relationships that we have been able to build by traveling to major centers—especially New York.

- *ArtsIowa* was founded as a five-time yearly publication: twice each academic semester and once in the summer. This schedule serves both out client units and the public better than the quarterly schedule, which forces us to promote some time periods before they have been planned adequately. Thus, it remains an aspiration of this office to be able to return to five issues annually.
- We dream of having the equipment necessary to provide quality video to TV outlets, having been assured by reporters and assignment editors that the provision of broadcast-quality video footage would increase UI visibility on news broadcasts.
- In general, the office aspires to have the agility and flexibility to adapt to the rapidly transforming media environment. In an age of more fragmented, diversified, and narrowly targeted communication, ACR must be alert to the productive avenues of communication for the programs and projects it represents.

Office of State Relations

Mission

The primary mission of the Office of State Relations is to advance the University's legislative agenda. This is accomplished in a variety of ways and in coordination with a number of individuals and units within the University. The office also works to promote the University generally by participating in outreach activities of the president and other University officials.

Environment

The environment in which the Office of State Relations operates is largely dependent upon external factors. The political make up of the Iowa Legislature, the state's political and economic climate generally, the Office of the Governor, the Board of Regents, are all entities or factors which must be considered when developing the University's legislative agenda.

Staff

Physically located in the president's office, the Office of State Relations is composed of a director, a project assistant, and legislative counsel associated with a private law firm located in Des Moines. Reporting to the Vice President for University Relations, the Office of State Relations frequently interacts with the president, other members of the president's cabinet as well as with deans and directors across campus.

Programs

As indicated above, the primary mission of the Office of State Relations is to advance the legislative agenda of the University. The University's legislative agenda is developed in a consultative process involving on-campus constituencies (faculty, students and staff) and the state Board of Regents. University requests are presented to the Board of Regents for review and approval. Thereafter these requests are presented to the governor in late fall and to the General Assembly when it convenes each year in January.

On-campus, the office coordinates responses to numerous inquiries from legislators, legislative staff, the Governor's office and other state agencies. At the state capitol in Des Moines, the legislative counsel provides daily representation for the University during the four-month legislative session. A weekly legislative briefing for key University personnel is conducted by the legislative counsel and director during the session. The Office of State Relations, primarily through the legislative counsel, interacts on a daily

basis during the legislative session with the office of the Board of Regents to coordinate strategies on matters of import to all Regents' institutions.

The Office also provides information to the UI Alumni Association's Alumni Advocate program, UIHC's "Friends" program and serves as liaison to the Faculty Senate's Government Relations Committee. The office also meets with members of the Staff Council as well as student government leaders to provide briefings and updates on legislative matters of interest to the University.

During the "off-season" when the Legislature is not in session, campus visits by legislators, staff of the legislative or executive branches of state government, and briefings for key external constituencies are coordinated by the office. Interim study committees of the legislature are monitored and the building of relationships with key constituencies and legislators continues. Events sponsored by the UI Alumni Association and UI Foundation around the state are often attended by the director or legislative counsel to build a base of University friends which may be called upon to make contact with government officials at critical junctures of the year.

Technology

Over the past five years the use of technology has increased in the office. While personal relationships with individuals on and off campus are critical to the success of the office, technology offers the opportunity to better utilize the resources of the office. A subscription to a dial-in service, Internet access and access to the Iowa General Assembly's homepage provide information on-campus that was previously available only in Des Moines. E-mail has become a standard communications method used on campus to solicit comments on pending legislation. It also holds promise as a primary means to facilitate communication with the legislative counsel in Des Moines. The Office of Federal Relations has established its own homepage, something which will be explored by this office.

Aspirations

Effective representation of and advocacy for the University's legislative agenda at the capitol and around the state of Iowa will remain the primary goal of the Office of State Relations. The building of a statewide advocacy group is a continuing challenge. Use of existing outreach programs of the UI Alumni Association, UI Foundation, colleges, and other units for "state relations" purposes is being tested in certain areas of the state. Finally, as the federal government shifts more programmatic responsibility to the states, greater coordination with the Office of Federal Relations will be critical.

Old Capitol Museum

Mission

Old Capitol was restored in order to preserve a building which is historically and architecturally distinguished. The paramount reason for the restoration was to educate students and others in the state and nation concerning early Iowa history and its significance then, now, and for the future. This is accomplished through guided tours, use of the building for cultural events, and displays.

Environment

Old Capitol Museum is a National Historic Landmark. The restored Old Capitol was reopened as the University of Iowa's contribution to the United States Bicentennial July 3, 1976. The first and second floor rooms comprise the Old Capitol Museum and the room designated for meeting purposes is the Senate Chamber. The University operations housed on the ground floor are the three offices for the administration of Old Capitol, one room for the gift shop, a small coffee room and five offices for the Office of University Relations. Maintenance/repair and security are on-going and given top priority by the University Physical Plant and Department of Public Safety.

The main levels of Iowa's Old Capitol have been restored as a museum and historic landmark, accurately depicting the time in which it served successively as a territorial and state capitol. Because of its statewide and national significance and because the furnishings in the building are made up largely of antiques and other historic artifacts, Old Capitol is not a general purpose meeting facility. Its uses are restricted to: tours by the general public and scheduled groups; meetings by groups with academic, cultural, or historical purposes, and by units of state government; and University operations housed on the building's lower level.

Appropriate meetings in Old Capitol are held only in the Senate Chamber, and are restricted to the hours the building is open. Examples of meeting which would be considered appropriate to the Old Capitol are constitutional conventions, Supreme Court hearing, the defense of doctoral dissertations, Faculty Senate meetings, and workshops in historical preservation and restoration.

Current hours for tours of Old Capitol are 10:00 a.m.-3:00 p.m. Monday through Saturday and noon-4:00 p.m. Sunday. On home football Saturdays the hours are 9:00 a.m.-noon. Parking is a problem. Buses unload on Jefferson Street and are allowed to remain there as long as the driver remains in the bus. Visitors use the IMU Ramp, Old Capitol Mall Ramp, or street parking. Restroom facilities are small. We address this problem by asking large groups to use the facilities at Macbride Hall.

Programs

Old Capitol has been charged with the development of educational programs which complement those of the University and which focus upon Iowa history and the history of the building itself. This is being accomplished through tours and exhibits. There have been 21,000 visitors in 1995 and over 500,000 visitors since 1976. The Senate Chamber provides a meeting place for state, academic, cultural, and historical groups, accounting for some 10,500 attendees in 1995 and more than 99,000 since 1976.

Old Capitol continues to:

Strengthen undergraduate programs by giving tours to classes in various University departments such as English as a Second Language, American Values, and American History.

Provide a meeting place for the defense of doctoral dissertations and master's theses, lecture series, faculty senate meetings, and workshops includes arranging all necessary services, equipment and personnel.

Conduct special tours for state, national, and international dignitaries, professional organizations, donors, and alumni. Visitors from more than 100 countries have toured the museum.

Provide a meeting place and educational tours to further the efforts of recruitment and retention of minority students. For example, this support is given to the Connie Belin Center, Opportunity at Iowa, Special Support Services, Admissions, and the Center for International and Comparative Studies.

Increase outreach activities by participating in Staff Development's course "Eye on Iowa: Old Capitol Tour," work with U of I Activities Therapy, special needs programs, schools throughout the state, senior citizen tours, Iowa City Chamber of Commerce, and the media by providing information and tours.

Work with the Iowa City/Coralville Visitors and Convention Bureau, Eastern Iowa Tourism Association, Iowa Museum Association, Retired Senior Volunteer Program, Volunteer Action Center, and bus tour owners to promote Old Capitol as a tourist site and to recruit members for our volunteer program.

Generate additional income by increasing building user fees, the addition of new items to the museum shop, and work with the Foundation on a yearly fund raising letter.

Work with the Iowa Sesquicentennial Commission on statewide preparations for Iowa's 150th birthday celebration debut held in Old Capitol.

Loaned artifacts for U of I sesquicentennial display at the Iowa State Fair and to the Hoover Library "Beyond the Big River" display.

Staff

Old Capitol Museum is open seven days a week year-round. There are only two University positions at this time--director and the administrative assistant position. They are jointly responsible for managing the museum, gift shop, tours, senate chamber/building functions, museum office, etc. They alternate the on-call position twenty-four hours a day due to the responsibilities of the building (fire, security system, theft, other emergencies, special events and staffing).

There is also a half-time custodian during daytime hours funded by the University's Physical Plant. The custodian not only cleans and maintains the building but he also undertakes non-custodial duties such as opening the building, providing security, raising and lowering the flags and cleaning and repairing antique furnishings.

All visitors to Old Capitol must be accompanied by a trained docent when touring the building. Our guides are chosen from a pool of some 50 volunteers or 7 workstudy students. Office staff sometimes supplement them when visitor traffic requires it. Due to difficulty in recruiting workstudy students, part-time students are hired when needed. A guided tour of Old Capitol, its history and security for the artifacts are provided by the docents.

Budget

Old Capitol's sources of funding are University Relations, building rental fees, museum shop profits and UI Foundation accounts. The University of Iowa Foundation staff continues to increase the Old Capitol Endowment Fund. Other Old Capitol accounts include the Old Capitol Furnishings account and the Gifts-in-Kind account. University Relations support totals \$90,083 (salaries \$59,914, fringe benefits \$18,169, general expense \$12,000.)

Relationships with other offices

Liaison to faculty, staff, volunteers, students, alumni and the public. Good relationship with Physical Plant, Security, outside architects and contractors responsible for the operation and repair of the building. The University has been very supportive of the needs of Old Capitol.

Technology

A long-range goal is to have the office fully automated. At present we have two 1988 personal computers. In many ways Old Capitol is looked to as an information center on campus. Updated equipment would be beneficial to the operation of Old Capitol. The director is currently working with the U of I Foundation for a possible donation from a computer company. A new fire suppression system is needed.

Improvements

New draperies in the Governor's Office and Library made possible through the Edwin B. Green bequest and the addition of the thirty-hour, wood-movement Luman Watson floor clock to the antique inventory as well as interior painting and floor finishing including the painting of the House Chamber.

The 1993 exterior preservation project included a new layer of gold leaf on the dome, a new roof, flag pole, gutter, cupola, bell tower, soffit and chimney repair, cleaning the limestone and painting. All funding for the preservation project came from private gifts to the U of I Foundation.

Introduced new products in the shop (umbrella, Kalona wood products, numerous books, etc.) and increased building user fees.

Increased student volunteer recruitment, visitor attendance, Senate Chamber use and outreach activities. Some examples are Iowa Museum Association Presentation, Iowa Sesquicentennial Debut, C-SPAN educational bus tour video, KXIC "from the heart of The University Of Iowa" radio tour, and community group presentations.

Reclassified the position of the administrator's assistant.

Aspirations

To enhance our mission to educate by expansion of our programs, services, and facilities. This can be achieved through development of foreign language, Braille, and hearing impaired tours, upgrading the quality of exhibit materials and videos, remodeling and/or moving the museum shop to a new location, and additional space for a theater-type room for educational programs.

Acquire funding for a graduate assistant which would strengthen our educational programs through creation of new displays and additional training of our guides; and provide office support as weekend supervisor and supervisor of building events.

Continued restoration and maintenance of antique and replicated furnishings. Replacement of selected pieces of furniture, ingrain carpeting, installing draperies, restoration of the original library collection and terrazzo floor are being considered.

Additional staff positions. A graduate assistant for educational programs through the creation of new displays, training and staff support. A curator for collections care and continued restoration. Continued promotion of Old Capitol as a tourist site through community outreach, the media and advertising. Relocation of the museum shop.

Installation of walnut exhibit cases and new exhibits on the ground floor.

Office Of Health Science Relations

The University of Iowa Office of Health Science Relations (HSR) is a major division of the Office of University Relations (OUR). HSR functions as a vital communications and public relations office for the UI colleges of Medicine, Dentistry, Pharmacy and Nursing, and other UI health-related programs. HSR team members direct their efforts primarily to media relations, alumni publications, special events, outreach efforts and administrative communication. In the process HSR draws upon other OUR staff skills, e.g., publications design, photography, as needed.

Environment

Flexibility, ability to change and intense dedication in helping the health science colleges meet their goals drives the Office of Health Science Relations to meet increasing challenges driven in part by changes in health care, advances in biomedical sciences and other environment factors. Though daily we are faced with necessary changes based on the environment in which we are trying to do 'business.'

The staff has been extremely overloaded with work and faced a major staff shortage for about three years. Though we've been able to fill vacant positions, we have been given additional work responsibilities. We will need to permanently hire a person with writing and publication design experience, as well as a photographer. We will also need to hire part-time help for our tour program.

We have taken on a number of new initiatives and projects as requested by the deans of the College of Medicine, Pharmacy, Dentistry and Nursing. With the increased emphasis on outreach efforts to the community and the state, we have taken on a number of time consuming, but important, projects such as developing and conducting a mini-medical school, developing a promotional videotape for the College of Pharmacy, etc. Our workload is also increasing due to assists we're providing to the new director of development and the new director of market development; both positions serve the College of Medicine and UIHC.

We face increasing demands to be accountable to our constituents about the value and results of our work and efforts. We must conduct benchmarking efforts to improve quality.

Mission

The Office of Health Science Relations plans, creates and executes communications and advancement programs that work to increase and enhance: perceptions of quality, visibility, understanding, appreciation and support of the health sciences center and its teaching, research and service activities, and to build greater understanding and support among key constituents.

The Office of Health Science Relations attempts to reach the following university and health sciences center constituent groups: alumni; central administration; opinion leaders; UI faculty and staff; donors; members of the legislature; Iowans; media outlets: local, regional, national and international; prospective graduate students and faculty (via other universities, etc.); major associations, other institutions; Iowa physicians, practicing health care professionals in Iowa (including physicians, dentists, nurses and pharmacists), and physicians in other states, national and international audiences.

Description of Goals

Yearly goals, objectives and strategies are developed and updated during a major strategic planning session that our office conducts, usually off-site. HSR goals are determined from the individual goals of the four health science colleges as well as the overall institutional goals.

Our main goals are:

- (1) Media Relations: Increase and enhance the visibility of the health science colleges research and teaching efforts among all constituencies, but primarily via news media outlets, locally, nationally and internationally.
- (2) Publications: Create and improve publications that fulfill missions of the health science colleges.
- (3) Outreach/community relations: Plan, implement, outreach activities among the health sciences center and the community-at-large to create good will and provide a community service function.
- (4) Strengthen HSR: Strengthen the organization and capacity of HSR to achieve goals on behalf of the health sciences center (examples are enhancing professional development opportunities, utilize research tools to measure effectiveness of communication efforts).

HSR Programs and Services

Health Science Relations provides comprehensive public relations services to all faculty and units of the health science colleges. Since 1985, the unit has worked to provide effective service to faculty “clients” in the most efficient manner. Writers counsel faculty and administrators on the most effective way to reach their constituencies, be it through a publication, directed pitch to an individual media representative, or other special project.

Historically, there has been a great deal of confusion over the roles played by HSR and the University of Iowa Hospitals and Clinics Public Information Office. This confusion extends from the news media to the faculty and staff. HSR currently handles the academic side of the UI health sciences center, including the Colleges of Dentistry, Medicine, Nursing and Pharmacy, the UI hygienic lab, and other health related programs. The UIHC Public Information Office handles most clinical aspects of the health sciences center, including patient and hospital staff relations, and some clinical outreach programs.

HSR efforts fall into the following areas: media relations, publications, outreach/community relations and strengthening HSR.

Media Relations

Editorial staff members promote media coverage of research progress and findings of the health sciences center through conducting news conferences and briefings, 'pitching' story ideas to assignment editors and specialized writers, guiding reporters to optimal sources, and preparing news releases and backgrounders. While making use of new tools, such as Profnet, in efforts to reach national media, HSR news writers are also redoubling efforts to better reach people within the state of Iowa via news releases directed at hometowns. The office maintains a database of hundreds of health, science and medical reporters.

Publications

HSR provides comprehensive planning for all publications, including alumni newsletters. During the past two years, HSR has greatly increased publications productivity and appeal. The office is striving to convert its publications for the World Wide Web.

Special Projects/Outreach & Community Relations

Just as the number of publications produced by HSR has grown, the unit has expanded its involvement with a variety of special projects including outreach events. Examples include: conducting a UI College of Medicine Mini-Medical School (a public education program to build/enhance community relations), extensive planning for College of Pharmacy building dedication, opening of new computer laboratories, conduct UI health sciences tour program, UI sesquicentennial and UI foundation-sponsored events.

Strengthen HSR

HSR provides counsel to health science colleges deans , department heads and faculty and staff; provides crisis management assistance, professional development opportunities, among many other efforts.

Staffing

Currently there are nine full-time team members in HSR. We recruit staff via advertising in state-wide newspapers, UI jobline, trade papers, via Internet, at professional national and regional conferences, etc. We pay special attention to efforts to recruit minority candidates and place advertisements and notices in minority publications and via minority organizations and associations.

Yearly performance appraisal sessions are conducted with each staff member with the aim of helping staff members set goals, be aware of strengths and areas of challenge and generally offer a discussion of how to improve the office as well as the office team.

The present staff is not adequate to provide the programs and services of the office. We will attempt to secure additional positions including one or two associate editors, possibly with publication and design responsibilities. We also must seriously consider hiring a permanent part-time tour guide assistant.

Resources

The budget for the Office of Health Science Relations currently stands at about \$425,000. About 52 percent of the HSR budget is funded by the vice-president for university relations (total: salary, fringe and general expense). Nearly 30 percent of the budget is funded by the College of Medicine, and the rest is covered by the College of Dentistry (7 percent), College of Nursing (4 percent), and the College of Pharmacy (7 percent).

About 2 percent of the office budget is allocated for activities or functions directly related to faculty teaching and research. HSR assists faculty in recruiting research study participants for government-funded research projects. HSR also assists faculty in educating the public about the results of their research. General funds allocations have remained the same for the last four years. The office evaluates its budget expenses via monthly budget projection sheets.

HSR Aspirations

The Office of Health Science Relations has made great strides since the last self-study. We have expanded the number of services we offer our clients and have made much progress in updating our technology. Still, there is much to do. Our aspirations are based on our desire to build upon our successes, address our weaknesses, and provide a baseline against which to measure our progress when the office is reviewed in the future. Some of these aspirations include (1) Integrating with UIHC public information office. In the short term, this means closer day-to-day cooperation. In the long term, it means possibly that both offices would report to the same office. (2) Incorporate new technology to enhance efficiency and to broaden the services HSR offers. (3) Enhance staff to include photographer, designer, writers, and external relations emphasis. (4) Seek new niches and enhance media placements, particularly on national level. (5) Expand community relations efforts. (6) Conduct research to determine effect of current HSR efforts. (7) Develop media seminars on health topics.

Relationships With Other Offices

The Office of Health Science Relations reports directly to the Offices of the Vice President for University Relations and the deans of the Colleges of Dentistry, Medicine, Nursing, and Pharmacy. HSR currently receives its funding from the following sources: University Relations and the four health science colleges.

HSR's role with these offices was formed by its historical bonds and has evolved into an office which has the ability to offer major public relations services. In addition to media relations and public relations counseling, the office of HSR also provides a variety of publications and other special projects for the health science colleges and affiliated programs. In the area of publications, the office produces alumni newsletters for all four of the health science colleges, as well as a variety of other publications such as marketing brochures for special programs within the colleges, recruiting material focused for the recruitment of students, and assistance with materials for development efforts. A series of special projects efforts include in-house publications from the office of the dean of the

college of medicine, special publications for community/referring physicians, and the establishment of community relations programs including tours and other educational programs.

One way that HSR fulfills its mission to communicate with its publics is to describe the research carried out by faculty of the four health science colleges. In order to accomplish this, HSR staff members reach out to faculty to learn about their research. In the media relations area, individual staff members are assigned to beats with which they keep in touch. HSR is also available to counsel faculty members on media relations and to recommend ways to reach potential participants for large clinical studies.

HSR works closely with other offices including University News Service, State Relations, the UIHC public information office and also Audiovisual Graphics and the UI Research Foundation.

HSR communicates with deans and other administrators on a day-to-day basis and also counsels administrators on a "heads-up" basis on sensitive or timely issues. In addition, HSR distributes to these offices media clips that highlight college research efforts, grant awards, expertise and programs. The Office of HSR also works closely with other central administration offices as necessary.

The Office of HSR has as its mission the regular communication of information both from and to the health science deans offices. This includes both crisis communications for which the office is called upon to provide counseling and the establishment of communications plans for designated projects such as proposals for capital changes.

HSR meets on a regular basis with the health sciences deans, department heads and program directors to discuss their programs, current research projects and other ways that HSR can assist them.

HSR seeks to avoid duplication and overlap in functions and responsibilities with other offices. In many cases this works to all participants' advantage. An example of this is the use of a centralized press release distribution system with the university news service. HSR also participates in the deliberations of the distribution committee, which is analyzing the internal and external communications efforts of all of university relations.

In past years, there has been duplication of effort on the part of the offices of HSR and UIHC public information. Efforts to improve communication between these two offices has resulted in less duplication of effort. There is also confusion on the part of both the university and the public on the roles of these two offices, but efforts are underway to reduce this.

Technology

Keeping up with constant advances in technology can help us improve the quality of our work, increase production and increase the immediacy of our communications, especially with media outlets worldwide. In order to keep up with all the changes, we find we must spend increasing amounts of time exploring and learning about all the networks available to us, including the World Wide Web. So far, we have tackled use of Profnet and the Internet. Using the new technology to our advantage also has implications for our budget, for example, continual consideration of purchasing new hardware and software. In order to create outstanding publications we must be constantly in touch with all technological changes, especially those that apply to desk-top publishing. The future of Macintosh computer systems must be kept in mind as we all are working at Macintosh work-stations and will need to keep upgrading our systems and software if we are to remain in touch with regular publication.

Lack of a direct computer link with our colleagues in OPL and old capitol, impedes the communication process and our ability to transmit documents without wasting valuable staff time. We hope that through the work of the university relations technology task force, some of these challenges will be resolved.

Improvements (1985 to present)

When the last self-study was done in 1985, Health Science Relations was called Health Center Information and Communication. The unit was originally an arm of the university's news services and gradually expanded to become a complete public relations and communications shop, culminating with the change to the current name in 1992. The expansion of the services offered by HSR has continued over the past 11 years. Its main operations now include media relations, publications, outreach/community relations and special events.

In recent years, HSR has placed a premium on hiring people who could perform a variety of tasks within the office. Because of the small size of the unit in relation to the duties it performs, each member of the HSR team can (and is expected to) perform adeptly in various roles.

The Health Sciences Center is a major component of the UI. In 1995, though we continued with a lean staff through most of the year, we rebuilt esprit de corps, continued to meet all challenges we faced and were able to contribute to the overall strategic planning goals of the UI and the health sciences center.

Technological advances, without a doubt, is the major difference between 1985 and today. In 1985, HSR (like all the OUR units) had just entered the age of computers. There were a few dumb terminals linked to the university's VAX system. Those terminals were able to run clunky word processing programs that were difficult to learn and use. There was a primitive form of e-mail, limited mainly to use of the unit heads. For all practical purposes, faxes didn't exist. In 1985, HSR still possessed (and used) a 35 mm movie camera. Pagers were a brand new product.

HSR office space of the director and office secretary was physically separate from those of the rest of the staff, in 1985. Today, HSR offices are down the hall from the medicine dean's office, which greatly enhances communication with that office. HSR student interns and graduate assistants share office space. Each full-time staff member has a separate office with a Macintosh computer that is networked within the HSR office and to the Internet via a local access network in the College of Medicine.

In 1985, the HSR staff consisted of a director, a secretary, assistant directors for news and for publications, an editorial assistant, a full-time associate editor I and three half-time graduate assistant writers. Today, there is a director, a secretary, assistant directors--one for news, one for publications and one for special events-- an associate editor II, an associate editor I, a project assistant, an editorial assistant, and a half-time graduate assistant nursing writer. As mentioned previously, the unit was seriously under-staffed for nearly three years until 1996 as a result of promotions and resignations.

Some HSR news operation changes have come as a response to technological changes and others, from the evolution of media reportage on health-care issues. The expansion of the staff has allowed us to assign smaller beats to each person with news responsibilities. As a result, the colleges are receiving better service and many relationships between clients and HSR beat writers have developed to the point that the client often routinely calls us with information well before events are scheduled or research is published.

We have continued to evolve away from mass marketing the news toward a more targeted approach. News releases are still an important part of our media strategies but we rely more and more frequently on tailored media lists developed and maintained on our databases.

The evolution of the Profnet service, in which journalists world-wide can post requests for sources in academia, has helped HSR pitch more stories and sources at the national

and international levels. We now respond to about five Profnet requests per week and this should continue to increase.

Perhaps the major technological boons to our news operation have been the widespread adoption of faxes, e-mail and voice mail. Fax machines allow us to disseminate information quickly to internal and external audiences. E-mail and voice mail have vastly reduced the time spent playing telephone tag and allow us to target reporters with story pitches on a one-to-one basis.

HSR publications responsibilities today are vastly greater than what they were in 1985. At that time, responsibilities were limited to health science alumni newsletters and occasional contributions to broader publications. Now, not only has HSR enhanced those newsletters and taken on many more, but it is now regularly called upon to assist units with special publications ranging from a four-color magazine and viewbook to lower-budget pamphlets and marketing pieces. The 1985 self-study bragged, "publications copy for five newsletters is transmitted directly into typesetting equipment at Coralville and proofs can be back in our editor's hands the following morning." Today, desktop publishing allows entire layouts, complete with text and photographs, to be given to printers for fast turnaround.

At that time, HSR produced five newsletters. Today, that number has grown to eight (with the addition of the biocat newsletter, the curriculum update, the primary care newsletter and the dean's newsletter) and a four-color magazine (*Synchrony*).

The major growth in the publications area has come in specialized pieces tailored to small audiences. Recent examples include the health sciences center minority recruiting brochure, the College of Medicine annual academic report and a recruiting brochure for the pharmaceuticals graduate program. The College of Dentistry is pressing for a major revision of its alumni newsletter and we are in the early planning stages of a new general College of Dentistry brochure.

UI Office of Health Science Relations Publications and Creations

News Releases

HSR produces news releases about all events in the college, from faculty awards and research discoveries to major donations and student graduations. We distribute releases to local and national broadcast and print media.

News from the University of Iowa College of Medicine

The monthly (10 issues/year) dean's newsletter. Circulation includes college faculty and residents to include house staff and college staff.

Medical Curriculum Update

Produced quarterly, its main audience is primary care physicians in Iowa. Content usually highlights innovative elements of the new curriculum and the level of preparedness students have as they move into communities for preceptorships and other experiences.

Primary Care Initiative

An annual publication targeted at state legislators to encourage their continued support of the college's primary care initiative.

Medicine

Quarterly alumni newsletter. Often highlights development activity, in addition to research accomplishments, college events and alumni news.

Nursing News

Produced in the spring and fall, the College of Nursing's alumni newsletter shares news about research, college faculty and events, and graduates.

Pharmacy News

The college of pharmacy's alumni newsletter is published three times annually, and includes alumni news and features, information about college events and activities, and research and faculty news.

The Dental Link

Alumni, research and college news are featured in the college of dentistry's alumni newsletter, published three times each year.

Biocat Update

Newsletter of the center for biocatalysis and bioprocessing, which includes faculty from the departments of biochemistry and microbiology. The newsletter is sent to center faculty, UI administrators, other biotechnology organizations, and members of the biotechnology industry.

College of Medicine 1995 Executive Report

The first-ever edition of this publication. Highlights the goals, mission and accomplishments of the college during the fiscal year. Circulation included faculty, UI administrators and other friends of the college.

College of Medicine Fiscal Year 1995 Report

Another publication "first" for the college, the fiscal year report includes information on the activities and accomplishments of each department, as well as a faculty list, list of new grants received during the fiscal year, and a selected bibliography of research published by faculty. The report was distributed to college faculty, administrators, and donors; university administrators; colleagues at other U.S.. Medical colleges; and prospective faculty. This report was published in June 1996, though future reports will be printed in November or December.

Synchrony

The inaugural issue of the UI health sciences center magazine. Circulation included college faculty and staff, UIHC staff, health-care providers in Iowa, donors and other internal and external constituencies. Includes a "development news" section highlighting giving to health sciences center institutions.

Educational Opportunities for Minority Students in Health Sciences

Published this spring, this was a collaborative effort including all of the health science colleges. This publication has been used by the health sciences colleges for recruiting minority students to the UI.

Iowa Medicine

HSR is responsible for the feature copy for one issue each year of Iowa medicine, the journal of the Iowa medical society. The journal has a circulation of over 3,300 (78 percent of Iowa physicians).

College of Medicine Viewbook

A new viewbook was created in connection with the launch of the new curriculum. This booklet is distributed to prospective medical students.

Health Sciences Center and Health Science College Fact Sheets

Prepared as a convenient reference document for a variety of audiences, including prospective students and faculty, media and other constituencies.

Health Sciences Center Group Tour Program

HSR coordinates tours of health sciences center facilities for school groups from throughout the state.

Alumni Reunion Weekend

College alumni reunion weekends are held each spring and fall. In the fall, the 5th, 10th and 25th year anniversary classes are hosted; in the spring, it's the 40th, 45th and 50th year anniversary classes. In addition to the general programs offered by the alumni association, HSR plans and oversees special programs for college alumni, including special luncheons, receptions and tailgates and an alumni scientific session.