

University of New Mexico leadership seeks constantly to optimize all administrative services across operating units while respecting the unique needs and expectations of the students, faculty, staff and external constituencies served.

Marketing and Communications

An Approach to Administrative Excellence
June, 2016

Steven G. Sloate, President



Contents

Executive Summary..... 2

Current Organization Design and Operating Budget..... 4

 Resource Allocation 6

 FTEs and Labor Costs..... 7

Functional Organization Design and Assessment 7

 Brand Management 8

 Stakeholder Assessment and Customers Served..... 9

 Capacity..... 10

 Expenditures and Purchased Services 10

Collaboration, Integration and Consolidation Options and Implications 11

 Category Definitions and Strategy 11

Findings and Recommendations..... 15

Appendices..... 17

 Appendix A – Marketing and Communications Task Force 17

 Appendix B – Functions for Which No Change is Proposed..... 18

 Appendix C - Current and Proposed Functional Organization 20

 Appendix D - Stakeholder Analysis 21

 Appendix E – Comparative Landscape 32

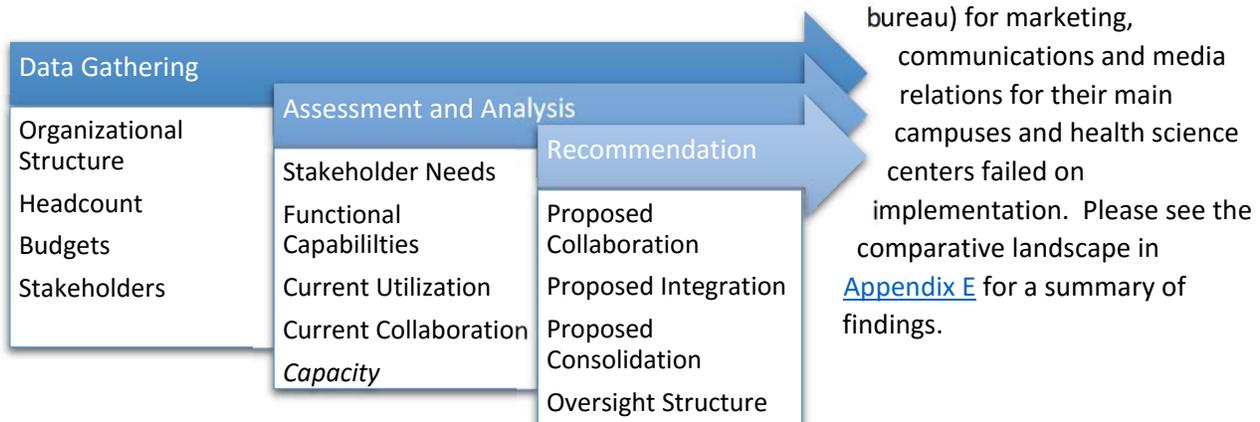
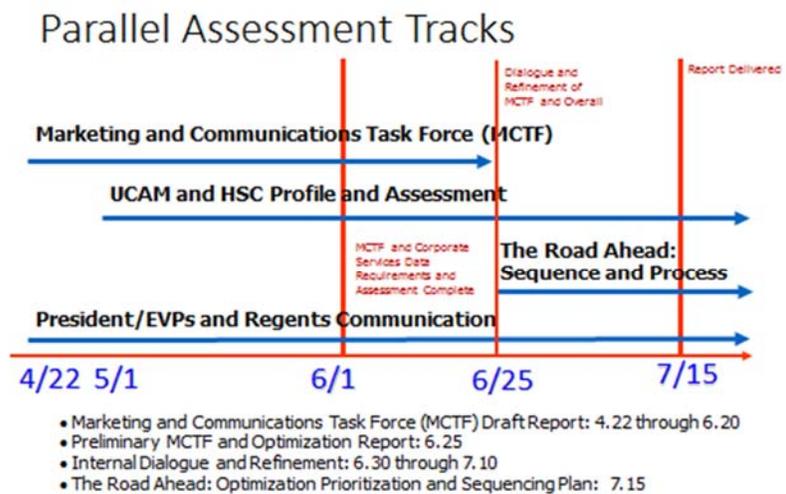
Executive Summary

The primary objective of this study is to profile and assess the intersection of main campus and health science center marketing and communications functions and identify the range of optimization options i.e., coordination, integration, and consolidation replete with mechanisms for overall managerial effectiveness. The model will then be applied to other marketing and communications functions throughout UNM operating units (see timeline below.)

The Marketing Communications Task Force (MCTF) was established as a clearinghouse for information gathering and assessment. The MCTF was chaired by Amy Wohlert, Chief of Staff, Office of the President (membership in Appendix A – Marketing and Communications Task Force)

The process used by the task force (depicted below) is typical of analyses conducted in the assessment of corporate services, particularly those that function with somewhat unique internal and external stakeholders, differentiated programs/services, highly regulated customer

markets, and which lack the general standardization of what is provided in other customer service environments such as legal services or information technology. Cirra also queried 20 public and private university/health science center marketing professionals to ascertain experience with similar assessments. The results for the universities of Iowa, Connecticut and Kentucky (all public research institutions) have one common finding: attempts to formally consolidate (create one central service



General Findings and Recommendations

1. While coordination is generally effective, a significant opportunity exists for much **tighter coordination, integration and consolidation of functional efforts.**
2. The Marketing Communications Task Force should become a standing **Marketing and Communications Committee (MCC)** with the charge of implementing these findings and extending the assessment to other UNM operating units e.g., the Athletic Association, Foundation, professional schools and branch campuses under a theme of One UNM for brand management. The MCC should adopt standard performance metrics and report actual performance quarterly.
3. **Economies of Scale:** While some collaboration exists, additional potential savings exist to further combine purchased services with external vendors such as purchased media/advertising, print production and digital media design and development.
4. **Professional and Skilled Personnel:** While functional duplication exists e.g., media relations, there isn't any "overlap" in the sense of redundant resources in excess of what is required to serve both UCAM and HSC constituents. The capacity matches the body of work such that greater coordination, integration and where central approval is desired, consolidation will optimize the efforts in service to UNM.
 - a. Please note that the HSC Strategic Engagement function contains both traditional marketing and communications activity e.g., digital media but also contains non-traditional marketing and communications functions such as strategic planning which was not evaluated given its functional scope. Strategic Engagement stands out as an investment in complementary activities that the main campus organizes differently. It should be noted that due to the nature of health sciences centers, other organizations have various functional combinations under a broad umbrella of Strategic Services including: strategic planning, position papers, marketing (product design, network development, pricing) business intelligence, business development, public/media relations, and all internal/external communications.

Current Organization Design and Operating Budget

FY15-16 total operating budget for UNM was approximately \$2.8b, a 7.7% increase over FY14-15 driven primarily by Sales and Services and Patient Care revenues. Between the UNM HSC Academic Enterprise (\$606m – 21.7% of total) and UNM Health System (\$1.3b – 46.5% of total), the integrated HSC clinical and academic enterprise encompassed approximately \$1.9b (68%) of total UNM expenditures.

While expenditure totals are the wrong metric for comparative resource investment, they do highlight the relative sensitivity to effective marketing and communications between the two enterprises. In particular, the debt carried on the integrated university balance sheet and rating agency assessments are highly sensitive to the HSC maintaining an effective customer relationship management program with patients/families, prospective patients (the general public) and insurance companies – the purely clinical operations which are essentially a commercial enterprise in a highly competitive landscape. While the clinical enterprise is somewhat unique, there are commonalities in the academic enterprise in that both UCAM and HSC share a mutual need for effective customer relationship management programs with students, prospective students/families (education enterprise) and the sources of research grants and contracts (research enterprise).

Marketing and Communications expenditures for the two enterprises are captured in the following table and broken out in Figure 2.

FY16	UCAM	HSC
Expenditures	\$2.13m	\$5.22m
FTEs	15	16

As the Figure 2 depicts, University Communications and Marketing (UCAM) and Health Science Center marketing (HSC) have roughly the equivalent functional span as pertains to the traditional definitions of marketing and communications (the shaded boxes):

- Public Relations
- Community Relations
- Media Relations
- Customer Relationship Management
- Digital Media and Platforms: website(s), social media, inbound/outbound tele-technology
- Paid Advertising

One notable difference is the somewhat unique HSC configuration where accountability for digital media (website and social media platforms) resides in an area entitled Strategic Engagement. While unusual to unbundle these functions from an otherwise close managerial control and integration with other relationship management functions common to integrated marketing communications campaigns, one cannot automatically assume a loss of efficiency and effectiveness if two conditions are present:

1. Constant coordination between the two functional leaders.
2. Highly experienced digital media management at the leadership position.

The second condition is reflective of the dramatic shift in the use of digital platforms and social media as

Digital Marketing / Social Media Command Centers

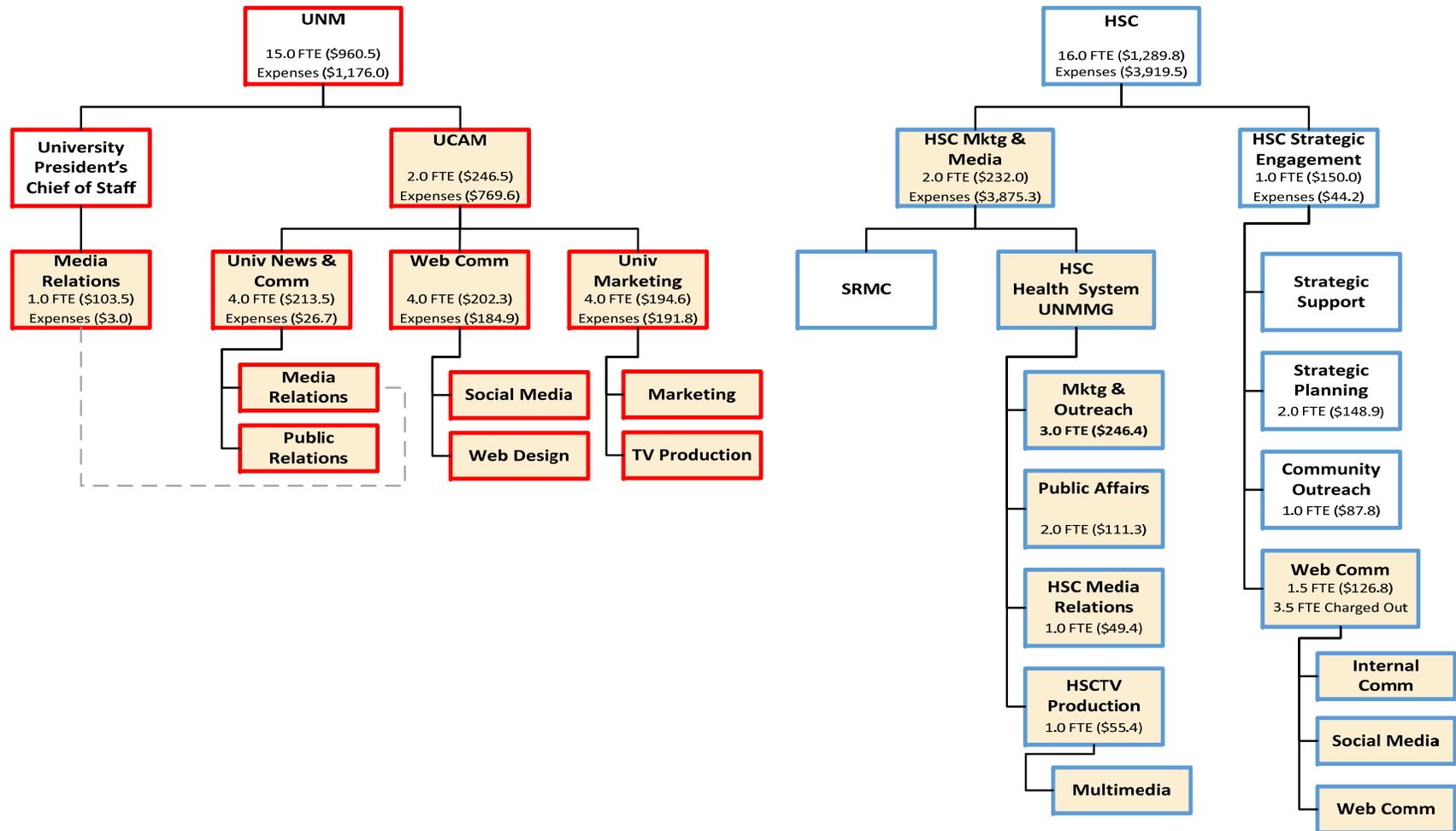
- Forward thinking universities and health systems are building and staffing digital marketing/ social media command centers.
- Will grow in prominence.
- Operates 24/7/365 for monitoring, real-time marketing, communications, crisis management, service recovery, etc.



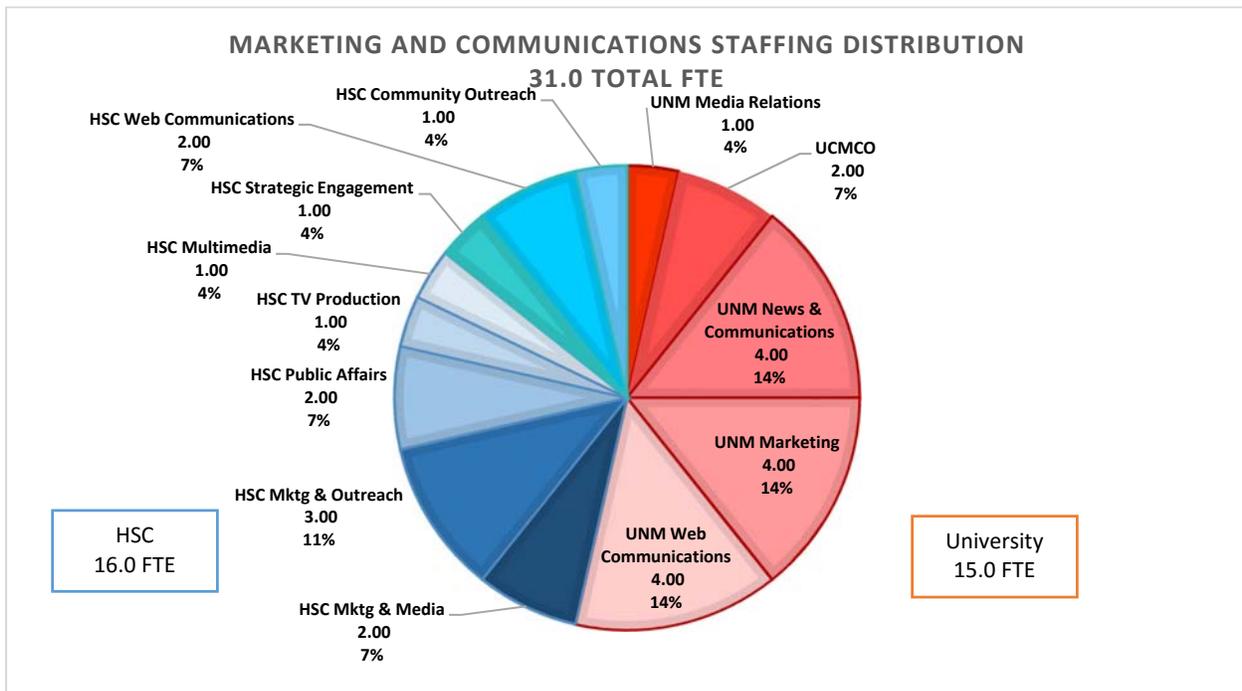
2

the primary platform for continuous communications monitoring, proactive marketing, instant feedback loops and crises management where required. The companion graphic below highlights both the need and the trend. Enlightened leaders view the investment of an upgrade to the historical “disaster management control centers” such that can serve institutional needs more proactively than reactively.

University of New Mexico
Marketing and Communications
Functional Organizations



Version 4.0



While the AON study will document compensation for internal parity and market equity variances and overall staffing capacity, Cirra observes that in its experience the staffing levels are comparable to, if not leaner than similar operating units.

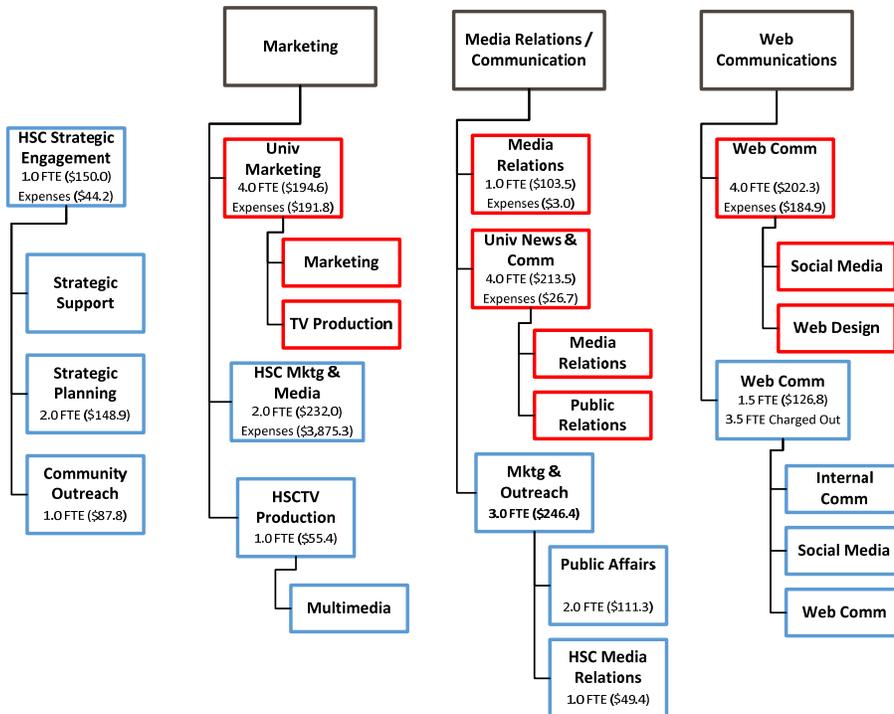
Functional Organization Design and Assessment

The assessment of the functional organization of Institutional Communications and Marketing (UCAM) and Health Science Center Marketing and Communications sought to ensure balance among the following evaluative criteria:

1. Document any significant differences in markets/customers served, operating models, and financial models
2. Document distinct competencies and capacity required to deliver value within the service models in (a) above.
3. Investigate options along the continuum of coordination, integration and consolidated/centralized within a general framework where standardization and decentralization is applied the ensure quality and timeliness of service and outcomes – all with appropriate coordinating mechanisms and/or with required autonomy
4. Document potential economies of scale – current resource allocation detailed in this study and use of external purchased services. Please note that a deeper assessment of workload and capacity is being conducted by Aon with a July 31 delivery date.

5. Reporting structures/processes ensure appropriate speed and flexibility to meet performance objectives

University of New Mexico
Marketing and Communications
Functional Organizations



The companion graphic depicts the marketing and communications functions as if completely integrated (UCAM/red and HSC/blue) to demonstrate the following:

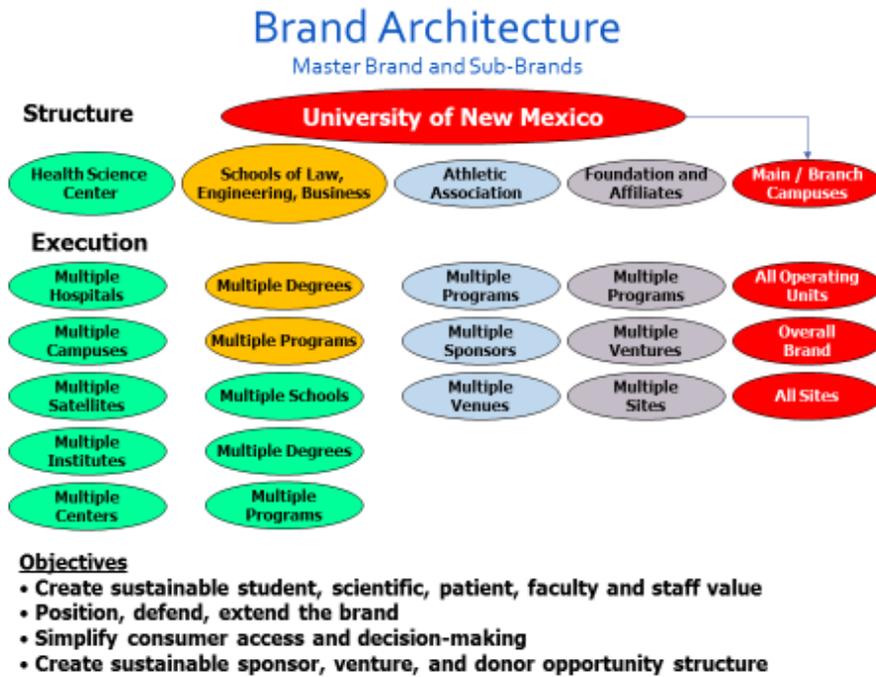
1. Title variation does not equate to technical skill variation.
2. While the environmental requirements vary significantly, the recommended increases in coordination, integration and consolidation should accelerate and improve performance.
3. Digital Media (Web Communications) is functionally paired between UCAM and HSC.

4. Strategic Engagement stands out as an investment in complementary activities that the main campus organizes differently. It should be noted that due to the nature of health sciences centers, other organizations have various functional combinations under a broad umbrella of Strategic Services including: strategic planning, marketing (product design, network development, pricing) business intelligence, business development. public/media relations, and all internal/external communications.

Brand Management

The assessment was conducted within the generally accepted need for a coherent brand management program and process throughout the University – one UNM brand to be reinforced through all marketing and communications initiatives. However, within the overall UNM master brand, marketing and communications professionals must respect the sometimes unique “customer needs” of the sub-brands and UNM uses a brand architecture approach found in many universities (Figure 3).

Figure 3



The size of the operating unit is secondary to the needs and expectations of the stakeholders/customers of each operating unit e.g., a student seeking degree requirements for all degrees regardless of school/program is not the equivalent of a patient seeking Federally protected diagnostic and imaging results pertaining to their upcoming oncology treatment

regimen. While obvious in the extreme, the example highlights how the question of what should be coordinated, integrated or consolidated leaves a balance of truly unique services that must be handled by subject matter experts consistent with all security and confidentiality requirements required either by ethics, regulation or law. While all student communication is protected by the Federal Educational Rights and Privacy Act (FERPA), the Health Science Center has significant additional layers such as the Health Insurance Portability and Accountability Act (HIPAA) and HITECH Act which necessitate that patient and provider portals linked to the EPIC Electronic Health Record (EHR) platform be secure. Those restrictions preclude combining internet platforms and sites beyond brand management elements such as graphic standards and messaging strategy. Brand management today is both a qualitative (messaging/graphic standards) and a technological integration challenge in specific instances proscribed by law and regulation.

Stakeholder Assessment and Customers Served

Marketing and Communications – the management of exchange relationships with numerous and varied **stakeholders** (internal and external cohorts grouped by similar interests e.g., media) and **customers** (internal and external groups with an exchange relationship generating economic value e.g., a school with purchased services from a central resource or a student paying tuition) – requires first, that the unique needs and expectations of those groups be documented to the greatest extent possible. The MCTF undertook the segmentation and assessment of the Stakeholders/Customers served by all of the functional units within UCAM and HSC Marketing/Communications/Strategic Engagement.

Forty-seven (47) Stakeholders/Customers were identified – eleven (11) Internal to one or the other functional organization and thirty-six (36) External. After identifying each stakeholder, Cirra worked with both UCAM and HSC to document the needs/expectations for their respective functional areas,

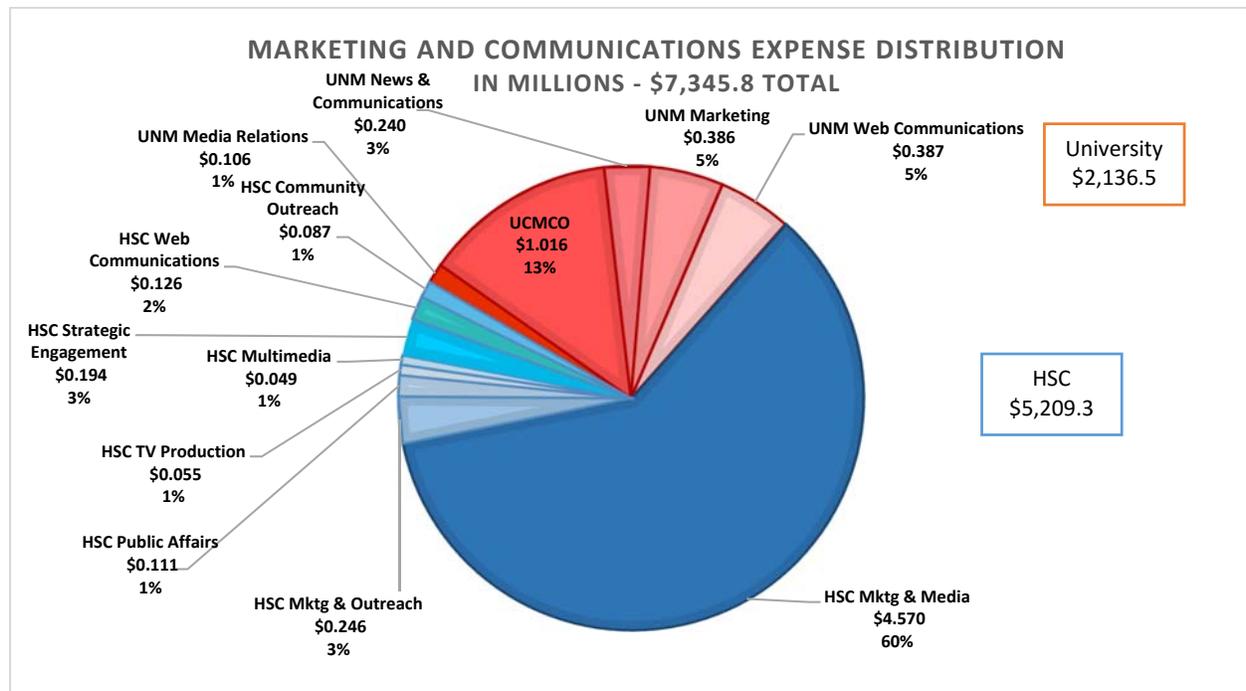
current product and/or service deliverables, and which unit within the functional area provided those products/services. For example, both UCAM and HSC provide a digital platform (e.g., website, social media) for stakeholders their respective stakeholders and yet the needs and expectations of students (common to both) and patients (unique to HSC) vary significantly in what is delivered and the environment (e.g., security, portal functionality) required to ensure an effective exchange of value. A matrix of the results of that assessment is in [Appendix D](#).

Capacity

Calculating the productive capacity per FTE (e.g., number of publications, digital communities, articles, plans, IPRA media responses) and/or the outcome quality and metrics correlated to that capacity (e.g., brand recognition, customer satisfaction) for any of the operating units within UCAM or HSC Marketing / Communications / Strategic Engagement was beyond the scope of the Task Force’s initial charter. It should be observed that the very nature of strategic marketing and communications is such that volume and specific activity/outcome is highly variable – not lending itself to widget-like production analyses.

Expenditures and Purchased Services

The graphic below highlights the distortion of HSC purchased media (advertising) on the total expense distribution. While UNM has one brand and an overall brand management strategy strives to position UNM as the institution of academic and clinical choice among consumers, the cost of competition in the patient care marketplace dictates the use of more expensive media and media channels to influence market share.



Collaboration, Integration and Consolidation Options and Implications

Category Definitions and Strategy

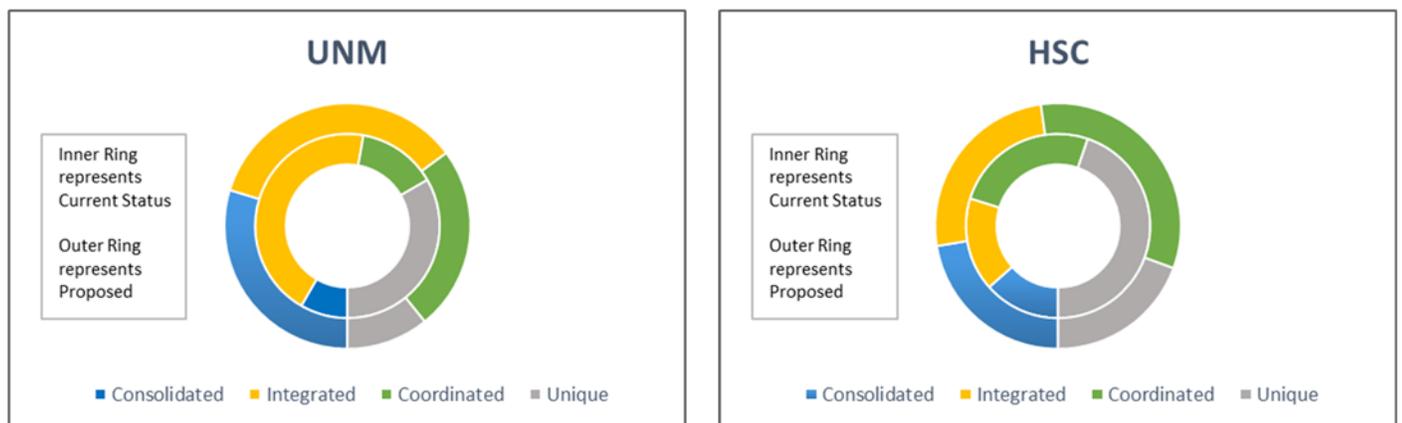
Cirra documented the Current and Proposed relationship between UCAM and HSC using the following definitions:

Coordinated: Both parties need to be *informed* of activities such that potential synergies are captured.

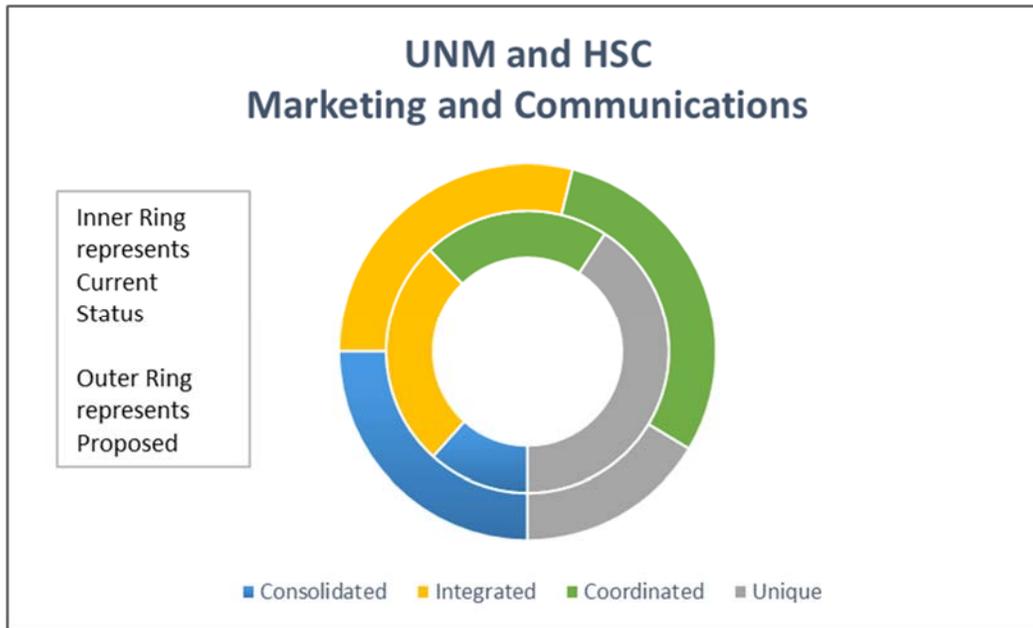
Integrated: Both parties need to be *involved* through a both formal and informal mechanisms e.g., the MCTF becomes a standing committee.

Consolidated: Both parties agree to a *formal accountability structure* and/or a centralized approval mechanism with one party controlling the ultimate decision.

Unique: Each party would *independently manage* unique stakeholders



When viewed as independent operating units, it was observed that many of UCAM/HSC marketing communications services seemed to be unique in that the stakeholders served were different enough to justify a highly focused approach by each separate leadership team. After documenting service deliverables against the stakeholder needs and expectations, much of what was perceived as unique was re-categorized by Cirra and the MCTF as a candidate for better coordination, integration or consolidation.



When combined, the amount of current unique activities is reduced considerably without breaching legal and regulatory boundaries and those activities are redistributed primarily to coordination and consolidation e.g., all agendas and related communications with the legislative and executive branches of government are consolidated requiring central approval in the Office of the President.

[Appendix C](#) contains the graphic depiction of the Current to Proposed changes by specific UCAM and HSC function – all of which highlights a genuine willingness of both parties to build upon the current working relationships to further mutual objectives.

Figures 4 through 7 in [Appendix B](#) summarize those stakeholder/customer groups and corresponding marketing and communications services for which no change in the current UCAM/HSC management is recommended.

As the following content is reviewed, please note that the recommended mechanism through which these changes should be implemented is as follows:

1. Convert the Marketing and Communications Task Force to a Committee ultimately accountable to the President and UNM executive leaders.
2. The Marketing and Communications Committee should be chaired by the President’s Chief of Staff who is the common intersection of all university opportunities and challenges requiring communications.
3. Membership: MCTF members plus representation from the Athletic Association, Foundation and the Branch Campuses (on a rotating basis)
4. Charge:
 - a. Implement the recommendations of this report.
 - b. Manage the continuous design, development and implementation of the overall UNM Brand Management plan.
 - c. Ensure the effective coordination, integration and consolidation of marketing and communications resources.

- d. Use the combined purchases services budgets to secure favorable pricing through common vendors.
- e. Establish performance metrics that are both process and outcome measures of marketing and communications value.
- f. Report performance periodically to internal customers.

Even though Figures 4 through 7 include no change in status of how UCAM and HSC discharge their respective duties, the need for a clearinghouse mechanism remains. Figures 8 through 12 include recommended status changes as to duties and responsibilities between UCAM and HSC.

Figures 8 and 9 capture the desire and vital need to “control the message.” The MCTF recognized the importance of one agenda and one voice when engaging state government. Given that UNM has one brand, complex priorities and one set of integrated financial statements, a more formal accountability and approval process through the President’s Office when engaging the legislature and Office of the Governor was deemed necessary to ensure maximum effectiveness and eliminate the potential for political confusion.

Figure 8

Current	Proposed	Stakeholder/Customer Group
Integrated	Consolidated	Governor's Office / Executive Branch
Integrated	Consolidated	State Legislators

Figure 9 highlights the MCTF expectation that activities pertaining to the educational enterprise will benefit from integrated but focused initiatives common to the recruitment and retention of undergraduate and graduate students. Granted, the HSC has far more demand than student slots in many programs but the MCTF felt that consolidated efforts could yield some economies of purpose and scale.

Figure 9

Current	Proposed	Stakeholder/Customer Group
Unique	Consolidated	National Accreditation Bodies
Unique	Consolidated	Prospective Students
Unique	Consolidated	High School Influencers/Counselors
Unique	Consolidated	Alumni

Alumni communications and marketing have been unique in the sense of various events and outreach initiatives whereas the Foundation has managed annual giving and capital campaigns through the extensive involvement of the Alumni Association leadership.

The unique activities captured in Figures 10 and 11 are targeted for tighter communication and involvement between UCAM and the HSC. Of particular note is the recommendation that communications with the Board of Regents occur through the involvement of both UCAM and HSC leadership.

Figure 10

Current	Proposed	Stakeholder/Customer Group
Unique	Coordinated	Peer Institutions
Unique	Coordinated	Prospective Faculty
Unique	Coordinated	Prospective Staff
Unique	Coordinated	Employers of Graduates (Survey methodology)
Unique	Coordinated	Retirees
Unique	Coordinated	Institutional Advisory Board Members

Figure 11

Current	Proposed	Stakeholder/Customer Group
Unique	Integrated	UNM Board of Regents
Unique	Integrated	Corporate Partners/Sponsors

MCTF members agreed that greater joint involvement with County and City Public Officials would benefit the objectives UNM seeks to achieve.

Figure 12

Current	Proposed	Stakeholder/Customer Group
Coordinated	Integrated	County and City Public Officials
Coordinated	Integrated	Families/Parents

Findings and Recommendations

The following findings and recommendations are intended to be actionable in the short-term and probative in the near term:

1. While coordination is generally effective, a significant opportunity exists for much **tighter coordination, integration and consolidation of functional efforts.**
2. The Marketing Communications Task Force should become a standing **Marketing and Communications Committee (MCC)** with the charge of implementing these findings and extending the assessment to other UNM operating units e.g., the Athletic Association, Foundation, professional schools and branch campuses under a theme of One UNM for brand management. The MCC should adopt standard performance metrics and report actual performance quarterly. The specific charge follows:
 - a. Complete the UCAM/HSC transition of all items to desired coordination, integration and consolidation outcomes in this assessment with initial emphases placed on integration and consolidation items.
 - b. Complete the evaluation of the remaining operating units using the same methodology.
 - c. Assess the economic consolidation of specific functions e.g., internet/intranet platform selection, website design, development and maintenance where appropriate.
 - d. Maintain the master communications calendar such that all required material (e.g., legislative, Regents) can be reviewed internally and placed on the appropriate decision making agendas.
 - e. Adopt standard performance metrics and report actual performance quarterly.
 - f. Initially, the MCC should meet monthly and once all tasks are complete, bi-monthly or ad hoc as necessary.
3. **Economies of Scale:** While some collaboration exists, additional potential savings exist to further combine purchased services with external vendors such as purchased media/advertising, print production and digital media design and development.
 - a. After the assessment of the operating units beyond the HSC and UCAM e.g., Athletic Association, Foundation, branch campuses and professional schools, implement a “hub and spoke” model for internal client services such as website design and development.
4. **Professional and Skilled Personnel:** While functional duplication exists e.g., media relations, there isn’t any “overlap” in the sense of redundant resources in excess of what is required to serve the respective constituents of UCAM and HSC. The capacity matches the body of work such that greater coordination, integration and where central approval is desired, consolidation will optimize the efforts in service to UNM.
 - a. Please note that the HSC Strategic Engagement function contains both traditional marketing and communications activity e.g., digital media but also contains non-traditional marketing and communications functions such as strategic planning which was not evaluated given its functional scope. Strategic Engagement stands out as an

investment in complementary activities that the main campus organizes differently. It should be noted that due to the nature of health sciences centers, other organizations have various functional combinations under a broad umbrella of Strategic Services including: strategic planning, marketing (product design, network development, pricing) business intelligence, business development. public/media relations, and all internal/external communications.

Both UCAM (with remaining UNM operating units to be assessed) and HSC run relatively lean marketing and communications disciplines such that the majority of efficiencies will come from enhanced processes, standardization, coordination of purchased services, managing interdependencies with IT/IS as to digital platforms/media, and once the second phase of the assessment is complete, the creation of a service bureau model between UCAM and other UNM operating units.

Appendices

Appendix A – Marketing and Communications Task Force

Amy Wohlert (Chair), Chief of Staff, Office of the University President

Kevin Stevenson, Strategic Planner, Office of the University President

Cinnamon Blair, Chief University Marketing and Communications Officer

Diane Anderson, Director, University Communications, Office of the University President

Billy Sparks, Executive Director for Communications and Marketing, Office of the Chancellor

Ryan Cangioli, Senior Strategic Advisor, Health and Sciences Center

John Arnold, Media and Marketing Director, Health and Sciences Center

Cirra: Steve Sloate, President and Jay Levy, Principal

Appendix B – Functions for Which No Change is Proposed

Figures 2 and 5

Current	Proposed	Stakeholder/Customer Group
Consolidated	Consolidated	Federal Legislators
Consolidated	Consolidated	National Financial Ratings Agencies e.g., Fitch, S&P
Consolidated	Consolidated	Venture Capital Sources
Consolidated	Consolidated	Private Foundations
Consolidated	Consolidated	Donors (current and prospective)
Consolidated	Consolidated	UNM Foundation Board Members
Consolidated	Consolidated	UNM Alumni Association
Consolidated	Consolidated	UNM Retiree Association
Consolidated	Consolidated	Alumni (for purposes of Annual/Major Giving)

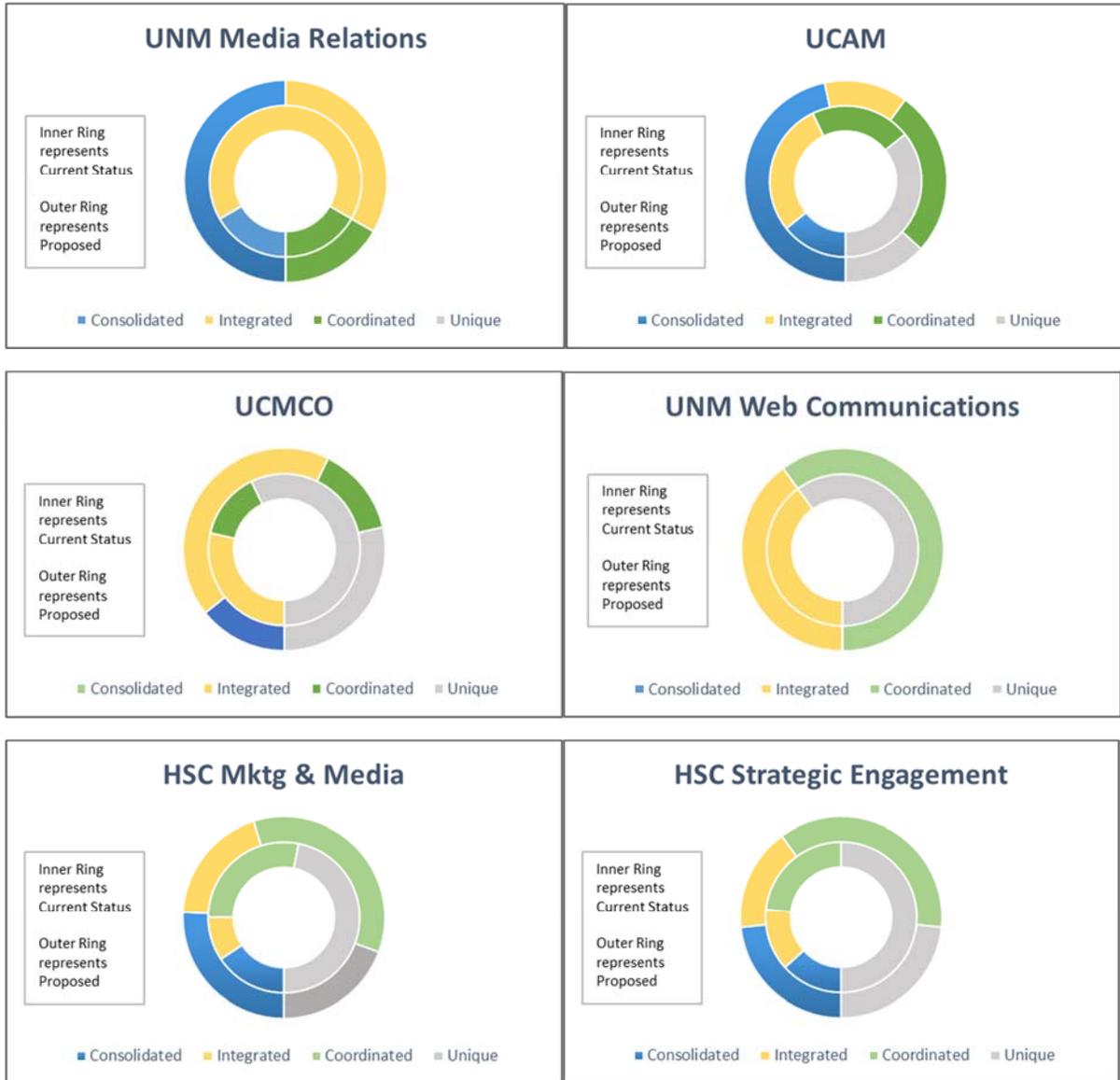
Current	Proposed	Stakeholder/Customer Group
Coordinated	Coordinated	Federal Agencies/Regulators
Coordinated	Coordinated	State Agencies/Regulators
Coordinated	Coordinated	Respective Branch Campus Communities
Coordinated	Coordinated	Private Research Grants and Contracts (e.g., Duke Endowment)
Coordinated	Coordinated	Unions
Coordinated	Coordinated	Current students/families
Coordinated	Coordinated	Faculty - Academic
Coordinated	Coordinated	Staff
Coordinated	Coordinated	Public Research Grants and Contracts (e.g., NIH, NSF)

Figures 6 and 7

Current	Proposed	Stakeholder/Customer Group
Integrated	Integrated	National Media
Integrated	Integrated	State/Local Media
Integrated	Integrated	General Public
Integrated	Integrated	Albuquerque Area Community

Current	Proposed	Stakeholder/Customer Group
Unique	Unique	Families/Patients
Unique	Unique	Vendors/Suppliers
Unique	Unique	Referring Physicians
Unique	Unique	Payors/Insurance Companies/TPAs
Unique	Unique	Faculty - Clinical
Unique	Unique	Operating Unit Leaders (e.g., Schools, Programs, Centers, Depts.)
Unique	Unique	Administrative Functions/Leadership (e.g., Executive Teams)
Unique	Unique	Health System Leadership (from executive to front-line supervisors)
Unique	Unique	Health System Employees (e.g., UNMH, UNMMG, SRMC, etc.)

Appendix C - Current and Proposed Functional Organization



Appendix D - Stakeholder Analysis

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
UNM Board of Regents	Priority communications/support	Timely communication assistance with communication strategies	CMCO	Media relations support including UNMH boards, regents committee	Provide releases upon request, respond to issues raised by Regents, prepare remarks, speeches, presentations and media support upon request	MARCOM, Strategy and Engagement
Federal Legislators	As requested by Gov. & Community Relations					Strategy and Engagement/Marcom
Federal Agencies/Regulators				Communications support for NIH, CTSA and NCI - related projects and initiatives, event and campaign coordination (i.e., FBI and US Atty), media relations	Event/news conferences, media releases, marketing materials for joint campaigns (i.e. HOPE initiative)	Marcom and strategy and engagement
Governor's Office / Executive Branch	As requested by Gov. & Community Relations	Legislative priorities book		Event coordination, media relations	Assist office with locations for joint press events at HSC, assist with advisories/releases on joint initiatives	MARCOM
State Legislators	As requested by Gov. & Community Relations	Legislative priorities book				Strategy and Engagement

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
State Agencies/Regulators	As requested				Provide support to HSC Government Relations on communication materials and presentations	Strategy and Engagement
County and City Public Officials	Information and collaboration	Mission graduate/innovate ABQ		Presentation production/writing, media relations	Presentations for county meetings when HSC reports, coordinate upon request joint statements and releases	Marcom, strategy and engagement
National Accreditation Bodies	Information	Accreditation marketing (video/print /communication)	UCAM staff			
National Financial Ratings Agencies e.g., Fitch, S&P						
Peer Institutions	Communication and collaboration	Statewide GO Bond/professional orgs. (APLU/CASE)				Strategy and Engagement/M arcom
Respective Branch Campus Communities	As requested	web/print /communication	CMCO and appropriate staff			Strategy and Engagement

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
National Media				Online news portal, media interaction and coverage tracking, national release distribution, multimedia production, 24/7 on-call response	HSC Newsbeat, HSC TV, Daily Media Interaction Reports, on-call service	HSC Communications staff, HSC multimedia production studio
State/Local Media				Online news portal, media interaction and coverage tracking, local news release distribution, multimedia production, 24/7 on-call response	HSC Newsbeat, HSC TV, Daily Media Interaction Reports, on-call service	HSC Communications staff, HSC multimedia production studio and Strategy and Engagement
General Public	Research/feedback	Institutional/web /social/marketing /communication/ GO Bond campaign	All staff/CMCO	Online news portal, HSC website, non-digital advertising, community outreach, fundraising	HSC website; HSC Newsbeat; TV, print, social media and outdoor ads; community events/sponsorships; community partnerships targeting HSC mission areas.	HSC Marcom staff, HSC Strategy and Engagement, UNMH Community Relations, UNM Foundation, SOM Alumni Relations

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Albuquerque Area Community		Institutional/GO Bond campaign	All staff/CMCO and	Online news portal, HSC website, non-digital advertising, community outreach, fundraising, regular reporting of initiatives	HSC website; HSC Newsbeat; TV, print and outdoor ads; community events/sponsorships; community partnerships targeting HSC mission areas; Annual report on Community Outreach and executive presentations.	HSC Marcom staff, HSC Strategy and Engagement, UNMH Community Relations, UNM Foundation, SOM Alumni Relations
Prospective Students (Undergrad/Grad, Message/Implementation, SC resolve)	Admission process /requirements, program profiles, campus overview	Website and DTC print material (view book)	UCAM staff with Enrollment management staff input and financial support	Admission process /requirements, program profiles, campus overview	Website and DTC print material	Blend of HSC MARCOM, Strategy and Engagement staff and program staff
Prospective Faculty			Web Communications	Recruitment, publications, papers, interviews, guidance when requested on media contacts and interviews	HSC guidelines on media, news releases on research, production of faculty recruitment videos and internal communications on topics of interest across HSC	Blend of MARCOM, Strategy and Engagement and program staff in consultation with department chairs and deans

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Prospective Staff			Web Communications	Recruitment, access to postings on web, descriptions, links to our web pages	Web site listings, social media listings, honor releases on staff and faculty	Blend of MARCOM, Strategy and Engagement, hospital administration and departmental content creators
Families/Parents				Graduate students' families, pipeline program promotion, BAMD program recruitment from entire state	Recruitment collateral, websites, online resources, stories on individual students	Blend of MARCOM, web team (Strategy and Engagement) and program staff

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Families/Patients				Level of care expected, patient expectations, access to appointments, provider information, facility information, services offered, communications related to check-in and post- visit, smart phone access to records, financing options, insurance issues	Customer service scripts, signage, website, portals, virtual tours, commercials, billboards, radio and TV and print ads, national recognition and awards on customer satisfaction like SRMC Press Ganey award, patient education videos, news releases on services such as our stroke center, social media posts on services	Blend of MARCOM staff, strategy and engagement, hospital admin and external consultants for TV, radio print commercials based on research, support and rankings. We also tie to capacity issues
High School Influencers/Counselors			UCAM	Pipeline programs	promotional videos for talks, BAMD recruitment, materials for our diversity office to use in communities and presentations	MARCOM and Program Staff
Private Research Grants and Contracts (e.g., Duke Endowment)				Support faculty and administration on grant submission and awards publicity	Annual report, news releases/media pitches	Marcom and research staff
Venture Capital Sources				Publicity	construct remarks and news releases relating to joint ventures tied to research	Marcom and research staff

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Private Foundations				Educate public on foundational support for HSC partnerships and foundation support of faculty, departments, areas of research, colleges and schools, community partnerships	Increased community engagement, increased education regarding HSC programs, news releases	MARCOM, Strategy and Engagement, program staff
Corporate Partners/Sponsors				Event planning, media relations, writing	Joint releases on private investment, innovations and partnerships, speeches and talking points,	Marcom and strategy and engagement
Vendors/Suppliers	Services as needed	Well written RFPs	CMCO with UCAM staff/purchasing input			
Unions				Hospital employee communications	electronic newsletters, intranet, internal communications	Hospital administration /Marcom

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Referring Physicians				Inbound access to scheduling, secure physician portal for diagnostic/imaging results, HER content and HIPAA-compliant communications, promotion /marketing	Interactive web-based platform with secure access to functional areas and content, promotional materials/publications for providers	IT, Strategy and Engagement, MARCOM
Payors/Insurance Companies/TPAs				Inform public on insurance/clinical care contracts, type accepted, staff open enrollment and assist on UNM Health educational campaigns	Marketing collateral, website info	MARCOM, Strategy and Engagement, health system admin
Alumni	Support/strategic plan/participation	assets	Division responsible for assets (narrative content, photos, video, web DAM, etc.)	Event planning, alumni publications, donor relations, media relations	UNM Med, COP and CON magazines, class reunions and other alumni events, Newsbeat stories and media pitches, photography and video coverage of events	MARCOM, Strategy and Engagement, and SOM staff

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Donors (current and prospective)	Support/strategic plan/participation	Brand assets/guidance on institutional brand	Division responsible for assets (photos, video, web DAM, etc.)	Design and production support	Fundraising videos, photography, feature stories	MARCOM, SOM and foundation
Employers of Graduates (Survey methodology)	Access/priorities /participation					Strategy and Engagement/M arcom
UNM Foundation Board Members	Access/priorities /participation	As requested				Strategy and Engagement
UNM Alumni Association	Access/priorities /participation			As requested, provide support on alum stories, events, remarks by HSC faculty and staff both current and former	Interview set up, news video/releases	MARCOM
UNM Retiree Association	Access/priorities /participation	As requested				Strategy and Engagement
Alumni (for purposes of Annual/Major Giving)						
Current students/families	Research/internal communication & collaboration	Social media/marketing	UCAM staff	Online services, access to academic info and class schedules, campus information	Weekly e-newsletter, websites, digital signage	MARCOM, Strategy and Engagement, SOM, CON COP staff

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Faculty - Academic	Research/internal communication & collaboration	Media relations and promotion		Campus info, internal messaging. Messaging of their work to external audiences.	Weekly e-newsletter, websites, town hall meetings, chancellor/leadership e-messages, staff recognition events, faculty stories, highlighting community engagement activities	Marcom, strategy and engagement, SOM CON COP staff
Faculty - Clinical				Clinical announcements and info, messaging of their work to external audiences.	Hospital weekly/daily e-communications and newsletters, town hall meetings, leadership email communications, staff recognition events, faculty profiles	Hospital admin, marcom, strategy and engagement
Staff	Research/internal communication & collaboration	Campus communications/web services, support & training/branding support	UCAM staff	Campus info, internal messaging,	Weekly e-newsletter, websites, town hall meetings, chancellor/leadership e-messages, staff recognition events, faculty stories	Marcom, strategy and engagement, SOM CON COP staff
Operating Unit Leaders (e.g., Schools, Programs, Centers, Depts.)	Research/internal communication & collaboration/strategic planning	Media relations and promotion /web communication services /marketing support	UCAM staff			

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Administrative Functions/Leadership (e.g., Executive Teams)	Research/internal communication & collaboration /strategic planning	Executive communications/ web site development /social media /media relations	CMCO and appropriate staff			
Health System Leadership (from executive to front-line supervisors)					Chancellor/leadership e-mails on large scale clinical initiatives; engagement improvement planning	Strategy and Engagement/ Marcom
Health System Employees (e.g., UNMH, UNMMG, SRMC, etc.)					Chancellor/leadership e-mails on large scale clinical initiatives; engagement improvement planning	Strategy and Engagement /Marcom
Retirees	Research/internal communication & collaboration	Web site development	Web Communications			Strategy and Engagement
Institutional Advisory Board Members	Access/priorities /participation	Internal communication planning and implementation				

Stakeholder / Customer Group	UCAM – Needs / Expectations	UCAM - Current Deliverables	UCAM - Who Produces / Delivers	HSC – Needs / Expectations	HSC - Current Deliverables	HSC - Who Produces / Delivers
Public Research Grants and Contracts (e.g., NIH, NSF)				Annual reporting, publicity required in grants, and clinical trial recruitment for patients, marketing	Research HSC Annual Report (award-winning/ NMPRSA), news releases on research awards, talking points and speech preparation, power points, tracking year to year	Marcom and research staff

Appendix E – Comparative Landscape

Institution	Function	Prior	Recommendation	Status	Comment / Quote
Iowa	Brand Management	Integration	Integration	No Implementation Needed	The pace of health care is much faster than that of the University as a whole, and the mission of patient care is unique.
	Communications	Unique	Consolidation	Implemented and Failed	
	Digital Media	Unique	Coordination	Not Implemented	
	Market Research	Unique	Coordination	Not Implemented	
	Marketing	Unique	Integration	Implemented and Failed	
	Media Assets	Coordination	Coordination	No Implementation Needed	

Institution	Function	Prior	Recommendation	Status	Comment / Quote
	Media Relations	Integration	Consolidation	Implemented and Failed	
	Public Relations			No Specific Information Provided	
	Traditional Media	Coordination	Coordination	No Implementation Needed	
Kentucky	Brand Management	Unique	Consolidation	Implemented With Success	Have not been through the complete evaluation but our Univ President would like to see more integration. However we serve such different customers so that integration progress has been slow.
	Communications			No Specific Information Provided	
	Digital Media			No Specific Information Provided	
	Market Research			No Specific Information Provided	
	Marketing			No Specific Information Provided	
	Media Assets			No Specific Information Provided	
	Media Relations			No Specific Information Provided	

Institution	Function	Prior	Recommendation	Status	Comment / Quote
	Public Relations	Integration	Integration	No Implementation Needed	
	Traditional Media			No Specific Information Provided	
U Conn	Brand Management			No Specific Information Provided	What became quickly apparent were the substantial differences between the two businesses – a university and a hospital. The university has an annual revenue cycle driven by tuition payments and state funding. The hospital is a daily revenue cycle. The pace for each is vastly different and the university communications shop wasn't culturally
	Communications	Unique	Consolidation	Implemented and Failed	
	Digital Media			No Specific Information Provided	
	Market Research			No Specific Information Provided	
	Marketing	Unique	Consolidation	Implemented and Failed	
	Media Assets			No Specific Information Provided	
	Media Relations	Unique	Consolidation	Implemented and Failed	

Institution	Function	Prior	Recommendation	Status	Comment / Quote
	Public Relations			No Specific Information Provided	disposed to the pace or the extent of change.
	Traditional Media	Coordination	Consolidation	Implemented With Success	