



Strategic Communications Plan

2017 – 2020

 **UNIVERSITY OF CALIFORNIA**
Agriculture and Natural Resources

Table of Contents

Communications Direction	1
Goal	1
Achieving Our Vision	1
Why Communicate Strategically?	1
Communication Objectives	2
Communications Strategy	3
Modern Communications	3
Organization	6
Telling the UC ANR Story	8
Communications Strategy Group	8
Strategy 1. Bring “Our Promise” To Life	9
Strategy 2. Train Internal Communications Practitioners	13
Strategy 3. Support, Monitor, and Assess Strategic Communications Implementation....	14
Strategy 4. Integrate, Implement, and Support Strategic Communications by Internal and External Partners	15
Communications Practices Group	19
Media Relations	20
Social Media	23
Latino Community Outreach	27
Internal Stakeholder Outreach	30
Assessing Performance	33
Useful Resources	34
Glossary	36
Sources	37



Communications Direction

Goal

We will communicate strategically so Californians know, use, and support the science, research, solutions, and network of the University of California’s Division of Agriculture and Natural Resources (ANR). Together we will achieve a healthy food system and environment for all Californians.

Achieving Our Vision

Our strategic communications will engage Californians statewide to help us to realize our vision.

Why Communicate Strategically?

Californians will use and support UC ANR’s knowledge, problem-solving research, and network of partnerships to improve their lives –only if they appreciate the extraordinary value we offer.

The UC ANR Strategic Plan 2016 identified this same imperative:

Goal 15: Tell UC ANR’s Story

Communicate the value of UC ANR to the UC community, our partners, and the people of California.

“Raise awareness of UC ANR’s capabilities, accomplishments, key programs, research, and people through implementation of measurable communications strategies starting in 2017 and ongoing.”

To achieve this goal, our communications plan must go beyond traditional methods of information dissemination to raise the kind of awareness we need.

- **People will highly and widely appreciate the value of UC ANR only when we communicate experiences that are relevant, useful, and truthful. We must spark their imagination so they notice and engage with our information and share it. To do so, we need to connect credibly with stakeholders who ultimately include the general public. We must communicate strategically.**

Our Vision

We, the University of California, Agriculture and Natural Resources (UC ANR), envision a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by close partnerships between the University of California and its research and extension programs and the people of the state. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in the global economy.



We must do so especially in these times when our stakeholders encounter greatly increasing quantities of information from diverse media sources—and the truth of that information itself is increasingly coming into question.

UC ANR must stand out positively in this competitive and complex landscape to succeed.

Communications Objectives

To increase people’s valuation of UC ANR, we will use strategic communications to:

1. Raise people’s level of awareness of UC ANR’s work as worthwhile;
2. Increase their engagement with UC ANR’s information and stories as being relevant to them; and
3. Build their positive assessment of UC ANR’s approach and results as valuable to them.

We expect these communications objectives to positively affect a wide range of stakeholders, influencers, and decision-makers to help achieve UC ANR’s vision. We expect the results to:

- Accelerate their intake of our knowledge, science, networking, research and extension;
- Raise the intrinsic value of UC ANR as a uniquely positioned institution with the capabilities to advance the development of healthy food systems within a healthy environment; and
- Increase financial, policy, and logistical support for UC ANR’s programs, research, and people, especially by large-scale funders, policy-makers, and our partners.



Communications Strategy

We will communicate with Californians on a personal level to convey our passion for achieving our vision for California.

Our strategy begins with a promise. It demonstrates our attitude, how we work, and the dedication of the professionals and academics who work at UC ANR. It refreshes our story.

Our Promise to California is a launching pad to communicate experiences of our work and those of the people who use it. Each element of Our Promise represents a compelling value proposition.

This is our strategy: to communicate our value as fulfilling a set of demonstrated principles, methods, actions and results, summarized in **Our Promise**, to achieve the UC ANR Vision for California. And, our strategy is to convey our personal and professional passion while doing so.

Our Promise to the People of California

We the people of the University of California's Division of Agriculture and Natural Resources promise to improve the food, health, and environment of California through connecting all Californians with their University.

We will:

- Be a leader to bring science-based solutions;
- Provide trustworthy and unbiased information;
- Provide research results that are practical to use;
- Address the local concerns of communities;
- Invite all concerned stakeholders including industry to participate; and
- Serve where need arises.

Our Promise guides practical steps to strategize our communications to:

- Develop our voice and character as a leader;
- Position our combined offering as unique and valuable;
- Provide context to explain what we do to achieve our vision;
- Identify examples addressing specific parts of Our Promise;
- Collect buckets of specific information, stories, and other examples;
- Put subject-matter into the context of fulfilling this promise; and
- Ensure that, over time, we tell the complete story.

In conveying content in these ways we will continue to provide a comprehensive source of information about our many subject-matter areas that support our vision.

Modern Communications

Our plan constitutes a modern communications approach including these components:

Aligning to Stakeholder Preferences

We will tailor the types of content and channels we use to address stakeholder preferences for information, ideas, and solutions. These stakeholders include:



- Farmers and related occupations involved in creating and implementing food systems;
- Latino farmworkers, their families, and those who represent the diverse demographics of California;
- Partner organizations involved in research, development, outreach, and policy;
- Other influential technical and advocacy organizations;
- Government policy makers and funders;
- UC ANR leadership;
- Research and Extension Centers (RECs), CDs and Cooperative Extension staff;
- Other UC ANR staff;
- The UC-wide community including campuses and the Office of the President (UCOP);
- Mass media entities, specifically traditional (i.e., print and broadcast) and digital;
- Social media influencers;
- Community-based organizations working within our areas of expertise;
- Parents, families, and volunteers
- Other individuals and educators interested in our areas of expertise; and
- All those residing in California.

Experiences

Our Promise to California comprises a set of value propositions. It points to creative opportunities to talk about experiences that create value for our stakeholders. It identifies what we talk about, how we work, and why we work at UC ANR. It helps us both personally and as an institution to define our persona and find our voice. It is the starting point for telling our story.

Positioning, Message Platform, and Content Development

We will freshly distill and assert what makes UC ANR's mission, approach, and offerings unique. We will develop our message platform to frame communications content. Our strategy will curate, generate, and disseminate relevant content, ensuring a plentiful supply.

People-centric Stories

When telling the UC ANR story, we will highlight the dedicated people at UC ANR and our partner organizations and volunteers who perform the work. Likewise, we will highlight the people in California who can benefit from what we offer to improve their own lives.

Cross-cultural Communications

We will tailor communications for the Latino community and others whose primary language is Spanish, and will work with Human Resources to ensure we have plans in place to communicate with non-English speakers and audiences with Limited English Proficiency (LEP). This effort will involve identifying, translating and in some cases reframing information so it is culturally relevant.



Thought Leaders and Ambassadors for UC ANR

We will continue to identify and equip people both within UC ANR and our partner organizations to speak articulately about the work we do and value we create. We will provide them with briefings, trainings, and communications tools and content for diverse media channels.

News Media

We will tailor our news, presentations of information, and stories to reflect the value propositions of **Our Promise**, and supply this content to traditional and digital media in formats they can most easily use. We will target mainstream and specialty print publications, broadcast media, and Internet-based outlets. We will source content regularly from UC ANR academics and staff by briefing and deepening relationships with them. Our efforts also will include relationship building with statewide program directors, Strategic Initiative Leads, and County and REC directors to source relevant content.

Social Media

We will institute a systematic approach to leverage social media channels by training and providing social media content and tools to UC ANR staff and partner organizations. To this end, we will share news, knowledge, stories, and graphics that reflect the value propositions in **Our Promise**.

Integration, Consistency, and Completeness

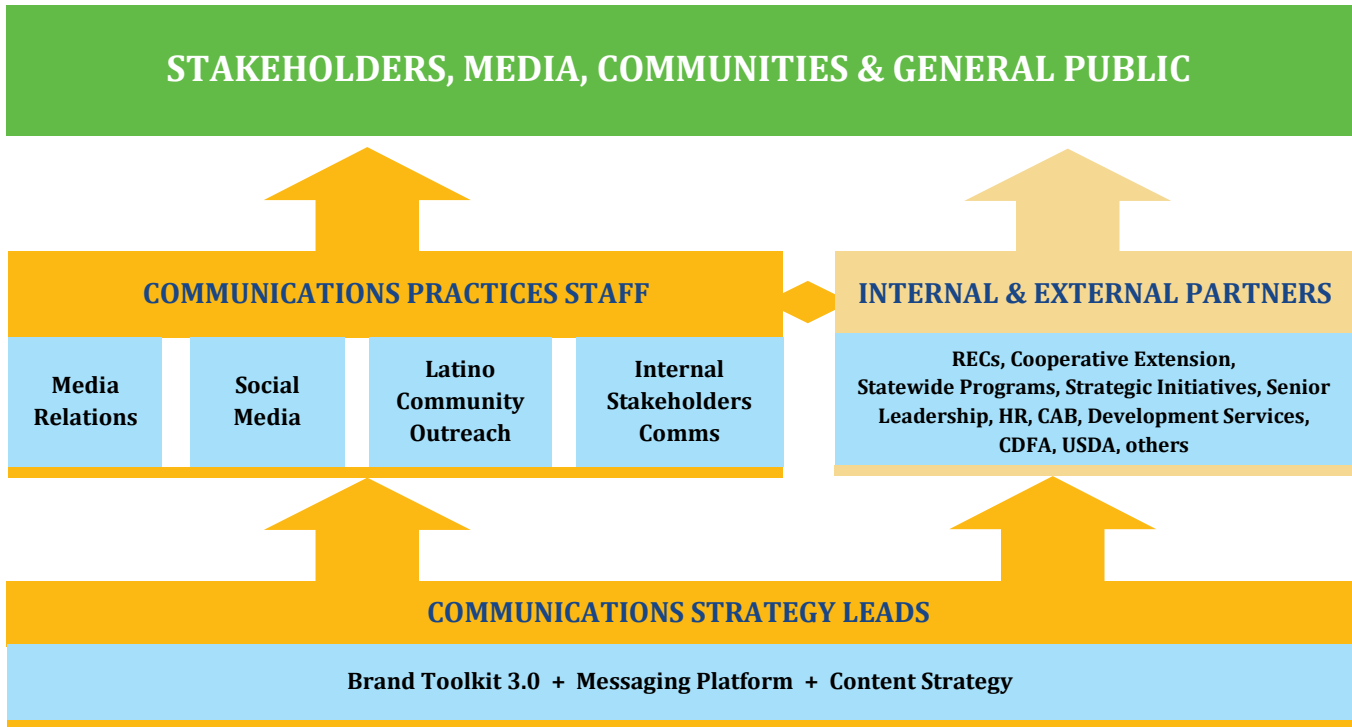
Our Communications Strategy team will develop and provide guidance, methods, and materials, to our Communications Practices staff. Our intent is to ensure our content reflects a consistent identity and editorial and graphical style, and conveys the value propositions in **Our Promise**. This Strategy group will monitor and feedback on the quality and completeness of these communications. Practitioners, in turn, will ensure that the same process is enacted by all individuals who use their tools and content such as educators, trainers, and UC Extension advocates.

Our Communications Strategy Group, supported by our Practitioners also will directly provide guidance and briefings to identify and underscore UC ANR value propositions to those who are the publically recognized faces of UC ANR. They include senior leadership, and leaders within RECs, Cooperative Extension, County Directors, Statewide Program Directors, Strategic Initiative Leads, and the Communications Advisory Board (CAB). The Strategy group also will guide a range of affiliated partnering organizations as a part of their work plan.



Organization

We will deliver our strategic communications through staff organized as two mutually collaborative groups: Communications Strategy and Communications Practices. They both will provide content and guidance, and build deeper relationships with a range of internal and external partners. Collectively they will communicate the value of UC ANR to stakeholders, media, communities and the general public.



Communications Strategy Group

This small group provides both high-level and practical support to our Communications Practices. The group details the communications strategy, providing examples, methods, and tools, guides users, monitors progress, and offers feedback. We have assigned members of this group to bring **Our Promise** to life as a messaging platform with an updated brand toolkit, and to institute efficient and innovative methods to curate and disseminate content that communicates **Our Promise** and our [public value statements](#) (see UC ANR Strategic Plan, Goal 5). This group also guides leaders both within UC ANR and internal and external partner organizations to utilize the communications strategy, methods, and tools.

We have identified these staff for this group:

- Cynthia Kintigh (Marketing Director) to oversee our brand identity
- Liz Sizensky (Sr. Communications Specialist) to oversee the messaging platform, and
- Rose Hayden-Smith (Content Strategy Lead), to oversee content strategy.

We expect these staff to work in a mutually supportive manner to develop an integrated service.



Communications Practices Staff

This larger group of professionals leverages the guidance and products of the strategy group into their respective practice areas. They combine particular communications skills to utilize particular communications channels, and serve particular audiences and communities.

We have identified these staff as:

- Pam Kan-Rice (Asst. Director, News and Information) who oversees Internal Stakeholder Communications
- Jeannette Warnert (Sr. Communications Specialist) who oversees Media Relations
- Ricardo Vela (Manager, News and Information Outreach in Spanish) who oversees Latino Community Outreach, and
- Tyler Ash (Social Media Coordinator) who oversees Social Media.

This group also provides practical knowledge and feedback to the strategy group.

Strategy Liaisons

Each Communications Practice will designate a Strategy Liaison, usually its lead person. This staff person is responsible to collaborate with the Communications Strategy Group, providing them knowledge and examples from each practice to ensure the utility of the overall strategy, and taking on board implementation of the brand tool kit, messaging platform, and content action plan within their respective practices. The Liaisons also will distill and provide feedback about implementing the strategy from each practice to the strategy group. Finally, they will coordinate communications efforts between practices. The Liaisons and Communications Strategy Group will meet and monitor progress regularly.

The Director

Mike Janes, the UC ANR Strategic Communications Director, is responsible for the success of this plan and the communications strategy, will be an overall guide and monitor role for both groups. He also assists the Communications Strategy Group to promote the UC ANR communications strategy among leaders both within UC ANR and to external partner organizations.



Telling the UC ANR Story

To achieve the overall communications objectives, our team comprises two groups: Communications Strategy and Communications Practices.

Here we describe the objectives, strategies, and principal tactics as the general work plan of each group. Each group is responsible for providing more detailed tactics to the Director.

The Communications Strategy Group works with a Strategy Liaison within each of the four Communications Practices. These Liaisons also coordinate with each other.

Given the talents and responsibilities of our staff, there are overlaps of functions which the Director, Strategy Group, and Liaisons will coordinate to maximize efficiency and creativity. We expect nimbleness and flexibility in responding collaboratively to the daily challenges of developing and delivering communications for UC ANR.

Communications Strategy Group

Objective

Enable UC ANR's communicators to tell UC ANR's story strategically by conveying the value of **Our Promise to California** as a set of demonstrated principles, methods, actions, and results that achieve the UC ANR Vision for California.

What We Do

- **Articulate Our Value**
Build out the UC ANR identity with the meanings and examples of Our Promise as essential for achieving UC ANR's Vision.
- **Establish a Messaging Platform**
Define marketing strategies and content examples to promote consistent messaging of UC ANR's identity.
- **Ensure Content**
Establish methods to curate, access, choose, and distribute relevant content that demonstrates the principles, methods, actions, and results of Our Promise.



Strategy 1. Bring “Our Promise” To Life

Build out descriptions, examples, content, tools, systems, and distribution methods to integrate strategic communications methodologies into all UC ANR communications. Integrate these methodologies as a practical package for users.

Brand Toolkit 3.0

(Leader: [Cynthia Kintigh](#))

Integrate the new [Brand Toolkit](#) (as it is developed) with the Messaging Platform

- Advise on development of the Messaging Platform to reflect the brand;
- Modify toolkit graphics and materials to include **Our Promise To California**;
- Collaborate to extend the Messaging Platform to all its components (i.e., audiences, strategies, content examples such as blurbs, tweets, posts, photos, messages, and social media tools);
- Select from/contribute examples to the Content Strategy;
- Identify which elements of the tool kit to incorporate into the Messaging Platform, and which are independently accessible to users;
- Rewrite kit elements for use in the platform as needed; and
- Revise the Brand Toolkit online to incorporate the Messaging Platform.

Produce Communicator’s Briefs

- Overview **Our Promise**, specifically its importance and credentials;
- Write short descriptions of each component (e.g., “science-based solutions”) as a methodology, who performs it, for whom, and why;
- Describe each component as a value proposition with proof points (i.e., **evidence** of the value), referencing target audiences;
- From existing materials, provide succinct examples of each component, demonstrating each value proposition with proof points;
- Produce a guide to generate content that demonstrates each component;
- Coordinate recommendations to incorporate them into the Content Action Plan and Messaging Platform;
- Build out UC ANR marketing definitions/creative brief for professionals (i.e., brand voice, personality/persona(ae), character, experience, style); and
- Review outputs with the Director.

Identify training needs

- Survey staff to measure levels of knowledge and appreciation of **Our Promise’s** value propositions;
- Assess strengths and weaknesses; establish a baseline for later assessment; and
- Identify objectives for training/briefings and additional training materials.



Messaging Platform

(Leader: Liz Sizensky)

Build Out the Platform

- Define UC ANR's target audiences including their preferences regarding UC ANR value propositions, and the kinds of communications/materials each of these audiences want and need; source insights through informational interviews, secondary literature review and, as possible, primary research;
- Advise the strategy group on any information gaps regarding audience preferences and, if needed, propose additional actions to fulfill them;
- Define the competitive set (i.e., those offering methods, services, and outcomes similar to the value propositions of UC ANR's Promise), points of parity and difference, and UC ANR's unique positioning;
- Identify types of content needed by Communications Practices; and
- Gather content examples reflecting the value propositions;
- Reference these preparations to the build out of the Brand Toolkit and Content Action Plan.

Create the Core Messaging Platform

- Write the Messaging Platform document with core components i.e., objectives, target audiences and their priorities, promise, positioning statement, key messages and copy examples for various uses, and illustrative existing content examples for each value proposition with accompanying proof points; and
- Review outputs with the Director.

Media and Messages

- Integrate and cross-reference the Brand Tool Kit and graphical identity resources;
- Integrate or cross reference the Content Action Plan with its planned curation and distribution methods, and development of examples;
- Prepare example messages to be applied in Group Strategy 2 Training, for use by
 - UC ANR Communications Practitioners, as needed, i.e., Media Relations, Social Media, Latino Community Outreach, and Internal Stakeholder Communications.
 - UC ANR Internal Partners, i.e., Research and Extension Centers (RECs), Cooperative Extension (CE), HR, and Development Services.
 - External Partners such as UCOP, California Department of Food and Agriculture (CDFA), U.S. Department of Agriculture (USDA), National Institute of Food and Agriculture (NIFA), and the Farm Bureau.
 - Other staff such as senior leadership, academics, Community Advisory Board (CAB), and other designated UC ANR thought leaders and ambassadors; and
- Test message examples with Strategy Liaisons from Communications Practices, and adjust as needed.



Content Action Plan

(Leader: Rose Hayden-Smith)

Build Out Content Examples

- From existing materials, build out sets of examples of each component/value proposition, as a reference and for training purposes. These include speeches, recognition/awards, statistics, events, images/video, case studies, news releases and articles, social media, and personal stories;
- Coordinating with the Messaging Platform, specify and write proof points for each value proposition in these examples;
- Develop a check-off list or infographic of **Our Promise** value propositions to contextualize examples; and
- Review outputs with the Director.

Identify Content Curation Priorities

- Define categories of content in coordination with the Messaging Platform;
- Research and assess existing approaches by Communications Practitioners;
- Define content sources in each practice;
- Understand existing operations of generating, intake, tagging, storing, accessing, and using content;
- Identify weak points needing support and new methods to curate and develop content streams to communicate value propositions of **Our Promise**; and
- Review conclusions with the Director.

Research and Assess New Approaches

To identify/intake, tag, store, and access new content demonstrating value propositions of **Our Promise**, overview approaches such as:

- Innovative ways to package and share outbound content (e.g., story mapping, podcast, integrated content);
- Platforms to share content (e.g., Medium, LinkedIn, SnapChat);
- Content distribution models (e.g., UC Food Observer, UC Delivers, hashtagged links);
- Methods that Extension and related organizations use (i.e., best practices);
- Tools such as Slack to create and use an instant messaging environment to facilitate the management and dynamic movement of content, share ideas, and improve team communication; and
- Review findings and conclusions with the Director.



Ideas for content curation and sharing

We will define priorities, research and provide examples, and make recommendations for the Strategy Group to choose from among the following options:

- Infographic to assess content for clarity of **Our Promise**'s components prior to distribution;
- Infographic to assess existing content for completeness;
- Infographic of opportunities to bundle content prior to distribution;
- A review process to identify and move high priority content up and out, and archive old material;
- Editorial calendar and thematic campaigns package content across traditional and social media platforms;
- Tech salons to share content between communicators;
- Parking lot to assign promising content, to improve while reflecting upon **Our Promise**;
- Keyword taxonomies and style guidelines for content;
- The newspaper model, i.e., editors and publishers (governance);
- A thought leader and UC ANR ambassador social training program to develop relevant content;
- Repackaging content as infographics (e.g., model [NYT Graphics](#))
- Story map of **Our Promise** and specific components;
- Content presentation models (ex: push vs. pull); and
- Review findings and conclusions with the Director.

Create the Content Action Plan

- Choose and prioritize the best methods to curate content within each Communications Practice;
- Review these methods with Strategy Liaisons;
- Review methods with the Director to finalize choices;
- Detail in a document the strategy, actions, resources, and timeline to establish methods by which staff identify, curate, develop, store, access, choose, use, and distribute content illustrating **Our Promise**;
- Integrate recommendations with the Messaging Platform to incorporate content development and distribution methods available now, or to be established; and
- Review this plan with the Director for approval.



Coordination

Members of the Communications Strategy Group, under the Strategic Communications Director, will coordinate their work to produce reciprocal and practical tools and training for all users.

- Review outputs with the Director;
- Establish regular planning and update meetings;
- Share mutual feedback on work progress; and
- Incorporate work products as combined or mutually supportive materials.

Strategy 2. Train Internal Communications Practitioners

The Strategy group will brief and train our internal professional communicators responsible for the four Communications Practices: Media Relations, Social Media, Latino Community Outreach, and Internal Stakeholder Communications.

Training preparation

- Design training objectives, core information, outcomes, and follow-up;
- With Strategy Liaisons, define their scope of work to plan and assist training, monitor progress, and report results of strategic communications;
- Adapt and put the Messaging Platform and Content Action Plan into presentation format (e.g., PowerPoint or Keynote) as training materials; excerpt messaging examples as a guide for reference and use;
- Meet individually with Liaisons to review the Messaging Platform, Brand Toolkit, and Content Action Plan and test presentation materials;
- Identify areas to integrate these approaches within each Communications Practice's own strategy, tactics and operations; identify staff to be trained;
- Adapt training materials for Communications Practices including any specialized informational or training material needed by each practice (e.g., Spanish language, communication channels content examples); and
- Prepare training materials and exercises (e.g., PowerPoint, guide, reference documents).

Training

- Hold short training sessions with Communications Practices staff;
- Receive feedback on any adjustments or additions needed in content for the Messaging Platform/Brand Toolkit and Content Action Plan, or additional skills training or outside consultants;
- Integrate the strategic communications approaches into the strategies and work plans of each Communications Practice;
- Agree on performance monitoring protocols; and
- Summarize outcomes of training and work plan improvements, additions, and expectations to the Director.



Strategy 3. Support, Monitor, and Assess Strategic Communications Implementation

Team-building and coordination

Operational: Test use of Slack to manage and monitor progress of Strategic Communications Plan.

- Designate manager, provide scope of work;
- Set up one Slack template for a Communications Practice to test usefulness for two months;
- Train users in that Communications Practice, overseen by manager and Strategy Liaison;
- Meet to review usage, practicality, usefulness; and
- Make recommendations to Director and Strategy Liaisons whether or not to implement Slack as well.

Information flow: Use one or more platforms, (e.g., Tech salons, editorial calendar, Slack, and/or social media) as decided in Content Action Plan to ensure sharing of information between Communications Practices, and internal partners.

- Designate manager, provide scope of work;
- Task the Strategy Liaisons to populate the forum with content, or provide to the manager;
- Schedule and provide regular information updates; and
- Report progress to the Director.

News: Produce a monthly e-newsletter (“Connected”) highlighting examples (i.e., news releases/media coverage, social media, speeches, photos/video, blog statements) of **Our Promise** as demonstrated in principles, methods, actions and results that are achieving the UC ANR Vision for California

We have identified an editor and have launched the debut edition;

For future editions, will cull content from monthly reports from Communications Practices and feedback from Strategic Communications Liaisons in internal and external partnering organizations;

- Write summaries and links to full pieces; and
- Continue to update e-newsletter list from sign-ups (group strategy #4) and distribute.

Coordination of Communications Practices

With Media Relations, Social Media, Latino Community Outreach, and Internal Stakeholder Communications:

Hold monthly roundtable meeting with Strategy Liaisons to discuss progress, successes, areas for improvement, and identify support needed;

- Gain feedback on usefulness of the Messaging Platform, Brand Toolkit, and Content Action Plan, suggesting improvements;
- Monitor progress in implementing respective strategies and work plans;
- Provide monthly summaries of content in-bound/out-bound with UC ANR internal and external partners;
- Make adjustments to, and provide support for, using the Messaging Platform and Content Action Plan as needed; and
- Brief the Director on progress.



Strategy 4. Integrate, Implement, and Support Strategic Communications by Internal and External Partners

The Communications Strategy Group, backstopped by the Strategic Communications Director, will invite and brief various internal and external leaders and stakeholders to participate in UC ANR's strategic communications. The group will coordinate and work alongside our Communications Practices which concurrently will be sourcing content from, and providing content to, these same entities.

Whom we'll involve and how

UC ANR Leadership

VP Council, SLT (Senior Leadership Team), CLT (Core Leadership Team)

UC ANR Internal Partners

Research and Extension Centers (RECs), Cooperative Extension staff, County Directors, Statewide Program Directors, Strategic Initiative Leads, HR, Government Relations Director, and Development Services

UC ANR Thought Leaders and Ambassadors

Proactive individuals among senior leadership, the academic community, and CAB (specific individuals TBD).

Initial Briefing and preparation

- Collaborate with Communications Practices and the Director to identify representative staff member(s) in these groups and organizations to brief and seek input; schedule meetings;
- Meet with representatives from organizations and groups to establish or deepen a working relationship;
- Summarize the Strategic Communications Plan, and practical uses of the Messaging Platform with Brand Toolkit, and Content Action Plan;
- Provide examples of talking points, story blurbs, slides, and other content that illustrate the impact of **Our Promise**;
- Gain feedback on interest, and useful appropriate approaches, and needs for materials and guidance;
- Identify additional staff in these groups / organizations to receive more comprehensive briefing; create lists;
- Identify high-level Strategic Communications Liaisons within these organizations for future follow-up; and
- Adjust or prepare training materials, guides.

Briefing/Training

- Hold short briefing or training sessions with chosen staff in RECs, CE, and with County Directors, Statewide Program Directors, Strategic Initiative Leads, Human Resources, and Development Services about the communications strategy: purpose, methods, examples, tools;



- Receive feedback on any adjustments or additions needed in content for the Messaging Platform/Identity Kit, and Content Action Plan, or additional skills training or outside consultants;
- Generate additional sign-ups for the monthly newsletter; and
- Summarize outcomes of training and expectations of implementation for all concerned including the Director.

Implementation

- Make monthly contact with the identified Strategic Communications Liaisons in the appropriate organizations/groups during Year 1;
- Share examples, build relationships, seek monthly reporting or feedback;
- Identify any training, support, materials, or information they could use for strategic communications;
- Identify any networking opportunities to foster relationships between them and other UC ANR contacts; and
- Make monthly report, and recommend future directions to the Director for approval.

Affiliated and External Partnering Organizations

Those that have a common cause with UC ANR such as UCOP, CDFR, USDA, NIFA, and the Farm Bureau.

Initial research and preparation

- Collaborate with Communications Practices to identify individuals and organizations to brief and seek input from; create initial ideas for cross-promotions with these organizations; schedule meetings;
- Meet with representatives from organizations and groups to establish or deepen a working relationship;
- Overview the Strategic Communications Plan, Messaging Platform, and Content Action Plan;
- Provide examples of our talking points, story blurbs, slides, and other content that illustrate the impact of **Our Promise**;
- Propose cross-promotions with external partners to elevate the profile of value propositions in **Our Promise** with their existing audiences that align with UC ANR's mission; and likewise reciprocate by proposing to promote their organizations' aligned objectives to UC ANR's audiences;
- Outline proposed areas of involvement;
- Get feedback on types of briefing and materials that will be useful to their groups; and
- Identify lists of staff to receive more comprehensive briefing.

Briefings

- Together with Strategic Communications Liaisons, brief chosen individuals and organizations; focus on purpose, strategy, methods, examples;
- Gain feedback and intention to participate and implement;
- Define implementation of any possible cross-promotions between organizations;
- Gain feedback to adapt any materials and procedures for implementation;



- Seek monthly reporting schedule on progress and use of the Messaging Platform and Content Action Plan (relevant portions);
- Gain sign-ups for future monthly newsletter;
- Summarize outcomes for all participants; and
- Report to the Director.

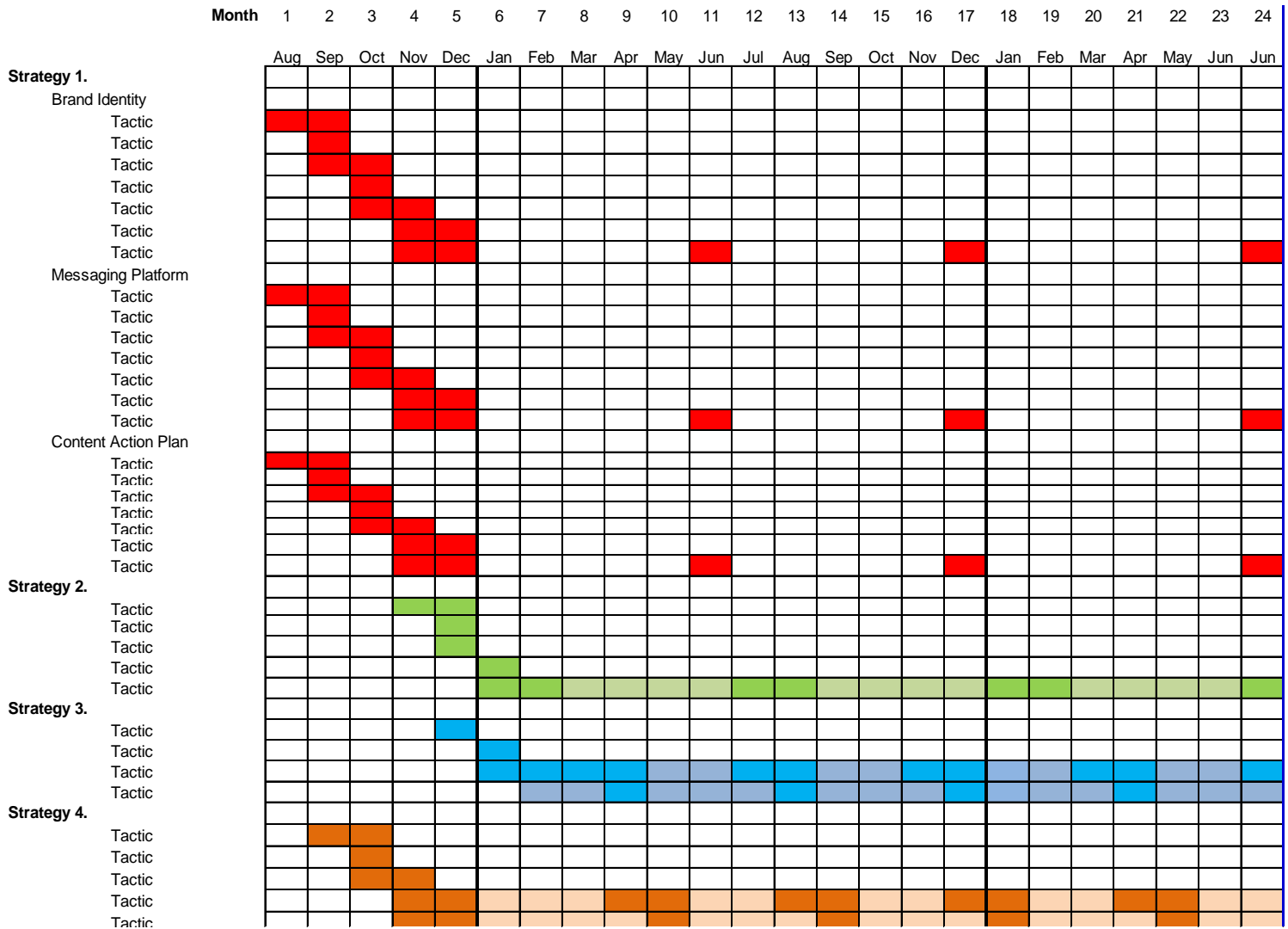
Implementation

- Designate staff within the strategy or communications practices groups with a scope of work to build relationships with these external individuals and organizations, and implement cross-promotions if agreed with them;
- Make monthly contact with these individuals and organizations through Year 1 to gauge productivity of relationships;
- Coordinate with Communications Practices activities;
- Share examples, seek any results of content used by them;
- If the Year Three Celebration of UC ANR is planned, invite these organizations to participate; and
- Report progress and make recommendations for future actions to the Director.

Strategic Communications Plan



Performance Timeline



Note: "Performance Timeline" graphs are meant as a placeholder. The Strategic Communications team may use this or other tools for tracking and assessment purposes.



Communications Practices Group

Overall Objective

Through four core communications practices we will tell UC ANR's story strategically. We will convey the value of **Our Promise to California** as a set of demonstrated principles, methods, actions and results that are achieving the UC ANR Vision for California.

What We Do

- **Media Relations**
Secure media coverage in all traditional and online media channels.
- **Social Media**
Place and encourage generation of positive content and engagement in social media platforms.
- **Latino Community Outreach**
Gain media coverage in Latino traditional and online media channels, and participate in outreach events.
- **Internal Stakeholders Communications**
Convey key information to build awareness, knowledge and enthusiasm, and provide other useful information for internal staff.

Strategy Liaisons

Each Communications Practice will coordinate its work closely with the Communications Strategy Group:

- Designate a Strategy Liaison (Jeannette Warnert, Ricardo Vela, Tyler Ash, Pam Kan-Rice, or their representatives);
- Guide the overall strategy to be useful in practice
 - Provide existing content examples demonstrating value propositions;
 - Advise on types of content needed;
 - Advise on content curation and dissemination;
- Incorporate the Brand Toolkit 3.0, Messaging Platform, and Content Action Plan into their own strategy, daily approach and operations, and
 - Coordinate any needed staff briefing, and training
 - Offer more feedback on using the Messaging Platform and Content Action Plan to be effective;
- Coordinate communication actions and sharing of content between each practice; and
- Liaise to source and disseminate content with internal and external partner organizations and individuals.



Media Relations

Objective

Our media relations team aims to generate coverage of UC ANR activities in print, broadcast, and online media that communicates the value propositions in **Our Promise**.

What We Do

We source information and produce news releases and stories, feature material, story pitches, op eds, and letters to the editor as finished pieces or other formats that will interest journalists, broadcasters, and online information producers. We write and edit texts, find and originate photos, illustrations, graphics, and video where possible. We build and curate relationships with journalists and their outlets, and maintain and use contact lists to pitch and distribute our content for their use.

Practice Leader: Jeannette Warnert

Strategies

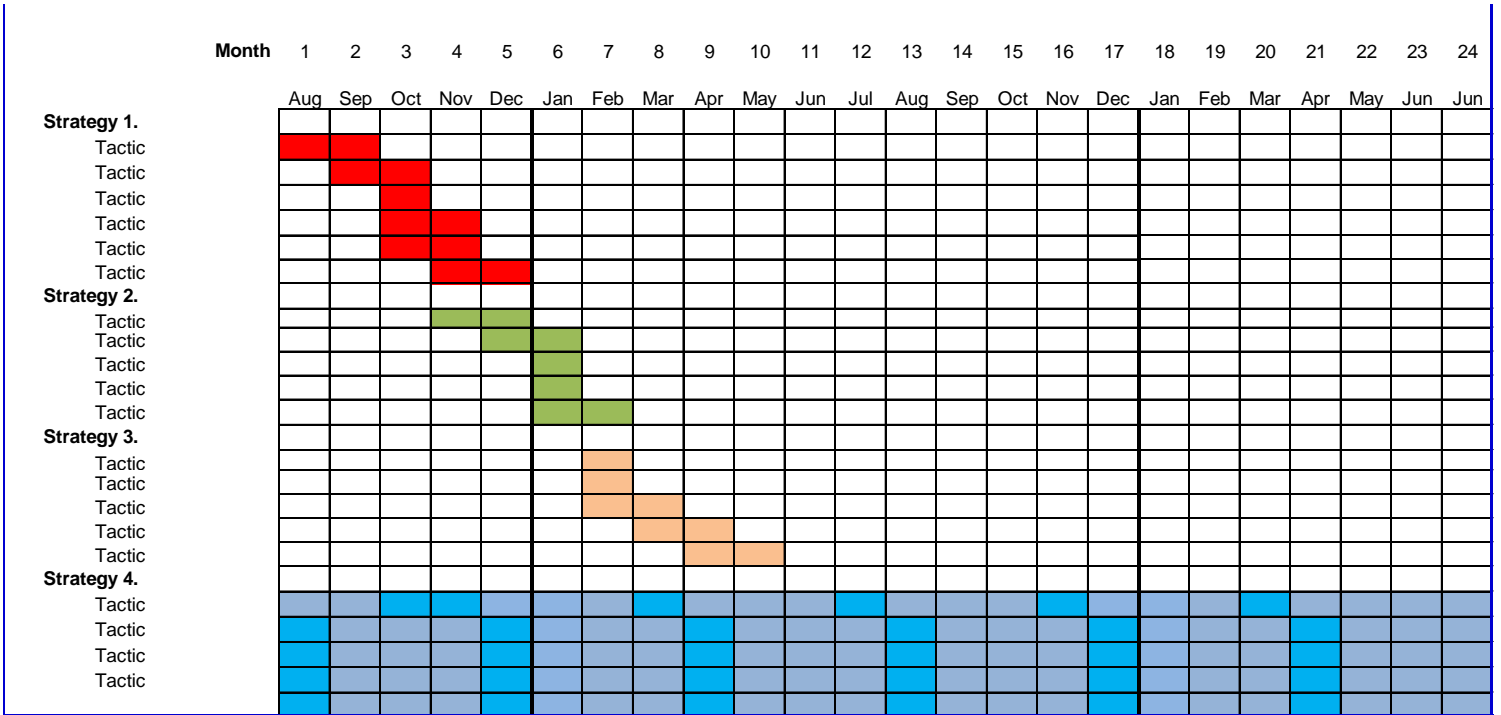
1. Identify **Our Promise** value propositions present in existing UC ANR news communications. Outcome will be a collection of documents that illustrate each value proposition of **Our Promise**. Prepare guidelines to incorporate these values into future communications.
 - Highlight the presence of each value proposition of **Our Promise**,
 - Identify in writing how the value propositions could be better demonstrated to tell the full story to the audience in these materials, for use as training materials and guides in future (e.g., sample feature material, story pitches, op eds, and letters to the editor);
 - Build a collection of useful materials for future use such as boilerplate language on ANR reflecting different value propositions; media-friendly version of **Our Promise**; biographies; profiles on individual ANR programs, reflecting the value propositions;
 - Prepare fact sheets and backgrounders demonstrating value propositions with proof points as guidelines;
 - Build on the existing news release development document, crafting a set of questions to augment ANR value propositions present in existing materials;
 - Identify and explain monthly themes (editorial calendar) for subsequent media communications. This document to be shared with communicators across ANR; and
 - Strategy Liaison to provide examples of media materials and guide the Communications Strategy group to make their work useful for this practice.
2. Identify and plan to tap into internal sources for information on ANR activities and values propositions in action, and prepare guidelines drawing from the Messaging Platform and Content Action Plan.
 - Identify existing and potential sources of news within UC ANR;
 - Prepare guidelines, briefing, and training materials about the process to identify and submit content, and type of content desired about value propositions/proof points;
 - Identify, invite, train, and recruit ANR staff to source and provide value proposition-related content, and identify and train subject matter experts and others who will be called on to interact directly as spokespersons with media contacts, including:
 - County Directors
 - RECs staff
 - Vice Provost and Statewide Program directors/Strategic Initiative Leads
 - Cooperative Extension Vice Provost and staff
 - Food Bloggers, Green Bloggers;



- Incorporate list of these spokespersons in CISION system to track, when they speak to media contacts, an resulting coverage;
 - Refresh the UC ANR Communicators Network;
 - Modify the existing news release request form to include questions on value propositions of **Our Promise**; and
 - Strategy Liaison to guide the Communications Strategy Group to make the Messaging Platform, Brand Toolkit and Content Action Plan useful in this practice.
3. Integrate **Our Promise** and its value propositions into future media communications. Begin to use Messaging Platform and Content Action Plan, including the following:
- Craft and disseminate queries to solicit information and identify subject-matter experts to incorporate into core documents related to monthly themes (editorial calendar);
 - Establish and implement system to curate information collected from ANR staff and identify subject-matter experts;
 - Employ feedback to revise core documents to highlight availability of special program communicators, program representatives charged with communications, and other experts for themes;
 - Use updated news release request form with value propositions;
 - Develop at least (#) press releases, backgrounders, and Web stories per month using these materials in support of monthly themes;
 - Provide feedback to sources providing information on what was done and show examples used by journalists; and
 - Strategy Liaison to report to Communications Strategy group on any adjustments needed in the Messaging Platform and Content Action Plan.
4. Scale-up efforts to generate coverage of ANR activities and information reflecting our value propositions in print and broadcast media outlets.
- Regularly use the Messaging Platform and Content Action Plan;
 - Disseminate press releases and other features that highlight **Our Promise** value propositions;
 - Create content archive with for easy access;
 - Create press release archive on Web site;
 - Track outcomes (e.g., quoting of ANR representative, mention of specific value propositions from **Our Promise**) of each piece disseminated to media;
 - Evaluate which of these stories and value propositions/proof points gain attention;
 - Create and disseminate internally monthly report including each document sent to media, highlighting outcomes and mapping out suggestions for improvement in subsequent months; and
 - Strategy Liaison to advise Communications Strategy Group.



Performance Timeline



Note: “Performance Timeline” graphs are meant as a placeholder. The Strategic Communications team may use this or other tools for tracking and assessment purposes.



Social Media

Objective

Generate coverage of and engagement with UC ANR activities that convey our value propositions using relevant social media tools, and concurrently inspire/educate others throughout the organization to do the same. Serve as a reliable digital news source and online public relations arm of UC ANR to the greater digital community.

What We Do

We source information and produce Facebook posts, tweets, audio, video, and graphics for consumption and re-use in social media. We curate social media content, create a repository for this content, build the skills of social media users within UC ANR and partner organizations, develop and execute social campaigns, and distribute content for both our use and the use of other ANR stakeholders.

Practice Leader: Tyler Ash

Strategies

Our social media team shares a similar objective, strategies, and tactics with the media relations group.

1. Identify **Our Promise** value propositions present in existing UC ANR social media communications. Prepare guidelines for social media users to incorporate these values into social media posts to benefit UC ANR.
 - Use the value propositions of **Our Promise** to review existing social materials to highlight presence of each item, for example [#WeAreUCANR Campaign](#) 2017, and see which prior posts with themes related to the value propositions had the best performance to use as a rubric for future social media brand posts;
 - Identify in writing how these prior materials could have better expressed the value propositions, as useful for future training materials;
 - Craft a set of practical guidelines to develop social media (i.e., writing style, character count, visuals, links) to convey value propositions and proof points using specific existing examples;
 - Write guidelines/examples how to transform news releases into social media content demonstrating value propositions;
 - Prepare more detailed fact sheets and backgrounders demonstrating value propositions with proof points as needed, useful to generate content;
 - Identify and explain how social media tools can be used in conjunction with monthly themes (editorial calendar) established by Media Relations team. This document to be shared with communicators across ANR; and
 - Strategy Liaison to provide examples of media materials and guide the Communications Strategy Group to make their work useful for this practice.
2. Identify and prepare other internal UC ANR sources to generate and use content on ANR activities and value propositions in action;
 - Identify existing and potential individual sources of social media content within UC ANR;
 - Further adapt as necessary social media guidelines to be training materials about best practices and content desired about value propositions/proof points;
 - Research, identify, and recommend use of platforms for social media campaigns, such as Social Toaster



- Invite and brief/train ANR staff to source and/or directly generate social media content that is of acceptable quality and that conveys the value propositions and proof points of **Our Promise**, and to use specific platforms;
 - Continue to leverage the UC ANR Social Media Communicators Network;
 - Gain agreement that these communicators focus on monthly themes (editorial calendar) from Media Relations team; and
 - Strategy Liaison to guide the Communications Strategy Group to make the Messaging Platform, Brand Toolkit and Content Action Plan useful in this practice.
3. Integrate **Our Promise** value propositions into effective social media communications. Implement the Messaging Platform and Content Action Plan, including:
- Craft and disseminate queries to solicit content from subject-matter experts for monthly themes (editorial calendar);
 - Build actions of the Social Media Communicators Network by providing and soliciting content;
 - Produce Tweets, Facebook posts, etc. that incorporate 'Our Promise' value propositions (e.g., Weekly Twitter Chats like [#AgChat](#) or [#GardenChat](#));
 - Track content of UC ANR Social Media Communicators Network and others regarding what value propositions of **Our Promise** are highlighted;
 - Provide feedback and summarize to social media content sources and users on what was done by the network to show examples;
 - Contribute to briefings by the Communications Strategy Group of **UC ANR Internal Partners:** Research and Extension Centers (RECs), Cooperative Extension (CE), **UC ANR Thought leaders and Ambassadors:** senior leadership and academics, and **Affiliated and External Partnering Organizations:** common cause organizations such as UCOP, CDFA, USDA, NIFA, and the Farm Bureau;
 - Summarize monthly activities and results to the Strategy Group and other Communications Practices; and
 - Strategy Liaison to report to Communications Strategy group on any adjustments needed in the Messaging Platform and Content Action Plan.
4. Scale-up efforts to generate content reflecting of ANR activities and value propositions in social media platforms
- Use the Messaging Platform and Content Action Plan;
 - Solicit and disseminate content either directly or to Network members;
 - Identify especially active, effective, and enthusiastic social media users and guide them to communicate value propositions;
 - Craft intensive campaigns in line with the editorial calendar or events;
 - Create content archive for easy access (i.e., images, graphics, video, links to key websites, background and reference information, experts, examples);
 - Increase content sharing relationships with internal and external partner organizations (e.g., [The Farmer Veteran Coalition](#), [My Job Depends On Ag](#), [Center for Land-Based Learning](#));
 - Track top performing posts/tweets;
 - Evaluate which content gains the most attention and why;
 - Create and disseminate internally a monthly report of primary UC ANR social media platforms, highlighting outcomes and mapping out suggestions for improvement in subsequent months;
 - Report results of special efforts, e.g., campaigns; and
 - Report to Communications Strategy Group on any adjustments needed in the Messaging Platform and Content Action Plan.



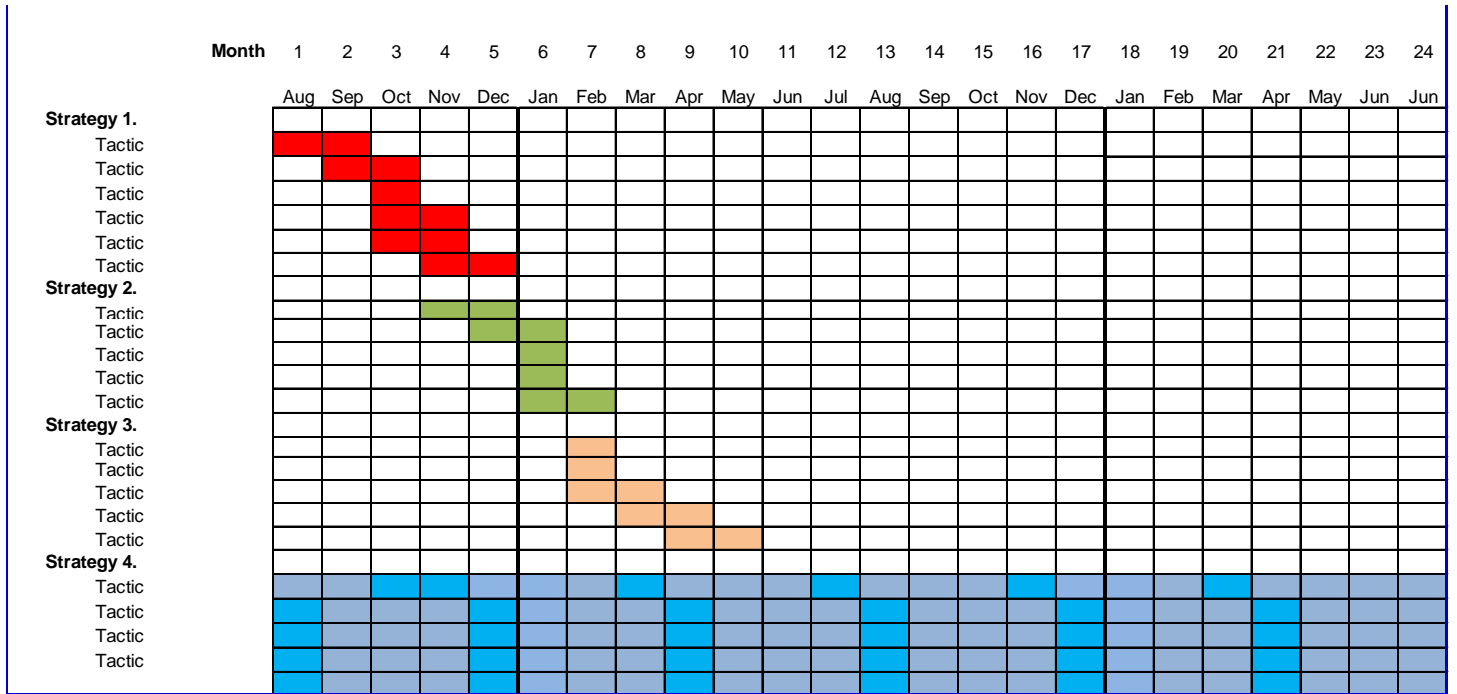
Multiplying Our Reach: Social Media Tactics

Social media users and platforms are a largely untapped resource to tell the story of UC ANR and demonstrate our value. We will create, evaluate, prioritize, and implement such tactics as:

- Develop stories for the ANR Report how to be a UC ANR social media ambassador, with links to blog post highlighting an initial group of ambassadors, and link to social media ambassador toolkit;
- Identify and train a core group of social media staff in social media skills and how to express **Our Promise** value propositions in words, images, quotes, graphics, video, photo tags, hashtags, articles to share, comments on other posts, likes, and ways to gauge the success of posts through reach, engagement, etc.;
- Schedule meeting with leaders in all UC ANR programs and establish overlapping interdisciplinary quarterly social media themes (e.g., invasive species, science literacy, nutrition);
- Create social media friendly narratives such as “UC ANR’s Mary Lu Arpaia searches for and finds avocado varieties”;
- Develop new fundraising sources to increase revenue. For example, the UC ANR #GivingTuesday Social Media Campaign last November raised over \$64,000 in donations. We created a social media campaign and a website for UCANR’s End-Of-Year Giving Campaign that aligned with the national nonprofit fundraising event called “Giving Tuesday”;
- Increase political awareness and support of UC ANR by strengthening relationships with community leaders and elected officials throughout California. For example, UC ANR’s funding and presence at Ag Day at the State Capitol were increased this year, partly due to the success demonstrated in last year’s social media analytics; and
- Participate in pre-established social media communities in our industry, e.g., My Job Depends on Agriculture Facebook Group.
- Work with HR to make more effective use of social media as a recruitment and retention tool; for example, consider a “Why I Love Working for UC ANR” social campaign.



Performance Timeline



Note: "Performance Timeline" graphs are meant as a placeholder. The Strategic Communications team may use this or other tools for tracking and assessment purposes.



Latino Community Outreach

Objective

Engender trust in, create awareness and appreciation of UC ANR activities as value propositions relevant to Latinos throughout California, in particular UC ANR as a provider of trustworthy, unbiased and useful information and advice to them.

What We Do

The News and Information Outreach in Spanish Team (NOS) sources information and produces news releases, blog posts, Facebook announcements, tweets, audio, video, graphics, flyers, and event displays. We build and curate relationships with consulates, community-based organizations, reporters, and social media users while enlisting their support for our efforts. We also support outreach events that personally involve members of the Latino community in UC ANR topics and learning.

Practice Leader: Ricardo Vela

Strategies

We will pursue strategies similar to the Media Relations and Social Media practices.

1. Identify **Our Promise** value propositions, in particular values such as trustworthiness, present in already existing UC ANR Spanish language communications. Outcome will be collection of documents (e.g., event announcements, B roll) that illustrate each component of **Our Promise** as relevant to the Latino community. Prepare guidelines to incorporate these values into future communications specifically for the Latino community.
 - Use list of **Our Promise** value propositions, reviewing existing media materials to highlight presence of each item;
 - Define value propositions, for example “trust” in the Latino context, as a guide for future content development and how we deliver it;
 - Identify in writing how the value propositions could be better demonstrated to the audience in these materials, for use as training materials and guides in future;
 - Build on existing news release development document, crafting a set of questions to augment ANR values present in existing materials;
 - Prepare fact sheets and backgrounders demonstrating value propositions with proof points as guidelines;
 - Augment or adapt the editorial calendar from Media Relations, with Latino events and relevant topics for subsequent media communications and outreach; and
 - Strategy Liaison to provide examples of media materials and guide the Communications Strategy Group to make their work useful for the Latino community.
2. Identify and prepare internal and external sources to generate and use content on ANR actions that are relevant to the Latino community, local events and personalities who can assist our outreach; Prepare guidelines, drawing from the Messaging Platform and Content Action Plan.
 - Identify existing and potential additional individuals as sources of news within UC ANR;
 - Adapt and repurpose the Media Relations team’s guidelines, briefing, and training materials about process, and content desired about value propositions/proof points;
 - Identify, invite, train, and recruit ANR staff to source and provide value proposition-related content;



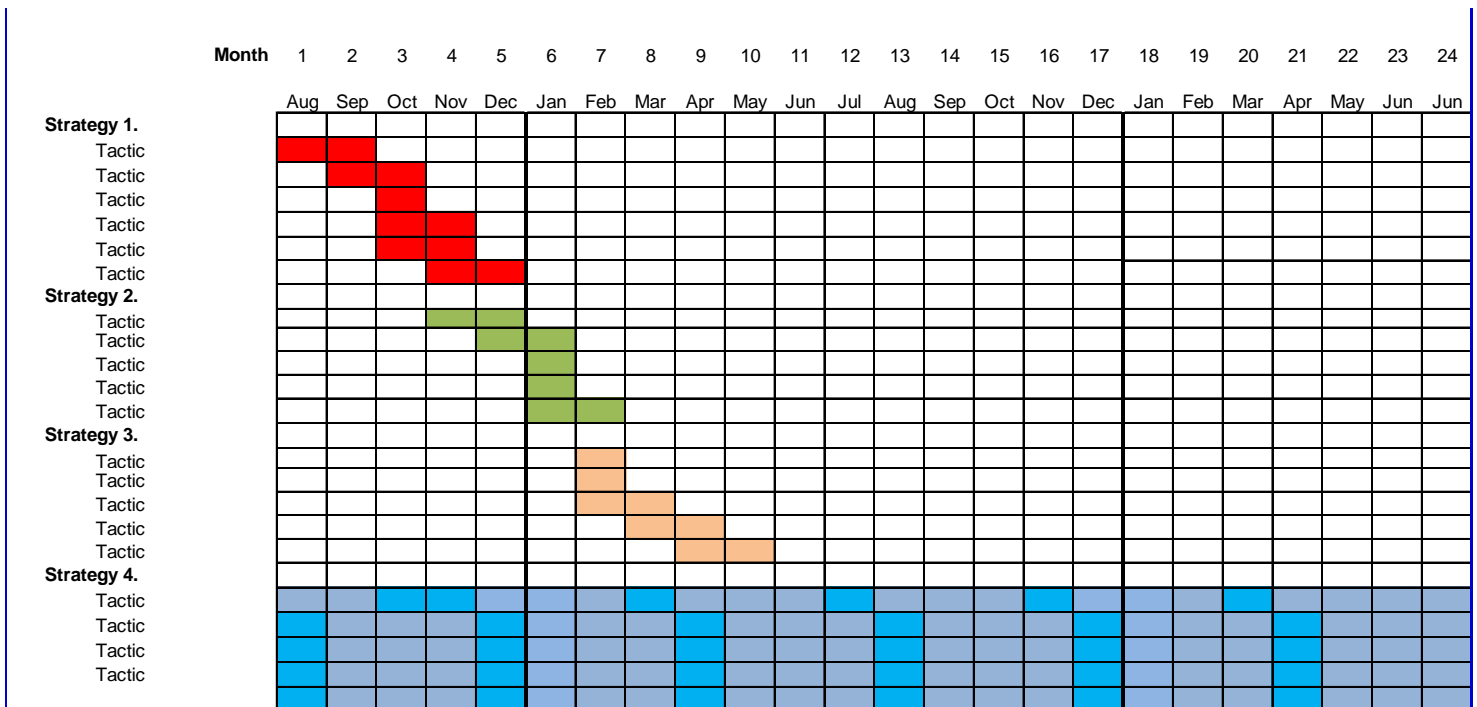
- Identify and train Spanish-speaking subject matter experts and others who will be called on to interact directly as spokespersons with Latino media contacts, as possible, including:
 - County Directors
 - RECs staff
 - Statewide program/SI directors/ reps
 - Cooperative Extension vice provost and staff
 - Bloggers
 - Local experts and leaders who can help UC ANR engage with the Latino community
 - Leaders in the 4H Latino Initiative;
 - Ensure Spanish speakers are a part of the UC ANR Communicators Network;
 - Modify the existing news release request form to include questions on value propositions of **Our Promise**;
 - Ensure a system to curate content from outside sources; and
 - Strategy Liaison to guide the Communications Strategy Group to make the Messaging Platform, Brand Toolkit and Content Action Plan useful for the Latino community.
3. Integrate the value propositions of **Our Promise** into media communications relevant to the Spanish-speaking community.
- Conduct a trial of the Messaging Platform and Content Action Plan, including:
- Craft and disseminate queries to solicit information and identify Spanish-speaking subject-matter experts to incorporate into core documents related to monthly themes (editorial calendar);
 - Implement system to curate information collected from ANR staff and identify subject-matter experts;
 - Create Latino-specific campaigns and outreach, for example
 - Create a social media campaign around hashtag #NOSotros;
 - A series of briefings on ANR topics demonstrating the Our Promise value propositions by ANR Thought Leaders or experts who speak Spanish, to community groups and media
 - Partner with college students to create a “telenovela” based on real cases that have a problem/solution story;
 - Create engaging video presentations for social media, no longer than 40-45 seconds including music, text and soundbites when available; and
 - Creating other short messages for social media to attract “millennials” such as: Sabía qué? Cuánto caminó? Como conservo agua hoy?;
 - Participate in and promote events including community clinics, farmer’s markets, health fairs, and small farmer and agritourist organizations; meet face-to-face with leaders to share information about UC ANR events and its programs, and develop relationships with Latin American consulates, specifically to work with them to gain trust from the nationals they serve;
 - Propose one or two articles from different topics already assigned in our calendar, plus columns from ANR experts, to Spanish language media;
 - Use updated “news release request form” with value propositions;
 - Develop at least (#) press releases, backgrounders, and Web stories per month using these materials in support of monthly themes;

Strategic Communications Plan



- Provide feedback to sources providing information on what was done and show examples used by journalists;
 - Contribute to briefings by Communications Strategy Group of **UC ANR Internal Partners:** Research and Extension Centers (RECs), Cooperative Extension (CE); **UC ANR Thought leaders and Ambassadors:** senior leadership and academic faculty; and **Affiliated and External Partnering Organizations:** common cause organizations such as UCOP, CDFA, USDA, NIFA, and the Farm Bureau; and
 - Strategy Liaison to report to Communications Strategy group on any adjustments needed in the Messaging Platform and Content Action Plan.
4. Scale-up efforts to generate coverage of ANR activities and information reflecting our value propositions in Latino print, broadcast, and social media outlets.
- Regularly use the Messaging Platform and Content Action Plan;
 - Disseminate press releases and other features that highlight ‘Our Promise’ value propositions;
 - Create content archive with for easy access;
 - Create press release archive on Web site;
 - Track outcomes (i.e., quoting of ANR representative, mention of specific value propositions of ‘Our Promise’) of each piece disseminated to media;
 - Evaluate which of these stories and value propositions/proof points gain attention;
 - Create and disseminate internally a monthly report including each document sent to media, highlighting outcomes and mapping out suggestions for improvement in subsequent months; and
 - Report to the Communications Strategy group on any adjustments needed in the Messaging Platform and Content Action Plan.

Performance Timeline





Internal Stakeholder Communications

Objective

Inform, educate, and inspire UC ANR staff, faculty, and volunteers about the value propositions contained in **Our Promise** and enlist their participation in communications activities to promote these values within UC ANR and throughout the state.

What We Do

We source information and produce articles and training materials to raise awareness about the value of the work we perform, increase knowledge and enthusiasm, and convey other important information and tools, and other appropriate items useful for internal stakeholders.

We work closely with Human Resources, senior leadership, and other members of the communications team.

Practice Leader: Pam Kan-Rice

Strategies

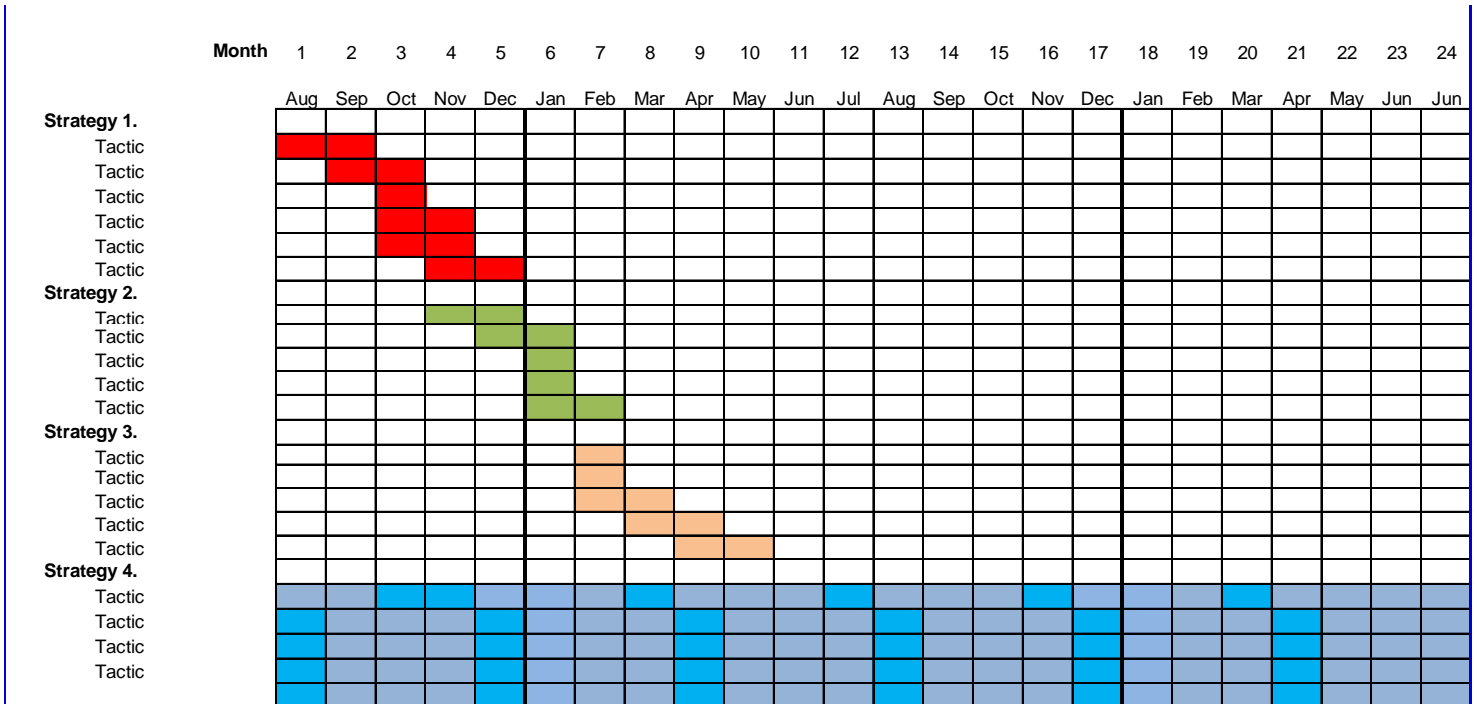
1. Identify **Our Promise** value propositions present in UC ANR news communications. Outcome will be collection of documents (see examples included under media relations) that illustrate these values. Prepare guidelines to incorporate these values into future communications.
 - Use list of **Our Promise** value propositions, reviewing existing internal communications materials (e.g., newsletter, recruitment Web site, onboarding materials, ANR Report, ANR Update) to highlight presence of each item;
 - Identify in writing how the value propositions could be better demonstrated to the audience in these materials, for use as training materials and guides in future;
 - Identify how the value propositions could be better demonstrated in these materials;
 - Craft a set of questions to augment ANR values present in existing materials;
 - Adapt as needed fact sheets and backgrounders demonstrating value propositions with proof points as guidelines;
 - Identify and explain how internal stakeholders can employ monthly themes established by the media relations team. This document will be shared with other teams as well as communicators across ANR; and
 - Strategy Liaison to provide examples of media materials and guide the Communications Strategy group to make their work useful for this practice.
2. Identify and prepare internal sources to generate and use content on ANR activities and values propositions in action, and prepare guidelines drawing from the Messaging Platform and Content Action Plan.
 - Identify existing and potential sources of news from senior leadership, facilities, human resources, environmental safety and health, staff training and development related to internal stakeholders' issues and topics;
 - Adapt Media Relations guidelines, briefing, and training materials about process, and content desired about value propositions / proof points;
 - Identify, invite, train, and recruit ANR staff to source and provide value proposition-related content for internal stakeholders' communications;



- Incorporate list of these spokespersons into a media tracking system, to include when they provide internal communications such as speaking to staff, or internal blogs; and
 - Strategy Liaison to guide the Communications Strategy Group to make the Messaging Platform, Brand Toolkit and Content Action Plan useful in this practice.
3. With HR and other internal stakeholder groups, integrate the value propositions of **Our Promise** into future internal communications. Conduct trial of the Messaging Platform and Content Action Plan, including:
- Reflect the editorial calendar from Media Relations as much as possible;
 - Craft and disseminate queries to solicit information from staff members;
 - Display **Our Promise** and convey the meaning of the value propositions on the recruitment website, during onboarding, in job descriptions, and elsewhere as appropriate;
 - Enlist senior leadership and the Staff Assembly to embed value propositions from **Our Promise** in their communications;
 - Train employees how to incorporate ANR promise into their communications;
 - Draft profiles of ANR staff, faculty, and volunteers who are living **Our Promise** and include them in ANR Reports;
 - Share these stories with media relations, social media, and Latino community outreach teams;
 - Join the UC ANR Social Media Network and post stories about employees who exemplify the value propositions on social media;
 - Work with HR to develop ways to reward employees who excel at demonstrating the values in **Our Promise**;
 - Draft newsletter articles, training materials, and other documentation reflecting the value propositions of **Our Promise**;
 - Creating a system to track and report on these activities; and
 - Strategy Liaison to report to Communications Strategy group on any adjustments needed in the Messaging Platform and Content Action Plan.
4. With HR and other internal stakeholder groups, scale-up efforts to create internal communications reflecting our value propositions in print, broadcast, and social media outlets.
- Regularly use the Messaging Platform and Content Action Plan;
 - Provide more training and briefings to encourage internal staff to live, talk about, and appreciate the value propositions in **Our Promise**;
 - Create content archive with for easy access for those communicating internally with staff: definitions, visuals, sample speech material;
 - Ensure access to prior newsletters and speeches and internal blogs on Web site;
 - Track outcomes in an internal monthly report; and
 - Report to Communications Strategy group on any adjustments needed in the Messaging Platform and Content Action Plan.



Performance Timeline



Note: “Performance Timeline” graphs are meant as a placeholder. The Strategic Communications team may use this or other tools for tracking and assessment purposes.



Assessing Performance

Determining whether, and to what extent, the efforts described in this plan have helped UC ANR to achieve its communications objectives, requires periodic assessment. In general, such assessment should focus on the following measures to gauge success in realizing the strategies of the plan.

We'll use the following framework:

- Activity
- Output (i.e., materials produced, quality, quantity)
- Outcomes (e.g., utilization of content reflecting our value propositions, media stories citing ANR experts, social media posts incorporating ANR values, number of people attending trainings or events) and
- Impact (i.e., measurement of change resulting from specific outcomes, such as levels of awareness, knowledge, agreement).

Some specific, cost-effective ways to assess our efforts in achieving communications objectives include:

- Administer “pre-and post” surveys periodically to determine the percentage of ANR employees who are aware of Our Promise and its meanings;
- Assess the utility of work products of Communications Strategy group (i.e., Brand Toolkit 3.0, Messaging Platform, and Content Action Plan) by users in Communications Practices, select staff from RECs, CE, statewide programs, Strategic Initiatives, and others;
- Determine perception of effectiveness of UC ANR Strategic Communications overall in communicating **Our Promise** and marshalling resources to increase awareness of it;
- Conduct content analysis of media (including social) coverage to determine which value propositions are reaching audiences;
- Establish tracking of downloads of portfolio content to see which material is most popular;
- Monitor social media posts to gauge analytics for reach and engagement (and new followers);
- Hold debrief meetings with senior leadership to share what is working and what is not; and
- Monitor social media analytics regularly and measure success of social media campaigns (e.g., impressions, engagement, new follows, shares) and fund raisers.



Useful Resources

[UC ANR Website](#)
[We Are UC ANR](#)
[Facebook](#)
[Twitter](#)
[Instagram](#)

<http://ucanr.edu/>
http://ucanr.edu/About_ANR/We_are_UC_ANR/
<https://www.facebook.com/ucanr>
[@ucanr](https://twitter.com/ucanr)
<https://www.instagram.com/ucanr/@ucanr>

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Riverside

**Communications Practice
Latino Community Outreach**

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Information

[ANR Report](http://ucanr.edu/sites/anrstaff/anrreport/)

<http://ucanr.edu/sites/anrstaff/anrreport/>

[ANR Update Blog](https://ucanr.edu/portal/login/universallogin.cfm?appname=sites)

<https://ucanr.edu/portal/login/universallogin.cfm?appname=sites>

Communications Tools

[Brand Toolkit 3.0](http://ucanr.edu/sites/Toolkit/)

<http://ucanr.edu/sites/Toolkit/>

[Social media tool kit](http://ucanr.edu/About%20ANR/We%20are%20UC%20ANR/Social%20Media%20Toolkit/)

http://ucanr.edu/About ANR/We_are_UC_ANR/Social_Media_Toolkit/

[Online news-writing style guide](http://ucanr.edu/sites/toolkit/how-to-guides/anr_writing_style_guide/)

http://ucanr.edu/sites/toolkit/how-to-guides/anr_writing_style_guide/

[Acronym directory](http://ucanr.edu/sites/toolkit/how-to-guides/acronym_directory/)

[http://ucanr.edu/sites/toolkit/how-to-guides/ acronym_directory/](http://ucanr.edu/sites/toolkit/how-to-guides/acronym_directory/)

[Writing a meeting announcement news release](http://ucanr.edu/sites/anrstaff/files/972.pdf)

<http://ucanr.edu/sites/anrstaff/files/972.pdf>

[Experts list](http://ucanr.edu/news/news_sources/)

http://ucanr.edu/news/news_sources/

[Repository: Photos and Documents](https://ucanr.edu/repository/)

<https://ucanr.edu/repository/>

[Request access](http://ucanr.edu/survey/survey.cfm?surveynumber=5147)

<http://ucanr.edu/survey/survey.cfm?surveynumber=5147>

Internal Partner Organizations

[Research and Extension Centers \(RECs\)](http://recs.ucanr.edu/)

<http://recs.ucanr.edu/>



Nine locations



[Cooperative Extension \(CE\) and County offices](#)

http://ucanr.edu/County_Offices

[Statewide programs and Institutes](#)

http://ucanr.edu/ANR_Offices/Statewide_Programs_228/

[UC ANR Strategic Initiatives](#)

<http://ucanr.edu/sites/StrategicInitiatives/>

Glossary

Acronyms used in this plan:

ANR	Agriculture and Natural Resources Division of the University of California
CAB	Communications Advisory Board
CDFA	California Department of Food and Agriculture
CE	Cooperative Extension
NIFA	National Institute of Food and Agriculture
REC	Research and Extension Centers
UCOP	University of California, Office of the President
USDA	U.S. Department of Agriculture

For more acronyms, see the UC ANR [Acronym directory](#).



Sources

This Strategic Communications Plan is an outcome of the UC ANR 2016–2020 Strategic Plan, January 2017. It addresses the Strategic Objective “Value of UC ANR” and Goal 15 “Tell UC ANR’s Story.”

UC ANR held two Strategic Communications Planning Workshops in April and May 2017 with staff members representing seven key communications activities and initiatives. The workshops defined challenges, objectives, strategies, and tactics to achieve Goal 15 and produced draft plans. These plans identified practical and modern approaches to tell UC ANR’s story to build stakeholder awareness and appreciation of UC ANR’s value, expand their use of what UC ANR offers, and deepen support for our Vision.

The UC ANR Director took the seven draft plans from the final workshop and synthesized them into a single cohesive strategic plan. This represents the first such strategic communications plan for UC ANR.

OneWorld Communications, San Francisco, designed and facilitated the workshops, and assisted the Director to conceive and draft this strategic communications plan.

Strategic Communications Planning Team

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Terri White
Melissa Womack

Strategic Communications Plan



[BACK COVER]