

PROGRESS REPORT

Working Group Name: Centralize MarCom

Working Group #: 39

Chair: Marilyn Martell

Date: March 23, 2022

Update on Actions Taken Since Last Report:

The Working Group has since met on Feb. 28 and March 7 and the members continued to meet with their subcommittees in between meetings as they finalized their required deliverables. Once the required deliverables were submitted, MarCom's senior leadership team reviewed and analyzed the deliverables to finalize a high-level organizational structure utilizing input from each of the subcommittees. The senior leadership team also began to draft a service delivery model based upon resources and service needs outlined by the subcommittees.

Additionally, a high-level review of data from the census distributed in late January to all marketing and communications personnel has been completed and distilled into major themes. These themes will be shared with the Working Group at our next regular meeting.

Next Major Issue to be Addressed:

MarCom's senior leadership team will meet again on April 1 to finalize the scope of responsibility and direct reports for leadership in the newly created organizational structure, continue to fine-tune the draft service delivery model and begin to outline the division's vision, purpose and success metrics. Additionally, the group will review and begin to answer lingering questions submitted by individual subcommittees related to service offerings, budgetary issues and orphan duties.

Next steps include:

- Finalize the proposed high-level organizational structure
- Finalize catalog of anticipated services to be delivered (with phased approach to some services, where appropriate)
- Fine-tune service delivery model through scenario planning and determine necessary processes, guidelines and procedures that must be developed
- Finalize the full organizational chart with all new division staff
- Develop transition plans and a communication strategy for impacted employees and their supervisors
- Establish a customer service philosophy and outline necessary training(s)

- Develop accountability measures and/or impacts reporting
- Develop communications plan to outline division, purpose and services university-side

Problems or Barriers Encountered and Solutions Identified:

- Adding positions/identifying funding – to grow a workforce ten-fold requires a larger leadership structure to distribute the span of control without creating significant middle management. There is no additional “start-up” funding to establish these leadership positions. We plan to utilize financial reserves to cover the initial costs and then utilize open positions to cover the costs over time.
- Adding services without new positions – the census has revealed a significant need for several services (web, writers, media relations, strategic planning). We are working on how to better distribute services without adding new staff.

Deliverables Completed:

Each sub-committee has completed:

- High-level organizational structure for their area of focus
- List of gaps and/or areas of duplication within their area of focus
- List of what a future university-wide, central marketing and communications team can do better
- Set of recommended core services of the central unit

Timeline for Completion of Remaining Deliverables:

4/8/22 Finalize full division organizational structure

4/15/22 Finalize draft of anticipated services to be delivered by embedded unit staff and central staff

4/22/22 Finalize service delivery model and necessary processes

4/30/22 Identify individuals to transition from various units to centralized structure and complete full organizational chart

5/13/22 Develop customer service philosophy and associated accountability measures