

Service catalogues communicate the scope of services provided by the university for each function and include where responsibility sits for delivery.

The service catalogues are supported by service descriptions for each unit responsible for delivery, which detail service level and expectations.

These are **living documents** that are managed and updated by the relevant co-sponsors and are accessible to all.

This service catalogue document version:

- is sponsored by Elan MacDonald.
- has been approved by the Service Excellence Steering Committee (SESC)

CENTRES OF EXPERTISE (COE)

EXTERNAL ENGAGEMENT ALIGNMENT & SUPPORT

- Develop institutional-level vision for external engagement and an integrated strategy for fundraising, communication, marketing, and stakeholder engagement strategy that supports a One University approach
- Define, coordinate, and improve policies and processes
- Ensure coordination and alignment with and across college/faculty leadership
- Foster culture of respect, integrity, and teamwork
- Establish and nurture culture of service excellence

COMMUNICATIONS

Partner Engagement

- Support and oversee embedded partner functions to meet faculty/unit-level engagement, communication, marketing and digital needs in alignment with overarching institutional-level direction

Internal Communications

- Develop clear, compelling institution-level messaging for the U of A's vision, goals, priorities, and value to society
- Develop and oversee institutional student (current) and faculty/staff communications channels and content strategies to ensure timely and prioritized information sharing and strategic engagement
- Develop an integrated approach to delivering communication, marketing, digital, and creative services to internal audiences
- Develop templates, writing guides and other tools for partners and faculties to use for internal communications

Editorial Strategy

- Engage with critical stakeholder audiences through storytelling (research discoveries, knowledge mobilization, innovations, alumni accomplishments, the impact of philanthropy, the student experience and looking at long-term societal issues through a lens of university expertise, and more) for the purpose of fostering stakeholder support, protecting and enhancing the reputation of the university
- Lead the image, voice, and persona (in alignment with the brand) presented to external audiences through communications projects and products
- Serve as a hub to help identify, create and support storytelling across the university, as appropriate and in alignment with institutional priorities
- Support executive communications team, as required with writing of institutional reports/copy, executive speeches, and submissions
- Develop and implement publication strategy (print and digital)
- Lead storytelling (writing, photography, and videography) aligned with brand platform and content strategy
- Develop templates, writing guides and other tools for Partners and faculties to use for external communications
- Develop and manage stakeholder relations and communications strategies for alumni and donors, in alignment with existing strategies and in partnership with appropriate units across External Relations

Media Strategy

- Lead proactive and responsive media relations and social media to position the U of A and our leaders in the public sphere through traditional and new media
- Oversee media pitching process: research, writing, development of pitches, coordination of resulting media interviews, and preparation of interview materials for media and for subject matter experts where warranted
- Work with Editorial CoE on intersections of media and editorial strategy
- Handle incoming media requests in a timely and efficient manner, prioritizing according to need, impact, and urgency and liaising where applicable with the appropriate portfolios, departments and/or Sr. Partners/Partners
- Manage institutional media relations and public relations
- Provide strategic media relations support and media training to University leadership, faculty/unit leadership and subject matter experts to improve media engagement
- Seek out, develops and continually updates contacts and relationships with local, regional, national and international media in alignment with University strategic vision and priorities; manages media contact list
- Lead institutional social media governance and strategy
- Manage media, social monitoring, and reporting, working with marketing and social media team

Issues Management

- Work with senior university and ER leadership to address and support our community through proactive and responsive issues management and crisis communications
- Manage news and public information monitoring, analysis and reporting
- Develop and manages stakeholder relations and communications strategies for inter-departmental or university-wide priority initiatives
- Manage the U of A Emergency Communications Strategy and Team
- Support the External Relations portfolio through business and operational continuity planning and information management

CENTRES OF EXPERTISE (COE)

MARKETING

Brand

- Build brand awareness, internal brand advocacy and brand foundational programs to strengthen the U of A brand internally and externally
- Develop key brand foundational programs that help tell the U of A Brand story and brand promise
- Oversee and monitor all university marketing activity to ensure it align with master brand strategy
- Provide targeted support to faculties and units to develop brand in line with institutional strategy
- Lead and develop brand management and governance
- Oversee, manage and provide stewardship of the university's visual identity and reputation
- Create and manage brand toolkit to support brand initiatives within faculties/units
- Develop and implement institutional visual design standards
- Develop and implement marketing strategy that improves institutional rankings
- Develop and implement institution wide market plan that focuses on marketing/communications (external programming)
- Oversee scheduling and media channel optimization
- Coordinate, generate and protect U of A License and Trademark agreements
- Approved filming and photography policy and approvals from external third party requests
- Manage institutional advertising and media buying
- Manage institutional online/social media strategy and presence including new accounts

Marketing Research & Insights

- Develop the customer/user insights strategy based on business goals, leading market research activities focused on using data in statistical analysis and providing end-to-end insights to target audience interactions, business development and enhance user experience
- Oversee and manage market research, analytics, reporting, and insights for marketing and across the portfolio of services (development, communications, alumni relations)
- Provide market research, analytics and reporting to faculties and units
- Drive persona development in partnership with business targets and marketing leadership
- Lead testing in user experiences, brand reputation and creative/key message testing with key audiences

Recruitment Marketing

- Develop the strategic direction of enrolment marketing strategies as they relate to domestic, international, graduate, post-graduate and extension recruitment marketing and for the integration of these strategies with other University of Alberta initiatives
- Develop recruitment and reputational marketing strategies as well as communication with multiple stakeholder groups, including Registrar, Assistant Registrar, Student Services Centre and National Recruitment team to help guide and direct the Recruitment Network on their marketing initiatives
- Engage and consult with constituent groups including prospective and current students; prospective and current parents and families; alumni; faculty and staff; benefactors, including

individuals and industry partners; diverse community leaders and supporters; local and national media; higher education innovators

- Support faculty and unit leadership by offering well-researched and informed strategic and creative direction regarding appropriate marketing, communications and advertising activities and best practices
- Develop and oversee marketing strategy, key messaging, process governance and overall direction of marketing activities in support of student recruitment marketing and liaise with communications partners to ensure recruitment communication goals are met

Development & Demand Generation

- Grow and expand revenue streams for Development and Alumni Relations, Facilities & Operations, and Student Recruitment
- Collaborate with college, faculty, departments and subunit client partners to assist in the development of marketing strategies that deliver on overall financial goals
- Design and oversee the execution of multi-touch demand creation programs that drive pipeline creation and revenue growth
- Lead, grow, and develop revenue acquisition strategy across all online and offline channels
- Support Alumni relations marketing and event promotion
- Work with Development team to Expand U of A's market awareness, educate and capture interest, and ultimately build a pipeline to exceed our fundraising goals

- Research, contact, steward, and develop positive relationships for subsequent solicitation with potential corporate sponsors, business partners, revenue generators for the Alumni Association and Facilities & Operations

Digital & Creative

- Develop creative content across all mediums/channels for university communications and marketing materials
- Develop and execute the University's overall creative strategy for supporting brand, campaigns, and all creative materials - includes design, photography, video, illustrations, etc.
- Manage external creative vendors in order to maintain capacity for creative services for the U of A
- Oversee institutional digital strategy and governance, including integration with other platforms (HR, Finance, etc.) across the university
- Responsible for ensuring alignment to that institutional digital strategy across colleges, faculties and units
- Approve new web page requests/landing page changes, microsites, etc.
- Maintain and manage digital asset database
- Host and develops all creative content support for the University
- Maintain enterprise subscriptions and access (Campaign Monitor, Meltwater, Sprout Social, Lumen etc.)
- Development and management of Digital & Creative intake processes, project governance and resource allocation for work entering the CoE

CENTRES OF EXPERTISE (COE)

DEVELOPMENT

- Provide governance and strategic oversight for all institutional fundraising priorities and programs, including campaign planning and implementation, goal setting and activity measures
- Lead strategy, guide coordination, and provide specialist programs, best practices, resources, and research for development activities
- Develop and implement fundraising training and education

Principal Gifts Strategy & Initiatives

- Work directly with development directors, managers and senior development officers and academic leaders in strategic planning and developing major donor fundraising initiatives that range in magnitude from \$2 million to as high as \$100+ million
- Lead strategy, guide coordination, and provide specialist programs, resources, and research for development activities

University Development

- Provide leadership, strategic direction/plans and priority setting to the University's centrally managed fundraising and stewardship programs, enhancing their performance, their support of faculties and their effectiveness

Agreements & Pipeline Management

- Ensure Canada Revenue Agency compliance through oversight of gift agreements and gift acceptance
- Manage specialized programs, resources and research for development including the relationship management and coordination framework

- Develop and oversee relationship management and strategic coordination framework for donors and prospective donors to help ensure positive relationships and fundraising results
- Oversee and manage data, analytics, records, and reporting for donors and alumni

ALUMNI RELATIONS

Alumni Programs & Annual Giving

- Create and lead alumni engagement strategic plan, developing aligned strategies with campus partners
- Cultivate and deepen strategic relationships with alumni, donors, and friends at all stages of the life cycle
- Develop and deliver alumni engagement programming, including event planning, alumni recognition, student engagement, career programs and personal/professional development
- Strengthen relationships with and between alumni, donors and friends through volunteerism, including Alumni Council, alumni chapters, mentorship programs and other volunteer programs
- Lead the university's annual giving efforts including direct response fundraising, crowdfunding and student calling programs
- Manage revenue generating affinity relationships with external partners

Events

- Create and lead events team that works across External Relations CoEs and the university to plan and execute events to achieve desired strategic outcomes
- Develop tools and resources to assist faculties with event management and hosting

GOVERNMENT & COMMUNITY RELATIONS

- Develop, oversee and report on institutional government, stakeholder, and community relations strategies
- Advise and support the institution in relationship management with all orders of government
- Plan, coordinate, and deliver pan-university government and community relations events
- Monitor and provide insight into federal/provincial/municipal government agenda, operationalizing Acts and regulations to develop and affect policy, practices and directions of the university, its research and operations
- Influence and develop institutional policy and provide provincial and national influence to policies that affect the post secondary sector
- Develop and support communications and submissions
- Manage the institution's strategic relationships with sector advocacy partners, key stakeholders and the communities that neighbour the university's campuses

- Manage and ensure legislative compliance (Lobbying Act, the Lobbyists' Code of Conduct and the Lobbyists' Act and community consultation under Post Secondary Learning Act and the Long Range Development Plan)
- Provide strategic advice and support to senior leadership in preparation for external interactions and for institutional positioning with all orders of government and with strategic community partners
- Provide strategic advice, support, coordination, and collaboration to faculties and units on government and community relations
- Build network of third-party advocates
- Collaborate and advise as appropriate on government protocols for political presence at events
- Maintain and manage central records (lobbyist registry, event data, community consultations, government, and community interactions)

PARTNERS

COMMUNICATIONS & MARKETING PARTNERS

- Engage and work in partnership with faculty/unit leadership to develop and implement communication, engagement, marketing and digital strategies and tactics
- Contribute faculty/unit level perspective to institutional strategies and ensure faculty/unit alignment with all institutional strategies
- Facilitate access for faculty/unit to all CoEs of marketing, communications and digital services
- Manage and develop all faculty/unit-specific content for communications and engagement
- Ensure faculty/unit-specific content flows to all CoEs and contributes to institutional communications, informs institutional media strategy, etc.
- Contribute faculty/unit-generated content to institutional communications vehicles

- Oversee and develop faculty/unit social media activity
- Work with digital content specialists to ensure digital/web page structure and content is current and aligned with institutional standards
- Update and provide direction/support to faculty administrative staff to update routine web page content in alignment with university policies and procedures
- Monitor and escalate faculty/unit issues, crisis management as necessary
- Bring faculty/unit-level understanding to institutional planning (e.g. develop brand ambassadors, curate content, brief senior management etc.)
- Develop/review/understand key performance indicators/analytics for unit-specific communication, marketing, and digital strategies that support Continuous Quality Improvement

DEVELOPMENT PARTNERS

- Provide strategic leadership and direction to faculty-based fundraising programs including supporting faculties and academic leaders in defining and structuring funding opportunities, priorities and cases for support, establishing fundraising goals, developing pipelines and strategies, maximizing development activity and cultivating excellent donor experiences
- Conduct and facilitate major gift fundraising
- Ensure faculty/unit alignment with institutional plans

ALUMNI RELATIONS PARTNERS

- Work with units across campus to develop alumni relations strategies specific to the graduates of respective faculties, acknowledging that many alumni identify with their faculty or department
- Develop and manage unit strategies, plans and relationships
- Cultivate and manage strategic relationships with internal and external partners vital to engaging with alumni
- Lead Alumni Council efforts to ensure representative and inclusive feedback from our graduates

SHARED SERVICES

- Oversee production team (produce large volume/critical documentation)
- Provide CMS Support - triage all enquiries from faculty and unit stakeholders coming into web
- Process and record gifts, issue receipts
- Provide event logistics (no change from current) - internal room/venue bookings, catering, AV suppliers

COLLEGE/FACULTY/UNIT
**GENERAL EXTERNAL ENGAGEMENT AT
COLLEGE/FACULTY/UNIT**

- Contribute to integrated strategy for communication, marketing, stakeholder engagement strategy
- Ensure that there is a deep understanding between Centres of Expertise and the college/faculty/unit needs and priorities
- Ensure unit alignment with brand, institutional digital and social media strategy, marketing and advertisement plans, and internal communications initiatives
- Manage events

COMMUNICATIONS

- Engage and work with Partners in faculty/unit senior leadership teams
- Identify faculty/unit specific communication and engagement needs, audiences to target and outcomes sought
- Work in partnership with Service Partners to develop faculty/unit communication and engagement strategies/plans that contribute to and are aligned with institutional strategies/plans
- Connect and act as facilitators to link faculty staff and experts with Partners to support faculty/unit and institutional strategies
- Contribute to faculty/unit-specific communications content
- Work with service partners to review/understand analytics for unit-specific communication, marketing, and digital strategies that support Continuous Quality Improvement

MARKETING

- Engage and work with Partners in faculty/unit senior leadership teams
- Identify faculty/unit specific marketing and digital needs, audiences to target and outcomes sought
- Work in partnership with Service Partners to develop faculty/unit marketing and digital strategies/plans that contribute to and are aligned with institutional strategies/plans (i.e. recruitment, event promotion, social etc.)
- Connect and act as facilitators to link faculty staff and experts with Partners to support faculty/unit and institutional marketing strategies
- Develop faculty/unit-specific branding with partners in line with institutional brand
- Work with service partners to develop/review/understand KPIs/analytics for unit-specific communication, marketing, digital strategies that support Continuous Quality Improvement
- Update routine web page content in alignment with university policies and procedures

DEVELOPMENT

- Work in partnership with development officers to develop and implement unit priorities, strategies, plans, and goals
- Foster relationships with philanthropic supporters and coordinate in alignment with local development officers and the university's relationship management framework

ALUMNI RELATIONS
Alumni Relations

- Identify faculty/unit alumni priorities
- Contribute to creation of institutional strategic plan for alumni engagement
- Provide unit specific content for alumni engagement initiatives
- Work with CoE through Alumni Partnerships to advance relationships with alumni chapters
- Cultivate strategic relationships with internal and external partners specific to unit vital to engaging with alumni

Events

- Manage academic conferences, faculty/unit specific internal events (staff/student events), Athletics events, specific faculty-level ceremonial events

GOVERNMENT AND COMMUNITY RELATIONS

- Work with CoE on coordination of institutional announcements with government
- Ensure legislative compliance with the Federal Lobbying Act, the Lobbyists' Code of Conduct and the Provincial Lobbyists' Act, and community consultation under Post Secondary Learning Act and the Long Range Development Plan
- Provide faculty or portfolio-specific content and identify faculty and student expertise for institutional-government events, announcement, government relations advocacy products or government reports and community engagement events and programs
- Collaborate with CoE, partner portfolios and faculties to handle and/or advise on issues management and communications with all orders of government
- Ensure Government and Community Relations are leading the strategy and are appropriately informed and coordinated