ILR Communications and Marketing
2013-14 Annual Report

In addition to extensive consulting, planning, creative and production services provided school-wide, ILR Communications and Marketing this year made major inroads in two key areas: social media strategy and development; and graduate programs, specifically involving work for a new HR master's degree.

This year, with guidance from ILR Communications and Marketing, the Social Media Advisory Group began its work to establish school-wide social media guidelines and provide consultation across the school to programs already using, and those seeking to use, social channels as part of their overall communications strategy. The group, comprised of members of the Web and Communications teams as well as "power users" from ILR programs (we plan to add students to the mix in the coming year) has drafted some initial social media guidelines; advised a number of programs on social media strategy and execution, including direct assistance to the Worker Institute and Scheinman Institute in the design and launch of new social channels; and started implementing design concepts to create visual consistency across ILR social channels. This group has made it possible for a number of programs to successfully implement social media strategies in the past year and has helped to start building a school-wide community of social media users.

Another high-priority project has been the development of marketing strategy and plans for the launch of the new Executive Master of Human Resource Management. Under Joe Zappala's leadership, an extensive market research effort was completed early last fall, followed by a search for a marketing firm partner for the program, resulting in the selection of the RDW Group. This spring, working closely with RDW, ILR Communications and Marketing coordinated start-up activities, including phone interviews and focus groups, design of creative concepts for market testing, and the development of marketing plan and budget, with a heavy focus on social marketing. The goal is to have the plan ready in June and to launch the campaign in July.

Other highlights and accomplishments:

Marketing Support for Fee-For-Service Programs
This office continues to provide marketing communications counsel, planning and execution support for Human Capital Development's public programs. This year's email campaigns, for example, have produced $104,000 in revenue at a cost of just $5,900 (ROI of 94%), enabling the HCD group to hit its targeted class density goals. The team also has provided consultation and planning for the development and launch of the Institute for Compensations Studies new certificate and HCD's new Advanced HR certificate. This includes message development as well as the creation of integrated marketing plans that the Communications and Marketing team is helping to implement and evaluate working collaboratively with ICS and HCD staff.

Research and Planning

This office is leading the development of a market study of ILR professional programs. This first study will target organizational influencers who play decision-making roles in determining professional development and training needs and providers. Questions will examine content and delivery preferences, and help ILR get more clarity about training needs and trends and possible market niches to exploit. This office coordinated meetings with program directors to help shape the survey goals, audience and content, and worked closely with an outside firm, Stamats, to draft and finalize the survey instrument. Also, in collaboration with the Worker Institute, the Communications and Marketing group has developed a marketing communications plan to launch and formally announce the coming together of the Worker Institute and Union Communications Services, which includes laying the groundwork for a subscriber campaign later this year.

Video and Webcasts

The team produced five ILR Online webcasts this year, including a January program on the Fair Pay Act that has become the model for high-quality web programs. It attracted one of the series' largest live audiences, generated a significant number of archived views, and had the highest quality ratings of any webcast produced to date. A first-ever webcast was produced for ILR Undergraduate Admissions targeting guidance counselors and designed to help them better understand the ILR experience and admissions processes. Several participants contacted the Admissions office after the program to continue the conversation. The video team also produced three webcasts targeting CAHRS members and more than 60+ videos for use in communications and promotional efforts by programs school-wide. The team also traveled to Washington, D.C. in October to provide video coverage of the Employment and Disability Institute's State of the Science conference. The video work produced will help EDI in its efforts to secure future grant funding for its programs. A new school promotional video is also in development and should be ready for initial screening and internal review this summer.

Media Coverage/Social Media

Strategic outreach to media continues to broaden and deepen media placements on a variety of platforms and issues spanning the breadth of ILR expertise. Many millions of people are reached internationally. For the 20-plus story placements in The York Times and The Wall Street Journal alone, more than 45 million were reached in total circulation, which includes digital readers. For instance, when Thomas Golden and Susanne Bruyere were quoted on ILR's disability policy studies courses in The Wall Street Journal, more than 2.3 million print and digital readers were reached. The response was unprecedented, according to Golden, who reported receiving dozens of inquiries from individuals across the country as a result of the story. If you add in TV, radio and other placements, it would be fair to estimate reach at more than 60 million.

The number of followers on ILR's main Facebook page and Twitter handle has continued to grow, with Facebook providing an economical repurposing of original content and photos to a diverse audience of prospective and current students, alumni, practitioners, faculty and staff, and others now numbering more than 3,000, a 23 percent increase from

one year ago. Increased repurposing through strategic use of social media results in more economic use of content development and placement, alerting media and other thought leaders to comment on breaking news from ILR experts (resident and Extension faculty and staff) including representatives of the Worker Institute and ILR's other institutes and off-campus offices (Buffalo and Rochester, etc.)

Increasingly, Twitter serves as a tool for communicating ILR thought leadership on breaking news to media. For example, during Fast Food Forward and other labor movement actions such as the Carnegie Hall strike, outreach via Twitter resulted in immediate responses and subsequent placements in leading print and digital publications. More than 1,000 follow ILR on Twitter, an increase from 270 at the same time last year, and the upward trajectory is expected to continue through the year. Media, thought leaders and many organizations re-tweet ILR's original content.

A sampling of ILR placements from July 1, 2013 through June 5, 2014:

- Daily print and electronic outlets, both international and national –in The New York Times; The Wall Street Journal, The Guardian, Associated Press, The Los Angeles Times, Bloomberg, Crain's , The Washington Post, USA Today
- TV, international and national – Al Jazeera, NBC News, PBS Newshour, PBS women's issues program,
- Thought leader publications – The Economist, The Nation, International Business Times, Forbes, The Atlantic, The Economic Times, Slate
- Radio, national and regional – American Public Media's Marketplace, National Public Radio, NPR affiliates in New York City, Charlotte, Los Angeles, St. Louis, Madison, Wis.,
- Wire news, international and national – Reuters, Associated Press
- Trades –HR People & Strategy, Automotive News, The Chief, Labor Press, LaborRadio, Dairy Business East, Medical Xpress, The Union Edge, The Chronicle of Higher Education, SHRM, Chief Learning Officer, Roll Call, etc.

Publications

The office produced two issues of *Advance*, the alumni and friends magazine, with a focus on entrepreneurship (fall 2013) and thought leadership (spring 2014, ties to university's key message focus for the year.) Work has started on the next issue of ILR's biannual Engagement publication, which provides a round-up of outreach achievements across the school. Comments compiled recently from faculty and institute heads about this publication have been extremely positive, with one senior professor noting: "It captured a sense of the school moving forward, but with its valued traditions. It's a superb recruiting tool for students looking for the balance between social issues and the need to get a job. The format, temper and tone were perfect. It provides a real service."

Communications and Marketing Interns

For the first time, the department hired student interns to support its day-to-day efforts and help broaden its service to programs school-wide. Results have been outstanding. Having students take on writing and other work has allowed ILR Communications and Marketing staff to focus on more strategic issues and high-priority projects. Interns have:

- Interacted with or interviewed more than 70 professors, staff, alums and students for news stories
- Contacted all student organizations within ILR for information on upcoming events that could be publicized
- Wrote more than 40 stories for the ILR website. Some of the stories have been published in the Cornell Chronicle
- Proofed more than 200 pages of copy
- Took over (for full-time employee on maternity leave) finding/organizing media hits; update the ILR media blog
- Attended panels/lectures/etc. at ILR and Cornell to take photos of resident faculty and Extension faculty for Facebook and collect Twitter/Facebook content
- Assisted with media visits, calls, requests, TV interviews