

SERVICE CATALOGUE

Marketing, Communication & Engagement

Corporate Communications

Corporate communications is a fully in-house operation which incorporates the following areas:

- Corporate communications and PR
- Press and media relations
- Staff engagement
- Social media
- Research communications and engagement
- Community engagement

The head of the service is: Charles Heymann - c.heymann@reading.ac.uk

Corporate Communications and PR

ACTIVITY (description of the particular service activity)	CORE/UNIVERSAL SERVICE (the part(s) of the service activity provided/available to all)	OPTIONAL EXTRAS (the part(s) of the service activity available to add-on –costs may be incurred)	ADDITIONALSERVICES (part(s) of the service not provided but which could be commissioned/brokered via MCE – costs will be incurred)	NOTES
Institutional reputation management	Strategic counsel, guidance and advice on major incident handling, risk and reputation management to: <ul style="list-style-type: none"> • Vice-Chancellor and UEB • Leadership Group 		External PR and communications agency support (<i>MCE has no central budget for this, it would need to be funded locally</i>)	

	<ul style="list-style-type: none"> Schools and professional functions. 			
	Co-management (with Strategic Marketing Team) of annual perception and reputation review including, evaluation, reporting and reputation tracking/monitoring			
Corporate communications and PR - from planning to evaluation.	Professional PR and publicity strategy and delivery for major, University-level events and activities e.g. <ul style="list-style-type: none"> Global recruitment campaigns; Fundraising campaigns; Media partnerships; Open Days and Visit Days; Welcome Week Graduation; NSS; Staff survey Public lectures & events. 			
	PR and publicity strategy and delivery for major corporate projects e.g. <ul style="list-style-type: none"> Capital investment programme, New School/Course launches 			
	Management and delivery of the University's corporate communications calendar of activity inc, support for long-lead or short-lead time items.			
Crisis communications	Strategic guidance, planning and delivery of University-wide major incident and crisis communications across all channels and audiences			

Press and media relations (inc. research publicity)

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Media relations	Building and managing relations with an extensive network of national and international media contacts. Including developing and maintaining relationships with specialist correspondents, news editors; producers and content publishers, as well as national and international producers.			
	Scanning and identifying international and national opportunities 'talking-head' and expert commentary on breaking news; major news events; broader public debate; public policy.			
	Full handling for news, documentary filming and radio opportunities on campus on a case-by-case, project-by-project basis. Includes liaison between producers, presenters and Schools; scoping filming locations; and management of production crews on site.			

	Out-of-hours PR and publicity service - via the main press office email and phone accounts, with interview handling outside office hours			
Media monitoring	National and international news monitoring and evaluation - to measure impact and reach of news stories and journal publications.			
Research news, PR and publicity	Targeted PR and publicity service across five research themes and priority research activity (identified with Deputy Vice-Chancellor, Research Deans, Heads of School and Research Communications and Engagement team (see below)). Broadly focusing on 4* and potentially 4* research output and impact		<ul style="list-style-type: none"> • PR consultancy - pay for • Trade press and journal publicity and monitoring - • Media training (in-house) delivered on request: • Professional development - TV and radio training • Presentation training for 'to camera' work 	MCE will notto provide a personalised communications and engagement service for individual academics or research teams – publicity work focuses on institutional priorities
	Dedicated research press officers providing advice; planning; and delivery. cutting across all Schools, research themes and Divisions: <ul style="list-style-type: none"> • One leading health and food research; • One leading on environment, arts and humanities research, 			
	Full management and handling service for PR around high-impact research papers/stories to showcase the University's academic strengths – including: <ul style="list-style-type: none"> • Scripting/messaging, 			

	<ul style="list-style-type: none"> • Coordination with external stakeholders including partner institutions, • Pitches/'sell ins' to national and international media; • Co-ordination and in-house (MCE) commissioning of content 'package' including copy, infographics, film, blogs, background briefing papers; editing and curating content 			
Corporate news, PR and publicity	Dedicated corporate news press officer, providing publicity and PR delivery (local, national and international) on University stories e.g. VC-led announcements; major projects and programmes.			

Social media management

ACTIVITY (description of the particular service activity)	CORE/UNIVERSAL SERVICE (the part(s) of the service activity provided/available to all)	OPTIONAL EXTRAS (the part(s) of the service activity available to add-on –costs may be incurred)	ADDITIONALSERVICES (part(s) of the service not provided but which could be commissioned/brokered via MCE – costs will be incurred)	NOTES
Corporate channel social media management Management of main corporate University social media channels - to handle enquires and showcase and promote University, School, Department and function level highlights.			<ul style="list-style-type: none"> • 	
	Using core University social media channels to manage news and events on forward-planning content calendar - focusing on high-impact, University-level and priority School, Department and function news and events– with coordination of social media channels across the University where required.		<ul style="list-style-type: none"> • Buying social media promotion, fans, friends, likes or followers – pay for (<i>co-ordinated via MCE Marketing & Campaigns team</i>) 	MCE will not manage directly individual/personal social media accounts.
	Monitoring, evaluation and reporting using professional social media tools			
Social media advice and training	Providing strategic counsel, advice and guidance to Schools and functions re. use of social media: <ul style="list-style-type: none"> • Developing clear objectives, strategic and tactical plans for new or existing use of social 		<ul style="list-style-type: none"> • External social media practice training, workshops and conferences • External media law training, workshops and conferences 	

	<p>media channels, accounts, and activity</p> <ul style="list-style-type: none"> • Raising the quality and building followings and engagement on School, Department and function accounts. 			
	<p>Support and supervision of 'community' of nominated social media owners/leads across institution providing best practice guidance and coordinating University-wide announcements and best practice across 150 'official' social media accounts and networks.</p>			
	<p>Professional best practice guidance and guidelines to build individual academic's social media presence:</p> <ul style="list-style-type: none"> • MCE-led workshops (supplementing training provided by CQSD). 		<ul style="list-style-type: none"> • External social media practice training, workshops and conferences 	
	<p>Advice and counsel on and access to social media legal guidance and best practice, developed by Legal Services and MCE - to protect individuals, Schools and the University's reputation</p>		<ul style="list-style-type: none"> • External media law training, workshops and conferences 	

Staff engagement/internal communications

ACTIVITY (description of the particular service activity)	CORE/UNIVERSAL SERVICE (the part(s) of the service activity provided/available to all)	OPTIONAL EXTRAS (the part(s) of the service activity available to add-on –costs may be incurred)	ADDITIONALSERVICES (part(s) of the service not provided but which could be commissioned/brokered via MCE – costs will be incurred)	NOTES
Corporate internal communications / engagement	Management of VC-led, UEB-led and Leadership Group communications - including support for Ask the Board and VC-led major set piece events.		internal and external events, digital development, paid-for media will require allocated funding from outside MCE.	MCE does not have an operating budget for externally commissioned staff comms/engagement work.
	Management of internal staff-facing communication channels: <ul style="list-style-type: none"> • Staff Portal, • In Brief and Leaders' Brief • E-newsletters; and University-wide email distribution lists 			
	Communications and engagement handling for major University-wide and priority School-led projects. Including support for planning and delivery of tailored accompanying materials.			
	Strategic guidance and coordination of staff University-wide communications and engagement for capital building programmes.			
Staff engagement projects and campaigns	Management of cross-University staff engagement communications campaigns e.g. Diversity and Inclusion, embedding of E&E and PAS programmes.			

	Management and coordination of the 2017/18 all-staff survey.			2017/18 is a baseline year for the new staff survey.
Staff engagement advice and guidance	Strategic counsel and advice on internal School and Department communications providing guidance on tone and positioning, scripting and messaging, delivery and channel management.			

Research communications and engagement (new from 1 August 2016)

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Research communications and engagement strategy	Working to the Deputy Vice-Chancellor, Research Deans, Research Division Leaders and Research Institute Directors to support the 2020 Research Plan – including developing stakeholder and public engagement strategies and delivery plans for the <ul style="list-style-type: none"> • Research Themes • Priority Research Divisions 			MCE is allocated funding for strategic priorities from RETF and IDRI central funding. MCE has no 2016/17 central-allocated operating budget to provide personalised communications and engagement service for individual academics,

	<ul style="list-style-type: none"> • Interdisciplinary Research Institutes 			research teams or individual research divisions
Research Business Partner service	<p>Dedicated Research Business Partners (BP):</p> <ul style="list-style-type: none"> • BP for research themes/divisions • BP for research institutes <p>Providing single point of access to coordinate professional communications, engagement, creative, content, publicity and event management support from across MCE function:</p>			
Research Institutes event management	<p>Dedicated event management for the Institutes – working as part of and with access to support from the Events Team, within MCE (Marketing Operations – see below)</p>	<p>Provision of professional event consultancy service for non-strategic/smaller scale event projects that fall outside of strategic event programme</p>		<p>All event costs will be covered out of Institute event budgets – MCE has no operating budget for this activity</p>
	<p>Development of strategic events programme for each institute.</p>			
Research Institutes content management	<p>Dedicated digital and non-digital content and social media management for the Institutes – working as part of and with access to support from the Content Team within MCE (Marketing Operations – see below) and the Social Media manager (see above).</p>		<ul style="list-style-type: none"> • Externally commissioned digital development • Externally commissioned copy/content development/editing 	

Community relations

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Community stakeholder relations	Proactive relationship management with a wide range of community stakeholders: <ul style="list-style-type: none"> • Neighbourhood Action Groups; • Community associations and resident groups; • Thames Valley Police; • Reading Borough and Wokingham Borough Councils - leadership and ward councillors. 			
	Intelligence and knowledge of University's regional network of high-profile individuals, organisations and partners.	Ad hoc advice and guidance on engaging with organisations and individuals from within the University's regional network of high-profile individuals and partners		
Community engagement and communications	Strategic counsel and advice on community stakeholder engagement for public consultations, planning applications and approvals for major building projects developments on- and off-campus.			
	First point of contact for and handling University-wide coordination of community enquiries and complaints			

	Strategic counsel, advice and handling for student behaviour off-campus, in the community and living in private rental accommodation - including incident handling and coordination; triaging and signposting; as 'case' officer role.			
	Management of portfolio of communications channels and publications for community and students living off-campus - including CommUnity magazine and student information packs			
Student Community Ambassadors	Recruitment, training and direction of two Student Community Ambassadors to deliver operational community activity e.g. distribution of newsletters/magazines etc, coordination of volunteers for and participation in community activities and projects.			

Marketing Operations

Marketing Operations is a fully in-house operation which incorporates the following specialist teams:

- Events
- Content
- Creative and print
- MCE Administration

The head of the service is: Fiona Blair – f.j.blair@reading.ac.uk

Events

ACTIVITY (description of the particular service activity)	CORE/UNIVERSAL SERVICE (the part(s) of the service activity provided/available to all)	OPTIONAL EXTRAS (the part(s) of the service activity available to add-on –costs may be incurred)	ADDITIONALSERVICES (part(s) of the service not provided but which could be commissioned/brokered via MCE – costs will be incurred)	NOTES
Corporate events management	Professional event management service across the University providing strategic advice, planning and delivery for University-level, high-impact events that meet core MCE/University-wide objectives (e.g. global recruitment, institution wide reputation building and/or stakeholder engagement).	For events that sit outside of core programme, see event consultancy below		For events not part of core programme of delivery – MCE is unable to cover event costs.
Corporate events consultancy	Professional (non-delivery) event consultancy across the University providing advice and event planning support to the University (all Schools, Departments and Functions) for non-University-level events and activities			All event costs to be covered by commissioning School, Department or Function.
Event Promotion	University-wide co-ordination, development and distribution of	<ul style="list-style-type: none"> • Special editions / features / formats. Larger print runs – pay for 	<ul style="list-style-type: none"> • Support from promoters/publicists – pay for 	

	<p>promotion for high-impact public engagement events and activities inc.</p> <ul style="list-style-type: none"> • Termly public-facing events diary • Targeted promotion of core events • Advice/guidance on promotion of non-core events 			
Recruitment and conversion events management	<p>Event project management, event design and logistical delivery of University-wide Open Days, Visit Days and Clearing engagement opportunities e.g.</p> <ul style="list-style-type: none"> • X4 Open Days - £270K (17000 visitors) • X 5 central Visit Days (7-10000 visitors) • Clearing visits (200 visitors) 	<p>On request, tailored advice and guidance for School/Departmental specific experience design for recruitment and conversion events.</p>	<p>Co-ordination of enhanced event experience elements e.g. plasma screens, specialist furniture for Open Days – pay for</p>	
Research Promotion event management	<p>Working with Research Deans and Research Communications and Engagement team to develop programme of targeted events to raise profile of and promote research at Reading inc, event project planning, experience design and delivery of University-level impact events.</p>	<p>Professional (non-delivery) event consultancy for research events upon request.</p>	N/A	
University Public Lecture Series	<p>Development, delivery and promotion of the official University Public Lecture Series (x 4-5 per year). Events are planned to ensure:</p> <ul style="list-style-type: none"> • Strategic alignment with core research themes • PR opportunities maximised • Large audiences • Key stakeholder engagement 	<p>Extras/bolt on activities that could be added to the 4-5 in the programme and managed by the events team but that would need to be – pay for:</p> <ul style="list-style-type: none"> • Filming • Drinks reception • Exhibition • Dinner 		

Special/named public engagement events	Development, delivery and promotion of University special public events (these vary from year to year) e.g. <ul style="list-style-type: none"> • Edith Morley Lecture 	Upon request, event consultancy support for School/Department specific public engagement events		
Ceremonial events	Event management and support of University-level corporate and ceremonial events: Court Meeting: Full planning and delivery service Graduation: Event experience consultancy and planning and delivery of VIP aspects of graduation inc. liaising with/hosting Honorary Grads.	Upon request, event consultancy support for School/Department specific graduation receptions and celebrations		
Special events (e.g. anniversaries, VVIP visits)	Full support and development plus delivery and promotion of ad hoc University-level celebratory events e.g. Royal Visits, institutional anniversaries, campus or new School launches etc	For smaller scale/non University-wide anniversaries/launches a consultancy service would be provided		All event costs for special events would need to be covered from central University funds.
University extra-curricular music	Planning, co-ordination and delivery of University-wide extracurricular music provision inc. <ul style="list-style-type: none"> • Choirs, orchestra and big band • Annual concert programme 	Music sourcing and coordination service for ad hoc activities and events	Hiring of external musicians for ad hoc activities and events	

	<ul style="list-style-type: none"> • Student Ensemble in Residence 			
Staff and student events	<p>Full event design, planning and delivery of annual staff and student stakeholder events e.g.</p> <ul style="list-style-type: none"> • University Carol Service • Staff Summer Party • T&L awards 	Additions to this programme of activity commissioned only by UEB		
Corporate entertaining	<p>Planning and delivery of programme of stakeholder engagement dinners and functions hosted by the VC and other members of UEB</p>	Additions to this programme of activity commissioned only by UEB	N/A	All corporate entertaining costs are covered from central University funds.

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Content development	Content development for strategically significant, externally facing web pages, other digital products and non-digital products. Examples include prospective student-facing course pages on Discover Reading; prospectuses and graduation brochures; and the initial development of web pages for Schools and Departments, Research, Research Divisions and T&L.	Content development for projects less significant to the whole University, such as project web pages and blogs – pay for. This work can be outsourced. (See also <i>Outsourcing advice</i> activity.)	General copywriting, proofreading and editing service for projects less significant to the whole University – pay for	MCE is unable to update and maintain individual staff and student lists and profiles online.
Content project management	Project management of strategically significant content development projects (as referenced above).			
Content audit/review and maintenance	Audit, review and maintenance of content, both proactive and reactive, for strategically significant areas of the University website e,g, <ul style="list-style-type: none"> • Discover Reading (inc. all course pages, fees and funding pages etc) – updated annually (or as required) • Working in support of School Marketing Officers to maintain School and Department pages, 	Advice and guidance, upon request re. audit/review and maintenance of non-strategically significant content		
Content and digital marketing consultancy	Advice and guidance on various areas of content and digital marketing best practice, including: <ul style="list-style-type: none"> • Content design • Information architecture • Search engine optimisation 		In-depth/advice provided externally – pay for	

	<ul style="list-style-type: none"> • Accessibility • Writing for the web • User experience • Content production and project management tools 			
Content governance (digital)	<p>Working with IT to provide content governance activities associated with digital policies, e.g.</p> <ul style="list-style-type: none"> • Organising URL (web address) redirects • Agreeing use of and configuring short URLs, such as www.reading.ac.uk/maths • Agreeing use of blogs on the University Wordpress platform (blogs.reading.ac.uk) • Adding new and changes to existing user account permissions and access for web platforms: Sitecore (Discover Reading) and ActivEdition 			Blogs must be planned and used in a strategic manner to ensure they are an ongoing, useful communication channel
Content governance (style and tone of voice)	<p>Development and ongoing maintenance of a University style guide. Providing advice and guidance on form, style and tone-of-voice for all types of University content.</p>			
Digital analytics	<p>Guidance, advice and access to Google Analytics for reading.ac.uk and henley.ac.uk</p> <ul style="list-style-type: none"> • Provision of analytics reports containing agreed actionable metrics as part of wider analysis activity 		Full Google Analytics training; external courses are available e.g. Google Analytics Academy is free	

Quality assurance of digital content	Guidance, advice and access to to SiteImprove, a quality assurance tool used on reading.ac.uk and henley.ac.uk		Full SiteImprove training offered by the providers, SiteImprove – historically at no cost	
Outsourcing advice for web development projects	For web development projects being outsourced, advice on how to understand audiences and objectives, develop user stories, brief external agencies, manage working relationships etc inc. <ul style="list-style-type: none"> • Help to structure and run initial workshops to understand audiences and objectives and to develop user stories 		Project management of such projects	
Storyboarding/voiceover	Working with colleagues in Marketing and Campaigns to provide storyboarding and voiceover development for videos, audio and multimedia commissioned through Marketing Campaigns			
Email newsletter tool provision	Management of the University's email newsletter system for internal requirements, such as <i>In Brief</i> .	Ad hoc, occasional use by Schools, Departments and Research Divisions on request	Regular use by a School or Department will incur passing on of modest additional licencing costs (currently 1p per recipient)	Using this system ensures that emails with large distribution lists are sent in a staggered way to avoid overwhelming the IT network.
CMS training	Supporting CQSD in the development and delivery of CMS training is currently provided by CQSD			

Creative and print services

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In-house design studio	Access to a professional, commercial, in-house design team providing creative direction, advice, and design services to the University. Working with their Business Partner or Marketing Officer, all Schools, Departments and Functions can commission work from the team. Creative direction and design for all major University events and activities e.g. <ul style="list-style-type: none"> • Open Days • NSS campaign • Graduation • Welcome Week 	Please see the brand storytelling section – add-on-costs incurred.	Commissioning of design from approved external suppliers where necessary.	Creative and Print services operate as a commercial model, meaning all design work is chargeable.
	Develop, implement and accessible a suite of corporate templates using the University's visual identity e.g. letterheads, PowerPoint templates etc.	Where requested: advice, guidance and support for the development of templates for School or Department specific use – costs may be incurred.		
In-house print and production service	Access to a professional, commercial print and production service working with the design team to offer a convenient and efficient end-to-end in-house service including: <ul style="list-style-type: none"> • Digital printing • Litho printing • Large format printing 			Creative and Print services operate as a commercial model, meaning all print work is chargeable.

	Access to a professional reprographics copying service. Using industry standard equipment, our dedicated specialist staff provide a high volume mono and colour copying service for teaching and research materials.			
	Provision of corporate stationary in line with the Visual Identity including: <ul style="list-style-type: none"> • Letterheads, compliment slips, business cards and • Staff badges • Branded folders. • Branded note pads • Branded pens 			
Corporate film coordination and production	Access to a dedicated professional in-house film production specialist providing advice, scoping, planning and project management for small-scale corporate film production requirements.			Creative and Print services operate as a commercial model, meaning all film work is chargeable.
	In-house, corporate film production for online promotional use of major University events and activities e.g. <ul style="list-style-type: none"> • Open Days • Welcome Week • Special events 			
	Advice and guidance regarding the use of corporate film and the University's film bank.			
	Point of contact with University approved external film production companies			
Photography	Access to a dedicated professional in-house image and photography specialist			Creative and Print services operate as a commercial

	providing advice, scoping, planning and project management for small to medium scale University photography needs.			model, meaning all photogrpahy work is chargeable.
	In-house, corporate photography, for online promotional use, of major University events and activities e.g. <ul style="list-style-type: none"> • Open Days • Welcome Week • Special events 			
	Advice and guidance regarding the use of corporate photography, image sourcing and access the University's image bank.			
	Point of contact with University approved external photography providers.			

Global Recruitment

Global student recruitment is a fully in-house operation which incorporates the following:

- International student recruitment
- UK student recruitment
- Outreach

The acting head of the service is Kerry France: Kerry.france@reading.ac.uk

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Strategic planning, design and delivery of the prospective student journey	<p>A full service provision including insight gathering and analysis, strategic planning, advice and guidance to design, manage and deliver, at an institutional level, the University's prospective student experience (from early attraction to application) to drive UK and International applications to the University across all markets and study levels.</p>			
Prospective student data capture and enquiry handling (UK & International – UG and PG)	<p>Central point of management of prospective student data capture (from fairs, Open Days etc) and enquiry management (UG/PG) (inc. those from influencers/teachers/agents etc).</p> <p>Using CRM system and associated tools to effectively capture and manage data as well as to log and respond to enquiries, offering advice and guidance, providing further information e.g. forthcoming event details and signposting to Schools/Departments and other services when required.</p>	<p>Where requested – provision of data/insight and reporting on subject specific data in CRM</p>		
Targeting and Market Insight	<p>Data gathering, analysis and information sharing on target markets and market development at University-wide level to provide strategic direction and inform School/Dept performance analysis work undertaken by Business Partners.</p> <p>This includes:</p>	<p>As required: working with relevant Business Partners:</p> <ul style="list-style-type: none"> • Subject specific data analysis for programme development/departmental-led recruitment (or access related events) • Detailed market briefings including HESA analysis and 	<p>Buying lists of schools and colleges – pay for</p> <p>Purchase of subject specific market data – pay for</p>	

	<ul style="list-style-type: none"> Working with MCE's research and data insight resource and PSO to develop detailed University-level market analysis and market analysis tools e.g. for competitor data Advice re. access market insight Subject specific entry level country intelligence Annually produced overseas regional plans Sharing insights on intelligence gathered on the road (UK/OS) inc. tactics being employed by other Universities (esp. around entry requirements overseas) 	detailed report on in-country opportunities for subject areas (may incur data charges)		
Management and development of recruitment materials	<p>Commissioning, project management, development and targeted distribution of a suite of recruitment materials for UG/PG, UK/Int. Including (but not limited to):</p> <ul style="list-style-type: none"> Prospectuses (and mini guide) including UG,PGT, PGR <ul style="list-style-type: none"> Schools/Depts receive x 45 copies for use during cycle Regional flyers (for international) 	Additional copies of existing items for school / department events upon request (minimum print requirements may have to be met and paid for)		
Representation at recruitment fairs and exhibitions (UK and International)	<p>Strategic planning, logistics and attendance at recruitment fairs and exhibitions worldwide to represent the University and its course portfolio at UG and PG level.</p> <ul style="list-style-type: none"> Strategic/tactical selection and booking targeted fairs 	On request, working with Business Partners to provide advice and guidance to Schools and Departments re. attendance at targeted fairs and exhibitions, especially overseas.	Paid for advertising / sponsorship available at some events	MCE is unable to cover costs for School and Departmental representatives attending recruitment fairs and exhibition.

	<ul style="list-style-type: none"> • Commissioning and project management of development of all display materials and collateral • Attendance and representation , promoting all subject areas and the broader University of Reading experience 			
Prospective student communications and engagement (UG and PG, UK and International)	<p>Planning and delivery of contact strategy for communications and engagement across the prospective student journey inc.</p> <ul style="list-style-type: none"> • Programme of tailored prospect comms developed and delivered from first contact to application (this is a combination of UoR generic messaging and calls to action e.g. for Open Day and subject specific targeted). 	Where requested; development and managed delivery of non-programmed subject specific correspondence via CRM		
On-campus recruitment events	<p>Strategic development, design, planning and delivery of a suite of annual on-campus, targeted recruitment events and activities for UK based UG and PG prospects (occasionally attended by international prospects).</p> <p>This includes all project management, promotion, registration, attendee communications and delivery (see below for details)</p>			
University UG Open Days	Design, project planning and delivery of all event elements of 4 Open Days per year (x 2 in June and x 2 in late Sept/October) to showcase UG experience. Inc.	Where required, working with Business Partners - advice and guidance on School/Dept specific subject experience offering.	Additional collateral/enhanced event experience elements e.g. plasma screen hire – pay for	

	<ul style="list-style-type: none"> • Working closely with Schools and Departments to develop programme of activity • School and Departmental briefing sessions, 1:1 meetings and regular update communications throughout the planning period • Provision of materials for Dome exhibition per subject as follows: <ul style="list-style-type: none"> - x 1 banner, literature stand and poseur table • Campus wayfinding including bespoke Open Day maps and signage also: <ul style="list-style-type: none"> - Subject specific wayfinding flags - Subject hand-held signs - Templates for internal signs • Recruitment and training of Open Day ambassadors • Registration, enquiry handling and pre-open day comms • Feedback survey inc.providing subject specific data and feedback to schools 			
<p>Postgraduate events (on campus)</p>	<p>Design, planning and delivery of programme of University-wide (all subjects covered at a broad level) events and activities to drive applications from PG prospects across the cycle e.g.</p> <ul style="list-style-type: none"> • Finalists Careers fair (Nov) • Master's Visit Afternoon (Feb and Nov) • Postgraduate Lunch (June) 	<p>Where requested, consultancy support of School-led events and activities</p>		

	Includes all promotion, attendee communications, briefings to Schools and feedback capture.			
Pre-application subject taster experiences (UG)	<p>Strategic planning, management and delivery of subject tasters (targeted at UK based, UG prospects - Yr 12 and pre-application 13)</p> <ul style="list-style-type: none"> • Developing provision with aim to provide at least one subject taster experience per subject group/area ensure coverage for all UG subjects offered • Inc. working with Schools to develop talks/sessions – rely on individual academics to provide subject talks • Promotion and registration comms • Delivery of general content e.g. intro. Talks and tours 	Where requested: to provide consultancy and some delivery support for additional subject-based taster experience not covered by core programme.– costs for delivery would need to be met by School.	Additional promotional materials for subject area – e.g pens, brochures – organised by MCE, paid for by Schools	
Campus Tours/ad hoc visits	<p>Provision of fortnightly/weekly managed campus visits/tours. Open to prospects and offer holders (<i>often those that missed Open Day/Visit Day</i>)</p> <ul style="list-style-type: none"> • All promotion, registration and comms for these activities. All subject areas are covered/promoted at a broad level (liaison with Schools re. prospects/offer holders attending). • Bespoke service offered for prospects and applicants to visit campus if they cannot attend pre-arranged campus tour dates 	Where requested - option for Schools to book campus tour or associated activities to add onto their own departmental-led events – some costs may be incurred		

	<ul style="list-style-type: none"> • Creation and production of 'self-guided' campus tour document online for those who prefer to visit outside of pre-arranged tour times 			
On campus visits for school/influence groups	<p>Organisation of visits for a variety of school groups (UK or International) and other influencer groups e.g. agents, international delegations etc</p> <p>Planning, management and delivery of programme of planned and ad hoc visits from groups promoting all subjects. Visits from:</p> <ul style="list-style-type: none"> • UK and international schools • Agents • Teachers • International delegations • Sponsors 	Where requested; support / consultation for School-hosted visits		
In-school talks (Information Advice and Guidance)	<p>Targeting, promotion, planning and delivery of programme of in-school talks – covering all subjects at broad level:</p> <ul style="list-style-type: none"> • Delivery of talks by specialist trained team members and student ambassadors <p>Also working with Schools to send current students back to own school/college to give subject talks – all subjects covered – up to 10 per School</p>	<p>Where requested – advice on targeting and consultancy support for Schools/Depts delivering their own subject specific school talks</p> <p>Option for Schools/Depts to pay for additional current student in-school talks to supplement those already in place – additional costs to be covered by Schools/Depts</p>	By arrangement delivery of talks for non-priority schools and colleges in (not feeder or access)	
International recruitment agent engagement	Recruitment, training and management of international recruitment agents/agent networks worldwide including:	Where requested individual School liaison with agents can be arranged	On-campus agent engagement activity – pay for	

	<ul style="list-style-type: none"> • Promotion of the University and its individual programmes • Profile raising in-country including coverage in countries we may not be able to visit regularly or at all. • Market intelligence and on the ground local knowledge. 			
Teacher and Advisors engagement	<p>Targeted, insight-driven, development and ongoing engagement of network of teachers and advisors (UK and international). Including:</p> <ul style="list-style-type: none"> • Annual programme of communications to schools and teachers • Development of resources and supporting materials for use in schools • Planning and delivery of annual conference bringing teachers and advisors from priority schools to campus. 			
Overseas visits	<p>Planning and delivery of programme of overseas recruitment trips and activities - targeted approach to in-county activity where no exhibition option/exhibitions are ineffective inc.</p> <ul style="list-style-type: none"> • Agent engagement meetings • International School visits • Collaborative activity with other UK HEIs <p>All subjects promoted at a broad level with specific subject targeting where appropriate.</p>	<p>Where requested; advice and guidance plus consultancy support for planning of School/subject specific trips/visits inc. arranging agent meetings/briefings etc plus support in arranging events at the British Council or other public forum – pay for</p>		<p>MCE is unable to cover costs for School and Departmental representatives travelling overseas for recruitment purposes</p>

Online course listings (UG & PG)	<p>Working with Schools and Content team to develop and co-ordinate content and updating of University course profiles/promo sites online (including paying relevant fees associated) to ensure up-to-date info on the following:</p> <ul style="list-style-type: none"> • UCAS entry profiles (all subjects covered) • TSR (University profile) • FindaMasters • Target Courses • Prospects • Access to Professions • UniTaster Days 	<p>Where requested and in liaison with Business Partners, working with Schools/Depts to develop:</p> <ul style="list-style-type: none"> • Targeted subject specific mailings from these site providers – pay for • subject specific adverts – pay for 		
UK based OS recruitment activity	<p>Planning and delivery of programme of activity targeted at UK based international prospects and influencers</p> <p>Planning, delivery of activities in/with</p> <ul style="list-style-type: none"> • International Schools • Conferences • Communities of Practice • Membership Groups 	<p>Where requested and in liaison with Business Partners to provide support to Schools/Depts to be involved in these activities where relevant</p>		
Student Ambassador Scheme	<p>Design and delivery of University Student Ambassador Scheme. Recruitment, training and management of team of University Student Ambassadors that support University-wide recruitment activities. Inc.</p>	<p>Where requested; bespoke support for recruitment of School-specific ambassadors</p> <p>Ad hoc access to central Student Ambassadors for Schools/Dept events/activities – pay for</p>		

	<ul style="list-style-type: none"> • Advice, guidance and training provided to Schools re. recruitment of School-specific ambassadors 			
Widening participating strategy development and delivery	<p>Working with the relevant University committee (WPSAAC) and colleagues from SAS to inform, deliver and report on pre-entry elements of the University's WP strategy and Access Agreement requirements e.g.</p> <ul style="list-style-type: none"> • Representation in UNet and conference delivery • Support for Study Higher activity 	When requested; School specific WP guidance and advice given including with regard to the development of new courses and programmes.		
OFFA required activity	<p>Planning and delivery and reporting of activity committed to fulfil requirements of University's access agreement (access funded)</p> <ul style="list-style-type: none"> • Scholars Scheme (Yr 12 and 10) – hope to have coverage for all subject area/groupings in place • Talks and tasters for yr 10s • Design and development of activities and resources for primary schools 	Resource materials can be made available to Schools for own use – pay for		
Care Leavers activity	<p>Government required activity to support access to HE for care leavers</p> <ul style="list-style-type: none"> • Liaison with Local Authorities • Internal liaison with stakeholders • Ensuring accurate content on website • Profile on external listings • Activity delivery 	Where requested - consultancy support for events inc care leavers		

UTC support	<p>Support of regional Technical College as Partner</p> <ul style="list-style-type: none"> • Coordination of outreach activity to support partnership with UTC • Representation on steering group 	Support for events for UTC students NOT as part of central programme		
Students in Schools scheme	<p>Management and delivery of scheme for current students to volunteer to give class-room support to local schools and educational projects inc. recruitment of students volunteers</p>	Support to Schools where students run subject specific projects aimed at school children.		
Receipt and distribution of Staff Overseas Travel Forms	<p>Enables RIO to engage with academics who are travelling in key recruitment countries and encourage wrap-around activities</p> <ul style="list-style-type: none"> • Pass the information to relevant RM/RO by RAs • Record relevant information on a shared spreadsheet with Alumni team 	Funding opportunities i.e. Newton can be directed to schools known to be active in relevant region/ country.		
Relationship management with sponsorship bodies	<p>Strategic guidance and advice as well as central management of international governmental and embassy based sponsorship bodies e.g.</p> <ul style="list-style-type: none"> • Chevening and Commonwealth Shared Commission scholarships (with Admissions) • Fulbright and Marshall Scholarships 			
International student arrival and induction	<p>Provision of international student specific support and guidance as part of University's wider Welcome Week activities lead by SAS, including:</p> <ul style="list-style-type: none"> • Meet and Greet at Heathrow 			

Admissions, conversion and confirmation support	<p>Working with Admissions to share best practice and ensure synergy throughout the prospect/applicant journey and to support specific activities inc.</p> <ul style="list-style-type: none"> • Support for planning and delivery of Visit Days • Support for calling campaigns (including supporting agents in converting students and offering desk-based support (Skype chats or equivalent) • Support for clearing and conversion hosting visitors/supporting call centre 			
CRM - Business leadership	<p>Provision of non-technical, business leadership for the University CRM system including business process development and review, commissioning of further development and continuous improvement.</p>	<p>Where requested – provision of data/insight and reporting on subject specific data in CRM</p>	<p>Commissioning of further functionality development</p>	<p>University technical ownership of the CRM sits with IT.</p>

Marketing and campaigns

The marketing and campaigns team incorporates the following teams:

- Brand custodianship and campaigns
- School and Professional Service Business Partners and Marketing Officers

The head of the service is Karen Smalley: k.smalley@reading.ac.uk

Brand custodianship and campaigns

ACTIVITY (description of the particular service activity)	CORE/UNIVERSAL SERVICE (the part(s) of the service activity provided/available to all)	OPTIONAL EXTRAS (the part(s) of the service activity available to add-on – costs may be incurred)	ADDITIONALSERVICES (part(s) of the service not provided but which could be commissioned/brokered via MCE – costs will be incurred)	NOTES
Corporate brand strategy, positioning and management	Corporate level strategic brand development, positioning, management and guardianship including: <ul style="list-style-type: none"> • Development and regular review and refresh of brand guidelines • Strategic advice and guidance • Brand building advertising 			
Partner brand strategy and management (UoRM and Henley Business School)	Partner brand (e.g. UoRM) development and management including: <ul style="list-style-type: none"> • Development and regular review and refresh of brand guidelines • Strategic advice and guidance 		Support for partner brand building and advertising – pay for	
University sub brands and co-brands	Development and management of University sub and co-brands , in line with corporate institutional brand guidelines. Including those for Research Institutes, University commercial operations and museums inc: <ul style="list-style-type: none"> • Strategic advice and guidance • Development and regular review of sub brands and guidelines for use 		Support for partner brand building and advertising – pay for	
Corporate campaign strategy: planning and project management	Professional strategic campaign development and planning for major, University-level projects and activities e.g. <ul style="list-style-type: none"> • Global recruitment • Fundraising campaigns • Welcome Week 	Where requested: advice, guidance, planning and project management for School/Dept/Professional function campaigns – pay for	Commissioning of campaign development via external partner	

	<ul style="list-style-type: none"> • Clearing • NSS • Staff survey • Capital investment • New School launches <p>This includes full project management from: creative development, media buying and planning to tracking and evaluation.</p>			
Media buying and advertising	Strategic advice, planning and management of media buying and advertising for ad hoc projects (i.e. separate to that included within individual campaigns).	Where requested and in liaising with Marketing Business Partners, advice, guidance, and support for planning and buying media and advertising for Schools and Departments.		MCE does not carry a central budget for this activity – all costs are covered by project or School/Dept budgets
Visual identity management	Development and management of the University's corporate visual identity including: <ul style="list-style-type: none"> • Development and regular review of visual identity usage guidelines • Strategic advice and guidance on visual identity use. 	Where requested: advice, guidance and support for the development of templates for School or Department specific use – costs may be incurred		
Corporate media partnership development and management	Strategic advice and guidance plus development and management of strategic University-level media partnerships to achieve brand visibility and positioning, media coverage and brand endorsement e.g. <ul style="list-style-type: none"> • Reading Festival partnership with NME/Festival Republic 			
Brand storytelling development	Development of University-level and subject specific/research area specific brand storytelling to form basis of content and collateral for recruitment and wider promotional purposes.	Three toolkit options available. <u>Option 1: Basic package</u>		

		<p><u>Content development</u> 2 messaging and proposition workshops</p> <p><u>Print</u> A4 brochure (with standard cover) Single and double sided leaflets and flyers Posters 1 Pull-up banner</p> <p><u>Film</u> Internally produced film (including cost for our in-house team to project manage and brand the film with graphics).</p> <p>Total cost including design and production: £5,000</p> <p><u>Option 2: Medium weight package</u></p> <p><u>Content development</u> 2 messaging and proposition workshops</p> <p><u>Digital</u> Web banners and graphics (social media)</p> <p><u>Print</u></p>		
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		<p>A4 brochure (with standard cover) Single and double sided leaflets and flyers Posters Pull-up banners</p> <p><u>Film</u> 2 subject area films</p> <p><u>Photography</u> Internal photoshoot</p> <p>Total cost including design and production: £10,000</p> <p><u>Option 3: Full package of assets</u></p> <p><u>Content development</u> 2 messaging and proposition workshops</p> <p><u>Digital</u> HTML web banner Web banners and graphics (social media)</p> <p><u>Print</u> A4 brochures (with gate folds and French folded cover)</p>		
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		<p>Single and double sided leaflets and flyers Postcards A4 folders Posters Pull-up banner</p> <p><u>Film</u> 1 inspirational film 2 subject area films</p> <p><u>Photography</u> External photoshoot</p> <p>Total cost including design and production: £22,000</p>		
Corporate collateral development	<p>Strategic guidance, creative direction and, working with colleagues in Content and the Creative and Print team, delivery of corporate collateral for major University activities e.g.</p> <ul style="list-style-type: none"> • Prospectuses • Open Days • Recruitment fairs • Conversion collateral • NSS • Graduation 			Marketing and Campaigns does not hold a central budget for design and production of collateral. All paid for by commissioning project, School/Dept/function etc
	<p>Working with Marketing Officers to provide advice, guidance and creative brief development for School/Department/Service/Function collateral development e.g. School/Dept</p>			Marketing and Campaigns does not hold a central budget for design and production of collateral. All paid for by commissioning

	course brochures, banners and other recruitment marketing.			project, School/Dept/function etc
Corporate campus dressing	<p>Advice, guidance, creative direction and project management of the production and delivery of corporate campus dressing in line with campaign development for major University projects and activities e.g.</p> <ul style="list-style-type: none"> • Open Days • NSS • University anniversaries • Major capital investment projects (e.g. hoarding dressing) 			
Corporate films	Strategic guidance and creative direction and project management of University-level corporate films e.g, those featuring the VC/senior officers or those developed as part of strategic University-level campaigns, events and activities.	Where requested: advice, guidance and creative brief development for School/Department film development – film production – pay for		All film production costs for special events would need to be covered from central University funds.
Corporate merchandise	Advice, guidance, creative direction and project management of the production and delivery of corporate merchandise from VIP gifts to event giveaways.	Where requested: advice, creative direction and project management of School/Dept specific merchandise – pay for		MCE is unable to cover costs of production of corporate merchandise, these would need to be covered on a project by project basis.

Business partnership/School marketing strategy and planning/Market insight and research

ACTIVITY (description of the particular service activity)	CORE/UNIVERSAL SERVICE (the part(s) of the service activity provided/available to all)	OPTIONAL EXTRAS (the part(s) of the service activity available to add-on –costs may be incurred)	ADDITIONALSERVICES (part(s) of the service not provided but which could be commissioned/brokered via MCE – costs will be incurred)	NOTES
Business partnership.	Dedicated School/Professional Services Business partners provide advice and guidance to schools on all MCE opportunities and activities with overall relationship management responsibility between Schools/Departments and the MCE function. Business partners and marketing officers provide a day to day contact point for schools into MCE for advice, delivery and trouble shooting.		Business partners will advise on additional service requirements and broker guidance from relevant MCE functional specialists	
Marketing strategy.	Business Partners will produce School/Professional Service recruitment marketing strategies every five years. Schools/Services with multi depts may have strategies developed by individual departments as deemed necessary by MCE or requested by UEB.			We cannot commit to supply all of these in the first year and a priority list will be produced. Currently most strategies have been completed on a departmental level, as it is inappropriate to complete at a school level for multi dept schools

Performance Analysis	Business partners will commission a Performance analysis for each School every year.	Schools may have additional analysis by Department as deemed necessary by MCE.or UEB due to market opportunities/conditions	Schools may purchase additional HESA data at programme level to establish market opportunities	We cannot commit to supply all of these during the first year and a priority list will be produced.
Tactical recruitment marketing activity plans for priority and problem areas (UG & PG).	Business partners will develop tactical recruitment marketing activity plans for Schools/Departments as requested by UEB or Heads of School due to market conditions or opportunities.	Up to one a year by school.	.	
Development and management of marketing messaging document.	Business partners will commission one document for each department or subject area outlining USPs, testimonials, agreed course descriptions informed by all MCE areas and other business areas. Owned by Marketing officer. Liaising with school's information owners, content team, Business Partner and other business units – e.g. alumni and PSO, to ensure document is up to date.	Scope and facilitate internal focus groups	External Research and Focus groups to support messaging document may require school funding for incentives and external facilitation	We cannot commit to supply all of these in the first year and a priority list will be produced.
Competitor review.	Business partners will propose and agree on upto 10 competitors with HoS for annual market analysis and review.	Additional competitor reviews may be agreed for particular market opportunities	External market/competitor reviews may be commissioned through Business partners and funded by schools	We cannot commit to supply all of these initially and a priority time plan will be produced

New programme development.	Business Partners will review all new programme proposals and provide appropriate market appraisals or advise on market demand and feasibility.	Business partners will provide full market analysis for one new programme per department each year.	Schools have the option to buy more market analysis for additional programme proposals.	
New programme or major project launch	<p>Working with teams across MCE, the Business Partners will provide project management for School specific new programme or major project launches to coordinate and deliver:</p> <ul style="list-style-type: none"> • Messaging workshops • Detailed marketing plans • Development, planning and management of targeted campaigns • Development of collateral e.g. brochures, films etc • PR and media • Events • Web page development 	-	-	MCE does not hold central budgets for this activity, all costs would need to be covered by the commissioning School/Dept.
Status reports.	Project status reports will be produced monthly for each school for all marketing activity commissioned and managed by Business partners and marketing officers			

Marketing Officers.	<p>Designated School Marketing officers will provide day to day support for schools and departments for agreed recruitment activity including:</p> <ul style="list-style-type: none"> • Management and update of School recruitment web pages • Management and updating of School recruitment social media channels • Development and delivery of recruitment collateral • Coordination of content for relevant corporate requirements – prospectus • Support one school run event per term 	<p>Business partners will be responsible for the line management of School marketing officers and support recruitment activity of any school marketing support requirements</p>	<p>Schools may fund dedicated marketing support colleagues for their School if approved in the annual planning process. Business partners will help with the recruitment process and be responsible for the line management general school marketing officers</p>	
Market Insight and Research	<p>Providing specific market insight for the development of strategic or tactical marketing activity in support of School/departments or individual programmes</p>	<p>Ad hoc market research support and direction</p>	<p>Schools may require external data purchase or research support funding</p>	
School / Department recruitment marketing collateral	<p>In liaison with the Creative and Print team, project managing commissioning and delivery of school marketing materials including:</p> <ul style="list-style-type: none"> • Writing and agreeing briefs for school recruitment marketing materials • Working with information owners to gather content <p>- Marking up amends - Agreeing sign-off</p>	<p>Additional briefs and production for other agreed priority projects.</p>	<p>Support will be provided for collateral requirements in addition to recruitment support that may need school funding for external provision</p>	

School recruitment website.	<ul style="list-style-type: none"> - Ownership of 'key facts' pages within School site including developing pages in CMS. - Overseeing all 'School' page content, ensuring meets new MCE advised layouts and content (when agreed). - Auditing current school pages. 			A priority time plan will be produced
Open Days.	Liaising with Events, Global Recruitment to support academics in developing open day programme and collateral			
University wide visit days	Liaising with Events and academics to agree schedule of events on days and developing school's communication for the visit day.		Supporting school run visit days.	
School events.	Business partners will provide strategic support for one school event per term with marketing officers supporting the delivery..	Business partners will provide strategic support and guidance for additional events	School may need to purchase external event management for additional events	

<p>School Recruitment Social Media.</p>	<p>For School's Social Media only (1x Facebook, twitter and LinkedIn):</p> <ul style="list-style-type: none"> - Working with Social Media manager and content team to develop social media plan. - Working with academics to develop content and stories. - Evaluating effectiveness of social media. - Liaising with other areas of MCE and University and academics to amplify content where possible. 	<p>Provide guidance on additional social media channels</p>	<p>Schools will need to purchase advertising space if they plan to use social media channels for discrete advertising campaigns.</p>	
<p>CRM campaigns.</p>	<p>Working with Global Recruitment, Business partners/Marketing Officers will work with Academics to develop content for CRM campaigns</p> <ul style="list-style-type: none"> - Using marketing messaging document to develop messaging for any CRM campaigns agreed through the Partnership agreement. - Helping develop campaigns and supplying results back to schools. 	<p>Supporting additional CRM activity as agreed with the Global recruitment team.</p>	<p>Schools may fund additional CRM activity for their school which will be managed through the Business partners</p>	