

## CXWG Briefing Note – Communication Framework

3 June 2021

### Executive Summary

This body of work was initiated to introduce a more consistent One UQ approach to communicate with prospective students, from when they are leads until their program enrolment past the first census date.

According to the 31 diary studies conducted as part of the Commencing Student Experience Research in 2020, students are often getting overcommunicated:

- Email communication is vastly different, with some participants receiving 162 emails in 4 weeks, and others receiving only 8
- The quality of communications is also vastly different, with only 39% being on-brand, and only 43% at a standard readability level (i.e. easy to read) for an average adult
- There is a gap in communications to postgraduate students (with some feeling "out of the loop" on orientation activities), as compared to undergraduate students (with many feeling "bombarded").

Further investigations reveal the causes of the situation, including:

- Lack of centralised and coordinated approach to communicate with prospective students
- Lack of visibility of what has been sent to prospective students
- Lack of technical capability to automate and facilitate the prioritisation of different types of communication being sent at the same time from different organisation units.

Without a One UQ prospective student communication approach, UQ will not be able to fully utilise the benefits of the upcoming CRM and MA solution. This is because 'lifting and shifting' the current outbound communication and nurturing campaigns may continue to contribute to the hundreds of communications currently being received by prospective students.

This body of work proposes an effective framework for the central Marketing and Communication unit and different organisation units to communicate with prospective students in a coordinated way, supported by the technical enablers of the CRM and MA solution. To align with the delivery priorities of the CRM and MA Program, it is recommended to start the foundation of the framework from the prospective students' customer cohort and scale up the same framework to other customer cohorts.

### Objectives

The key objective of this framework is to provide a One UQ approach to deliver outbound communication to minimise communication fatigue, improve consistency and build trust with prospective students. It will provide:

- An effective communication framework to improve collaboration across UQ
- Guidance on business rules and automated processes to be implemented in the CRM and MA solution
- Clear responsibility and ownership for different categories of communication to deliver consistent messages to prospective students.

## Benefits to the University

- **Stakeholder experience:** Improved experience for prospective students. Prospective students receive reduced, but more tailored and relevant communication from UQ through the appropriate channel, at the right time.
- **Student recruitment:** More sophisticated communications that enable us to always keep prospective students warm and engaged at any stage of their journey.
- **Reputation:** Increased perception of professionalism at UQ from communications. Communications and activity are coordinated, aligned and supporting of each other.
- **Staff efficiency:** Provide a framework to allow more organisation units across UQ to deliver communication within the CRM and MA solution effectively without manual interventions. (This benefit may not be fully realised until the CRM and MA solution is rolled out to more organisation units. However, the framework will ensure the solution is ready to scale up.)

## Key Deliverables

- Defined categories of communication
- High-level communication process for different categories of communication
- Responsibility and ownership of communication.

## Project team members (sub-working group members)

Project team members are SMEs who will be the core members driving the planning, design and execution of the framework. They will participate in all key workshops and activities, including reviews of draft deliverables.

Project team members are required to allocate 4-8 hours a month to participate project-related activities.

## Other Stakeholders

Stakeholders are individuals or teams who will be impacted by the outcome of the project. They should be aware of the development of the framework and given opportunities to provide feedback along the journey.

Stakeholders are required to allocate 2-4 hours a month to review the output of the project team members and provide feedback.

## Membership

The proposed membership of the Communication Framework sub-Working Group:

Name	Business Area
Mark Ewen	Academic Services
Kyra Simondson	Admissions
Greta Usasz	Advancement Services and Operations

Name	Business Area
Jenny Pattison	Advancement Services and Operations
Angela McNeil	BEL
Laura Hassett	BEL
Alistair Laurenceson	BEL
Deanne Strachan	BEL
Chantal Henderson	Business School
Trent Leggatt	EAIT
Angela Li	EAIT
Anthony Craig	Future Students
Daniel Tackage	Future Students
David Pollitt	Future Students
Kate Hughes	Future Students
Lara Murray	Future Students
Loretta Porche	Future Students
Mia Zhang	Future Students
Ping Khoo	Future Students
Shirley Chung	Future Students
Zhan Patterson	Global Engagement and Entrepreneurship
Michael Holder	Global Engagement and Entrepreneurship
Carla Marangelli	HABS
Donna Guest	HABS
Julie Waldron	HABS
Melinda Kopanakis	HASS
Majella Ferguson	HASS
Shirley Moran	HASS
Stephanie Jillett	Institutes
Andrew Forbes	ITS
Gregory Harrison	ITS
Tanya Ziebell	Library
Declan Fowler	M&C
Jody Hart	M&C
Charlotte White	M&C
Kathryn How	M&C
Xiaodan Lin	M&C
Justin Laing	Medicine
Belinda Ryan	Medicine
Chris Gourley	Research
Helen Woodman	Research
Julie Baglot	Science
Stephan Gillard	Science
Dino Willox	Student Employability
Andrea Strachan	Student Services

## Timescale

The timing for delivery of the Communication Framework will be determined according to the number of planning sessions required to accommodate the number of nominees received.

Month	Tasks, activities and deliverables
1	<ul style="list-style-type: none"> <li>• Onboarding</li> <li>• Presentation of proposed model</li> <li>• Gather information and data of existing communication</li> </ul>
2	<ul style="list-style-type: none"> <li>• Agree on proposed communication categories</li> <li>• Presentation of refined proposed model</li> <li>• Discussion of ownership and responsibility</li> </ul>
3	<ul style="list-style-type: none"> <li>• Final presentation of Communication Framework deliverables</li> <li>• Seek endorsement of the Communication Framework</li> </ul>

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## Version Control

Version	Date	Reviewed by	Endorsed by
<b>0.1 Initial draft</b>	13/5/2021	C. Stillman-Cheng, A. van der Wiel	J. Medina
<b>1.0 CXWG review</b>	27/5/2021	CX Working Group	

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