
An update from the Office of University Relations on strategic priorities to advance the UW–Madison brand

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A Message from the Vice Chancellor for University Relations

It is with great pleasure that we share with you this inaugural edition of Keep On, Wisconsin. Keep On. It’s a report intended to provide you with a summary of the activities undertaken by our new Office of University Relations as we strive to protect, strengthen and advance the UW–Madison brand.

This summary document contains highlights of our efforts and accomplishments since the Office of University Relations first launched in August 2009. Among the highlights:

- Re-invigorated the Wisconsin Idea through a comprehensive and far-reaching celebration of the Year of the Wisconsin Idea and other ongoing initiatives.
- Nurtured and strengthened our relationships with legislative leaders and the business community throughout Wisconsin.
- Launched a variety of new tools to improve internal and external communications.
- Further aligned our outreach activities with schools and colleges at UW–Madison, the Wisconsin Alumni Association, the UW Foundation and other affiliated partners.
- Expanded our communication and customer-service efforts directed toward our students and their parents.
- Increased and expanded services provided to the corporate community throughout Wisconsin and continued to encourage and enable the entrepreneurial spirit of our students, faculty, staff and alumni.

There are many other highlights — many of which are well documented elsewhere in this report, and many others that have been more subtle, but productive and effective nonetheless.

But we won’t rest on the accomplishments of the past 42 months. We cannot stand still. We must continue to seek new and better ways to achieve our goals.

As we move forward, we do so with the following strategic priorities to guide us along the way:

- Promote UW–Madison
- Lead institutional messaging and marketing
- Build and nurture relationships
- Proactively address controversy

During the past 165 years, students, faculty and staff at UW–Madison have partnered with the citizens of Wisconsin to build a world-class public university. It’s our turn now. We must do all that we can to build upon that legacy — to protect, strengthen and advance what so many have built for so long.

With your help and the help of many others, we can be successful.

On, Wisconsin!

Vince Sweeney
Vice Chancellor for University Relations
The importance of making strategic decisions, sharing them across the campus and beyond, and collaborating with others to implement those decisions has long been recognized at the University of Wisconsin–Madison. Those who carry out these critical steps are truly interpreting the Wisconsin Idea, the principle that the university should improve people’s lives beyond the classroom through teaching, research, outreach and public service.

Aligning resources and clearly communicating the university’s mission and priorities to key constituencies are at the core of our university relations work. Although this work was informally coordinated among multiple campus units, a formal reorganization designed to enhance those efforts was undertaken in 2008.

This reorganization included establishing an Office of the Vice Chancellor for University Relations. The office was charged with developing and implementing a strategic communications and relationship-building plan for the university that reaches out to a broad range of audiences, from the campus community to legislators, parents, alumni, donors and friends around the world.

In 2009, Vince Sweeney was selected as the university’s first vice chancellor for university relations. He brought deep knowledge of UW–Madison to the position from his earlier posts as director of trademark licensing, the athletic department’s director of marketing and promotions, and senior associate athletic director for external relations.
UNIVERSITY RELATIONS: Who We Are

Under the leadership of Vice Chancellor Vince Sweeney, the Office of University Relations has two areas of focus that offer a variety of services and programs for the university community, news media, alumni, parents, community and government leaders, and the general public.

These units, University Communications and Marketing, and Strategic Partnerships, work collaboratively and creatively on projects designed to increase awareness of the university among a variety of constituents. The Office of University Relations also fosters partnerships with two key affiliate organizations, the UW Foundation and the Wisconsin Alumni Association, as well as our many UW–Madison schools and colleges.

The organizational chart below shows how critical functions are structured within the Office of University Relations.
UNIVERSITY COMMUNICATIONS AND MARKETING

Amy Toburen serves as executive director of University Communications and Marketing. This central communications office for the university offers assistance with news management, media relations, writing and editing, publications management, graphic design, web design, online communications, new media, marketing and special-events planning. The office also provides a high level of support for campuswide initiatives, and creates and administers policies related to advertising, editorial style, sponsorships, web accessibility and more.

Work teams and initiatives within University Communications and Marketing include the following:

- **Creative Services** provides consultation and support for campus projects by drawing on teams of editors, designers, print managers and marketing communications professionals. As the curators of the UW–Madison visual identity guidelines, the staff helps campus units convey a connection to the larger campus and a consistent message. Projects range from major image and recruitment pieces, to printed and electronic newsletters, to brochures to websites. Creative Services also works collaboratively to develop messaging for special projects, including names, taglines, mission statements and visual identities.

- **Editorial Projects** develops written and visual communication to capture how UW–Madison is fulfilling its core missions each day. In a partnership with the Wisconsin Alumni Association, the staff plans and produces text and photography for *On Wisconsin*, the university’s quarterly alumni magazine, both in print and online. With distribution to 330,000 alumni living around the world, it is one of the largest-circulation alumni magazines in the country. The staff also provides top-level substantive and copyediting services for key institutional projects, such as the chancellor’s annual strategic plan progress report, and creates a vast collection of professional photography for use in campus projects.

- **Marketing** coordinates and drives institutional branding by conducting qualitative and quantitative research studies, develops cohesive brand guidelines for the campus, and produces institutional print and broadcast advertising. The staff also consults on revenue-generating opportunities and sponsorships, and develops marketing plans in support of institutional initiatives, such as significant anniversaries or chancellor priorities. Marketing staff conduct market research to assess how key constituencies regard the university and widely share the outcomes to inform communications strategies.

- **New Media and Internal Communications** plays a key role in efforts to integrate social media into higher profile campaigns that support broad university goals. Staff generate and post content to UW flagship platforms on Twitter, Facebook, Pinterest, Instagram and Foursquare, creating social sharing and engagement among followers. The staff also produces and delivers *Inside UW–Madison*, an electronic newsletter, to 27,000 employees, graduate assistants, retirees and campus affiliates twice a week; and once a week
distributes *The Weekly*, a free electronic newsletter, to 42,000 undergraduate and graduate students.

- **News and Media Relations** works with media professionals as they cover the university, generating story ideas for both internal and external audiences, and assisting with communication of critical university issues. The staff also develops and maintains the UW–Madison Experts Guide, which offers faculty and staff expertise to news media across the state, country and world.

- **Research Communications** actively promotes the work of faculty, staff, graduate students and undergraduate researchers at UW–Madison via news releases, media relations, internal communication and social media. The staff also oversees *The Why Files*, an online science journalism project that produces illustrated science news features, reaching a broad audience that includes the lay public, the science community and teachers.

- **Trademark Licensing** oversees a formal process for approval to use the university’s logos, names and marks. The university has licensing agreements with some 475 companies, and since 1988 has generated more than $33 million in revenues.

- **Web Communications** coordinates an array of online communication platforms, including the university’s home page, which garners several hundred thousand visitors per month. The site features news and feature stories that highlight the university’s missions of teaching, research and public service, and guides visitors through the university’s vast online resources. The team also oversees mobile–friendly versions of key university resources, and supports a wide variety of institutional and custom websites.
STRATEGIC PARTNERSHIPS

Charles Hoslet serves as executive director of Strategic Partnerships, which builds and nurtures relationships with important constituent groups, including state legislators and executive branch officials; local government and community leaders; the business and entrepreneurial community; and visitors to campus, including prospective students, parents, K–12 groups and the broader community.

Work teams and initiatives within Strategic Partnerships include the following:

- **Community Relations** serves as an entry to campus, assisting community members by responding to questions and making campus connections. The staff works with elected officials and administrators in the city and county, a variety of downtown Madison organizations, and area K–12 schools and colleges. The unit also serves as the point of contact regarding alcohol issues and labor licensing policy.

- **State Relations** is the university’s primary contact with state government, managing diverse relationships with the goal of advancing the understanding of the university’s mission, and navigating the political and budgetary processes of the Governor’s office and the Legislature. State Relations also works with state agency leadership in matters relating to the university, such as state employment and Medicaid.
Office of Corporate Relations serves as the front door to university resources for business and industry, helping individuals and groups with recruiting talent, providing professional development, sponsoring research, licensing technology, starting new businesses and globalization. The office is closely aligned with the university’s core mission of service and its manifestation in the Wisconsin Idea, working with a variety of constituencies, including Wisconsin businesses, entrepreneurs, business trade media, economic development groups, business organizations, and state and local government officials.

Visitor & Information Programs provides personalized information, experiences and connections to the campus, community and beyond through a variety of services. The staff provides information and referral via phone calls, email, walk-ins, live chat and more; conducts educational campus tours for prospective students, community groups and school field trips; operates the centralized campus-area housing office; and collaborates with campus departments to showcase the UW through special outreach events and programs. Working closely with University Communications and Marketing, the staff operates a comprehensive Parent Program, keeping parents and family members connected to the university via programming, publications, web chats and special events.
OUR STRATEGIC FRAMEWORK

The Vice Chancellor for University Relations engaged his leadership team in a series of meetings designed to evaluate University Relations and its units, and shape priorities and action plans for the future. The team identified a mission, operating principles, four central priorities and specific strategies to address the priorities, as described below.

MISSION

With vigor and passion, we protect, strengthen and advance the UW–Madison brand.

OUR OPERATING PRINCIPLES

- Be proud, but humble
- Be proactive
- Seek first to understand; then be understood
- Incorporate customer service into our daily routines
- Build trust
- Collaborate
- Innovate
- Share results

OUR PRIORITIES AND STRATEGIES

Promote UW–Madison

- Coordinate and drive institutional branding
- Maximize marketing and communication opportunities
- Generate data-based decisions

Lead Institutional Messaging and Marketing

- Foster alignment across campus
- Champion new technologies
- Challenge the status quo

Build and Nurture Relationships

- Reassure our friends and strengthen existing relationships
- Identify and cultivate new relationships
- Leverage partnerships

Proactively Address Controversy

- Encourage early alert
- Educate
- Plan for the unexpected
University Relations has made significant strides in addressing its four strategic priorities. Although not a comprehensive accounting, the following examples demonstrate the full range of initiatives and activities taking place in support of each priority.

PROMOTE UW–MADISON

Through a variety of methods — from online multimedia to in-person visits — coordinated by University Relations, the residents of Wisconsin and beyond are hearing the story of the state’s flagship university and its contributions to the world.

Statewide Outreach Initiative

UW–Madison and UW–Extension partnered to hold special events at the Dodge County Fair near Beaver Dam in August 2012 and in Marinette in October 2012. Hands-on educational displays offered fair attendees the chance to see research in action and learn how the university serves the state. At the Marinette event, staff offered exploration stations at the high school, and admissions staff were on hand to answer questions. Opportunities for learning and collaboration also were planned for a special day at the State Capitol in April 2013, with the Capitol rotunda filled with educational displays and demonstrations from UW–Madison, UW–Extension and UW Colleges. Plans are under way for additional events in Wisconsin communities during 2013.

UW–Madison Day at the Wisconsin State Fair

Nearly 500 members of the campus community took over Central Park at the Wisconsin State Fair to showcase the Madison experience in August 2012. Fairgoers swarmed agricultural displays, more than 20 science exploration stations and cheesemaking demonstrations, and watched the UW Marching Band and spirit squad members perform. Members of the UW–Madison admissions team were also on hand to talk with attendees. Outreach efforts
such as the State Fair event help keep Wisconsinites in touch with the state’s flagship university and its story, and allow the university to engage with community partners around the state. Plans are under way to host UW–Madison Day during the 2013 Wisconsin State Fair.

**Inside UW–Madison and The Weekly**

University Communications and Marketing staff have developed two key communications products to inform faculty, staff and students about university news, events and strategic initiatives, and to strengthen a sense of community among those who are vital to the university’s success. *Inside UW–Madison*, an HTML email newsletter, is delivered to more than 27,000 faculty, staff and graduate assistants twice a week during the academic year and once a week during the summer. Editorial content ranges from research news to employee accomplishments to human resources information; advertising space allows campus units to promote special events, services or campaigns. *The Weekly*, an HTML email newsletter, reaches 40,000-plus undergraduate and graduate students on Wednesdays during the academic year. It features student profiles, career opportunities, new services, and social media and video elements — all designed to provide students with useful, fun and interesting information.

**On Wisconsin**

*On Wisconsin*, a quarterly magazine for UW alumni and friends, is produced in a unique partnership among University Relations, the Wisconsin Alumni Association and the UW Foundation. Printed editions are mailed to more than 330,000 alumni in the United States and abroad, and a companion online edition reaches additional readers. The magazine’s core mission is keeping alumni connected to their alma mater and fellow alumni, while also fostering an interest in lifelong learning. Each issue features a mix of research and campus news, institutional history, alumni accomplishments, student life, campus traditions and more. A recent comprehensive readership survey conducted by the Council on Advancement and Support of Education found that *On Wisconsin* is the #1 source of information about UW–Madison among alumni.
Admissions and Recruitment

University Communications and Marketing works closely with the Office of Admissions and Recruitment to create effective and compelling publications for prospective students. Publications are produced within a graphic design family that consistently incorporates standard elements, including the institutional logo, typefaces, paper stocks, and photography, resulting in a visual reinforcement of the UW–Madison brand.

Print Ads

During the past year, the university’s print ad campaign has appeared in local publications and On Wisconsin, registering about one million impressions. The ads are designed to increase awareness and support for the university, put a human face on a large institution and, perhaps most critically, help create a favorable environment for taxpayer support of the university. The ads supported the theme “See the Right Thing” by emphasizing the university as a source of groundbreaking ideas in the past and present, and as a place where people create change both in themselves and in the world through innovation and exploration. Using creative concepts that matched a 30-second broadcast spot, the print ads presented a strongly integrated message about UW–Madison to statewide audiences.

Broadcast Ads

UW–Madison television public service announcements aired during football, basketball and hockey seasons. During the fall season, spots were aired on ESPN, ESPN2, ESPN Regional, ABC and Big Ten Network broadcasts of Badger football games. In addition, the TV spot was used extensively during Wisconsin’s non-athletic programming on the Big Ten Network. The spots reached more than 14 million viewers.
UW Right Now

In April 2012, University Communications and Marketing produced a multimedia online project to chronicle “24 hours in the life of UW–Madison” via tweets, messages, photographs and videos. A Twitter hashtag, #UWRightNow, was created for the event, and a special website provided access to post or view examples of what makes the university such a unique place every day. The site drew 14,000 visitors; 1,018 stories, photos, videos or tweets were posted; and submissions came from all 50 states and 66 countries.

Video and Big Ten Network

Nearly 300,000 people have tuned in to UW–Madison through our YouTube Channel (youtube.com/uwmadison). Using student profiles, research features and stories about the Wisconsin Idea, we demonstrate the depth and breadth of what goes on at UW–Madison. Subscribers to our channel have grown by more than 50 percent in the last eight months. In addition, our video team has produced two episodes of “Forward Motion” for the Big Ten Network, showcasing the spirit of the Wisconsin Idea. One of the programs increased awareness of the Odyssey Project, helped to raise more than $10,000 in donations and gained recognition among other universities as an approach they might try on their campuses.
Capturing the Campus in Images

University Communications and Marketing provides professional photography to support a wide variety of institutional projects and products and to enhance media relations efforts. The photography unit provides still photography for key internal and external communications vehicles, home page slide shows, social media efforts and more, and maintains an online photo library for editorial use by campus units and news media outlets covering the university.

Economic Impact Study

In 2011, University Relations staff participated in a major undertaking, updating a comprehensive economic impact study, first compiled in 2003. The study, conducted by Madison-based NorthStar Economics Inc., found that UW–Madison has a $12.4 billion impact on Wisconsin’s economy and that university research has fostered the formation of more than 280 startup companies in Wisconsin that support more than 21,000 jobs. The report also noted that UW–Madison and its affiliated organizations and startup companies support 128,146 Wisconsin jobs and generate $614 million in state tax revenue.

Science Writing Conference

Two hundred leading science writers from the United States and as far away as Australia spent two days at the Wisconsin Institutes of Discovery in 2012, attending a conference and workshop titled Science Writing in the Age of Denial. Exploring issues of science denialism, the conference, coordinated by University Communications and Marketing, served to reinforce UW–Madison as a leader in effective, accurate science communication and introduced many of the nation's leading science communicators to the UW and its faculty.
Showcasing the Campus

Each year, Visitor & Information Programs (VIP) collaborates with a variety of campus departments to develop outreach programs designed to attract visitors while showcasing the institution and its academic and research accomplishments. Nearly 30,000 people learn about UW–Madison through events such as Bucky’s Classroom, an effort to promote higher education in K–8 classrooms, and Science Expeditions, an annual event that introduces the public to science, labs, museums and researchers at two dozen campus venues. In addition, VIP creates and distributes a variety of publications — from a visitor guide and map to a campus walking tour — to encourage visitors to explore all that the campus has to offer.

Writer-in-Residence Program

Designed to raise the national profile of UW–Madison among key media and introduce students to top journalists, this program brings to campus individuals from the fields of business, science and public affairs for one-week residencies each year. For example, science writer and author David Dobbs came to campus in November 2012 to visit classes and meet with faculty conducting research of particular interest. To date, the program has hosted approximately 100 writers in residence.
Science Behind the News

The Why Files project, a website (whyfiles.org) that features the science behind the news, continues to set a high standard for science journalism, providing both a platform to showcase UW–Madison research and expertise and a means of exploiting newer technology to reach new audiences with well-developed features. The Why Files teams produced 48 illustrated science news features during the past year, reaching a broad audience that includes the lay public, the science community and teachers at all levels.

Weekly Science Features

In 2012, the Research Communications team researched and wrote 52 stories for Curiosities, a weekly feature that appears in the Wisconsin State Journal and on The Why Files website. The stories authoritatively answer basic questions about science and other topics.

Cool Science Image Contest

This contest, launched in 2011, invites faculty, staff and student researchers to showcase the beautiful images they produce in support of research. In 2012, the 82 entries were featured on the video wall at the Wisconsin Institutes for Discovery during the Wisconsin Science Festival and the Science Writing in the Age of Denial conference.
LEAD INSTITUTIONAL MESSAGING AND MARKETING

In an era when individuals are exposed to an average of 6,000 messages a day through both new and traditional media, University Relations works to lead and align institutional messaging, advance the brand, and keep a consistent voice and look in the marketplace.

Brand Revision Initiatives

As the UW competes in the national higher-education landscape for the brightest students, the strongest faculty, the most research dollars, the best national media attention and more, University Relations is leading a brand revision project. The project’s first phase — researching the current brand platform — was completed during 2012. University Relations engaged a recognized leader in higher-education market research, SimpsonScarborough, to conduct a series of qualitative and quantitative studies with alumni. The studies checked assumptions about the brand, and assessed the continued relevance and resonance of how we communicate the university’s brand to critical audiences. The second stage, now in the planning stages, may involve the rollout of new creative concepts, materials and a national campaign to reintroduce the UW brand.

Online and Mobile Enhancements

During the 2012–13 academic year, University Communications and Marketing, which oversees the institution’s web presence, redesigned the home page (wisc.edu) to respond to changing user expectations with an enhanced presence for campus events, social media participation and videos. The home page is one of the university’s most important communication platforms, with 500,000 unique visitors each month. Working closely with campus partners, the staff also launched a newly designed campus map, one of the most frequently used online tools, with an updated look, enhanced functionality (including for smartphones and tablets), real-time bus route data and more. In addition, version 1.2 of the mobile application for iOS and Android was launched. Mobile UW and the companion m.wisc.edu now have more than 50,000 users worldwide. Users can access up-to-the-minute campus news and events, find directions to campus buildings, watch lectures, look up scores for Badger athletics and more.
Social Media

University Communications and Marketing first introduced UW flagship social media platforms in 2009, over time creating an institutional presence on Twitter, Facebook, Pinterest, Instagram and Foursquare. The platforms focus on fostering a culture of social sharing and engagement among the UW’s followers. Within two to three years, UW followers totaled nearly 1 million. Using these platforms, as well as web chats, the university now has a new channel for customer service and feedback, strong partnership for efforts such as the Great People Scholarship program, a nimble way to respond to potential crises and the ability to reach new audiences for the UW–Madison brand.

University Relations Council

In keeping with its strategic plan to engage campus administrators and link institutional advancement strategies and initiatives with schools and colleges, University Relations in 2012 established a University Relations Council for sharing information and ideas. The council is working to align events and messaging across the campus and designing professional development programs in partnership with the Office of Human Resources Development to explore communications, marketing, branding, public affairs, alumni and donor relations, and other advancement topics.

Ideas to Excellence

University Communications and Marketing developed a system to shine a bright light on the numerous annual spring events that focus on undergraduate research and creativity. Working collaboratively with individuals from around campus, staff developed a name, tagline and mission statement, and a visual identity system that would clearly convey the message that our undergraduate students are doing great work in all disciplines of study. Messaging was rolled out in spring 2012 with strategically placed news articles, advertisements, a website and Bascom Hall banners. Logo development included variations that individual campus units could incorporate into their own communications vehicles, increasing the likelihood of their use, and providing additional exposure for the initiative.

Share the Wonderful Annual Giving Campaign

Wisconsin alumni are well known for their affection for their alma mater. In fall 2012, Share the Wonderful, an annual giving campaign, was launched to encourage alumni to reflect on what the university meant to them and to share that experience with others by giving back. The campaign was undertaken as a collaborative effort among the UW Foundation, the Wisconsin Alumni Association and University Relations. Working closely with those partners and an agency, University Relations staff helped to research and inform communications and marketing materials from print ads to editorial content to an interactive photo database and website. The campaign achieved its first-year goal of raising $10 million to maintain the quality of a UW–Madison education.
BUILD AND NURTURE RELATIONSHIPS

University Relations continually nurtures relationships with partners on campus and beyond, knowing the powerful difference that collaboration can make, and introduces new ways to strengthen connections with these key constituents.

Advocating for the University’s Priorities

A priority for state relations work is navigating the political and budgetary processes of the Governor’s office and the Legislature, and building relationships to ensure that campus needs and issues are understood. State Relations staff reach out to connect with policy advisors, state agency secretaries and executive assistants, and legislative liaisons, recognizing that they influence the Governor’s budget and policy direction. Relationships are also nurtured with state agency leadership, recognizing that the university’s mission is related to state agencies from state employment to Medicaid to natural resources science. Important external relationships also are maintained, such as with colleagues from peer institutions and business and trade groups.

Partnering with and Engaging the Community

Community Relations focuses on local governmental entities, local business and civic engagement, community outreach and local education institutions. The office works with local elected officials, municipal administrators and neighborhood representatives on matters such as policy development that involves the university. The office also partners with local business leaders and organizations, such as the Greater Madison Convention and Visitors Bureau, to contribute to the vitality of the Madison downtown area; and works with the south Madison community to strengthen connections to the university’s resources and information. The office also engages with local education institutions, such as the Madison Metropolitan School District, Madison Area Technical College, Edgewood College and Dane County UW–Extension.
Partnering with Business and Industry

Since its launch in July 2003, the Office of Corporate Relations (OCR) has helped more than 5,000 companies — large and small — effectively navigate the vast array of benefits and services at the university. Constituencies include businesses in Wisconsin and beyond, entrepreneurs and investors, business trade media, statewide and regional organizations, economic development groups and more. OCR staff maintain full calendars through activities ranging from sponsoring conferences to representing OCR at corporate summit meetings to serving on panels or giving presentations at key business gatherings around the state.

UW–Madison Speakers Bureau

As a part of the UW’s commitment and outreach to the state, University Relations is now reconceptualizing a UW–Madison Speakers Bureau to give organizations the ability to tap into the knowledge of UW researchers, scholars and other experts.

Connections for Students and Parents

Visitor & Information Programs (VIP) handles a multitude of inquiries from a variety of sources. VIP assists with nearly 3 million inquiries annually via telephone calls, walk-ins, “Ask Bucky” email/live chat, a website and Directory Assistance.

The Parent Program connects parents and families of UW–Madison students to the university so that they may support their students’ success. VIP concentrates on three key strategies to effectively assist and proactively communicate to parents: institutional coordination/support, information resource, and parent telephone/email and voicemail service. Understanding the ever-growing international student population, the Parent Program also provides targeted programming for parents of international
students; members currently total 1,500 parents and families representing 27 countries. In all, the Parent Program has 26,000 parents and families as members.

Each year, VIP collaborates with a variety of campus departments to develop outreach programs designed to market to and attract visitors while showcasing the institution and its amazing academic/research accomplishments. VIP engages with nearly 30,000 people annually through various outreach events and programs, such as Bucky's Classroom, Science Expeditions, Wisconsin Wellness Campaign, Launchpad and the Wisconsin Ambassador Program.

**Campus Visits Program**

Each year, nearly 60,000 visitors become acquainted with UW–Madison through the Visitor & Information Programs’ comprehensive educational tours. VIP conducts prospective student visits and walk-in tours daily in partnership with the Office of Admissions and Recruitment; offers customized campus visits for alumni, foreign delegations, conference groups and more; and presents the campus to K–12 students on school field trips. VIP also provides campus information and referral services to 200,000 walk-in visitors each year.

**Effective Use of Social Media**

Social media efforts described earlier point to the power of these platforms to build and nurture relationships. University Relations continues to grow these activities, and is receiving steady recognition: UW–Madison in 2011 won the Klout Influencer Sanity contest, which ranks the effectiveness of social-media presence. Global Language Monitor ranked the university #1 in Internet brand equity in 2011. Time.com named UW–Madison the Most Buzzed About University in 2011. *PC Magazine* listed the UW among Schools That Are Smart at Social Media. And Mashable named UW–Madison as a Top 10 Social Media University.

**Intercampus Research Incentive Grants**

Wisconsin’s two public doctoral research universities, UW–Madison and UW–Milwaukee, joined forces in the first campuswide program to promote collaborative research projects involving faculty at both universities. The Intercampus Research Incentive Grants program has awarded privately funded
grants in key areas such as the physical sciences, engineering, humanities, the arts and the social sciences. A second program is a two-year pilot effort to bring the expertise of the University of Wisconsin Law School to the new Center for Water Policy at UW–Milwaukee. The program is carrying out joint research and teaching in water law and policy, connecting the programs and faculty at both universities.

**Year of the Wisconsin Idea**

The Year of the Wisconsin Idea in 2011–12 celebrated UW–Madison’s longstanding commitment to providing service to the families, businesses and communities of Wisconsin and beyond. The special year offered a continuous stream of events and activities, including the Wisconsin Story Project’s Storybooth, a portable audio and video recording station that allowed visitors to share how the university has positively affected their lives; festivals and symposiums; an interactive website that featured a searchable database of more than 1,000 examples of the Wisconsin Idea in action; radio interviews with faculty and staff during Badger football games; heavy social media promotion; and commemorative banners on Bascom Hill.

**Wisconsin Idea Scholars Program**

University Relations sponsored the Wisconsin Idea Scholars Program in 2011–12, convening 31 community leaders from all over the state. The group included CEOs, nonprofit leaders, farmers, small-business owners and others to discuss what matters to them and their communities, and how the Wisconsin Idea can continue to grow. The program was created as part of UW–Madison’s observance of the Year of the Wisconsin Idea.
PROACTIVELY ADDRESS CONTROVERSY

As a highly visible, highly productive and influential community of 60,000, UW–Madison can be the subject of a range of issues. Understandably, these issues are wide ranging in their nature, their impact and their duration. We have built a broad network of internal and external constituents who help us identify issues, making it possible to proactively address them. Technology makes it easier for both proponents and opponents of the UW brand to thrive in a 24/7 online world, so we remain vigilant by staffing online and social media accounts 365 days per year.

Showcasing Research

The generation of a transmissible form of high-path avian influenza at the UW’s Influenza Research Institute (IRI) was a source of intense international controversy in 2012. University Communications and Marketing coordinated media relations efforts and developed materials to explain the IRI group’s research and its rationale. Public officials and selected news media and law enforcement representatives were invited to tour the research lab in February 2013.

Supporting Research and Researchers

UW–Madison continues to be a subject of interest to several animal-rights organizations, including People for the Ethical Treatment of Animals (PETA) and In Defense of Animals. We have responded to numerous Freedom of Information Act requests for two studies in our School of Medicine and Public Health: one on anxiety studies in infant monkeys and a second on a sound-localization study that utilizes cats. Despite a steady stream of inaccurate news releases from these organizations, media have, for the most part, paid little attention. We continue to address issues as they arise through media relations and social media, and through a website that addresses research involving animal models (http://animalresearch.wisc.edu/). We also are proactively promoting important animal-based research, including a critical proof-of-concept study of stem cells deployed in a rhesus macaque model (see http://www.news.wisc.edu/21595). With our UW Health colleagues, we also are addressing concerns about the anxiety study through a series of online videos at http://www.med.wisc.edu/research/meet-our-researchers/40079 (see Kalin link).
LOOKING FORWARD

The University of Wisconsin–Madison is a remarkable place. It is a world-class public research university filled with talent, knowledge, energy and excitement — all of which can be leveraged into a positive impact on the lives of others throughout Wisconsin and the world. The Wisconsin Idea is as alive now as it has ever been during the university’s past 165 years.

The Office of University Relations works hard to tell this story through innovative and comprehensive communications with our many internal and external audiences; by building and nurturing relationships with local and statewide communities, business and industry; and by fostering partnerships and relationships throughout the state and throughout the world.

Moving forward, we’ll continue to strategically align our internal and external messaging and help tell the stories and celebrate the successes at UW–Madison. We’ll continue efforts to minimize the effects of day-to-day crises. And we’ll continue to nurture the relationships between UW–Madison and its many external constituencies.
