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A Strategic Communication Plan for the Florida Tech Copy Center

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by

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We the undersigned committee hereby approve the attached design project

"A Strategic Communication Plan for the Florida Tech Copy Center"

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Abstract

Title: A Strategic Communication Plan for the Florida Tech Copy Center

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The Florida Tech Copy Center with its various constituents on the Florida Institute of Technology (Florida Tech) campus had a need for a strategic communication plan that would increase its awareness and usability of its services. This design project addresses these two needs with a delineated plan that will assist in increasing the Copy Center's visibility as an in-house digital print center. The plan includes an overall understanding of the challenges the Center currently faces in the form of a situation analysis, goals and objectives, strategies and tactics, a timeline, and a budget. This goal-oriented document formalizes the visual identity of the Copy Center, which will enhance the communication messages and channels to reach the audience. This plan will impact the future of the Copy Center to allow growth and the possibility of expansion. This will lead to success of the center for many years to come.

Keywords: strategic communication plan, in-house operation, digital printing, Florida Tech, awareness, usability

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Dedication

Foremost, I would like to dedicate this to God who has helped me and provided me His support. Second, I want to dedicate this work to my parents and family. For believing in me, praying for me, and teaching me the value of working hard for my dreams. Mom and dad, I love you, and this is for you especially mom, you inspire me every day! I couldn't have done it without you both and your support and encouragement.

Chapter 1
Introduction and Literature Review

Background and Rationale

Florida Institute of Technology (Florida Tech) with its various departments and offices has one particular division that supports and oversees student life around campus. The office of Business and Retail Operations encompasses ten major programs or departments, including the Florida Tech Copy Center. Of all major offices, the Florida Tech Copy Center, since its inception in the early 1990s, has been open and available internally to staff, faculty, and campus departments. It has also been available to students and student organizations as a retail digital printing service on campus. This office's greatest challenge is raising awareness of the Copy Center and its services around campus. With new incoming students every year, the center is in need of a strategic communication plan that will create a path for its formal communication efforts to constituents. As a university in-house digital print facility, the Copy Center is underutilized with low visibility. Because many staff members and students are not aware of the Copy Center services, many in the university community often use off-campus printing centers with similar services. To correct this, the university has invested in optimizing resources – both physical and human –and enhancing the capabilities of the in-plant facility. Therefore, the operations of the facility should be promoted to increase

its visibility as a resource for the campus community and to develop it as a source of revenue.

The Florida Tech Copy Center

Florida Institute of Technology in 2016 had approximately 5,000 students enrolled on its main campus and approximately 200 departments that fulfill the mission of the university. The Florida Tech Copy Center caters to both constituents. The Copy Center is a high tech digital print and document reproduction center specializing in professional desktop publishing, laser digital press production, and aqueous wide format printing, as well as various finishing styles and types. Its mission is to provide high quality products, exceptional five-star[1] customer service, and continual commitment to students, staff, faculty, and other constituents. The Center was developed to aid the university's goals, vision, and strategic initiatives by supporting all offices and departments in the education and development of the student body.

As the digital print center on campus, the Copy Center is constantly working to expand its services and provide even better quality products than that of its external competitors. Over the last three years, the Center has increased its digital printing products because of newly implemented technical advances. Hence, the Florida Tech Copy Center is competitive with other local digital print operations.

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[1] A tool used at Florida Tech to offer their audiences the best customer service oriented experience possible.

Through minimal advertising efforts in the student planner, student email forum, campaigns such as resume and business card printing for the Career Fair, and partnerships with departments and associations, the Copy Center has increased its visibility and student awareness across campus. In 2015, the department performed an internal open house, providing swatch books and marketing material of sample products that demonstrate the Copy Center's expanded portfolio. The target was the staff and faculty and the main purpose was to introduce an improved Copy Center ordering page. The event was successful as in later months the Center saw that a different variety of work was requested, not just the traditional copies or prints. The Copy Center has partnered with departments and offices such as Event Services for printing materials needed for events taking place at the university, Human Resources for similar bulk printing, and partner organizations for external event conferences. With all these efforts, it has added to the Copy Center client data base. Now that the Center has a stable customer base, it is necessary to formalize the communication channels, create consistent messages, and further develop the brand image of the Copy Center as the in-house digital print center at the university. These changes will aid in gaining visibility and usability, and also create profit that will help the Center be self-sustaining.

Purpose Statement

The purpose of the project is to develop a three-year strategic communication plan to promote the Copy Center. The plan contains a strategy for implementing key image branding, an established marketing message style for key audiences, and the best channels for communicating with each intended audience. It also contains a situation

analysis that will guide the creation of measurable objectives to better enact strategies. Implementing a strategic communication plan will improve customer satisfaction, gain audience awareness, and create better uniformity in the portrayed image as a high quality digital print center on the Florida Tech Campus. The intended goal is to further increase the visibility of this office across the campus as a support center for the university, engaging the students, staff, and faculty by encouraging them to use the facility for departmental or personal use. The plan, however, keeps in mind the importance of aligning with the university mission and goals. The potential revenue generation will improve the Copy Center's position as a cost center to becoming more self-sustaining by utilizing revenue to offset in-house production costs and retaining surpluses for other university investments. Additionally, benefits to the university include using the Center as a means of connecting to the student body and further accentuating the invisible ties between student and organization. Furthermore, these benefits assist in the promotion of the university into other potential areas not previously considered, such as the print industry.

Literature Review

In the book *Managing Successful Universities*, Shattock et. al (2010) said that, aside from universities having facilities to aid their mission operations, they also have ample opportunities to make the most of the facility to create income. However, university support offices, although they provide a benefit in aiding the university mission and vision, are often considered cost centers. "A standard cost center is a production or operating unit in which someone other than the local manager determines

the outputs that will be produced as well as the expected inputs required to produce each unit of output" (Kaplan, 2006, p.1). According to Kaplan, this means that the role a manager plays is to meet the supply and demand of a particular product or service in an efficient manner. As universities move forward into developing their support services in profit generating centers, there is a need for a strategic plan. Kaplan (2006) says that a change in the traditional organizational structure of cost and profit centers has an opportunity to support the institution's performance and financial goals.

The benefit of in-house print centers at institutions is that they can contribute to the institution's success indirectly by providing fast turnaround times, better customer service, lower costs, and more professional services than their off-site competitors. Compared to off-site print centers, in-house units understand their customer segment better than anyone else (Whitcher, 2014). Yet, many universities struggle to keep on-campus sites operational. A recent media report from In-Plant Graphics said that managers are under scrutiny to provide value to their in-plant print centers and are preparing for the outsourcing battle (Bauer, 2017). Institutions investing in special facilities are university added benefits, but ordinary university services such as printing, binderies or photographic services can be private, hence, within the institution they are able to provide better service and create more revenue from external clients (Shattock, 2010). That is why campus copy centers now have an evolving role to fulfill. They no longer support just their internal customer segment, but also an external one. Universities, however, are seeing this as a retail business with the ability to move into profitability, changing their organizational structure into a "vertical integration that will

allow the institution to retain the surpluses for their future investment rather than for someone else" (Shattock, 2010, p.63). One advantage that in-house centers have in their business model is that they do not include profit and often have a lower cost structure because they do not have operational costs such as rent, utilities, or tax (Fenton, 2010). With lower operational costs, the parent organization can save 10 to 30% compared to commercial printing costs (Fenton, 2010).

Therefore, leaders are looking internally and externally to save money and produce revenue for their institutions (Cross, 2015). Internally, they have done this by creating print source departments to handle the responsibilities of being a buyer and print provider. Externally, in-house operations with the highest growth have looked outside of their organization to bring in work, increasing their clientele list and increasing income, although also increasing the use of their equipment (Cross, 2015). The continual effort to reach the right market is contingent on the fact that the in-house print centers will still be there to provide service. University in-house operations are not only self-supporting but also contribute to the bottom line of their institutions (Webb & Sherburne, 2011). In-house operations that are succeeding are doing so because they are innovative, adaptable, and central to the ongoing mission of their institution (Cross, 2015). Additionally, those with "higher growth supported a portfolio of equipment and services, enabling their parent organization to be one-stop shops for end-user departments" (Cross, 2015, p.7).

It is important to understand the key markets for each organization. Universities need to be looking internally at their students, departments, and employees. Universities should also be looking at external customers with digital print needs. Both segments have

an important role as consumers on university campuses. According to Balaji, Roy, and Sadeque (2016), "with consumerization changing students into customers and universities as service providers, university identification has the potential to provide new and valuable insights into how branding can influence students' perceptions and behaviors toward the university" (p. 3023). The internal reachable market for a university predominantly consists of students. By using the university's copy services, students will gain social identification with the university, creating an attachment or belongingness with them (Balaji et al. 2016). Identification is the degree to which an individual can become conscious of a sense of belongingness or oneness with the organization (Ashforth, 1989). Balaji et al. (2016) asserts that because the organization has the ability to strengthen an individual's awareness and knowledge of the institution through experiences, the students' attitudes become more positive, as do their perceptions toward university merchandise (p. 3023).

Externally, the university gains an untapped market, such as other organizations or associations whether profit or non-profit, local community, and other institutions using the university facilities for events. These potential customers will form opinions of the university image and reputation. Shattock (2010) says that in a practical way, the successful adoption of an earned income approach to gaining university financial resources is much more than revenue generation; it encourages the university to look outward, making sure that the institution "pays attention to the outward face of things" (p.66). Therefore, universities are making their internal environment more attractive for

the pursuit of teaching and research and by doing so, are opening the university to the public, gaining a reputational advantage (Shattock, 2010).

Together these internal and external markets help enhance the university image and reputation. According to Sung (2008), image is considered to be more influential and significant for consumer attitude and perception. Hence, companies with a good corporate image are likely to have good records of sales, loyal customer relationships, and engender a positive perception of quality (p.4). Image is a complex entity that enables varying images for one institution; therefore, organizations should evaluate the strengths and weaknesses of their image for each target group (Sung, 2008). An organization with a better external image tends to nurture an individual sense of organizational membership, with positive organizational identity (Smidts et al, 2001). Smidts et al. (2001) states that it is important to build an organization's positive image or gain a positive social identity.

As in-house operations begin to put a face forward for their parent institutions, they aid in both the internal and external image and reputation, assisting in building an even stronger institutional identity. Research shows that strong institutional identity can also lead to more proactive staff members (Gioia & Thomas, 1996). Gioia and Thomas (1996) found that if top management were able to implement strategic change, it improved the institution's image and fostered substantial improvements in performance. Shattock (2008) suggests that establishing a strong external reputation or brand brings significant internal benefits, such as raising confidence, generating high morale, encouraging staff to be proactive, and reinforcing institutional momentum. Therefore,

developing change and looking for external clients not only improves the institution's image and reputation from outside but also from inside, it produces benefits, helping foster relationships.

Jon Iwata, Senior Vice President of Marketing and Communications at IBM Corporation, said, "New media models give [communication professionals] additional ways of reaching audiences with messages. But this is not about expanding channels of communication. It is about building network of relationships" (Argenti & Barnes, 2009, p. 28). Print media at universities are still part of reaching audiences within communication strategic plans (Dowd et. al., 2016; Tuft University Strategic Communication Council, 2014; Division of Governmental Relations and University Communications, 2013). Because print media is a visual reminder of the organization's brand image and identity, messages placed around campus, via various forms of print media, help build the connection and enhance the relationship for the internal and external constituents.

To aid in these endeavors, web-to-print services have been established within university print centers to adapt to audience needs for printed materials and other goods. Web-to-print is referred to an e-commerce site acting as an online store front that assist in the ordering and digital upload of potential print material. These services have simplified the method in which their customers submit their orders for various print materials by making it quicker and easier online. Web-to-print services also allow the users to "reprint standard items, create customized material using templates approved by the institutions, and order items from inventory, whether printer or non –printed material" (Webb and

Sherburne, 2011, p. 14). Two years ago, a study produced by Pellow (2013) projected

40% of all orders are web based and this will become the prevalent method to ordering

material. Today, this value-added service generates 16% of in-plant operations' income

(Cross, 2015), and an increase in the volume of digital print work produced was projected

at 77% when submitting online (Pellow, 2013). The relationship universities have with

in-house operations has changed and it includes all those who use the in-house center.

This growth has created a shift within the organization from "just taking orders to

becoming partners in supporting communication efforts" (Cross, 2015, p.5).

　　　　Lisa Cross, author of *Strategies and Tactics for In-Plants*, argues that introducing

a new service is not easy. First, because it involves investments in technological

implementation, staff development, and education of customers, which is critical, it also

needs time to produce results. Second, it involves changes to long-standing business

models as well as buy-in from customers, staff members, and the parent organization

(Cross, 2015).

　　　　The benefits, however, outweigh the costs since there are many benefits in the

value proposition of investing in a web-to-print channel. "[In] the marketing supply chain

the web-to print provides brand consistency, management of digital assets, revision and

version control, options to optimize content, and measurement/metrics about the

utilization of specific marketing and business communication materials" (Pellow, 2013,

P. 8).

　　　　Branding and marketing within the realm of higher education has changed

significantly. The need to enter into new social and digital platforms has been necessary

to gain internal and external engagement of audiences. In order for institutions to distinguish themselves from other like organizations, they must properly organize and manage their social initiatives (Hanover Research, 2015). According to *The Social Campus*, "institutions should weave their social media throughout all departments and operations" (p. 3). A communication department's role in coordinating and supporting social media programs across it organization has never been so important, seeking methods to "develop brand consistency, strategic alignment, and common metric framework across campus that elevates return on investment for social media efforts" (The Social Campus, p.4). Contrary to traditional marketing communications that were one-way oriented, social media allows for two way communication with audiences (Hall, 2014).

Hall (2014) states that social media is an aid to already developed internal or external methods of communication. First, it does not replace the value of face to face contact and or other formal or informal methods of communication. Second, it is a method to connect the individual to the organization before any other methods of contact occur, primarily because students are on social media anyway. For this reason, it is the students' expectation that their universities will provide a "seamless customer experience" on social media platforms, despite which channel they decide to choose to present questions or complaints (The Social Campus, p. 5). The "Social Campus" white paper emphasizes the importance and value of messages across the institution promoting an "organization-wide content strategy that advances institutional goals" (p.5). Institutions should also provide on-brand and approved messages, integrating the

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organization to curate, schedule, and cross promote social content ensuring it reaches the "widest audience" (The Social Campus, p.5).

Several communication plans include other methods of reaching external and internal audiences. Communication goals, strategies, objectives, and tactics are developed taking into account the many available channels. These channels help promote the intentions of the university in order to enhance the mission and vision of the institution. Within the initiatives of each institution, the main focus is usually to promote awareness. For the University of Louisville Libraries, one method is to improve swag material for their student audience, hold events, e-newsletters, and send out electronic messages (Dowd, 2016). Externally, the University of Louisville Libraries target their niche communities, sending out regular electronic messages (Dowd, 2016). Indiana University of Pennsylvania's (IUP) (2009) means for communication are graphically enhanced HTML e-Letters to target employees, central calendars, appropriate news sections on the school website, the student newsletter for events, and the student email forum (p.5). IUP's (2009) other vehicles that assist their communication mix include a Magazine, IUP reporter, parent connections, letters, individual department newsletters and e-newsletters, flyers, posters, banners, table tents, TV, electronic boards and signage, multi-media presentations, launch-and-learn events, and face-to-face. These methods for reaching the internal and external audiences are part of a wider scheme of communication channels that all assist in sending the correct message from universities.

Needs Analysis

Recently, Florida Tech underwent a self-study for accreditation. Accreditation is a method that obligates institutions to examine their "operations, processes, and systems. "The accreditation process concentrates on activities that aim to increase effectiveness and efficiency while deepening "stakeholder involvement and student achievement" (Altmann & Ebersberger , 2013, p.286; see also Perrin-Halot and Thomas, 2008). These include "assessing the quality of their programs, enhancing brand recognition, and providing advice and steps that should be taken to improve the school" (Urgel, 2007, p.77). In being part of accreditation, universities gain some insight into how to increase performance of their support offices such as in-house print operations on campus.

Florida Institute of Technology is accredited by the Southern Association of Colleges and School Commission of Colleges (SACS). SACS "accredits more than 12,000 public and private educational institutions in the Latin American and 11 Southern states of the U.S, and is one of six regional accrediting organizations recognized by the U.S. Department of Education" (Fish, 2014, p. 4).

The recent three-year assessment at Florida Institute of Technology (2013 to 2015) required a yearly audit of the Copy Center as an academic and student support unit. The assessment measured the strengths and weaknesses of the Center provided by

outcome measurements and objectives. Table 1 demonstrates the three major objectives,

type of assessment performed for that objective, and a target for each.

Table 1. Copy Center, Objectives, Measurements, Targets

Objective	Measure # in WEAVE	Type of Assessment	Target
Provide high quality products to students, staff, faculty, and other constituents in a timely manner	1	End-of-semester student customer service performance survey	Consistent increase in student customer satisfaction
Provide Five-Star Customer Service to all who use or inquire about Florida Tech's Copy Center products and services	2	End-of-semester faculty and staff customer service performance survey	Consistent increase in student customer satisfaction
Continue a commitment for improvement to all who use the Copy Center	3	Track all job re-submissions to original orders. Track department performance with three-day guarantee from date of submission to date of delivery. Accurately record, reconcile, and complete profit and loss statement at the end of each month	Reduce the quantity of job re-submissions due to Copy Center errors. Consistently meet three day maximum job completion. Consistently increase sales revenue.

The findings based on the measurements shown in Table 1 demonstrated deficiencies in

the Copy Center.

Table 2. Copy Center Findings

Measure	Cycles Assessed	Findings
1	3	Based on the reported results, it appears that the survey changed somewhat from year to year with different questions. This makes it difficult to look for trends in the data. Findings for 2012 show that a student customer satisfaction survey was conducted fall 2012 and spring 2013; however, the number of customers who took the survey was not provided. The survey was conducted again fall 2013. That survey had 145 students who participated. In the most recent assessment cycle for 2014, the survey was conducted Spring 2015. At that time 47 students participated.
2	3	A Faculty and Staff customer satisfaction survey was conducted fall 2012 and spring 2013: no numbers on participation were provided. The survey was again conducted fall 2013 with 142 faculty and staff members participating. Finally, for the most recent cycle, the survey was conducted Spring 2015 with 71 staff/faculty participating.
3	3	For both the 2012 and 2013 assessment cycles, it was reported that the Copy Center recorded the submission dates of production jobs and also recorded the date that the jobs were completed. For the 2014 assessment cycle, it was reported that a student, staff and faculty customer satisfaction survey was conducted spring 2015, with 118 students, staff/faculty participating.

Findings in the Administrative and Academic Support Outcomes Report 2015 were used to improve the Center throughout the three-year accreditation period (Stanfield, 2015). One clear expectation found within the results is the need to increase customer satisfaction. As stated in the report's recommendations, an inconsistent survey did not allow the reproduction of data trends. The survey in both 2014 and 2015 found that in the open-ended questions, respondents made comments regarding customer satisfaction and indicated a lack of awareness of the center. Additionally, the number of staff, faculty, and students who took the survey in 2014 and 2015 decreased from fall 2013. Consequently, this also supports the conclusion that inaccuracies in the assessment are due to a lack of retrieving enough customers to reply to the survey itself.

Based on the data, the report concluded that staff and faculty awareness of the Copy Center's capabilities at the university needs to be addressed. A strategic communication plan would aid in the promotion of the center's initiatives and university goals and values to all Copy Center constituents. According to Business and Retail Operations strategies for the Copy Center, an open house event for departments was held in the summer of 2015 in order to aid the efforts of the office in promoting new enhanced features at the Copy Center. This has increased department support over the last year. However, some changes have caused adverse challenges within the Center and those were not appropriately communicated to the campus. Therefore, a comprehensive strategic communication plan will aid the office in effectively communicating changes that take place within the office.

To better understand the needs of the university in digital printing, a communication audit was conducted. A communication audit answered the questions where, what, how, in regard to internal communication exchanges, leading to a better understanding the quality of the transmitted information (Hart et. al., 2015). According to Hart (2015), the process reveals what works, what does not work, and areas of improvement. By managers using the audit tool, they improve every aspect of organizational performance (p.290). Because an audit is "merely a process of exploring, examining, monitoring, and evaluating something," it is recommended to use multiple techniques (Downs &Adrian, 2004). Downs and Adrian (2004) suggest that using multiple measures for data collection provides more reliable data. The different measures supplement one another so consistency of findings can be tested; therefore, auditors can ensure that estimates are realistic (p.27). Typical methods for audits include interviews, surveys, critical incident analysis, network analysis, participant observation, document review, and focus groups (Coffman, 2004, p. 7-8). To add to the details of a communication audit, a review of the organizational branding efforts can be evaluated through several materials, including business materials, printed marketing materials, the organization's website, use of social media, and advertisements (Patterson & Radtke, 2009).

Understanding the role social media plays within an organization is important. Therefore, it is necessary to include steps for an effective social media initiative. A report by *Salesforce Marketing Cloud* suggests that an effective social media initiative should include identifying the appropriate audience, defining objectives, social media listening,

planning engagement tactics and content creation, and measuring efforts" (Hanover

Research, 2015). Based on this, a description on how to use these steps are seen in Table

3, *Developing a Simple Social Media Plan.* These easy-to-follow steps offer a detailed

plan to achieve social media effectiveness (Hanover Research, 2015).

Table 3: Developing a Simple Social Media Plan

Step	Actions
Assigning an individual or building a team	• Create a team and council • Develop a policy for your social media • Train your content creators/developers • Build it into your day to day activities
Identify your audience	• Know your audience; demographics, lifestyle, likes and dislikes where do they live, values • Understand the internal and external audiences
Make goals and objectives	• The team should agree on goals and objectives • Create SMART objectives • Examples are: retention rate, awareness, fundraising, developing cohesiveness, getting feedback.
Social Media Listening	• Know the health of your brand image. • Identify potential issues that need addressing • Know how to handle response to crisis. • Use social media to get feedback from audience
Create Strategies and Tactics	• Connect the student to the staff/faculty • Respond to frequently asked questions • Demonstrate student life • Use strategies to highlight accomplishments
Plan Content and Development	• Develop themes and topics that are of interest • Know the best channels to disseminate the information • Create and use a content calendar to stay current
Measure Your Efforts	• Connect your objectives to measurable evaluations • Evaluated objectives for effectiveness and adjust strategies and tactics as needed

Note. Adapted from Social Media for Higher Education., 2013 by the Salesforce
Marketing Cloud. http://www.exacttarget.com/sites/exacttarget/files/social-media-for-higher-education.pdf

Altogether, formalizing a strategic plan according to IMPACS (2004) contains: an executive summary; an introduction of the background issue, history, purpose or limitations of the plan; situational analysis; target audience; message style; strategies or tactics and benchmarks; evaluation mechanism; research; workplan or timeline; budget and resources needed (p.68). By formulating a well-thought-through plan, the organization will save time and money, will avoid losing credibility or becoming irrelevant with key audiences, and will meet its mission (IMPACS, 2004).

Planning

Identifying the scope of the project was necessary in order to have all key members readily available for implementation. Therefore, during the planning stage, an evaluation of the stakeholders needed to take place. In preparing for change, two themes emerged from research; the role leaders play in establishing direction and the way the organization plans for change (Oakland & Tanner, 2007). Because the top-down approach to management is most prevalent in the success of strategies, the need to develop an influential committee was necessary. IUP's strategic communication plan states that it is necessary to achieve support and buy-in from senior leadership (IUP, 2009). Oakland and Tanner (2007) support the concept that projects tend to be led top town and carried out by team members from a variation of hierarchies and functions. Therefore, sponsors, executive boards, steering committees, and project teams are the norm. Additionally, reporting progress needs to be based on measurable outputs (p.4).

In order to measure the success of the communication plan, SMART objectives were put into place. SMART objectives are usually seen as the heart of the planning process, since they are Specific, Measureable, Achievable, Relevant, and Time-based (Langley, 2009). Langley (2009) states that objectives are a measure of control, they motivate individuals and teams, and they provide a focal point for agreed targets. For the Florida Tech Copy Center, the objectives could essentially be redefined from those established for the SACS accreditation process to better fit the communication strategy. Types of objectives to consider are long-term and short-term. Long-term objectives are related to drivers of change and evolve around cost reduction, cultural alignment, better customer relationship, and operational effectiveness and efficiency. Short-term objectives lie within the operational improvements (Oakland & Tanner, 2007).

Implementation, Monitoring, and Evaluation

Implementing change successfully is done through a process-centered approach, it takes into account the "organization and [its] resources, the systems of controls, and the behaviors of the actors in the changed organization" (Oakland & Tanner, 2007, p. 7). According to Hinton (2012), implementation of a strategic plan includes the following resources: people, time, space, technology, and funding (pp. 12-13). The details of the implementation are not always known at the beginning, but regardless, the plan should be direct, clear, and documented (Hinton, 2012). In addition, Hinton (2012) adds that a plan is only as good as the institution's ability to turn strategy into action. That is why it is also necessary to document who will be responsible for implementing an action as well as

to create an action timeline and measures to assess completion. Consequently, it is recommended that only one person be accountable for overseeing the completion of the actions in the strategic plan (Hinton, 2012).

Measures for monitoring a successful implementation should include a number of techniques, such as whether activities are being completed on time, if the intended audience is being reached, whether some materials are more successful than others, whether some aspects of the plan should be eliminated, and if expenses are within budget (National Health and Human Services, 2001). A communication plan should account for contingencies, adapting, modifying, and correcting as needed.

Another facet to keep in mind while evaluating a communication plan is to identify more precisely the area that needs be measured "selecting components critical for success" or "tactics the organization may be using for the first time" (Asibey et al., 2008, p.7). Asibey and colleagues (2008) explain that some examples to consider in communication plan initiatives are changes in behavior and policy within the organization, repositioning efforts, and brand awareness. Short term initiatives could include the quality of message distribution such as: the way messages are disseminated, media relations, communication exchange with the audience, print, video, online and news media (p. 8). These initiatives are useful in evaluating the Florida Tech Copy Center. Also, taking into account financial projections after implementation, a month-to-month or year-to-year sales and profit report should be reviewed.

A situational analysis of the organization helps draw an overall view of the organization. A Strengths, Weaknesses, Opportunity, and Threats [SWOT] analysis takes a look at the internal and external environment and attributes of a firm (Grewal & Levy, 2010, p.42). SWOT denoted in a grid from, internal strengths and weaknesses looks at, "image, structure, access to natural resources, capacity and efficiency, and financial resources. External opportunities and threats include customers, competitors, trends in the market, partners and suppliers, social changes and new technology, and various environmental economic, political and regulatory issues," as shown in Table 4 (Helms & Nixon, 2010. p. 216).

Table 4 : SWOT Analysis

STRENGTHS in:	WEAKNESSES in:
Internal image, structure, natural resources, capacity and efficiency, financial resources	Internal image, structure, natural resources, capacity and efficiency, financial resources.
OPPORTUNITIES in:	THREATS in:
External customers and competitors, market trends, partners/suppliers, social/technological changes, environmental/economic issues, political/regulatory issues	External customers/competitors, market trends, partners/suppliers, social/technological changes, environmental/economic issues, political/regulatory issues

These tools help the implementation, monitoring, and evaluation stage of the strategic plan. Proceeding into testing for usability of the developed action items is the next task. Once complete, it is important to take into account the institution's preferred format and content for the communication plan document; therefore, it is a good idea to submit it for approval before finalizing.

Testing for Usability

To be sure that the strategic plan can be carried out, a usability test ensures that the entire plan is easy to read and performable. There are various methods to employ a usability test depending on what is trying to be achieved. One method of the usability test is exploratory, in which an individual performs a mental model of the task the user is asked to perform (University of Washington Libraries, 2017). The test asserts that the individual can in fact carry out the plan based on the drawn out instructions or guidelines. This test was used to assert that the designed social media plan is simple and effective to use and model. Another method in usability tests is in the form of an assessment. Early to midway of the design of the product, the basic concept of the model is developed and examines how well it can be implemented; essentially the method measures the plans effectiveness (University of Washington Libraries, 2017). The methodology is to have users perform the task while the monitor only observes. The plan will be introduced to the staff of the Center, Assistant VP for Business and Retail Operations and the Marketing Communication Officials to make sure that it trajectory for the plan is feasible, and doable within their capabilities.

Chapter 2
Method for Project

The intended goal for the Florida Tech Copy Center is to create more usability and visibility for the Center among both internal and external clients. The focus of the plan is to incorporate new channels of communication into the Center's outreach efforts. Specifically, the plan incorporates strategies to use social media and a web-to-print web page as well as other strategies to increase and continually retain audiences. As stated in the Background and Rationale section of Chapter one, the Florida Tech Copy Center has two specific challenges it continually faces: visibility and utilization. Specifically, the first is to gain a wider range of usability from the internal departments and students in order to reduce the outsourcing of print material on campus. Second, it aims to attract more external clients, such as other organizations (profit or non-for-profit), the local community, and other external constituents to use the Center or gain knowledge of the service on campus. Both of these objectives require an in-depth analysis of the target audiences. This plan helps address strategies and tactics to meet the objectives and successfully integrate new channels of communication. Steps to complete the project include identifying target audiences, conducting research, creating objectives, and developing and testing the strategic plan.

Step 1: Identification of Target Audience

Identifying the internal and external audiences was fundamental for this communication plan. Identifying each target allowed the Copy Center to promote its services, changing and adapting the message strategy that can be used for each group. Additionally, identifying the audiences may call for internal processes to change to meet audience needs. Consequently, knowing the extent of each segment audience will help modify branding and communication efforts for the Copy Center. I have identified the audience by conducting an internal and external analysis of the university utilizing the SWOT analysis explained under the Implementation, Monitoring, and Evaluation section of the Literature Review. An extensive version of the SWOT analysis is found in Appendix A. Essentially, the bottom two segments of the grid, Opportunities and Threats, assist in evaluating who are our customers, competitors, partners and suppliers, as well as other unknown audiences found during the research. Internal audiences were identified as staff, faculty, student workers or research aids, individual students, student clubs and organizations, and fraternities and sororities. External audiences were those who have some affiliation with the university, local clients from the community, and print industry leaders.

Step 2: Research

A communication audit took place with the assistance of the Copy Center staff members. These include the manager, the print specialist, and the student workers. The design project itself involved the direct oversight of the Assistant Vice President for

Business and Retail Operation and key members from the Marketing Department at Florida Institute of Technology for buy-in purposes.

The communication audit included the review of past survey results, interviews, and critical incident analyses of occurrences at the Copy Center. These are included in Appendix C.

Interviews were performed with key influencers and opinion leaders within the university who advocate for the institution and students. This was done to gain a better understanding of a holistic point of view from main segments of the university, departments, and students. The research question to answer was, how can the Florida Tech Copy Center be more utilized and more visible on campus? Each segment had different answers that branched to further questions; those details are presented in the summaries. Another additional benefit of the interviews was to review what types of materials are being printed in-house, what materials the audience chooses to outsource, and what potential products the Copy Center can offer. Brief reviews of the interviews conducted are noted in Appendix C.

Key Influencers and Opinion Leaders:

- Student Life – Assistant Director of Student Life, Erica Richardson. Advocate for the student organizations and clubs, as well as, overall student population.

- Conference Services – Director of Conference Services, Erica Spencer. Key influencer for the external audience.

- Orientation (First Year Experience) – Associate Director of New Student and Family Orientation, Krishnaben Patel. Advocate for new student and their families as well as departments on campus.

- Athletics – Assistant Director of Athletic Communications, Daniel Supraner, and Assistant Athletic Director of Ticketing and Game Day Operations, Thomas Richard. Key influencer and opinion leaders for departments on campus.

- Student Activities – Associate Vice President for Student Affairs, Rodney Bowers; 2016 Student Government President, Warren Pittorie; other office staff of Student Activities. Key influencers and opinion leaders for student organizations, clubs, and individual student body. A group meeting was held to discuss the print needs of the group associations and student body.

- Marketing and Communications – Vice President for Marketing and Communications, Wes Sumner and Director of University and Marketing and Brand Strategy, Andy McIlwraith. Key leaders advocating for university and department interests.

A summary of critical incident analysis was created based on situations that occurred in the Copy Center regarding student and department printing. The summary is noted in Appendix C. Critical incidents typically included challenges in submitting an order and concern over pricing, formatting issues, and turnaround times, among others. The department print request held the most challenges, focusing on understanding the current hurdles users may have in submitting work orders as well as communication deficiencies.

The research highlighted the specific needs to address in the product development of the Web-to-Print web page. It also provided an understanding of the internal and student printing needs. It helped gain an understanding of the best methods to market to the various audiences and channels.

Social Media Research:

A social media strategy was created to develop types of messages, images, and stories that should be used for the intended audience members. During the interview stage, we found that a key partner for social media is Greek Life on Facebook. Particularly, Greek Life is a niche segment within the internal audience group for the student population. It was designated that the Copy Center Twitter page would continue to be used for the print industry and other potential external audiences. This was because the print industry is mostly active on social media through Twitter as a professional resource. The Florida Tech social media guidelines were observed in the development of the strategic plan. A brief review of the guidelines is given in Appendix D. Brainstorming of ideas by the Copy Center manager and staff was generated for the use of social media strategy for the target audience and was based on the research conducted in the interviews and past surveys. The plan includes steps to adapt the social media strategy to the visual identity that will be created for the Copy Center.

<u>Web-to Print web page research:</u>

The web-to-print web page was recently purchased by the university as a new means to provide an added value service at the Florida Tech Copy Center. The web-to-print channel required buy-in from Marketing and Communication leaders due to the complexity and features available. It was not difficult to persuade the administration to accept the web-to print channel as this shed light to potential financial savings, earnings, and saving time in manual processes for the institution. Due to the complexity of the web-to-print web project, it will be implemented in stages. These are instilled in the plan taking place over the course of three years. The first stage will provide the most basic services available to the Copy Center audiences. The second and third stages will assist in creating positive changes in the current print ordering process, assist in sustainability efforts by reducing paper consumption across campus, as well as Florida Tech template and print material designing capabilities. Benefits to having the university align with this new channel are depicted in the literature review. The university marketing officials were on board with utilizing the software program to enhance Copy Center services across campus as well as aiding other potential areas.

<u>Promotional Channels</u>

The research pointed out that there are several channels through which we can reach each audience segment more effectively. For departments, email messages would be effective since that is their main method of communication. For students, hosting promotional tables at events and being in the public eye would be the best. Other channels include

public speaking events during student meetings, monthly announcements on the student video board, and working one-on-one with the Student Life office.

<u>Research Findings:</u>

Internal Audiences—Staff and Faculty

Florida Tech's internal audience consists of many departments and offices developed to facilitate the functionality of the university's goals and initiatives. The individuals in these offices are both staff and faculty. Each department (main college) or office governs its own budget and operations; however, decisions are contingent on the rules and stipulations set by the university. Therefore, based on their budget capabilities, the departments and offices may choose to in-house or outsource print projects as they see fit. The Copy Center has very little control over the decisions of keeping work in house or outsourcing. The Copy Center's only tool is to bring awareness to cost savings brought by producing work in-house versus outsourcing. The strategies that have been employed for making departments and offices aware have been stated under background and rationale. The added strategies and tactics for increasing awareness are seen in the plan. Gatekeepers for the departments are the administrative assistants, department heads and senior faculty. These groups seem to be the ones who produce most orders in the Copy Center. With approval, however, any faculty member or staff member with a budget code can submit work for production. Therefore, the plan will enhance awareness for all staff and faculty.

Internal Audiences—Student Organizations and Clubs

Florida Tech's second group of internal audience members are student organizations and clubs. Their purpose for producing print material is usually for promotional purposes. Targeting these groups assists the Copy Center in penetrating this market to introduce the functionality and capabilities of the Center as a convenient print center on campus. The students participating within these groups are influence leaders within circles; they are included in the plan to highlight their intended print goals as a strategy for increasing awareness. In addition, their budget controls are a mix of department funds or personal budget. Therefore, these groups are a client base that is necessary to advertise to in order to increase revenue at the Copy Center.

Internal Audience—Individual Students

Florida Tech has more than 5,000 students on campus. Some of these individuals make up part of the second audience group within student organizations and clubs. However, for the individual student, the needs for printing are different in that his or her purpose is usually solely for class assignment purposes. The type of material that this group prints are homework related assignments, conference posters, dissertations or theses, and miscellaneous material. Results from the research show that students are not aware the Copy Center is available. Therefore, students do not take advantage of the wide variety of services that the Copy Center has to offer. The intent to raise awareness for this segment requires the Copy Center to hold more promotional events on campus and work closer with the Orientation Office to make all incoming students aware of the services.

External Audiences—Affiliated organizations and local clients with Florida Tech

An important market segment is Florida Tech's audience found externally. Florida Tech office of Event and Conference Services assists the university in bringing in clients who will take advantage of the many services available at Florida Tech for the local community and organizations at large. This external audience is a potential revenue generating segment for the Copy Center. Inclusively, as the Copy Center markets to individual internal staff and faculty, it will assist in the referral of affiliated organizations these individuals may be associated with as well.

External Audiences—Print Industry

A segment for consideration is the professional print industry. The Florida Tech Copy Center partners with a variety of vendors in order to provide services to Florida Tech. Some of these vendors are Canon, EFI, North American Office Solutions, and a variety of paper providers. By using social media, the Florida Tech Copy Center exposes themselves to the print industry and the university as well. The benefit of exposing the university to the print industry via the Copy Center helps increase an external reputational advantage. In addition, it helps foster the internal relationships by building up employee morale, staff productivity, and reinforcing institutional momentum.

Step 3: Creation of Measureable Objectives

The Executive Summary, SWOT analysis, and formulated research was presented to the Assistant Vice President (VP) of Business and Retail Operations. The Assistant VP of Business and Retail Operations and Copy Center manager developed SMART objectives based on the developed goals. These would yield the best results in the communication plan. The SMART objectives serve as the basis of progress in the communication strategy and an action plan and time-line can be developed.

Objective # 1

Provide Five-Star customer service year round that meets customer needs and retain satisfaction, using surveys or interviews to gain feedback on service levels. Maintain 90% satisfaction rate overall.

Objective # 2

To create awareness within at least 30% among student audiences in the first semester and increase awareness by 20% by the end of the academic year.

Objective # 3

To create awareness to the local constituents or those affiliated with Florida Tech by increasing external work orders by 5 to 10% by the end of the fiscal year.

Objective # 4

To increase the number of work orders by 5 to 10% by the end of the fiscal year as an indicator of increased usability.

Objective #5

Increase visibility efforts yearly by creating awareness to the print industry and other professional organizations of the creative, professional, technological, and community

involvement performed through the print work at the Copy Center. Increase the number of print industry likes or followers on social media by 5% each year.

Step 4: Strategic Communication Plan/Usability Testing

Before finalizing the communication plan, the strategy was reviewed by using the proposed usability test measures, such as the exploratory method for the social media plan and the assessment method for overall use. It was given to key members and partners who will assist in the implementation to provide feedback on the feasibility of the developed plan. The structure was agreed upon and modified by the university before it was finalized.

Chapter 3
Summary and Recommendations

The Copy Center Communication Strategic Plan opens the door for new projects and implementations in the future. The purpose of the plan is to assist in gaining and retaining an audience that had been accustomed to outsourcing or simply did not know the Copy Center existed. In gaining an audience, the Copy Center will also expand and enhance the mission and goals of the university. In reality, no one will truly know what the audience needs better than the in-house operation. Therefore, it is the mission of the Copy Center to continually provide great high quality products, exceptional Five-Star customer service, and continual commitment to students, staff, faculty, and other constituents. The plan is a benefit to the Florida Tech campus community in which the Copy Center resides. The plan has strategies and tactics that will be able to be used by the Copy Center Manager or VP of Business Operations for years to come. It will assist in bringing the Copy Center into the public eye and increase its involvement within the university.

The plan will develop the visual identity of the Copy Center. In developing the visual identity of the Copy Center, it will formalize the communication visual style. The professional look will enhance the messages and communications sent out to the audience so that all is uniform. The research during the development of the plan shed light on avenues possibly not considered in the past and new channels that included public speaking. Face to face contact seems to be a preferred method of contact with students

and departments. Therefore, the plan includes the opportunity for connecting with the audience on a one-on-one basis as well as a whole.

The Assistant VP for Business and Retail Operations was very enthusiastic about the communication plan. Contingent that the communication strategy will be effective and grow the internal and external clientele base, a second tier to the project was suggested to be proposed and implemented. The Assistant VP for Business and Retail Operations believes that the plan should have a second component to include the expansion of the Copy Center. The second tier plan would be a strategic business plan that would include relocating the Copy Center to a more visible location. Marketing officials concluded that the strategic communication plan seems to be a viable and commendable effort that they fully support. Therefore, at the point of a second implementation, they also would work closer with the Copy Center to formalize that vision as well.

To conclude, the plan is one that was welcomed and the buy-in from the organization was not as difficult as initially believed. The Copy Center plays an essential role in providing a wide variety of print products and services. The institution recognizes the capabilities, efforts, and purpose of the Copy Center. It is just a matter of expounding and strengthening the position of the Copy Center as an in-house operation that is available and convenient for the audience on the Florida Tech Campus. The Copy Center is excited about the strategy and hopes it will not only increase its usability and visibility but also positively impact all those who use its services.

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Appendices

Appendix A
SWOT Analysis

SWOT Analysis

<u>Strengths:</u>

- The Copy Center's main strength is that it is located centrally on campus in the academic quad. It is not too far from most classrooms, important offices, and it is in a location where many students travel through to get around campus.

- The convenience of having a one-stop shop location for digital printing needs is an attractive quality for the student body, which is made up of individual students and student organizations and clubs as well as for departments, which are composed of staff and faculty.

- Additionally, the Center offers delivery for on-campus departments, shortening the turnaround time for print requests. Turnaround times are generally between one and three days. For large jobs, one week is the usual turnaround time, although these are generally also produced in a shorter time frame.

- The Copy Center has excellent customer service, going above and beyond to meet the needs of the customer. The copy center staff and student helpers provide helpful tips to the client needing to fulfill the print requirement. The student staff are also well trained in many aspects of desktop publishing; their help is essential to the functionality of the center.

- The Copy Center has an experienced manager and an experienced print specialist. Together the office is well equipped to handle many variations of its print portfolio. The Copy Center is able to provide one-on-one specialized services to departments that need it.

- The Center staff members are also cognizant of the importance of student printing on tight deadlines; therefore, the staff spends time with the client and gets to know their audience.

- The Copy Center owns state-of-the-art high-volume print production digital printers.

- Additionally, the center has a wide-format aqueous printer suitable for indoor and outdoor media. A wide variety of finishing equipment is also available.

- The Copy Center accepts various forms of payment including all debit and credit cards, and accepts Panther cash, a student account associated with their ID's.

Weaknesses:

- The Copy Center's weaknesses are found in the manual processes that have to be performed daily such as quoting, making corrections to incorrect work orders, billing the clients, and taking paper walk-in orders from departments. These processes can often be time consuming, requiring constant transactional emails or phone calls. They also delay the office print production schedule, since the print specialist oversees these details in addition to manages production. More complicated transactions are forwarded over to the manager who then has to investigate and confirm the request to provide a solution.

- The manager also oversees the campus convenience printer fleet, units that are provided to each department to facilitate daily printing needs within low volume

thresholds. This leaves her work unbalanced between managing and working on projects for the Copy Center and managing the campus copier fleet.

- The assistance of the work study or college roll students must always be supervised by the print specialist or manager; therefore it requires constant communication for even the most basic work orders.

- Delivery of projects can also be time consuming and coordination can be difficult since the office can be short staffed at times. When a staff member is out of the office, it leaves the other member with too much work to be performed by one person.

- The assistance of student workers is sporadic; therefore, dealing with time schedules is also a chore. The Copy Center counts on the students to assist them in many of the transactional office occurrences and when student staff is limited, it poses a great challenge. The Center is also small, which can pose a challenge once the work load increases.

- Copy Center visibility is low; therefore, not many people are aware of its location or its services.

Opportunities:

- The Copy Center has the potential to grow exponentially by becoming involved within the university. It is an essential part of marketing and can be a competitive advantage for the university by being a one stop shop for digital print needs.

- It has the potential of gaining excess revenue from opening up to external constituents such as the local community and those who have affiliations with the university.

- The office will require an additional full time staff member to assist in the projected growth.

- It has also the potential to work closer with other university departments such as Purchasing and Creative Services to help cut costs. Purchasing is a gatekeeper for providing vendors that will outsource print material and other supplies. As the Copy Center delves into contacting paper sources, this could be instrumental in locating a paper provider that will assist in reducing supply cost for the entire university.

- Additionally, the Copy Center has the opportunity to build connections through the print industry, forming relationships of interest for the university, while tapping into resources and knowledge not previously taken into consideration regarding the print industry field.

Threats:

- Interdepartmentally, the challenge of staff and faculty printing in bulk at their copiers competes with the Copy Center's functionality. The Copy Center's convenience printers on campus can somewhat challenge the efforts in the plan.

- Governmental regulations on print reproduction of media must be followed, which includes documents that can and cannot be reproduced, copyright infringement, among many others.

- Due to being a small space in terms of footprint, the Copy Center could be limited in functionality should work increase.

- Being short staffed will constantly be an issue, as all efforts will most likely come to a halt if only one staff member is present. The staff member usually oversees the operations and production of work while one is out. Should a staff member not be available for an extended period of time, the plan may become delayed.

Appendix B
Strategic Communication Plan

Florida Tech
copycenter
your center for digital printing

Strategic Communication Plan

Florida Institute of Technology Copy Center

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2017

Table of Contents

Situation Analysis

Problem Statement

Florida Institute of Technology is home to nearly 5,000 students on campus and has over 700 employees. With approximately 200 academic supporting offices and 1,000 student organizations, the Florida Tech Copy Center facilitates printing to these groups. The Copy Center is a high-tech in-house printing operation on the Florida Tech Campus supporting the university's mission and goals. Thus the Center's purpose is to provide services that will assist students, departments, and external customers' ability to achieve success via various print materials.

However, as a supporting office, the Copy Center has a lack of visibility on campus and is underutilized. This causes services that can be produced in house to be taken to similar local print centers, thus losing potential revenue and profit and reducing support for the university facility.

The strategic plan creates strategies and tactics for increasing visibility and usability of the Copy Center on the campus. It includes strategies for visual image development and message styles as well as channels for communicating with each intended audience.

Background

    The Florida Tech Copy Center encounters the main challenge of its potential audience being unaware of its services and thus it is underutilized on campus. It is a continual struggle to retain or gain the attention of, for example, the student audience. This is since, as old students graduate and new students come on campus, new students are not aware of the services offered. Thus, the Center loses its student clientele base. Additionally, the same occurs with staff on campus. New staff or faculty may arrive and are not aware of the services. Consequently, current staff or faculty are also not educated on the services available and believe that the center is limited to certain functions. Other staff and faculty by cultural norm prefer to outsource the printing. They believe that the center may be too expensive or that it may not produce the same quality of work. Therefore, not only do students ultimately take work off campus but also do departments. Overall, there is not enough exposure for the audiences to know about the many services and quality products available at the Copy Center.

    The Copy Center's facility is well equipped and capable of increasing its work load. Moreover, with the current established internal audience, the Center is ready to become more involved and participate in the activities and programs on campus, aiding in the print needs. In order to put forward a more professional look, the communication plan addresses the construction of a visual identity for the Copy Center. The visual identity will enhance the communication message style and channels that will be employed to reach the audience. Hence, the Copy Center will become a more attractive option as an in-house operation.

    There are some key challenges for the intended project, and one major one will be the continual commitment to proceed with the plan. The manager and Copy Center staff will be responsible for carrying out the implementation. The support of the key offices, such as Marketing and Communication, Event Conferences, and Student Life, will be essential in keeping the project alive. The Copy Center is understaffed; therefore, introducing this work can pose a challenge when combined with the current staff members' daily work for

the center. Additionally, the university is undergoing a number of financial stresses that may cause the budget to be stricter, causing the Copy Center to perhaps limit its activities in the plan. Potential setbacks can occur if the supporting offices find themselves struggling to meet deadlines or other important and immediate responsibilities, rendering them unable to support the Copy Center activities as set in the timeline.

Some obstacles or problems pertaining to knowledge, attitudes, and behaviors of key audiences may influence the success of the plan as well. It is not a guarantee that increasing awareness will change the cultural behaviors of some staff and faculty. Some may continue with manual processes for submitting orders, while others may continue to outsource print work. Consequentially, advertising to the student body may not necessarily increase revenues as expected. The niche market may be in advertising to the external constituent, but this is also not certain. The strategic communication plan is based on research conducted to evaluate the perceptions of the center and to understand the reason for low visibility. The plan addresses those areas so as to progress and move forward in gaining and retaining an audience.

The SWOT analysis assists in understanding further the position of the Copy Center on the Florida Tech campus. It highlights the main strengths, weaknesses, opportunities, and threats the Center will encounter or is currently seeing in its operations.

STRENGHS:	WEAKNESS:
• Located centrally on the Florida Tech campus • Convenient one-stop shop for digital print needs • Delivery option for the departments • Excellent Five-Star customer service • Professional and trained staff • State-of-the-art digital printing equipment • Accepts various forms of payment	• Manual processes consume time in actual pre and post production. • Manager balances campus fleet and Copy Center, which can be challenging when short staffed. • Student workers require constant supervision, which may hinder performance. • Student worker attendance is sporadic also hindering performance • Copy Center has low visibility on campus; potential users are not aware of its existence.
OPPORTUNITIES:	THREATS:
• Has the potential for exponential growth with more involvement. • Can increase revenues by opening up its services to external audiences. • Can grow to the point of requiring another staff member. • Can work closer with Purchasing Department for paper and campus supplies. • Build connections through the print industry.	• Convenience copiers on campus competing with centers functionality • Governmental policies on print media reproduction • Copy Center small space footprint in may cause production delays. • Being short staffed will halt all efforts of projected plan if only one member is present for an extended period of time.

The Florida Tech Copy Center's Mission and Vision Statements

Mission: To provide great high quality products, exceptional Five-Star customer service, and continual commitment to provide print services for students, staff, faculty, and other constituents, following through with the University's mantra, "High Tech with a Human Touch."

Vision: As a service department at Florida Tech, the Copy Center strives to provide high quality products that meet, if not exceed, our customer's expectations. We focus on exceptional Five-Star customer service for students, staff, faculty, and other constituents,

leaving them with a positive lasting impression of our commitment to quality services and products. At Florida Tech, we inherently recognize the diligent use of technology and reaffirm our passion of sustainability with the resources utilized on a daily basis.

The Five Star Service model is a tool used at Florida Tech to provide exceptional customer service to each person met while on campus. It instructs the employee, staff, or faculty member to be proactive in their interactions with students or other employees providing creative and positive solutions to any question. The approach is a communication initiative that will instill appropriate techniques for dealing with the internal and external audience at Florida Tech on an interpersonal level.

Target Audiences

From all the potentially important audiences that the Copy Center services, in the research we have identified those to whom we wish to direct the strategic communication plan. These audiences are the ones we intend to meet the needs of and introduce the many services and products of the Copy Center. Increasing awareness to these audiences will bring the most success to the plan.

<u>Target Audiences</u>

These internal and external audience members are the ones found as most important for the proposed strategy:

<u>Internal Audience:</u>

Departments (Staff/Faculty)

Student Organizations and Clubs

Individual Students

<u>External Audiences:</u>

Organizations affiliated with or connected to Florida Tech

Local clients

Print industry

Other professional organizations

Organizational Goals

The Copy Center's organizational goals are partially based on goals set for the SACS accreditation assessment, seen in Appendix E. These goals address the outcome the Center expects to achieve and are the purpose for the plan. They are also based on the mission and vision statements. The goals set are specific, measurable, attainable, and time-specific.

Goal # 1

To consistently increase and/or improve total customer satisfaction for users of the Copy Center.

Goal # 2

To consistently promote the services of the Copy Center to all audiences.

Goal # 3

To continually improve and provide services or products of high quality at the Copy Center.

Goal # 4

To continually provide timely turnaround to all audiences.

Goal #5

To reduce off campus spending with other competitors who have the same facilities as the Copy Center.

Communication Program Objectives

The communication program objectives serve as intermediate steps that will assist the Copy Center in reaching the overall goal. The objectives in the plan in this case can be successful although regardless if whether the goals may not get met. The objectives are centered among the following: knowledge gain, attitude formation, reinforcement or change, and behavior change.

Objective # 1

Provide Five-Star customer service year round that meets customer needs and retain satisfaction, using surveys or interviews to gain feedback on service levels. Maintain 90% satisfaction rate overall.

- Expose 100% of Copy Center staff to customer service training so as to learn to provide the clients service that is full of professionalism and courteous.
- Reduce 50% of order errors by optimizing the performance of Copy Center Staff and utilizing the new web-to-print software.
- Continually seek new products and services for improved customer satisfaction.
- Improve the current manual processes involved with ordering, reducing transactional emails by 50% yearly.
  - o Use the data collected from various channels including web-to-print or email, to send out satisfaction surveys.

Objective # 2

To create awareness within at least 30% among student audiences in the first semester and increase awareness by 20% by the end of the academic year.

- Measure increase by student population of 5000, 50% would be 2500 students, and achieving over 300 student surveys is a good ball park for baseline statistics on population of users.
- Overall number of transactions by students using panther cash or online web-to-print page.
- Yearly, continue to increase the social media following through Facebook and Twitter by increasing 50% the followers year to year.
- Increase in-store orders by 5% compared to last year.
- Increase usability by 5% Copy Center in-store or online traffic after campaigns or events.
- Increase a shift in email orders to online orders by 50% by end of next fiscal year.

- Increase the awareness of the visual image of the Florida Tech Copy Center for internal and external audiences, creating more recognizability on campus and in the local community.
  - This can be achieved by continually providing promotions or special offers in order to increase retention.
  - Benefits of using Copy Center versus the competitor.

Objective # 3

Increase awareness to the local constituents or those affiliated with Florida Tech by increasing external work orders by 5 to 10% by the end of the fiscal year.

- Send out a survey after product or service was provided to measure awareness.

Objective # 4

To increase the number of work orders by 5 to 10% by the end of the fiscal year as an indicator of increased usability.

- The Center can gain access to university expenditures from specific budget lines. The one to measure from is the external supply-printing budget. By evaluating those figures and the overall cross charges for print work in the copy center it can be a good indicator of the plan's success. Although, it may not provide a specific percent of increase. It will demonstrate that as we see external expense line decrease, internal debit line increase at the copy center. This provides an overall picture financially of the university savings the Copy Center is helping produce.

- Measure via increase in work orders compared to previous years.

Objective #5

Increase visibility efforts yearly by creating awareness to the print industry and other professional organizations of the creative, professional, technological, and community involvement performed through the print work at the Copy Center. Increase the number of print industry likes or followers on social media by 5% each year.

- 5% increase may also be measured by connections made through face to face contact or email.

Strategies

A strategy is the overall approach a plan uses in order to achieve the specified goals and objectives. This communication plan describes a strategy on how it intends to help the Copy Center. The plan's strategy is the bigger picture and then uses tactics to delineate the specific details. The strategy contains two aspects: action and communication strategies.

Action:

A. Policy Changes/Recommendations

- Based upon my research conducted, it will be important to implement a visual design identity for the Copy Center. A uniform design will ensure that all marketing material and communication channels are easily recognizable and have a professional look and feel. It will be important to look at design trends so the visual design has a modern yet sophisticated look associated with Florida Tech.
- Pricing details will be important as the Copy Center office struggles with manual work such as providing quotes and price information. Therefore, having set pricing for both internal and external audiences will be essential.
- It is important to also set guidelines on how ordering procedures should occur for both audience segments. This will be important as the various internal segments are the most challenging to address when they submit their orders.

B. Additional Research

- It is recommended that a satisfaction survey is sent out periodically to test and see if the communication efforts are succeeding.
    o Use the work order system to generate an email to each recent user after completed order inviting them to provide feedback.
    o Facebook can be a method to send out a survey about general visibility or knowledge of services.
- It is also recommended that additional contact with other offices may be performed, such as College of Business or Engineering to address their particular needs in the future.
- It is also beneficial to address the use of convenience copiers on campus.
- Also, it would be beneficial to address the student copier locations and limitations (i.e., not for bulk printing).

C. Other Action Strategies

- Partial training on the current EFI (Electronics for Imaging) Digital Storefront has been initiated by the Copy Center manager. To further develop the web-to-print site, Marketing and Creative Services employees will need to be trained on the current web development features within the web page before further training can be performed for the purpose of continual enhancement of the page.
- Securing physical attributes needed for promotional booths will be essential before committing to promotional events.

- Assistants in the office may be necessary to help the print specialist in daily production in order to alleviate the work load while the Copy Center manager is working on implementation of the plan. This can be in the form of various college roll or work study students.

Communication:

The communication strategy is essentially the "Big Idea" that will be the anchor of the plan. The creation of a series of deliverable public relation messages will help achieve plan objectives. The ones outlined are based on research performed and make the most sense based on the objectives specified.

The "Big Idea" is to increase awareness and usability of the Copy Center for all audiences. The following are strategies on how it is planned to be accomplished in addition to a Planning Matrix that will organize the plan.

1) Build the visual image of the Copy Center.
2) Develop the new purchased EFI Digital Store Front or web-to-print web ordering site for the Copy Center. This will need to be developed in stages as the software program has many capabilities that can assist in multiple areas besides ordering print material.
3) Enhance the established social media sites for the Copy Center, on Facebook @floridatechcopycenter and on Twitter @FIT_CopyCenter.
4) Send out professional email announcements or advertising emails to all audiences.
5) Develop promotional print material such as fliers, brochures, and posters/banners.
6) Participate during the Orientation meeting to promote the Copy Center as an on campus service.
7) Work closely with Student Life and Activities.
8) Enhance the sustainability image for the Copy Center.
9) Participate in Market Days held on campus.
10) Expand reach of external audiences by working with Event and Conference Services.
11) Work more closely with the Athletics department to assist in printing needs.

Program Planning Matrix

Publics (s) Target audience to be reached (with common objectives using similar campaign components)	Communication Objectives Highest level behavioral change desired (actions, attitude, or awareness)	Concerns of Publics Needs, wants, concerns of target group that must be addressed in the campaign's themes/key messages	Themes or Key Messages (Based on key facts publics should know, benefit and features, or newsworthiness)	Media or Events Categories of media or specific outlets, techniques, or activities.
Departments (Staff/Faculty), Student Organizations, and Clubs	Objective #1: Provide Five-Star customer service year round that meets customer needs. Maintain 90% satisfaction rate overall. Objective # 4 Yearly, increase the usability of the Copy Center by departments by comparing yearly budget line from previous years.	• Better and easier ordering system that is easy and more detailed with ability to provide quotes. • Increase awareness of services and products available. • Sustainability practices. • Price differences between interdepartmental and out of pocket • Affordability of services vs competitor • Educate on how to best to submit orders. • Delivery on campus to departments.	• Tips and Tricks to file formatting • Print consultations • Learning about its various services • Reminders about bulk printing • Turnaround times throughout the year • Price Comparisons, internal vs external costs • Improved web-to-print (Web Order Page) service • Channel all print requests through gatekeepers • Paper type availability • Sustainability practices	• Direct Email preferred • FacForum • Interdepartmental promotional marketing • Social Media • Face to Face, public speaking events. • Web-page
Individual Students	Objective # 2 Increase visibility efforts yearly by creating awareness to the print industry and other professional organizations	• Easy way to order in store. • Increase awareness of the existence of the center and its services. • Easy way to order on-line and pick up in store.	• Student Spotlight • Promotional Events • Holiday Special • Event Spotlight (highlighting department or student event) • Loyalty Card discount • Tips and Tricks to file formatting • Print Industry News	• Direct Email • Fit Forum • Staff/Faculty advertising center services • Social Media • Flyers/Posters on campus • Orientation

		• Prices and affordability.	• Promotional Discounts • Sustainability • Paper types • Copy Center price vs. Competitor • Convenience • Turnaround times	• Campus events, such as Welcome Week or Fun Fridays. • Video or graphic advertisement at the Student Union Building. • Public Speaking Events • Web-page
Organizations affiliated with or connected to Florida Tech	Objective # 3 To create awareness to the local constituents or those affiliated with Florida Tech by increasing external work orders by 5 to 10% by the end of the fiscal year.	• Order print material for events. • Short turnarounds available. • Unaware of services and products. • Quote availability. Special media.	• Turnaround times • Convenience • Price Comparisons • Offer a web-to-print (online web order page) service • Paper type availability • Sustainability practices • Promotional Discounts • Specialty products	• Direct Email • Mailers • Cold calls • Social Media
Local clients	Objective # 3 To create awareness to the local constituents or those affiliated with Florida Tech by increasing external work orders by 5 to 10% by the end of the fiscal year.	• Unaware of services. • Pricing, services and products, ordering, location of Copy Center (difficulties with locating), parking	• Client Spotlight • Promotional Events • Holiday Special • Event Spotlight (highlighting client use of our services) • Loyalty Card discount • Tips and Tricks to file formatting • Print Industry News • Promotional Discounts • Sustainability • Paper types • Copy Center price vs. Competitor	• Direct Email • Mailers • Cold calls • Social Media • Market days

| Print industry and other professional organizations | Objective #5
Increase efforts by 50% to bring awareness to print industry and other professional organizations of the Copy Center at Florida Tech. | • Completely unaware of Florida Tech Copy Center.
• Concerned with sustainability, creativity and design, adaptability, technology, community engagement and involvement.
• Advances in best printing practices and most efficient or creative use of equipment. | • Sustainability
• Paper types
• Use of equipment to generate creativity and design.
• Technological uses of equipment
• Florida Tech high tech with a human touch and the print industry. | • Social Media
• Print industry events and gatherings
• Conferences |

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Strategy Summary

The Big Idea proposed, increasing awareness and usability of the Copy Center, focuses on gaining a larger audience that knows very little or nothing at all about the Center. The plan is a stepping-stone that will move the Copy Center forward into the campus light. This will demonstrate not only its functionality as a support center for staff, faculty, and students but as a participant of the campus community.

The Copy Center has made efforts within the last years that have prepared the way for this implementation by bringing the Center technologically up to speed and slowly increasing a customer base that consisted of sporadic users or those who were excessively accustomed to outsourcing. The communication efforts implemented in previous years were able to regain the trust of internal audiences, while also improving the quality of service and products. Just recently, with the increase in department usability and a more public association with the student audience, the Copy Center believes that now is the time to push forward and provide a professional face to the Copy Center.

Therefore, this plan calls for changes in the overall visual identity of the center. The development of a uniform image will assist in making the Copy Center more recognizable and enhancing the inherent association with Florida Tech. In the past, students or staff who did use the Copy Center would often question whether the Center belonged to the university or was a subsidiary of an affiliate vendor. The communication efforts taken in the past have helped remove those perceptions. This communication plan will formalize the connection visually, so that all communication methods and channels look and feel like Florida Tech.

The strategy proposed takes into account the audience and the most effective channels through which to advertise. For internal audience members, such as the faculty and staff, based on research we find that email is the best channel. Additionally, face-to-face or phone contact with the gatekeepers is also a positive method of disseminating

information. The staff and faculty have particular topics that they are interested in. Some of these are cost, paper type, finishing styles, and poster banner printing. Turnaround time is a big one, as many offices work on tight deadlines to attend conferences. Noted in the planning matrix are further topics of interest.

Student organizations and clubs are probably the most exiting group to work with since they always have events occurring. Recently, the Copy Center was a proud supporter of Student Government Elections and the Resident Life Sustainability Team. These groups have the most to gain, since the Copy Center is essentially a convenient location for their digital print needs. There are several other themes to cover, but one of the largest is to work closely with students and assist them in promoting their organizations and clubs.

Individual students are mostly those who daily walk the campus of the university. These students often need somewhere to print an assignment, reports, or other projects. About half of the student population resides on campus. The center hence, also serves as a convenience to going off campus or even bringing their own printers. The strategy for this group is that we invite them to use their time and their resources more wisely, by learning about the Center and what it has to offer.

The external client has minimal awareness of the Center since the only opportunity that we have to gain from them is when they are affiliated with the university and are already using our services. However, if the Copy Center is able to tap into this market, it may be also the most lucrative. It will also enhance the university image as a one-stop shop for all their event needs. Local clients may be a bit easier to reach, and we strategize that sending emails and or mailers may be a potential way to reach nearby constituents or business owners.

The print industry is the newest audience to include in the marketing segment at the Copy Center. In reality, this segment serves as a portal to the industrial world of graphics and print productions. It will allow the Center to make and build up its reputation in this

field yet be consistent with that of Florida Tech. Thus the Center can be utilized to enhance the university image. There are many possibilities that may arise from venturing out into this segment, although the benefits are yet not quite revealed.

The suggested communication strategy for the Copy Center is a plan that will lead it into a new era. The Center will no longer be the hidden treasure that some have come to learn about. Instead, it will be an advantage and resource for the staff, faculty, students, and external clients.

Tactics

The following tactics will be utilized to connect with the intended audiences. These tactics are evolutionary and methods considered and derived from the research. They are proposed as an outline and are projects to take on throughout the delineated timeline of the project.

Internal Audience: Departments, Student Organizations and Clubs, and individual students where applicable

- Provide a brief presentation of the Copy Center and its services at the Organizational Procedures meeting held at the beginning of the semester for all clubs, organizations, and Greek Life.
- Join the fall monthly meetings held by the Student Activities department and advertise the Center to student groups or provide information for the meeting facilitator.
- Become part of the monthly email chain sent out by the Director of Student Life. The email serves as a reminder of events and resources to the students.
- Advertise or promote on the Denius Student Center TV screens monthly, using video or an attractive graphic.

- Work closely with Greek Life before recruitment week for printing needs.
- Participate in Friday Fun Days, which take place once a month at the Panther Plaza. During that time, departments have the ability to host a table where they can meet with students and talk about their services.
- Participate or work closely with Homecoming Committee yearly.
- Participate in Welcome Week with other departments.
- Within the Orientation material provided to incoming students, aside from the Copy Center flier included in the packet, use promotional materials or swag items to remind students of the Center.
- Be included in the presentation segment under Business and Retail Operations during Orientation presentations promoting the Copy Center.
- Host a table, located in the foyer of the Clemente Gymnasium, during Orientation. Provide promotional material or swag items to increase awareness.
- Work closely with the professors to encourage them to promote the Copy Center services to their students.
- Increase Copy Center services to include offering yard sign services, durable plastic or laminate vinyl outdoor banners, and full bleed booklets to departments, organizations, and clubs as rentable items.
- Provide competitive at-cost rate and match or come below the external vendor price.
- Match the product quality or provide near comparison product as competitor.
- Provide competitive price and quality product.
- The Copy Center should work closely with Athletics to produce specialty products during year around athletic events.
- Copy Center should work closer with external vendors to build preferred vendor partnerships that can assist in reducing costs.

- Increase Copy Center services to provide full bleed booklet printing and outdoor durable banner material.
- Assist in providing a more streamlined approval process for printing.
- Provide a quote for students, clubs, or organizations before they submit a request for printing.
- Provide templates to facilitate designing print material.
- Considering the process for student activities, provide a digital approval stamp to avoid reducing the quality of document due to scanning.
- Advertise to organizations at student meetings to inform them about the Copy Center services.
- As student work orders are completed, provide a more effective method of notifying the recipient that it is ready for pick-up.
- Open online ordering system so that there is a credit card billing component to the online work order.
- Facilitate out of pocket payment for students who would like to produce extra material at their own expense.
- Advertise in the student lead newspaper, The Crimson.

Visual Identity Development
- Meet with the Director of University Marketing, Director of Creative Services and Web Developer to discuss expectations regarding the Copy Center's anticipated graphic and web design needs. The Copy Center will provide a detailed list of all design resources and elements needed to establish visual consistency (graphics, templates, etc.).
- For the external audience, the key tactic should include having stronger identification of Copy Center services.

- o Work closer with Conference Services to receive a list of potential clients the Copy Center can send information to.
- For internal audience members, advertise and emphasize at-cost production rate and quick turnaround times.
- Tactics for student audience should include special promotional advertising to increase retention.
  - o Example, 10 copies free after your first 25 black and white prints.
  - o Change of location
- The Copy Center will abide by established university visual identity standards and guidelines, as well as service request processes. The Copy Center will submit all graphic and web design project requests to Marketing and Communications via the Service Request Form at http://apps.fit.edu/requests. University Marketing will provide appropriate guidance with regard to external advertising and social media to the Copy Center as requested, on a case-by-case basis.

Social Media

Facebook:

There are particular message styles that the Copy Center sees are more effective than others are. This is noticed through the current Facebook page where some posts received more views or more people "saw" the post. These messages are usually ones that involve a key opinion leader from some particular group or organization. In addition, there are certain topics that also have more views than others and are often correlated with the image style and message. The use of hashtags increases the follower base when used correctly. The hashtags should frequently include ones implemented by Florida Tech. On occasion, hashtags should be representative of the topic or affiliation of some other

associated group or entity. Tagging also encourages spreadability and increases views and likes. The Copy Center also experiences a large volume of people that "saw the post" when it involves an attractive video. The following tactics are hoped to be implemented using social media.

- Student Spotlight
- Promotional Events
- Holiday Special
- Event Spotlight (highlighting department or student event)
- Loyalty Card discount
- Tips and Tricks to file formatting
- Print Industry News
- Promotional Discounts
- Sustainability
- Paper types
- Copy Center price vs. Competitor
- Convenience
- Turnaround times

It is essential to note that images used for promotional purposes should have a professional look, as these are the most seen. Using royalty free or purchased stock images with overlays of a message or incorporating a redesign using the image are well received. The Facebook channel should also tell a story of the capabilities and services the Center has to offer. This will be most effective using student or event spotlight. It helps develop an association to the print endeavor and the end result. Finally, a

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professional image should include the Copy Center image, in case it is disseminated through other avenues.

Twitter:

This channel is the most effective to reach external professional audiences such as the Print Industry. The types of messages to be distributed on this channel should usually be oriented towards the creative, design, and technological aspects of the work at the Copy Center. It should always promote achievements performed through equipment or some sort of affiliation with the print material, machinery, or software. In addition, it should be used to reiterate some information disseminated on the Facebook page, although this information should be limited to the most necessary if possible. The same criteria for image design apply here as they do for the Facebook page.

Timetable/Calendar

Annually

- Use survey and department interview metrics for testing effectiveness for communication tools
- Participate in Orientation event.
- Use end of semester promotion for students.
- Participate in at least one Market Day Event.
- Engage in Career Fair promotions.
- Collect mailing addresses and emails for distribution of Copy Center marketing material.
- Send out monthly announcements to staff and professors.
- Work on creating a year/semester calendar of events to outline all promotional activities the Copy Center can assist in or is participating in.

Initial Planning Stages:

April – July 2017

- Begin Visual Identity for Copy Center.
- Implement first stage of Web-to-Print store front.
- Participate in Orientation Event.
- Create and build material for hosting tables.
- Create material for public speaking events.
  - Contact Student Organizations and clubs for beginning of semester print needs.

Semester Year 2017-2018

August 2017 – December 2017

- Work on promotional activities available and public speaking events.
- Employ electronic promotional messages via print material or other channels for external constituents.
- Begin investigation for second stage of web-to-print store front.
- Work closer with other departments to fulfill print needs.
  - Athletics office for football season kick off
- Get involved with sustainability efforts, such as sponsoring a bed at the Community Garden or releasing a sustainability campaign.

January 2018 – April 2018

- Continue communication efforts from previous semester for internal audiences.
- Begin to work with necessary departments for the second stage of web-to-print store front.

- Work closer with other departments to fulfill print needs.
- Begin to gather information for communication efforts for external audiences.

May 2018 – July 2018

- Release second stage of web-to print for testing.
- Begin to design, produce material, and build strategy for reaching local audiences.
- Continue annual preparations for Orientation event and other activities that begin when fall classes start up again.

Semester Year 2018-2019

August 2018 – December 2018

- Continue communication for increasing usability at the Copy Center for departments.
- Continue promotional activities for individual students.
- Begin to access functionality of communication efforts and adjust as needed.
  - Facebook page should increase followers.
  - Twitter page should see some increase as well.

January 2019 – April 2019

- Begin to evaluate Copy Center two-tier strategy proposal.
- Begin budget research for possible changes or increase in equipment capabilities in order to offer better services.
- Work with Assistant VP of Business and Retail operations to evaluate possible locations for relocation.
- Continue communication efforts to internal audiences.

- Evaluate if potential conferences or events regarding print industry are able to be attended.

Semester Year 2019-2020

May 2019 – July 2019

- Continue financial evaluation of two- tier strategy proposal.
- Work on building ties with external constituents and increasing relationship with print industry by joining an association.
- Build strategy for new campaigns for all audiences.
- Continue to develop or change functionality of the web-to-print store front.

August – December 2019

- Work more closely with Creative Services to continue to maintain work in house.
    - o Propose a first look before outsource strategy.
- Build strategy for new campaigns for all audiences for Orientation and fall actives such as Homecoming and public speaking events.

Budget

Item/Expense	Expense	Total	Notes
Yearly Mailings – Postage	$150		Mailings to local community, students, or parents
Yearly snacks for events and table hosting	$500		Food/Beverages
HTML emails	$0		
Swag for Orientation and other events	$1,300		Promotional items
Website redesign and visual identity creation	$0		Web-to-print
Print Material	$600		Yearly internal flyers to departments and students, posters, and other material
Estimated Total Expense	$2,500		

Evaluation

To evaluate the communication plan's effectiveness and the goals and objectives outlined for the strategy, the Copy Center manager and the Assistant VP of Business and Retail Operations have looked into the survey and interview structure.

Since the web-to-print software will be collecting data from the users, implementation of a survey three days after each user receives the product will be sent. This will allow for more accurate feedback and will include questions to measure the goals and objectives of the plan. It will also be no more than six or seven questions. We will implement this continually to receive feedback on the usability as well on the web-to-print page.

Additionally, once we have achieved a stable social media following, we would like to release a different survey via survey monkey. This will allow for a different segment to respond and will include questions about the effectiveness of promotions and how the users heard about us. This survey may be short as well with only ten questions. A yearly survey may be conducted, sent out to internal audiences and the student population to cover a wider variety of concepts associated with our goals and objectives. This will be an end-of-semester effort taking place either in the spring or fall semester. Short surveys during promotional events can be administered. Some participants may not have heard of the Copy Center, therefore, two surveys can be available for those who have used the Center and those who haven't. The questions would be regarding awareness, usability, and customer service.

Currently there is an established Five-Star service questionnaire that can be implemented at the Copy Center. This will allow any Copy Center user to provide feedback on their experience at the Center. An incentive for filling the short survey can be provided.

For the interview structure, the Copy Center would like to reevaluate those individuals who have been contacted for the purpose of this plan and see if the communication efforts have been successful. Modifications to the plan will be implemented based on their responses. Other offices previously not used in the survey will also be contacted for a wider range of feedback. This can be performed during either in the spring or the fall semesters.

A data base should be established by the Copy Center to keep track of those organizations would either like to receive more information about the services, or partner with the Copy Center. The organizations particularly in the print industry will be essential for developing ties for enhancing university relationships through the Center.

Objectives Evaluation Tools

Objectives	Evaluation Tool	Description
Objective 1: Provide Five-Star customer service year round that meets customer needs; retain satisfaction, and reduction of errors.	Online surveys	From the data collected by the web-to-print service, email or release on student forum, the Center will deliver a survey to measure satisfaction of products and services.
Objective 3: Increase external client awareness.	Interviews	Meet with offices and interview them for satisfaction and usability on Copy Center services.
Objective 4: To increase yearly usability of the Center by increasing work orders.	In-store surveys	Use an already established 5 star service customer card to provide feedback on service.

Objective 2: To create awareness within at least among student audiences.	Surveys at events	Use the events to deliver awareness surveys. Two types can be provided, one for those who have used the center and one for those who have not.
	Surveys at public speaking events	When possible distribute a short survey about awareness incentivized by a reward for completion.
	Social Media	Release a yearly survey on social media regarding promotional awareness.
Objective #5: Increase visibility efforts yearly by creating awareness to the print industry and other professional organizations.	Data base	Develop an external client data base that is growing and available for continual partnership with the Copy Center.

Appendix C
Interviews and Critical Incident Analysis

Conference Services

The Office of Conference Services works with outside groups and helps coordinate events that are hosted within Florida Tech. They mainly receive their clients through word of mouth or some other past affiliation with the university. The office also coordinates wedding planning held on campus. They also cold call or send emails to local organizations to make them aware of the university event services. The office uses Brevard Business News and Melbourne Chamber of Commerce to gain client contact information. The Director of Conference Services stated that they send out an electronic pdf brochure to those who inquire about having an event. Within the pdf document they have information regarding all kinds of services available to an external party when hosting at the university. The Copy Center is part of the electronic document although has very minimal mention of its wide variety of services. They also have a folder with the same documentation from 2009. They are looking to update this folder within the next year. Within the folder, Conference Services provides nearly the same information as in the electronic brochure. In order to increase awareness and usability with external constituents, the Conference Services office has made the following suggestions.

- Update the electronic document to include more information on the wide portfolio of services and products the Copy Center has.

- Update the folder from 2009 to include the Copy Center and mimic the information on the electronic brochure.

- Include the Copy Center as part of the request for proposal response to potential clients.

- Include services such as invitations for events or weddings.

Student Life Organization

The Student Life organization oversees the diverse student groups on campus. The student audience includes student clubs and organizations, sororities and fraternities (Greek Life), and represents the interests of individual students around Florida Tech. The Assistant Director of Student Life stated that the major reason for students' lack of awareness of the Copy Center is that they simply do not know the service exists. Hence, they seek the closest or most convenient and economical means of purchasing print material. Usually, the students go to Kinko's or Staples. They also choose to purchase specialty items online. The students who have used the Copy Center mainly know of the services due to word of mouth or suggestions by the Student Life office. The following was suggested as forms of reaching the target audience:

- Provide a brief presentation of the Copy Center and its services at the Organizational Procedures meeting held at the beginning of the semester for all clubs, organizations, and Greek Life.

- Join the fall monthly meetings held by the Student Activities department and advertise the Center to student groups or provide information for the meeting facilitator.

- Become part of the monthly email chain sent out by the Director of Student Life. The email serves as a reminder of events and resources to the students.

- Advertise or promote on the Denius Student Center TV screens monthly, using a video or an attractive graphic.

- Work closely with Greek Life before recruitment week for printing needs.

- Participate in Friday Fun Days, which take place once a month at the Panther Plaza. During that time, departments have the ability to host a table where they can meet with students and talk about their services.

- Participate or work closely with Homecoming Committee yearly.

- Participate in Welcome Week with other departments.

Orientation

Orientation is an event held on campus twice a year in the fall and in the spring for incoming new students and their families. The Orientation meetings hold a variety of important necessary information regarding campus services, university activities, and educational programs. The Copy Center has minimal participation in the orientation process. The Center provides only a flier in the student packet and also in the student orientation booklet that is handed out. The material within the packet provided to the students is mostly print media provided through the Copy Center. Some specialty banners or booklets are provided by another vendor that can produce the specialized item. For the most part, the Orientation office seeks first the Copy Center for direct quotes, then a third party. The Director of Orientation has provided the following suggestions in how the Copy Center can become more involved or increase awareness:

- Provide other type of material in the packet aside from the flier such as a promotional materials or swag items to remind students of the Center.
- Be included in the presentation segment under Business and Retail Operations during Orientation presentations promoting the Copy Center.
- Host a table, located in the foyer of the Clemente Gymnasium, during Orientation. Provide promotional material or swag items to increase awareness.

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- Work closely with the professors to encourage them to promote the Copy Center services to their students.
- Offer yard sign services, durable plastic or laminate vinyl outdoor banners, full bleed booklets.

Athletics

The Athletics Department on the Florida Tech Campus works directly with student athletes involved in a variety of sports. The Athletics Department helps instill university pride and frequently does so by printing a wide variety of material to promote or support their athletic endeavors. In-kind contributions are often their means of receiving free to reduced printed material. The NCAA Division II Association also provides a yearly contribution for obtaining free printed material. The remainder of items printed for events are usually outsourced due to competitive pricing or due to partnerships instilled by the department. The Director of Athletic Communications has mentioned that they did not use all of the Copy Center services because they were not fully aware of the extent of the print portfolio. They were also not aware of the benefit in turnaround times for large orders. They have provided the following suggestions in order to work closer with the Copy Center.

- Provide competitive at-cost rate and match or come below the external vendor price.
- Match the product quality or provide near comparison product as competitor.
- Work closer to produce specialty products during year-round athletic events.
- Copy Center should work closer with external vendors to build preferred vendor partnerships that can assist in reducing costs.
- Provide full bleed booklet printing and outdoor durable banner material.

Student Activities

The office of Student Activities works closely with the Student Life office to enhance student involvement on campus. The office manages the student clubs and organizations assisting in the development and planning of events. In addition, they provide an opportunity to individual students to use their talents, join, and be active within the university. The office also oversees student funding accounts. The office usually uses the Copy Center for printing due to the reduced department cost rate provided to them. The types of material usually printed at the Copy Center consist of fliers, small or large posters, booklets, or miscellaneous materials. Due to keeping a close eye on each organization's or club's allotted funding and approved images, the office has strict rules about the printed items. The procedure involves going through several approvals including stamping the original document with a date before it is sent to print. The office has inquired of the Copy Center for ways to improve the process. Student Activities has provided suggestions on how to assist them in improving Copy Center services.

- Assist in providing a more streamlined approval process for printing.
- Provide a quote for student clubs or organizations before submitting a request for printing.
- Provide templates to facilitate designing print material.
- Provide time of completion email for students or easier means of contacting individuals.
- Implement a digital approval stamp to avoid reducing quality of document due to scanning.
- Advertise to organizations at student meetings to inform them about the Copy Center services.
- Employ easier internal billing.

- Design easier out of pocket payment for students who would like to produce extra material at their own expense.

Marketing and Communications

The office of Marketing and Communications holds the prime responsibility of providing leading and reliable information about Florida Tech. It also concerns itself in the strategy and key implementation of comprehensive marketing and communication efforts. The office's direct report areas include marketing, communication, creative services, web services, and WFIT-FM (The Florida Tech radio station). In order to achieve buy-in for the strategic communication plan for the Copy Center, the proposal was presented to them with the support of the Assistant Vice President of Business and Retail Operations. The marketing officials include the Vice President for Marketing and Communications and the Director of University Marketing and Brand Strategy. They provided the following feedback and suggestions:

- Meet with the Director of University Marketing, Director of Creative Services and Web Developer to discuss expectations regarding the Copy Center's anticipated graphic and web design needs. The Copy Center will provide a detailed list of all design resources and elements needed to establish visual consistency (graphics, templates, etc.).
- For the external audience, the key tactic should include having stronger identification of Copy Center services.
  - Work closer with Conference Services to receive a list of potential clients the Copy Center can send information to.

- Location accessibility to the center may be a concern. Therefore, a future consideration for relocation should be evaluated within a few years.
- For internal audience members, advertise with emphasis on at-cost production rate and quick turnaround times.
- Tactics for student audience should include special promotional advertising to increase retention.
  - Example, 10 copies free after your first 25 black and white prints.
- Introduce a second plan to precede communication strategy. Formulate a two-tier plan for the Copy Center objectives.
  - The plan should be a business plan that would increase the use of the Center by external clients.
  - Increase the services and expansion of the center.
  - Increase revenues.
  - Change location.
- Marketing and Communications will appropriately support the promotional endeavors of the Copy Center through the services offered by its offices of Creative Services and Web Services, and by providing advice and counsel regarding external marketing and promotional activities, upon request and as time and resources allow.

Incident Analysis Summary

The Copy Center office serves the many student, staff, faculty, and external clients. The office is constantly adjusting procedure to fit the various segments. This is because of the attempt to streamline old processes that are still in practice around the university. These old practices cause various anomalies in the day-to-day transactions within the office. The following is a list of occurrences that should be evaluated and taken into consideration when investigating audiences.

- Student walk-in's request for print material under the department accounting string. The request is not formalized and is presented via a sticky note with jotted down department account details only. The post-it notes or informal requests are prompted by the professors or administrative staff. The informal requests are also presented in the form of jotted down text messages/emails sent from professors or other office personnel.
- Student walk-ins due to international differences in paper sizes will often have mismatched paper sizes not compatible with U.S. standard size. This also occurs with international faculty or staff. The opportunity to teach the individual about the various sizes is presented. However, this can be time consuming since the result is often a resolution for the Copy Center to finalize the print requests. The person in this case is requested to stay for the proof or asked to return when an opportunity to print the project is available. The Copy Center will also send proofs to departments before finalizing full print as well as spend time over the phone or email assisting in the best printing practice method to achieve desired result.
- Telephone work orders are often a challenge since the current work order system does not work for students or external audiences. Therefore, paper work orders have been created. The orders do not contain the full information needed as this

would require time to fill out. Therefore, emails are often requested and then printed on the spot when the students walks in. This can be a challenge when working with work study students who are still learning printing practices.

- The online order system is available to staff and faculty on campus. However, the system has limitations. These limitations often cause challenges within the Copy Center work environment, particularly in the billing. Additionally, the requesters are challenged with paper type, causing the Copy Center staff to spend too much time answering questions about paper or sizes that fit their intended project.

- The online ordering system is available to staff and faculty. The users have a hard time understanding the differences in their order options, causing them to fill incomplete information or using a different request type than the one intended.

- Since the online ordering system does not have a quoting function, manually quoting products can be time consuming. This is true for individual students or external clients who come in the office as well.

- Regulations with governmental documents or copyright infringement are always a difficult subject, particularly because requesters are not well aware of their limitations to copyright material or documents.

- Students who walk in to the Copy Center with a print request often email their files to copy@fit.edu. However, the speed in which the email arrives can take somewhere between 5 and 30 minutes. The inconsistencies in the network causing the delay affect the speed of the request to be reproduced.

- Paper orders versus electronic orders cause a delay in billing. Paper orders are still a favorite method of submitting requests for certain faculty. Changes in cultural technological differences are difficult for some to adapt to within the offices.

- Through fit forum advertisement, it was made known that Market Days held at Florida Tech are an excellent method to reach individuals on campus. People who

attend Market Days are local community individuals, students on campus, staff and faculty, and the local businesses hosting a table during the event.

- Student Organization for Sustainability Action (SOSA), made known that they are looking for sponsors for each garden bed at the Ethos Community Garden in the Residential Quad. Sponsoring a bed would involve the Copy Center in the participation of sustainability efforts on campus.
- The Resident Life office oversees student dormitories at Florida Tech.
- Transactional emails to the Copy Center are the preferred method of staff and faculty to contact the office as well as telephone calls.

Appendix D
Florida Tech Social Media Guidelines

Florida Tech Social Media Guidelines

- The guidelines are an integral part of our overall content strategy.
- Contributors must determine their overall goals, their target audience, and if they have a steady supply of content to feed their social channels.
- How each platform is leveraged should be consistent with the target audience and the medium that best aligns with each platform's functionality.

The eCurrent (Wordpress)

- As a core component of our content eco-system, this digital magazine delivers various forms of content, including short-form and long-form articles, embedded videos, and photos.
- Content from this platform feeds all social channels, email newsletters, and print publications.
- Core contributors include students and faculty.

Facebook

- The university-run page has a core audience that includes current and prospective students, alumni, faculty, staff, parents, families, and community members.
- The most popular topics include Florida Tech Football, space, school spirit, and historical throwbacks as told through photos and short captions.
- Facebook's algorithm only shares a small portion of updates with a page's reach, evaluating likes, shares, and comments to increase or decrease reach.

Twitter

- Twitter requires a higher level of interaction than most platforms, with replies, mentions, and hashtag conversations happening publically in real-time.
- This platform works best for interacting with external thought-leaders.

Appendix E
2015-2016 SACS Accreditation Results

2015-2016 SACS Accreditation Survey Results

Department Results

A customer satisfaction survey was conducted spring 2016. There were 88 staff and faculty who participated in the survey, which resulted in the following measurements:

1. **How frequently do you use services offered at the Florida Tech Copy Center?**
   0% daily, 4.5% weekly, 42% a few times a semester, 47.7% a few times a year. 5.7% never.

2. **How would you rate your last experience at the Florida Tech Copy Center?**

   69.3% Excellent, 23.9% Very Good, 5.7% Fair, 1.1% Poor.
   Q5 – When rating the overall satisfaction level from your visit to the Copy Center: 46% rated Excellent, 14% rated Good, 6% rated Fair, 0% rated Poor
   and
   2015Q4 – When rating the Quality level of customer service: 73% rated Excellent, 21% rated Good, 4% rated Fair, and 0% rated Poor.

3. **Check all services that you have used in the past year through the Florida Tech Copy Center?**
   46.6% Black and White Copying/Printing, 55.7% Full Color Copying/Printing, 3.4% Scanning, 13.6% Binding, 50% Business Cards, 19.3% Brochures, 30.7% flyers, 13.6% Small Posters, 30.7% Large Posers, 11.4% Laminating, 14.8% Table Tents, 1.1% Envelope Printing, 0% Mounting Posters on Foam Board.
   Several Respondents replied under other or comments that these other services were performed.
   - Binding removal of archived printed catalogs
   - Large Volume Lab Manuals
   - Table Name Cards
   - Place Cards

   2015Q1: What type of service was provided to you at the Copy Center: 38% used the copy center for printing/copying in Black and white, 52% printing/copying in Color, 3% Scanning, 13% Binding, and 62% Business Cards, 14% Brochures, 28% Posters, 7% Laminations, 15% Table Tents, 0% Faxing.

4. **How would you compare your experience at the Florida Tech Copy Center to other city-wide duplicating centers?**

59.1% Better, 19.3% Somewhat Better, 18.2% the same, 2.3% somewhat worse, 1.1% Much worse. Several commented that we were compared to Kinkos, Staples, Office Depot, A Better Copy, and Flamingo Printing

5. **How would you compare the cost of services from the Florida Tech Copy Center to the pricing of area competitors?**
   5.7% More Expensive, 61.4% Comparable, 33.0% Less Expensive
   Several commented that we were compared to Kinkos, Staples, Flamingo Printing, Office Depot, A Better Copy, FedEx, Geiger.com

6. **Rate your satisfaction with the speed of turnaround on projects that you submit to the Florida Tech Copy Center?**
   65.9% extremely Satisfied, 23.9% Very Satisfied, 6.8% Moderately Satisfied, 2.3% Slightly Satisfied, 1.1% Not at all Satisfied.

   2015Q3 – When agreeing on the turnaround time for their print request is satisfactory: 27% Agreed, 73% strongly agreed, 2% disagreed.

7. **How would you rate the work produced at the Florida Tech Copy Center?**
   61.4 Extremely satisfied, 30.7 Very Satisfied, 4.5% Somewhat Satisfied, 2.3% Slightly Satisfied, 1.1% Not at all Satisfied.

   2015Q2: When agreeing if the Quality of Work met their expectations, 70% strongly agreed, 28% Agreed 1% disagreed, 0% strongly disagreed.

8. **Is the Florida Tech Copy Center online work submission service easy to use?**
   47.7% Agree, 22.7% Somewhat Agree, 6.8% Neutral, 4.5% Somewhat Disagree, 2.3% Disagree

9. **How frequently do you use the Florida Tech Copy Center on-campus delivery service to receive your print requests?**
   9.1% Very Often, 11.4% Often, 12.5% Sometimes, 23.9% Not very often, 43.2% Never

10. **How frequently do you use the Florida Tech Copy Center on-campus delivery service to receive your print requests?**
    9.1% Very Often, 11.4% Often, 12.5% Sometimes, 23.9% Not Very Often, 43.2% Never
    Other comments were made that they prefer to stop by and pick up orders themselves.

11. **What service does the Florida Tech Copy Center not currently offer that you would utilize?**
    - Stencils for letters
    - Printing on Magnets
    - Letterhead
    - Yard Signs

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- Magazine style booklets
- Sending Documents as Apple Pages.

2015Q8 – When asked, what service does the Copy Center not currently offer that you would utilize: Pharos Printing, Order Receipt though web ordering, photo printing, double sided business cards, higher quality poster printing, 100% Vegetable- Based Inks, Responsibly Forested Paper, Email confirmation when order is complete or ready to be picked up, more color palette of paper, better online ordering, formal invitations, more information regarding the Copy Center services.

12. **If you do not use the Florida Tech Copy Center, can you tell us why?**
    - Low volume printing
    - Copy Center closed temporarily on occasions.
    - Were not aware of the full range of services offered.
    - They do their own copying.
    - Use us only when campus network is down.
    - User doesn't believe they require any assistance in printing or see a need.
    - Project deadlines too short to send print request.
    - Users may work remotely from home.
    - All the work is provided through marketing.

13. **Have you used the Florida Tech Copy Center for personal work within the last year?**
    11.4% Yes, 65.9% No, 22.7% I didn't know it was available for personal use.

Student Results

A student customer satisfaction survey was conducted spring 2016. There were 33 students who participated in the survey, which resulted in the following measurements:

14. **How frequently do you use services offered at the Florida Tech Copy Center?**
    3% daily, 6.1% weekly, 51.5% a few times a semester, 33.3% a few times a year. 6.1% never.

15. **How would you rate your last experience at the Florida Tech Copy Center?**
    60.6% Excellent, 30.3% Very Good, 9.1% Fair, 0% Poor.

16. **Check all services that you have used in the past year through the Florida Tech Copy Center?** 72.7% Black and White Copying/Printing, 72.7% Full Color Copying/Printing, 18.2% Scanning, 18.2% Binding, 9.1% Business Cards, 3% Brochures, 21.2% Posters, 6.1% Laminating, 24.2% Flyers, 3% Thesis, 3% Dissertation, 9.1% Business Cards, 6.1% Conference Poster, 0% Personal Posters, 3% Banner, 6.1% Booklet Printing, 9.1% stated Other as borrowing tools, Resume printing, or Table Tent Printing.

17. **How would you compare your last experience at the Florida Tech Copy Center to other city-wide duplicating centers?**
    48.5% Better, 18.2% Somewhat Better, 33.3% the same, 0% somewhat worse, 0% Much worse. 1 person commented that we were compared to Staples.

18. **How would you compare the cost of services from the Florida Tech Copy Center to the pricing of area competitors?**
    18.2% More Expensive, 63.6% Comparable, 18.2% Less Expensive
    1 person commented that we were compared to Staples.

19. **Rate your satisfaction with the speed of turnaround on projects that you submit to the Florida Tech Copy Center?**
    48.5% Extremely Satisfied, 33.3% Very Satisfied, 12.1% Moderately Satisfied, 3% Slightly Satisfied, 3% Not at all Satisfied.

20. **What service does the Florida Tech Copy Center not currently offer that you would utilize?**
    Only six individuals replied with comments of which the following were the overall statements:
    - Coin drop for students with low funds to pay for prints.
    - Online Job Submitting
    - Thermal Binding
    - Nothing

21. **How easy or hard was it to submit an order at the Copy Center?**
    0% Very Hard, 3.1% Hard, 39.4% Neutral, 18.2% Easy, 36.4% Very Easy.

22. **If you do not use the Florida Tech Copy Center, can you tell us why?**

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Of the 33 individuals the following were the responses:

- Copy Center not accessible during the evenings or weekends.
- They do use it.
- N/A
- They do not use us because we cost more than local print centers.
- Did not find the need to use us.
- Copy Center is too expensive to use.
- The Copy Center is not well known hard to find or unaware of services.
- They have used us a few times during the semester.

NOTE: Did not include a question regarding quality. One will need to be included for students next semester. It was mistakenly taken out in 2016 during the redaction of the survey. The question is used to measure Objective 1. KV 5/31/16