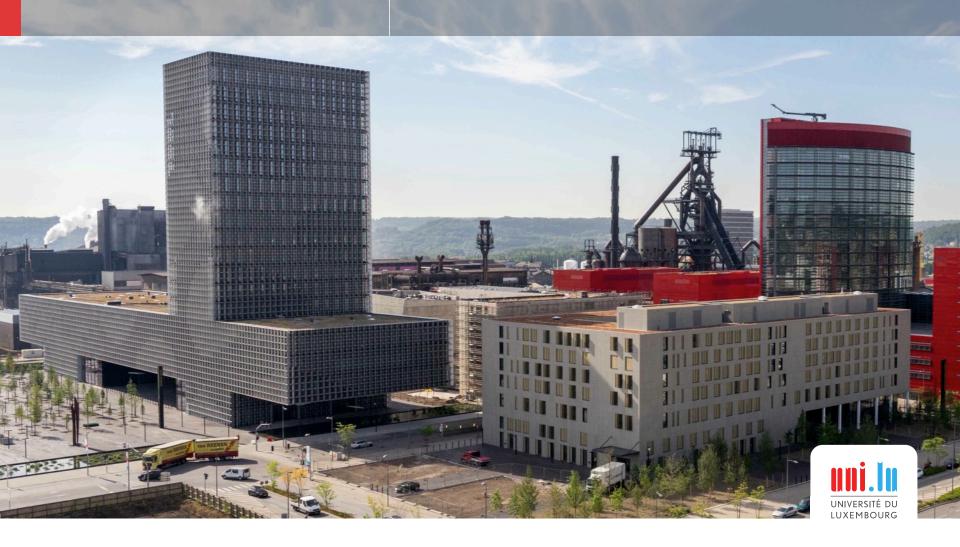
University of Luxembourg

Multilingual. Personalised. Connected.

UNICA 2017

Building trust between academics and PR officers



University of Luxembourg

A centralised & decentralised model



Short introduction



- Founded in 2003
- Luxembourg's only public university
- 12 Bachelor, 42 Master, 15 vocational/lifelong learning programmes
- Three campus sites in two cities
- 6,153 students from 115 nationalities















Communications at the UL



 Communications department at central level: head of communication, press advisor, marketing advisor, web editor, social media expert, event manager, graphic designer, team assistant

- Key impacts on the central team:
 - High media visibility of UL, including negative
 - Role: advising >< assisting
 - Reporting gaps to key stakeholders
 - Decentralised campuses
 - Multilingual environment
 - Small media landscape



Communications at the UL



- Each faculty/IC has 1 4 colleagues working in communications
 - Collect content for press releases
 - Process media enquiries
 - Manage faculty/IC social media
 - Manage faculty/IC newsletters
 - Responsible for faculty/IC brochures (e.g. study guides, annual reports)
 - Specialised student marketing
 - Event management at faculty/IC level
 - Nurturing relationship with academics
 - Media reporting



Implications for our comms network



- Clear and permanent lines of communication
- Each faculty/IC has own approach, needs and perspectives
- Corporate >< individual identity
- Having one contact on the spot and aware of your work
 - Helps researchers connect
 - Build trust
 - Strengthens professional advising



Building trust at central level



- Trust between central comm and faculty/IC
- Don't just delegate to faculty/IC comm officers
- Facilitating internal communication
 - Pushing for top-down internal comm
 - Communicating results of comm work
- Need back-up of hierarchy → top-down snowball effect



Faculty of Law, Economics and Finance

Case study



Short introduction



- Faculty of Law, Economics and Finance includes three research units:
 - Research Unit in Law
 - Centre for Research in Economics and Management
 - Luxembourg School of Finance
- Additional entities:
 - Luxembourg Centre for Logistics and Supply Chain Management
 - Robert Schuman Institute of European Affairs
 - Doctoral School of Law
 - Doctoral School in Economics and Finance

Short introduction continued



- Three Bachelor, 12 Master and five vocational/lifelong learning programmes
- 2,555 students with 96 different nationalities
- 50 professors, associate professors, senior lecturers (academic staff)
- 17 nationalities (EU + China, India, South Africa and US)



Communications at FDEF



- External affairs
 - Communications
 - Partnerships
 - International relations
 - Student mobility & internships
 - Alumni

- Two colleagues working in communications
 - Chloé Macquet: graphic design, marketing, event management
 - Cordula Schnuer: media relations, internal communication, content creation for web & print, social media

Issues faced



- "Baggage" communications perceived long time as unresponsive, inefficient, bad reputation to overcome
- Research units in competition with one another (communications based with law → perceived as favouritism)
- Lack of strategy at faculty level
- New position → no established work flows

"Why do we need another person working in communications?"

- Professor who shall remain nameless

Positive context



- New colleagues at central communications department and both other faculties
 - Positive atmosphere of change, collaboration
- Support from the Dean
- Evident needs behind the frustration
- FDEF created from scratch



Approach



- Set up meetings with all heads of research units
- Prepared message for them to send to their colleagues
- Focused on easy deliverables
- Cooperated with colleagues in administration
- Simplified internal procedures



Example - LSF



Integrated into faculty in 2006 (previously independent)

LUXEMBOURG SCHOOL OF FINANCE

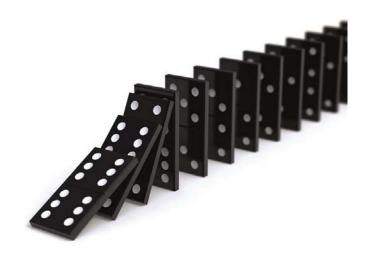
- Own logo, own established brand
- The game changer press release
- Spending one day/week at their offices
- Implications for other areas of comm work



Current state



- Three groups of academics:
 - 1) Pro-active, see the value of communications
 - 2) As above but take advice
 - 3) Passive, don't share information
- Steady flow of topics
 - Around one online news item per week
 - Daily social media posts
 - Monthly internal newsletter
- Good media presence
- Lagging behind in communication about research results



Best practices for our model



- Find key influencers among academics
- Take advantage of new academic staff joining
- Change management
- Use crisis situations to your advantage
- Keep chain of command as short as possible
- Be a good negotiator
- Establish efficient reporting procedures



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