



Lecture Recording Programme Communications and Engagement Plan (2017 – 2019)

The University of Edinburgh is introducing lecture recording at scale to enhance student satisfaction. Over the next three-years 400 rooms will be equipped in phases with the first 114 rooms available for the start of the 2017/18 academic year.

Lecture recording has been piloted in a number of Schools in the University and has been well received by students who expect such a service to be available in a world-class institution. The introduction of the new service is causing uncertainty amongst some academic staff who are concerned it may replace conventional teaching methods, be used as a performance appraisal tool and might discourage students from attending lectures. A programme of active engagement with key stakeholders has been running for some months to allay concerns and provide opportunities for senior staff to engage directly with academics and e-Learning teams. A formal consultation process has also taken place to inform the shape of the service.

The purpose of this plan is to deliver a communications programme which is timely and responsive to the phased rollout of the service, relevant to the target audiences, and reinforces a consistent line about the service. A series of mini campaigns are being developed to promote the service and provide opportunities to enhance engagement activities and support successful implementation.

This plan outlines:

- The communications objectives and delivery
- Identifies key stakeholders and the stakeholder engagement approach
- An action plan to deliver key messages to the relevant stakeholders

This is a working document and will be developed incrementally over the course of the programme.

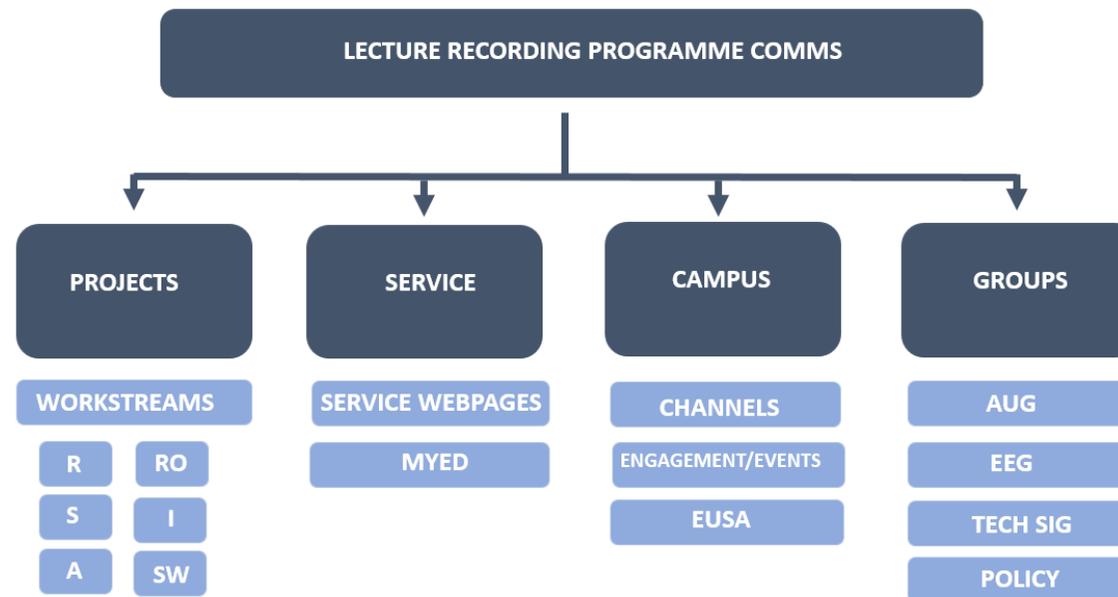
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1 Strategic Overview

1.1 Scope

The scope of the communications and engagement plan is set out in the following diagram with the objective of creating impactful communications on all levels: programme; project; service; campus; engagement/functional groups.



1.2 Aim, objectives and delivery overview

AIM

Communicate the phased roll-out of the new Lecture Recording Service

OBJECTIVES

- Promote service and support successful implementation
- Raise awareness of implementation
- Manage expectations
- Promote training and good practice

DELIVERY

PHASE 1 TRANSITION: 2017/18

- Manage stakeholder engagement through transition phase
- Raise awareness of transition roll-out, work with existing users as early adopters and create marketing materials
- Generate interest and build ownership in the new service
- Support training programme

PHASE 2 EXPANSION: 2018/19

- Raise awareness of wider roll-out
- Manage stakeholder engagement through expansion phase
- Generate interest and build ownership in the new service
- Support training programme

PHASE 3 TRANSFORMATION: 2019/20

- Support business as usual planning
- Highlight successes and achievements
- Position University as world leader in digital education

2 Stakeholder Engagement

Consultation with stakeholders was initiated in 2016 to help inform the shape of the new service and consultation is on-going through the various Programme working groups (Policy, Evaluation and Engagement, Academic User Group). Providing opportunities for dialogue and exchange with stakeholders is a guiding principle of this plan.

To facilitate Programme engagement, we are using the consultation wiki. This has been re-provisioned as the [communications hub](#) for the Programme and a space where students and staff can access information and updates and leave comments. A newsletter is being issued on a monthly basis from June 2017 and a direct point of contact will be promoted in each issue. Newsletter content will be posted on the wiki to enable feedback and responses, coordinated by the communications officer.

Opportunities for face-to-face engagement directly with users, will increase with the introduction of the training and events programme and the series of mini campaigns set out in this plan.

2.1 College/School Engagement

Discussions with IT leads from each College are underway to explore further opportunities on a locality basis and understand the specific risks and opportunities that exist at School level. Handling plans will be developed for supporting the delivery of communications and engagement at College/School level.

2.2 Edinburgh University Students Association (EUSA)

A meeting has taken place with Edinburgh University Students Association (EUSA) to explore opportunities to engage students. The prime concern of EUSA is that academic staff will opt-out and refuse to engage with the new service.

2.3 Communications and Marketing

Opportunities to increase the reach of the Programme by engaging with existing campaigns via Communications and Marketing are also being explored and social media will be used to stimulate conversations and promote the new service.

As the Programme matures, additional tactics to stimulate three-way communication will be introduced.

2.4 Target Audiences

The following target audiences have been identified:

- **Beneficiaries** (students)
- **User community** (inc: academic staff, IT and e-Learning support staff, professional support staff, EUSA, ISG, LTW colleagues)
- **Influencers** (inc: Heads of School and academic leaders, LTAG, Senate, KSC)
- **Core team** (Programme / Project teams, Programme Executive)

Additional analysis is planned to further segment our audiences to support targeted engagement activities.

2.5 Strategic Overview of Engagement Activity

This section provides more detail about our target audiences and the communications objectives across the three delivery phases.

Transition: stakeholder engagement will focus on the following objectives:

OBJECTIVES	AUDIENCES
<ul style="list-style-type: none">• Raising awareness of the benefits of a centrally supported lecture recording system for learning	Beneficiaries
<ul style="list-style-type: none">• Gaining buy-in and building ownership	User community Influencers
<ul style="list-style-type: none">• Countering resistance, delivering reassuring and consistent messages, building on existing engagement activity, targeted communications	User community Influencers
<ul style="list-style-type: none">• Training and development in the use of the service	User community
<ul style="list-style-type: none">• Identification of advocates to reinforce positive messages and provide peer to peer support	User community

Expansion: stakeholder engagement will focus on the following objectives:

OBJECTIVES	AUDIENCE
<ul style="list-style-type: none"> • Gaining buy-in and building ownership 	User community Influencers
<ul style="list-style-type: none"> • Providing opportunities for three-way communications as an integral part of programme expansion 	Beneficiaries User community
<ul style="list-style-type: none"> • Countering resistance raised, delivering reassuring and consistent messages, building on existing engagement activity 	User community Influencers
<ul style="list-style-type: none"> • Actively engaging existing users as advocates to reinforce positive messages and provide peer to peer support 	User community
<ul style="list-style-type: none"> • Training and development in the use of the service 	User community
<ul style="list-style-type: none"> • Marketing the benefits of the service and the provision of a centrally procured lecture recording solution for learning 	Beneficiaries
<ul style="list-style-type: none"> • Highlighting further opportunities for research and evaluation 	User community Influencers

Transformation: stakeholder engagement will focus on the following objectives:

OBJECTIVES	AUDIENCE
<ul style="list-style-type: none">• Normalising the use of lecture recording at scale	User community
<ul style="list-style-type: none">• Demonstrating impact and benefits through the use of case studies and research	User community Beneficiaries
<ul style="list-style-type: none">• Promoting training refreshers and support in the use of enhanced functionality	User community

3 Key Messages

Every opportunity will be taken to use the following key messages in our communications. These messages will be used as the basis for the development of social media posts ensuring clarity and consistency. Supplementary messages are being developed for a variety of outputs including on and offline collateral.

Programme communications messages are aligned with the wider communications agenda within the University and will emphasise the programme's contribution to the delivery of the University's strategic plan and teaching strategy.

Top Lines:

- **Enhancing the student experience is at the heart of an ambitious University wide programme to provide lecture recording at scale over the next three years.**
- **Lecture recording enables students to catch up on lectures they may have missed, revise and prepare for exams and assessments, and play again to supplement their understanding.**
- **Students can log in to the University's VLEs and access recordings anytime, anywhere from a mobile device, tablet or computer.**

- The first stage of the roll-out will replace and upgrade existing software and AV kit in 114 rooms. We aim to complete work in these rooms by the start of the 2017/18 academic year. Around 300 rooms will be equipped by the start of the 2018/19 academic year and, when roll-out is complete, the total number of rooms enabled to deliver lecture recording will be 400.

3.1 Targeted Messages

Audiences	What they need to know	Key communications messages
Beneficiaries - students	<ul style="list-style-type: none"> • When the service is starting. • Which rooms will be equipped with the service. • How to access the service. • What this means for them and their learning. 	<ul style="list-style-type: none"> • Lecture recording is coming to the University this year as part of a three year programme to equip 400 rooms. Look out for posters in those rooms to be enabled. 114 rooms will be ready to go this year and by the start of the 2018/19 academic year, the total number of rooms equipped will be 300. • This is an exciting development which will supplement the rich set of resources already available to students. • Lecture recording is a great backup for when a class is missed and can take the pressure off note taking in class - students will still be expected to attend all teaching activities. Recordings can also be beneficial for students who have specific learning needs as they have an opportunity to watch again to deepen learning and understanding. • Recordings can be viewed securely on the University's Learn and Moodle VLEs and can be accessed anytime on any device.
Stakeholders	What they need to know	Key communications messages
User Community	<ul style="list-style-type: none"> • When the service is starting. 	<ul style="list-style-type: none"> • Lecture recording is coming to the University this year as part of a three year programme to equip 400 rooms. Look out for posters in

	<ul style="list-style-type: none"> • How to use the system and the features that will put them in control. • Content will be stored securely and will integrate with the existing VLEs. • How to ensure lecture recording enhances the teaching experience. • Policy development is taking place incrementally. 	<p>those rooms to be enabled. 114 rooms will be ready to go this year and by the start of the 2018/19 academic year, the total number of rooms equipped will be 300.</p> <ul style="list-style-type: none"> • A comprehensive training programme will support academic staff to prepare teaching materials for lecture recording and to use the lecture recording technology. This includes how to pause, edit and remove content so that they are fully in control. • Training will be flexible and provided in a range of formats including face-to-face and online. • Lecture recordings will be made available securely via the Learn and Moodle VLEs as part of a fully integrated system. • There is no University plan to use recordings as part of performance review or as a replacement for teaching, only as an enhancement resource for reflective learning and teaching in practice. • In year one, existing policies will remain in place as existing equipment is replaced with the new service. With the expansion of the service in year two, a new policy will be introduced following consultation with stakeholders.
Influencers	<ul style="list-style-type: none"> • Consultation has taken place with staff and students. • Concerns expressed by academic staff are being handled proactively. • The system is safe and secure and provided by the best supplier for our needs. 	<ul style="list-style-type: none"> • Students and academic staff have been engaged with the implementation and development of the service from initiation. • Extensive consultation took place at the end of 2016 and the Programme team is working closely with IT leads in each College to support implementation and respond effectively to any concerns.

		<ul style="list-style-type: none"> The new service is being provided at scale by Echo360 which is used by over three million students in 30 countries. Echo360 are a world leading lecture recording supplier and used extensively by Russell Group peers, as well as many global comparator institutions.
Core team	<ul style="list-style-type: none"> All team members are to use the key messages set out above to ensure consistency and recognition. 	<ul style="list-style-type: none"> All the above as appropriate

Additionally we will use key phrases in our copy which tie in with wider Comms messages, with associated hashtags:

- We're listening / #werelistening
- Inspiring students / #InspiringStudents
- Teaching matters / #TeachingMatters
- We are international / #WeAreInternational
- Teaching excellence / #teaching #excellence
- Every educator a digital educator
- Every student a digital student
- Digital transformation
- Start of term hashtag: #WelcomeWeek2017

4 Communications Channels

The programme will utilise the following channels to engage with stakeholders:

Programme specific channels:-

- Programme wiki – our communications hub – opportunity for three-way communication
- Programme newsletter – content positioned on the programme wiki – opportunity for comments to be made
- Training and engagement – opportunity for face-to-face engagement with stakeholders and the capturing of feedback, proactive engagement with College/School communications teams

Wider communication channels:-

- UoE website (IS Service pages)
- UoE College/School websites (News section etc)
- UoE 'start of term' campaigns
- Social media (UoE Twitter accounts, with media_hopper and UoE_ltw accounts as our primary accounts; EUSA Twitter accounts)
- EUSA website
- EUSA events (class rep lunches, student reps, Sabbatical Officers)
- BITS/IS News
- Student Systems Newsletter – Student News
- Posters in commissioned rooms

- Digital signage
- Email lists (eLearning@ed IT Forum and professional services)

Social media represents an important channel for communication. We will utilise existing Social media accounts and hashtags to embed lecture recording messages, extend the reach of messages and build visibility across target stakeholder audiences. We will also create a hashtag for lecture recording based on the new name of the service.

The following accounts have been identified for use:

Twitter

Programme

https://twitter.com/media_hopper

https://twitter.com/UoE_LTW

University

<https://twitter.com/EdinburghUni>

<https://twitter.com/EdinUniStudents>

<https://twitter.com/eusa>

<https://twitter.com/eusapresident>

Facebook

<https://www.facebook.com/UniversityOfEdinburgh/>

<https://www.facebook.com/EdUniStudentsAssociation/>

The following hashtags will be used as appropriate:

- #werelistening
- #InspiringStudents

- #TeachingMatters
- #WeAreInternational
- #teaching #excellence
- #digitaltransformation
- #WelcomeWeek2017

We will set up a hashtag tracking system so that we can see how widely our messages spread and to generate management analytics.

We will engage with College/School social media reps to stimulate location based tweeting and use other relevant social media channels.

We will engage with EUSA to stimulate their use of social media amongst the student community.

5 Communications Tactics

This plan has a range of specific requirements:

- To be effective across multiple stakeholders with competing interests ranging from early adopters to technology avoiders
- To be delivered in line with the phased approach of service rollout which will affect target audiences in waves
- To generate an impact at grass roots level in Schools and facilitate behaviour change
- To communicate service excellence and high standards in the recording of lectures at scale

To give a distinctive and consistent feel to the communications, a series of mini campaigns are being devised that will characterise communications delivery. These campaigns will run concurrently and be identified via consistent themed icons, graphics and logos for use across digital and print plus accompany messages. They will be delivered using a mix of channels and engagement approaches in line with the requirement of the specific campaign.

The campaigns will directly connect with Programme workstreams where there are engagement/awareness raising opportunities and provide workstream leads with a distinctive communication tactic which they can use.

The campaigns will be made available at College/School level to give consistency to communications/engagement activity and identify them with the Lecture Recording Programme.

The mini campaigns will be measured and evaluated on an individual basis so that lessons can be learned and shared with the Programme team. This learning will form part of the overall evaluation process.

5.1 Mini Campaigns (concept ideas)

The following mini campaigns are being considered (further work is to be done on developing the themes and connecting them with existing streams of activity):

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|----------------------------------|------------------|-------------------|---|
| • Training and engagement events | Mini campaign 1: | ‘Getting Started’ | Training and engagement programme promo |
| | Mini campaign 2: | ‘Talk to Us’ | Introducing peer to peer support once the system is operational |

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| • Room provisioning | Mini campaign: | ‘Coming Soon’
‘Go Live!’ | Announcing which rooms are ready and when |
|---------------------|----------------|-----------------------------|---|

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| • Rollout | Mini campaign: | ‘Safe and In Control’ | Launched as peer to peer support and to prepare the ground for new policy |
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| • Programme milestone | Mini campaign: | ‘Press Play!’ | System launch, primary focus on students |
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5.2 MINI CAMPAIGNS PLANNER - TRANSITION:

CAMPAIGN	CHARACTERISTICS	COLLATERAL	TARGET
‘Getting Started’	Training sessions: online and face-to-face <ul style="list-style-type: none"> • Preparing • Delivering • Improving 	Message scripts Online resources Slides Images and photos	User community

	Engagement events	Handouts Posters Animations Video clips of training manager	
'Coming Soon' 'Go Live!'	Systematic announcement of rooms newly equipped and ready to go	Wiki Newsletter Posters System information pack Press play stickers	Beneficiaries User community
'Safe and In Control'	Messaging campaign designed to reassure academic staff and support teams <ul style="list-style-type: none"> Delivered at School level via School champions and other relevant channels 	School updates – on and offline Message scripts Wiki Newsletter Animations Video clips featuring College IT leads, students and academics	User community
'Press Play!'	System launch – all channels <ul style="list-style-type: none"> Link up with Welcome Week campaign (CAM and EUSA) 	Wiki Newsletter Social media College / School online updates UoE online updates	All audiences All stakeholders
'Talk to Us'	Peer support from users to other users <ul style="list-style-type: none"> Reassurance How to 	Email group Informal face-to-face	User community

	<ul style="list-style-type: none"> • Good practice 		

Information materials and promotional items will be developed to support the campaigns including:

- Posters (essential as some of our comms are location based)
- Information Pack providing delivery plan, service benefits, myth buster, research references (printed and online version)
- Handouts for training and engagement events
- FAQs
- Promotional give-aways (Bags, T-Shirts, stickers etc)

All programme collateral will feature the new service identity (currently being created).

Indicative timings for the mini campaigns.

CAMPAIGN	WORKSTREAM/DEPENDENCY	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Getting Started	Rollout								
Coming Soon / Go Live	Rooms								
Safe and In Control	Schools								
Press Play (service launch)	All								
Talk to Us	Rollout / Policy								

6 Planned Further Development

The activities set out in this plan will be delivered by the Programme communications officer. Reports will be provided to the Lecture Recording Implementation Steering Group and delivery will be monitored by the Lecture Recording Programme Board.

The plan will develop further in line with the phased approach to the rollout of the service. The following pieces of work will be incorporated:

- Stakeholder analysis (building on initial analysis)
- Service identity (logo and graphic presentation)
- Service positioning (online and offline content)
- Measures of success

The budget for the communications plan is held by the Programme sponsor

Lorraine Spalding, Communications Officer, Lecture Recording Programme, June 2017