It is my pleasure to present the Division of University Communications’ 2008–2009 annual report.

In the midst of a year of fiscal concerns and cost-reduction strategies, we took a major step toward reducing the use of paper and cutting print costs by concluding 40 years of publishing the weekly Cornell Chronicle newspaper. In its stead is a weekly Cornell Chronicle e-mail newsletter linked to a print-on-demand Chronicle Digest. Readers turn to it—along with the daily Chronicle Online—more than 120,000 times each month to get the latest campus news.

Boasting its fifth straight year of record numbers, the Press Relations Office placed 91,000 stories and references to the university and its graduates in the national and international media, a 27 percent increase over last year. Among the organizations that featured Cornell and Cornellians are the Associated Press, the BBC, ABC News, National Public Radio, National Geographic, the Washington Post, the Guardian (London, UK), the New York Times, the New York Daily News, Newsday, and the New York Post.

The Office of Web Communications made great strides in developing a web space that is increasingly engaging and useful to both those inside the university and around the globe. The Cornell home page (www.cornell.edu) was visited a million times every month. Multimedia offerings continue to expand. A new page, CUUbiquitous, was launched in December to bring visibility to Cornell’s presence on social networking sites. The page pulls its content directly from sites including Twitter, YouTube, and Flickr. In addition, Cornell now has an official page on YouTube.

University Photography and the Office of Publications and Marketing continued a long tradition of providing the university with outstanding creative services in photography, writing, editing, and design for print and online communications. Images shot by U Photo appeared in publications such as Newsweek, Discover, and the Chronicle of Higher Education. Campus users turned to its streamlined web site more than 11,500 times to access 136,000 photos on the Image Portal database and to order the U Photo calendar online. Publications and Marketing expanded its focus to include strategy development for the division and its constituents, including an in-depth analysis of President Skorton’s strategic objectives and the development of a five-year message framework to add greater cohesion across the institution’s many communications venues.

P&M also benefited from the addition of members of CIT’s Integrated Web Services team in April. The considerable skills of this group, with whom we have worked closely for a number of years, enhances P&M’s ability to work in both the web and print environments. This was followed by the addition of members of CIT’s Media Production Group to our division. MPG has been instrumental in our development of CornellCast (www.cornell.edu/video/), the university’s video/audio collection. With 270 additions to its offerings in 2008–2009, CornellCast also increased its presence on iTunes U. In addition, CornellCast hosted live streaming of events, including President Skorton’s State of the University Address during Trustee Council Weekend.

U Photo, P&M, and the Chronicle staff all joined forces for the launch of Ezra, a new quarterly news magazine. Produced in collaboration with the Division of Alumni Affairs and Development, Ezra merges the Chronicle Magazine, which had been produced as a supplement to the Cornell Chronicle, and Communiqué, AA&D’s flagship publication. Ezra’s wide-ranging sections report on research and scholarship, much of it interdisciplinary; outreach that brings applied research and Cornell resources to people around the globe; the arts and humanities; and Big Red athletics.

In New York City, the Office of NYC Communications continued to strengthen ties with venues in the city, among them a sold-out Cornell Jazz Ensemble concert with the New York Public Library and ongoing faculty appearances at the 92nd Street Y. The popular series of media luncheons with President Skorton attracts an ever greater number of attendees from major news outlets, among them CNN, the New York Times, the Los Angeles Times, and the Chicago Tribune.


Finally, the Office of Campus Relations extended gracious hospitality to national and international dignitaries, newly arriving faculty, prospective student families, and all others who called and visited the campus. Campus Information and Visitor Relations conducted 1,600 campus tours for nearly 34,000 guests, answered 145,000 switchboard calls, and fielded more than 48,000 inquiries.

Once again, I extend my thanks and admiration to my colleagues throughout the division. We have accomplished a great deal over the past five years, and I consider myself fortunate to have the chance to work with such a talented and hardworking group.

Tommy Bruce
Vice President for University Communications
Division of University Communications

Overview

The Cornell Chronicle Office publishes Chronicle Online, featuring daily news about the university; the weekly Cornell Chronicle e-mail newsletter; a weekly print-on-demand Chronicle; Cornell eNews, monthly e-mail news highlights for alumni, parents, and friends of the university; and Ezra, Cornell’s quarterly magazine, as well as Ezra online. In May 2009 the office concluded publication of the weekly Cornell Chronicle newspaper after 40 years. With the launch of the Cornell Chronicle e-newsletter, the office also ended publication of the weekly Trustee Update.

Our work product for the period of July 1, 2008, through June 30, 2009, compared to a year earlier (July 1, 2007, through May 31, 2008):

- 1,222 stories posted online vs. 1,155
- 3,227 subscribers to Chronicle Online e-mail lists vs. 2,907
- 1,800 average weekly downloads of the Cornell Chronicle vs. 1,093
- 1,953 subscribers to the weekly e-mail CU News Digest vs. 1,733
- 12 editions of the monthly Cornell eNews sent to 185,000 e-mails vs. 178,000 e-mails
- 1,360,415 average weekly hits to www.news.cornell.edu (total files served) vs. 1,484,153
- 543,315 average weekly page views for Chronicle Online vs. 665,864
- 81,346 average weekly unique users vs. 92,625
- 17,750 average weekly visits to the Chronicle Online home page vs. 25,371
- 50 editions of CU News Digest sent to e-mail service subscribers
- 11,150 total circulation of the Chronicle vs. 12,400
- 158 outlets for distribution on and off campus of the Cornell Chronicle
- 8 land-grant issues of the Cornell Chronicle sent to 460 selected federal, state, and city leaders in Washington, Albany, New York City, and Cooperative Extension in New York State
- 50 issues of the weekly Trustee Update distributed
- 4 issues of Ezra magazine produced

Highlights

In summer 2008 the Chronicle team presented ideas to University Communications leadership about the future of the newspaper—suggesting it become a monthly publication or that it be eliminated entirely—and Chronicle Online—suggesting more resources be focused to make the site more interactive and visual.

Thanks to funding through the Office of Web Communications, the Chronicle met with a web technologies team from CIT to help envision the evolution of Chronicle Online and put together a needs analysis and requirements document. This project has been postponed due to cost issues.

Era magazine was developed in partnership with Alumni Affairs and Development, with CIT providing templates for the magazine’s online presence. Under the editorship of Joe
Wilensky, four issues of the magazine were produced, each with cover stories on topics of interest to the university and its alumni. The inaugural issue, published in fall 2008, focused on “Making the Ivy League More Affordable” and highlighted the university’s new financial aid program. The winter 2009 issue looked at the newly opened Weill Hall. The spring 2009 issue focused on undergraduate research, and the summer 2009 cover story was on how the university’s global citizens—students and faculty members—are rolling up their sleeves and tackling real-world problems.

- The office hired Susan Kelley, an editor at Cornell Alumni Magazine, as the beat writer for covering the administration.
- Chronicle Online began including thumbnail images with every story, making them available to subscribers to its news feeds. As a result, colleges and web sites across campus are able to easily display Chronicle stories and images on their pages.
- Chronicle writers made trips across the country and the world:
  - Krishna Ramanujan traveled to India with the International Agriculture and Rural Development field course in the College of Agriculture and Life Sciences
  - Anne Ju covered the men’s basketball NCAA appearance in Boise, Idaho, and the men’s lacrosse team’s game against Syracuse in the finals of the NCAA tournament. She also covered the opening of the intercampus nanotechnology office at Weill Cornell Medical College and wrote a feature on the financial engineering program in New York City.
- Working with Publications and Marketing, the office published an eight-page section on graduating seniors for the Commencement edition of the Cornell Chronicle. These profiles also were featured on cornell.edu

Year’s leading story

- The Cornell Chronicle devoted ongoing coverage to the financial challenges the university is facing. More than 40 stories on the subject were written during the year, including an interview with President David Skorton in December. The Chronicle wrote about how the crisis was affecting the endowment; how, despite the downturn, the university increased funding for financial aid; the public forums hosted by President Skorton; the construction and hiring pauses; the bond sale; the suggestion box for cost-cutting measures; the Hardship Fund; the retirement incentive programs offered, along with profiles of retirees; and the Reimagining Cornell strategic planning process.

Other Major Stories

July 2008

- University launches Center for Teaching Excellence
- Senator Clinton praises CU green energy initiative

August 2008

- West Campus construction ends
- Biddy Martin leaves to become chancellor of University of Wisconsin–Madison

September 2008

- Tisch University Professorships established with $35 million gift
- Nanotech facility opens at Weill Cornell
- World’s first synthetic tree may lead to new technologies
- AARP names Cornell top U.S. employer for workers 50 and older

October 2008

- Weill Hall opens
- Kent Fuchs named provost
- Tata Group gives $50 million to Cornell

November 2008

- Cornell bolsters financial aid program
- Black carbon study suggests computer climate models should be revised
- Student stages Mozart’s Don Giovanni
- Despite market turmoil, financial engineering “quants” see bright future

December 2008

- Cornell mourns the passing of “Hot Truck Bob” Petrillose
- Christmas lights pose lead threat
- Researcher invents “lint brush” to capture and kill cancer cells
- PhD student’s pocket-sized ultrasound device can help treat cancer

January 2009

- CU-led team’s discovery sheds new light on origins of universe
- CU to launch yearlong intensive Arabic language program
- New York’s first lady partners with Cornell on children’s health
- Big Red road trip to inauguration: “It’s history in the making”

February 2009

- Interview with Provost Fuchs on economic challenges
- Senior mixes used clothing and organic textiles
- Supernova Joy of Cooking packs more calories into home cooking
- Dual-degree programs link traditional India with state-of-the-art Cornell
March 2009
- 108th Dragon Day
- Trustees vote for bond sale
- Asian center gets temporary home
- Alumni Affairs and Development forges strategic plan
- President Skorton holds first virtual conversation with alumni
- Cornell generates $3 billion plus for New York State
- Big Red men go to the Big Dance; Nickerson wins NCAA wrestling title

April 2009
- Call us MacCornell: University now has its own tartan
- Four named Goldwater scholars
- Teaching winery opens on campus
- Chinese delegation visits campus to reclaim fungi after 70 years
- 40th anniversary of Willard Straight Hall takeover

May 2009
- Milstein Hall approval met with elation, relief by AAP community
- Recruitment of diverse faculty is up, but competition is fierce
- First four Tata scholars from India will arrive with Class of 2013
- Commencement coverage
- Cornell falls to Syracuse in thrilling, heartbreakingly NCAA final

June 2009
- Reunion coverage
- Computer graphics researchers simulate the sounds of water
- Easily grossed out? You’re more likely a conservative
- Alumni Affairs and Development to launch CornellConnect
- Cornell data breach

Goals and Initiatives
- Redevelop the monthly Cornell e-News into Ezra News, driving readers to the Ezra site with Ezra-specific content to enliven the site between quarterly publications
- Overhaul Chronicle Online’s infrastructure to improve editing and posting and to add greater multimedia functions
- Develop slideshow feature with University Photography
- Increase visibility of the print-on-demand Cornell Chronicle digest

Press Relations Office

Overview
The Press Relations Office is charged with raising Cornell University’s media profile and coordinating major media relations activities for the university. The office is the university’s principal representative to local, regional, national, and international media organizations. Situated in Day Hall, the office works closely with other University Communications offices and campus communications directors and is responsible for:

- responding to media questions and acting, in coordination with the vice president for university communications, as university spokespersons
- issuing press releases and press advisories
- arranging and facilitating interviews, press conferences, and other media coverage of Cornell
- facilitating contact and working relationships between members of the media and Cornell faculty and staff members, administrators, and students and helping to manage those relationships
- maintaining a list of Cornell faculty experts on a wide range of topics and promoting those experts to the media
- providing faculty experts and other members of the Cornell community with media relations support, including help with creating and placing op-eds, press releases, letters to the editor, and other media communications, as well as offering media-relations training
- reporting on Cornell’s coverage in the worldwide media through the “Cornell in the News” feature—www.news.cornell.edu/pressoffice1/CUN.shtml
Highlights

One of the office’s primary goals is to place an increasing number of stories and mentions about Cornell and Cornellians in the media, including newspapers, magazines, wire services, web, and broadcast TV and radio. These placements—also known as “hits”—have climbed steadily since the office was established less than five years ago.

In 2008–2009, there were more than 91,000 media hits involving Cornell, compared to 71,416 in 2007–2008—an increase of 27 percent. Those numbers do not include sports reports, wedding announcements, and other incidental Cornell mentions.

Press Relations staff members achieve these numbers by staying current on research and scholarly activities at Cornell; identifying established and emerging faculty experts and opportunities to promote the university as a leader in higher education; and building relationships with individual media contacts, knowing their editorial needs, and making them aware of Cornell stories and experts that meet those needs.

Spotlighting Cornell expertise, research, and scholarship

A sample of media coverage of Cornell research facilitated by Press Relations in 2008–2009 shows the broad range of topics managed by staff members over the course of a year:

- The repatriation of a collection of Chinese fungi—an irreplaceable example of China’s biodiversity that was brought to Cornell for safekeeping just before World War II—was covered by the Associated Press, the BBC, ABC News, National Public Radio, and National Geographic.
- The nonfatal crash of a US Airways jet in the Hudson River provoked a round of media coverage on the prevalence of birds around airports, with commentary from Cornell faculty in Newsday, the Associated Press, and the Orlando Sentinel, among others.
- The Bioacoustics Research Program at the Cornell Lab of Ornithology reported in summer 2009 that for the first time, the beckoning calls of endangered fin, humpback, and North Atlantic right whales have been recorded in waters surrounding New York City. Press Relations staff placed the story throughout the metro-area media, including the New York Times, the New York Daily News, Newsday, the New York Post, and all the local television stations. It also was picked up by the Associated Press.
- When a processing plant in Texas ordered a total recall of peanut butter and other peanut products in January 2009, the Press Relations Office connected the news media with Cornell food safety experts, who were quoted in articles and newscasts by the Associated Press and National Public Radio.
- Cornell experts were interviewed about the growing threat to the world’s wheat supply posed by the stem rust fungus in articles in the Washington Post and the Guardian (London, UK).
- A Cornell study of union organizing drives found that anti-union tactics are becoming more common—and the story was widely reported, including a write-up in the New York Times.
- Cornell research that found a correlation between squeamishness and conservative political views received wide play, including Science Daily, Gannett, the Washington Post, the Washington Times, USA Today, and Fox News.
- Cows that receive recombinant bovine somatotropin (rbST) make more milk, all the while easing natural resource pressure and substantially reducing environmental impact, according to a Cornell study. The story was picked up by Reuters and United Press International and ran in the Washington Times.

Two new Press Relations Office vehicles, the morning News Sweep and tip sheets, make it possible for staff members to identify breaking news stories and quickly find Cornell experts who can contribute to follow-up stories in the media. Among the many topics in which faculty members were cited as a result of the News Sweep/tip sheet approach were the:

- troubled U.S. auto industry and the efforts to revive it (including the Cash for Clunkers program)
- likely impact of the American Recovery and Reinvestment Act on the U.S. economy
- impact of the worldwide recession on global politics
- nomination and confirmation of Sonia Sotomayor to the Supreme Court

Cornell leadership and initiatives

The Press Relations Office arranged a number of meetings between the news media and Cornell president David Skorton, which resulted in coverage of a variety of university-related topics. These include:

- a meeting with editorial staff from Bloomberg News, with a resultant article about the president’s ideas on higher education and the recession
- a meeting with a reporter from Gannett News Service, resulting in a story on how Cornell is weathering the recession that ran in all Gannett papers in New York State

Cornell Lab of Ornithology

Weill Hall
a meeting with a reporter from the Miami Herald, who wrote about Cornell’s continued commitment to financial aid during the economic downturn

President Skorton’s appointment as chair of New York governor David Paterson’s Task Force on Diversifying the New York State Economy through Industry-Higher Education Partnerships, which received wide coverage in New York State and stories on Bloomberg.com

working with local and national media to publicize several HR-related awards given to the university, including “best employer” from AARP and Working Mother magazine. Cornell also made the Chronicle of Higher Education’s top employer list and was cited as one of the nation’s top adoption-friendly workplaces by the Dave Thomas Foundation for Adoption. The office provided media support for several large-scale university projects and announcements, including the:

- departure of Provost Biddy Martin and the selection of Kent Fuchs as her successor (fielding questions and arranging media opportunities for Wisconsin as well as local media)
- university’s enhancement of its student financial aid initiative and the drawdown of $35 million from the endowment to support it (promoting and coordinating local and national media coverage)
- $35 million Tisch gift for professorships for talented young faculty members and the university’s enhancement of its student financial aid initiative and the drawdown of $50 million Tata Trust endowment to establish an agriculture and nutrition initiative and national media coverage)
- October 2008 dedication of the $120 million, Richard Meier–designed Joan and Sanford I. Weill Hall for the life sciences (successfully inviting local, regional, and national media to Ithaca for the event)
- campus discussion, municipal approval, construction pause, and construction approval for Milstein Hall (a yearlong project that included answering internal and external media questions and setting up interviews)

Events and special projects

- The Press Relations Office fostered a partnership between Cornell’s Survey Research Institute, the New York Times, and NY1 television to conduct and report on polls of New York State residents on a broad range of topics. The first poll was conducted in spring 2009 and gave rise to a series of stories by the Times and NY1, with follow-up from other media organizations
- Press Relations staff members produce lists of select metro-area journalists for two relationship-building events in New York City: Inside Cornell and President Skorton’s media luncheons. Inside Cornell, which showcases Cornell faculty expertise, resulted in placements in Money magazine and on National Public Radio; among the opportunities arising from the Skorton luncheons was an interview on Bloomberg television
- In May 2009, the Press Relations Office took over the task of producing a new series of monthly web conferences between President Skorton and alumni. The hourlong, live discussions require close coordination between the Press Relations Office, Alumni Affairs and Development, CIT, the television and web production staff at Sage Hall, and the offices of the vice president for university communications and the president. The results have been so successful that there is talk of producing additional web conferences with other Cornell leaders
- Press Relations staff members worked with counterparts at Ithaca College and Tompkins Cortland Community College to produce a 12-page brochure outlining the impact of the three institutions on the local economy. The brochure positions Tompkins County as a desirable location for new and expanding companies because of the influence of higher education on the quality of the area’s workforce and cultural, recreational, and civic life and because activity at the three institutions creates an economic floor that leaves the county less vulnerable to drastic economic downturns
- More than 700 planetary scientists from around the world descended on Ithaca when Cornell hosted the 40th annual meeting of the American Astronomical Society’s Division for Planetary Sciences (DPS) in October 2008. The event was covered by all the local media and in many science journals
- When research conducted at Cornell led to the discovery that the neural network behind sound production in vertebrates can be traced to an era long before the first animals ventured on dry land—suggesting that the evolution of speech began with fish—the office arranged for a press conference in front of a large fish tank. The story was carried by U.S. News and World Report, CBS News, and the New York Times
- Cornell’s student-designed and -built entry for the $10 million Progressive Automotive X PRIZE (XAP) competition was showcased at the New York State Fair. The contest was created to encourage development of a car that gets 100 miles to the gallon. Cornell is one of only two universities with student teams in the mainstream auto class. The car appeared on all of the television news shows in Syracuse, in the Syracuse Post-Standard, and was carried by the Newhouse News Service

Personnel changes

Simeon Moss, director of the Press Relations Office since its inception, was appointed in May 2009 to the new position of deputy university spokesperson. Moss will work closely with the vice president for university communications to respond to new and ongoing communications needs and serve as the university’s chief spokesperson when the vice president is not available. Moss’s successor as director of press relations is Claudia Wheatley, a longtime Cornell communications staff member with experience in journalism, marketing, and producing print, radio, and television communications for Cornell audiences. Wheatley was formerly a writer in the Office of Publications and Marketing, another department in the Division of University Communications.
Goals and Initiatives
The office’s work plan for 2009–2010 includes improvements to internal processes, work
that will be greatly facilitated by the acquisition in summer 2009 of Vocus, a public relations
management solution used by many of our peer institutions. Features include:

• a continually updated database of more than 500,000 reporters, editors, freelancers, and
producers throughout the United States, searchable by region, DMA (designated market
area), journalistic beat, and stated interests, making it possible for Press Relations staff
members to create customized, highly targeted media lists quickly and easily

• a news search function that lets staff members quickly identify references to Cornell in
print, broadcast, and online media throughout the United States, making it possible to
compile Cornell in the News—a daily summary of stories about Cornell—in a fraction of
the time it took before Vocus

• analytical functions that allow staff members to track hits by type (mention, brief, feature),
region, day, Cornell unit, and staff member, allowing staff to quickly gauge the impact of
their activities

One feature Vocus cannot provide is a database of Cornell experts. Press Relations staff
members are working with colleagues in Publications and Marketing to finalize a design, and a
working database can be produced in 2009–2010.

There will be additional staff changes in 2009–2010, which provides an opportunity to re-
evaluate the division of labor, approaches to media relationship-building, the use of new
technology, and other work processes. It’s also a chance to think about the ways in which the
office collaborates with other departments within the division and across campus—all with the
goal of being a proactive, effective partner in promoting the interests of Cornell University.

Office of Web Communications

Overview
The mission of the Office of Web Communications is to provide leadership and guidance to
the entire Cornell community regarding effective and appropriate use of the web as a tool for
external and internal communications.

The office promotes the vision of a Cornell web space that is:

• engaging (friendly, welcoming, community-promoting)
• diverse (inclusive)
• useful (worth visiting regularly)
• cohesive (but not homogeneous)
• current (accurate)
• authentic (real, rich content)
• responsive (agile)
• risk-taking (cool, cutting-edge, progressive)
• secure
• accessible
Goals and Initiatives

During FY09 the Office of Web Communications executed its mission through the following goals and initiatives:

Goal: Grow, maintain, and support Cornell’s primary web presence—www.cornell.edu—to directly support the university’s strategic goals and initiatives.

The Cornell home page continues to provide large numbers of viewers worldwide with high-quality content and pointers to rich resources within Cornell’s vast web space. The front page alone saw a total of more than 13 million page views in FY09, averaging just over 1 million views monthly, serving an average of about 520,000 unique individuals who visit during an average month.

CornellConnect, our extensive video content collection, continued to grow aggressively this year. In FY09 we videotaped and received submissions of roughly 270 pieces (including both video and audio-only productions). We supported a host of live streaming events, including the 2008 Book Panel, Commencement, and President Skorton’s State of the University address during Trustee Council Weekend. Playlists and series were introduced as new organizing principles for the collection, and these features are being used by colleges to bring visibility of their portions of the collection to their constituents. We made a large investment in transcriptions, working through about half the collection. We completed a successful pilot of the “broadcast clock” feature in September and followed that immediately with a new vision for an updated, integrated user interface, including sharing and user playlist features. Conversion to Flash is also under way. The next generation of CornellCast will launch in the fall of 2010.

Bringing the alumni web presence closer to the main cornell.edu site was an important effort this year. The OWC embarked on a renewed collaboration with Alumni Affairs and Development to design a centralized front door under the umbrella of cornell.edu for all alumni communications on the web. This new design will unify the current bifurcated entry structure (www.cornell.edu/alumni/ and http://alumni.cornell.edu/). The new bridge page will launch in FY10.

A new bridge page for the life sciences was also launched, through a new collaboration with the Office of the Vice Provost for Life Sciences and several affiliated faculty in that area. Social networking received a national spotlight this year, and in response the OWC launched CUbiquitous in December 2008. This page pulls content directly from social networks such as Twitter, YouTube, and Flickr to help bring visibility to Cornell’s active involvement in these forums and encourage participation by all constituents. Our student blogging program also continued this year and enjoyed its best year yet. Our nine student bloggers represented every undergraduate college and class, and they relayed a truly diverse and authentic story about student life at Cornell.

The Unit Search feature of cornell.edu (www.cornell.edu/search/?tab=units&q=) was a particular area of focus this year, prompted by the decision to discontinue printing the university phone directory. The OWC led the creation of a new project to design the technical infrastructure to properly store and manage Cornell’s unit information. To date, current data stores and processes have been mapped, and requirements for a new institutional data store are being articulated. The new system and enhancements to the end user interface will be constructed in FY10.

Support for communications needs around the regular academic cycle is an ongoing part of our operations and includes features for major events (e.g., Back-to-School, admissions decisions in December and April, Slope Day, Commencement, Reunion), and they feature graphics and promotion for the campaign.

Goal: Improve internal communications through the web.

University Communications depends increasingly on CUInfo to deliver important university messages and information to Cornell’s internal constituents, so ongoing support and growth of CUInfo continues to be a major area of focus for OWC. As the world financial crisis became a reality for Cornell, we established CUInfo as an important front door for updates and community involvement, first through the Suggestion Box and as a front door to the Budget Communications site. By the end of the year, we also established CUInfo as an entry point for updates related to the H1N1 flu, and we expect to use the site heavily for flu-related communications in FY10.

In FY09, the home page of CUInfo saw an average of over 232,000 page views monthly, serving an average of about 36,500 unique visitors monthly. The site was also migrated to more robust servers this year, in partnership with CIT.

In FY09 we also collaborated with CIT and other campus stakeholders to envision a future for the uPortal tool, currently under-utilized and not well integrated into the Cornell web space. Through extensive research and visioning, the core team articulated a reinvention of uPortal branded as myCornell. The new site will integrate many features currently found in CUInfo but will also become Cornell’s long-needed go-to place for internal communications on the web. The proposal awaits CIT resources to upgrade the uPortal tool itself to the newest version, which will enable vastly improved user interfaces and content management to be applied.

Goal: Increase visibility and reach of Cornell’s content and messages to worldwide audiences.

The OWC designed and launched Cornell’s first (iTunesU) presence in December 2008, hosting much content to Fora.net, UChannel, and Futurity.org. We are actively pushing Cornell content out to many other national higher education content aggregation sites. We obtained an official Cornell page on YouTube, and we push Cornell content to fora.net, UChannel, and Futurity.org.

Goal: Help units create effective web sites to meet their communications needs.

The OWC is partnering with Alumni Affairs and Development to assist with the development of CornellConnect, a new suite of online tools for alumni to interact with the university and
installed and put into production in early FY10.

planning for and purchasing a renewal of our two-year hardware license. The hardware will be
terms for the calendar and will determine a new direction for this effort in FY10.
due to unresolved performance issues. We are currently evaluating our options for the long-
calendar but eventually aborted the effort to move to open-source software called Bedework,
The OWC invested considerable time and energy into the infrastructure for the online events
wide mapping solution driven by GIS data maintained in Facilities.
Campus response has been very positive, and further work on the interface and underlying
data will be done in FY10. We also collaborated with CUFA and CIT to work toward a campus-
Interactive Google Maps–based campus maps were launched as a trial “beta” in early spring.
The OWC participated in a campus-wide initiative on digital signage, assisting with the development of a request for
the OWC continues to consult actively with campus partners during large site redesigns, the
largest and most notable of which were Gannett and Human Resources. Other efforts included
lake source cooling, the Middle States review, and capital construction projects, to name a few.
Assisting our University Communications colleagues with their web presences is another facet of our ongoing collaborations. We launched a new web site for the Press Relations Office in February 2009. The site provides more effective channels for getting information to the media, as well as better access to press releases and Cornell in the News highlights, and access to university statements. We also assisted with the development of the new web site for Extra magazine, helping define the needs for the site, and engaging CIT’s Integrated Web Services to develop the graphic design and templates for the site.

Goal: Bring cohesion to Cornell’s vast and distributed web space and promote a highly engaging, welcoming user experience throughout.
Cornell’s web-developer community comprises hundreds of skilled professionals throughout the university. Individual webmasters often work in relative isolation on their day-to-day development activities. Our office seeks to unify this community, supporting and promoting the members’ roles as stewards of the user experience on Cornell-related web sites. In addition to offering consultations with web developers during major redesign or transitions, and continued support for use of the Cornell logo and web developer templates, we also sponsor the CU-Web Forum. The CU-Web Forum meets monthly to foster communication, share information, and offer professional development and training opportunities. This year’s meetings included discussions on usability, end user mashups, Cornell’s iTunesU presence, new web sites for CIT and Arts and Sciences, and a CALS online knowledge base. The forum also sponsored a three-day print-to-web webinar series as free professional development for the web community.

Goal: Build and promote appropriate technical infrastructure on the Cornell web space.
Interactive Google Maps–based campus maps were launched as a trial “beta” in early spring. Campus response has been very positive, and further work on the interface and underlying data will be done in FY10. We also collaborated with CUFA and CIT to work toward a campus-wide mapping solution driven by GIS data maintained in Facilities.

The OWC invested considerable time and energy into the infrastructure for the online events calendar but eventually aborted the effort to move to open-source software called Bedework, due to unresolved performance issues. We are currently evaluating our options for the long-term infrastructure for the calendar and will determine a new direction for this effort in FY10.

We continued to maintain the Google Search Appliance on behalf of the university, including planning for and purchasing a renewal of our two-year hardware license. The hardware will be installed and put into production in early FY10.

with each other. Through our participation in the core project team and steering committee, we are helping guide the project toward marketing and positioning that are appropriate to the product’s features. We are leading the creation of a communications and marketing plan and advocating for thoughtful treatment of data privacy issues that are important to our alumni constituents.

The OWC participated in a campus-wide initiative on digital signage, assisting with the development of a request for proposal to identify potential vendors for a centrally supported technology solution. If acquired, University Communications would use the system to push content of campus-wide interest to internal audiences. The system has particular interest for purposes of disseminating time-sensitive and critical information in the event of an emergency.

Many other emergency-related activities received attention this year, including a significant upgrade to the Special Conditions infrastructure and the transfer of ownership of Special Conditions infrastructure back to CIT, where it can be properly integrated with other data sources. We piloted a solution for centrally controlled emergency banners to be deployed on the web sites for the colleges, which would enable display of centralized emergency messages on those sites. Eventually we hope to push this new technical infrastructure out to as many college and large-unit front-door sites as possible. We also collaborated with CIT and the Central Emergency Planning office to identify a proper technical infrastructure for emergency business continuity for campus e-mail and critical web sites, especially emergency.cornell.edu.

Goal: Support priorities of Cornell senior administration on the web.
Supporting the communications needs of senior administration remains a top priority for the office. We posted and promoted 17 university statements this year, as well as launching extensive new sites to support the Reimagining Cornell and associated budget communications efforts. On the president’s web site, we posted test for 5 speeches and 13 essays and provided video coverage for 14 events, including speeches, public presentations, and interviews. On the trustees’ site, we established new secure areas for nine committees, which are being used heavily for distribution of documents and intra-committee communications. On the provost’s site, we provided support for the appointment of interim Deputy Provost David Harris, a site for the search for the next provost, and the announcement of Kent Fuchs’ appointment. We also supported searches for several college deans. We continued work to support the Outreach portal and embarked on a project with United Way to enable it to be self-sufficient with its site content update needs for future years.
Goal: Maintain connections with peers nationally
The OWC remains actively involved and in a leadership role in University Web Roundtable, a consortium of Ivy Plus–style national peers that focus on web communications activities and issues. We helped sponsor the HighEdWeb regional conference at Cornell in April 2009. We also actively contributed to the development of a vision for Futurity.org, a national collaboration through the Association of American Universities (AAU) to bring visibility to research news generated in higher education, and we continue to push Cornell content to the site today.

Strategic Plan for FY10

Goal: Grow, maintain, and support Cornell’s primary web presence—www.cornell.edu—to directly support the university’s strategic goals and initiatives.

• Explore new designs for the Cornell home page to reflect University Communications’ message framework and highlight key focus areas on the front page.
• Explore interim designs for the “pano” space on Cornell’s home page, to allow for multimedia and text as supplemental content.
• Launch new, Flash-based version of CornellCast.
• Launch updated bridge page for Cornell in New York City.
• Assist in creation and launch of updates to the Outreach Portal.
• Continue emergency communications planning, development, and testing.

Goal: Improve internal communications through the web.

• Increase focus and emphasis on improving Cornell’s internal web communications.
• Continue support of CUInfo and conversations around uPortal futures.
• Build and enhance relationships with campus communicators.

Goal: Increase visibility and reach of Cornell’s content and messages to worldwide audiences.

• Continue support for Cornell’s Facebook presence.
• Continue support of Cornell’s Twitter presence.
• With Publications and Marketing, expand Cornell’s use of social networking.
• Expand Cornell’s presence by pushing content out into other worldwide arenas.

Goal: Help units create effective web sites to meet their communications needs.

• Identify opportunities to promote Cornell University experts and their expert knowledge.
• Explore opportunities to promote branding changes per findings of research institute branding exercise with key alumni.
• Continue web communications consultation with units, both as part of strategic communications reviews and during site redesigns.

Goal: Bring cohesion to Cornell’s vast and distributed web space and promote a highly engaging, welcoming user experience throughout.

• Continue co-sponsorship of CU-Web Forum and support of web developer community, through ongoing consultations, professional development opportunities, and regular feedback channels.
• Partner with the Web Technologies group to design tools and templates that allow easy distribution and implementation of the Cornell identity banners to campus constituents.

Goal: Build and promote appropriate technical infrastructure on the Cornell web space.

• Lead a campus-wide conversation on infrastructure and directions for social networking.
• Continue support for the Google Search Appliance.
• Collaborate on further development of centralized infrastructure for campus maps.
• Continue to advocate for scalable, robust infrastructure for centralized repositories of images, video, news, events, and other communications assets.
• Advocate for appropriate infrastructure to support e-mail marketing, message customization for specific audiences, and distribution of Cornell multimedia to worldwide audiences through the web.
• Continue collaborations with campus partners in the area of emergency communications infrastructure; including a roll-out of centrally controlled emergency web banners.

Goal: Support Cornell senior-administration communication priorities on the web.

• Continue support of web sites that broadly support senior administration communications initiatives.
• Help senior administration build an efficient model for supporting their web communications needs.

Goal: Maintain connections with peers nationally.

• Continue participation in the University Web Roundtable.
• Continue participation in HighEdWebDev and other similar national conferences.
Overview
In FY09 the Office of Publications and Marketing continued to provide to the Cornell community high-quality writing, editing, and design services, while undergoing significant changes toward the end of the fiscal year. A new director was named to lead the unit, the web technologies team was transferred from CIT, and the team expanded its focus to include strategy development for the division and our constituents.

Highlights
Projects for key university initiatives
- Contributed to a report on reducing paper and print costs at the university
- Conducted an in-depth analysis of President Skorton’s strategic objectives and developed documentation that enabled our division to focus and prioritize the division’s efforts. This effort also enabled the development of a five-year message framework that will help the university implement consistent communication initiatives that share the strategic areas of focus.
- Working with our senior management, Publications and Marketing is transitioning from a cost-recovery model to a strategic model that focuses on partnering with key administration constituents in order to maximize our efficiencies and develop targeted communication campaigns that will enable the university to meet its objectives.

Production highlights
- Designed Poetry in Your Pocket—a pocket book featuring a compilation of student poetry created for the annual Poem In Your Pocket Day in New York City
- Created a series of six ads for the Green Central New York insert of the Syracuse Post-Standard to promote Cornell’s leading innovations in sustainability
- Created the “Discover Cornell” ad for the US Airways magazine feature on Ithaca’s economy. Also provided editorial source material to represent Cornell’s impact on the local economy
- Redesigned the Cornell undergraduate viewbook
- Completed Cornell Engineering: A Tradition of Leadership & Innovation, a 300-page tribute to the legacy of innovation and leadership at Cornell and the College of Engineering
- Created a fresh, new brand identity for the Cornell Club-New York
- Edited and designed An Optimistic Heart, a collection of speeches by Cornell’s 11th president, Jeffery Lehman
- Created a tagline and visual identity for the scholarship aid priority within Far Above...
- The Campaign for Cornell
- Crafted messaging, tagline, and visuals to launch Cornell’s faculty and staff giving campaign
- Updated the report on Cornell’s Economic Impact on New York State, March 2009, and contributed to a related report showcasing the combined impact of Cornell, Ithaca College, and Tompkins Cortland Community College on the region’s economy

Statistics
Our office follows a cost-recovery business model that is based on fee-for-service combined with core hours allocated by the university. Our past year’s statistics reveal:
- work on 526 projects for 124 different clients
- a range of products that includes brochures, posters, advertisements, fact sheets, displays, newsletters, invitation packets, magazines, programs, web sites, handbooks, annual reports, viewbooks, banners, calendars, and strategic communications plans
- a staff of 21 FTEs and 1 PTE

Magazine development
We provided writing, editing, and graphic design to develop these magazines:
- LINK, a biannual magazine that showcases accomplishments of the College of Human Ecology for students, staff, faculty, and alumni: two issues
- Ezra, Cornell’s quarterly magazine: four issues. Cover stories this year featured student financial aid, the opening of Weill Hall, undergraduate research, and Cornell’s global citizens
- Cornell Hotel School magazine: three issues
- Cornell Engineering magazine: two issues
- Human Ecology magazine: two issues
- College of Agriculture and Life Sciences News: two issues

Annual reports
We wrote, edited, and designed the Cornell University Report 2007–08, as well as helped produce annual reports for these units:
- Division of Student and Academic Services
- Cornell Information Technologies
- Cornell Cooperative Extension
- Cornell Cooperative Extension–NYC
- 4-H
- Feline Health Center
- College of Veterinary Medicine Leadership Program
- Johnson Graduate School of Management
- eCornell
- CYFAR
- Johnson School’s Roy H. Park Leadership Fellows Program

Professional development
Our accomplishments during the past year:
- A learning curriculum was introduced that included the following skill sets: Project management
- HTML
- CSS
- Information architecture
- One editor attended the International Association of Business Communicators conference in San Francisco, as part of an ongoing accreditation process.
- A team was formed to develop expertise in podcasting.
- Several team members completed training courses and attended university workshops to strengthen skills in Flash, HTML, Confluence and other wikis, InDesign, Dreamweaver, PowerPoint, and Audacity editing software.
- One writer attended the American Marketing Association’s 2008 conference in Chicago.
Goals and Initiatives
Our plans for the next year include these efforts:

- Become a team of communication experts by developing skill sets in the following areas:
  - Strategic planning
  - Portfolio management
  - Project management
  - Information architecture
  - Web design and development
- Establish a portfolio management structure to provide one point of contact to our partners, enable the reduction of redundant communications at the university, and leverage content for multiple strategic communication products.
- Partner with communications and admissions directors to identify, design, and deliver strategic communication products for all colleges and units based on the knowledge acquired through the unit’s portfolio management structure.
- Partner with Mike Powers to design and implement the Communications Portal.
- Establish a cross-divisional task force to properly define the Digital Well and implement an agile development strategy for the product.
- Implement a project management structure for all IT projects.
- Implement Open Air, a robust time-keeping, billing, and project management system.

These important key strategies will also be followed:
- Systematically leverage the strengths of our staff.
- Develop a trust-based culture.
- Develop the product suite model to repurpose content and maximize efficiencies.
- Develop baseline metrics for selected projects.
- Pursue strategic alliances with resources inside and outside Cornell.

Organizational development
Accomplishments during the past year:

- Based on the customer service training held in FY08, the P&M team conducted a revised analysis of workflow and best practices to streamline and improve production.
- In March a new director was named to lead the unit.
- CIT’s web technologies team was transferred to the unit.

Public Affairs
2008–2009 Overview
As the Office of Public Affairs ends its second year it has proven to be an important resource for the university. Public Affairs acts as a liaison to Cornell’s colleges, schools, and the university administration and their respective communications directors with the goal of promoting Cornell’s mission. By coordinating internally and externally with the colleges, units, and schools, Public Affairs has been able to leverage the potential resources within University Communications to push information out and raise awareness about Cornell. Major activities, events, and special projects have been coordinated through Public Affairs.

Highlights
- Coordinated University Communications efforts of more than 100 projects during the 2008–2009 fiscal year. The complexity of the projects ranges from simple coordination of a press release, Chronicle article, and a cornell.edu presence (Cornell Child Care Center grand opening, Veterans Day observation) to events needing major communications planning (pandemic planning, Climate Action Plan, American Artistic Renaissance Symposium)
- New relationships are continuously being built across campus and existing ones are being strengthened.
- A web page was created that defines Public Affairs and its contacts.

Project highlights
- Pandemic communications rollout. Public Affairs worked closely with the Cornell University pandemic planning team (Gannett Health Services and senior university administrators) to manage communications about the flu and its impact on the Cornell community. The plan includes messaging, development of a web site and a flu hotline, press advisories, articles in the Chronicle, print materials, as well as a plan for disseminating communications. With a mild early breakout of H1N1 flu in spring 2009 the communications plan was put to the test and continues to be modified for future emergencies.
• President Skorton's Climate Action Plan (CAP) communications rollout. Public Affairs coordinated pre-CAP launch information ranging from promoting monthly events such as Sustainability Month and Earth Day to crafting messaging for op-eds and press releases.

• Human Resources Retirement Incentive Plan. Public Affairs coordinated communications efforts with the Division of Human Resources to distribute information about the incentive via university statements, a top new link on cornell.edu, a featured spotlight on cornell.edu, CUInfo, and Chronicle news features.

• Sunday Forum with Tommy Bruce. This new monthly radio program helped raise awareness of Cornell and its activities of special interest to the residents of New York State. Topics included breast cancer awareness, elections, the Greek system, arts and entertainment, higher education and the recession, Darwin Days, and the 2009 job market.

• East Hill Notes with Gary Stewart. East Hill Notes, a monthly Time Warner Cable public access program, showcased Cornell and created a forum for community discussion. The program topics included Collegetown residents and students discussing the rewards and challenges of sharing a neighborhood; through United Way of Tompkins County fund-raising, Cornell students give back to the communities where they study; Cornell Cooperative Extension—evolving to meet the needs of New Yorkers in the 21st century; a tour of the Museum of the Earth; the Johnson Museum's OMNI program; a special show featuring the 40th anniversary of the Willard Straight Hall takeover; and a documentary on Martha Van Rensselaer.

Other projects highlighted by Public Affairs:

• The 40th annual meeting of the American Astronomical Society’s Division of Planetary Sciences, held in October 2008, drew a record number of attendees to the conference and the community outreach events

• American Artistic Renaissance Symposium

• Educate the Vote: A panel discussion of the McCain v. Obama debate in 3D

• Lincoln at Gettysburg book project

• New York State Fair 2008 sustainability outreach exhibition

• American Heart Association (AHA) outreach and Cornell’s AHA Research Grants

• Green CNY Magazine ad series featuring Cornell’s sustainability efforts

• Sage Chapel Wednesday events

• Science Communication Symposium 2009

• Hip Hop Collection Celebration

• “Now That They’ve Won, What Will They Do?” event

• Cornell Prison Education Program

• Tata documentary screening event

• US Airways in-flight magazine feature

• Poetry In Your Pocket 2009

• Creative Writing Program’s “Centennial Plus Five” events

• Light in Winter 2009

• Sick in America conference series

• Cornell Global Forum on Sustainable Enterprise

• AAP Milstein Hall campus construction project

• Saudi Arabian Prince Turki Al-Faisal visit

• New York Beginning Farmer Project: “Voices of Experience”

• John Cleese visit

• New York senator Kirsten Gillibrand visit

• SUNY chancellor-elect Nancy Zimpher visit

• Reunion Weekend 2009

• Convocation and Commencement 2009

Goals and Initiatives

• Coordinate for effectiveness the delivery of content out to all audiences through the web, press office, print, and e-mail.

• Organize to meet the strategic needs of senior administration. Organize the administrative units to work effectively with University Communications.

• Bring university editor David Brand into Public Affairs to meet the needs of senior leadership.

• Develop comprehensive strategic communication plans for the administrative units. Work to create efficiency and effectiveness using the university message framework and priorities.

• Execute the New York strategy to enhance Cornell’s presence in New York City.
University Photography

Overview

University Photography’s mission is to provide content and photographic expertise for all of the university’s communications. This is done through photography assignments, stock photography, lab services, and creative consultations.

Photography assignments

More than 1,100 assignment photo shoots this year included:
- Senator Hillary Clinton at the green energy event in Syracuse
- President Skorton and Governor David Paterson
- NCAA Basketball coverage in Boise, Idaho
- Numerous campus visits by world leaders that also included the Crown Prince of Saudi Arabia

Stock photography web site—http://imagelibrary.photo.cornell.edu

The major accomplishment to our web site this year is the implementation of Image Portal as an individual college asset management system. Now each college can have its own password-protected site to view its entire photo collection, separate from the Image Library site. The College of Agriculture and Life Sciences, the School of Hotel Administration, the Johnson Graduate School of Management, the Law School, and the College of Architecture, Art, and Planning have all signed up for this service. We have also successfully established Image Portal as our digital delivery system for photo shoots, with 19 other units on campus currently using it to receive their files.

Other major accomplishments included the weeding out of the slide/transparency/film collection, the digitization of the best of those images, and the shipment of the remainder to the University Archives.

The departmental web site also became much more useful this year, with the addition of information pages on Image Portal, the establishment of an online submission form for requesting shoots, a host of multimedia slideshows and video, the establishment of a UPhoto store for merchandise sales, and the ability to order the UPhoto calendar online.

Image Portal

- 11,569 hits to the web site
- 9,971 hits to the Image Library site
- 43,647 hits to the RSS feed
- 136,484 images in Image Portal
- 20,000 photos on the Image Library site
- 116,000 photos on the Image Portal (password-protected college sites)

Lab services

Our lab services (digital work) continue to be the gateway for the quality of all of the images seen in print and on the web:
- 1,979 conversions of raw files to publication-ready files
- 3,471 4 x 6 prints
- 1,506 5 x 7 custom prints
- 1,396 8 x 10 custom prints
- 85 11 x 14 custom prints

Highlights

- As the division moves forward on the paperless initiative, University Photography is collaborating with the Chronicle staff and the new video group to create new, more sophisticated, multimedia slide shows to enhance the viewer experience on Chronicle Online.
- Publications and Marketing (which now incorporates a Web Technologies team, formerly of CIT) continues to wrap our photographs in elegantly designed products for the university. Our division’s reorganization has aligned University Photography closer to Publications and Marketing, creating more opportunities for collaboration within the “creative producers” of the division.
- The Office of Web Communications’ “pano space” on cornell.edu (below the web banner) is a wonderful space for our photographs. The annual senior profiles written by and for the Chronicle give us an opportunity to produce interesting and creative portraits of the selected seniors and are displayed not only on Chronicle Online but in the “pano space” on cornell.edu; this is one of the favorite annual projects within our department.
- Our photographs have again appeared in the national press, Newsweek, Discover, and the Chronicle of Higher Education, both as original assignments from our image library thanks to the efforts of the Press Relations Office.
- University Photography has consulted with our NYC Communications office on numerous projects where freelance photographers are the appropriate solution.
- University Photography won two CASE awards this year. Jason Koski won a gold medal in the Individual Photography category, and Corey Chimko was awarded a bronze medal in the Individual Sub-Web Sites for our Image Library.

Goals and Initiatives

We see this coming year as an opportunity to play a larger role in the development and implementation of creative products through the newly developed message framework. This will help stakeholders around the campus craft successful communications in print and web space.

We also see a huge opportunity to join our strengths with those of the videographers in our new Media Production Group to produce high-quality videos.
Campus Relations

Overview
The Office of Campus Relations encompasses two units, Campus Information and Visitor Relations and the Office of the Assemblies, under the management of a single director.

Campus Information and Visitor Relations
The mission of Campus Information and Visitor Relations (CIVR) is to serve as the primary source of information for Cornell University students, faculty, staff, and visitors.
Our primary operations include:
• a campus-tour program that introduces the university to visitors and new members of our community, illustrating Cornell’s role as one of the nation’s premier institutions of undergraduate education, an international research university, and the federal land-grant institution for New York State
• an Information and Referral Center (in the Day Hall lobby) that provides reliable, timely, and useful information about Cornell University to campus community members and visitors
• visitor and parking information booths (staffed by our unit 60 percent of the time, in partnership with Transportation and Mail Services) that provide accurate information about parking, campus events, and other aspects of the university while welcoming visitors in a positive manner
• a university switchboard, staffed on Mondays through Fridays from 8 a.m. to 8 p.m. and Saturdays from 8 a.m. to 3 p.m., answering calls from on and off campus

Office of the Assemblies
The mission of the Office of the Assemblies is to provide administrative support to the four Cornell campus-governance assemblies—Student Assembly, Graduate and Professional Student Assembly, Employer Assembly, and University Assembly. Each assembly serves as a bridge between its constituents in the larger campus population and the university administration. The assemblies and their committees work with university administrative units to arrive at ways of improving life on campus.

The office also provides administrative support and financial-transaction processing for the Student Assembly Finance Commission and the Graduate and Professional Student Assembly Finance Commission.

Highlights
During the past year the Office of Campus Information and Visitor Relations and the Office of the Assemblies:
• arranged a variety of special tours for prominent visitors to Cornell, including distinguished alumni, elected representatives, and international delegates
• arranged a variety of special tours for campus departments, including staff orientation for the College of Veterinary Medicine, Law School visitors, University Admissions, multicultural visitor programs, Reunion, CALS/ILR Open House, Bring a Child to Work Day, Summer Camps, New York State Scholars Day, Bound for the Ivies, Arecibo Service Awarders, NYS Association of College Admissions Counselors, LA County Sheriff’s Leadership Certificate Program, 4-H Career Explorations Conference
• provided telephone support and referral for outreach programs and student-support services via the Information and Referral Center (254-INFO)
• provided focus-group consultation (through CIVR staff) to departments wishing to gather initial student feedback for test programs such as the student blog project, the new student information system, and parking changes
• coordinated communication for large events, including Slope Day, Commencement, First-Year Family Weekend, Cornell Days, and the Dalai Lama visit
• led and coordinated SCAMP (Student Communications and Mailing Project) committee
• worked with the Employee Assembly ad-hoc charter review committee to completely revise assembly charter and successfully ratify amendments through an employee community referendum
• worked with the Trustee Nominating Committee to facilitate a refinement of rules; provided logistical support for the Student-Elected Trustee election and the Employee-Elected Trustee election
• worked with the Student Assembly Finance Commission (SAFC) and Graduate and Professional Student Assembly Finance Commission (GPSAFC) to thoroughly overhaul rules, eliminate duplicate/conflicting rules, and clarify language throughout
• maintained and refined web sites for each assembly and committee in the assemblies system and configuration to allow storage of minutes, announcements, and membership rolls, enabling committee leaders to push information to the web site
• implemented a trouble ticket system to improve responsiveness to e-mail inquiries and provide better tracking
• extended the internal trouble ticket system to provide back end for suggestions and flu-info mailboxes
• implemented a new in-house elections system that realized savings to office and assemblies in excess of $18,000
• implemented a new online finance system for SAFC and GPSAFC with greatly improved reporting capability, including ability to report dates, times, locations, and other details of all student organization events for which funding is requested (>700 events per year)
• developed orientation handbook, customized to each assembly, for new members of assemblies
• developed and conducted the first annual orientation for new members of assemblies
• implemented a clear budget policy for assemblies, requiring each to adopt and adhere to an administrative funds budget
- facilitated a byline funding allocation process for SA and GPSA
- administered online elections for the Faculty Senate and University Library Steering Committee
- facilitated a monthly Leadership Breakfast for the leaders of the assemblies, featuring guests such as Timothy Fahey and Dean Koyanagi on the Climate Action Plan, PDC director John Kiefer, President Skorton, University Architect Gilbert Delgado, AAP planner Andrew Magre, Johnson Museum director Frank Robinson, Investment Office director James Walsh, and Vice Provost for Technology Transfer Alan Paau
- created and distributed regular communication with parents using a monthly e-bulletin
- led the process for considering changes to event management and dignitary visits
- provided assistance to groups needing support with survey execution
- developed a new self-guided tour of campus
- participated in campuswide committees (digital signage, emergency, campus signage)

Statistics
The services provided by our office over the past several years are:

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<td>1,653</td>
<td>48,532</td>
<td>145,000 (est.)</td>
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Goals and Initiatives
Our strategic plans include:
- implement orientation programs, develop handbooks, and transition planning for all assemblies to provide an overview of the process and program for new members and new officers
- communicate with university unit directors about the vital role of the campus-governance and the assemblies' committees as a resource and communication conduit for information and feedback
- implement a new interface for the University Events Calendar
- provide planning and logistics leadership for special events
- initiate discussions with campus stakeholders on development of a new program centered on providing information and referral for parents for students
- investigate the role of Campus Relations as the coordinator of communications internal to the Ithaca campus

NYC Communications
Overview
The Office of NYC Communications is the liaison between Cornell and its audiences in New York City. The office has two distinct goals: maintaining the flow of information from New York City Cornell stakeholders to Ithaca communicators, and creating opportunities for exposure of Cornell University in New York City.
We publicize Cornell in the New York metropolitan area by providing content to the Cornell Chronicle (now Chronicle Online), the events calendar on www.cornell.edu, and the Press Relations Office and by coordinating the “Inside Cornell” and presidential media luncheon series and through various partnerships with New York City organizations.

Highlights
- Partnered closely with New York City Mayor Bloomberg’s Office of Cultural Affairs and the Bryant Park Corporation for the third year on the seventh annual Poem In Your Pocket Day
- Helped produce and distribute 2,500 bespoke Cornell poetry books created for Poem In Your Pocket Day. The books included a haiku written by President Skorton and Professor Robin Davison
- Collaborated with New York’s Food and Finance High School to provide Cornell poetry books
- Helped foster New York City and international media coverage of Cornell in New York City
- Coordinated press and Cornell Chronicle coverage for New York City events and programs
- Produced three “Inside Cornell” media luncheons featuring Steven Kyle, Michele Williams, and Vicki Bogan. Cornell Close-Up videos were created of the speakers for the invitations.

- Organized communication for the biannual Sy Katz parade featuring New York State governor David Paterson.
- Booked Warren Allmon, Roald Hoffman, and Keith Schwab at the 92nd Street Y.
- Marketed a weekend Cornell music festival in New York City.
- Worked with Cornell Council for the Arts on New York City arts programming.
- Publicized and coordinated with the New York Public Library for the Performing Arts sell-out Cornell Jazz Ensemble Benny Goodman concert.
- Worked on collaborations with New York Public Library, One Day University, American Museum of Natural History, and United Nations University.
- Sourced the Chronicle NYC Focus Page.
- Coordinated communication for the New York City alumni symposium marking the 40th anniversary of the Willard Straight Hall takeover.
- We created a Cornell in New York City Facebook group for alumni and friends.

Goals and Initiatives

- Continue to raise Cornell’s profile in New York City by promoting the university’s people and programs in the media, with the public, and among Cornellians.
- Provide a continued base of operations in New York City for the coordination of event-oriented, promotional, and media relations efforts in the city generated by and for Cornell people and programs (both in Ithaca and in New York City).
- Coordinate and further develop print and broadcast media opportunities for Cornell administrators, faculty members, students, and other experts in or visiting New York City, while providing assistance and coordination for media relations efforts developed by Cornell’s communications offices (including University Communications).
- Further identify opportunities for cultivating relationships with key institutions in New York City. We will identify Cornell (Ithaca and New York City–based) programs and/or speakers that are transferable to those institutions, and package, market, and promote those opportunities.
- Expand into new social media to reach new audiences with dynamic content.
- Collaborate closely with Alumni Affairs and Development on New York City communication efforts.
- Continue to expand our relationship with the 92nd Street Y.
- Work with One Day University to include additional Cornell faculty members.
- Work with the New York Public Library, the American Museum of Natural History, and other New York City institutions for Cornell faculty programming.
- Expand CU in the CITY content, form, and delivery.
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