An intellectual community of 22,000 students and 14,000 faculty and staff members representing more than 80 countries and hundreds of disciplines—global cultures, experiences, perspectives, and ideas. Set in a place of unparalleled natural beauty. The best quality of life in the Ivies. [www.facebook.com/CornellCareers](http://www.facebook.com/CornellCareers)

**People who think like you do—**

**AND PEOPLE WHO DON’T—**

**MAKE THE BEST PARTNERS.**
2011-2012 was a year of tremendous accomplishment for University Communications.

As it has for almost a decade, our communications reach continued to grow. We exceeded 38 million page views across the division's various web platforms, including cornell.edu, Cornell Chronicle, Ezra magazine, CUinfo, Press Office, Cybertower, and alumni.cornell.edu. According to the web data analyzer compete.com, cornell.edu is at the forefront of its peers in the measure of unique visitors. The Press Office documented more than 120,000 mentions of Cornell in the worldwide news media. The Cornell Chronicle had more than 6.5 million page views. And in our newest communications environment, social media, we saw a combined 15 percent increase in our Twitter followers and Facebook fans over FY11 and a 290 percent increase over FY10!

In last year's annual report I mentioned that I hoped to be able to brag this year about a successful culmination of the university's campaign to win the tech campus competition in New York City. Now I can do just that. I am extremely proud of the efforts of our division in contributing to a successful campaign. Our departments assisted in the preparation of the RFP, generated constant media attention, created an extensive web presence and branding identity, and kept the campus community and alumni abreast of developments. These efforts allowed Cornell to maintain an extremely high profile throughout the campaign and after we were selected to build the campus.

The “Cornell Now—2015” campaign continued to be a major focus during the year. Coordinated through our Office of Public Affairs, the division's efforts pulled from all of our platforms to create content and messaging supporting the campaign. Our Marketing Department completed dozens of projects for “Cornell Now” and other Alumni Affairs and Development projects, including Honeycomb development, TCAM and other AAD event materials, live video coverage of events, and support for AAD giving officers. The Cornell Chronicle and CornellCast provided comprehensive coverage for AAD events and stories. Ezra magazine, a partnership between University Communications and AAD, provided topical and broad coverage of AAD news, events, and giving opportunities.

University Communications began the drumbeat on our march towards the university's 2015 sesquicentennial. Several brainstorming sessions with representatives from across the division were held to gather ideas and call everyone to attention. A committee charged with developing a branding and identity program was created and presented a proposal in August. Numerous campus constituents, including the Cornell Store, had eagerly awaited this plan.

The Division provided increasing coverage of Cornell's international efforts in 2011-2012. The Cornell Chronicle provided regular coverage on international news. Our Office of Public Affairs developed strategic communications plans for international Cornell, in consultation with campus partners in the Einaudi Center and the Office of the Vice Provost for International Relations. Stories with an international flavor continued to be promoted by the Office of Press Relations and covered by Ezra magazine and Ezra Update.

I am exceptionally proud this year to have put the final touches on the structure of the division by promoting the right people into the right positions, including the appointment of Tracy Vosburgh as Assistant Vice President and the placement of Vitaliy Darovskikh into a key position to proactively expand our social media engagement.

Finally, as always, I would like to thank my colleagues in the division for another successful year. Their creativity, energy, and vision cannot be overstated. The university is most fortunate to have such a talented group of professionals representing it to the world.

Tommy Bruce
Vice President for University Communications
Division of University Communications
Annual Report 2011–2012

Office of the Vice President

Campus Relations
  Campus Communications
  Campus Information and Visitor Relations
  Office of the Assemblies

News
  Chronicle Online
  Ezra magazine
  Pawprint

Public Affairs
  New Media
  Press Relations
  Public Affairs
  Web Communications

Marketing
  Design
  Photography
  Video Production Group
  Web Technologies
  Writing and Editing
The Office of Campus Relations encompasses three units, Campus Information and Visitor Relations, Campus Communications, and the Office of the Assemblies—all under the management of a single director.

The mission of Campus Information and Visitor Relations is to serve as the primary source of information for Cornell University students, faculty, staff, and visitors. 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, Employee Assembly, and University Assembly. Each assembly serves as a bridge between its constituents in the larger campus population and the university administration. The mission of Campus Relations is to provide timely communication coordination for the university to students, faculty, staff, and parents.

**Highlights**

During the past year the Office of Campus Relations:

- Arranged a variety of special tours for prominent visitors to Cornell, including distinguished alumni, elected representatives, and international delegates
- Arranged special tours for campus departments, including staff orientation for the College of Veterinary Medicine, tours for Law School visitors, tours for the University Admissions Office, multicultural visitor programs, Reunion tours, open houses, Bring-a-Child-to-Work Day, summer camps, Bound for the Ivies, and a 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
- Participated in, and coordinated communication surrounding, large events including Slope Day, Commencement,
First-Year Family Weekend, New-Student Check-In, Graduate School Check-In, and Cornell Days
• Worked with the Dean of Students Office to share knowledge and experience in working with student staff
• Established role of Events Manager within the university events coordinating group (Student and Academic Services)
• Refined orientation and transition activities for new members and new officers of the assemblies
• Implemented a new University Assembly charter and established new model for campus governance/administrative collaboration in policy review and development

• Administered two elections for Student Assembly
• Administered two elections for Faculty Senate
• Maintained online finance system for Student Assembly Finance Commission and Graduate and Professional Student Assembly Finance Commission and added several new features to accommodate changing policies and practices
• Developed improved messaging for finance commission announcements and assisted leadership to prepare communications plan for FY 2013
• Assisted assemblies in preparing annual budgets, requiring each to adopt and adhere to an administrative funds budget

• Provided logistical support for the Student-Elected Trustee election
• Worked with Student Assembly Finance Commission and Graduate and Professional Student Assembly Finance Commission to revise rules
• Implemented performance-based reporting criteria for Student Assembly Finance Commission to collect and utilize in deciding allocations to undergraduate student
• Maintained in-house elections system that realized savings in excess of $18,000 (total value $36,000 based on previous cost of $6,000 for external contractor per election)
• Administered Employee Trustee and Employee Assembly elections

• Administered two elections for Student Assembly
• Administered two elections for Faculty Senate
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• Facilitated byline funding allocation process for Student Assembly and Graduate and Professional Student Assembly
• Facilitated a monthly Leadership Breakfast for the leaders of the assemblies, featuring senior administrators as guests
• Created monthly e-news platforms for student and employee assemblies
• Created weekly assemblies update column in Cornell Chronicle
• Facilitated assemblies support for several policy initiatives including: CornellNYC tech campus, Title IX compliance, Bright Horizons child care center, staff engagement survey, transportation (parking-fee overhaul and booting practice), facilities (gender-neutral, single occupant restrooms), and byline funding process.
• Distributed regular communication to parents: monthly e-news, and added self-service opt-out functionality
• Provided policy-writing support for Employee Assembly charter refinement
• Supported transfer of support for Graduate Student Programming Board to the Office of the Dean of Students
• Hosted employee recognition events: Kudos luncheon and four ceremonies for George Peter Award for Distinguished Service
• Organized Assemblies Annual Reception
• Overhauled processes and transferred accounting and front-line support for finance commissions to Student and Academic Services
• Developed extensive transition plans and provided operational support to carry out transition
• Provided volunteers from student staff to University Hearing and Review Boards
• Developed communication strategy in support of means restriction for area bridges
• Developed communication strategy in support of gorge safety
• Provided assistance to groups needing advice and support with large-event planning and execution
• Led the Student Communications and Mailing Project Committee
• Provided coordination, consultation, and content to university diversity website
• Facilitated regular campus communications using Pawprint Flash and Deans, Directors, Department Heads (DDD) lists
• Curated some honeycomb cells including diversity and undergraduate student life cells
• Led internal discussions on the use of Caring Community website
• Supported university programs as University Event Managers
• Fostered spirit among staff by volunteering and coordinating the following: Holiday Elves program, Back-to-School backpack program, Dragon Day Krewe, Slope Day volunteers, Convocation and Commencement volunteers, support for employee CARE fund, and by serving as an advisor for Slope Media Group, and leading the new-employee campus bus tour.

Statistics
(compared to totals in 2010–2011)
Total tour participants: 35,205 (36,816)
Total number of tours: 1,902 (1,922)
Office of the Assemblies Email Inquiries Answered
• General: 1,098 (3,100)
• Student Assembly Finance Commission: 1,987 (3,229)
• Graduate and Professional Student Assembly Finance Commission: 508 (1,270)

Goals and Initiatives
• Evaluate visitor experience with our colleagues in the Office of Undergraduate Admissions, building upon the partnership to provide an effective and quality visitor experience for prospective students and families in support of improving yield
• Utilize an expanded database to provide real-time feeds of meetings and motions as they are submitted by committee members
• Communicate with university unit directors about the vital role of campus governance and assemblies committees as a resource and communication conduit for information and feedback
• Increase visibility of Events Management website
• Provide planning and logistics leadership for special events
• Transfer information technology services to new IT support group, as it is put in place
• Lead change in support of improving the experience of visitors to our campus
• Initiate discussions with campus stakeholders on development of a new program centered on providing information and referral for parents of students; revision and online interface of student handbook and other information sources
• Refine the role of Campus Relations as the coordinator of communications internal to the Ithaca campus
The News group produces Chronicle Online, the university’s daily news site at www.news.cornell.edu; the Cornell Chronicle e-mail newsletter distributed during the academic year, which highlights the week’s top stories, upcoming events, Cornellians in the news, and athletics headlines; and the weekly print-on-demand Chronicle digest. The group maintains news feeds for the colleges, offers feeds in 11 categories, and creates specialized feeds on request; subscribers can receive full text of stories in 16 categories and a text-only news digest with links to the week’s stories. The News group also publishes Ezra, the university’s flagship quarterly news magazine, and the monthly Ezra Update, as well as Pawprint, a staff newspaper.

**Goals and Initiatives**

- Overhaul Chronicle Online’s infrastructure to improve editing and posting and to add greater multimedia functions
- Increase video output
- Continue developing stories in support of such initiatives as New York City tech campus and campaign expansion
- Discontinue production of the print-on-demand Chronicle digest
- Analyze types of stories currently being produced and develop guidelines for implementing a “hubs and spokes” model of content generation. This is especially critical given the reduction of 1.5 FTEs.
- Develop stories for the university’s sesquicentennial celebration in 2015

**Chronicle Online**

**Work Product**

*compared with 2010–11*

- 1,361 stories posted (1,375)
- 37 issues of the weekly Cornell Chronicle e-newsletter sent to 45,350 (36 sent to 41,200)
- 1,485 average weekly downloads of the Cornell Chronicle print-on-demand digest (2,420)
6,081 subscribers to Chronicle Online e-mail lists (6,128)
50 editions of weekly text-only CU News Digest emailed to 1,033 subscribers (1,055)
Essentials blog had 66,901 page views by 35,555 unique visitors (59,823 by 30,701)
9 land-grant issues of the Cornell Chronicle sent to 290 selected federal, state, and city leaders in Washington, Albany, and New York City, as well as Cooperative Extension in New York State

**Google Analytics**
From July 1, 2011, through June 15, 2012, the Chronicle website had 6,368,291 page views and 3,425,746 unique visitors, with 219,840 home page views. (2010-11: 4,176,054 page views, 2,232,930 unique visitors; 221,337 home page visits)

19,117 average number of home page views per month (19,131)
553,764 average number of page views per month (363,719)
341,039 average number of visitors per month (279,025)

Number of unique visitors ranged from a low of 237,157 in July 2011 (178,246 in September 2010) to a high of 478,114 in May 2012 (270,943 in November 2010)

**Highlights**

**Year’s Leading Stories**
In a message to the Cornell community on December 21, President David Skorton called the university’s winning of Mayor Michael Bloomberg’s competition to build a new tech campus in New York City “a historic and transformative moment for Cornell. The Chronicle posted 34 stories specifically about the proposal, announcing the partnership with The Technion–Israel Institute of Technology, documenting support from students, alumni and the board of trustees, announcing the $350 million gift from Chuck Feeney and Atlantic Philanthropies, covering the press conference, and following each step since the announcement. In December the Chronicle produced a special edition print-on-demand issue to mark the occasion.

In support of the tech campus proposal, the *Chronicle* stepped up production of New York City-related stories to emphasize that Cornell already is in the city. We covered alumni events, library salons, lectures at the 92nd Street Y and New York Public Library, Cooperative Extension programs, intercampus collaborations with Weill Cornell Medical College, and Inside Cornell events sponsored by the Press Office.

The Essentials blog began running New York City content, tagging items so they could appear automatically on the university’s New York City page.

We also repurposed and created exclusive content about New York City and the tech campus for Ezra magazine and Ezra Update.

Applying the 2012 message framework, the *Chronicle* covered many stories related to “places and spaces.” Of note were stories about the opening of Milstein Hall, the Human Ecology Building, the expansion of the Herbert F. Johnson Museum of Art, the new humanities building, groundbreaking for Gates Hall and the Law School expansion, the dedication of Weill Cornell’s Belfer Research Building, as well as features on Campus Area Farms, the treasures in the library vault and the Temple of Zeus.

The university welcomed two new deans: Dr. Laurie Glimcher at Weill Cornell Medical College began in January 2012, and in July, Soumitra Dutta at the Samuel C. Curtis Graduate School of Management. Arts and Sciences Dean Peter Lepage announced he would step down June 30, 2013.

On January 1 Robert Harrison took over as chairman of the Cornell Board of Trustees. Former chair Peter Meinig and his wife, Nancy, have been named co-chairs of Cornell’s sesquicentennial.
The board endorsed President Skorton’s leadership, and he outlined his vision for Cornell leading up to the sesquicentennial. His priorities include student access, faculty renewal, globalization and public engagement, and the Chronicle wrote stories highlighting these initiatives.

The Chronicle also covered such topics as gorge safety, means restriction approval by Ithaca’s Common Council, Title IX issues and changes to the academic calendar proposed to help alleviate student stress. Several stories were written about the Toward New Destination diversity initiative and restructuring of the University Diversity Council. And we covered the May 6 bias incident at Sigma Pi fraternity and the campus reaction.

The Cornell Now fundraising campaign expanded its goal to $4.75 billion. The Chronicle wrote several stories supporting campaign initiatives, including interviews with the campaign co-chairs, a story about financial aid, and announcements of major gifts of $11 million for the Cornell Real Estate Program, $10 million supporting experiential learning initiatives in the College of Engineering, and a $25 million gift for the Law School.

Other Stories of Note

July 2011
Lee Melvin named new associate vice provost for enrollment
Cornell reaccredited through 2021
Provost announces formation of new universitywide economics department
Skorton co-leads Ivy League group to cut football concussions
Skorton named co-chair of Southern Tier Regional Economic Development Council

August 2011
President Skorton bans pledging in Cornell’s Greek system
Bill Nye harnesses the sun with new solar noon clock atop Rhodes Hall
Snee seismograph records Aug. 23 East Coast earthquake
Words from the wise: Gerontologist launches Legacy Project
Incoming Class of 2015 increases Cornell diversity
September 2011
U.S. News ranks four Cornell programs in the top 10 for 2012
Stephanie Wiles named Johnson Museum director
Students help Owego residents devastated by flood
Researchers may have solved 100-year mystery of blood-brain barrier
AguaClara earns Intel Environment Tech Award

October 2011
John Alexander ’74 named Entrepreneur of the Year
Found in New York at long last: the elusive nine-spotted ladybug
Endowment rises nearly 20 percent in fiscal year 2011
Law students help draft new constitution for South Sudan
From red planet to deep blue sea: Squyres becomes NASA aquanaut
New test can precisely pinpoint nature and origin of food pathogens

November 2011
Sustainability plan pools expertise, looks to future
Mario Einaudi Center for International Studies celebrates 50 years
Alumnus Svante Myrick elected Ithaca’s next mayor
Entrepreneurship ‘boot camp’ produces six startup ideas

December 2011
‘Accessible, humble’ actor Jimmy Smits returns for alumni honor
Undergraduate architecture program is No. 1 in nation
‘Piano man’ Billy Joel chats, sings and tickles the ivories
Students design gadgets to relieve ‘Kindle-it is’ in elderly
CU GEM team wins top prize at world championship

January 2012
Large and in charge: Powerful people overestimate their own height
Verity Platt is uncovering lives of ancient artists
Paz-Soldan creates place for Latin American voices
Volunteers sought for simulated Mars mission and study of ‘menu fatigue’
Clean water in Honduran town is cause for party

February 2012
Cornell scores gold STARS sustainability rating
Three on faculty honored as Stephen H. Weiss Presidential Fellows
Romain Gary’s ‘The Life Before Us’ chosen for reading project
Ph.D. student walks across U.S. for charity, study
Christine Shoemaker elected to National Academy of Engineering
Life science incubator welcomes its first client

March 2012
Architecture students hail Year of the Dragon
‘Wee Stinky’ corpse flower draws thousands to campus
Cornell gets top federal community service recognition
U.S. News ranks seven grad specialties in top 10
Cornell Silicon Valley event tackles ‘designing the future’
Cornell sees rise in applications and is more selective than in past

Food scientist teams with 3M to test diagnostic tool
April 2012
Dale Corson, Cornell’s eighth president and distinguished physicist, dies at 97
New CARE-Cornell partnership will fight global concerns
Jeffrey Gettleman ’94 wins Pulitzer for international reporting
Law School’s Barcelo named to French Legion of Honor
Three on faculty, Sandy Weill elected to American Academy of Arts and Sciences
Live-streaming video captures hatching red-tailed hawk, great blue heron eggs

May 2012
Scientist, designer create anti-malarial bodysuit
Andrew Clark elected to National Academy of Sciences
Students share ‘modbot’ design at Cornell Cup with future competitors
Provost outlines university’s new budget model
Edible ‘stop signs’ in food may curb overeating
Skorton urges graduates to ‘engage the world’
Bloomberg delivers humor, history in Convocation address

June 2012
Reunion draws 6,500 alumni and guests
Cornell executive chef brings home the gold
Schumer expresses support for CHESS

Ezra magazine
Highlights
4 issues of Ezra magazine produced
12 issues of the monthly Ezra Update e-newsletter sent to approximately 185,000 alumni and friends
The quarterly news magazine continued to feature stories and features on topics of interest to the university and alumni; cover story packages were closely tied to both the strategic priorities of the expanded campaign and to the division’s messaging framework.
The Fall 2011 issue featured a look at how in the humanities, classrooms are where learning and research meet. Also in this issue: Growing the “technology ecosystem” of the future in New York City; stories behind the buildings and byways of Cornell; Jim and Becky Morgan back top Cornell priorities with a gift; a new universitywide economics department; supporting financial aid for Cornell Tradition fellows; and an alum’s collaboration with a professor results in a book on medieval vengeance.
The Winter 2012 issue featured a look at the Atkinson Center for a Sustainable Future and the faculty who work on its global effort to understand and provide workable solutions to the planet’s urgent environmental, ecological and energy challenges. Also in this issue: the “Cornell Now” campaign expands to fuel access, opportunity and solutions; a new humanities building will offer a gateway to the Arts Quad; Cornellians over the decades who gave back in unique ways; the new Center for Community Engaged Learning and Research; the Marriott Foundation supports a student learning center; engineers gain a business minor; and after a half century, the Einaudi Center looks ahead.

The Spring 2012 issue featured the planned CornellNYC Tech campus and a look at how graduate students’ multidisciplinary research in Ithaca set the stage for the development of what will be the tech campus’ research area “hubs” for graduate students. Also in this issue: Ezra Cornell’s legacy of innovation and entrepreneurship lives on; checking in on Cornell’s financial aid programs; Cornellians aim for the Summer 2012 Olympic Games; a Milstein Hall photo montage; Q&As with new faculty members; and a look at Cornell’s Shoals Marine Laboratory and its connections to the new marine biology concentration.

The Summer 2012 issue featured a look at what it takes for a professor to become legendary. For those who will become tomorrow’s faculty legends, along with the many wonderful professors who may never be called legends but who nonetheless make their mark on their fields and on education, the cover story stated, this is the job: to influence and improve lives. Also in this issue: President Emeritus Frank H.T. Rhodes’ new book, “Earth: A Tenant’s Manual” (with audio excerpts of the interview as an online multimedia extra); Cornell Outdoor Education’s 40-year odyssey; the Belfer Research Building goes up in New York City; the unconventional path from team manager to a basketball standout taken by Johnathan Gray ’13; and increased scholarships for international students. Two notable essays by alumni about memorable teachers appeared in this issue: The End Note by Pulitzer Prize-winning reporter Jeffrey Gettleman ’94 about Henry Shue, the professor who changed his life, and a viewpoint by Andrew J. Rotter ’75 about Professor Walter LaFeber.

Ezra Update, the monthly alumni newsletter sent to approximately 185,000 alumni and friends, includes several exclusive stories as well as links to top Chronicle headlines of interest, event listings, obituaries and multimedia spotlights.

Top Ezra Update stories (measured by unique clicks directly from the e-mailed newsletter) included an update story on the NYC tech campus proposal (July 2011, 1,602 unique clicks); a feature on Morgan Uceny ’07 (July 2011, 1,033 clicks); Bill Nye’s visit and solar clock dedication (August 2011, 1,851 clicks); Cornell alumnae group building NYC (September 2011, 1,411 clicks); story on the coming new home for the Big Red Bands (September 2011, 942 clicks); story on the tech campus submission officially delivered (October 2011, 3,129 clicks); feature on faculty alumni in the College of Arts & Sciences (October 2011, 1,341 clicks); an exclusive interview with Ithaca Mayor-elect Svante Myrick ’09 (November 2011, 2,942 clicks).
clicks); CALC coverage feature (January 2012, 1,533 clicks from the e-mailed newsletter, although this story, posted on Ezra Update but linked to by Chronicle, alumni.cornell.edu and other sites, totaled about 29,000 unique clicks); a thank-you letter to Cornell from Suzi Hileman ’73, Arizona shooting survivor (February 2012, 1,838 clicks from the newsletter and 3,518 hits total); feature on core group of women’s hockey team seniors (March 2012, 1,377 clicks); David Feldshuh explores value of teaching as performance (April 2012, 982 clicks);

Ezra Update also drove readers to numerous Cornell Chronicle stories and other features (like CornellCast videos) that they may not have seen when they were initially posted. Top Chronicle stories clicked on by Ezra Update readers included stories on the universitywide economics department (July 2011, 981 unique clicks); President Skorton banning pledging in the Greek system (August 2011, 4,387 clicks); the Move-In Day slideshow (August 2011, 2,393 clicks); a look at the class of 2015’s increased diversity (August 2011, 2,211 clicks); the U.S. News & World Report rankings (September 2011, 4,026 clicks); a link to the CornellCast video of the fly-over of the tech campus design rendering (December 2011, 2,700 clicks); the story on Cornell winning the tech campus bid (December 2011, 2,369 clicks); the story on Chuck Feeney ’59 identified as the tech campus donor (December 2011, 1,855 clicks); Billy Joel concert coverage story (December 2011, 1,590 clicks); humanities building, fully funded, moves forward (January 2012, 1,010 clicks); U.S. News & World Report rankings again (March 2012, 3,560 clicks);
Pawprint

The major accomplishment for Pawprint was its transition to the web, with the home page and articles refreshed entirely biweekly and as needed, supplemented by a PDF paper version that is distributed biweekly in limited numbers, primarily in workplaces staffed by the divisions of Facilities and Campus Life. The paper version has been enhanced both in design and quality, and the web-based version, along with its accompanying Facebook page, has greatly increased the known readership of the publication while dramatically cutting the cost of production and distribution.

Beginning with the first, July 28, 2011, issue of FY12, Pawprint went live with a new website powered through Drupal. Thereafter, beginning with the August 26th issue, twenty-two issues of Pawprint were produced, as well as a special issue of Flawprint, both online and in print, with accompanying “opt-out” email notifications of the new articles posted sent to 12,375 staff members and retirees. The reduction of paper Pawprint copies from 6,500 copies (450 mailed to retirees) to 1,145 copies of the PDF saves approximately $22,000 annually.

Visitors to the website have grown steadily, from 753 on Sept. 9, 2011 to a 1,575 on May 7, 2012. The average number of visitors biweekly on Fridays is 1,225, with another average 325 on the following Mondays, presumably as a result of the Worklife @ Cornell email that is sent out by HR then, linking to individual Pawprint articles.

Highlights

- Staff recognition stories such as the profiles of Cornell Catering executive chef Nery Trigueros-Gonzalez, CEC, CCA, winning a gold medal in a regional culinary competition; Candace Mingins, youth and family coordinator at the Hasbrouck apartments; Steve McKay, farm manager, receiving the George Peter Award for Dedicated Service; and many division, college and university staff recognition events
- Employee Assembly topics, including profiles of candidates for membership on the EA and for the position of employee-elected trustee, and coverage of the President’s annual address to staff
- Lead articles covering the spring 2012 Soup and Hope series
- Lead articles on staff members who were Candor first-responders during the September 2011 Tioga County flooding
- A series of articles on diversity
- Articles related to mental health and the caring community
- Ongoing articles on the United Way, human resource concerns and wellness topics.

Receiving the most hits each week are the Classified ads, followed by the Photo Gallery. Articles recognizing staff, either for receiving a degree, for their work or for their years of service, and articles on health insurance, other benefits and parking are the next most popular.

Pawprint Facebook reaches 118 people, while the three to five weekly Pawprint Flashes (email messages), on such time-sensitive matters as upcoming events and deadlines, are sent to a self-subscribed list of 1,875 Cornell community members with NetIds.
Overview
Public Affairs works broadly across the university to raise the overall visibility of Cornell. As of December 2011, Public Affairs comprises four units: Public Affairs, Web Communications, Press Relations, and New Media. The structure now in place reflects this year’s implementation of growth and partnership by adding necessary resources to reflect the evolving needs of the university. Public Affairs continues to leverage the channels of University Communications to execute communications strategies in support of various client portfolios. Through effective use of messaging, media relationships, and events, Public Affairs will continue to promote Cornell University throughout New York State and the world.

Public Affairs
Coordinated efforts around major university initiatives including sustainability, caring community, development, diversity, and faculty and staff recruitment.

- Developed strategic communications plans for international Cornell, in consultation with campus partners in the Einaudi Center and the Office of the Vice Provost for International Relations.
- Established separate office devoted to New Media in December 2011.
- Contribute to content and messaging for Cornell Now—2015 campaign expansion; honeycomb web tool; and the university message framework.

Project highlights
- Public Affairs planned communications to promote the following events and initiatives:
  - Caring Community (university emergency planning and means restriction)
  - University diversity website
  - Faculty and Staff Assistance Program (FSAP)
  - Literary Lunch Series hosted by Robin Davison and David Skorton
  - ASP initiatives: brown bag lunch series
  - Southern Tier Regional Economic Development Council
Goals and Initiatives

- Effectively leverage University Communications vehicles to deliver content to external audiences.
- Step up advance efforts in support of regional and national events.
- Continue to address the strategic communications needs of senior administration and develop protocols for the administrative units to work effectively with University Communications.
- Support the Office of the Vice President’s development of comprehensive strategic communication plans for identified initiatives.
- Continue to support comprehensive, integrated communications for the expanded university fundraising campaign, through 2015.
- Leverage the spotlight on Cornell’s presence in New York City in conjunction with CornellNYC Tech planning.
- Continue planning toward Cornell’s sesquicentennial celebration in 2015.
Press Relations

Overview
The Press Relations Office (PRO) 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 and works closely with other divisional offices and campus communications directors to respond to media inquiries and refer reporters to the appropriate person. In addition, PRO provides faculty 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 media training. PRO also reports on Cornell’s coverage in the worldwide media through vehicles such as the daily “Cornell in the News” and “Weekly Brag” emails.

Highlights
One of the office’s primary goals is to place 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 in 2004.

Using the Vocus media monitoring program, PRO documented 120,143 Cornell hits between July 1, 2011 and May 31, 2012 (final figures for June were not yet available when this report went to press). The News by Date chart breaks down the numbers by month. Press Relations staff 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.

Project Highlights
In 2011-2012:
- PRO helped field media calls, arranged interviews and began leveraging existing media contacts (and making new ones) to get the word out and position Cornell as a top contender for Mayor Bloomberg’s science and technology campus in New York City. In addition, PRO redoubled efforts to put stories from the Ithaca campus into the downstate media, with good results: hits in the NYC DMA rose 52 percent from last year to this, and by 300 percent from two years ago.

News by date

News by media
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New York City DMA Media Hits, July-May

2009-2010  1272
2010-2011  3107
2011-2012  4290

- PRO shared a story about a surprisingly profound conversation between a pair of artificial intelligence-driven "chatbots" with NPR's Robert Siegel—who immediately booked an interview with Shrutie, the female 'bot, and learned among other things that she is a Brad Pitt fan. Other media from around the world quickly picked up on the story—as did every blog written by every tech-fan in the world, it seems!

- PRO sharpened its ability to create news stories that set up Cornell faculty members as the reigning experts.

- We realized in early January that the winter of 2011-2012 was much warmer than usual. We verified our observations with Cornell faculty at the Northeast Regional Climate Center and engaged them in a series of weather-related releases as the season went on and turned to spring. The resulting stories have been carried throughout the US and Canada and in parts of Europe.

- Likewise, working closely with Vitaliy Darovskikh and our colleagues in CALS, we turned the blooming of a large, rare and very smelly plant into the horticultural event of the year, as Wee Stinky the "corpse flower" was a hit with old media and new media alike. Pitching hard as Wee Stinky was on the verge of blooming, we placed the story in media around the world. The exposure helped drive more than 10,000 visitor’s to Stinky’s greenhouse and 600,000 viewers to the streaming video.

- Our growing relationships with the editors in charge of op-eds has yielded placements at a rate of two per month. Among our successes:
  - President Skorton’s "end pledging as we know it" piece in the New York Times
  - Brian Wansink and David Just’s op-ed on school lunch programs in the Los Angeles Times
  - Piece by Michael Dorf and Sidney Tarrow about same-sex marriage for CNN
  - A column by Barry Strauss, linking the U.S. election season to the Ides of March and Caesar’s assassination, in USA Today
  - Inside Cornell, where we bring Cornell faculty from the Ithaca campus to New York City to present their research to local and national reporters there, resulted in a number of high-quality audiences, media placements and follow-up calls from attendees.

- Juan Hinestroza made a presentation on his new fabric, which protects workers in areas like fire fighting and pesticide application by trapping toxic gases. Stories appeared in media like the Wall St. Journal, MSNBC.
and Forbes, and Hinestroza reported an upsurge in calls from investors and other businesspersons interested in his company, Fibre2fashion.

- Karl Pillemer was enjoying modest success with his new book, Thirty Lessons for Living, and his Legacy Project when he was a featured guest at Inside Cornell. Jane Brody wrote about the book and project in her New York Times column—and a day or so later, Chelsea Clinton commented on it on her Facebook page. Within weeks Pillemer had been interviewed in newspapers and on radio and television, and the book shot to the Top 25 on amazon.com.

- Jeff Hancock's talk on how to detect fake hotel reviews and other online misrepresentations drew an impressive audience, including representatives from the Daily News and CNN's morning show, and led to a steady stream of requests for interviews from all over the world, including the New York Times, and several appearances on CBS This Morning (at least one of them replayed on the CBS Evening News).

Other Cornell stories with “legs” this year included:

- Jean Hunter’s effort to develop realistic recipes for astronauts on multi-year missions, such as a trip to Mars, has generated enormous media interest, with many outlets following each step of the project. Initial stories about the project resulted in almost 700 volunteers (and Hunter had originally feared she wouldn’t be able to recruit enough participants!).

- Michael Macy and Scott Golden studied patterns in “tweeting” on Twitter and found they could “read” the mood of tweeters throughout the day by looking at the language they used—and that the same mood patterns could be seen from country to country.

- Kelly Musick published a series of studies on family dynamics, which were cited in more than 100 stories in 2011-2012.

- Lee Adler, Rebecca Givan, Rick Hurd and other ILR faculty have virtually owned the stories on efforts by states to roll back public-sector employee benefits, including hits in the New York Times, Washington Post, Los Angeles Times and NPR.

- This year we initiated a conference call, held first thing each morning, to talk to communications professionals in the schools and colleges about the day’s rising news and determine which faculty members might comment on them. The call is followed by an email recounting the discussion, which is sent to participants and their supervisors. In this way we are helping our colleagues develop “news sense” and recruiting them to help us reach out to faculty. We are pleasantly surprised to learn that recipients of the email find it useful as well, giving them insight into PRO and how we place faculty members in the media and building their support for what we are trying to achieve.

Goals

PRO will continue to play a key role in communications around the science and technology campus in New York City, including continuing efforts to promote Cornell’s other activities there to further the perception of the university as a hotbed of next-generation ideas and solutions.

We will increasingly turn our attention to building relationships with individual journalists, visiting their cities and learning their needs and preferences.

PRO will continue to strive for increased television coverage for Cornell leadership, faculty and activities. Our efforts will be greatly aided by a resolution of the problems we’ve experienced with the fiber-optic connection to our on-campus TV studio.
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.

It is our goal to grow, maintain, and support Cornell’s primary web presence—www.cornell.edu—to directly support the university’s strategic goals and initiatives.

Metrics
The Cornell home page continues to provide large numbers of viewers worldwide with high-quality content and pointers to rich resources within Cornell’s web space. The front page alone saw approximately 11 million page views in FY12, approximately 8 million of which were unique.

CornellCast and CyberTower
CornellCast, our extensive video content collection, continued to grow this year. In FY12, we added 306 videos to the collection, bringing it to a total of 1,759 videos as of June 15.

In December of 2011, OWC completed a migration of our video collection to the Kaltura platform. This was done in partnership with CIT and other units on campus as part of a Cornell-wide initiative to provide a video system that offers more powerful and user-friendly functionality.

In FY13, we plan to launch a stronger visual presence for CyberTower within CornellCast and pilot Office Hours, an online faculty lecture series with audience participation through chat.

Alumni Web Presence
The Alumni home page saw approximately 202,000 views in FY12. Areas of high traffic on the site are event-related, with Reunion and Homecoming bringing in 54,000 and 18,000 views each.

In addition to the Alumni web presence, OWC has worked closely with AAD to promote communications initiatives such as Reunion, Homecoming, giving, and social media campaigns.

Regular communications needs re: academic cycle
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).
Cornell.edu initiatives
In FY12, OWC continued to further redefine use of the pano space on the home page. We created a specifications document to share with the College Communications Directors outlining strategy and technical requirements and developed a business system for managing the type of content in the space. Panos now generally run in groups of three: one event, one news item, and one “editor’s choice” to allow for creative input from our own staff and University Photography.

Increase visibility and reach of Cornell’s content and messages to worldwide audiences.
We are actively pushing Cornell content out to many other national higher education content aggregation sites including YouTube and Futurity.org. There were 58 posts to Futurity in FY12, representing 35,258 page views (31,802 of which were unique). 198 videos were uploaded to Cornell’s YouTube channel and there have been 335,865 views of our total video collection to date. In FY12, the Cornell iTunesU presence had 678 video tracks available.

Help units create effective web sites to meet their communications needs.
OWC worked closely with Public Affairs officers to advise the committee charged with building and launching a new Diversity website for Cornell. Additionally, we consulted with other units regarding site redesigns, content questions, and web communications philosophies; including the New Student Reading Project, the Provost’s Office, the Board of Trustees, and the committee tasked with redesigning the Visitor Experience. Additionally, the re-launch of the branding guidelines triggered many consultations with campus constituents.

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 nine university statements this year. On the president’s web site, we posted text for 28 speeches and essays.

Goals

Improve internal communications through the web.
University Communications depends on CUInfo to deliver important university messages and information to Cornell’s internal constituents.
In FY12, the CUInfo homepage saw approximately 1.5 million views.

Increase visibility and reach of Cornell’s content and messages to worldwide audiences.
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Strategic Plan for FY12

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
- Begin to map out plans for a Sesquicentennial web presence for Cornell
- Launch updated bridge pages for Academics, Visiting, and Admissions

Improve internal communications through the web.

- Increase focus and emphasis on improving Cornell’s internal web communications
- Continue support of CUInfo
- Build and enhance relationships with campus communicators

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

Expand Cornell’s presence by pushing content out into worldwide arenas.

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

Continue web communications consultation with units, both as part of strategic communications reviews and during site redesigns

Support Cornell senior-administration communication priorities on the web.

Continue support of web sites that broadly support senior administration communications initiatives

Maintain connections with peers nationally.

- Continue participation in the University Web Roundtable
- Continue participation in HighEdWebDev and other similar national conferences

Grow, maintain, and support Cornell’s Alumni web presence—alumni.cornell.edu—to support the communications needs of Alumni Affairs and Development

- Continue to work with AAD content providers to publish updates to Alumni sites
- With AAD and Public Affairs, work to promote strategic initiatives around major events like Reunion, Homecoming, TCAM weekend, CALC, and more
- Support the Cornell Now: 2015 extension of the capital campaign
New Media

A position dedicated to new media efforts was created in December of 2011. The Chief New Media Officer is charged with:

- Creating and overseeing Cornell University’s social media strategy for University Communications
- Developing an online community for people to connect with Cornell’s global brand and begin to forge lifelong relationships
- Monitor new trends in digital media communications and marketing, and make recommendations as to how the university should respond to them in order to best serve its mission and vision

Highlights

- Created and published content for the primary Cornell accounts on social media. Just in the last six months our active engagement strategies gained over 5,000 followers on Twitter; 15,000 new fans on Facebook and 3,140 fans on Google+
- Leveraged social networks. In one example our efforts to promote the ‘Wee Stinky’ plant resulted in a record 5,000+ engaged users on Facebook and 600,000+ views on the live stream, with average session 3.5 min in 3 days.
- Several new media platforms have been effectively leveraged with our audience. On the Storify platform we turned what people post on social media about Cornell Commencement 2012 into compelling stories. On Pinterest we efficiently shared our content with major media outlets such as the Associated Press and the Huffington Post.
- Consulted with partners across campus and launched New Media Forum with campus partners

Goals and Initiatives

- Help colleges and units to create an effective social media presence by providing expert new media advice to staff at all levels, including senior managers, on the suitability of various digital media platforms for specific types of messaging and communications goals.
- Meet with other communicators from around the university to assess their needs and identify potential collaborations:
- Work with Public Affairs staff to strategize a digital media effort, as part of Public Affairs’ overall comprehensive media outreach plan: developing best practices
- Build consistent Cornell brand experience online: establish new media Cornell brand guidelines
- Help improve and integrate new media platforms into existing Cornell web presence: redesign CU Ubiquitous and the Honeycomb websites to better leverage the power of social media
Composed of professionals in the areas of videography, print and web design, photography, writing and editorial, as well as project management, the creative minds in our Marketing Unit strive to develop stories that reach the hearts and minds of our target audiences. Through their many years of collective experience, our marketing professionals understand that the key to motivating and influencing our target audiences is to stir their emotions and engage their intellects.

Whether we are helping our partners in alumni development to reach their fundraising goals, or partnering with HR and Admissions to recruit the best talent, reaching the hearts and minds of our target audiences is the defining part of our role as strategic communicators.

2012 was a great year for Marketing. Among other accomplishments, we received the CASE Circle of Excellence Award Gold Medal for one of our ads on recruitment; we launched the “Portraits” website, our very first web destination that highlights the accomplishments of extraordinary Cornellians. This online multimedia destination allows us to showcase the work our faculty and students are doing to change the world in ways large and small. This original content highlights the amazing value Cornell University provides to the state of New York, the United States of America, and the world.

Design
The role of the Design team has three major components: execution of projects, ongoing operational responsibilities, and action as a trusted advisor to the rest of campus. Throughout the year the team continued to collaborate with constituents across campus to create communication solutions in all media for targeted audiences and to offer consultation on communication strategy and evaluation for its partners in the administrative divisions and colleges.

Traditionally print in focus, our creative reach now touches many aspects of communication. Social media, web, and video have become
essential vehicles for communication and must mirror the strong design presence that we have established in our more traditional media. Our designers collaborate with other members of our Marketing group to provide creative solutions that translate ideas and concepts to marketable communication that pushes Cornell’s vision out to the world.

**Goals and Initiatives**
- Provide creative solutions to support the university’s internal and external communications, in various media formats
- Provide professional consultation to colleges and administrative units regarding design and branding advice and general creative solutions to marketing needs

**Highlights**
In 2011–2012 our office followed a cost-recovery business model that is based on fee-for-service for clients in the colleges, combined with a model of services allocated by the university for clients in the administrative divisions.

We created a range of products across all media that included communication plans, visual identity systems/branding, websites, webpages, multimedia pieces (audio/video/animation), annual reports, development campaign materials, admission viewbooks and lead pieces, books, magazines, newsletters, brochures, advertisements, posters, fact sheets, displays, event materials, and handbooks.

**Projects for key university initiatives:**
- Worked to develop and design revisions to the Cornell University visual identity, illustrating use of the university logo across all media
- Designed and played an integral role on the development of the Cornell brand website, collaborating with Webtech and Singelebrook.
- Assisted on many levels as the communication/design team for administrative units: Alumni Affairs and Development, Human Resources, Student and Academic Services.
- Ongoing development of the visual branding for university-wide initiatives, such as the sesquicentennial, NYC Tech Campus, capital campaign, and sustainability.

**Major Projects**
- Designed various communication materials for high-level Alumni Affairs and Development events such as: the 12th Cornell Silicon Valley Presidential Event, Cornell Alumni Leadership Conference, the Presidents Circle “Natural history” Banners, Public Service Center 20th Anniversary celebration, Your Impact collateral including cards, ecommunications and web page and vested Interest newsletter for Gift Planning
• Created e-cards for President Skorton and Alumni Affairs and Development
• Designed 2011–2012 admission viewbooks, viewpieces, and brochures for the College of Architecture, Art, and Planning; the College of Human Ecology; and the School of Industrial and Labor Relations
• Designed an exhibit display for Human Resources recruitment
• Designed the 2012–2013 undergraduate student handbook
• Designed the Cornell University annual report, 2010–2011
• Designed the 2010–2011 annual report for the Division of Student and Academic Services
• Designed detailed description of a five-year strategic economic development plan for the Southern Tier, and 8-county region of New York State
• Designed Link magazine for the College of Human Ecology (two issues)
• Created logo for CornellNow 2015.
• Designed invite for new wing of the Johnson Museum
• Designed Human Ecology Magazine (two issues)
• Designed event materials (visual brand, registration package, program, schedule, map, mailings, etc.) for Homecoming 2012
  • Designed Scopes Magazine for the College of Veterinary Medicine (two issues)
  • Designed in tandem with Webtech teh Honeycomb site along with email and print versions of the site
  • Designed Honeycomb and worked with Web Technologies to create a web application
  • Designed event materials (visual brand, registration package, program, schedule, map, mailings, etc.) for Reunion 2012
• Created pano designs for cornell.edu
• Designed brochure for the new humanities building
• High level presentations including: CALC, The World 100, TCAM and Red Hot Hockey
• Designed logo for Red Cross Blood drive
• Graphic design collaboration on several key videos for CorneNYC Tech TCAM

**Awards**
The Council for Advancement and Support of Education (CASE) Circle of Excellence Award Gold Medal: Human Resources recruitment ad
Photography

University Photography is a foundational unit within University Communications – providing products and resources across all units within the division, the campus and beyond. Our resources include original photography, stock photography, digital lab services, multimedia (slideshows with and without sound and video) and consultation. These resources are utilized to support all forms of communications on all platforms. University Photography is a full contributing partner within Marketing on strategic planning and development of products to support the messages of the university.

Our financial model is continuing to evolve as a hybrid – both fee-for-service and “allocated.” We have expanded our “allocated” services from Alumni Affairs and Development and Human Resources to include projects for university and college admissions. The “allocated” model has produced wonderful results this past year, including an ad for Human Resources’ recruiting efforts (a collaboration with design and editorial) that garnered a gold medal from CASE.

Goals and Initiatives

• Provide high quality photographic services in support of the university’s internal and external communications

• Provide professional consultation and collaboration to colleges and administrative units in support of Cornell’s marketing messages along with support for internal and external press

Highlights

In collaboration with Chronicle Online

• “Picture Cornell” weekly slide show
• NYC Tech Campus announcement

For web projects

• School of Hotel Administration home page
• Human Resources home page
• Portraits
• ILR homepage

In collaboration with Design

• ILR view book
• Ezra Magazine
• Cornell Calendar
• RFP for the NYC Tech Campus

In collaboration with VPG

• Video for Law School’s Admission website
• Faculty profile series

Conversions for pre-press and web use: 2,272

Prints for sale: 2,927
Website
In January of 2012, University Photography launched a new and more powerful digital asset management (DAM) system, the Media Collective for Cornell Communicators (MC3), powered by Widen®, at http://cornell.widencollective.com. The system replaces the old Image Library and Image Portal sites, and can be accessed by all members of the Cornell community as well as outside media and interested members of the public. Based in the cloud, this new and highly improved system allows communicators on campus to access, manage, and distribute images from both UPhoto and their own collections, as well as collaborate with media and designers both on and off campus.

*Stats are from January, 2012 onward*

System Info:
Media Collective for Cornell Communicators (MC3), based on Widen™ Media Collective Digital Asset Management Software.

- **Total number of assets**: 337841
- **Total number of orders**: 4408
- **Total number of users**: 977
- **Total number of logins**: 13002

Awards
- CASE Gold Award for HR Ad
- CASE Bronze award for Calendar Photo.
Video Production

Overview

The Video Production Group, in partnership with the other Marketing units in University Communications, designs and creates multimedia programs in service of the university’s stated strategic messaging goals. The impact of good video programming cannot be ignored. By leveraging a variety of delivery methods (including the web, live-streaming, social media and live transmissions to major news agencies), VPG facilitates the distribution of Cornell’s visual imagery instantaneously around the world. VPG also provides consultation services to many of the university’s colleges and units, which seek to enhance their own media skill sets for their respective communications efforts. VPG’s primary video distribution channel, CornellCast, offers a rotating schedule of featured programming and maintains a large archive of the university’s productions, making them available on the web at the click of a link.

Highlights

Major events produced:
- Live streams of Cornell’s Graduation Weekend ceremonies including the Senior Class Convocation address by New York City Mayor Michael R. Bloomberg

CornellCast

As the university’s flagship video distribution venue, CornellCast offers a rotating broadcast schedule of featured video programming and a deep archive for the university’s academic and promotional electronic media. This venue has inspired all the colleges and units to generate their own specialized content. The dramatic increase in the number of independent submissions by students and engaged alumni is an indicator of the medium’s power and highlights CornellCast’s unique ability to facilitate delivery of a wealth of material to the world. Last year’s surge in postings continues and this abundant vault of materials is growing in size and importance each day, incorporating the work of many new production partners. And live-streaming for special events, such as Senior Convocation and the annual Reunion festivities, adds a new aspect to the university’s outreach to its alumni base around the globe, utilizing social media platforms such as Facebook and YouTube.

Regular web delivery of video programming for CornellCast:
- This year, VPG re-invented its video program series “Staff Notes.” With new host Taiya Luce, the streamlined version provides in-depth coverage of staff...
members in the workplace while also exploring their personal interests and what drew them to the university.

- “CU in the Kitchen” began its second year, concentrating on Cornell Dining’s special programs that enhance the daily life of all students, faculty, staff and visitors.
- “Inside Cornell” Media Luncheons held monthly in New York City throughout the academic year.
- ASP open forums, addressing topics such as the SAS Initiative and gorge safety

There were also scores of lectures and conference presentations which populated this year’s CornellCast repository including:

- “What Can Facebook, Amazon and Google Teach Us About Society and About Ourselves?” with Jon Kleinberg
- “Let’s Talk Politics: Turning Your Opinions into a Career” with Kent Hubbell
- “Parenting 101” with Kent Hubbell
- “Bill Nye Celebrates Time with the Solar Noon Clock at Rhodes Hall”
- “20th Anniversary of Akwe:kon” the nation’s first university residence hall to celebrate American Indian culture and heritage
- A student question-and-answer session with Cornell alumnus Jimmy Smits
- The January 2012 Cornell Alumni Leadership Conference in Washington, D.C.
- “Sunday Forum,” now in its fourth year on WVBR-93.5 FM radio, airs the first Sunday of every month, and is hosted by Tommy Bruce, Vice President for University Communications. SF features Cornell experts and community figures discussing an eclectic mix of interesting topics. The show is also streamed live online at WVBR.com, and invites listener participation in the discussion through AIM instant messaging.

VPG also supports many college and department initiatives to promote academic and extra-curricular events such as the production of promotional videos, including one featuring senior-class fashion designers for the Cornell Design League’s Annual Runway Show and BOOM! ("Bits On Our Minds"), a showcase of student research in digital technology.

**Beyond Cornell: Reaching the Larger Audience**

VPG is the university’s main point of contact for projects requiring the production and distribution for all forms of electronic media. These include live TV and radio transmissions using broadcast-quality live-link capability, streamed video for the web (both live and archived), and pod- and vodcasts. One five-minute news interview has the potential to reach millions of people around the globe. A wealth of Cornell-related content is available on-demand at the CornellCast web site <www.cornell.edu/video> as well as through iTunes, YouTube, Facebook and local and regional cable TV/ Radio stations. Collaborating with fellow
University Communications units (including the Cornell Chronicle, Press Relations, the Office of Public Affairs, Online Solutions and Publications and University Photography) as well as colleagues in CIT and all college and unit departments, VPG furnishes consultation services to assess media production needs and assist with the design of implementation plans.

**Increasing delivery of Cornell experts via video and audio transmission to major news media outlets:**
This year, VPG transmitted live TV interviews and over 140 radio interviews—a 33 percent increase over last year’s numbers. The faculty guests represent every college and major discipline; a random sampling of whose appearances include:

- Lynn Stout (Law School, Bloomberg TV and PBS NewsHour)
- Trevor Pinch (A&S, regular contributor to “Webwatch”, a weekly look at innovations for the Internet, produced by Radio France Internationale)
- Robert Frank (Johnson School, guest commentator for ABC News, MSNBC, Bloomberg, Business TV, NPR, BBC and Canadian Broadcasting)
- Hod Lipson (Engineering, NPR and Science Friday)
- Eswar Prasad (CALS AEM, frequent guest on CNN International and Bloomberg TV)
- David Skorton (CBS News, NY1, NBC’s Today)
- Steve Strogatz (Engineering/Theoretical and Applied Math, NPR)
- Christine Schelhas-Miller (Human Ecology, NPR)

**News agencies requesting interviews with Cornell experts on a regular basis include:**

**Enhancing visibility and outreach for Cornell faculty and senior administration:**
- A new series of video portraits recognizes new “stars” among Cornell faculty. This series features everything from details about faculty research to insights about why professors are attracted to Cornell and the Central New York region.
- A major production effort was directed toward supporting Cornell’s successful bid for Mayor Bloomberg’s NYC Tech Campus. Videos were recorded with President Skorton, Provost Fuchs, Dean Collins and Dean Huttenlocher offering positioning statements about Cornell’s plan for this transformational project. Additionally, several faculty were interviewed to describe their individual research and give perspective about the potential added by the new campus.
• VPG continues to reach out to members of the Cornell Community with important forums—many streamed live on the web—providing timely responses on urgent topics such as means restriction and student-support efforts.

Goals and Initiatives
VPG’s small but agile staff is committed to focusing its production efforts on the high-quality video products in service of the university’s stated strategic goals. Our services and expertise are available to all campus constituents.

Our ongoing, primary strategic goals are to do the following:
• Offer studio facilities for national network news opportunities
• Increase the overall quality and impact of video and audio productions
• Leverage social media for the wide distribution of Cornell content through iTunes U, YouTube, Facebook and other venues
• Continue to work with the colleges and units to create and distribute effective Cornell-related program content
• Work with colleagues throughout the university to expand and enhance campus video infrastructure

Web Technologies
The Web Technologies team provides the expertise necessary for Cornell University to reach a global audience of millions. Focused on communication goals, Web Technologies produces interactive websites, applications, multimedia, and tools—all emphasizing a positive user experience to ensure each impression meets its objective.

As stewards of cornell.edu, the university’s front door, Web Technologies is uniquely positioned as a leader in the overall webspace at Cornell. Whether consulting on a project, or providing information through its monthly CU Web Forum, the team offers its experience and creativity to help communicators and developers across campus.

Highlights
• Honeycomb: Web Technologies built an infrastructure to support the expansion of Cornell’s capital campaign, CornellNOW 2015. This system aggregates existing content from across the university and puts it at the fingertips of content curators and Cornell ambassadors for distribution via webpages, stylized emails, and print.
• Cornell Chronicle: We redesigned the Chronicle’s website and moved it into Drupal, a robust content management system. Stories will be presented in a more engaging layout, with several enhancements increasing usability and content exposure.
- **CornellCast**: In partnership with CIT, Web Technologies integrated Kaltura into CornellCast. This new video management system will help streamline the process of getting video from campus providers onto the CornellCast website.

- **Cornell Search**: In an effort to provide savings for the university, Web Technologies migrated the central search tool from the Google Search Appliance to the Google Site Search. Cornell will save an estimated $50,000 per year, with an unperceivable decrease in search performance.

- **Brand Book Website**: With the help of an outside vendor, a companion website to the Brand Book was created to clearly define the brand of Cornell University. This site contains examples and templates to help others effectively communicate Cornell.

- **Giving and Dues**: Responsible for thousands of transactions totaling over $7.5 million annually, these applications have been updated to be PCI compliant, insulating Cornell from financial and legal risk associated with improper handling of credit card data. University Communications, in partnership with our colleagues in AAD and CIT, has undertaken the considerable work necessary to update and maintain these websites and the infrastructure on which they reside.

- **Emergency Banners**: Implemented and tested an emergency notification system for websites across campus. With a simple tool, identified users can quickly enable a banner to appear on numerous university websites in times of crisis.

- **Portraits**: A new website, built in Drupal, was created to showcase the extraordinary people who make up Cornell. This effort was tied to the celebration of the 2012 graduates, and will continue to grow as new individuals are added to the collection.

- **Message Framework**: Based on user-feedback, Web Technologies redesigned the presentation of this communication plan, making content easier to find and implement.

- **University Holiday Card**: A caption contest was created to utilize an annual touchpoint as a way to increase engagement. 4,042 submissions were received.

- **Maps**: To help support the visitor experience, our Google maps installation was upgraded for a massive performance increase.

- **Multimedia**: Animations, presentations, time-lapse videos, and interactive images were created to support event promotions.

- **Tools and Templates**: HTML email templates, web forms, and enhancements to the Digital Well Web are just a few examples of tools that were developed for improving communications by increasing efficiencies and providing easy access to reliable content and university-branded designs.

- **Infrastructure, Systems, and Maintenance**: An important component of the work for which Web Technologies is responsible entails monitoring, enhancing, fine-tuning, and consulting on the technology that delivers our electronic communications.
• Drupal at Cornell: Web Technologies has worked with CIT and campus partners to explore ways to make Drupal more accessible, and to form a Special Interest Group to collaborate and share expertise.

• HighEdWeb: Poster presentation about calendaring at Cornell with Localist made at national level in Austin, Texas. Audio/visual presentation at regional level in Rochester.

Goals and Initiatives
Web Technologies will continue to innovate creative solutions to communication goals in support of the university’s strategic plan:

• Increase development for mobile devices to enable audiences to receive targeted communications wherever they are.

• Continue to develop collaborations with partners across the university to strengthen Web Technologies’ leadership role.

• Create flexible communications vehicles to establish efficiencies while strengthening the Cornell brand.

• Promote imaginative use of technology to engage audiences in more meaningful ways.

Writing and Editing
In 2011–2012 the Writing and Editing team—in parallel with Marketing’s Design and Photography teams—once again followed a complex dual workplan composed of a cost-recovery business model based on for-fee work for clients in the colleges, combined with a model of services allocated by the university for clients in the administrative divisions. (All work for undergraduate admissions, whether for the central Undergraduate Admissions Office or for colleges, was provided under the allocated model.)

Throughout the year, we partnered with colleagues and clients to develop concepts, create strategies, and research, write, and edit a range of communication products across all media—including marketing communication plans, identity systems/branding, websites, webpages, social media spaces, multimedia, annual reports, admission viewbooks and lead pieces, advancement materials for development and donor relations, magazines, newsletters, brochures, handbooks, advertisements, displays, event materials, posters, fact sheets, and business communications (including a major proposal). We also provided project management for a number of projects.

Additionally, we led several of Marketing’s weekly Expert Sessions (examples: proposal to build CornellNYC Tech campus, defining the skills for the search for a new senior director of Marketing, and enchantment in marketing communications). The team also participated in and led brainstorm sessions
and presentations for a variety of topics (including: sustainability, staff recruitment, 1865 Society, the 2015 sesquicentennial, and Cornell’s international initiative).

The Writing and Editing team now comprises seven professionals (6.5 FTEs). In August, three development-focused writers moved from the Division of Alumni Affairs and Development into University Communications and joined our team in Marketing (as part of the merger, they brought with them into Marketing their former responsibility for advancement writing that includes presidential gift-acknowledgement and stewardship letters, and funding proposals). One other staff member retired (September 2011) and another moved to part-time status (November 2011).

We continue to collaborate with our colleagues in the Office of the Vice President and the Office of Public Affairs to develop and implement creative strategies and approaches to solve the marketing communication needs of our administrative division clients.

**Highlights**

Major projects of the year, by client portfolio:

**Administrative Divisions and Units**

**Alumni Affairs and Development**

- 2015 capital campaign web presence (Honeycomb): content for theme pages (Athletics and Physical Education; Business and Management Sciences; Annual Fund; Diversity; Economics; Excellence in Education; Faculty for the Future; Humanities and the Arts; International Programs; Ithaca-Weill Connections; Life Sciences; Social Sciences; Student Experience; Sustainable Development, Energy, and the Environment; Undergraduate Student Life; Your Impact)—researching, interviewing, messaging, writing, copyediting, curating

- *Ezra* magazine (four issues, Summer 2011 through Winter 2012)—liaison for AAD content development, writing assignments, researching, interviewing, writing

- *Ezra Update* newsletter—liaison for AAD content development, writing assignments, researching, interviewing, writing

- Event materials (Cornell Alumni Artist Award, Cornell Alumni Leadership Conference, Cornell Silicon Valley, Giving Society, Homecoming, President’s Circle, Reunion, Tower Club, Trustee Council Annual Meeting)—concept development, messaging, writing, copyediting, production editing

- Personalized acknowledgment letters and other stewardship correspondences on behalf of President Skorton, development leaders, and gift officers—writing, content editing, copyediting

- Office of Donor Relations: Generic presidential acknowledgment letters—writing, content editing, copyediting

- Major Gifts: Custom and form proposals involving various giving opportunities and donors—writing, content editing, copyediting

- Office of Trusts, Estates, and Gift Planning: *Financial Planner* newsletter (two issues)—interviewing, writing

Poetry in Your Pocket
• Office of Trusts, Estates, and Gift Planning: Vested Interest newsletter (two issues)—interviewing, writing, copyediting, production editing
• Campaign Briefs newsletter (quarterly issues)—copyediting
• Editorial style guide update—copyediting

Government and Community Relations
• Southern Tier Regional Economic Development Council proposal—copyediting, production editing

Human Resources
• Recruitment communications—consulting, benchmarking, recommendations for marketing communications, key messaging, writing, editing
• Recruitment bridge page—concept development, consulting, writing, editing
• Recruitment display—benchmarking, writing, copyediting, production editing
• Cornell Careers social media spaces—consulting, project management, writing, editing
• Disability plan—copyediting
• Bring a Child to Work Day poster—copyediting, production editing
• Diversity website—content editing, copyediting
• Diversity event program—copyediting, production editing
• Division annual report—copyediting

Office of the President
• Literary Luncheon Series posters—copyediting, project management
• Letters and emails to alumni, parents, and friends—writing, editing
• Winter holiday card—production editing

Office of the Provosts
• Einaudi 2011 highlights brochure—copyediting, production editing, project management
• Einaudi foreign policy brochure—copyediting, production editing, project management

Student and Academic Services
• 2011–2012 Annual Report—concept development, interviewing, writing, copyediting, production editing
• 2011 Career Services postgrad report—copyediting, production editing, project management
• Intercultural Center: branding and promotions—research, writing, copyediting, production editing, project management
• Student Handbook 2012 update—copyediting, production editing
• Office of the Dean of Students: New Student Handbook—copyediting, production editing
• Campus Life: 2012 Living at Cornell brochure—writing, copyediting, production editing
• 2012–2013 Academic Calendar and Academic Planner—copyediting, production editing

Undergraduate Admissions Office
• 2013 postcards—writing, copyediting, production editing, project management
• 2013 admitted students brochure (revisions)—writing, copyediting, production editing, project management
• 2013 transfer lead piece and transfer guide (revisions)—copyediting, production editing, project management
• 2013 freshman and transfer announcements and application materials—copyediting, production editing, project management
• Undergraduate Admissions leadpiece update—writing, copyediting, production editing
• Prospective students postcard—writing, copyediting, production editing

University Communications
• Marketing: Brand Book guidelines—writing, copyediting, production editing
• Marketing: editorial style guidelines—writing, content editing
• Cornell University 2011 annual report (in partnership with Financial Affairs)—writing, copyediting, production editing
• 2012 Message Framework (theme: places and spaces)—participation on the writing committee
• Campus Relations: Means Restriction marketing communication plan—consulting, writing
• Campus Relations: Gorge Safety marketing communication plan—consulting, writing
• Campus Relations: Gorge Safety brochure—writing, copyediting, production editing
• Marketing strategies: International focus—consulting, concept development, writing
• Senior profiles/portraits—concept development, researching, interviewing, writing, copyediting, production editing
• World 100 presentation—research, writing, copyediting, production editing
• WSKG-FM underwriting spots—concept development, writing, copyediting
• Cornell Photography: 2012 calendar—copyediting, production editing
• Facts update—researching, writing, copyediting, production editing
• Student-Faculty Awards 2011–2012—copyediting, production editing
• Sustainability Month poster and CU View electronic signage—writing, copyediting, production editing

Colleges
College of Agriculture and Life Sciences
• American Indian Program brochure—copyediting, production editing, project management

College of Architecture, Art, and Planning
• Department of City and Regional Planning: Graduate admission viewpiece—writing, copyediting, production editing

College of Arts and Sciences
• Department of English: 2011 English at Cornell newsletter—copyediting, production editing, project management
• Undergraduate admissions lead piece (revisions)—copyediting, production editing, project management
• 2012 Poetry in Your Pocket chapbook—copyediting, production editing

College of Engineering and Faculty of Computing and Information Science
• CornellNYC Tech Campus proposal: website profiles of faculty and alumni—writing

• CornellNYC Tech Campus proposal—content editing, copyediting
• CornellNYC Tech Campus press kit—researching, writing, copyediting, production editing
• Department of Civil and Environmental Engineering: 2012 CEE Update—interviewing, writing, copyediting, production editing, project management
• Engineering Walking Tour brochure—copyediting, production editing

College of Human Ecology
• Link magazine, Fall 2011 and Spring 2012 issues—copyediting, production editing
Human Ecology magazine, Fall 2011 and Spring 2012 issues—copyediting, production editing (brokered)

Undergraduate admissions leadpiece (revisions)—copyediting, production editing, project management

Graduate School
- Olin Lecture poster and hand card—copyediting, production editing, project management
- You Belong at Cornell view piece—copyediting, production editing, project management

Samuel Curtis Johnson Graduate School of Management
- 2010–2011 Annual Report—copyediting, production editing, project management

School of Industrial and Labor Relations
- Undergraduate admission viewbook—writing, content editing, copyediting, production editing

Awards
(in partnership with the Design and Photography teams in Marketing)
CASE Circle of Excellence Gold Award for individual advertisement: Cornell University diversity recruitment advertisement, "People who think like you—and people who don’t—make the best partners."

Goals and Initiatives
For fiscal year 2012–2013, the Writing and Editing team plans to expand and strengthen its contributions and leadership in several key marketing communication arenas, in support of university and division strategic plans:
- developing strategies with division colleagues to coordinate marketing communications based on the university’s strategic initiatives (faculty and staff recruitment/retention, international Cornell, sesquicentennial, Cornell in NYC, Cornell in DC, fundraising campaign)
- partnering with subject-matter experts, stakeholders, and division leaders to write key messaging that can help guide and integrate marketing communications about the university’s strategic initiatives (faculty and staff recruitment/retention, international Cornell, sesquicentennial, Cornell in NYC, Cornell in DC, fundraising campaign)
- engaging in creative strategies, concept development, research, interviewing, writing, and content editing of major feature stories, in partnership with other Marketing teams, to promote faculty, students, alumni, benefactors, and staff (via multiple communication products including print, web, emerging media, video, and audio—and to connect these topics to the university’s strategic messaging
- expanding the team’s knowledge of technical aspects of emerging media in order to continue to create content in formats targeted to intended audiences
- partnering with clients and the Office of New Media to assist in the planning and implementation of social media strategies targeted to deliver key messaging to primary audiences
- consulting with clients to help them develop verbal and visual identity systems (key messaging, editorial guidelines, language for visual guidelines, etc.) for specific programs
- collaborating with stakeholders, clients, and division colleagues to develop elements of strategic marketing communication plans (benchmarking research, SWOT analysis, goal statements, measurable objectives, strategies, etc.)
- consulting with clients to help them develop evaluation plans for communication products
- promoting best editorial practices and Cornell brand consistency within the division and across colleges and units
University Communications

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Assemblies, 607-255-3715
Campus Information and Visitor Relations, 607-255-5026
Campus Communications, 607-254-2777

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Senior Director, 607-255-1290
Design, 607-255-9459
Photography, 607-255-7675
Project Management, 607-255-1290
Video Production, 607-255-8162
Web Technologies, 607-254-6393
Writing and Editing, 607-255-1572

News
Senior Director, 607-255-1573
Chronicle Online, 607-255-3637
Ezra magazine, 607-255-3630
Pawprint, 607-255-3541

Public Affairs
Senior Director, 607-254-3369
Press Relations, 607-255-6074
Public Affairs, 607-255-6074
Web Communications, 607-255-3854