



2022-2023 Strategic Communication Plan

Prepared by the FIU|CARTA Office of Strategic Communication + Public Relations
in consultation with Dean Brian Schriener



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Purpose + Scope

This planning guide develops a dynamic framework that showcases the infrastructure of a strategic communication plan for the College of Communication, Architecture + The Arts (CARTA). This planning guide does the following:

- Defines the FIU Division of Strategic Communications, Government and External Affairs (SCGEA) and the CARTA Office of Strategic Communication and Public Relations (SCPR)
- Identifies and defines the high-level strategic communications goals for CARTA and recommends steps for achieving them
- Delineates the key audiences
- Articulates messages to support CARTA’s mission and the strategic plan
- Identifies the primary communication channels currently available to reach core constituencies

This guide will assist anyone engaged in communications within CARTA — including faculty, staff, students and administrators from Schools, Institutes, Centers and Departments. This document will evolve as leadership further amplifies institutional priorities.

As part of a multi-unit structure at FIU, CARTA’s Office of Strategic Communication + Public Relations (SCPR) functions within the framework of the University’s overall communication structure. As professional communicators, the team aims to create, maintain, and protect the organization's reputation, enhance its prestige, and present a favorable image. The strategic efforts of the College’s communication team revolve around the timely telling of stories that support its goals.

The following units intersect with CARTA’s communication team and offer support and guidance:

University-Wide Communications Functions

FIU Foundation Communication and Marketing produces a wide range of print and digital deliverables, from event invitations to integrated marketing for advancement priorities—all in direct support of securing higher levels of engagement in and support from alumni, parents, friends and donors. Advancement Communications also provides news and information about fundraising and alumni engagement activities.

Division of Strategic Communications, Government and External Affairs (SCGEA) offers a comprehensive range of communications specialties, including:

- Branding & Marketing
- Design Services
- Multimedia Production
- News & Media
- Social Media
- Websites

Each department and unit at FIU are integral to moving the University forward through effective communication and message development and the cultivation of affinity and pride from both internal and external audiences. The University's overarching branding structure can be found by visiting brand.fiu.edu.

CARTA Office of Strategic Communication + Public Relations (SCPR)

As a multi-disciplinary College with academic units that are traditionally organized as independent Colleges or Schools at peer institutions, this proposed workflow provides the units within the College with increased input in their discipline-specific brand management, reputation, recruitment, student engagement, and strategic communication goals while leveraging the College's existing in-house faculty, staff, and students' creativity and expertise. Additionally, the workflow allows for College-wide strategic initiatives in support of brand management (rankings and reputation), fundraising, and alumni participation. The workflow and focus of the SCPR team, which was crafted and shared with College and University leadership in July 2021 by Dean Brian Schriener as a way to provide an effective and efficient approach to strategic communication for the various units in CARTA, is as follows:

College of Communication, Architecture + The Arts (CARTA)
CARTA Office of Strategic Communication + Public Relations (SCPR)
 Summer 2021 | Concept and CARTA SCPR Director Approved by SVP Palacios
 Approved by Academic Affairs + HR
updated Spring 2023

As a multi-disciplinary college with academic units that are traditionally organized as independent colleges or schools at peer institutions, this proposed workflow provides the units within the college with increased input in their discipline-specific brand management, reputation, recruitment, student engagement, and strategic communication goals while leveraging the college's existing in-house faculty, staff, and students' creativity and expertise. Additionally, the workflow allows for college-wide strategic initiatives in support of brand management (rankings and reputation), fundraising, and alumni participation.

SVP Strategic Communication + Government Relations
 Michelle Palacio

Director, CARTA SCPR
 Collaborates with Strategist,
 Directs all Communication Initiatives For **ALL** Clients
 Heather Radi-Bermudez, APR
 Assistant Teaching Professor, School of Communication

Dean, CARTA
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 Consultant, on-going support
 Aileen Izquierdo
 Director, School of Communication

Director, BOLD AGENCY
 Hugo Ottolenghi, Assistant Teaching
 Professor and Director of the BOLD Agency
 Faculty Led Student Staffed Public Relations
 Agency

CLIENT	CLIENT	CLIENT	CLIENT	CLIENT
<p>OFFICE OF THE DEAN (CARTA)</p> <p>PRINCIPAL CLIENT</p> <ul style="list-style-type: none"> Brian Schrinier, Dean, College of Communication, Architecture + The Arts 	<p>SCHOOL OF COMMUNICATION (CARTA SOC)</p> <p>PRINCIPAL CLIENT</p> <ul style="list-style-type: none"> Aileen Izquierdo, Director 	<p>LEE CAPLIN SCHOOL OF JOURNALISM & MEDIA (CARTA CAPLIN SCHOOL)</p> <p>PRINCIPAL CLIENT</p> <ul style="list-style-type: none"> Susan Jacobson, Interim Director 	<p>SCHOOL OF ARCHITECTURE (CARTA SOA)</p> <p>PRINCIPAL CLIENTS</p> <ul style="list-style-type: none"> Henry Rueda, Chair, Department of Architecture Newton D'Souza, Chair, Department of Interior Architecture Roberto Rovira, Chair, Department of Landscape Architecture + Environmental Design 	<p>THE WERTHEIM, THEATRE, VISUAL ARTS (CARTA ARTS)</p> <p>PRINCIPAL CLIENTS</p> <ul style="list-style-type: none"> Karen Fuller, Director, The Wertheim Joel Murray, Chair, Department of Theatre Tori Arpad-Cotta, Chair, Department of Art + Art History
<p>PRIORITIZED GOALS</p> <ul style="list-style-type: none"> CARTA, Schools, Depts' + Centers' Brand Management CARTA, Schools, Depts' + Centers' Rankings and Reputation CARTA, Schools, Depts' + Centers' Media + Government Relations CARTA, Schools, Depts' + Centers' Fundraising CARTA, Schools, Depts' + Centers' Alumni Relations CARTA, Schools, Depts' + Centers' Student Recruitment 	<p>PRIORITIZED GOALS</p> <ul style="list-style-type: none"> SOC Brand Management SOC Rankings and Reputation SOC Recruitment SOC Student Engagement, Retention, Accomplishments, Graduation + Employment SOC Faculty + Staff Accomplishments SOC Signature Events 	<p>PRIORITIZED GOALS</p> <ul style="list-style-type: none"> Caplin School + Centers' Brand Management Caplin School + Centers' Rankings and Reputation Caplin School Recruitment Caplin School + Centers' Student Engagement, Retention, Accomplishments, Graduation + Employment Caplin School + Centers' Faculty + Staff Accomplishments Caplin School + Centers' Signature Events South Florida Media Network 	<p>PRIORITIZED GOALS</p> <ul style="list-style-type: none"> SOA, Depts'+ Centers' Brand Management SOA, Depts' + Centers' Rankings and Reputation SOA, Depts' + Centers' Recruitment SOA, Depts' + Centers' Student Engagement, Retention, Accomplishments, Graduation + Employment SOA, Depts' + Centers' Faculty + Staff Accomplishments SOA, Depts' + Centers' Signature Events 	<p>PRIORITIZED GOALS</p> <ul style="list-style-type: none"> ARTS, Wertheim, THE, Depts' + Marching Band's Brand Management ARTS, Wertheim, THE, Depts' + Marching Band's Rankings and Reputation ARTS, Wertheim, THE, Depts' + Marching Band's Recruitment ARTS, Wertheim, THE, Depts' + Marching Band's Student Engagement, Retention, Accomplishments, Graduation + Employment ARTS, Wertheim, THE, Depts' + Marching Band's

<ul style="list-style-type: none"> CARTA, Schools, Depts' + Centers' Student Engagement, Retention, Accomplishments, Graduation + Employment CARTA, Schools, Depts' + Centers' Faculty + Staff Accomplishments CARTA, Schools, Depts' + Centers' Signature Events 				<p>Faculty + Staff Accomplishments</p> <ul style="list-style-type: none"> Wertheim Concert Season THE Production Season AAH Gallery + Exhibitions ARTS, Wertheim, THE, Depts' + Marching Band's Signature Events
WORKFLOW	WORKFLOW	WORKFLOW	WORKFLOW	WORKFLOW
<p>CARTA SCPR ACCOUNT MANAGER Content Strategist + Creative Reports to Director of CARTA SCPR</p> <ul style="list-style-type: none"> Margarita "Maggie" Salas Amaro (Faculty Member on assignment report to Director CARTA SCPR) <p>Team Members Creatives Reports to Director of CARTA SCPR*</p> <p>Reports to CARTA SCPR Account Mgr **</p> <ul style="list-style-type: none"> Hansel De Haro Maylin (Webmaster)* Zion Sealy (Jr. Account Manager)* Rachel Vanderford (Content Strategist)* TBD FT + PT Creative Staff Members** Student Interns (Writers, Graphic Designers, Social Media Specialists, Data Analysts, Content Strategists)** <p>Client Primary Staff Liaison(s) Reports to Dean or Dean's Direct Report</p> <ul style="list-style-type: none"> CARTA Dean Executive Assistant Linda Woolfson (CARTA Project Manager) Marie Clavierie (Assoc Dir CARTA Alumni Affairs) Lillian Abreu (Sr. Program Coord, LLK Center For Adv of Women in Comm) Maggie Salas (Consultant, RA+DI) Collette Mello (Senior Special Events Coordinator) <p>Client Primary Unit Administrative Leads Reports to CARTA Dean</p> <ul style="list-style-type: none"> CARTA Senior Director of Development + Alumni Affairs Katie Rothfield (CARTA Assistant Dean of Students) Marilys Nepomechie (CARTA Associate Dean of Faculty + Program Development) 	<p>CARTA SCPR ACCOUNT MANAGER Content Strategist + Creative Reports to Director of CARTA SCPR</p> <ul style="list-style-type: none"> Jordan Basadre (Faculty Member by assignment report to Director CARTA SCPR) <p>Team Members Creatives Reports to Director of CARTA SCPR*</p> <p>Reports to CARTA SCPR Account Mgr **</p> <ul style="list-style-type: none"> Hansel De Haro Maylin (Webmaster)* Zion Sealy (Jr. Account Manager)* Rachel Vanderford (Content Strategist)* TBD FT + PT Creative Staff Members** Student Interns (Writers, Graphic Designers, Social Media Specialists, Data Analysts Content Strategists)** <p>Client Primary Staff Liaison(s) Reports to Director of Academic Unit</p> <ul style="list-style-type: none"> Deidre "Gabby" Portella (Manager of Academic Support Services, School of Communication) <p>Client Primary Unit Administrative Leads Reports to CARTA Dean *</p> <p>Reports to Director **</p> <ul style="list-style-type: none"> Aileen Izquierdo (Director, School of Communication)* 	<p>CARTA SCPR ACCOUNT MANAGER Content Strategist + Creative Reports to Director of CARTA SCPR</p> <ul style="list-style-type: none"> TBD (Faculty Member by assignment report to Director CARTA SCPR) <p>Team Members Creatives Reports to Director of CARTA SCPR*</p> <p>Reports to CARTA SCPR Account Mgr **</p> <ul style="list-style-type: none"> Hansel De Haro Maylin (Webmaster)* Zion Sealy (Jr. Account Manager)* Rachel Vanderford (Content Strategist)* TBD FT + PT Creative Staff Members** Student Interns (Writers, Graphic Designers, Social Media Specialists, Data Analysts Content Strategists)** <p>Client Primary Staff Liaison(s) Reports to Chair of Academic Unit</p> <ul style="list-style-type: none"> TBD <p>Client Primary Unit Administrative Leads Reports to CARTA Dean *</p> <p>Reports to Interim Director **</p> <ul style="list-style-type: none"> Susan Jacobson (Interim Director, Caplin School)* Director, South Florida Media Network* Co-Directors, Steven Cruz Institute For Science, Media + Technology SCI ** Carlos Fueyo (Immersive Studio For Altered Reality iSTAR) * Ray Elman (Editor, Inspicio Arts) 	<p>CARTA SCPR ACCOUNT MANAGER Content Strategist + Creative Reports to Director of CARTA SCPR</p> <ul style="list-style-type: none"> Emmanuel Cabrera Munoz (Faculty Member by assignment report to Director CARTA SCPR) <p>Team Members Creatives Reports to Director of CARTA SCPR*</p> <p>Reports to CARTA SCPR Account Mgr **</p> <ul style="list-style-type: none"> Hansel De Haro Maylin (Webmaster)* Zion Sealy (Jr. Account Manager)* Rachel Vanderford (Content Strategist)* TBD FT + PT Creative Staff Members** Student Interns (Writers, Graphic Designers, Social Media Specialists, Data Analysts, Content Strategists)** <p>Client Primary Staff Liaison(s) + Assigned Faculty Reports to Chair of Academic Unit</p> <ul style="list-style-type: none"> Charlotte Raynaud (SOA Senior Special Events Coordinator) Collette Mello (Senior Special Events Coordinator) <p>Client Primary Unit Administrative Leads Reports to CARTA Dean *</p> <p>Reports to Dept Chair **</p> <ul style="list-style-type: none"> Henry Rueda (Chair, Dept of Architecture ARC)* Newton D'Souza (Chair, Dept of Interior Architecture IAR) * Roberto Rovira (Dept of Landscape Architecture and Env Urban Design LAEUD)* Shahin Vassigh (SOA Robotics + Digital Fabrication Lab RDF)** John Stuart (SOA Miami Beach Urban Studios MBUS)* Mark Marine (SOA FIU By Design)** 	<p>CARTA SCPR ACCOUNT MANAGER Content Strategist + Creative Reports to Director of CARTA SCPR</p> <ul style="list-style-type: none"> Jessica Delgado (Faculty Member by assignment report to Director CARTA SCPR) <p>Team Members Creatives Reports to Director of CARTA SCPR*</p> <p>Reports to CARTA SCPR Account Mgr **</p> <ul style="list-style-type: none"> Hansel De Haro Maylin (Webmaster)* Zion Sealy (Jr. Account Manager)* Rachel Vanderford (Content Strategist)* TBD FT + PT Creative Staff Members** Student Interns (Writers, Graphic Designers, Social Media Specialists, Data Analysts, Content Strategists)** <p>Client Primary Staff Liaison(s) + Assigned Faculty Reports to Chair of Academic Unit</p> <ul style="list-style-type: none"> Michelle Vires (Wertheim Acct Mgr) Ivan Lopez (Assistant Teaching Professor Theatre + Director of Audience Development) <p>Client Primary Unit Administrative Leads Reports to CARTA Dean *</p> <p>Reports to Dept Chair **</p> <ul style="list-style-type: none"> Karen Fuller (Director, School of Music SOM)* Joel Murray (Chair, Department of Theatre THE)* Brian Schriener (Interim Chair, Department of Art + Art History AAH)* Barry Bernhardt (Director, FIU SOM Marching Band MB) ** David Chang (Curator, AAH MFA Miami Beach Visual Art Gallery) *

<ul style="list-style-type: none"> • John Stuart (CARTA Associate Dean of Community + Cultural Engagement) • John Stuart (CARTA Mana Wynwood) • Ebru Ozer (CARTA Director, Strategic Planning + Initiatives) • Jacek Kolasinski (CARTA Ratcliffe Art + Design Incubator) • Lillian Kopenhaver (CARTA Lillian Lodge Kopenhaver Center For the Advancement of Women in Communication LLK) 				
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Implementation Phases		
TBD hires (Faculty FT or Adjunct Appointments; FT Staff Hire; PT Staff Hire; and/or PT Student Interns)		
<p>October 2021</p> <ul style="list-style-type: none"> • Appoint CARTA SCPR Director in consultation with <i>FIU SCGR + CARTA CAC</i> • <i>Appoint/Onboard CARTA SCPR Strategist</i> • Appoint CARTA SCPR Account Mangers in consultation with <i>CARTA SCPR Director + the Primary Client Administrative Leads</i> 	<p>Spring 2022</p> <ul style="list-style-type: none"> • Advertise and Hire FT + PT Creative Staff Members and Student Interns. 	<p>Summer and Fall 2022</p> <ul style="list-style-type: none"> • Appoint CARTA SCPR Account Managers in consultation with CARTA SCPR Director + the primary client administrative leads. The SCPR Account Managers would hire team of staff members in consultation with CARTA SCPR Director + the primary client administrative leads. <p><i>Phase in BOLD Agency support within units as possible</i></p>

The FIU Brand (courtesy of Division of Strategic Communications, Government and External Affairs)

The brand is what people think and feel about us. And, we have the power to make a real impact in the way we convey our brand and tell the FIU story. FIU continues to transform from a local commuter school into a national powerhouse. We are engaging and empowering students and families while generating connections, knowledge and solutions that radiate around the world.

Brand positioning

The brand positioning is our internal DNA. It is made up of the following components – brand essence, brand pillars and tone words. This is our internal north star that guides all communication and creative executions. These are not taglines and are not meant to be used in outward-facing materials.

Brand essence

This is not a tagline. It defines who we are and what makes us unique.

FIU is an empowering force energizing our world

Brand pillars

The foundations that FIU stands on.

Not just in Miami. We are Miami.

An empowering force

Transforming lives and communities

An opportunity generator

Tone words

FIU's personality.

- Dynamic
- Enterprising
- Driven
- Proud
- Welcoming

The CARTA Brand

The CARTA brand is an extension of the FIU brand. It is important that we maintain consistency in both internal and external communications to show a unified brand and increase our brand recognition and impact among different audiences. To unify the university's many academic, research and administrative units, CARTA adheres to the logo, label, brand marking system established by the FIU Division of Strategic Communications, Government and External Affairs.

The FIU logo is an essential element to our visual brand and represents our entire university.

There are different variations of the official FIU logo based on the use case – i.e. vertical/horizontal formats, color or black and white versions as well as the FIU block letters. Units also have their own logo.

University marks

CARTA adheres to university protocol on use of university marks. All of the university's verbiage, logos, designs, seals and symbols are registered and trademarked to FIU. All internal units must use the approved logo set provided by the CARTA Office of Strategic Communication + Public Relations and the FIU Division of Strategic Communications, Government and External Affairs when creating or printing marketing materials.

Use of the College Name

College of Communication, Architecture + The Arts

In all communication efforts, this protocol should be followed whenever possible:

- First reference, spell out the name: College of Communication, Architecture + The Arts (with + symbol, not "and")
- Subsequent references and in headlines, the abbreviated version may be more appropriate: FIU CARTA (all caps). The use of "college" is also appropriate in subsequent references in various communication efforts.

CARTA sub-brands and co-brands

CARTA sub-brands are designed to highlight schools and individual departments or units, while visually connecting the unit with the college and university brand. Under no circumstances should any text or graphic other than a unit name be coupled with the logo. Approved CARTA-related markings are available for download in the [CARTA Communication Toolkit](#).

Unit Logos + Labels

These variations of the FIU logo represents a specific unit, college, office, department, etc. Unit logos and labels are composed of the FIU block letters and the official name of the unit. These also have different formats and additional tiers available based on the use case.

CARTA Protocol: Requests for new or modified unit logos and labels should be directed to the [CARTA Office of Strategic Communication + Public Relations](#) through the respective unit Account Manager.

Promotional Logos

Units have the option to create a promotional logo to represent a specific initiative, program or event within their unit. This graphic element should not be used to replace a unit logo and should not include any FIU logos or elements of the FIU logo in it.

When representing the university to external audiences, the unit logos must be included as the primary identity; the promotional logo should be the secondary identity. The objective is to clearly convey that this initiative, program or event is part of FIU.

CARTA Protocol: Requests for promotional logos and labels, including celebratory/milestone brand markings, should be directed to the [CARTA Office of Strategic Communication + Public Relations](#) through the respective unit Account Manager.

Student Organizations

Student Organizations/Clubs can create their own logo to represent their identity as outlined in the [Student Organization style guide](#). However, they may not use FIU's registered marks in the creation of their logo. The only way a Student Organization is allowed to use the FIU registered marks is by using the approved Student Organization logo.

Student organizations can choose from two options:

Option 1: FIU Student Club logo (This version can only be provided by Campus Life)



Option 2: Student Club Logo (created by Club or Organization)

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CARTA Protocol: Requests for new or modified student organization logos and markings should be directed to the [CARTA Office of Strategic Communication + Public Relations](#) through the respective unit Account Manager.

The College: An Overview

CARTA Mission + Purpose

To prepare diverse leaders with global perspectives who will drive the information, innovation, art, and cultural economy of South Florida and beyond.

CARTA is made up of a group of dynamic academic units, engagement-focused centers and institutes and hubs designed to bring to the community the best in creative endeavors. CARTA's academic units, centers, institutes and hubs include:

ACADEMIC UNITS, CENTERS, HUBS + KEY INITIATIVES

School of Communication + Journalism (SCJ)

Department of Communication

Department of Journalism + Media

School of Architecture (SOA)

Department of Architecture

Department of Interior Architecture

Department of Landscape Architecture + Environmental and Urban Design

Herbert and Nicole Wertheim School of Music & Performing Arts (The Wertheim)

Department of Art + Art History (AAH)

Department of Theatre

AAH | Miami Beach Visual Arts Gallery

CARTA | Lillian Lodge Kopenhaver Center For The Advancement of Women in Communication

CARTA | MANA Wynwood

CARTA | Phillip and Carole Ratcliffe Art + Design Incubator

COM | Bold Strategic Communication Agency

SCJ | Lee Caplin Immersive Studio for Altered Reality (iSTAR)

SCJ | South Florida Media Network

SCJ | Steven Cruz Institute for Media, Science + Technology (SCI)

SOA | Miami Beach Urban Studios

SOA | Robotics + Digital Fabrication Lab

Led by one of the most respected leaders in higher education, Brian Schriener is a strategic visionary, accomplished leader, change maker, fundraiser, and educator with more than 30 years of proven success in higher education. As Dean of FIU's College of Communication, Architecture + The Arts (CARTA), Dean Schriener has successfully engaged diverse stakeholders, developed effective advisory boards, and achieved national and global rankings for academic degree programs in CARTA's eight disciplines, further enhancing CARTA's reputation for innovation and excellence. A significant accomplishment and real testament to the College's innovation, CARTA was identified by the World Universities with Real Impact (WURI) as one of the Most Innovative Colleges (#15 US Public, #31 Overall US, and #101-200 Worldwide). In this time, too, all CARTA disciplines have ranked in the Top 75 among U.S. public institutions including the School of Architecture, which ranked #16 in the 2022 QS World University Rankings by Subject report. Dean Schriener has steadfastly committed to driving South Florida's technology, information, creative and cultural economies and has

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served FIU's majority-minority student population (85 percent of CARTA's students self-identify as part of an underrepresented minority group). Under his leadership, CARTA's full-time annual enrollment has grown to more than 10,000 students with 4,000 majors. He has ensured that student key performance indicators (KPIs) consistently lead the university, exceeding 90 percent in first to second year student retention rates, exceeding 60 percent 4-year graduation rates, and exceeding 75 percent 6-year graduation rates.

In addition to expanding CARTA's reach and impact, Dean Schriener has optimized financial stewardship, including successfully diversifying the College's annual revenue streams and raising over \$70 million in auxiliary revenues and philanthropic gifts, including several 7-figure naming gifts. The most recent signature gift being a \$10 million gift to name the Herbert and Nicole Wertheim School of Music & Performing Arts—the largest gift to a school of music in the State of Florida. Dean Schriener attended the University of Pittsburgh and the University of Miami, is a past recipient of FIU's prestigious Teaching Incentive Award, been named FIU Instructor of the Year, and has twice been named to the FIU College of Business Administration Circle of Excellence for Teaching.

CARTA supports students and faculty members to collectively and individually unleash their creativity and collective problem-solving skills within Florida International University (FIU), in our communities, and across the globe. As an interdisciplinary environment that develops the next generation of creators, the College offers unique learning experiences within Miami's only public research University. We have award-winning faculty, in nationally ranked, accredited programs in the heart of one of the country's most vibrant, diverse, and creative cities.

Each of the disciplines housed in CARTA – communication, architecture, and the arts - informs the way students think, interact and succeed. Through their disciplines, CARTA students explore the essence of what it means to be “human” in every sense of the word. CARTA inspires and feeds creativity, problem-solving skills, and resiliency. The College sparks dialogue through and across communication; architecture and design; and visual and performing arts, devising ways to improve the world for the next generation. It also contains more than 13,000 sf of CARTA Collaboration Hubs, which aim to incite unique collaborations between the FIU teaching/research/creative community and the diverse local communities we serve. They are designed to integrate state-of-the-art technologies as they connect students and faculty members to alumni, industry professionals and community leaders.

The CARTA 2025 Strategic Plan aligns with FIU's *Next Horizon* 2025 Strategic Plan in its support of the University's vision to offer exceptional learning experiences and upward economic mobility for its students, transformative innovation, research and creative activities that result in recognition of FIU as a top 50 public University.

Strategic Themes + Messages

At FIU, and especially in CARTA, we are steadfastly focused on the success of our students, faculty, staff, alumni, and friends. Through collaborative work that grows from a series of frameworks that inform each of our decisions and initiatives, the CARTA team identifies trends and opportunities and nimbly embraces these to benefit our students, faculty and constituents.

Aligned with the pillars of the CARTA 2020-2025 *Creative Forces At Work* Strategic Plan and are bolstered by the University's *Next Horizon 2020-2025* Strategic Plan. These frameworks, established by Dean Schriener, enable the College to remain focused on strategic priorities ultimately overseen by the State University System and in Florida's taxpayers' interests.

Problem Solving

- **Teaching + Learning.** CARTA is dedicated to experiential learning in all of its disciplines, promoting innovative solutions at every phase of the CARTA student's academic journey. With a focus on the next generation of communicators, journalists, design professionals, and visual and performing artists, CARTA connects students, alumni, professionals, innovators and entrepreneurs to build the creative economy at home and abroad.
- **Research + Creative Activities.** Numerous CARTA labs and facilities, from the Robotics Digital Fabrication Lab at MMC; FIU CARTA | Mana Wynwood and the Miami Beach Visual Arts Gallery to the Ratcliffe Art + Design Incubator; the Lee Caplin Immersive Studio for Altered Reality (iSTAR) and the Steven Cruz Institute for Media, Science + Technology; advance CARTA's current academic standing either through interdisciplinary affiliation with University preeminent programs or through the research and creative activities produced by faculty, staff and students. Further engaging the community within and outside of FIU, Wertheim Performing Arts Center, better known as The Wertheim, is considered one of Miami's premier collegiate concert and performance venues featuring world-class musicians and performers. The \$14 million performing arts center stands as the centerpiece of Florida International University's commitment to the performing arts.
- **Innovation + Technology.** Embracing its labs and facilities, CARTA furthers its impact within and outside of the University by engaging in innovative and cutting-edge projects, partnerships and collaborations that enhance the quality of life in South Florida and beyond. Under Miami-Dade County Mayor Daniella Levine Cava's leadership and the support of her Tech Innovation Team, a special partnership between the County and CARTA will integrate student social capital and specialized higher education programming to showcase the intellectual and creative assets housed at FIU's College of Communication, Architecture + The Arts (CARTA). The partnership aims to ensure that programs are driving the tech, innovation, and creative economy and creating a pipeline of highly skilled graduates who are both filling and creating jobs ([Video](#)).
- **Careers + Entrepreneurship.** The College is dedicated to being good stewards of our human, economic, and environmental resources. CARTA seeks to do this

by ensuring sustainable futures for our students, faculty members and staff, as well as for our South Florida community. This involves aligning our curriculum with industry needs, creating a career-ready, highly skilled workforce, linking philanthropic investments directly to the mission of the College, and optimizing operations and sustainability performance.

Decision-Making

Guided by the steady hand of University and College leadership, CARTA is proud of its intentional and prioritized decision-making approach to reaching the next level of excellence. Dean Schriener engages Chairs, Directors, staff and faculty with the following decision-making commitments:

- **Intentionality + Prioritization**
- **Transparency + Inclusivity**
- **Responsibility + Accountability**

Positioning Lines

Connecting with the varied audiences who follow the story of CARTA and FIU, a series of positioning statements and engaging themes are woven throughout the stories shared by and about CARTA, including:

- “Creative Forces at Work”
- “Where excellence and opportunity converge”
- “Building futures, starting with yours”

These themes are further infused with connective content via the videos and materials developed and shared by the CARTA team:

- CARTA X Miami-Dade County (eMerge Americas)
- School of Architecture
 - Design Intelligence | Architecture
 - Design Intelligence | Interior Architecture
 - Design Intelligence | Landscape Architecture + Environmental and Urban Design
- FIU Board of Trustees (Fall 2021)
- CARTA Annual Report (2020-21)

The following CARTA messages support the strategic themes outlined above:

- CARTA is committed to preparing career-ready graduates for success in an ever-changing world via experiential learning (learning by doing), incorporating

emerging and immersive technologies in our curriculum, and partnering with industry.

- CARTA is committed to our students earning their undergraduate degrees in four years.
- CARTA is committed to innovative solutions-oriented, applied scholarship and creative activities that are designed to drive the creative, cultural, and information economies of Southeast Florida and beyond.
- CARTA is committed to social diversity, equity, techquity, and inclusion and to reflecting the diverse communities we serve.

Additional unit specific positioning lines and thematic messaging is also available in the [CARTA Communication Toolkit](#).

Institutional Goals + Strategic Communication Priorities of the FIU Next Horizon Strategic Plan

To engage University resources - human, technological and financial - to provide opportunities to students to complete their undergraduate degrees in a timely manner.

GOAL: *Ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the University*

GOAL: *Align curriculum with career needs to ensure employment readiness, post-graduation success, and workforce and industry advancement*

GOAL: *Connect with alumni and our communities (local, regional, national, global) through targeted marketing and communication campaigns, foster engagement opportunities for current students, and build corporate/business and philanthropic partnerships*

In support of this institutional goal, the strategic communications shared priorities of CARTA will be to:

1. Identify and highlight the most compelling stories of CARTA's students, faculty and professional staff. Our communications will honor their work, experiences, achievements, contributions and overall value.
2. Increase positive perception of CARTA for the purposes of attracting the best and brightest students regardless of background, renowned scholars, practitioners, excellent teaching faculty and highly skilled professional staff.
3. Measurably increase the reach and impact of our communication programs to strengthen CARTA's reputation and emphasize the College's priorities and accomplishments.

CARTA Tactics

- Promote credit and zero-credit internships via social media
- Establish Handshake campaign to encourage student sign ups
- Create and support engagement opportunities for 4+1 programs to be promoted via tabling events, social media, classroom visits, Canvas messaging and through Student Success team student interaction
- Bring all stewardship outreach and communications into alignment with CARTA communications and branding

To engage University resources - human, technological and financial - to provide opportunities to faculty to engage in innovative research and creative activities.

GOAL: *Cultivate novel and interdisciplinary research, scholarship, and creative activities across all levels of the University*

GOAL: *Support and continue to grow our preeminent programs*

GOAL: *Enhance FIU's and CARTA's national and global reputation among prioritized rankings, surveys, and metrics (Top 50 Public Rankings)*

In support of these institutional goals, the strategic communications shared priorities of CARTA will be to:

1. Celebrate and promote creative activities and scholarly excellence and research in the sciences, humanities, social sciences, the arts and interdisciplinary initiatives that cross boundaries.
2. Elevate themes that highlight our path to creative activities and research preeminence in CARTA frameworks and ecosystems through owned, earned and promoted communication channels.
3. Create and deliver content that showcases the pursuit of discovery and positive contributions to society through stories of personal growth, teaching, research, creative activities, and service.
4. Develop focused distribution strategies for delivering stories across owned, paid, social and earned media to effectively reach and influence peers, ranking voters, and key audiences.

CARTA Tactics

- Develop message points and an elevator pitch to ensure that all internal stakeholders are sharing the same messaging.
- Identify and secure thought leadership opportunities by unit heads and faculty including bylined article creation, blog posts, presentations at conferences and panels

- Generate ad buys in industry publications
- Develop a CARTA podcast
- Create “day in the life” profiles of faculty and professional staff for additional digital content
- Social media engagement by unit heads, faculty and leadership
Example: Faculty spotlights, etc.
Target ranking organizations’ criteria (USNWR, QS, THE, and Design Intelligence)

To engage University resources - human, technological and financial - to provide opportunities to establish an agile workforce.

GOAL: *Establish a flexible workforce structure in support of efficiency, productivity, and retention*

GOAL: *Ensure that all investments are in support of the University and its mission*

GOAL: *Optimize operations and sustainability performance*

In support of these institutional goals, the strategic communications shared priorities of CARTA will be to:

1. Promote the values at the heart of the University and College, including service, excellence, honor, diversity and inclusion, free speech, academic freedom, and student self-governance.
2. Focus institutional storytelling so that the College and its respective units and disciplines are better known and valued as an institution that provides an unparalleled student experience that enriches individuals and prepares them for successful careers, to be ethical and contributing servant-leaders, and active, engaged alumni.
3. Celebrate the vibrancy and diversity of thoughts, experiences and backgrounds, and communicate about difficult and shared experiences.

CARTA Tactics

- Improve content, structure and branding of the entire CARTA website and sub-webpages.
- Create a more visually appealing infographic representation of CARTA org charts and responsibilities (for web and print).
- Create more opportunities and channels for HR communication to be made readily available to unit heads and faculty and staff
- Create opportunities in CAC meetings to focus on data available to units
- Highlight faculty milestones (e.g., tenure, promotion) through CARTA communication vehicles. Work more closely with CARTA Account Managers to share resources directly with respective units’ colleagues.

SMART Objectives for 22-23

To reach the aforementioned institutional and long-term goals, the following short-term strategic communication objectives have been established by unit:

Office of the Dean

- Develop and implement a CARTA Communication Toolkit for use by college-wide communicators by October 1, 2022
- Host bi-weekly student forums with Dean Schriener, starting mid-spring 2023 *(updated from “mid-fall 2022” on 12/1/22)*
- Increase social media engagement across all CARTA related accounts by 25% by July 30, 2023
- Identify and secure three thought leadership opportunities for Dean Schriener by July 30, 2023
- Develop and implement two communication collateral pieces to enhance philanthropy during spring 2023 *(updated from “January 1, 2023” on 12/1/22)*

School of Communication (SOC) *(updated spring 2023)*

- Develop and implement a CARTA Communication Toolkit for use by college-wide communicators by January 9, 2023
- Increase social media engagement across all CARTA related accounts by 25% by July 30, 2023
- Identify and secure three thought leadership opportunities by July 30, 2023
- Develop and implement two branded recruitment items per unit by July 30, 2023
- Produce college-wide and unit specific viewbooks by July 30, 2023
- Develop two school promotional videos by July 30, 2023

Lee Caplin School of Journalism & Media (Caplin School) *(updated spring 2023)*

- Develop and implement a CARTA Communication Toolkit for use by college-wide communicators by January 9, 2023
- Increase social media engagement across all CARTA related accounts by 25% by July 30, 2023
- Identify and secure three thought leadership opportunities by July 30, 2023
- Develop and implement two branded recruitment items per unit by July 30, 2023
- Produce college-wide and unit specific viewbooks by July 30, 2023
- Develop two school promotional videos by July 30, 2023

School of Architecture (SOA)

- Develop and implement a CARTA Communication Toolkit for use by college-wide communicators by October 1, 2022

- Increase social media engagement across all CARTA related accounts by 25% by July 30, 2023
- Identify and secure three thought leadership opportunities by July 30, 2023
- Develop and implement two branded recruitment items per unit by July 30, 2023
- Produce college-wide and unit specific viewbooks by July 30, 2023
- Develop two departmental promotional videos, per unit, by July 30, 2023

The ARTS

- Develop and implement a CARTA Communication Toolkit for use by college-wide communicators by October 1, 2022
- Increase social media engagement across all CARTA related accounts by 25% by July 30, 2023
- Identify and secure three thought leadership opportunities by July 30, 2023
- Develop and implement two branded recruitment items, per unit, by July 30, 2023
- Produce college-wide and unit specific viewbooks by July 30, 2023
- Develop two departmental promotional videos, per unit, by July 30, 2023

College-wide

Provide strategic communications training and consulting for communicators, college-wide, each semester, by July 30, 2023. Inclusive of:

- Digital marketing training and coaching in best practices to elevate the outcomes of the CARTA communications team
- An outside expert's perspective on the digital marketing competencies of the CARTA communications team, which will include addressing knowledge or technical skill gaps as needed
- Guidance on the shared framework, language and process around CARTA communications and digital marketing and train on its implementation
- Ongoing support to CARTA's communications strategy leads as they formulate their plans and campaigns.
- The ongoing training and support will have 4 key elements:
 1. Three, 3-Hour Live Training Workshops Per Semester
 2. Ongoing Access to 2 Recorded Courses in Purpose-Drive Marketing
 3. Up To Four Free Seats Per Year in BizHack's "The Digital Marketer's Edge" Accelerated Course in Lead Generation
 4. Ongoing Strategic Communications Consulting Calls (3-5 hours per month)

Key Audiences + Primary Stakeholders

Core constituencies are broadly divided into internal and external audiences. Below is an overview of the target audiences within each category. They are not listed in priority order. In some cases, communications activities will focus on specific audiences within each category.

- Current students
- Prospective students and their parents
- Industry + Discipline-specific leadership
- University leadership
- SUS leadership
- Friends of CARTA
- Alumni of CARTA
- CARTA faculty and professional staff
- Volunteers, Patrons, Donors

Communication Channels

CARTA utilizes a series of communication channels designed to reach target audiences in the most effective and efficient manner. These include, but are not limited to:

- Digital
 - CARTA College and unit webpages
 - Internal and external e-blasts
- Social Media
 - CARTA and units specific accounts on Instagram, Facebook, LinkedIn, YouTube, Tik Tok, Twitter
- Multimedia
 - Photography
 - Video
 - Dean/Unit specific video messaging
- Editorial
 - CARTA News
 - FIU News
 - FIU Magazine
 - South Florida Media Network (SFMN)
- Publications (Digital + Print)
 - CARTA and unit specific leaflets/brochures
 - Annual Report
 - Viewbook(s)
 - Catalogs
 - Other collateral materials as needed (recruitment, etc.)
- Solicitation Campaigns (in coordination with FIU Foundation/Advancement)

- End-of-year
- Alumni Annual Giving
- Ignite Campaign (Faculty + Staff)
- Advisory Boards
- Give Miami Day
- Other Stewardship messaging / donor relationship building
- Signature Naming Gifts
- Dean and Leadership Speaking Opportunities
 - Dean Letters, Welcome, Event remarks
 - Compass meetings
 - Speaking engagements at community events
- CARTA Faculty/Staff weekly meetings
- Media Relations
 - Press Releases
 - Media Tours + Press Conferences
 - Editorial calendar pitching with mainstream + niche media
 - Op-ed placements
- Advertising (Digital + Print)
 - Billboards
 - Traditional ads
 - Promotional items/Giveaways
 - Terrestrial + Digital buys
 - Social Media

Signature Activities + Toolkits

A series of toolkits have been developed in concert with leadership in order to provide a guided path for those who engage in communication efforts for CARTA – and, help achieve an effective, unified visual identity. These toolkits, [linked here](#), address recurring signature programs + events or activities that magnify CARTA’s key messages and align with the framework of the ecosystems. Accompanying each toolkit are checklists and templates for College-wide announcements.

- **Welcome Toolkit** (semesterly – fall, spring, summer) (completed three weeks before the start of a term / uploaded or shared 10 days before a start of a term)
 - Welcome letter from Chair on departmental webpage
 - Welcome letter from Chair sent to student list
 - Welcome message from Dean
 - Message to advisory board and donors from Dean with updates
 - Completion of Dean’s checklist

- Social media messaging leading up to start of a term (provide hashtags, images, suggested captions with depts)
- Media experts tip sheet (more appropriate before start of fall, but could happen before each term)
- CARTA news story with tips for a successful semester before the start of each term)
- **Commencement Toolkit** (semesterly - fall, spring and summer)
 - Congratulatory letter on dept. pg. by Chair
 - Congratulatory letter sent to students graduating that term
 - Congratulatory message from Dean
 - Message to advisory board and donors from Dean with highlights from the term
 - Social media messaging congratulating students (provide hashtags, images, suggested captions with depts) – ask for student names one month before graduation.
 - CARTA news story with highlights
- **Panther Alumni Week (PAW)** (spring semester, Jan-Feb)
 - Social media posts highlighting alumni in the classroom
 - CARTA news story about PAW
- **CARTA Medallion**
 - Nomination Form
 - Call for Nominations outreach
 - evite design and dissemination
 - Congratulatory message from Dean
 - Stewardship messaging
 - Social Media
 - Messaging congratulating honorees (provide hashtags, images, suggested captions) – ask for honoree headshots, bios, social media handles with nomination confirmation form
 - Dean specific messaging for LinkedIn
- **Hall of Fame** (fall semester)
 - Nomination Form
 - Call for Nominations outreach
 - evite design and dissemination
 - Congratulatory message from Dean
 - Stewardship messaging
 - Social Media
 - Messaging congratulating honorees (provide hashtags, images, suggested captions) – ask for honoree headshots, bios, social media handles with nomination confirmation form
 - Dean specific messaging for LinkedIn
- **Walk on Water** (November)

- evite design and dissemination in coordination with unit
- Stewardship messaging
- Congratulatory message from Dean
- Social Media
 - Messaging congratulating winner(s) (provide hashtags, images, suggested captions)
 - Dean specific messaging for LinkedIn
- **Festival of Trees** (November)
 - evite design and dissemination in coordination with unit
 - Stewardship Message from Dean to participating firms/sponsors
 - Social Media (provide hashtags, images, suggested captions)
 - Dean specific messaging for LinkedIn
- **Journalism Day**
 - Communication deliverables in coordination with unit
 - Specific messaging to high school leadership, faculty and students
 - Coordinated social media for cross-promotion with participating units
 - Dean specific messaging for LinkedIn
- **Lecture Series // Hearst Distinguished Lecture Series + Paul L Cejas Lecture Series**
 - Communication deliverables in coordination with respective units
 - Speaker request communication
 - Speaker Welcome Packets
 - evite design and dissemination in coordination with units
 - Stewardship Message from Dean to speakers
- **CARTA x Miami Art Week** (December)
 - Dedicated communication toolkit inclusive of style guide, sample messaging, social media content, etc.
 - Congratulatory message from Dean
 - FIU News article, pre-and post
- **Give Miami Day**
 - Social Media (provide hashtags, images, suggested captions)
 - Dean specific messaging for LinkedIn
- **Music Festival**
 - Social Media (provide hashtags, images, suggested captions)
 - Dean specific messaging for LinkedIn
- **Recurring Advisory Board Meetings**
 - Welcome messaging with timely highlights from Dean
- **Holiday Greetings**
 - Curated content by season; highlight reels
 - Stewardship messaging aligned with strategic priorities
- **Wertheim Week**

- Communication deliverables in coordination with unit
- Speaker request communication
- Speaker Welcome Packets
- evite design and dissemination in coordination with unit
- Stewardship Message from Dean to speakers
- **Conferences**
 - Communication micro kits for faculty presenting/participating
 - Coordination with Alumni/Donor Relations on expanded opportunities
- **Recruitment-specific (University and College-wide)**
 - Event kits inclusive of signage, materials, giveaways, etc., specific to event and respective to audience and discipline
 - Lead capture cultivation in coordination with Student Success Team
- **Graduate School Week**
 - Student spotlights curated in coordination with graduate program directors
 - Social Media (provide hashtags, images, suggested captions)
 - Dean specific messaging for LinkedIn
- **Program Showcases, Tabling Events + Info Sessions**
 - Branded event kits inclusive of signage, materials, giveaways, etc., specific to event and respective to audience and discipline
 - Lead capture cultivation in coordination with Student Success Team
- **SOA 25 (School of Architecture's 25th Anniversary)**
 - To help celebrate the School of Architecture's 25th Anniversary, the College of Communication, Architecture + The Arts and its Office of Strategic Communication + Public Relations is proposing the following communication recommendations that promote the School and its work—nationally and internationally throughout the commemorative year, which will run July 2022-July 2023. Throughout the year, we will engage School of Architecture (SoA) stakeholders in the celebration, and highlight the important changes and history-making contributions within the School and its disciplines.
- **Football Season**
 - Meet n' Greet kits inclusive of signage, social media templates, photo shot lists specific to hosted guests in Dean's Football Suite
 - Homecoming engagement
- **Performing Arts Season**
- **eMerge Americas**
 - Leverage CARTA x Miami-Dade County partnership to expand activation and thought leadership to showcase how CARTA disciplines intersect with tech and are creating career tech pipeline.
- **FIU at 50**
 - Align with university programs and themes surrounding 50th Anniversary

- **Donor Stewardship**
 - Seasonal Communication
 - Gratitude Reports
 - Handwritten notes
 - Phone Calls
 - Personal outreach recognizing donors' milestones
 - Post-Gift Follow Up
 - Thank You letters
 - New Donor Welcome Packets
 - Phone Calls
 - Impact Statements
 - Create touchpoints for donors to get involved beyond philanthropic gifts.
- **Signature national/global events in South Florida that provide an opportunity to tell our story**

Implementation Support Activities

The CARTA Office of Strategic Communication + Public Relations (SCPR), in coordination with the FIU Division of Strategic Communications, Government and External Affairs (SCGEA) will engage all communication staff at the central and unit level in the following high-level activities to advance the strategic goals outlined in this document:

Roll out the Strategic Communications Planning Guide – The SCPR will work closely with CAC and communications leads to present the planning guide across all CARTA stakeholders, including the Dean's Executive Team and other administrators, to promote institution-wide understanding and consistent implementation. School communications leads are the stewards of the strategic themes and key messages in the guide. The expectation is that communications across all School platforms will be developed with these themes and messages in mind.

Conduct a College-wide branding audit – The SCPR team will conduct an audit of all CARTA-related branding and communication. The audit will take into account a representative sampling of core brand channels in play across CARTA and FIU, including web, social and print. In coordination with SCGEA, updates will be defined in areas such as brand hierarchy, digital fonts and colors, accessibility and best practices for visual brand expression on digital devices and popular social channels.

Continuing Education and Support – The SCPR team will leverage professional expertise and outside counsel to build and deliver an ongoing curriculum for all new hires in the purpose-driven digital communications through storytelling framework as well as the CARTA communications goals and strategy. This professional development model will be essential to ensure that everyone has a shared framework and language

and are all working toward the same goals in an effort to dramatically increase the productivity and effectiveness of the communications team.

Internal Communications – The SCPR is focused on strengthening effective, proactive communication with the College’s faculty and staff. The goal is to promote awareness of CARTA initiatives; communicate news, announcements and policies clearly and consistently; and enhance the sense of community. The work is beginning with a needs assessment focusing on administrative communication with faculty and staff, in coordination with unit leads. A key initial component of this effort will be a user survey disseminated in Fall 2022 via the recurring faculty/staff meetings.

Key Performance Indicators (KPIs)

As a department, we will measure and evaluate our efforts through a variety of approaches, including:

- Readership analytics, content consumption, viewership, social media influence, engagement and sentiment assessments.
- Assessment of volume and efficacy of communications produced in support of specific priorities outlined in the university’s strategic plan and in the CARTA Strategic Communication Plan.
- Earned media placement and performance.
- Adoption, knowledge and proficiency among community members in core facets of the CARTA brand(s) and communication toolkits.

Evaluation + Feedback Loop

In addition to the KPIs, the following qualitative measures will be used to evaluate the effectiveness in achieving the goals of this strategic communications plan:

Rollout – Six to 12 months after formal rollout, conduct a qualitative survey of communications team members across the College to determine who used this document, how they used it, and whether they found it useful. Incorporate suggested updates and additions. The survey will also include questions about the effectiveness of, and potential improvements to, the planning guide for time-sensitive communications among other deliverables and channels.

Analytics + Metrics Monitoring – Through analysis of performance reports, Google Analytics, social media monitoring and communication data sources, metrics will be reviewed to determine effectiveness, reach and a comprehensive look at the campaign effectiveness.

Branding audit – Qualitative and implemented once the audit is completed and plan is rolled out. The SCPR team will collect information about the effectiveness of the updated brand standards and toolkits in coordination with each unit and its respective communication lead/team member.

Time-sensitive communications – Measure effectiveness of our time-sensitive communications by monitoring feedback from the CARTA stakeholders and community through social media, email and other channels and make the necessary adjustments to improve procedures for more timely and accurate communications.

Internal communications – Conduct periodic surveys of CARTA faculty and staff to ensure that they are receiving timely and relevant information about the College through the most effective channels. Adjust internal communications plans as needed.

Communications Leads

In developing targeted, micro communications plans, individuals and departments should coordinate with the communications lead within their School or division—typically the communications account manager, in coordination with unit leadership and the SCPR department. Below is a list of communications leads at each unit (as of fall 2022).

Unit	Lead	Role	Email
College of Communication, Architecture + the Arts	Brian Schriener	Dean	schriener@fiu.edu
Office of Strategic Communication + Public Relations	Heather Radi-Bermudez, APR	Director	hradi@fiu.edu
Office of Strategic Communication + Public Relations	Hansel De Haro	Web Developer	hdeharo@fiu.edu
Office of Strategic Communication + Public Relations	Zion Sealy	Jr. Account Manager	zsealy@fiu.edu
Office of Strategic Communication + Public Relations	Rachel Vanderford	Content Strategist	rvanderf@fiu.edu
Office of the Dean	Margarita “Maggie” Salas Amaro	Account Manager	msalasang@fiu.edu

School of Communication	Jordan Basadre	Account Manager	jbasadre@fiu.edu
Lee Caplin School of Journalism & Media	TBD	Account Manager	
School of Architecture	Emmanuel Cabrera Munoz	Account Manager	emcabrer@fiu.edu
School of Architecture	Charlotte Raynaud	Team Member	craynaud@fiu.edu
The ARTS	Jessica Delgado	Account Manager	delgadoj@fiu.edu
The ARTS	Michelle Vires (The Wertheim)	Team Member	mvires@fiu.edu
The ARTS	Ivan Lopez (Theatre)	Team Member	irelopez@fiu.edu

CARTA | Event Planning + Management Worksheet
Answering A Few Basic Questions To Ensure Our Events Are Successful
Brian Schriener, Dean, FIU CARTA

EVENT TEAM MEMBERS

Question #5: Who will be responsible and accountable for assisting the Event Leader? You can't do this alone!

The Event Leader must assemble an interdisciplinary team of professionals, and each must have a clearly defined role and accompanying responsibilities in accordance with job responsibilities.

POTENTIAL EVENT LOGISTICS + ASSIGNED TO TEAM MEMBERS

Activity	Personnel Responsible or N/A	Notes
Managing The Event (Event Leader)		
Confirming Budget Availability		
Securing The Facility		
Securing Funding Sources (Sponsorships)		
Securing All Graphic Design Work		
Sending The Event's Save-The-Date		
Sending The Event's Invitations		
Writing CARTANews Stories		
Implementing Digital + Social Media Campaigns		
Displaying Event Signage		
Generating Pre + Post-Event Publicity		
Coordinating With The Office Of The Dean		
Coordinating With The Office Of The President		
Coordinating With The Office Of The Provost		
Coordinating With The Office Of External Relations		
Coordinating With The Office Of Donor Relations		
Coordinating With The Office Of Alumni Relations		
Coordinating With The Office of Facilities Management		
Securing A Photographer and/or A Videographer		
Developing The Event's Guest List		
Maintaining The Event's RSVP List		
Decorating The Venue/Signage		
Staffing The Welcome and/or Registration Table		
Ordering The Catering		
Ordering Tables Chairs Linens Utensils		
Briefing Dean Prior To The Event		
Briefing University Leadership Prior To The Event		
Confirming Volunteers and Paid Staff		
Confirming The Emcee Or The Host Of The Event		
Confirming The Speaker(s)		
Confirming Entertainment		
Ordering Audio Visual Equipment		
Securing Parking		
Securing Clean-Up After The Event		
Writing Thank You Letters To Participants + Attendees		
Other		

AUDIENCE | ATTENDEES | GUEST LISTS

Question #6: Who are the primary audiences you want/need to engage with and why?

Number of Attendees

_____ <50 _____ 51-100 _____ 101-150 _____ 151-200 _____ 201-250 _____ 250+

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Answering A Few Basic Questions To Ensure Our Events Are Successful
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EVENT BUDGET | P+L

Question #6: How much will the event cost and do you have sufficient approved budget?

Before confirming your event, you must determine (a) how much the event will cost, and (b) secured all necessary budget approvals.

SAMPLE OF ANTICIPATED COSTS V PREDICTED REVENUES

Expense Type	\$ Estimated Expenses	Revenue Type	\$ Estimated Revenues	\$ P (L)
Facility Rental		Tickets		
Parking Fees		Sponsorships		
Event Staffing		Donations		
Key Note Speaker(s)		Budget From Unit		
Entertainment		Budget From CARTA		
Food and Beverage		Other		
Decorations Plants Signage				
Tables Chairs Linens Utensils				
Audio Visual				
Graphic Design				
Printing				
Advertising				
Travel				
Other				
TOTAL	\$		\$	\$

- Internal and external sponsorships should be the primary source of funding for events. To facilitate your identifying and soliciting internal and external sponsors, please consult with Oliver Ionita, CARTA Sr. Director of Development, and Maria Claverie, CARTA Assistant Director of Alumni Relations.
- If you are an Associate Dean, Assistant Dean, School Director, Department Chair and/or Center Director with initiating signature budget authority for an E&G, Auxiliary, and/or a Foundation account and the account has sufficient funding, you do not need permission to host your event.
- If you do not have initiating signature budget authority and/or you need to request incremental funding to support the event, you must first consult with Rashida Taylor, CARTA Director of Finance, prior to confirming the event.

COMMUNICATIONS PLAN

Question #7: Do you have a pre-event, event, and post-event communications plan?

Because of the ever-increasing competition of events within the College, on campus, and in the community, it's essential you develop a comprehensive communications plan that addresses pre-event communications and publicity; event-day photography, videography, and signage; and post-event communications and publicity.

You will, most likely, also need to secure the expertise of a graphic design team to prepare communications materials for your event. Typical materials include, but are not limited to, Save-the-Date, Flyers, Posters, Invitations, Webpage Design, E-Communication Blasts, Programs, and Event-Day Signage. You should make this contact early in the event planning process as these items take time to design and to be approved.

The Office of the Dean has a communications team of professionals that can assist you; however, you also have the option of designing your own materials, contracting with CARTA's [FIU By Design](#), or contracting with an outside, approved vendor.

Whichever communication / design service you choose to utilize for your event, the final design must be consistent with the University's brand and the materials all must be approved by Heather Radi-Bermudez, CARTA Director of Communication, and/or the Dean, as appropriate, prior to distribution.

CARTA | Event Planning + Management Worksheet
Answering A Few Basic Questions To Ensure Our Events Are Successful
Brian Schriener, Dean, FIU CARTA

Events are effective ways of engaging the community and showcasing and celebrating the talents, expertise, and accomplishments of our students, professional staff, faculty, and alumni.

Events are, however, very difficult to organize and even harder to execute; therefore, they require accountable leadership and collaborative teamwork to be successful.

A well-planned and attended event reflects positively on everyone. A poorly planned or attended event can, unfortunately, significantly harm our reputation and brand.

Therefore, as Dean, I prepared this worksheet and series of questions to assist us effectively plan and manage events within the College, thus minimizing our risks and maximizing our benefits.

EVENT LEADER

Question #1: Who will be responsible (accountable) for the event?

The Event Leader is the colleague who will be responsible for planning and managing the event. *As such, all questions regarding the event are to be fielded and addressed by the Event Leader.*

The Event Leader ensures the event's success by (1) planning early, (2) assembling an interdisciplinary team of experts, and (3) approving the event's purpose, date, time, venue, programming, guest list, budget, funding sources, and communications plan.

Event Leader _____ Email _____ Phone _____

EVENT CONCEPT

Question #2: What is the primary purpose for the event?

STRATEGIC IMPORTANCE

Question #3: How does the event specifically support [CARTA's 2025 Strategic Plan and Accountability Metrics](#)?

EVENT LOGISTICS

Question #4: When and where will the event take place and why?

Selecting an appropriate date, time, and venue for an event are all critical for an event's success. Is the date/time/venue appropriate and convenient for the intended audience? In addition to considering national and religious holidays when selecting a date for your event, please consult the University's calendar of events. Is your event competing with other events for the same audience? For media attention?

Additionally, if the President or the Provost is to be invited to the event, the Dean must be available to attend as well. Please consult calendars before confirming the date/time/venue.

- Date _____ Time _____ am/pm to _____ am/pm
- Venue _____

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Answering A Few Basic Questions To Ensure Our Events Are Successful
Brian Schriener, Dean, FIU CARTA

EVENT TIMELINE AND CHECKLIST

Question #8: Are we thinking ahead and providing ourselves with enough time to ensure our event is successful and contributes to our strategic goals and priorities?

At Last Two-Three Months From The Date Of The Event

- Identify Event Leader
- Identify Event Team Members
- Meet To Review The Event And Delegate Tasks

Six Weeks From The Event

- Secure Graphic Design Services

One Month From The Event

- Confirm All Vendors
- Confirm Venue, Date, and Time
- Confirm Event Staff and Volunteers
- Confirm Budget
- Confirm Funding Sources
- Confirm Dean's Participation and/or Attendance
- Confirm President's, Provost's and/or Dean's Participation and/or Attendance
- Process Financial Paperwork If Vendors Need To Be Paid The Day Of The Event
- Distribute Save-The-Date

Three Weeks From The Event

- Distribute Invitations With RSVP Information
- Publish A CARTANews Story Previewing The Event And Including the Save-The-Date
- Begin Social Media Campaign
- Develop Web Presence and/or An Event-Specific Webpage

Two Weeks From The Event

- Re-distribute Invitations With RSVP Information To Those Who Have Not Yet Responded
- Enhance Social Media Campaign
- Author An FIU and/or External Media Placement Of The Event
- Begin Making Personal Phone Calls and Sending Email Messages To Key Invitees Who Have Not Yet Responded

One Week From The Event

- Submit Initial Briefing to the Office Of The President, Office Of The Provost, and/or Office Of The Dean as required
- Re-distribute Invitations With RSVP Information To Those Who Have Not Yet Responded
- Continue Making Personal Phone Calls and Sending Email Messages To Key Invitees Who Have Not Yet Responded
- Enhance Social Media Campaign
- Reconfirm All Vendors
- Reconfirm Event Staff and Volunteers
- Reconfirm Funding Sources
- Reconfirm All Vendors Financial Paperwork Is Processed
- Reconfirm Dean's Participation and/or Attendance, If Requested.
- Reconfirm President's and/or Provost's Participation and/or Attendance, If Requested.

One Day Prior To The Event

- Submit Final Briefing to the Office Of The President, Office Of The Provost, and/or Office Of The Dean As Required.
- Send Reminder To Confirmed and/or Non-confirmed Attendees

Day of Event

- Display Signage
- Finalize All Preparations
- Have A Contact List Of All Relevant Participants, Catering, and Facility Contact Information With You At All Times
- Arrive Early To Make Sure Everything Is Prepared For The Event And All Equipment Is Working Properly
- Welcome Guests As They Arrive

Post-Event Responsibilities

- Write Thank You Notes To All Sponsors And Volunteers
- Process Any Remaining Financial Paperwork
- Meet With Your Event Team Members To Evaluate The Success Of The Event