

Communication Strategy of the University of Tartu Institute of Ecology and Earth Sciences

Table of contents

Position and recognition	2
Popularity among applicants	2
Current communication management	3
Media image.....	4
Target groups	5
Communication principles and activities by target group	5
Focus messages of the institute	8
Strategic objectives of communication.....	10
Priority actions	10
Measuring results	14

Position and recognition

The University of Tartu Institute of Ecology and Earth Sciences researches the diversity of both abiotic nature and living organisms at all levels, from individual species to global processes. Therefore, the institute addresses topics that are important to every Estonian; subjects through which many people identify themselves to some extent. The institute educates individuals who will, in the future, guide and make decisions about environmental processes and contribute to discussions in this field. Thus, the Institute of Ecology and Earth Sciences bears a significant responsibility, and this responsibility should be consciously embraced and emphasized in communication – the Institute of Ecology and Earth Sciences trains competent experts whose actions will impact the responsible use and preservation of our natural environment. With a 200-year history of environmental science research and education, the institute possesses the best expertise and global competence, top-notch laboratories, and field stations.

According to the Kantar Emor survey from 2017, 85% of respondents considered the University of Tartu as the most reputable university in Estonia. Impressively, 90% of those surveyed mentioned the University of Tartu as the first domestic higher education institution that came to mind. The University of Tartu is highly regarded for providing high-quality education, and the respondents emphasized the importance of the university's graduation diploma, which is highly valued in the job market, as well as the university's overall credibility. The opinions of researchers from the University of Tartu are considered valuable, and they are willingly listened to and published. The key challenge lies in how to be present with these opinions at the right time and in the right place.

One way the institute can emphasize its role and share expertise is through media texts. In the departments and chairs of the institute, there are researchers who actively engage with the media and have become valued experts and opinion leaders in their respective fields for journalists. However, considering the number of employees at the institute (as of October 31, 2023, there are 338 employees in LTOM, including 9 with suspended contracts, among them 186 academic staff, 85 support staff, and 67 junior researchers), the roster of active sources could be much longer.

Popularity among applicants

<u>Bachelor studies</u>	Competition for a study position 2017	Competition for a study position 2023
Biology and biodiversity conservation	2.7	2.2
Geography	3.4	3.8
Geology and environmental technology	3.6	3.7
<u>Master studies</u>		
Biology and eco-innovation	(Ecology and biodiversity)	2.2

	conservation) 1.1	
Geography	0.7	1.3
Geoinformatics for urbanised society (ENG)	2.5	0.8
Geology	0.4	1.3
Environmental governance and adaptation to climate change (joint curriculum with the University of Life Sciences, ENG)	-	
Secondary school science teacher (block mode study)	0.7	1.3

Current communication management

The Institute of Ecology and Earth Sciences reaches its target audiences through various channels: through university-wide marketing and communication activities, field-specific initiatives, as well as through direct contacts via research groups and specific individuals. Efforts have been made in recent years to enhance the communication and visibility of the Institute of Ecology and Earth Sciences. A level has been achieved where the name Institute of Ecology and Earth Sciences is used in media stories, but not yet systematically.

The institute's main communication channels and outputs include:

- DIRECT COMMUNICATION with employees, students, and collaborators (other universities, research partnerships, public sector institutions such as Estonian Research Council, Ministry of the Environment, Ministry of Education and Research).
- WEBSITES AND INFORMATION SYSTEMS: subsections on the University of Tartu's external website, an internal website for employees, the student information system, websites, and blogs for research groups and centres of excellence (ecolchange.wordpress.com, linnuvaatleja.ee, geoloog.wordpress.com).
- SOCIAL MEDIA: the institute has a Facebook account established in August 2023, with 220 likes and 282 followers (as of 20.12.23). There is no Twitter or Instagram account. For comparison, the Institute of Computer Science has 3000 likes, and the Institute of Social Sciences has 2700 likes. The Department of Zoology has its own account with 1400 likes, which was somewhat in the role of the institute's account in the past. There is also an account for the Department of Botany (694 likes), Department of Geography (2400 followers), and Department of Geology (794 likes). The Centre for Science Education has a less active account with 131 likes. The institute's topics and individuals could be better represented on the rapidly growing Instagram account of University of Tartu's scientists (4400 followers). The departments communicate independently, and a strong unified image of the institute is lacking.

- **MEDIA RELATIONS:** press events are rare (e.g., book presentations), and press releases are infrequent. Direct communication with the press through spokespersons and responses to inquiries are preferred.
EVENTS: events such as the University of Tartu open days, workshops, student fairs ("Õpi Tartus"), Researchers' Night, sTARTUp Day, public seminars, and conferences occur, but their effectiveness is low (participation may be partially unprepared or have limited communication).
- **CAMPAIGNS:** no campaigns have been conducted at the institute level so far. Departments have operated campaigns through professional societies (e.g., the Geological Society's photo contest).
- **PUBLICATIONS:** publications include prints of doctoral theses, prints introducing the faculty, and promotional videos (e.g., the Genka video). While the prints are at the faculty level, there could be specific presentations for the institute's own study programs to avoid chaotic promotion at the program director level.
- There are currently no promotional gifts for partners and potential future students (e.g., top performers in Olympiads or high school students participating in open days). Promotional gifts are being developed.
- **INTERNAL COMMUNICATION:** the institute does not sufficiently utilize the marketing and communication services offered by the university. Possible outputs through the university's marketing and communication department could include: more active and diverse participation in fairs and open house events (by all departments), direct communication to find common communication outputs (participation in weekly marketing meetings), promotion of the institute's events on the university's communication channels.
- **COMMUNICATION WITH SCHOOLS AND THE YOUTH ACADEMY:** takes place at the faculty level or at the level of program managers (introductions in schools), but in a chaotic manner. Doctoral students are involved in organizing science battles for school students and children's geological camps. Additionally, the Department of Botany regularly organizes Laelatu Academy for high school students. There is contact with the activities of the Youth Academy, but the Institute of Molecular and Cell Biology (TÜMRI) provides strong competition in marketing "white biology."

Media image

It's challenging to assess and monitor the institute's media image as institute-based media communication is dispersed. Instead, media features researchers from specific fields within the institute, such as UT zoologists, UT botanists, researchers from the UT Natural History Museum, UT bird ecologists, geography professors, forestry scientists, wetland researchers, etc. The institute's name is increasingly mentioned in media stories, but not all researchers or journalists have agreed to use it, as some find the name too long.

The media coverage is case-specific, focusing on specific topics or representative persons. Therefore, the institute's thematic areas are unevenly covered. Selective coverage is not inherently bad if it is targeted (e.g., specific focus areas related to study programs).

Web pages on the University of Tartu's external website that introduce the institute and departments are rich in information but have different structures. At times, they are so layered

that visitors may find it difficult to reach the information of interest. It's crucial to ensure that all departments have relevant information on future events and achievements on their web pages, as well as links to social media. Managing institute websites is a challenge, as there is often no single person responsible for this task.

Target groups

The Institute of Ecology and Earth Sciences has various communication target groups that require different approaches: high school students, university students, the academic community, politicians and the public sector, Estonian residents, the media, and alumni. The most crucial target groups for the institute's communication are employees, graduate students, and undergraduate students. To ensure that the organization's focuses, goals, and messages are correctly conveyed externally, they must be clear and accurately communicated to their people. The institute's employees and students act as ambassadors for the organization, and emphasizing the fact that a significant portion of media communication occurs through direct contacts makes it even more important for messages to be clearly communicated within the organization. This ensures that employees share common goals and values, making internal communication the first step.

Communication principles and activities by target group

HIGH SCHOOL STUDENTS (potential future students)

Description of the target audience and principles: one of the institute's main communication goals is to attract the interest of potential future students. This target group also includes science teachers in schools, through whom students can learn about the institute's study opportunities.

Activities: to achieve this goal, it is essential to reach the young audience through communication channels they use, such as social media, direct communication, fairs, events, and active engagement through practical workshops.

- Laelatu Academy, held for the 9th time in the fall of 2023, is an event where active high school students can discuss environmental issues with scientists and specialists in their field. The goal of the event is to attract future students from high schools (some Laelatu Academy participants have already reached doctoral studies at the institute).
- Students interested in the institute's specialties should be actively involved through various events and competitions. Estonian students are successful in Olympiads (geography, biology). For these active students, additional outlets could be provided through photo or research competitions– these can be organized in collaboration with other partners (University of Tartu Natural History Museum, Tartu Environmental Education Center) or by participating in an existing competition (Tartu Environmental Education Center has been organizing a competition since 2009). Participating in the

competition jury and meeting with the best participants in person during presentations or award ceremonies allows early interaction with potential future students.

- Conducting educational days and demonstrations on nature (similar to the Science Bus curated by the Physics students).
- Successful participants in competitions or otherwise interested and active young students could be invited to engage in fieldwork in Estonia, even on a trial or demonstration day. This gives them direct experience and the opportunity to interact with current students and mentors. As a "return favor," they would likely be willing to later give a small presentation about their experience in a school subject or extracurricular activity.
- Increasing the number of lectures and practical sessions offered on open house days, featuring the institute's distinguished faculty and students, as well as exciting labs and topics.

CURRENT STUDENTS

Description of the target audience and principles: the target group consists of current students, specifically those who are desired to continue into graduate studies. It is essential to involve students in the institute's (research) activities during their studies to maintain their motivation and help shape their potential career choices. Students play a crucial role as ambassadors for the institute's principles.

Activities:

- Doing more collaboration with students: get input from them for social media posts, showcase student success stories.
- Offering them opportunities to participate in conferences, social events, and fieldwork.
- Providing them with opportunities to organize aforementioned events for high school students.
- Organizing campaigns and competitions (naturalistic competitions, photo contests, etc.).
- Involving them in the activities of the institute (e.g., developing promotional gifts, etc.).
- Creating a MOOC (Massive Open Online Course) – their popularity is growing worldwide, and e.g. courses created by the Institute of Computer Sciences are very popular in Estonia.

ACADEMIC COMMUNITY BOTH IN ESTONIA AND ABROAD

Description of the target audience and principles: researchers both in Estonia and abroad. It is important to promote the image of the institute as a research institute with a strong quality mark.

Activities: in Estonia, unlike larger European countries, due to the small size of the state and the media sector, it is very easy to be visible in national television, the most widely read newspapers, and online portals. This is a strong argument to showcase the reach and impact of

your messages in project applications and reports. Additionally, for maintaining international research partnerships, it is crucial to find news coverage with cross-border resonance.

POLITICIANS AND FUNDERS, PUBLIC SECTOR, AND ADMINISTRATORS

Description of the target audience and principles: ministries, partner organizations, funders, and others, including the European Research Council. It is important to promote the image of a research institute with a strong quality mark, conducting cutting-edge research and providing quality education.

Activities:

- Collaborating with our alumni is crucial (Aveliina Helm, Marko Mägi).
- Clearly conveying the high quality and relevance of the research and education; providing arguments for funding decisions.
- Publishing high-quality opinion pieces and articles in selected media (when a success story related to Estonian science appears in publications of the European Research Council or the BONUS program, it catches the eye of ERC grant evaluators).

ESTONIAN RESIDENTS, GENERAL PUBLIC

Description of the target audience and principles: the so-called average media consumer. The institute serves as a source of scientific expertise and an opinion leader in public dialogues. The broader goal of the University of Tartu's science communication is to be a custodian of public discourse and a reliable source of scientific information – a valued intermediary between scientists, citizens, entrepreneurs, and politicians. Estonia is small enough for the mindset "natural sciences = Institute of Ecology and Earth Sciences" to be a completely achievable objective.

Activities:

- Participation in public discussions (e.g., forestry laws), active presence on social media, practical assistance in, for example, identifying birds or snails, etc.
- Regular publication of opinion articles and popular science articles in various channels.

JOURNALISTS AND MEDIA, COMMUNICATION PARTNERS

Description of the Target Audience and Principles: journalists from various news channels and communication professionals from partner organizations. In communication, the institute must achieve a situation where both journalists and communication partners in the media industry (e.g., from the Estonian Research Council) know that obtaining input from the institute is easy, and the institute responds to inquiries. This helps to effortlessly and cost-effectively reach various media outlets (such as Estonian World, Research in Estonia translation news) and also gain a significant position in event programs (international exhibitions introducing Estonian science, such as ESOF, Science and You).

Activities:

- Collaboration with the communication experts from the university's natural sciences and technology faculty, the university, Estonian Research Council, as well as national communication experts.
- Maintaining personal contacts with editors of major Estonian publications (Postimees' science department, Forte, ERR Novaator, ERR Tartu Studio News) ensures consistent coverage and facilitates being in the spotlight.
- By accommodating journalists and building a long-term trusting relationship, it is possible to set conditions that suit the institute (broadcasting content marketing stories without payment; ensuring that the institute is mentioned as an organization). Content marketing is still completely unused, and this should certainly be changed.

ALUMNI

Description of the target audience and principles: it is essential to maintain a connection with the institute's alumni, especially prominent individuals that can be of help in communication. Alumni serve as witnesses to the institute's quality outside the organization. Since prospective student candidates primarily base their university choices on future job options and the potential for making use of their education, it is crucial to utilize existing assets – the alumni. With the help of successful alumni, it is possible to market the institute's study programs easily and convincingly. Researcher is also a profession to advertise.

Activities:

- When introducing alumni, it is advisable to showcase the diversity of various career opportunities, not forgetting the scientists (leading researchers) themselves. A successful graduate of the institute is not only someone who has found practical applications in business or as public figures, but also an active biologist or earth scientist, both in Estonia and elsewhere in the world.

Focus messages of the institute

Focus or strategic messages are the information we want to emphasize and draw attention to, ideally through every outgoing message. Each article, TV news, or Facebook post should carry to a greater or lesser extent the strategic messages for the institute.

Research

- High-quality, modern, applicable, collaborative, international.
- The Institute of Ecology and Earth Sciences is the flagship of natural science and education in Estonia and globally.
- We have scientists ranked in the global top 1% in two fields: environmental science, and ecology, plant and animal science.
- We explore the diversity of nature at all its levels.

- Thanks to us, you will learn about the processes that impact our future and the human impact on nature, how to use our mineral resources most wisely, and the technologies used for this purpose.
- The institute's ecologists have laid the foundation for the theory of dark diversity, suggesting that species absent in nature are at least as important as existing ones.
- The institute also hosts the University of Tartu Mobility Lab that focuses on studying people's spatial mobility using innovative information technology.
- The Institute of Ecology and Earth Sciences is the flagship of natural science and education in Estonia and globally!

Studies

- High-quality, research-based, international, competitive, interdisciplinary; Estonia's best students study at the Institute of Ecology and Earth Sciences.

Alumni

- The institute's alumni are successful in various fields; alumni form a network. Prominent alumni include: Armin Öpik, Volli Kalm, August Tammekann, Edgar Kant, Hardo Aasmäe, Kersti Kaljulaid, Teodor Lippmaa, Tõnu Õnnepalu, Valdur Mikita, Fred Jüssi, Priit Pärn, Pille Mänd, Tiit Maran, Marko Pomerants, Toomas Kukk, Silvia Lotman, Liina Eek.

Subject-specific focus messages

The institute's researchers cover a broad spectrum of fields and research topics, allowing for more specialized focus messages beyond general ones (e.g., high-quality research). Researchers find it easier to identify and use subject-specific focus messages that resonate with their expertise (e.g., the institute's geographers are leaders in migration studies in Estonia). Additionally, subject-specific messages, such as those related to nature conservation (e.g., mentioning messages related to forest law over a specified period in the media communication of the entire department's researchers), can be utilized. Decisions regarding these messages can be made on a needs basis, using subject-specific messages as tools to achieve specific goals. Using subject-specific messages is also a way to attract the attention of prospective students to specific disciplines.

It is important to keep an eye on the principle of collaboration when conveying similar messages and attracting public attention. For instance, both the Institute of Ecology and Earth Sciences and the University of Tartu Natural History Museum share partially similar key messages: leading providers of natural education, strong research institutions, and promoters of a scientific worldview in natural sciences.

Strategic objectives of communication

Communication supports the organization's daily operations and contributes to the fulfillment of overall goals. Based on the institute's statutes, the main task of the Institute of Ecology and Earth Sciences is to provide education, research and development work, and necessary services to society in the fields of biology, earth sciences, and environmental sciences, as well as their related areas. One way to achieve this goal is also highlighted in the statutes, which involves presenting scientific achievements to the public and contributing to the university's general objectives.

The communication style suitable for the institute is fact-centered, balanced, and science-based. In communication, the institute represents itself and the entire University of Tartu, including in Facebook comments. One of the major roles and advantages is the institute's ability to clarify complex matters, explain and teach processes in the natural environment to the audience. Therefore, in communication, it is advisable to avoid overly specific numbers, graphs, scientific complexity, and specialized terminology. The goal is not to showcase one's intelligence to the audience but to explain complexity in language accessible to everyone and provide understandable information for all.

Well-thought-out and systematic communication serves the following purposes:

- increases the institute's authority among partners and funders;
- enhances the institute's reputation as a place of study and work for students and employees, attracting students and postgraduates, and increasing basic funding;
- helps fulfill the mission of all natural scientists to "make the world a better place" by providing valuable input, participating, and leading public discussions in Estonia;
- simplifies everyday work by educating the audience and communicating systematically (journalists no longer disturb scientists directly, trying to find someone to talk about orchids).

Key messages of the Institute of Ecology and Earth Sciences

- We are the flagship of an environmentally conscious worldview in Estonia.
- The institute's scientists are among the top 1% most cited researchers globally, exploring the diversity of nature at all its levels!!
- Education received at the institute provides a comprehensive understanding of the world and prepares for the future.

Priority actions

The institute aims to establish itself in the public consciousness, particularly among potential students, as an institute offering strong scientific research and competitive education, with graduates who are successful, intelligent, and valued in the job market. To achieve this, it is necessary to increase the institute's visibility and reach target audiences with its messages, preferably with the help of an expert specialized in this activity.

1. Strategic positioning of the institute as an organization

Raising awareness of the institute's name. The full name, Institute of Ecology and Earth Sciences, should ideally reach the audience. **The institute's name should appear consistently in all interviews, photo captions, and alongside employee names.** The most straightforward and initial way to achieve this is through the institute's managed channels: website, social media, press releases, etc.

Emphasizing and creating awareness around the institute's name is especially crucial after the restructuring of faculties into very large domains. The Institute of Ecology and Earth Science's content is quite similar to the former Faculty of Biology and Geography, making it more manageable and recognizable as a unit. Several activities at the institute level are also more cost-effective and serve the interests of all departments simultaneously (e.g., organizing summer schools under the institute's umbrella for all departments). Note that the most important aspect of this strategy is the consolidation of the institute's researchers under a common name or group of names, which helps present a unified and comprehensible unit externally. The use of the institute's name is a recommendation from the strategy makers. However, in practice, the adoption of the name occurs through the institute's employees, necessitating a name that is collectively agreed upon and deemed suitable (e.g., biologist from the University of Tartu, geographer from the University of Tartu, or natural scientist from the University of Tartu).

2. Streamlining of communication channels and outputs and systematic utilization

- Drafting press releases should be entrusted to a professional communication specialist. A press release must be precise, informative, and engaging. It should include quotes that media outlets can readily use in their finalized versions, as well as contact information for additional inquiries. References to illustrative materials are also important. All press releases need to be coordinated with TUKO (University of Tartu Marketing and Communication Office). Other news snippets, opinion pieces, etc., are recommended to be sent to the communication manager for review before publication.
- In today's media landscape, especially online and on social media, visual content plays a crucial role. Stories accompanied by visual elements, such as photos, graphics, drawings, or videos, are more likely to capture attention and get published. Therefore, when planning press releases or popular science articles, consideration should be given to the visual aspects. Researchers should be encouraged to incorporate images and videos into their work.
- Establishing a photo archive for the institute could be beneficial. Participants likely accumulate a significant amount of visual material from fieldwork, lab experiments, expeditions, etc., which could be used in communication. Collecting and systematically organizing this visual material (with metadata) can be challenging but provides a significant advantage in communicating with the media. If journalists know that the institute can provide excellent visual material in addition to verbal or written comments, they are more likely to utilize this resource.

- The portraits and action photos of more frequent spokespersons should be compiled and made readily accessible to the media. Media outlets need these for both opinion pieces and news stories. The photos should be of high quality, and if necessary, photo sessions with a professional photographer should be organized. A good example is the European Space Agency's website, where journalists can quickly find high-quality photos and videos.
- Fieldwork and expeditions provide an extraordinary opportunity for exclusive media coverage. Whenever possible, key journalists should be offered the opportunity to exclusively cover fieldwork, experiments, measurements, etc., or even participate in expeditions. This might not always imply additional costs, but the stories generated from such endeavours are invaluable when presenting the institute's scientific activities to the public.

3. Explaining natural sciences in a scientific, yet simple, interesting, and understandable manner

In line with the institute's objectives in both activities and communication, one of its tasks is to introduce scientific achievements to the public. The institute's communication style should be fact-based, balanced, science-oriented, yet interesting and understandable. A significant role and advantage for the institute is the ability to clarify complex topics, explain, and teach the processes in the natural environment to the audience. The institute should assume the role of popularizing the scientific worldview in the field of natural sciences in Estonia.

- As the University of Tartu's science communication aims to be a societal broker between researchers, citizens, and businesses, the institute should similarly focus on promoting the scientific worldview in natural sciences. As the University of Tartu (and within the domain of natural sciences, the Institute of Ecology and Earth Sciences) plays a substantial part in Estonian science, equating Estonia's "green biology" with the institute's "green biology" is reasonable. The institute should confidently advocate for Estonian natural sciences and "green biology" and educate Estonian society.
- The institute's communication should adopt contemporary methods that involve social media. Utilizing pictures, videos, live streaming from fieldwork, conveying information from international conferences, and presenting coverage of expeditions in an attractive and easily consumable manner can easily engage a significant audience. Currently, there is no one in Estonia playing this role, making it a task to be undertaken—offering, for example, image-based identification assistance for animals, plants, rocks, etc., according to the season. The institute's advantage lies in the simplicity of visualization and showcasing information—nature is beautiful and exciting, and there is no shortage of visual material.
- The institute should review, continue, and develop training sessions and courses on public speaking and media relations for graduate students and young researchers. One of the roles of a scientist is to be a knowledge transmitter and a spokesperson in their field. This skill can be learned through training sessions and practical experience, and the institute offers relevant training sessions and courses.

4. Taking on the role of opinion leaders and participating in public discourse

- The institute's scientists should actively engage in expressing opinions on relevant current political issues. Public debates on nature conservation topics are a crucial part of current political discussions, intertwining with national policies, decisions, and trends. The institute has the opportunity to take on the role of an independent observer and expert. By participating in discussions, the institute can establish a strong presence, lay the groundwork for future favourable decisions, and influence decisions through scientific expertise, contributing to the fulfilment of the institute's mission and goals.
- The media, including widely-read outlets like Postimees Online and Aktuaalne Kaamera, readily covers exclusive topics proposed by scientists themselves. The institute could adopt a more proactive approach. Instead of waiting for journalists to inquire about their opinions on topics like "what do you think about the new draft of the Forest Act," our scientists could take the initiative and enhance the institute's visibility through interviews and opinion articles on current public issues. This applies to both heated local debate topics in Estonia and significant scientific achievements and events abroad. One way to achieve this is to select institute's spokespersons by topic and focus on media channels that deserve more attention and require substantial effort.
- The institute's scientists have the opportunity to participate more actively in collaborative projects with ministries, funds, NGOs, and businesses. Applying knowledge part-time outside the academic sphere helps alleviate job scarcity caused by limited research funding. Additionally, it expands the institute's scientific reach and increases visibility beyond research institutions.

5. Targeted communication to prospective students with an emphasis on practical education

- To effectively connect with young audiences, it is imperative to be present on the channels they commonly use, primarily focusing on the institute's website (external web) and social media platforms (Facebook, Instagram, TikTok).
- The institute's and departmental websites within the University of Tartu's online environment serve as the primary destinations where potential applicants come to seek additional information about the study programs that interest them. It is of utmost importance that the information displayed on the website is relevant and up-to-date, creating a positive and desirable image of the institute as an ideal place for learning. Longer descriptions of study programs can be enriched with photos, quotes from alumni, and greetings from faculty members. Including images/videos of students engaged in various activities related to their study programs (labs, fieldwork, joint events, etc.) would be beneficial.

Measuring results

Media coverage

The aim is to increase the extensive coverage of topics related to the institute in the media and expand the circle of active spokespersons. Conducting media monitoring is challenging, as media outlets usually do not spell out the full title of a spokesperson, making it difficult to formulate comprehensive search terms. It is easier to keep track of issued press releases and published popular science articles.

(Terms: Institute of Ecology and Earth Sciences; zoologist from the University of Tartu; botanist from the University of Tartu; ...)

Website and subpage traffic

The goal is to increase the number of visitors, extend the time spent on the pages, and enhance visitor satisfaction (meaning there should be sufficient information that is easily accessible). Information on numerical indicators can be obtained from the university's web statistics. To assess the satisfaction of website visitors, a web survey should be conducted, and ongoing feedback from people should be actively sought and considered.

Social media

Statistics for social media channels are easy to track through the platforms' own tools; however, it is important to regularly save key metrics separately. For more precise statistics and easier management of social media, it is advisable to use a dedicated tool (such as Hootsuite, Social Booster, Buffer, Agora Pulse, Sendible, etc.).

Popularity of study programs

Although there are many factors involved in addition to communication, one measure of communication success could be the growth in the popularity of study programs – the goal should be increased competition for each study place. Useful information includes details about "competing" study programs: what are the alternative choices for young people considering the institute's study programs, and what is the primary preference of those students who have chosen the institute's study programs as their second preference. Internally, relevant data should be available through SAIS (Study Admission Information System). Information regarding applications submitted to other universities is not shared through SAIS (at least not in a personalized form), so to obtain such information, a survey should be conducted among applicants/admitted students.

Events

For fairs, information days, open house events, workshops, public lectures, etc., feedback surveys can be used to measure both overall satisfaction with the event and to gather information and recommendations on what visitors liked and what they missed.

Employee satisfaction

As one measure of communication success, employee satisfaction, including evaluations of the institute's communication activities, can be utilized. Relevant questions could be included in internal communication surveys, employee satisfaction surveys, and/or performance reviews. Each employee can contribute individually, ensuring that they can clearly and effectively answer the questions "What are you working on?" and "Why is it important?" – regardless of who is asking these questions and in what role.