Proposal for Communications Platform in the Faculty of Health Sciences

1. **Communications Subcommittee** is comprised of individuals who provide communications support in the respective Colleges: Lead: Ilana Simon (Medicine and Rehab Sciences), Lai Chun Yee (Nursing), Angela Shank (Pharmacy), Grant Warren (Dentistry). Liaison: Raman Dhaliwal (Director Administration, FHS) and resources Pam Trupish (VP Academic & Provost Office), Jill Barrott and Stephanie Fehr (Marketing Communications Office). Administrative support provided by Angela Peloquin (Medicine).

2. **Process:**
The Sub-committee met bi-weekly from February until June; then every three weeks over the summer and into the fall.
   a) We built a consensus around the goals of communications during transition to implementation of the Faculty of Health Sciences;
   b) Conducted environmental scan of (See appendixes):
      i. Internal current state: communication tools and venues used within the Colleges; frequency of communication,
      ii. Special events currently organized by communications reps,
      iii. Dedicated EFTs spent on Communications in each College;
   c) SWOT analyses (See appendix);
   d) Stakeholder analysis and gap analysis (see appendix);
   e) Transition to FHS communication plan (see appendix);
   f) Integrated FHS website plan (see appendix); and
   g) Long-term FHS communications plan (in progress).

3. **Current allotment of staff:**
   - Medicine: Director of Communications & Marketing (1.0 EFT);
     Communications & Event Assistant (1.0 EFT);
     Communications Officer and Web Co-ordinator (1.0 EFT);
     Communications Officer (1.0 EFT);
     CPD Communications Officer (0.5 EFT);
     Alumni Affairs Officer (1.0 EFT)
   - Dentistry: Communications Officer (1.0 EFT)
   - Rehabilitation Sciences: Communications Officer (0.5 EFT)
   - Pharmacy: Communications (0.1 EFT)
   - Nursing: Communications (0.2 EFT)

4. **Model for Communications Platform in Faculty of Health Sciences**
   **Goal:** A Core FHS communications office will serve to promote the FHS and College achievements and news in a consistent, branded manner within a framework that recognizes both College and overall Faculty of Health Sciences strategic priorities:

   It will raise the profile of a new, dual-campus integrated Faculty of Health Sciences among all stakeholders including faculty, staff, students, alumni, donors and partners.
The Faculty of Health Sciences will be viewed as leader in collaborative, inter-professional education, research and community engagement.

**Objectives:**
1) Member Colleges communicate broadly in a cohesive & consistent manner using a variety of communication tools.
2) Develop a variety of communication tools for Colleges to facilitate consistent delivery of messages.
3) Develop a process for approval of messages – FHS and/or Colleges.
4) Identify faculty level and College-level communication tools and how will they change.

**Strategy:**
Communicate the vision and values of FHS so all stakeholders understand the rationale and benefits of this organizational restructuring at the University of Manitoba.

**Tactics:**
Deliver consistent Faculty of Health Sciences messages to our key stakeholders through an integrated FHS website, UM Today FHS Network news site, FHS-all listserv, e-news, newsletters, communiques, in person town halls and other fora.

The central core office will work collaboratively with the U of M Marketing Communications Office (MCO) to ensure the Faculty of Health Sciences and its Colleges are aligning with the University’s institutional strategic priorities.

The central FHS core communications staff will provide web, graphic design and writing support for the overall Faculty of Health Sciences’ strategic priorities such as IPE, Students, Indigenous Affairs and Research and to support College communications officers.

The central core office will connect with MCO on a regular basis regarding new marketing, communications and social media strategies being implemented by the U of M and share the information on a regular basis with College communications officers. It will consult with MCO on any major communications issues as they arise and serve as the conduit to convey any College concerns, requests to MCO.

All College-focused communications officers will be responsible for proactively searching for and writing media releases, web stories for UM Today FHS Network, magazine or newsletter to publicize their respective College news, events, research successes and other achievements to key stakeholders such as alumni, donors, prospective students, partners, university community, and professional colleagues. All communications officers (located on both campuses) will have access to the same resources and will receive similar training.
Proposed Staffing:

a) FHS Communications Director/Lead (0.5 EFT) Medicine Communications Director /Lead (0.5 EFT) (existing)
b) 0.5 EFT FHS Core Graphic Designer (new)
c) 0.5 EFT FHS Core Web Coordinator (new)
d) 1.0 EFT Communications Officer – Dentistry (existing)
e) 1.5 EFT Communications Officer – Medicine (existing)
f) 0.5 EFT Communications Officer – Nursing (new)
g) 0.5 EFT Communications Officer – Pharmacy (new)
h) 0.5 EFT Communications Officer – Rehabilitation Sciences (existing)
i) 1.0 EFT Communications Officer – CPD (existing 0.5) and Ancillary FHS areas: (reallocated from Medicine 0.5) Indigenous, IPE, Research, Students, Faculty Development.
Staffing:

1. Director/Lead

- Provides leadership and strategy to Dean, Faculty of Health Sciences and all College Deans to meet Faculty of Health Sciences mission and objectives;
- Develops strategic internal/external communications plans for Faculty of Health Sciences;
- Serves as member of Dean’s senior management team (Dean’s Council) providing expertise in internal and external communications, marketing, website, new media, stakeholder relations, media relations, alumni relations, special events;
- Works collaboratively with U of M Marketing Communications Office (MCO), Donor Relations, Government Relations, Alumni Association, partners and stakeholders to fulfill the Faculty’s mission in line with U of M’s strategic priorities;
- Leads organization and management of major Faculty special events;
- Supervises and manage staff members responsible for FHS and College communications, marketing, web site, graphic design, alumni affairs and special events;
- Edits and project manages FHS annual report;
- Manages Faculty of Health Sciences communications/marketing budgets; and
- Manages all major faculty announcements, media conferences, donor recognition events, openings and other special events in collaboration and consultation with FHS Dean, College Deans, College communications officers, stakeholders and partners.

2. Web Coordinator/Graphic Designer

Web Coordinator:

- Responsible for ensuring all FHS websites are adhering to MCO web standards and U of M visual identity and social media guidelines;
- Supports FHS units like IPE, Faculty Development, Research, Indigenous;
- Designs sitemaps and organizes web content in consultation with communications officers and departments/units;
- Assesses new and existing web project requirements within the Faculty’s five Colleges;
- Develops proposals and timelines for web projects in consultation with IST;
- Provides guidance to FHS Red Dot/web administrators regarding the use of web site software tools, content development and site management in accordance with university guidelines; and
- Co-ordinates training sessions with IST for web administrators.
Graphic Designer:
- Responsible for graphically designing and producing: brochures, annual reports, posters, research reports, stewardship reports, advertisements, programs, Save the Date notices and invitations in adherence with the University of Manitoba Visual Identity guidelines and using MCO templates as requested;
- Designs web banners and other special web promotional buttons;
- Liaises with printers for printing of promotional, marketing and informational materials; and
- Co-ordinates planning, production and distribution of faculty and College newsletters, magazines, and bulletins.

3. Writer
- Provides communications support to key FHS areas such as Indigenous Services, IPE, Research and Student Services;
- Researches and writes FHS media releases, speaking notes, key messages, advisories, backgrounders and fact sheets;
- Writes stories for UM Today FHS Network;
- Writes stories for College and FHS magazines/newsletters; and
- Assists in the writing and implementation of internal FHS communication.

4. College Communications Officer
- Develops and implements overall communications strategy annually for College in consultation with the Director/lead and College leadership;
- Identifies topics and writes news stories/articles/profiles for Faculty of Health Sciences UM Today network page, the website, FHS or College magazines and social media;
- Writes copy for brochures, annual report, posters, research reports, student/faculty handbooks, invitations, e-newsletters;
- Co-ordinates planning/production of promotional materials with graphic designer;
- Updates College websites ensuring material is current;
- Researches and writes media releases, speaking notes, key messages, advisories, backgrounders and fact sheets to meet College and FHS priorities;
- Photographs special events/news items for use in promotional materials and web stories;
- Arranges photo shoots with key faculty/staff/learners for use in promotional material/website;
- Publicizes relevant College announcements to internal/external audiences;
- Assists in co-ordination and execution of College and/or Faculty special events as a member of the FHS Communications team; and
- Assists in the implementation of internal communications materials (e.g. letterhead) in accordance with U of M graphics standards.
By establishing central FHS core communications services - graphic design, web co-ordination and writing - College communications officers will be able to devote more time to working with their respective College Deans and senior administration on writing College news stories, media releases, promotional and communication materials, speaking notes and on College-specific special projects.

**Physical location**: As a dual-campus Faculty, a centralized office for FHS communications would ideally include all communications staff serving Colleges of Medicine, Dentistry, Pharmacy and Rehabilitation Sciences in a Bannatyne Campus office and the 0.5 EFT Nursing communications officer would be part of the communications team but physically located within Nursing at Ft. Garry campus reflecting the importance of on-site resources to best meet the College’s communications needs.

A centralized communications team will serve to strengthen the Faculty of Health Sciences brand and identity and create synergies that will enhance improved communication, collaboration, engagement between the Colleges, and the opportunity to learn from one another and exchange and share ideas.

A centralized FHS communications office will ensure consistent messaging and branding across the Colleges aligned with the Faculty of Health Sciences and U of M’s strategic priorities. It will also ensure there is vacation coverage and back-up when there is turnover.

It will serve as a central liaison with U of M resources such as MCO, Donor Relations, Government Relations thereby ensuring College and faculty concerns are clearly identified and addressed through one strong voice.

Likewise, U of M External Relations will look to the centralized FHS communications office as a conduit to connect with the University’s largest faculty and, as we move into Campaign, will facilitate us to work together toward our common Campaign goals and facilitate connecting with our alumni, donors and friends in a professional and strategic manner.
APPENDIX 1 – STAKEHOLDER ANALYSIS

MARCH 2014

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<td>Donors</td>
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Impact assessment:

College leadership:
- Make timely decisions on the college/faculty structure and how it will look
- Identify champions in leadership

Faculty members:
- Loss of identity, name of college vs faculty, quality program
- Push out communication – excitement, new things, frequent communication

Support Staff:
- Fear of losing jobs, medicine taking over, turnover
- Budget savings through support staff

Students:
- Student fees, lack of info passed on by faculty

Alumni:
- Homecoming; deans set tone – gradual phase in

Donors:
- Maintain affiliation w area of interest; present avenue for new funding opportunities
APPENDIX 2 - SWOT Analysis for Transition to FHS
MAY 2014

1. Raise profile of new, integrated Faculty of Health Sciences through integrated long-term communications strategy, branding and transition to single website.

Strengths:
- Coordination of communication messaging/consistency
- Strengthen branding of FHS
- One stop
- Collaborative
- Central place for info for student

Weaknesses/challenges:
- Potential loss of identity
- Loss of connection with member college
- Coordination of communication messaging
- Approval process for FHS messages
- Respect differences of colleges’ schedules (priorities, schedules, requirements)
- System infrastructure differences – ie. IST central vs Med IT

Opportunities:
- Sufficient resources to maintain - team
- All member colleges equally represented – same level
- Highlight IPE & other collaborations
- Central communications group FHS
- Sharing event info (Active Data)

Threats:
- Sufficient resources to maintain FHS website
- Confusion for our stakeholders
- Buy-in from stakeholders
- 2 campuses (dual campus Bannatyne & Fort Garry)

2. Develop awareness and maintain relationships that will help students, faculty, staff and alumni work towards the common purpose of the FHS.

3. Enhanced collaboration in FHS communications, including resource management and process improvement.
**Strengths**
- Consistent messaging
- “Official” sources of information
- Broad range sources information
- One voice
- Sharing news with rest UM community
- Raising profile FHS

**Weakness/challenges**
- Coordination – dual campus
- No common FHS - all for student
- Maintain FHS brand
- Approval process w all college deans when needed
- Maintain college identity
- MCO support

**Opportunities**
- Leader in ASI cluster
- Leader in Canada as FHS
- Showcase collaboration & integration
- Sharing info among colleges
- Recruitment tool for students
- Showcase IPE

**Threats**
- Push back
- Resources to support integrated communication strategy
- What is structure of FHS communication roles & responsibilities
- Independent/possibly different messages

4. **Identify official communication tools all will be using /main communication tools**
   1. FHS website
   2. FHS all (email communiqué)
   3. Town hall – once a year
      - Coordinate with any senate changes taking place
      - Impending event/announcement
   4. UM_Today
   5. Social media –
      - @fhs
      - FHS Facebook
   6. Council meetings
   7. Postl Notes; Dean’s blog: (FHS) (MED)
5. Identify processes for improvement
   1. Approval process
   2. Coordination i.e, announcements – who creates, drives process (who approves)
   3. Resources to support communication – i.e. graphic design
   4. Recruitment collateral consistency
   5. Procedure “manual” for communication i.e. town hall
1. Communication protocols:

- Establish protocols for when communications are released during implementation phase regarding the faculty. Who should deliver message and in what instances:
  
  College deans
  - College specific / college business
    - i.e. Graduation
    - current status

  Faculty dean
  - Structural change
    - Academic changes (approved by Senate)
    - Administrative changes (approved by Council of Deans)
    - Budget changes

  College & faculty deans jointly
  - Announce new faculty council bylaws/governance structure
  - Regular communication – updates/communiques
  - Any issues that require consensus
    - i.e. New FHS logo

- Build FHS website traffic.
  
  - Colleges all link to FHS homepage but may also link from College website to specific sections as deemed appropriate (i.e. link to FAQs, Town Hall PowerPoint or Video Recording)
  - All FHS news is housed on FHS website including updates, webcasts, etc.
  - Post College events in Active Data and cross post to FHS section

- Provide direction on logos, letterhead, business cards during transition.

  New FHS logo
  - Must be approved by VP External and VP Academic and shared with Council of Deans.
  - Will not be introduced for use until Senate approval in Fall 2014.
  - Colleges, departments, units must not create new College/ Faculty of Health Sciences logo using current logos. The new FHS logo is an institutional brand and will follow U of M Visual Identity guidelines. It will be consistent and standardized for all colleges.
Current logos
- External Audiences – continue to use Faculty logos (ie. PowerPoint presentation at conference.)
- Internal audiences, use term “College, Faculty of Health Sciences” as written identifier electronically and with stand-alone U of M crest (ie. Email signatures, posters.)
- Retain website banners with Faculty logos until introduction of new FHS logo.

Letterhead
- New letterhead to be introduced after Senate approval in Fall 2014.
- Continue to use current Faculty letterhead until it is used up. If necessary, order small run.

- Committee members to ensure consistent use within respective Colleges of all communication protocols as outlined in this section.

2. Inventory of communications vehicles targeting each audience

- All Faculty, Staff and Students
  - UM_Today – stories submitted include FHS tag as well as College name
  - FHS website
    ▪ College websites
  - Town halls
  - Social media
    ▪ Medicine: Facebook & Twitter
    ▪ Nursing: Facebook
    ▪ UM: Facebook & Twitter

- Students
  - Weekly e-news every Wed (from student services, link to UM_Today/events)
  - Manitoban
  - Social media: Twitter (UM and Medicine)
  - Town halls
  - Through Deans:
    ▪ FHS Dean: meetings with senior sticks of all Colleges bi-monthly
    ▪ Nursing: meetings w/ Student Advisory Group 1 per term, items posted on NSA website
    ▪ Dentistry: meetings with students monthly
    ▪ Pharmacy: meetings with students monthly
    ▪ Rehabilitation Sciences: Senior Sticks invited to Council meetings

- FHS Deans/Directors
  - Bi-weekly Council of Deans
  - Project director communicates via email regular basis between meetings
  - Subcommittee Reports
  - Deans’ participation on sub-committees
  - Medicine: leads report at Dean’s Council
  - SMR: sub-committee reps meetings
• **Faculty and Staff**
  • All: FHS-all listserv [includes College-specific all-listservs
  • Dentistry
    ▪ Faculty/staff meeting: monthly
    ▪ Department Heads Council: monthly
  • Medicine
    ▪ Dean’s blog
    ▪ Admin staff meeting: 1 x 6 weeks
    ▪ Dean’s Council: weekly
    ▪ Dept. Heads: monthly
    ▪ Faculty Executive Council: quarterly
    ▪ Faculty Council: annually plus additional meetings as needed
  • Nursing
    ▪ Faculty & staff forum: 1 x 6 weeks
    ▪ Faculty Executive Council: monthly
    ▪ Support staff meeting: monthly
  • Pharmacy
    ▪ Staff & faculty meeting: bi-weekly
    ▪ Faculty Executive Council: as required
    ▪ Faculty council: as required
  • Rehabilitation Sciences:
    ▪ School Council: annually
    ▪ Departmental meetings: monthly
    ▪ School Council Executive: quarterly

• **Alumni**
  • E-newsletter
  • On Manitoba: three times per year
  • Dentistry
    ▪ Magazine - Faculty Alumni Bulletin: 4 x year
    ▪ Dedicated Manitoba Dental Alumni Association
      - Email
      - periodic meetings
      - AGM
  • Medicine:
    ▪ Magazine - MB Medicine: 2 x year
    ▪ email list serve of alumni
    ▪ Alumni officer to help plan reunions, special events
  • Nursing
    ▪ Newsletter –Transitions: 1 x year
    ▪ Alumni are inactive, hard to engage
  • Pharmacy
    ▪ Newsletter – Pharma News: twice a year
    ▪ Alumni is active but no association
    ▪ Hardcopy and emails
• Homecoming Events
  ▪ Pharmacy:
    **Alumni of Distinction Lecture and Award Presentation**
    - Date: Friday, September 19
    - Time: 3:00pm. Reception to follow
    - Location: Apotex Centre
  
  **White Coat Ceremony and Awards**
  - Date: Monday, September 22
  - Time: 4:30pm. Ceremony Reception to follow
  - Location: Ceremony in the Brodie Centre Atrium, Reception to follow in the Apotex Centre, 2nd floor atrium

  ▪ Nursing:
    **Tea with the Dean followed by student-led tours**
    - Date: Friday, September 19
    - Time: 2:00 pm.
    - Location: Helen Glass Centre

  ▪ Medicine:
    **Deans Homecoming Breakfast & Tours**
    - Date: Saturday, September 20, 2014
    - Time: 9:00 a.m. – Breakfast, followed by tours
    - Location: Brodie Centre Atrium

    **Distinguished Guest Lecture: Class of 1972 Dr. Arnold Naimark Lecture in Medicine and Society “Physician Assisted Suicide – my Decision or Society’s?”**
    - Date: Friday, September 19, 2014
    - Time: 12:00 p.m.
    - Location: Bannatyne Campus
    - Presented by Dr. Kathleen Foley, neurologist in the Pain & Palliative Care Service at Memorial Sloan-Kettering Cancer Center in New York.

• **Donors - Donor relations**
  • Hiring lead Health Sciences
  • Also Donor Relations is hiring new development officer for Pharmacy/Dentistry
  • Meeting to be scheduled in fall re: communications with Donors
3. **Critical Path – Milestones**

![Critical Path Diagram]

[To further discuss and add additional Communications Milestones such as introduction of letterhead, appearance of FHS in student viewbook, etc.]

4. **Determine Key Messages associated with each milestone and aimed at intended audience. Identify communication vehicles.**

- **What are Key Messages for specific milestone**
  - Develop up to 3 key messages that the milestone represents to the intended audience.
  - Ensure consistency/overlap among messages to various audiences.
  - Ensure messages are focused, relevant, positive.

- **Who will develop message?**
  - What are best communication vehicles for this milestone
  - Who is responsible to develop/approve communications within committee, faculty, Council of Deans
  - What are best distribution methods – Faculty wide, External Relations, Implementation Steering Committee

- **Who will communicate message and to whom:**
  - Who is target audience?
  - Identify ambassadors/champions among stakeholders: Faculty, Staff, Students, Alumni, Donors
  - Provide them with key messages on benefits of FHS related to milestone, particularly as it pertains to their stakeholder group
• Identify strategic opportunities, in consultation with ambassadors, to promote their endorsements such as: op eds in Manitoban, profiles on UM Today, active participation in Town Halls.

• Le-Faculty and Staff:
  • Milestone: Introduction of name change, new electronic signatures, in April
  • Key Message to all: We are taking a phased approach as we transition to an integrated new Faculty of Health Sciences. As an initial action we have launched the verbal and electronic use of the new College and Faculty of Health Sciences names although the official change in names and structure will not be complete until a new governance structure is approved.
  • Communication vehicle: FHS-all listserv, faculty and staff meetings.
  • Communicators: College Deans, FHS Dean
  • Message to Staff: This name change does not currently signify any change in operational procedures including student registration, awards, general staffing requirements.
  • Communication vehicle: Staff meetings

• Le-Students, Faculty and Staff:
  • Milestone: Introduction of transition Faculty of Health Sciences website in April
  • Message to all: We are excited about the next step in our transition to an integrated Faculty of Health Sciences by launching a new Faculty of Health Sciences website that brings together all member colleges and provides information on the new structure, answers to Frequently Asked Questions and opportunities for feedback.
  • Communication vehicles: Town Hall, FHS-all listserv, link from College websites
  • Communicators: College Deans, FHS Dean
  • Message to Students: The transitional website does not signify any change in registration procedures for 2014 academic year.
  • Communication vehicle: Town Hall, FHS website, Student Weekly
APPENDIX 4 - Long-Term FHS Communications
June 2014

Current Publications/Magazines:
1. Dentistry - *Bulletin*: 4x/year (32 pages)
2. Medicine - *MB Medicine*: 2x/year (24 pages)
3. Nursing - *Transitions*: 1x/year (4-8 pages)
4. Pharmacy - *Pharma News*: 2x/year (8 pages)
5. Rehabilitation Sciences – formerly On Manitoba insert (8 pages)

Future FHS Communication Tools:
1. E-newsletter FHS - weekly
   a. Events
   b. Connect to stories UM_Today FHS page
   c. News
2. Only one FHS magazine ? x /year
   a. (E-version) mobile friendly
   b. Contributions from all college
3. FHS website
   a. Consistency
   b. Proposed resource requirements
4. Annual report – once/year
   a. Strategic planning retreat
5. FHS - list serv, social media, UM today, subpages (resources content)
   a. Dedicated communications specialist
   b. FHS Blog

Benefits:
1. Establish identity of FHS
2. Removes silos
3. Cost saving
4. Pooling resources
5. Build relationships: between faculty, colleges, alumni, donors
6. Support inter-disciplinary collaboration & opportunities
7. Consistent message/one voice
8. Central repository for info
9. Eliminate duplication of messaging
10. Build FHS brand

Challenges for 1/Single/Consolidated FHS Magazine/Publication:
1. Relevancy of content for alumni from different college
2. “Facetime” for all/different colleges
   a. Balance content all colleges
   b. Different times of year, more stories one college than others
3. Promoting researchers’ grants/publications
   a. Research platform required
4. Size of magazine
The Communications Subcommittee held a web retreat in August with Marketing Communications Office and IST(Web and Mobile Solutions Team) experts regarding development of a new Faculty of Health Sciences website.

One of the main changes we proposed was to develop a landing page for an integrated Faculty of Health Sciences (similar to that of Graduate Studies) that would highlight all of the constituent colleges in the FHS. This was approved by MCO executive director John Danakas.

**TEMPLATE RATIONALE:**
As we transition towards a fully integrated Faculty of Health Sciences, we anticipate there will be some challenges when it comes to a consistent style/level of communication. To ensure all Colleges within the Faculty of Health Sciences are delivering consistent branding and messaging when it comes to the top tier information sought out by website users, the FHS communications subcommittee proposed a modified landing page template as pictured below (similar to Faculty of Graduate Studies.) This will ensure an integrated look and feel to all constituent colleges within the FHS and help build the brand.

Five of the six hubs will be assigned to a College and will include the same links across the board. One hub will be dedicated to the Faculty of Health Sciences.
Each College is responsible for updating their respective sites prior to implementation of the new FHS landing page template. The Web & Mobile Solutions (WMS) Team will be executing the changeover from “the backend” changing all headers, implementing redirects early in 2015.

Though just the landing page and a minimum of six links to existing pages will be addressed, it’s a progressive step towards aligning all College websites.

With the six hubs accounted for, our plan is to use the image rotation section on the FHS homepage to highlight information/news/research/events from each College and the FHS.

The top right area (below the rotating images) will profile a researcher, funding or other major faculty news.

The promo area will promote FHS events hosted by each of the Colleges; similar to the U of M homepage, the buttons will cycle each time the page is refreshed.

This project will also address the navigation bar on each of the Colleges’ respective landing pages (with some flexibility as noted in bullets 2 and 3. This is to allow for College specific enterprises like Dentistry’s clinic to be given the prominence it requires on the website.) A template has been drafted (with input from each College) and web guideline principals have been applied i.e. proper use of Nav bar, limited number of links off the nav bar etc. [See mock up example below.]
These features will bring some consistency and FHS brand identification to our new integrated website and to the College landing pages. It is a first step. In the future, we can review whether we would like to have more consistency on each of the College landing pages (with regards to hubs, etc) once the new FHS website is in place.

Nursing Webpage - draft
### Web Transition to FHS Integrated Website

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** Others include Medicine root, Education & sub-units, Alumni, Admissions, Innovation and Systems Design, INEDS, Institutes, MedinTheCity, MMCF, MMSA, OPAL, Professionalism, Research & Sub-units, STAR, Student Affairs