

**“However beautiful the strategy,  
you should occasionally  
look at the results.”**  
*Winston Churchill*

**MEASURING WHAT MATTERS**

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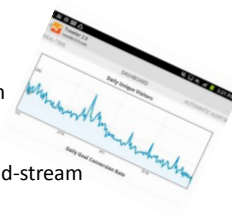

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**QUICK OVERVIEW**

**Why measure?**

- Shape, drive PR and communications program
- Test-drive messages, themes, creative
- Gauge progress; make mid-stream adjustments
- Evaluate tactical and strategic results
- Demonstrate communications ROI
- Support continuous improvement of communications program

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**What's the story?**

» Board member and handful of teachers complain that district wastes too much money on communications; superintendent asks you to prepare report regarding the district's return on investment in communications.



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## GCS Communications Research


**Annual**

- Parent and community public opinion polls
- Employee culture/climate survey
- Student culture/climate survey
- Tactical surveys/evaluations (e-newsletters, media coverage analysis/reports, website traffic/Google analytics, social media traffic and content, GPA workshop evaluations, benchmark measures)

**Periodic**

- Secret Shoppers (email, phone, on-site)
- State Teacher Working Conditions Survey
- Youth Risk Behavior Survey
- Focus groups on various topics, issues, initiatives
- Feedback loops, advisory councils, online surveys
- Audits

GCS COMMUNICATIONS RESEARCH



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**“The single biggest problem in communication is the illusion it has taken place.”**

~ George Bernard Shaw

**THREE MAJOR COMMUNICATION GOALS**

1. Create or increase awareness
2. Influence perception, opinion
3. Induce trial, generate behavior or desired action



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## Measures Tie to Goals

- 1. Create or increase awareness:** % of parents who agree, strongly agree that new common core will raise academic standards
- 2. Influence perception, opinion:** % of teachers who agree, strongly agree that new common core will improve teaching and learning
- 3. Induce trial, generate behavior or desired action:** # of new school volunteers recruited as result of marketing campaign; Number/% of “yes” votes on school bond vote; % increase in teacher retention at high-need schools; \$ increase in donations

SAMPLE MEASURES



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## Different Measures = Different Purposes

MEASURE	TACTICAL VS. STRATEGIC	FORMATIVE VS. EVALUATIVE
Tonality of media coverage (positive, negative, neutral)		
# of social media "followers," "likes" or re-postings of social media content		
% of employees who agree, strongly agree that school district is headed in the right direction		
# of student "win backs" from private, parochial, charter schools		
Outside evaluation of collateral materials (including digital) as part of awards program		

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## Social media measurement

### Who influences your ability to achieve your mission or goals?

- Frequency on topics of interest
- Relevance to your audiences, key publics
- Resonance - Is their content being shared by your audiences, key publics?
- Trust - Do people actually trust the information that those influencers are putting out?
- Reach/Share of Voice - How many members of your audience/publics are they reaching?

Source: KD Paine

### How influential is your organization?

- Is district's online voice growing? (% of quotes in media, online; % shift or increase in positioning as leader; % increase in invites to guest blog or post; increase in speaking engagements/invitations, )
- What about district's voice on key topics of interest (such as charter school expansion, public school reform, common core, budgets, etc.
- % of voice in comparison to competitors



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MEANINGFUL SOCIAL MEDIA MEASURES

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## Gaining influence

- **Digital influencers** - 90% attribute online influence to the quality or focus of a network; 85% stated the quality of content was the top attribute of influence
- **Content is still king** - 37% follow people online because they post interesting content, 62% follow because of relevant content
- **Relationships and personal connections still matter** - 43% follow others online due to personal connection(s).

Source: Brian Solis and Vocus, 2012



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GAINING INFLUENCE

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### Investment or Expense?

- \$500,000 communications investment
- Year one: Recruits 72 new kindergarten students @ \$10,000 each
- Year two: Generates \$720,000 in revenue
- Year 12 = \$8.6 million



RETURN ON INVESTMENT

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### Communication and Student Achievement

- Good communication is associated with higher levels of student achievement
- Parental involvement is strongly influenced by communication
- School choices are influenced by ready access to information
- Better access to information = \$70,000 gain in income
- Lack of information = parents choose schools with lower student performance



Sources: NSPRA, Justine Hastings/Yale University

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WHAT THE RESEARCH SAYS

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### Communication and Organizational Effectiveness

- High-performing teams value open communication and transparent decision-making
- Organizations that treat people well outperform peers by 30 to 40 percent
- Good communication increases teamwork, productivity, employee morale, job satisfaction and retention
- Good communication improves customer service
- Serves as organizational glue



Sources: Jeffrey Pfeffer, Stanford University

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WHAT THE RESEARCH SAYS

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» **Scenario A:** District launches sites on Facebook, Tumblr, Twitter, and YouTube. How do you measure ROI?

**Scenario B:** Teamwork and rapid response by communications team helps defuse crisis, containing possible national news story to one, 24-hour local news cycle. How do you measure impact of crisis containment?

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REMINDE PEOPLE WHY PUBLIC EDUCATION MATTERS

*"I am blind, yet I see. I am deaf, yet I hear."*  
~ Helen Keller




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