

CULTIVATING UNIVERSITIES' REPUTATION

Charo Sádaba
Dean, School of Communication, University of Navarra



Universidad
de Navarra



6 QUESTIONS

- What is reputation?
- How is it formed?
- Who does it depend on?
- How is it managed?
- What is the role of communication in building reputation?
- What is different for a regional university?

1 What is reputation?

A word cloud of terms related to reputation. The words are arranged in a roughly circular pattern around the central word 'REPUTATION'. The words include: QUALITY, COMPETENCE, AUTHORITY, ETHICS, EXCELLENCE, RESPONSIBILITY, CREDIBILITY, INNOVATION, LEADERSHIP, and TRUST. The words are in various colors (purple, teal, blue, brown, grey) and sizes, with 'REPUTATION' being the largest and most prominent.

QUALITY COMPETENCE
AUTHORITY
ETHICS
EXCELLENCE **REPUTATION**
RESPONSIBILITY
CREDIBILITY
LEADERSHIP **INNOVATION**
TRUST

1 What is reputation?

Reputation adds value

“Reputation is an intangible asset with tangible results”

J. SADLAK

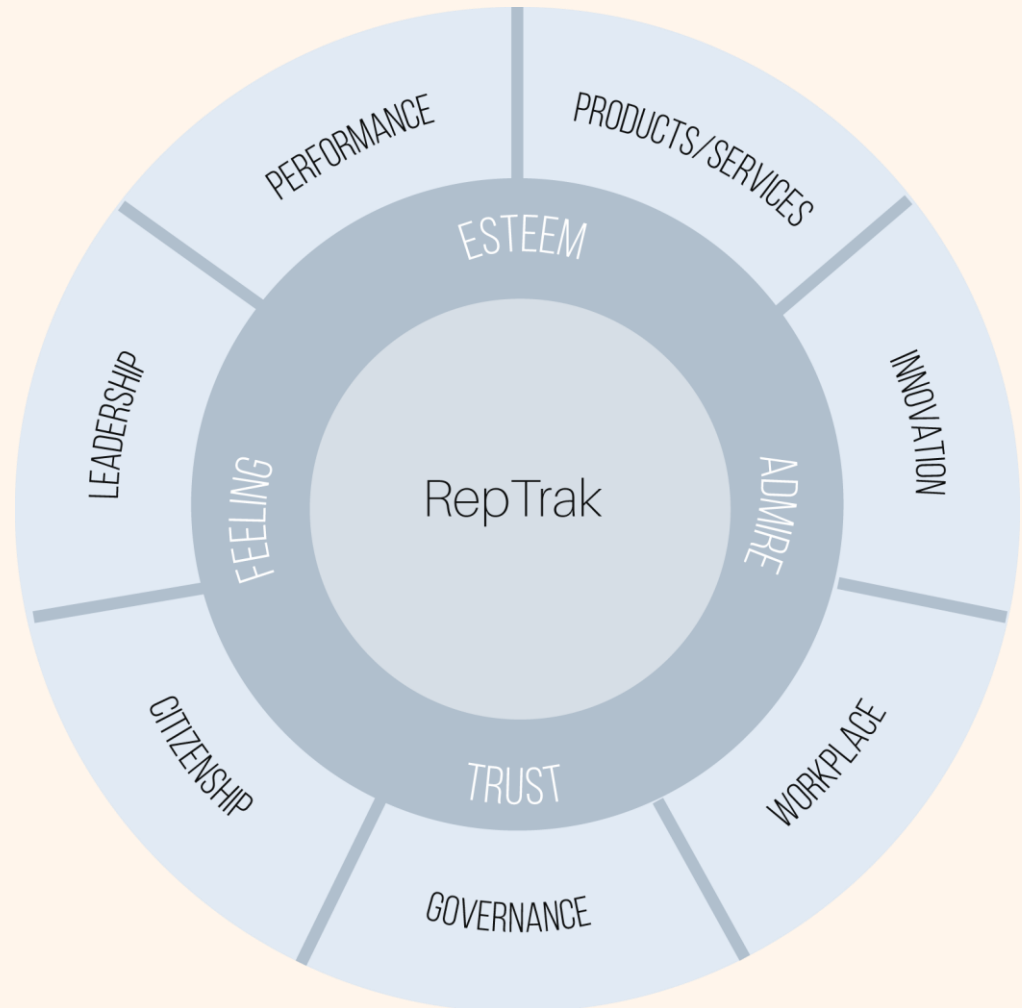
1 What is reputation?

“The beliefs or opinions that are generally held about someone or something”

OXFORD DICTIONARY

1 What is reputation?

Intangible value



C. Fombrun's model

1 What is reputation?

Intangible values of universities



1 Quality in teaching



2 Quality in research



3 Valuable impact on society



4 Quality of the workplace



5 Rich student experience



6 Employment



7 Access to resources (for students, for research)



8 Economic and financial stability



9 Ethics, social responsibility and citizenship



10 Internationalization and networking



11 Innovation and attractiveness



12 Leadership and governance

1 **What is reputation?**

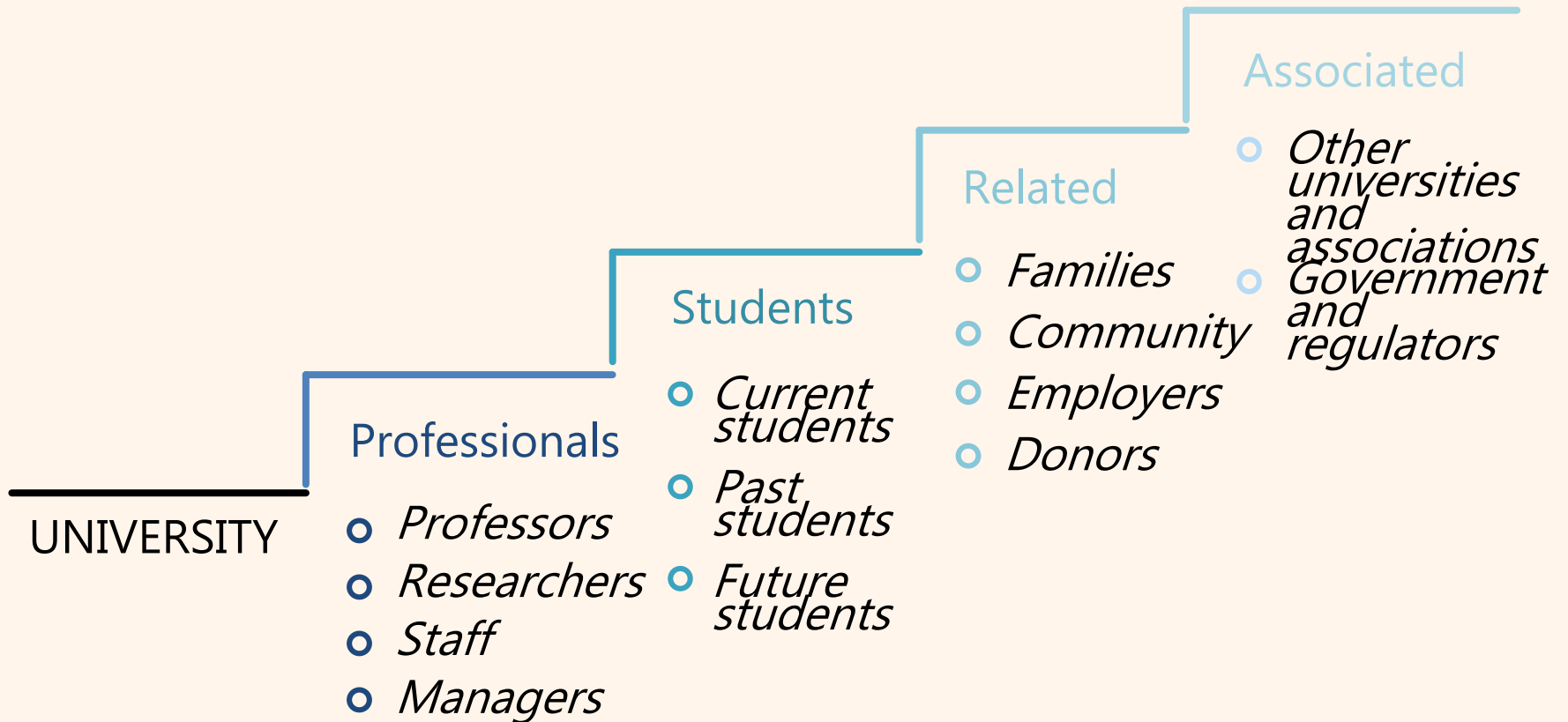
Stakeholders

“Any group or individual who can affect or is affected by the achievement of the organization’s purpose and objectives”

E. FREEMAN

1 What is reputation?

Stakeholders of universities



1 **What is reputation?**

Perceptions

“The way in which something is regarded, understood or interpreted”

OXFORD DICTIONARY

1 **What is reputation?**

Perceptions

○ Knowledge

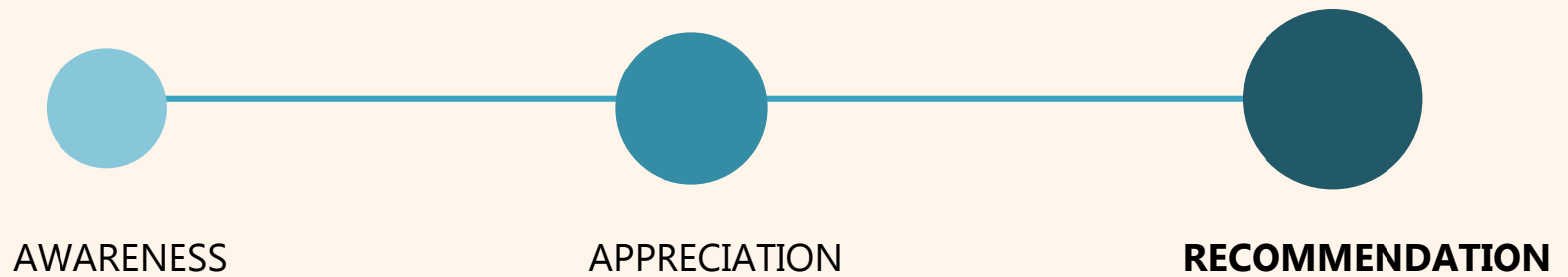
Information, data, about the performance and the delivering of the organization

○ Experiences

Impressions about how I have been treated by the organization

1 What is reputation?

Perceptions



1 What is reputation?

“Reputation is

a set of intangible values

shared by the general public,

associated to an organization by the stakeholders,

as a result of their positive perceptions,

based on knowledge and experiences,

and implies a decision of recommendation”.

2 How is reputation formed?



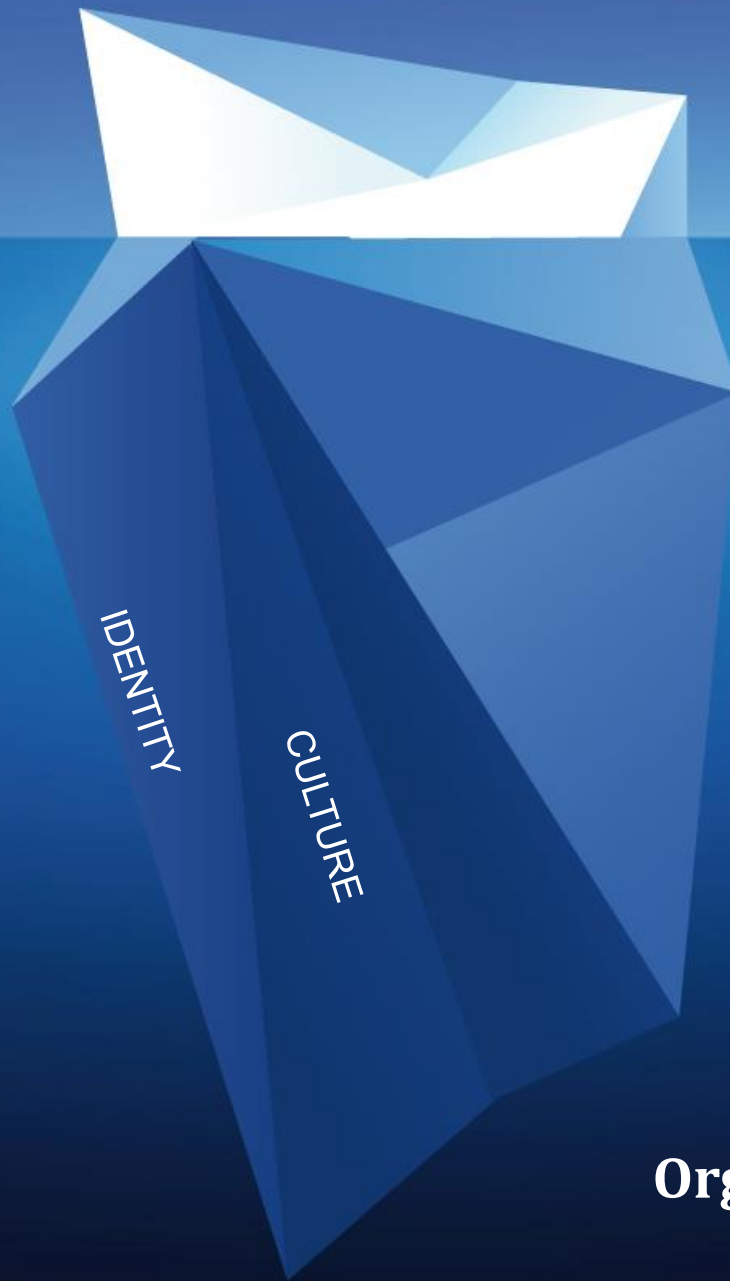


Organization

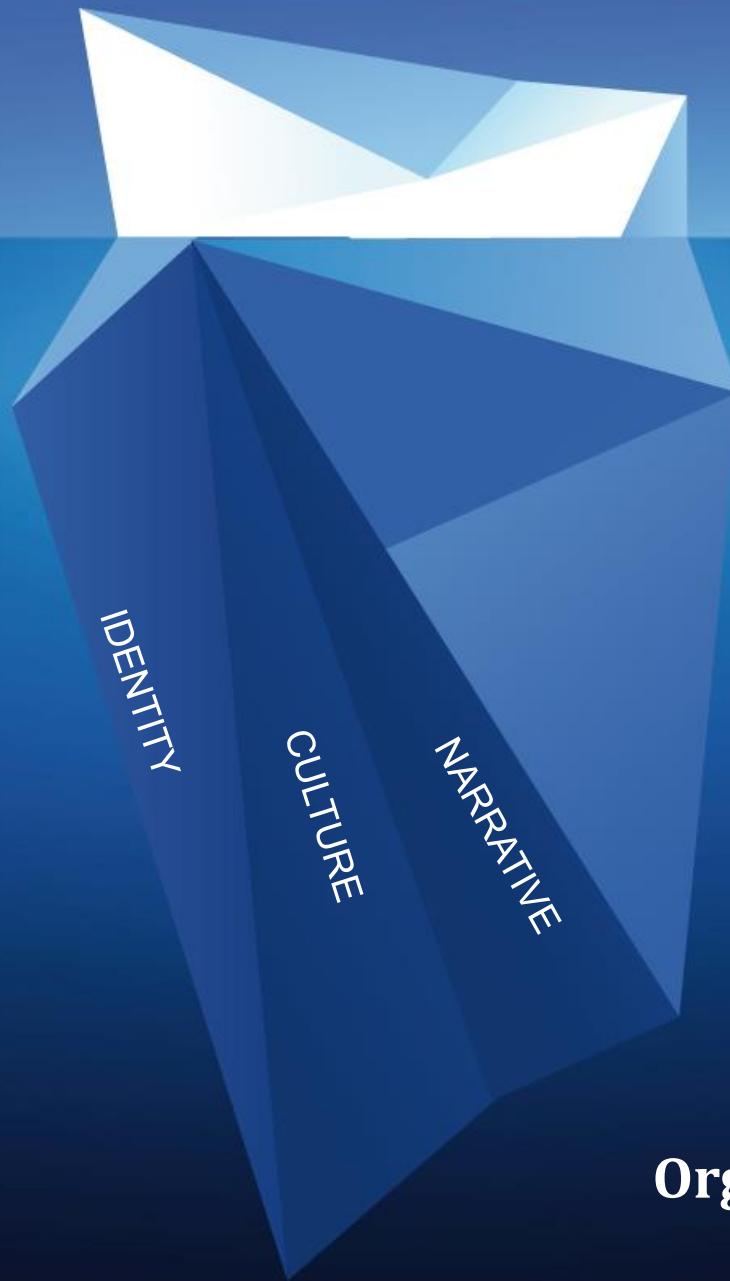


IDENTITY

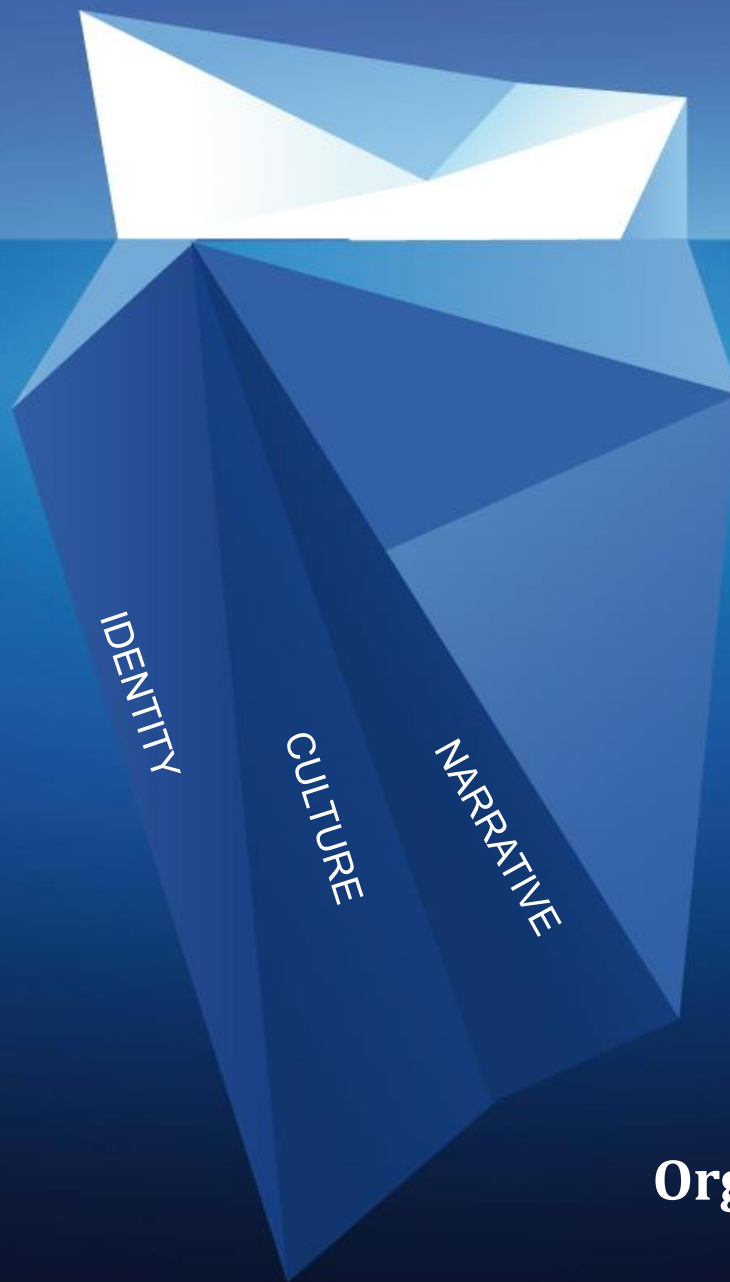
Organization



Organization

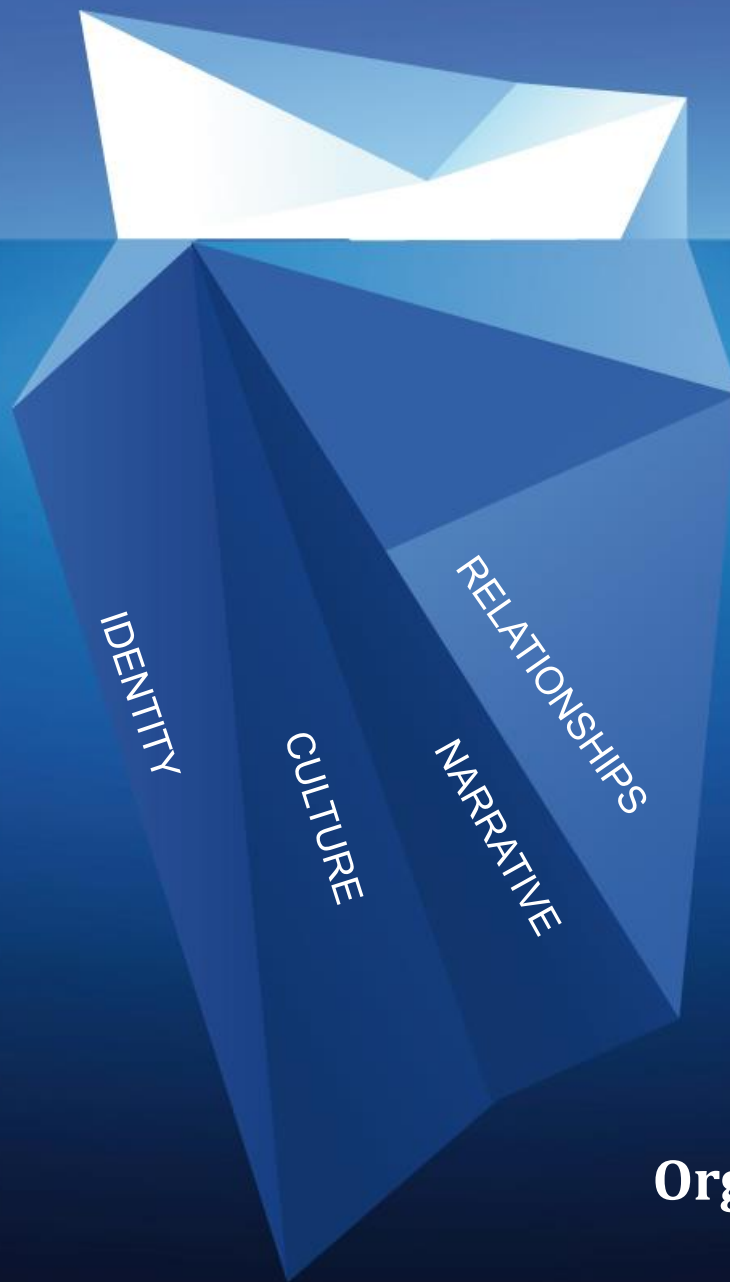


Organization



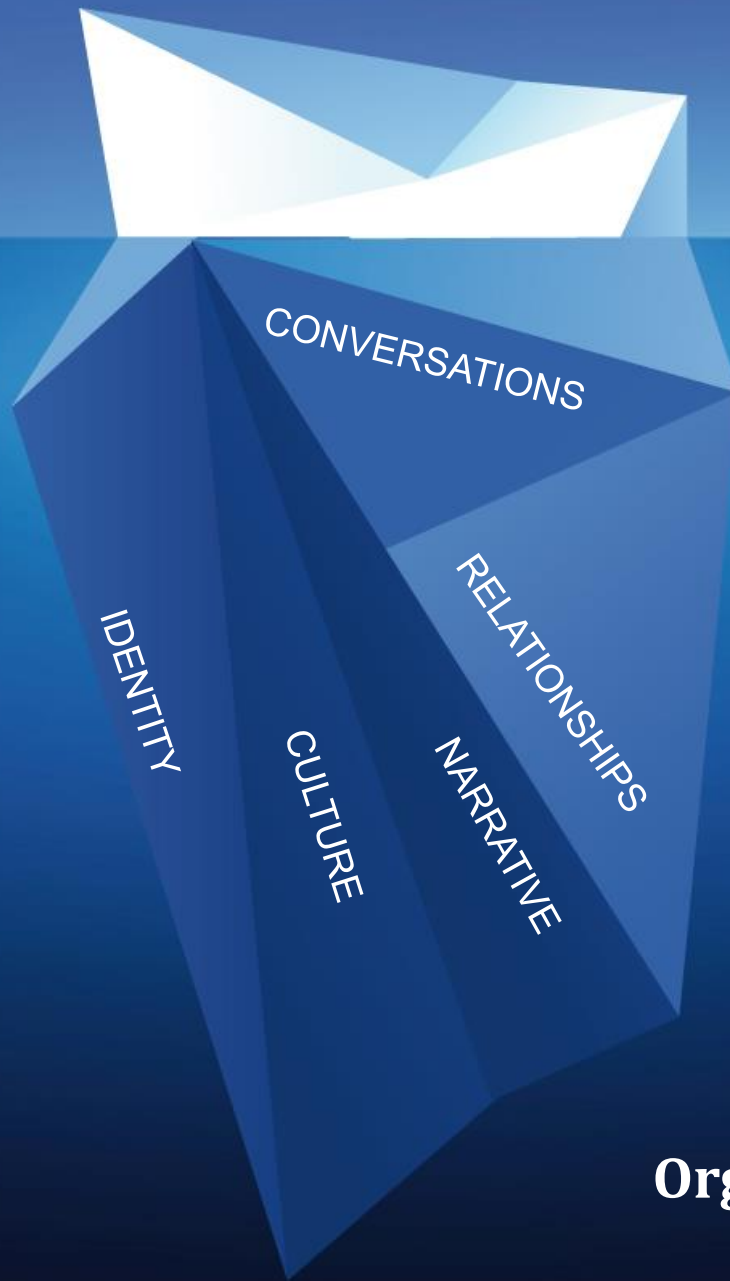
Stakeholders

Organization



Stakeholders

Organization



CONVERSATIONS

RELATIONSHIPS

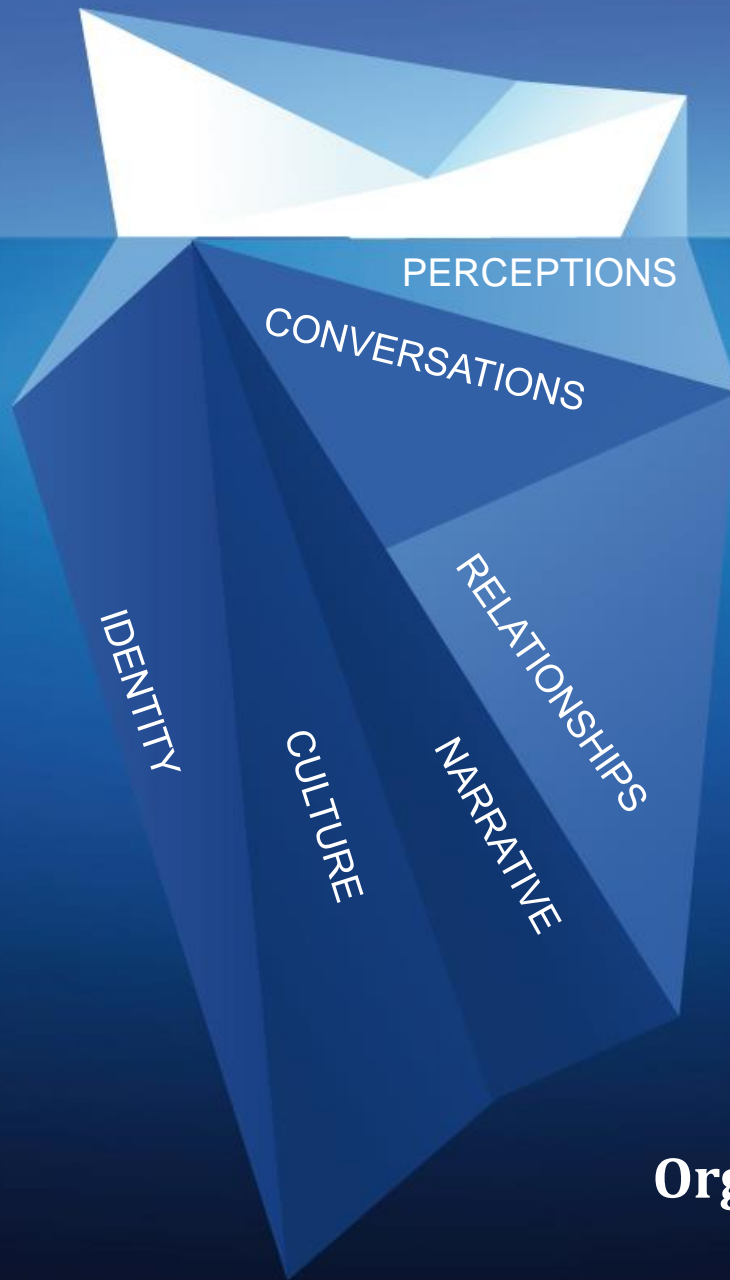
IDENTITY

CULTURE

NARRATIVE

Stakeholders

Organization



PERCEPTIONS

CONVERSATIONS

RELATIONSHIPS

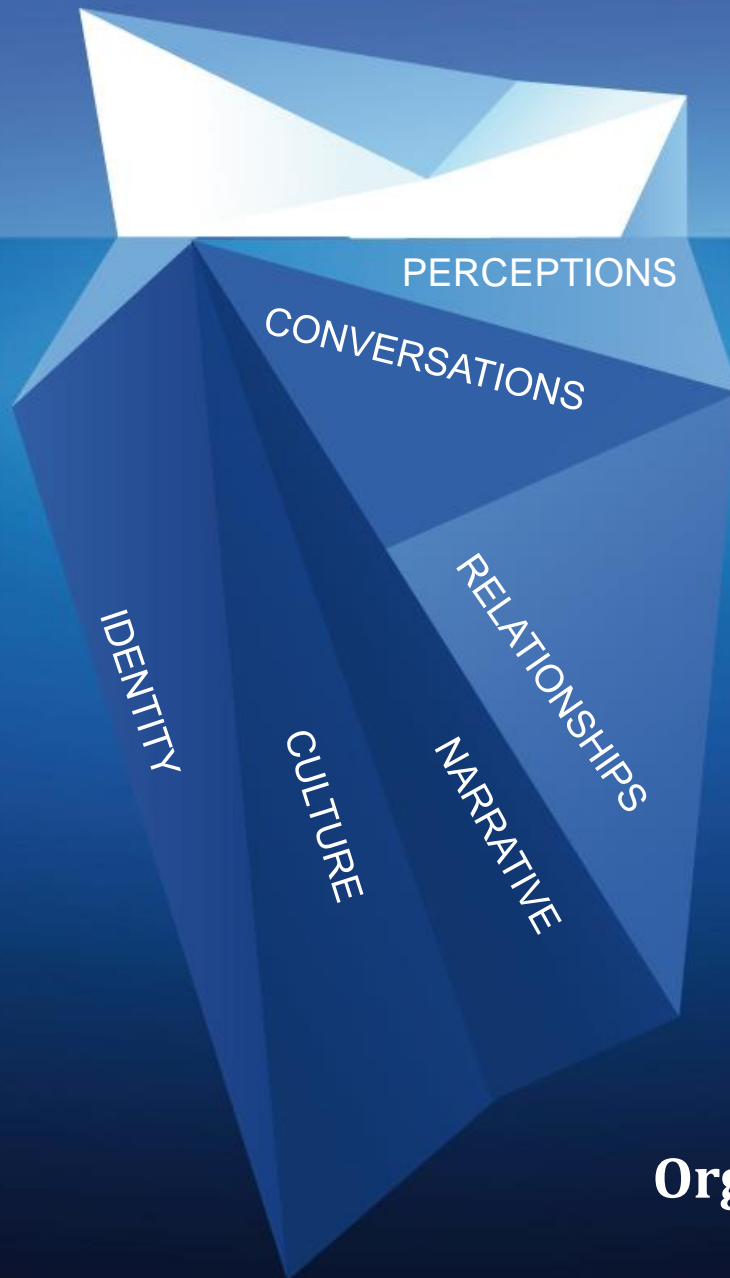
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Organization



Public opinion

PERCEPTIONS

CONVERSATIONS

RELATIONSHIPS

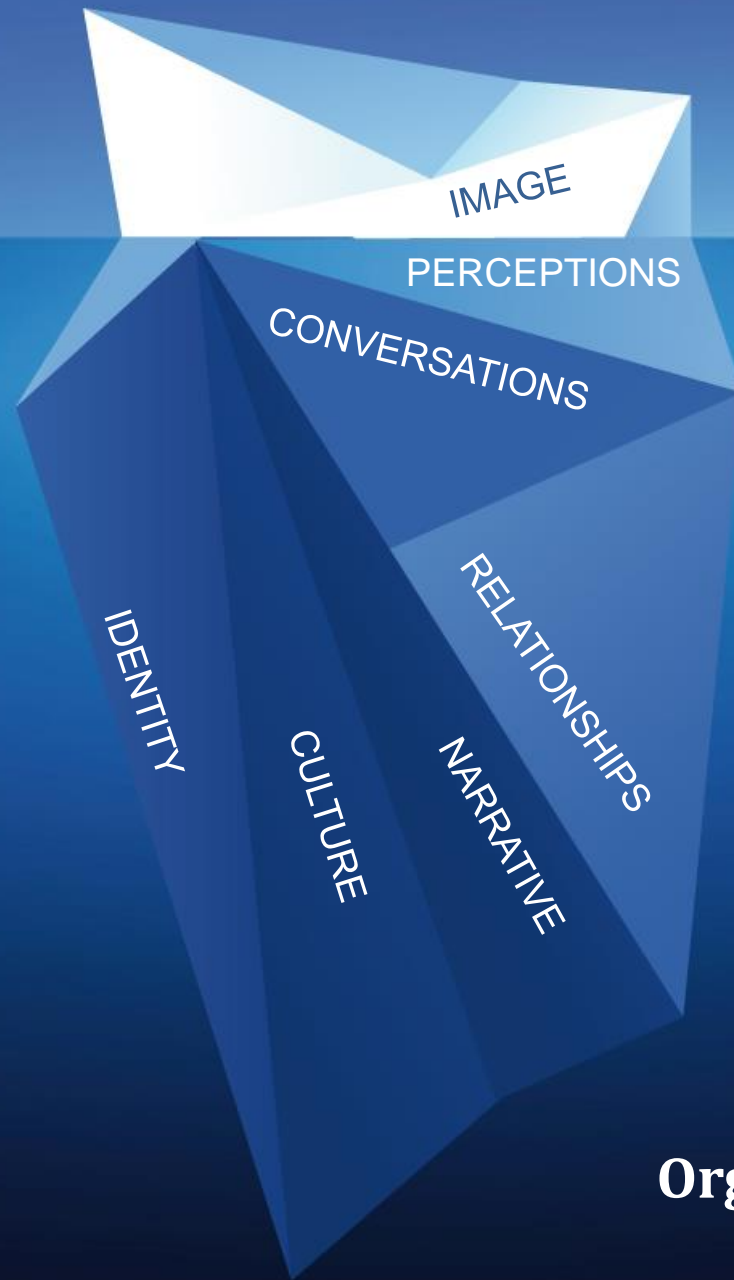
IDENTITY

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Stakeholders

Organization



Public opinion

IMAGE

PERCEPTIONS

CONVERSATIONS

Stakeholders

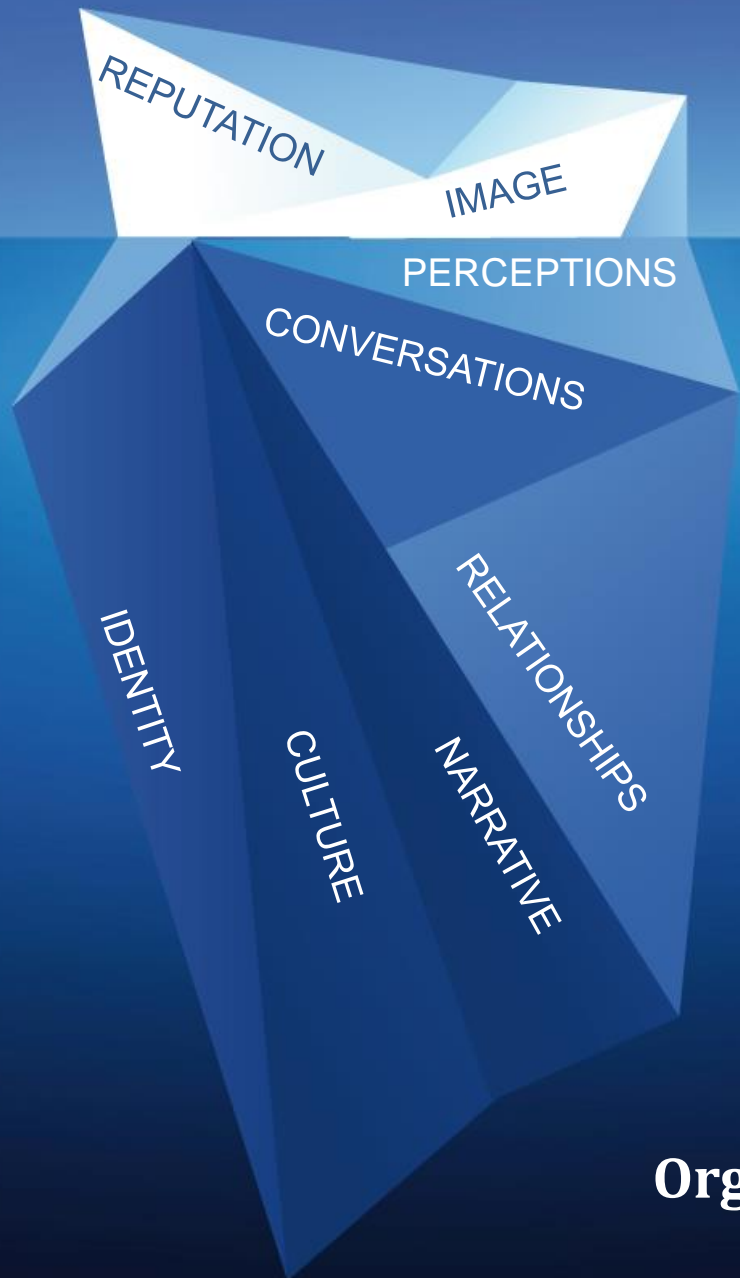
RELATIONSHIPS

IDENTITY

CULTURE

NARRATIVE

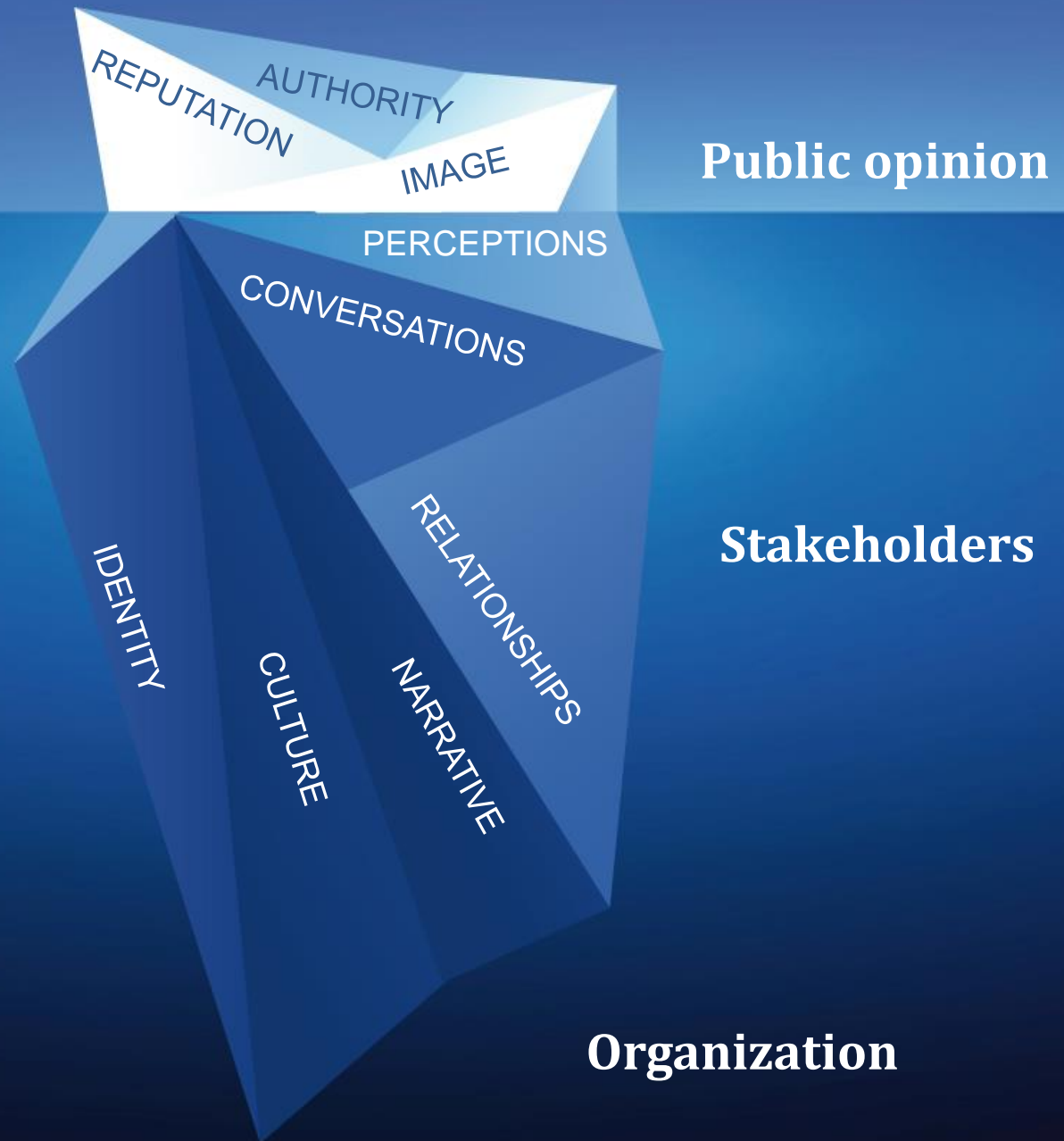
Organization



Public opinion

Stakeholders

Organization



3 How is reputation managed?

*Reputation is not
a product that
can be made, but a fruit
that can only be cultivated.*

3 How is reputation managed?



TO KNOW

PERFORMANCE, PERCEPTIONS



TO DECIDE

TRANSFORMING STATISTICS
INTO STRATEGIES



TO INNOVATE

CHANGE, IMPROVEMENT
AND INNOVATION

4 Who does reputation depend on?



4 Who does reputation depend on?

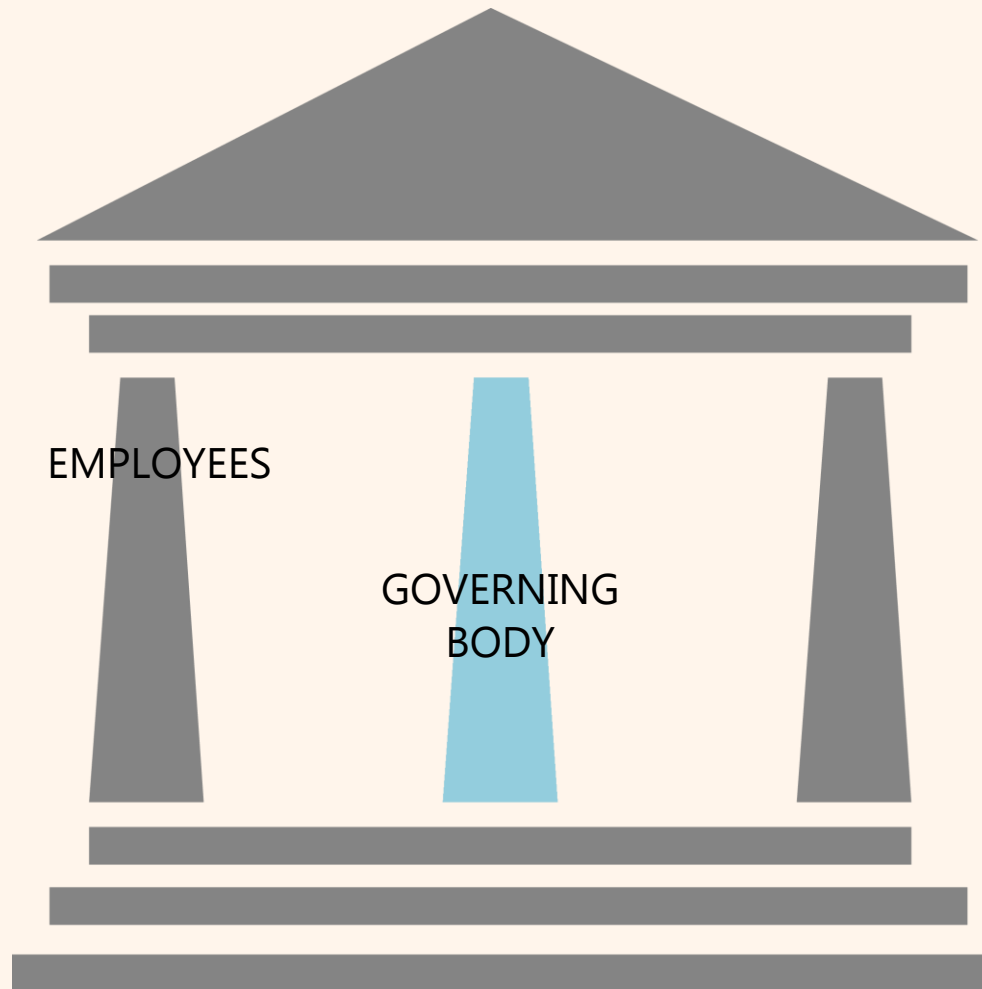


4 **Who does reputation depend on?**

A shared mission

- Professionals must understand themselves as actors and ambassadors of the the reputation of the organization.
- Reputation is a dimension of the organization as a whole.
- Everyone has to mind about the intangibles values as transparency, quality and coherence.

4 Who does reputation depend on?

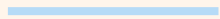


4 **Who does reputation depend on?**

A responsibility of managers

- It is the head of the organization that is most responsible for maintaining the reputation of the organization.
- Managers need a “new sensitivity”:

TRANSPARENCE



PARTICIPATION

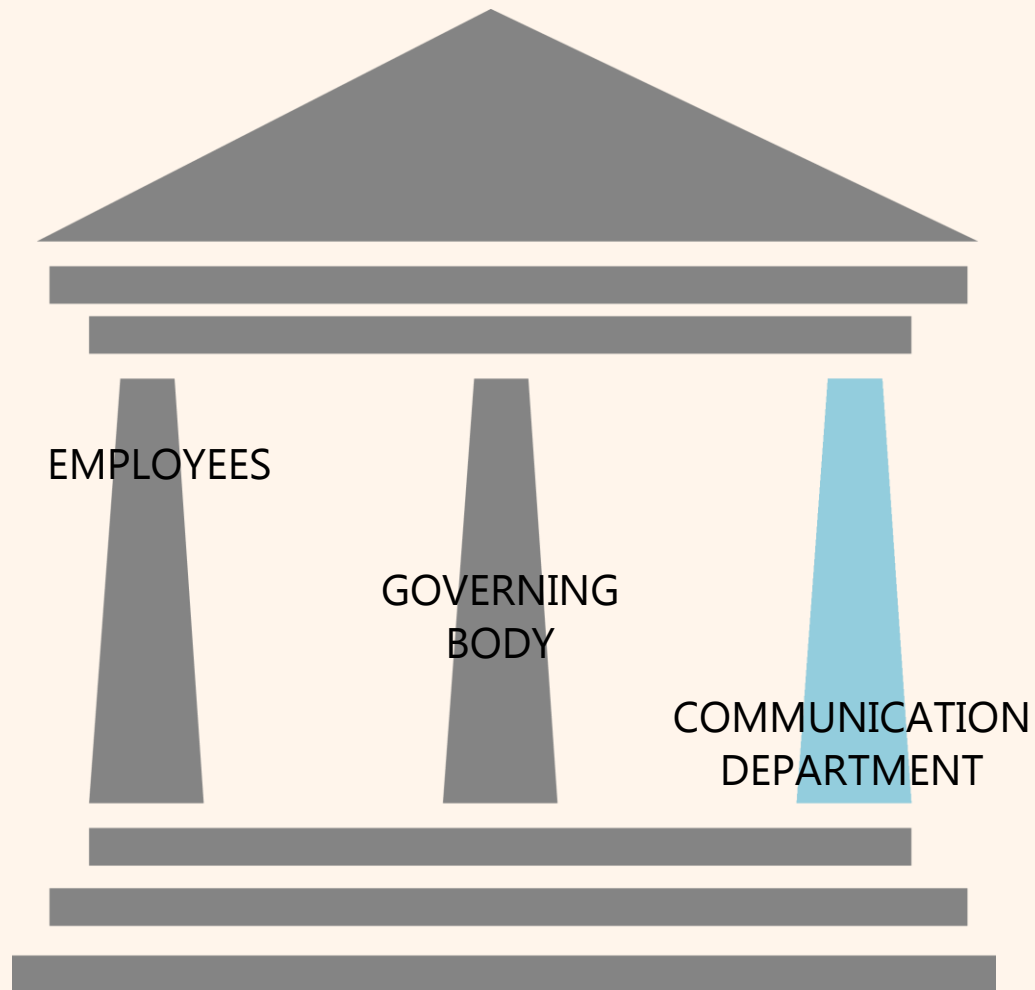


RELATIONSHIPS



TANGIBLE AND INTANGIBLE ASSETS

4 Who does reputation depend on?



4 **Who does reputation depend on?**

A task of communication department

“Strategic communication is one of the few functions able to provide boards with a comprehensive look at the entire organization; a function that looks beyond the short term and is able to identify risks and opportunities that will boost the ongoing ~~transformation~~ of the company on a path of excellence”.

P. A. ARGENTI

An iceberg is shown floating in a dark blue ocean. The tip of the iceberg, which is above the water line, is a white envelope. The rest of the iceberg, which is submerged, is a dark blue color. The background is a gradient of blue, from light at the top to dark at the bottom.

**5 What is the role of communication
in cultivating reputation?**



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in cultivating reputation?**

Tasks of the communication department





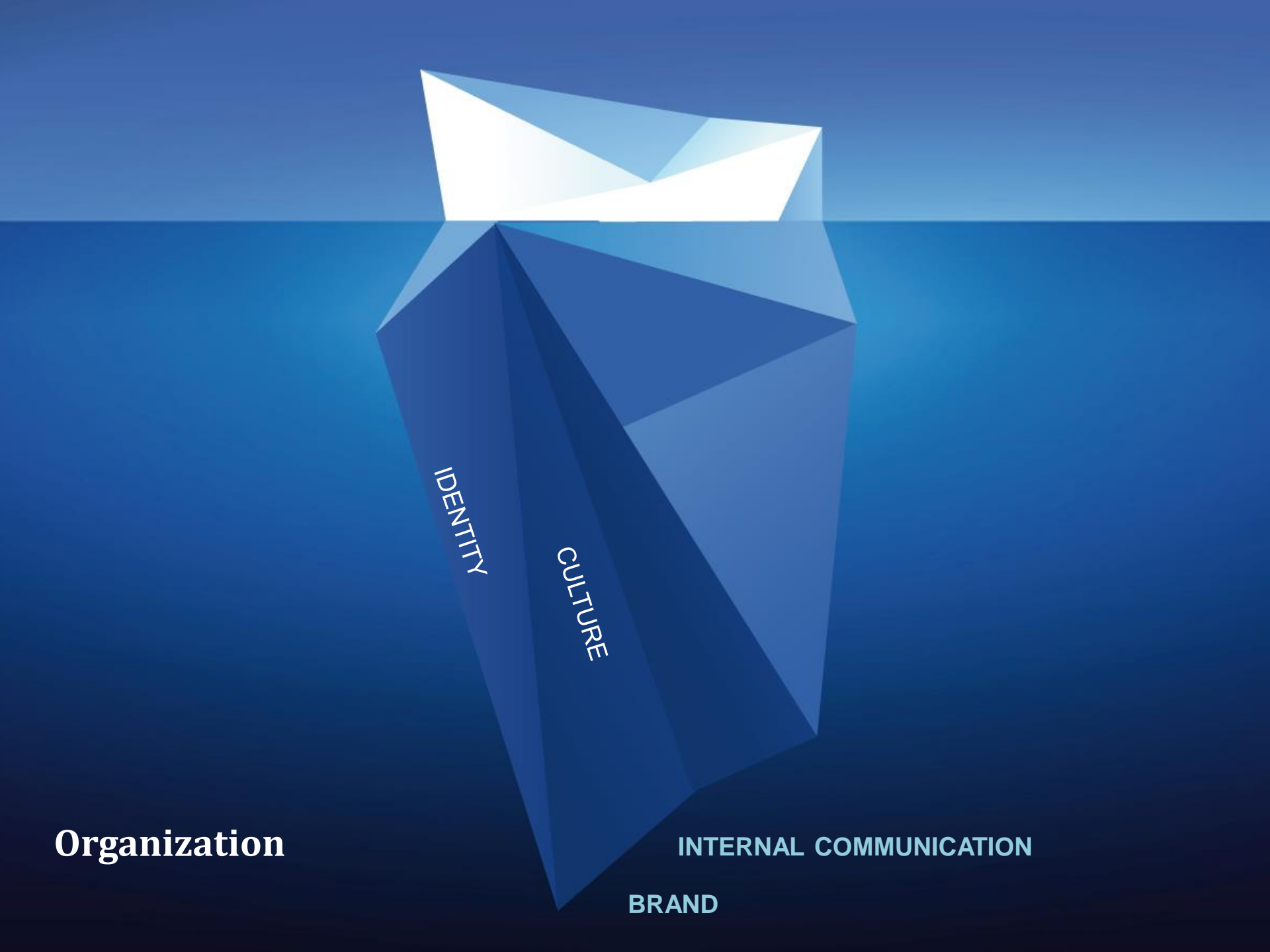
Organization



IDENTITY

Organization

BRAND



IDENTITY

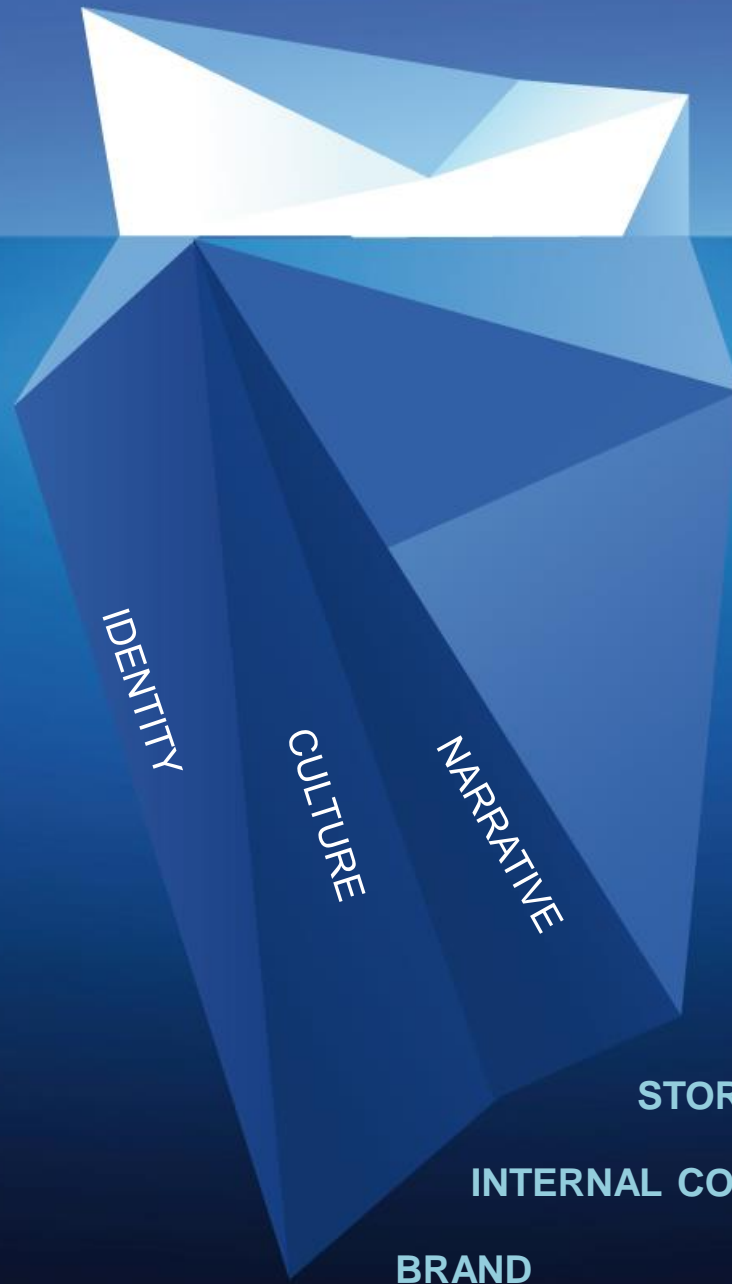
CULTURE

Organization

INTERNAL COMMUNICATION

BRAND

Organization



IDENTITY

CULTURE

NARRATIVE

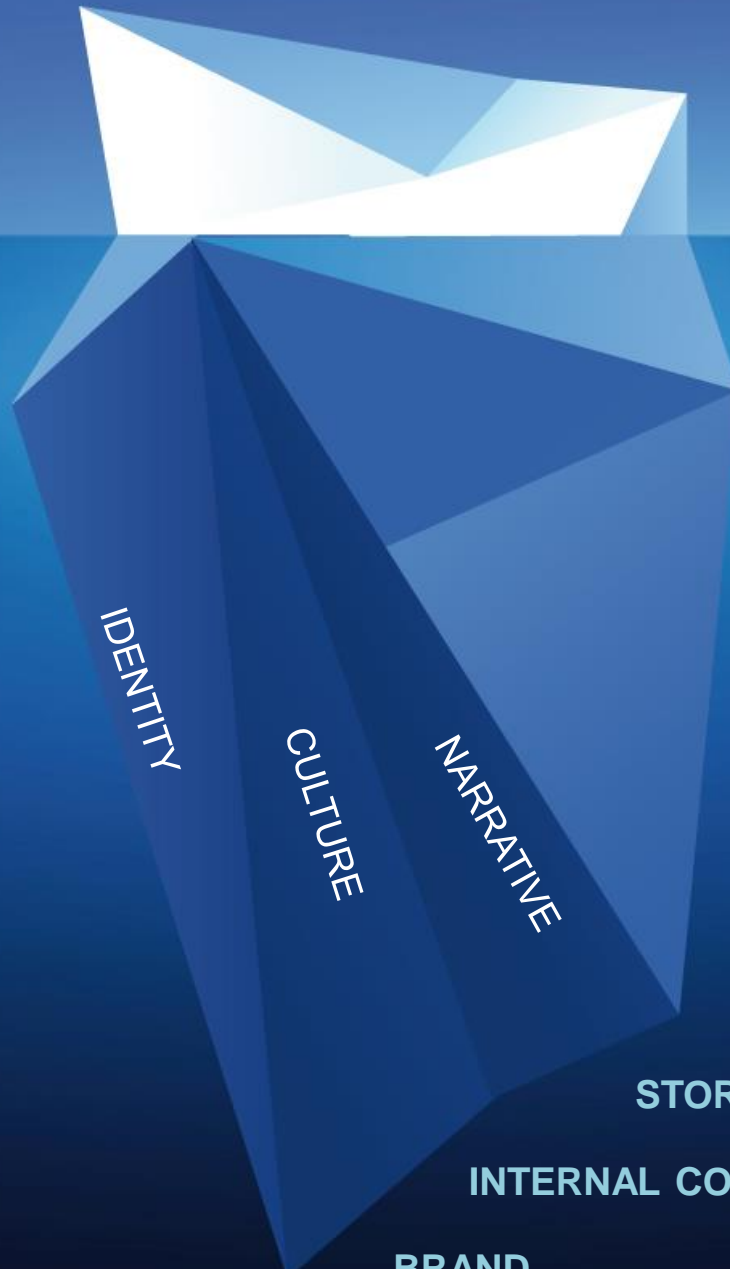
STORYTELLING

INTERNAL COMMUNICATION

BRAND

Stakeholders

Organization



IDENTITY

CULTURE

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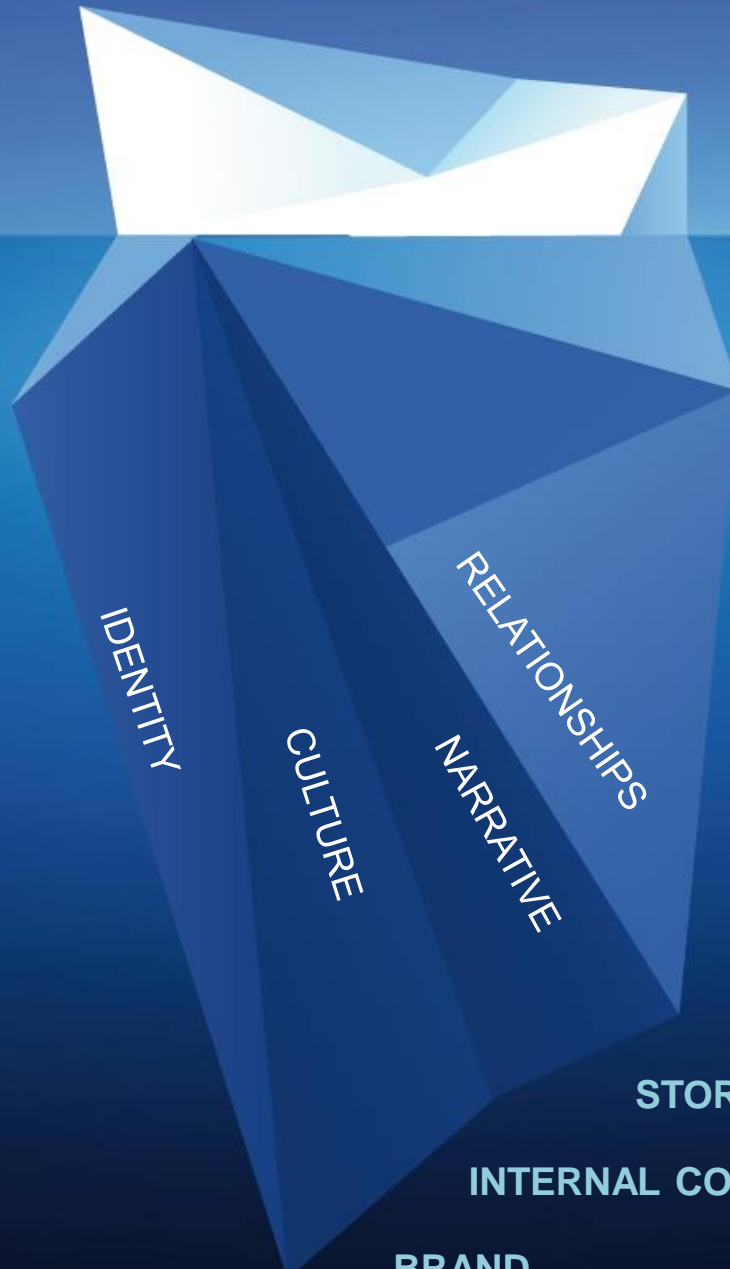
STORYTELLING

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BRAND

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Organization



MAP OF RELATIONSHIPS

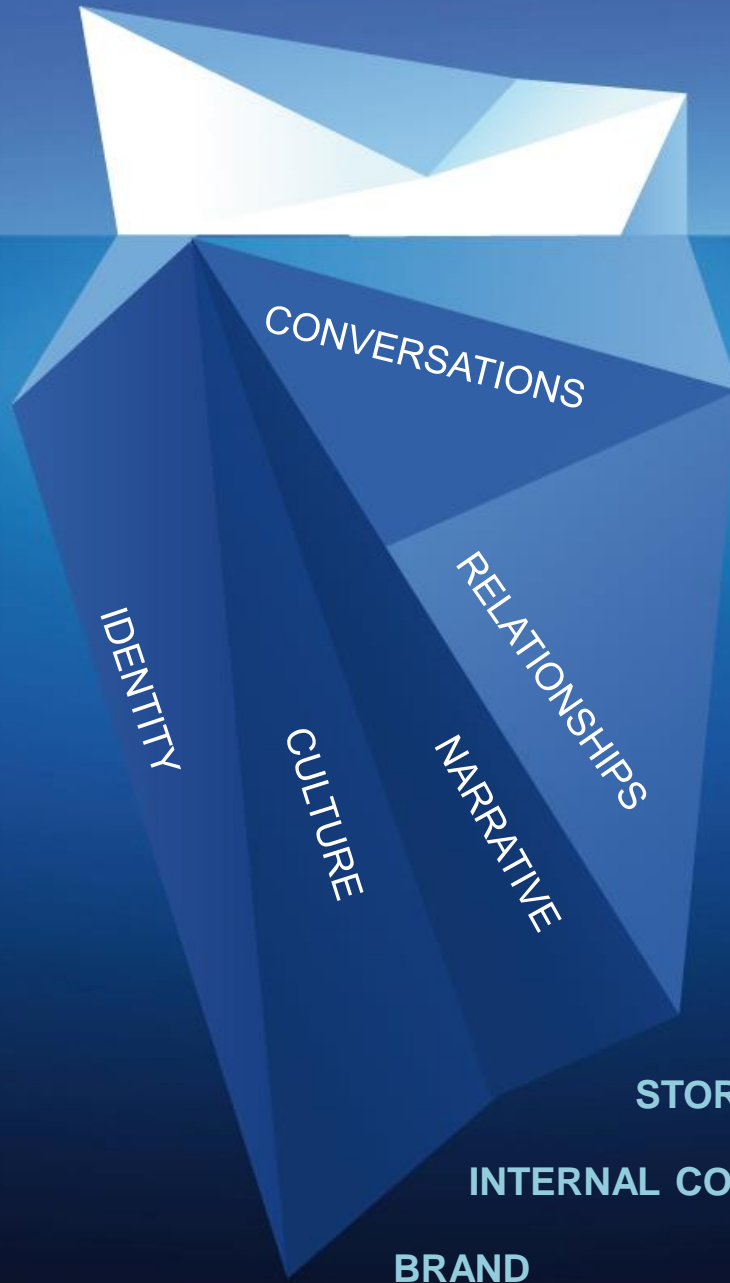
STORYTELLING

INTERNAL COMMUNICATION

BRAND

Stakeholders

Organization



CONVERSATIONS

IDENTITY

CULTURE

NARRATIVE

RELATIONSHIPS

BRAND

CHANNELS

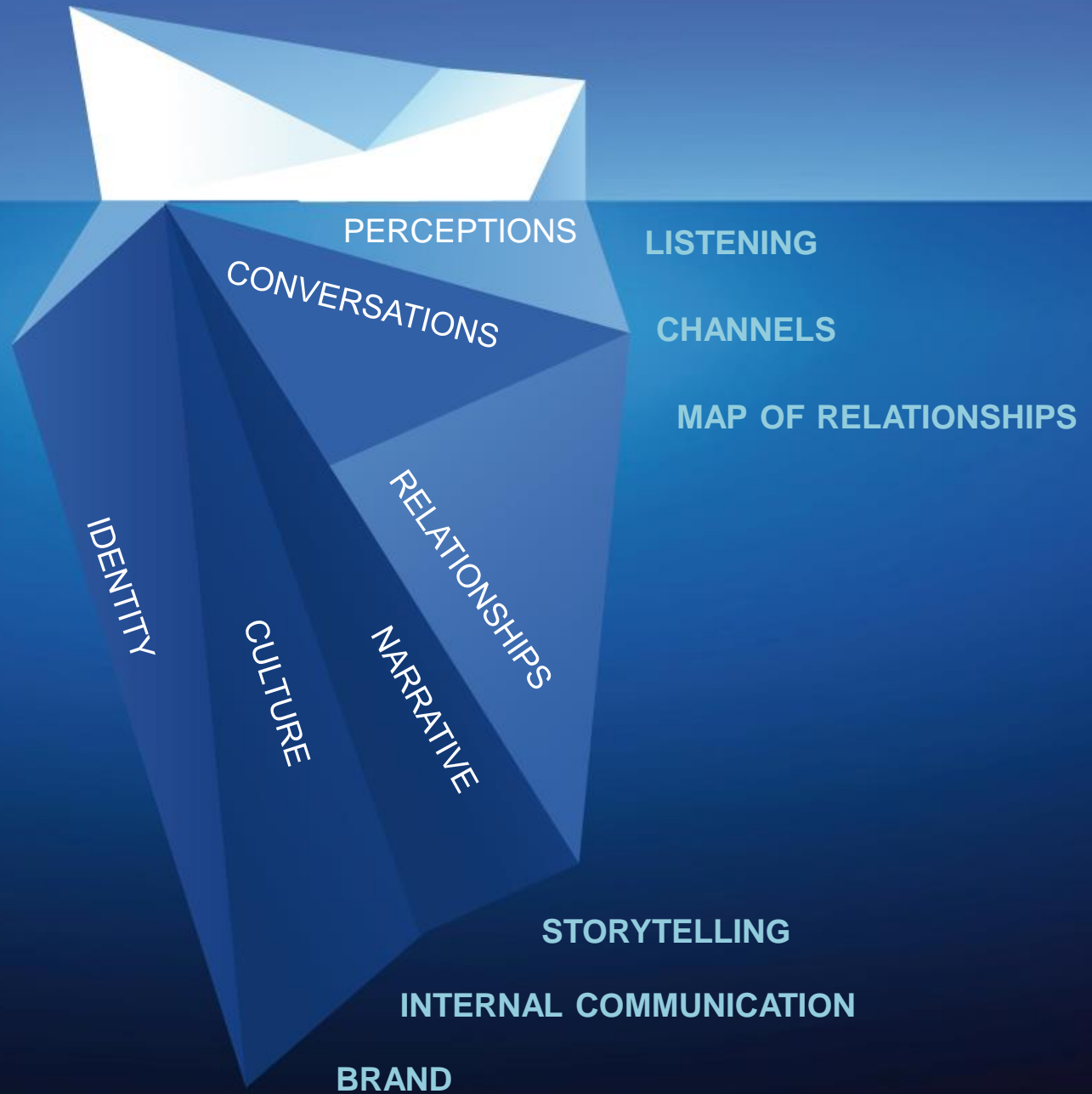
MAP OF RELATIONSHIPS

STORYTELLING

INTERNAL COMMUNICATION

Stakeholders

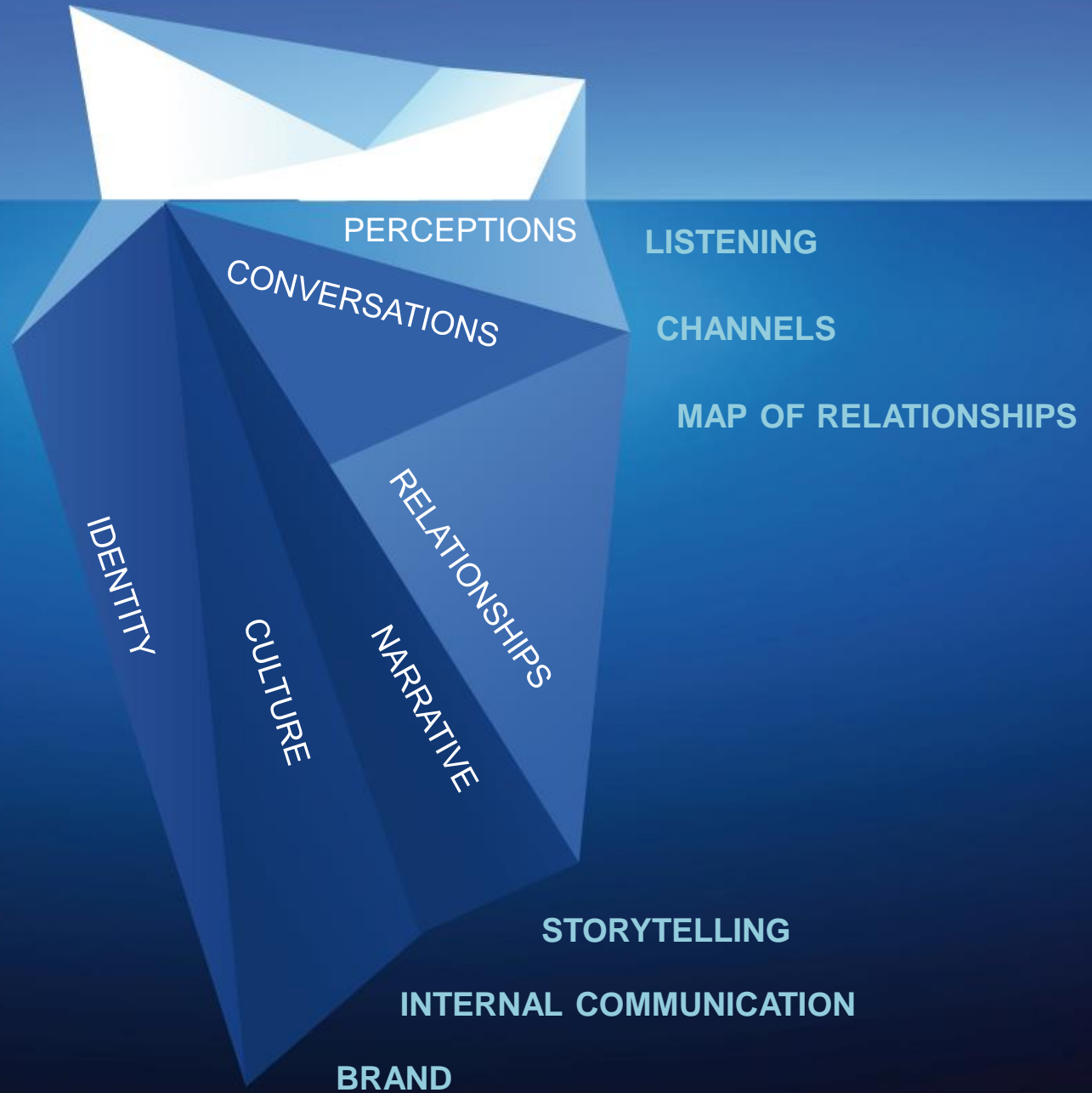
Organization



Public opinion

Stakeholders

Organization



Public opinion

REPUTATION

AUTHORITY

IMAGE

METRICS

PERCEPTIONS

LISTENING

CONVERSATIONS

CHANNELS

MAP OF RELATIONSHIPS

Stakeholders

IDENTITY

RELATIONSHIPS

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Organization

STORYTELLING

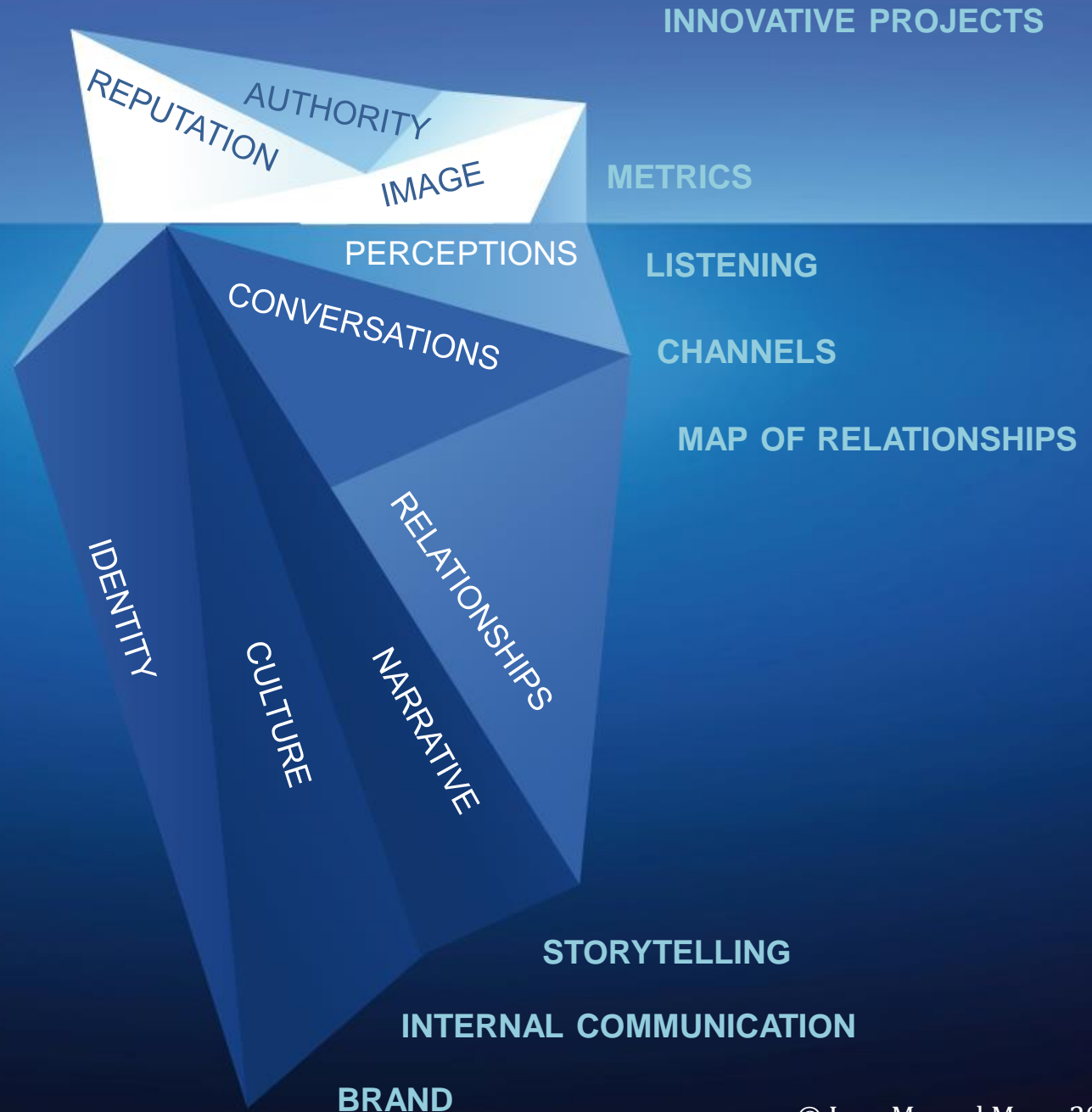
INTERNAL COMMUNICATION

BRAND

Public opinion

Stakeholders

Organization



Tasks of the communication department



Organization

IDENTITY
CULTURE
NARRATIVE

BRAND
INTERNAL COMMUNICATION
STORYTELLING



Stakeholders

RELATIONSHIPS
CONVERSATIONS
PERCEPTIONS

MAP OF RELATIONSHIPS
CHANNELS
LISTENING



Public opinion

IMAGE
REPUTATION
AUTHORITY

METRICS

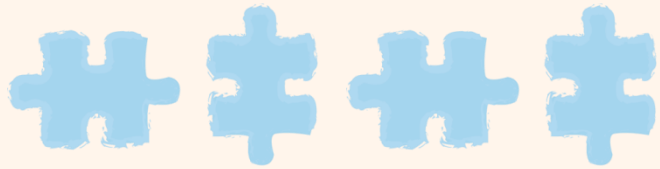
INNOVATIVE PROJECTS

5 What is the role of communication in cultivating reputation?

A strategic vision of communication

“Corporate communication is a management function that offers a framework and vocabulary for the effective coordination of all means of communications, with the overall purpose of establishing and maintaining favorable relationships with stakeholders groups upon which ~~the organization is dependent~~”.

J. CORNELISSEN



Corporate communication
is a management function.

7 CHALLENGES FOR REGIONAL UNIVERSITIES

Vision and magnanimity

Excellence and differentiation

Creativity and efficiency into management

Adding up value to the own territory

International vision and networks

Constant innovation, work by projects

Take care of the communication: do it well and professionally

Thank you
csadaba@unav.es