



Digital Engagement Strategy

DRUSSA is a UK-AID funded programme within the global Millennium Development Goals initiative.

This document has been developed for the benefit of:

- **the DRUSSA team**
- **DFID Research Uptake Team**

After discussion it will serve as a resource to be posted on:

- **DRUSSA internal (Google) site**
- **DFIDs Huddle workspace for Research Uptake**



**The Association
of Commonwealth
Universities**



Section 1: Vision

Why we choose to principally use digital engagement

Purpose statement

The goal of the Digital Engagement Strategy is to enrich the overall programme purpose by providing the means to engage with all the segments of the DRUSSA audience, principally located in Sub-Saharan Africa, but also internationally.

While the DRUSSA digital presence on web, mobile and social media will be an interactive information resource for its audience, it shall also serve as an exemplar of the ways in which Research Uptake Management can be done digitally – by contextualising, synthesising, repackaging, publishing and publicising research on a variety of platforms – with the aim of contributing to an improvement in the living conditions of children, women and men living in poverty.

Curated publishing and interactive discussions enabled by DRUSSA's suite of digital resources shall create the possibilities of capacity growth among the programme's primary audience (the Group of 24 Universities) and knowledge enrichment among its secondary audiences, through learning about Research Uptake and by becoming proficient in Research Uptake Management within a digitally networked environment. The intention is that, in turn, this accumulative capacity gain put into action will improve the accessibility, uptake and utilisation of locally relevant development research evidence for key stakeholders and organisations (local, national, regional and international).

DRUSSA's multiplatform online strategy includes:

- Creating a 'virtual' world in keeping with global trends, and overcoming the physical reality of geographic separation.
- Establishing a living knowledge/resource space for our Group of 24x24.
- Positioning DRUSSA as THE African resource for finding resources and knowledge to build expertise in Research Uptake Management.
- Positioning DRUSSA as the go-to entity that creates new connections and strengthens existing relationships and networks in Research Uptake Management in SSA.
- Positioning DRUSSA as an internationally recognised thought leader in Research Uptake Management.
- Supporting universities to promote African development research into regional, national and local policy and practice.
- Fulfilling in an exemplary manner the obligation accepted in taking the DFID grant; promotion of the public good and advancing the use of scientifically validated evidence to alleviate poverty in SSA.

Audiences

DRUSSA participants and beneficiaries are geographically dispersed across Sub-Saharan Africa (SSA). It will require concentrated effort and strategic use of ICT tools to build and sustain the Development Research Uptake (RU) discourse and capacity for Research Uptake Management (RUM), while simultaneously forging robust linkages within the 24 Universities and between the 24 and the networks and platforms that are affected by and interested in scientific research providing evidence to inform policy and practice.

The audiences and/or purpose in communicating with them can be categorised as:

1. The Primary Audience

The purpose of communicating with the Primary Audience is to build a Research Uptake Management **Community**. This confidential discussion space is geared to promote trust, and open up vibrant interaction, knowledge sharing and practical capacity building with the direct beneficiaries in a supportive, unthreatening environment.

The Primary Audience will have access to a closed, shared arena called ‘The Coffee Station’, so named to evoke the sense of easy conversation and incidental knowledge sharing that inevitably happens when colleagues meet while making their daily cup of coffee at the coffee station in any office or organisation (see Drussa Digital Services, page 10).

1.1 Team

Employees of ACU, CREST, OSD and DFID who have been deployed on the DRUSSA programme.

1.2 Group of 24 (DRUSSA leaders)

Vice-Chancellors and champions, the individuals whose universities were selected to participate in DRUSSA.

1.3 Group of 24x24 (DRUSSA Research Uptake Management Community)

Vice-Chancellors and champions PLUS up to 22 representatives appointed to participate in DRUSSA, PLUS DRUSSA team (maximum number - up to 600 persons).

2. The Secondary Audience

For those who will be in the open environment, the purpose of communicating is for the DRUSSA programme to both give and gain from knowledge sharing, lessons learned and capacity building.

2.1 Network, consisting of three groups:

i. interested African academics, government officials, organisations and institutions, including universities not directly participating and networks of professionals and practitioners who are members of the regional university management associations, and special interest groups;

ii. knowledge intermediaries, including DFID and its programmes, regional, agencies, INGOs, international agencies, NGOs and research collaborations/consortiums in the development sectors that are working to achieve the MDGs in SSA;

iii. Media including Research to Action, SciDev.net, The Mail and Guardian, The Guardian UK and other media, online and print, that feature stories on development research, and getting research into use.

[NOTE: Some audiences are also key resources, e.g. DFID (R4D, R2A etc.)]

Audience Engagement

Strategic vision 1: Approach

The DRUSSA approach is based on international benchmarks in general, and the strategy employed by UK-based think tank the Overseas Development Institute (ODI), in particular. It integrates three central approaches, namely:

- **‘Reusing the wheel’** as opposed to reinventing it. The Internet is full of content, tools and technologies that we can use to improve the quality and delivery of communications products, and many of them are offered either free or very cheaply. Before anyone starts building another website, or producing another training manual, check whether someone has already done it and can save you the hassle.
- **‘Cradle to grey content’**: understanding that content on the internet never dies and can actually grow in value over time, so we’ve planned to both capitalise on the benefits this brings and avoid the pitfalls. Also, working on the basis that online networking and communications around content starts at the conception of ideas, not at the traditional point of communication: when the output is ready. This can therefore affect the tone and nature of messages being communicated.
- **‘Being there’** communications: aiming to link information and place content on other sites or tools that are regularly visited by key audiences, rather than expecting them to come to our site on a regular basis.

Strategic vision 2: Building a digital network – proactively

DRUSSA communicates with its primary and secondary audiences by means of the strategic use of cost-effective ICT platforms (web, mobile, social media) and tools to build and sustain the RU discourse in the network and community, and knowledge of RUM in the community. The aim is to strengthen linkages within and between the RUM community, RU networks and other platforms.

Having scoped the contemporary digital landscape and the impact of web2 digital disruption DRUSSA’s digital strategy is designed to take advantage of trends by creating an interactive audience-engagement solution that has a centralised ‘depot’, and built-in capacities to meet its key audiences on various platforms in cyberspace.

With the African context top of mind, the DRUSSA digital strategy overcomes the potential of exclusion as a result of unreliable internet access in some African contexts, by including user-friendly accessibility to DRUSSA from mobile devices and desktop, as well as simple and effective online and offline DRUSSA functionalities from both.

Throughout the duration of the programme, DRUSSA will continuously assess which existing websites, blogs and social networking sites its audiences already engage with and find innovative ways of creating a DRUSSA presence on a variety of platforms.

As the DRUSSA community and networks come into being and mature, their preferred platforms and tools of communication will be continuously monitored to make sure discussions and content are delivered in locus-appropriate and -effective formats.

Strategic vision 3: Content Themes for targeted objectives and audiences

Background and influencing factors

The content themes are devised for specific outcomes, and follow on from the conceptualization of DRUSSA's beneficiary audiences as primary and secondary audiences. i.e. Primary Audience = the Community; Secondary Audience = the Network.

In working through potential content themes the practical element of implementing these themes across a range of communication platforms, so as to achieve optimal content integration and audience impact, was closely considered.

An influencing factor in conceptualising themes is that we engage more intensively and frequently with the Community, providing them more content and interactive opportunities to realise the strategic objective of this environment, which is to bring the Community into a practical learning and sharing relationship. Concurrently, we engage less intensively with the Network in line with the strategic objective of building awareness.

Also top of mind when choosing content themes, was the awareness that we have limited resources and so we have to put in place a framework that allows us to direct information for maximum impact within each audience (and to provide evidence of the progress to these, separate, targets as set out in the Programme Logframe).

As we worked through the process of defining content themes we took cognisance of the above factors, and took the activity further by 'teasing out' what we mean by Research Uptake, and what we mean by Research Uptake Management.

Strategic objectives played a pivotal role in the content theme discussion:

- In order to achieve the Programme Outcome, the Network has to be aware of and conversing about Research Uptake as a key driver of getting scientifically validated research evidence into use.

- It is important too, that the discourse is also about universities as unique and key intermediary knowledge organisations, with unique resources and complex relationships with external parties/stakeholders.
- The Community has to have the same knowledge frame as the Network, but in addition it needs to have practical information to improve expertise in Research Uptake Management.
- The participant universities will over the course of the Programme duration become very familiar with the issues around getting research to target audiences in user-friendly form in order to get it into use. The aim is to have some of the 24 universities committed to and recognized as exemplar institutional intermediary knowledge organisations – proficient in University Research Uptake Management.

Content has been grouped into themes to reflect this multidimensional awareness and to gear up to deliver:

- Expertise in Research Uptake Management for the Community, and
- Awareness of Research Uptake for both the Network and the Community.

Knowledge products in line with these content themes are to be sourced from third parties and contextualised, synthesised and repackaged through a DRUSSA lens. DRUSSA will also feature products generated by (a) the DRUSSA team (b) the 24 universities and (c) other parties in the Network.

Note: There will be a range of existing competencies across the 24 universities; the benchmarking exercises and institutional visits should provide us with better knowledge about what they need to build their RUM capacity as well as their capacity to find successful pathways to get research findings to their important stakeholders.

Defined Content Themes

Content themes have been selected to reflect the background and influences of the process described above, and will be delivered across the spectrum of communication platforms to make the most of each platform's characteristics and audience.

These themes can be adjusted and added to as dictated by audience demand and the needs of the other Work Programmes.

Section 2: Implementation

Platforms to be used

A purposeful framework of digital engagement (ICT) platforms has been designed to fulfil the objectives of 'Strategic Visions 1, 2 and 3'. It will be employed to reach our various audiences and comprises of a selection of web, mobile and social media

platforms with online and offline capabilities. The process of selecting platforms was constantly informed by the ‘Reusing the wheel’ strategy.

While the framework has been conceptualised to fulfil the potentially complex strategic objective of ‘being there’, it has been technically designed so that this objective can be achieved as simply as possible from a single central content management system. The intention is that this simple system allows limited programme human resources to be used as efficiently as possible, while information resources can be curated, used and re-used as effectively as possible across the various platforms for specific audiences.

While audiences can come to DRUSSA in traditional web-user style, the platforms are designed for ‘being there’ implementation, with DRUSSA app functionalities designed to take DRUSSA to its audiences in a user-friendly fashion, and social media strategy geared to leverage social media utilisation as a ‘being there’ tool and a multiplier of information, at minimal cost.

The aim is to use these DRUSSA platforms as ‘go-to’ and ‘being there’ bases for participant universities as well as the network to frame the discourse and define the field in the African context, and furthermore to reflect RUM practice and impact.

Use of each platform by the Primary and Secondary Audiences will be monitored and tested regularly to determine trends, preferences and impact. Input effort will be measured against impact and reach.

Should impact on any given platform be inadequate, or if resistance is encountered and cannot be swayed, the usefulness of that platform will be interrogated and decisions will be made about evolving the digital engagement strategy, possibly using alternative means or methods of digital communication.

DRUSSA DIGITAL SERVICES

Web/blogsite

The DRUSSA site is a simple, front-end site serving primarily as a blogspot, built on an open-source platform. It features live and static content, all of which is visible to all users whether logged in or not. [www.drussa.net]

Primary Menu – Blogpost content categories

Weekly blogposts rotate through the list of content categories detailed below. While some blogs will be generated entirely in-house, in many cases existing content/research/information is to be sourced and contextualised, synthesised, repackaged and published in line with the ‘cradle to grey’ strategy. As part of this process attention will be given to building content citations that give as detailed and specific information on African origins as possible.

- Defining the Field/Framing the Discourse: tracking and commenting on the trends and understanding that are emerging in this new, and broad field.
- RUM in Action: feature and commentary on the outputs, documents and activities carried out in the four work programmes.
- Tools and Tips: tracking and commenting on the practical knowledge in the RUM field that has and is being produced by many actors for third party use.

- Universities' Role: feature and commentary on SSA universities' publication (in what ever medium) of evidence-based research, and so showcasing their role as knowledge producers and intermediaries.
- Africa:
 - It's happening here – examples of development research undertaken in SSA by research teams located anywhere in the world.
 - It started here – examples of development research undertaken by Africa-based researchers.

Resource Index

A search facility with a full back-end index function allows users access to all content, documents and resources.

Secondary Menu

About | The Team | G24 University Profiles | Contact Us

Useful background and introductory information for site users.

Sidebar

The DRUSSA link: the icon in the sidebar initially links users to a registration process (for the secondary audience) and subsequently to the 'Mkahawa | DRUSSA Coffee Station' (for the primary audience)(see page 10).

'RoundUp': click on the 'RoundUp' icon to be taken to a weekly digital magazine, which is a DRUSSA-curated third party newsfeed of interest to African university researchers and knowledge intermediaries.

The backend: Content Management System

This is the engine that drives the entire digital framework. It is a Content Management System where all content for the full range of platforms in the digital framework is loaded, adapted for the various places where it will be published, go through an approval process, and finally be published.

The backend fulfils the potentially complex strategic objective of 'being there', with a technical design that enables this objective to be achieved as simply as possible from a single central Content Management System. The intention is that this elegant system allows limited human resources to be used as efficiently as possible, while information resources can be curated, used and re-used as effectively as possible across the various platforms, for specific audiences.

2. The DRUSSA App

Background

The DRUSSA App features easy-to-use multi-environment functionalities, cost-effectively incorporated into a single App design.

The App has been conceptualised for a bandwidth-conscious environment, offering online and offline functionality on mobile and desktop. It is geared for an audience in the African context, where Internet access is not always reliable or readily available.

App Design and Functionalities

For unregistered(the public) and registered (Network and Community) users the App offers:

DESKTOP and MOBILE DOWNLOAD for online and offline options: the app can be downloaded to a registered user’s desktop or mobile device to enable online and offline access options. The app can detect whether the user is on- or offline, and will synch new content to the device when the user goes online. The user can interact with the app offline – posting a comment on a blogpost for example – and the post will be logged on the DRUSSA site as soon as the user goes online and the app synchs.

The App is structured so that it can offer an abbreviated version of the DRUSSA site content. This is useful because it can be used in different ways:

MOBSITE: [www.drussa.mobi] It allows DRUSSA to offer a simplified mobisite version of the site, with limited content including an accordion-view of blogs posted on the DRUSSA site. The mobisite is easy to access and navigate via mobile devices.

INCLUSION ON THIRD-PARTY WEBSITES: In line with DRUSSA’S ‘being there’ strategy it allows DRUSSA to offer a condensed and user-friendly version of the DRUSSA services, which is appropriately designed to be seamlessly incorporated/featured on third-party websites e.g. the four regional RIMA websites, 24 universities’ websites etc.

Simple instructions are provided for third parties to download the app, with two appearance options offered, depending on the style of the third-party site.

- Placing a DRUSSA icon or shortcut on the third-party site. When a user clicks on this it opens a Pop Up window featuring the Coffee Station.
- Embedding the app as an iFrame, which means that the DRUSSA site will appear embedded or ‘framed’ within a page of the third-party website.

DRUSSA APP ACCESS

Initial access to the DRUSSA App interface is open. Unregistered users have access only to recent blogs. Users registered as Network members can access additional content and services.

‘MKAHAWA | THE DRUSSA COFFEE STATION’

Another feature that has been incorporated in the DRUSSA App is the innovative new platform on which “Mkahawa | The DRUSSA Coffee Station is built.

The full benefits of the Coffee Station are available only to the 24 universities and the DRUSSA team, as this is a special, closed area where people can become familiar with each other.

As previously mentioned, the Coffee Station is so named to evoke the sense of easy conversation and incidental knowledge sharing that inevitably happens when colleagues meet while making their daily cup of coffee at the coffee station in any office or institution. The Coffee Station is to be a close and friendly collegial environment, where, at their own pace, members feel more comfortable with using it as a collegial learning space. Accordingly, the content strategy for the closed area of incorporates the initiation and moderation of a frequent mini-blog 'Hot Topic' discussion thread, which encourages daily interaction.

Rotating Content Themes for 'Hot Topics' include:

Tools & Tips: Moderated discussions centred on getting third parties' published resources and practical knowledge to all 24 universities' implementation team members.

Round Table: Moderated, helpful and supportive 'round table' discussion sharing insights into how Research Uptake Management can be done and done better. In Round Table we will also feature the Work programme events, both planned and completed.

Frankly Speaking: Moderated sharing of experiences of what's working and what's not working. Once again, this is a learning environment.

Registering for access to the DRUSSA Network

- The DRUSSA App is visible to all who enter the DRUSSA.net or DRUSSA. Mobi homepage. When the visitor clicks on the link it will open to the basic blog.
- If the user chooses to register for the Network s/he will be directed to complete the registration form and will thenceforth be recognised as such.
- Logged-in Network members can access more content than the casual visitor.

Registration for the DRUSSA Coffee Station

- The 24 universities and DRUSSA team members will be registered by DRUSSA WP4 and will thenceforth be recognised as the Community. Logged-in members will access the full offering.

3. Newsletters

A series of four newsletters will be distributed, as follows:

4.1 Team News

Two pages, distributed monthly to ACU, CREST, OSD and DFID staff who have been deployed on the DRUSSA programme.

Purpose: To build team spirit and open up channels of communication

Content themes: What's News in WP1 to 4.

4.2 24 News: (DRUSSA leaders)

Four pages, distributed three times yearly to vice-chancellors and champions, at the 24 universities. (readership of up to 48)

Purpose: To showcase the programme

Content themes: Leader/Champion contribution | Building the discourse: enabling universities to effect policy change; Specific current topics of interest to leaders (talking points) | From the Team (RUM in Action); Calendar and events.

4.3 24x24 News (The implementation teams at each university - the DRUSSA RUM Community)

Three pages, distributed every 2 months to vice-chancellors and champions PLUS up to 22 representatives selected by each university, plus the DRUSSA team. (readership of up to 600)

Purpose: To build community cohesion and interactive engagement, summarising achievements and activities

Content themes: Good practice in RUM context | Events and activities | From G24 | Hot Topics | Tools and Tips | Roundup of social media and knowledge intermediary postings. [All themes feed through into related or extended content on blog, website or Coffee Station, where appropriate]

4.4 Network

Five pages, distributed quarterly to three broadly defined groups:

- 4.4.1 African academics, organisations and institutions,
- 4.4.2 Knowledge intermediaries
- 4.4.3 Media

Purpose: Framing the discourse field and mainstreaming the discourse

Content Themes: The Role of Universities | From the Team | How discussion about RU discourse is moving along (in our community; in Africa; globally) | Calendar and Events | It's happening in Africa | It started in Africa.

4. Social Networking

On both DRUSSA.net and DRUSSA.mobi registered users can access DRUSSA on the common social network sites.

Blogging on LinkedIn

The DRUSSA Group has been set up on LinkedIn, and invitations to join are sent out on an ongoing basis.

Micro-blogging on Twitter

The @DRUSSAfrica Twitter account has been created and will be linked to DRUSSA online presences.

Presence on Facebook

A Facebook page has been created. DRUSSA will feature summaries and links to new

blogs posted to the page.

Google+

We anticipate potentially strong uptake of this platform throughout Africa, as Google has embarked on an aggressive drive to entrench itself on the continent. Uptake in the network and community will be gauged and engagement strategies will be devised to tap into the medium's strengths.

YouTube

Repost links to existing videos that have relevance to Research Uptake.

Slideshare

For presentations that may be useful and informative.

5. Direct Engagement

Preferred Platforms: When registering for the DRUSSA digital services on either DRUSSA.net or DRUSSA.mobi, users will indicate their preferred means of communication - via social networks, email and/or text messaging, and content will be channelled to those chosen via the Content Management System.

Email contact: Periodically it will be most effective to contact or update Community and Network members via email. Communications shall be structured strategically and efficiently.

SMS: Due to limited budget this medium will be used only for important and strategic items, or where this is the only medium through which to reach certain G24x24 members. SMS campaigns shall be run for important notifications and reminders of important events.

Section 3: WP4 Management and Administration

1. DRUSSA, Funder and Partner presence on digital platforms

Logos for all parties are integrated into the visual design of all digital platforms, while information on each entity in the DRUSSA context is provided.

2. Search Engine Optimisation

The WP4 team's strategy for optimising its posts for search engines includes:

Characterising posts with meaningful, strategic tags and hashtags | Regular tweets and retweets | Shrewd use of key words | Strategic writing, with phrases repeated

optimally for SEO | Optimise search on page | Optimise search off page | Guest blogs | Quality content.

3. Communication Foundations

- **Production Schedule:**

An annual **content production schedule** template has been developed, which corresponds to the content lifecycle production processes built in to the back end of the DRUSSA website. The WP2 team has constant access to this document.

- **Publishing Schedule:**

- A Publishing Schedule template document listing key publication dates has been designed. This document will be saved to the Project Documents folder in the Programme Tracking Workspace. This document refines content production timing down to key dates for participating and contributing parties, i.e:
 - Editorial meeting dates
 - Content Contributions due dates
 - Publication dates

- **Editorial Board**

The editorial board comprises one representative of each partner to ensure that communication with our various audiences, for various purposes, represents the DRUSSA programme favourably, accurately and equitably. The proposed members are :

Editor: Linda Cilliers

WP 1 and 3: Sara Grobbelaar, Nelius Boshoff

WP2: Karrine Sanders, Jonathan Harle

WP 4: Diana Coates

The editorial board will tele-meet monthly (in tandem with the Publishing Planning Schedule) to identify and facilitate access to timely and useful content for forthcoming DRUSSA publications.

5. Reporting on Audience Response (M&E)

The WP4 team will monitor activity on all platforms to gauge response and effectiveness. An internal, automated reporting system will deliver reports as Excel spreadsheets combined with graphical analytics. The following reports are envisaged.

1. Mkahawa | The DRUSSA Coffee Station

- Number of users accessing Coffee Station, including info on where coffee station was accessed (mobile device | desktop App | Third party website | DRUSSA website).
- Number of reads (overall | per blog | per content theme | per author | per G24x24 member | per network member).

- Number of responses (overall | per blog | per content theme | per author | per G24x24 member | per network member).
 - Number of reads on Coffee Station (overall | per Hot Topic).
 - Number of responses (overall | per Hot Topic theme).
 - Top 10 blogs
 - Top 10 Hot Topics.
 - Top 10 users.
2. Blogsite
- Number of users accessing blog.
 - Number of reads on blog (overall | per blog | per content theme | per author | per G24x24 member | per network member).
 - Number of responses on blog (overall | per blog | per content theme | per author | per G24x24 member | per network member).
 - Number of downloads from the DRUSSA Resource Index overall | per content theme | per author | per G24x24 member | per network member).
 - Number of reads of the weekly Roundup magazine (per G24x24 member | per network member).
 - Top 10 blogs.
 - Top 10 users.
3. Across all platforms
- Overall User numbers, across platforms.
 - Social Media ranking.
 - Content Themes ranking.
4. External and social media analytics will also be used to extrapolate user/member activity on such sites.

Section 4: Programme Management and Administration

Facilitating Internal Communication

A Programme Workspace has been set up on a Google app site. This communal workspace has been developed to allow everyone on the DRUSSA team (staff of ACU, CREST and OSD) to store, share and find information in one easily accessible and logical location.

Information as to how to log in to this site has already been sent to everyone on the DRUSSA team.

DRUSSA Repository

The repository in the Programme Workspace will be the definitive source and resource for DRUSSA documents, kept to audit level.

In order to have correct and current documents and information on the site we propose that each partner has two people to keep Programme information up to date.

Post and Edit rights:

OSD: Diana Coates and Caite McCann.

ACU: Karrine Sanders and Emma Falk.

CREST: Sara Grobbelaar and Nelius Boshoff

Read Rights: The whole team

Information availability

- **Documents: This area will house all the core/ final edition documents. It will be the repository of all documents and information that is needed for audit, M&E and operations management including the progress, review and financial reports.**
- Programme at a glance
- Tracks days since project began, and days left of project
- Programme Outcome and Impact Statement
- Programme Updates and Discussion: Need to say something within the team? Need to see what's changed since you last visited?
- Outputs: The information on this page will be input from the DRUSSA Logframe. (Currently under review for final sign-off by DFID). The Logframe may be updated annually for sign-off by DFID.
- Risks: Risk analysis accompanies the Logframe. Risk assessment/analysis is updated annually, and signed off by DFID.
- Measurement and Evaluation: The Measurement and Evaluation methodology for reporting against the DRUSSA Logframe Milestones, Outputs, Outcome and Impact . Currently under development by the M&E team at CREST.
- Work Programme 1 – activity schedule, reports on work in progress and completed.
- Work Programme 2 – activity schedule, reports on work in progress and completed
- Work Programme 3 – activity schedule, reports on work in progress and completed
- Work Programme 4 – activity schedule, reports on work in progress and completed
- Calendar with general and DRUSSA - specific event details.
- Team contacts: of all team members (including roles, email addresses, phone numbers and preferred communication methods, and/or specified times when individual team members are available, etc.)
- Contacts for 24 universities
 - Vice-chancellor list
 - Champions list
 - University team lists