



INTEGRATED MARKETING AND COMMUNICATIONS PLAN

Plan Vision

Western Carolina University completed its 2020 Vision strategic plan in 2012. The plan identified important initiatives under six strategic directions, the sixth of which was to “Garner Support for Our Vision.” At the heart of that piece of the plan was a call for the university to “develop and implement comprehensive and consistent communications and marketing plans designed to fulfill the university’s strategic priorities.”

In addition, the 2020 Vision plan spells out the role of marketing and communications in other strategic directions, including “fulfill the educational needs of our state and region” by positioning WCU as the cultural heart of the region and a preferred provider of graduate education, promoting the Cullowhee campus and Biltmore Park instructional site as conference destinations, and recruiting students into curricular focus area programs; “enrich the total student experience” by sharing with external and internal audiences the accomplishments of students, faculty and staff, and ensuring that university events are properly promoted; and “enhance our external partnerships” by ensuring that the external community is informed about university programs, services, facilities and expertise.

The first step of development of this integrated marketing and communications plan was the reorganization of the former Division of Advancement and External Affairs at WCU, including the creation of a marketing unit that would house Creative Services and University Printing. In 2014, WCU completed the reorganization of Advancement and External Affairs under the Chancellor’s Division and began preliminary efforts to lay the groundwork for an effective communications and marketing plan.

To fulfill the strategic vision, WCU must now formalize its Integrated Marketing and Communications Plan, communicate that plan to the larger university community and begin implementation. The WCU IMCP will set the course for the next five years and fulfill the call of the 2020 Plan to “ensure that internal and external stakeholders alike are informed about the people, programs, priorities and progress of the university.”

Plan Process

The 2015 Integrated Marketing and Communications Plan was crafted with input from staff and faculty stakeholders representing University Marketing, Public Relations and Communications, Development, External Relations, Athletics, Academics, Web Services, Student Affairs, Admissions and Alumni Affairs along with input from members of the local community and our alumni community. Through facilitated working meetings over the course of several months, this broad group of stakeholders helped identify goals and priorities for marketing and communications at WCU as well as potential tactics to reach those goals.

The group identified specific tactics that deserved immediate attention as well as broad areas of potential weakness that would require more input and investment moving forward.

The advisory council consisted of the following representatives nominated by WCU divisional leadership:

Division	Representatives
Chancellor's Division	<ul style="list-style-type: none"> - Zeta Smith, Director of Special Events - Meredith Whitfield, Director of External Relations
Academic Affairs	<ul style="list-style-type: none"> - Shawn Collins, Interim Associate Dean, College of Health and Human Sciences - Wendy Buchanan, Public Communications Specialist, Educational Outreach - Tonya Steiert, Student Services, Graduate School - Darrell Parker, Dean, College of Business - Carrie Rogers, Assistant Professor, College of Education and Allied Professions - Sean June, Assistant Professor, Kimmel School - Arthur Salido, Associate Professor, Chemistry, College of Arts and Sciences
Athletics	<ul style="list-style-type: none"> - Rich Price, Director, Jackson County Economic Development - Stefanie Conley, Associate Director, Catamount Club - BJ Pendry, Member, WCU Alumni Board - Brett Miller, MMA Golf, Catamount Club Board of Directors
Administration and Finance	<ul style="list-style-type: none"> - Lauren Bishop, Sustainability Officer - Julie Spiro, Director of Jackson County Chamber of Commerce
Student Affairs	<ul style="list-style-type: none"> - Kim Corelli, Associate Director for University Center Marketing and Business Operations - Patrick Frazier, Senior Assistant Director of Undergraduate Freshman Admission - Stephanie Sue Helmers, Associate Director for Academic Initiatives, Residential Living - Sandra Seiler, Assistant Director, Catamount Stores
IT Division	<ul style="list-style-type: none"> - Anna McFadden, Director, Academic Engagement - Jed Tate, Manager, Web Services
Development / Alumni	<ul style="list-style-type: none"> - Claire Burns, Director of Annual Giving - Robin Pate: Vice President, Audience Experience for HGTV and DIY Networks

Situational Analysis

In order to craft a plan for the future, it is important to understand WCU's greatest strengths and weaknesses, as well as environmental factors that will play a role in positioning WCU for the future. Discussion among the IMCP advisory council and working group, along with focus group sessions involving faculty, staff, students, alumni and community members, resulted in the identification of the following strengths and weaknesses, as well as opportunities and threats to success.

Strengths =

1. Location – Our campus and its setting are picturesque, and our mountain environment allows for field research, outdoor adventure and both academic and non-academic exploration not found on most campuses.
2. Strong Academic Mentorship – We have incredible faculty committed to guiding students through their education and preparing them for a successful career path. Our Honors College provides hands-on support to students conducting undergraduate research, which has led to national accolades.
3. Great Momentum – There is a tremendous amount of momentum that already has been built by recent enrollment growth, new campus facilities and dynamic new leadership. While some institutions struggle to keep numbers up, we are exceeding expectations in undergraduate applicants. Our alumni base also is more energized than ever.

Weaknesses =

1. Location – Our greatest strength can also be our greatest weakness. We are a destination campus that one would not pass without making a special trip, and we're far removed from our greatest potential in-state student population metros in Raleigh/Durham and Charlotte.
2. Historical Perception – The historical perception of WCU as a “fall back” option for students continues to haunt us. While we want students in the WNC region to feel that WCU is accessible, we also need people to know that our academic programs have improved and become more and more competitive.
3. Capacity – While momentum continues to build, we are running out of room in our residence halls. This reality along with lack of housing and readily available adjunct faculty in our rural setting and the need to accurately project growth in order to receive state funding make it difficult to adapt quickly to growth spurts.

Opportunities =

1. In-demand degrees – WCU has invested in strengthening in-demand programs such as engineering and health science degrees in recent years and making these degrees more accessible to the Asheville area through our Biltmore Park site. These degrees will continue to draw increased applications as we invest in awareness-building marketing efforts.
2. Campus and community development – With an upcoming private retail and residential project adjacent to central campus along with redevelopment efforts in Old Cullowhee and new apartment projects, we are on the precipice of having more of a “college town” atmosphere to promote in the coming years.
3. New investment in marketing – One of WCU's greatest opportunities is that the university has not strategically invested in paid media marketing in recent years, so as it begins to tell its story through new channels an immediate increase in awareness is inevitable.

Threats =

1. Diversity – Our staff, faculty and student body are lacking in diversity. Meanwhile, prospective students in the coming years will be coming more and more from minority groups, especially the burgeoning Latino population.
2. Competing universities – All universities are facing an entirely new competitive landscape since the rise of online higher education options. In addition to that, Western Carolina is facing a market share crunch from universities across the Tennessee border that are being allowed to consider N.C. border county residents for in-state tuition and from the aggressive tactics of private institutions that already are expanding into the region, including the Asheville-Hendersonville area.
3. Lack of funding for growth – As we grow, one of our major challenges is a lack of adequate funding from the state or private resources to fund the capital improvements and faculty/staff salary increases we will need in order to sustain growth even at our current rate. We must compete for state funding for repairs and renovations with much larger and more high-profile institutions in the system.

Marketing and Communications Goals

The Integrated Marketing and Communications planning process resulted in the development of four broad overarching goals:

1. AWARENESS – Increase awareness of Western Carolina University and its mission, core values, campus culture and academic programming across N.C. and into border states.

2. REPUTATION – Develop Western Carolina’s institutional reputation among students, parents and employers – as well as among members of the University of North Carolina Board of Governors and the General Assembly – as a university that delivers a supportive, intentional learning environment in which students will receive the mentorship and experience needed to prepare them for post-college success.
3. ENGAGEMENT – Support the efforts of Development, Alumni Affairs and External Affairs to drive enthusiasm for and engagement with WCU among alumni, state and community leaders, and potential non-alumni donors.
4. RECRUITMENT – Support the efforts of Admissions and Academic Affairs to recruit and retain success-focused students with an emphasis on curricular focus areas as outlined in the WCU 2020 Plan.

Target Audiences

By nature, a regional comprehensive university strives to serve a diverse set of audiences. Students and prospective students span the gamut from the traditional first-time freshman to the working professional returning to complete a degree or shift careers. Supporters include alumni of all ages, patrons who enjoy the arts and athletics activities offered by the university, area retirees enjoying continuing education courses, elected and appointed officials, potential employers, and even those with no clear connection to WCU who might identify with the university’s vision and mission.

For that reason, it would be impossible to narrowly identify a short list of target audiences. However, prioritization is deeply important to allocation of limited resources. With this in mind, the 2015 IMCP sets out to target the following groups as top priorities over the next five years:

- Prospective students (and their families and peers) – This includes first-time freshmen, transfer, graduate and degree completion students. Despite our capacity issues, the continued growth of our student body is essential to continued success at WCU. That said, at WCU we are looking for a particular type of student: those deeply committed to succeed both during and after college. Their success and our institutional success are intrinsically linked.
- Prospective donors – WCU is now in the leadership phase of a comprehensive fundraising campaign aimed at dramatically increasing private support over the next 5-7 years. While engagement with the entire alumni base is important, it is particularly important to our institutional success that we focus on seeking ongoing, significant investment from donors.
- State leaders – In the face of a shortage of state resources and a volatile political environment, WCU must maintain visibility and demonstrate itself to be indispensable to those who are faced with the tough decisions of how to allocate those limited resources.
- Corporate partners and employers – WCU has great opportunity for public-private partnerships. This includes potential private entities interested in locating in Cullowhee through WCU’s developing Millennial Initiative, WNC-area companies that might be seeking educational partnerships, and employers across the state and bordering states interested in recruiting future graduates.
- Our internal audience - WCU has a vast – and frankly, underutilized— network of internal stakeholders in the form of the students who study on our campus and the faculty and staff who work here. The members of this internal audience have the potential to become leading ambassadors for sharing our brand messaging. As new students enroll and as new faculty and staff join our family, it is important that they learn the traits that make WCU unique so, when they are speaking with their friends and neighbors, they are able help “spread the gospel” about the university and all that it has to offer.

A note about geography: As a member of the University of North Carolina system, WCU has a geographical focus area that always will be primarily the state of North Carolina. Markets including Charlotte and areas west are first and foremost, and we recognize a need to also market to the eastern part of the state, which is home to our state leaders and the fastest-growing population of potential students. Outside of North Carolina, we recognize Atlanta and northern Georgia, the Greenville/Spartanburg metro area and Upstate South Carolina, and Knoxville and eastern Tennessee as potential feeder markets for student growth.

Strategies and Tactics

In order to fulfill the goals of driving awareness, reputation, engagement and recruitment with our target audiences in mind, the IMCP team identified several key areas of focus for the next five years:

A. DEVELOP CLEAR BRAND IDENTITY

It is important to remember that a brand is not just a logo or an icon. A brand is what differentiates us from our competitors. It is the essence of who we are as an institution, and it is our promise to our constituents. As we work to increase awareness of our brand and improve its reputation, consistency of message is of utmost importance. It's not about central control of a university message, it's truly about amplifying the message by having all voices speaking the same language.

1. Clearly define and articulate WCU's core brand values and communicate that articulation to the broader university community in order to ensure consistency of conversation in the marketplace.
 - a. Complete the brand study begun in 2014 and report the results to staff and faculty.
 - b. Develop a public-facing brand promise.
 - c. Develop strategies to infuse the WCU brand position into all external communication.
 - d. Develop strategies to ensure faculty and staff embrace and become champions of the brand.
2. Increase the flexibility and usability of WCU branded marks and marketing collateral, and ensure brand compliance across various university channels.
 - a. Update the WCU graphics standards manual, increasing the flexibility of branded marks to provide individuality for units and initiatives at all levels. Communicate the update clearly to the university community.
 - b. Develop a set of design templates as well as content writing guidelines for branded marketing materials and make those templates accessible across the university.
3. Create and launch a new, comprehensive university brand campaign that supports the values identified in the brand study and resonates with the outlined target audiences.
4. Support Development and Alumni Affairs to ensure alums and partners become champions of the WCU brand messaging.
 - a. Provide alumni leadership and partners with tools to help them embrace and communicate the brand story with others.
 - b. Partner on the development and implementation of a clear and effective communications campaign to support the WCU comprehensive fundraising campaign that fits well with the WCU brand promise.

B. BUILD REPUTATION THROUGH STRATEGIC, INTEGRATED STORYTELLING

With a clear brand identity defined and developed, the university must build the reputation of its brand. Western Carolina University has a long history of leveraging earned media (media relations/story pitching) to tell its story through print and broadcast media outlets. As media outlets continue to become more fragmented and as social and digital networks grow, we must begin to take ownership of the writing, distribution and promotion of our own story rather than relying on media outlets.

1. Refocus resources in communications to develop news and consumer content that will support pillars of WCU's brand and key focus areas as defined in the university's strategic plan, and work in tandem with the marketing and social media teams to coordinate efforts to strengthen reach of message. This will include stories and content that:
 - a. raise awareness of and interest in the university's curricular focus;
 - b. support the upcoming comprehensive fundraising campaign;
 - c. support the legislative and policy priorities of the university and the University of North Carolina system;
 - d. support efforts of the university's Millennial Initiative;
 - e. target the far western counties to demonstrate an ongoing commitment to the region that WCU was built to serve and to combat the incorrect perception that the university has 'turned its back on the west';
 - f. support the university's efforts to increase its visibility in the Asheville-Hendersonville area, and specifically toward increased awareness of and interest in academic programs offered at WCU's Biltmore Park instruction site; and
 - g. support the university's programs in arts, cultural events and intercollegiate athletics, which serve as the front-porch to the institution and a gateway for many members of the public who have no other connection to the institution.

2. Plan major announcements with a 3-person team approach to include representatives from communications and PR, social media and marketing.
 - a. Coordinate with photography and design to ensure appropriate visuals are created to support announcements.
 - b. Identify appropriate annual budget to support major news announcements with paid media.
3. Coordinate (Communications/PR, Marketing and Social Media) on a content marketing approach to digital content.
 - a. Effectively optimize online content for increased search engine functionality.
 - b. Develop strategies for identifying trending online topics weekly and craft content to leverage online trends.
 - c. Identify budget to support high-profile news content with social media and sponsored content advertising.
 - d. Ensure photography and videography assets are available for trending content.

C. OVERHAUL WCU'S DIGITAL PRESENCE

Recognizing the continual evolution of the online space as central to marketing and communications efforts, we must not only bring our website and social platforms up to date with current standards, but set our goals beyond the standard to truly excel in the digital space.

1. Reimagine **wcu.edu**, overhauling the information architecture, the design and the content of our university website.
 - a. Restructure information architecture to ensure intuitive navigation and communicate the WCU brand effectively.
 - b. Develop a website that can effectively house relevant, continuously updated content in order to increase viewership through search and social media.
 - c. Develop content showcasing campus life and culture, faculty-student mentorship and unique selling points (size, location, etc.) as defined by student focus groups held in 2014.
 - d. Ensure adequate focus on each of the four outlined target audiences.
 - e. Create a plan for the effective creation and governance of content on the new website to ensure the information architecture and strategic content direction is maintained moving forward.
2. Develop a social media strategy focused on strengthening reputation and engagement.
 - a. Create an overall strategy for what information we share on which social platforms, ensuring a focus on all four key audiences.
 - b. Develop a plan for regular audit and necessary updates of WCU's profile and presence on social media platforms.
 - c. Create a social media policy and ensure all owners of WCU social channels across various units have the appropriate tools to create a dialogue consistent with university strategy.
 - d. Find ways to incorporate student participation and the authentic student voice into social media efforts while maintaining high quality of content.
3. Invest in appropriate digital tools to maintain engagement with internal and external stakeholders.
 - a. Invest in an effective email marketing platform for use across multiple divisions within the university for internal and external communications.
 - b. Seek out digital tools to assist with legislative advocacy.
 - c. Explore digital tools appropriate to bolster engagement with potential donors.

D. PLAN AND IMPLEMENT CONSISTENT BRAND ADVERTISING

Recognizing the ever-growing competition in the higher-education space, increasing awareness and improving reputation requires an annual investment in advertising intended to bolster the brand in the broader marketplace. This should be separate but complementary to direct recruitment efforts. In addition, because of WCU's remote location, we need to seek out partnerships and sponsorships that deliver a presence in more urban markets where student populations are centered.

1. Identify funding for an annual paid media plan to drive awareness and reputation.
 - a. Create annual plan in fourth quarter of each year for the following fiscal year, and update plan quarterly as needs adjust.
 - b. Ensure visibility appropriately timed and targeted to bolster recruitment.
 - c. Include efforts to drive increased awareness of the Biltmore Park instructional site among potential students and stakeholders in Asheville and Hendersonville.
 - d. Include efforts to drive increased awareness of WCU's summer programming, including summer school courses and WCU as a conference destination.

- e. Coordinate with External Affairs and Development to ensure paid advertising reaches state leaders and potential donors.
- 2. Identify opportunities for partnerships and sponsorships to deliver a visible brand presence in key markets.
 - a. Leverage all chamber and business association memberships and identify any new memberships that would assist WCU in reaching its marketing goals.
 - b. Identify opportunities for sponsorship of community events that fit with the WCU brand and will deliver visibility in population centers. Begin with Asheville, expanding to Charlotte and other key locations.
 - c. Identify opportunities for partnerships and sponsorships, including media sponsorships that support WCU's curricular focus areas.
 - d. Ensure professional and effective brand presence at all community events where WCU is involved.

E. SUPPORT STRATEGIC RECRUITMENT

Continued, strategic growth of WCU's student body is essential to supporting the bottom line and maintaining the tremendous forward momentum of the past few years. With that in mind, the IMCP must go beyond driving brand consistency, awareness and reputation to assist in the delivery of students to the funnel, based on priorities set by university leadership and overarching enrollment and recruitment goals.

1. Work with Admissions, its student prospect development partners at Royall & Company, and university leadership on strategies to increase the percentage of accepted students who convert to enrolled students.
 - a. Work with Admissions to determine the feasibility of research that would provide insight into why applicants that do not choose WCU go elsewhere.
 - b. Work with Admissions to develop a clear and comprehensive strategy for communication to accepted students.
 - Examine current direct mail and email strategies and adjust if necessary.
 - Explore ways to assess the effectiveness of current strategies to drive any changes.
 - c. Support Admissions' conversion cycle with appropriately timed brand advertising in key markets.
2. Work with The Graduate School and the Provost's Council to develop a robust marketing strategy to increase graduate school applications.
 - a. Track performance and results of the digital marketing campaign launched to support graduate degrees in the College of Business in Q1 2015 and expand digital campaigns to other programs as appropriate. Work with the Graduate School and Education Outreach on marketing initiatives to drive applications to our online graduate programs.
 - b. Implement program-specific marketing initiatives to support planned expansion in specific programs, as identified by the Provost's Council.
3. Work with the Division of Educational Outreach and the Provost's Council to market distance education in order to support efforts to reach distance enrollment goals as outlined in the WCU 2020 Plan.
4. Support specific, programmatic enrollment goals as identified annually by the Executive Council, the Provost's Council and/ or the Enrollment Planning Committee.
 - a. Develop marketing initiatives to support 2-3 programmatic areas annually, as identified by leadership. This could be degree programs or it could be a programmatic area such as Summer School, degree completion students, etc.
 - b. Support the launch of new academic programs and offerings.
5. Work with Admissions, Student Affairs, the Provost's Office and the Chief Diversity Officer on strategies to increase interest from diverse applicants.
 - a. Consider bilingual marketing materials such as a Spanish language guide for parents of first-generation students and/or online resources in Spanish.
 - b. Support any on-campus diversity programming that could be used for recruitment with the development of marketing materials and advertising strategies.

F. INVIGORATE UNIVERSITY STAKEHOLDERS

The most powerful and underutilized tool that any university has is the enormous network of stakeholders to be found in current students and parents, alumni, faculty, staff, community partners, corporate employers, patrons, fans and family. The 2020 Vision clearly outlines a need to communicate more often and more effectively with all of these stakeholders.

1. Communicate clear brand position and messaging to current and future WCU faculty and staff and inspire them to become brand ambassadors:
 - a. Develop institutional brand messaging and create supporting collateral to help faculty and staff embrace and communicate the brand story with others.
 - b. Work with WCU Human Resources and the Office of the Provost to ensure the on-boarding process for faculty and staff delivers an inspirational introduction to the WCU brand.
 - c. Host ongoing series of “lunch and learns” on campus about branding, marketing and communication strategies to gather feedback and earn buy-in across campus.
2. Ensure continued, effective communication with faculty and staff in order to keep them informed of university events and accomplishments as well as student success.
 - a. Work with Executive Council to clarify and enforce the university’s existing email policy and encourage the use of other channels of communication with campus.
 - b. Conduct regular surveys to determine how faculty/staff prefer to learn of campus activities and announcements, including frequency of communications, as well as preferred topics of interest.
 - c. Investigate a self-service feature for generation of announcements that do not rise to the level of being focus areas of the strategic plan but that still are worthy of being shared with campus community.
3. Work with Development and Alumni Affairs to ensure continued, effective communication with potential donors and alumni in order to keep them informed of university events and accomplishments as well as student success.
 - a. Examine and overhaul newsletter communications originating from all parts of the university.
 - b. Incorporate alumni and donor engagement into WCU’s social media strategy (*see initiative C.2*).
4. Work with External Affairs to ensure continued, effective communication with elected and appointed leadership.
 - a. Support the development of an online advocacy portal both to share our priorities with legislators and to drive interest from stakeholders willing to assist in our external affairs efforts.
 - b. Support the development of social media initiatives specifically targeted to elected leaders.
 - c. Support the development of collateral targeted to elected and appointed leaders.
5. Leverage and strengthen *The Magazine of Western Carolina University* as our primary tool for keeping our entire alumni and donor base up-to-date on important university developments and accomplishments.
 - a. Develop a strategy to continue the publication in its print format, while also adding supplemental digital content in preparation for the possible transition to an online-first publication.
 - b. Conduct more regular reader surveys to guide content development.
 - c. Establish a magazine advisory board.
 - d. Re-examine the frequency of publication; based upon reader survey findings and availability of resources (both human and financial). Adjust the publication scheduled accordingly.
 - e. Investigate the possibility of paid advertising to help support the cost of production of the magazine.
 - f. Initiate a redesign study, including feedback from reader surveys.
 - g. Develop strategies for expanding digital content without straining resources.

ADDENDUM - Organizational Vision

The execution of the 2015-2020 Integrated Marketing and Communications Plan will be no small task. It will require a new level of collaboration between University Communications and University Marketing. It also will require broad collaboration across the institution as well as the reallocation of resources toward the priorities outlined in the plan.

Historically, Western Carolina University's Public Relations and Creative Services (as it has been known) have largely served a campus support function. Approximately one quarter of their time was focused on executive-level institutional initiatives driven primarily by the Chancellor's Office, while the majority of time was spent serving the needs of campus by providing press releases, media relations and graphic design assistance on request.

In order to execute the IMCP, our organizational vision is to rename and rebrand both units as University Communications and University Marketing and to formalize our focus on initiatives that are institutional in scope and in line with both the WCU 2020 Plan and the IMCP.

To that end, we have identified strategies for implementing this vision without turning our backs on individual unit needs:

1. Refine News Release/Media Relations Procedures

Although there is no defined policy, for decades the university has operated under the notion that all contact with the news media must go through Communications and Public Relations. So engrained is this long-standing tradition that many regional media outlets will not publish news releases about university activities that do not come from the Communications and Public Relations Office. While on the one hand this helps ensure consistency of messaging, quality of communication product and widespread use by the news media, on the other hand it creates a situation in which a large amount of effort is expended on writing, editing and disseminating news about relatively routine events and activities. The office cannot turn its back on promoting these events, as the strategic plan calls for ensuring that university events are consistently well-advertised to external audiences; the office can, however, look to find more efficient ways to do so:

- Conduct surveys of attendees of campus events to determine how they learn about events, and develop future communications strategies accordingly.
- Investigate "self-service" software, templates or other technology that could enable event organizers to generate and disseminate their own news releases.
- Develop a more robust system of using student workers (interns, graduate assistants) to help in production of the more-routine news releases, and identify funding to be able to attract the highest-quality student interns/graduate assistants, providing not only assistance in the university's communication efforts but also valuable real-world experience to students.

2. Offer templated brand materials

In order to create efficiency, University Marketing will make templates available for regularly requested design/marketing materials such as brochures, posters, fliers and newsletters. It is our goal to acquire or develop a system that would allow users to upload content and photos to the template and then to send to our Brand Manager for final approval. By allowing self-service collateral creation with an approval process, we can maintain or even improve quality and consistency while creating efficiency.

3. Offer auxiliary design services as well as approved vendors

In the case that a university unit needs design assistance that is not in line with the WCU 2020 Plan and/or the IMCP, University Marketing will offer low-cost design services through our auxiliary, the University Print Shop. We have been testing this service since late 2014 with much success. The model calls for a cost of \$50 per hour, which is significantly below typical market cost and ensures brand consistency and quality.

In addition, we plan to create and disseminate a list of approved vendors for marketing design with a variety of price points for consideration by individual departments. Units will be free to have their materials designed by these approved vendors, once again with final approval through our Brand Manager. Last but not least, units may request to have their preferred vendor added to the approved vendor list.

4. Encourage the creation of positions to support areas with a high volume of communication, marketing and/or design needs

Leaders in University Marketing and University Communications suggest beginning discussions about the possible creation of positions within units on campus that have a high volume of communication and marketing needs. Educational Outreach provides an example of a division that has a full-time position dedicated to program marketing support. In order to ensure continued consistency and quality as well as to offer professional development resources to those staff members, our vision is to develop an official dotted-line reporting structure to one of our units.