

Western Carolina University

Office of Communications
and Public Relations

Administrative Program Review
Self-Study Appendix

April 2016



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.

Appendix D
Budget Spreadsheet

Year 1

Year 2

Year 3

FY 16

FY 15

FY 14

FUND 1-70140

YTD 4/12/16

	Budgeted	Expended	Budgeted	Expended	Budgeted	Expended
	\$ 682,823.00		\$ 644,659.00		\$ 602,972.00	
Salaries		\$ 495,290.33		\$ 567,483.47		\$ 499,819.05
Benefits		\$ 161,560.74		\$ 187,552.92		\$ 164,364.86
	\$ 124,235.00		\$ 134,351.00		\$ 129,688.00	
Equipment		\$ 16,185.30		\$ 10,102.01		\$ 1,810.31
Purchases, maintenance, contracts/repairs						
Travel Costs		\$ 3,911.53		\$ 3,131.64		\$ 3,770.66
Supplies Costs		\$ 3,945.82		\$ 13,080.36		\$ 5,141.75
Printing costs		\$ 45,036.80		\$ 56,712.92		\$ 61,170.23
Entertainment						
Memberships		\$ 235.00		\$ 225.00		\$ 225.00
Accreditation costs						
Other Program costs (specify)						
Postage		\$ 37,519.30		\$ 33,961.71		\$ 48,427.85
Telephone		\$ 161.04		\$ 8,123.63		\$ 109.41
Freight/Shipping		\$ 219.84		\$ 317.10		\$ 195.89
Subscriptions		\$ 1,854.80		\$ 2,839.90		\$ 2,284.30
Insurance/photo&video equip		\$ 269.00		\$ 433.00		\$ 38.00
Registrations		\$ 1,643.00		\$ 390.00		\$ 405.00
Misc. / Ind. Contracts		\$ 550.00		\$ 749.00		\$ 4,083.98
Total Cost	\$ 807,058.00	\$ 768,382.50	\$ 779,010.00	\$ 885,102.66	\$ 732,660.00	\$ 791,846.29

Appendix D

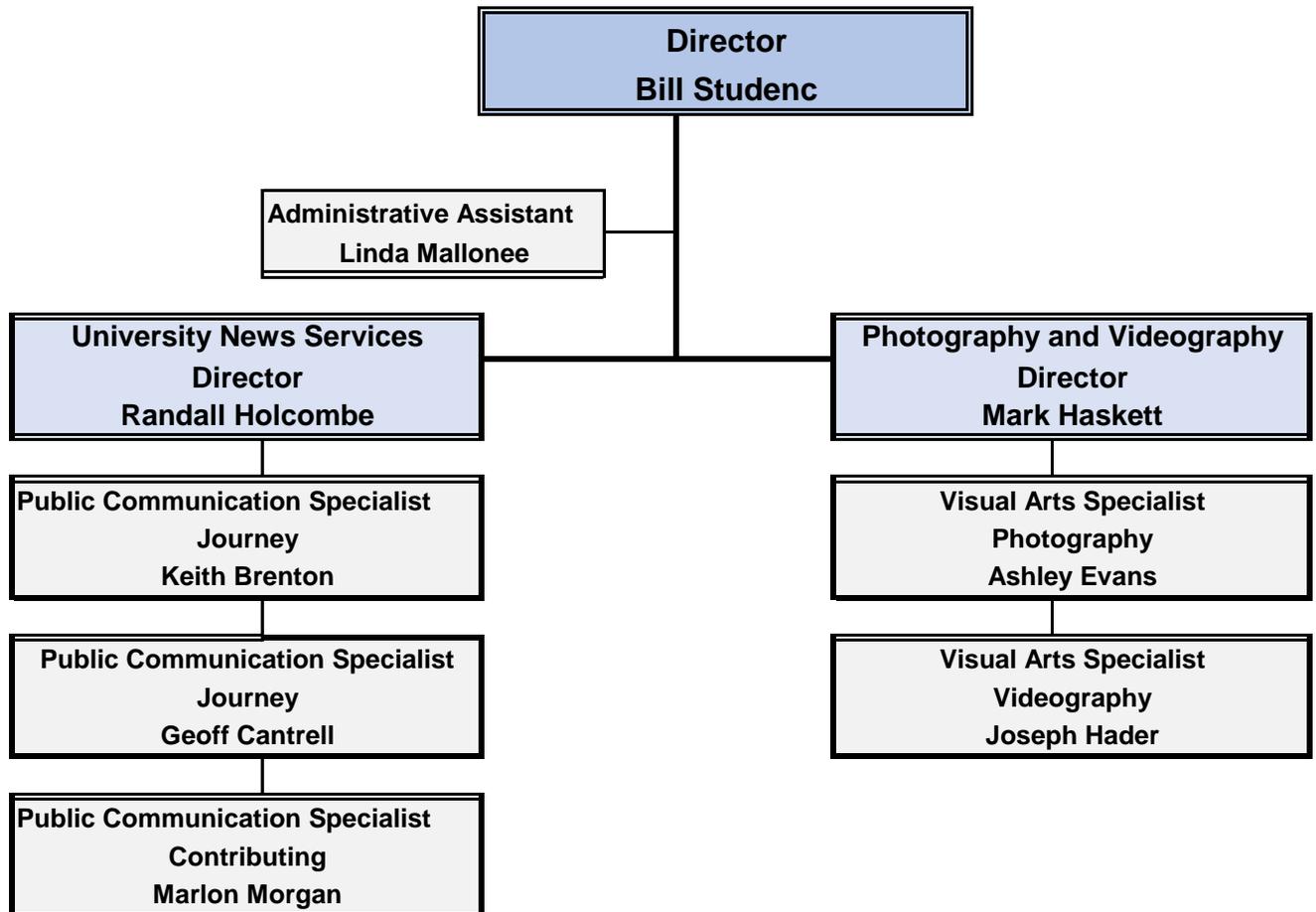
Year 1	Year 2	Year 3
FY 16	FY 15	FY 14

Revenues

Costs

	Budgeted	Expended	Budgeted	Expended	Budgeted	Expended
Tuition						
Other Student Fees						
Restricted Gifts						
Endowment Earnings						
Grants *						
Tickets						
Outside Contracts						
Other (specify)						
1-70140 - Photography		\$ 2,825.00		\$ 3,263.00		\$ 3,116.00
2-21010 - Magazine Sponsorship-		\$ 4,900.00		\$ 14,800.00		

Western Carolina University
Communications and Public Relations
March 2016



Bill Studenc, director, Office of Communications and Public Relations:

- Serve as chief communications officer, including role as university spokesman and crisis communications activities
- Supervise university's communications, public relations, news bureau and media relations activities
- Assist chancellor, provost, other members of Executive Council in drafting communications to campus and other constituency groups
- Cover high-level university news (Board of Trustees meetings, executive appointments, controversial happenings)
- Oversee content for the university magazine and provides direction for faculty/staff newsletter

Randall Holcombe, director, University News Services

- Manage and coordinate the office's news-writing operation that revolves around a staff of five writers, including the office director and director of news services
- Edit all news materials written by the writing staff, including for the faculty/staff newsletter, the university website and for distribution to area media
- Plan and coordinate content for the weekly faculty/staff newsletter
- Serve as second-in-command and backup when director of office is out of town
- Assist in media relations activities by facilitating interviews by news media with faculty, staff and students

Keith Brenton, public communications specialist / web content editor

- Monitor website problems and correct problems
- Write, proofread and post news, magazine articles and releases to appropriate news site, including posting articles to @WCU_News Twitter account

- Publish *The Reporter* weekly during the academic year, including maintenance of "Higher Education Watch" pages and news site archives
- Update home page slideshows biweekly, emergency notifications as needed
- Serve as a backup for the social media director

Geoff Cantrell, public communications specialist / news and feature writer and editor

- Publicize activities, events, research, publications and achievements of students, faculty and staff to the public through stories written for website, campus publications and media
- Serve as liaison between university and the news media, including local, regional and national outlets in print, broadcast and digital platforms
- Communications support of marketing and social media efforts
- Serve as unit's representative on the Mountain Heritage Day committee

Marlon Morgan, public communications specialist / news and feature writer

- Write stories for *The Reporter*, the website and WCU magazine
- Write news releases for events happening at WCU
- Help edit stories and news releases
- Post stories to the website
- Additional communications and outreach support as assigned or warranted

Mark Haskett, director, Photography and Video Services

- Capture, edit, share and archive professional images of the university for both internal and external clients
- Supervise the other full-time photographer and videographer as well as student/part-time help
- Meet with other members of the Communications and Public Relations team as well as the Marketing & Creative Services group to determine priorities for campus-based projects
- Represent the unit through the building and maintaining of relationships throughout the university and region as well as serving on various campus committees

Ashley T. Evans, visual arts specialist / assistant photographer

- Capture, edit, share, and archive professional images of the university to both internal and external clients, with primary responsibilities including *The Reporter* faculty/staff newsletter, College of Fine and Performing Arts and College of Business, and providing images for university homepage, news site and large photo galleries for the different phases of the website redesign
- Editing images and providing them to the clients and campus community
- Assist managing student workers and student photographer
- Meet with other members of the Communications and Public Relations team as well as the Marketing & Creative Services group to discuss visual needs for projects
- Represent the unit through the building and maintaining of relationships throughout the university and region as well as serving on various campus committees

Joseph Hader, visual arts specialist / videographer

- Produce video, design and animation content from concept to completion
- Collaborate with team of writers, designers and photographers to produce quarterly magazine, broadcast, web and print marketing and communication materials

- Provide live streaming AV services for local, state and national media including CNN, MSNBC and NPR
- Manage 10TB+ digital assets

Linda Mallonee, administrative support associate

- Provide office management and support for Communications and Public Relations
- Provide administrative support for Marketing Office
- Process requisitions, purchase orders, interdepartmental transfers, independent contracts, travel reimbursement and P-Card purchases
- Maintain records of office purchases and expenditures
- Maintain filing system for news, general information, and publications

W. Keith Brenton

Copywriter / Web Content Manager 1583 Webster Rd. | Sylva, NC 28779 |
501-681-3789 cell

Résumé EDUCATION

1973-1977 Harding College (now University) • Searcy, Arkansas • B.A.
Journalism

EXPERIENCE

Aug. 2012 – Present Communications Specialist, Western Carolina University • Cullowhee, North Carolina. I work and write for [Western Carolina Magazine](#); the online [Reporter](#) for faculty, staff and students; and the [news areas](#) of the University's website. I also perform proofreading tasks as needed, and enrich the posts on the R-25 [calendar system](#) with links to current news articles. In July, 2013, I temporarily assumed responsibility for content on the University's administration/news website pages and main social media channels: [Facebook](#), [Google+](#), [Twitter](#) (and shared responsibility for some others, like [YouTube](#) and [Flickr](#)) until a social media director was hired several months later.

Nov. 2005 – July 2012 Communications Specialist, Pleasant Valley Church of Christ • Little Rock, Arkansas. I managed content for several Web sites for my home church which have now been consolidated into the main site: <http://www.pvcc.org/>. I created the content on the electronic LED sign out front. I also produced the weekly church bulletin, 4-color posters of church events, brochures, adult Bible class curricula, and audio/visual support for sermons, announcements, and other events — including flat-screen television “posters” in the church foyer.

Nov. 2003 – Nov. 2005 Advancement Assistant to the Chancellor, UALR • Little Rock, Arkansas. For three years, I assisted Chancellor Joel Anderson by producing research and audio/visual content for public speaking engagements and preparing complex correspondence (monthly, annual and special reports). I also maintained his area of the UALR website.

1998-2003 Content/Media Editor, Abilene Reporter-News • Abilene, Texas. After moving back to Little Rock, I believe I was the first full-time “remote employee” working for an [E.W. Scripps](#)-owned property. I designed, updated and maintained more than 30 websites. At one point, I supervised two other employees who performed daily content updates to the sites. I was honored to receive two monthly “Employee of the Month” and one overall “Employee of the Year” awards while working there.

1997-1998 Copywriter, Noble & Associates • Springfield, Missouri. Created concepts and wrote copy for clients primarily in the food service and engineered products segments. **1997 Copywriter/Broadcast Producer, Combs & Company • Little Rock, Arkansas.** Wrote copy and produced audio/visual projects, working half-time for this long-established advertising firm.

1993-1997 Vice President and Daddy, Brenton³ Creative Services • Little Rock, Arkansas. Produced concepts, copy, design and mechanical art on a freelance basis, working out of my home. Also produced some audio/visual projects, both in- and out-of-house. Performed special creative services as needed. My son and daughter (both of preschool age) served as principal officers and helped me keep my priorities in line.

1983-1992 Copywriter/Creative Administrator, Cranford Johnson Robinson Woods • Little Rock, Arkansas. Created concepts and copy for all advertising media at Arkansas' largest advertising/ marketing/ public relations/communications firm. Served as *Traffic Director* and supervised a Traffic Assistant for a year and a half. Also *Creative Administrator* in the agency's Shreveport office from March 1988 to May 1989 and as *Typographer* from July 1983 to February 1987. Wrote projects which won 16 Arkansas Addys and 13 Awards of Merit between 1988-1991. Created work for a clientele mix that included travel/tourism, education, healthcare, entertainment, energy distribution, finance, food service, insurance, engineered products, industrial development, and communications.

1982-1983 Graphic Artist/Keyliner, Commercial Printing • Searcy, Arkansas. Created artwork, shot negatives and burned plates for variety of commercial printing jobs.

1980-1981 Composing Room Supervisor, Searcy Daily Citizen • Searcy, Arkansas. Supervised as many as 10 full-time employees in the pre-print creation of the daily (6x per week) local newspaper.

1980 Typographer, Western Newspaper Publishing • Indianapolis, Indiana. Set type, primarily for law journals.

1978-1979 Art Director, The Metro News • Indianapolis, Indiana. Designed a tabloid fortnightly newspaper written / illustrated by and distributed to high school students in Marion County metro area.

SKILLS

- Administration of a number of proprietary web-based applications including interactive forums, community calendar, e-commerce, automobile- and career-location, ad banner-serving.
- Concept and creation of websites with the goal of being completely platform- and browser-friendly, high-content, low-loadtime, able to utilize available window "real estate".
- Concept and creation of communications programs, copywriting, technical writing, design, art direction, photography, typography
- Supervising audio and video production
- Planning and delivering presentations and performing public relations duties
- Assigning priorities and making client contact/sales/follow-up
- Proficient with JavaScript and applications Microsoft Word, Photoshop, Illustrator, others.
- Managing employees (no mad ninja skills, however)

PERSONAL

- Was married to **Dr. Angela Laird Brenton**, Provost of Western Carolina University in Cullowhee, NC, until her death in 2013 from pancreatic cancer.
- Father of **Matthew Scott Brenton**, born 1992; and **Laura Leigh Brenton**, born 1996.
- Interested in model railroading (San Francisco traction/transit and a tourist railway in Arkansas, the [ES&NA](#)); web design.

REFERENCES

Chuck Monan, Preaching Minister • Pleasant Valley Church of Christ • 10900 Rodney Parham Road • Little Rock, AR 72212 • 501.225.5818 • chuck@pvcc.org

Jim Johnson, Vice Chairman of the Board / Retired • Cranford Johnson Robinson Woods • 303 W. Capitol Ave. • Little Rock, AR 72201 • 501.664.1135 (Home) • Buckband@aol.com

Joel Anderson, Chancellor • University of Arkansas at Little Rock • 2801 S. University Avenue • Little Rock, AR 72204 • 501.569.3200 • chancellor@ualr.edu

Danny Reagan, Online Director • *Abilene Reporter-News* • 101 Cypress St., Abilene, TX 79601 • 325.671.8318 • reagand@reporternews.com

WORK SAMPLES

<http://www.wkeithbrenton.com/>

Geoff Cantrell

EMPLOYMENT HISTORY

Western Carolina University

One University Drive, Cullowhee, NC 28723

September 2015 to present

Public Communications Specialist: Serve as liaison between university and the news media, including local, regional and national outlets in print, broadcast and digital platforms. Publicize activities, events, research, publications and achievements of students, faculty and staff to the public through website, campus publications and media. Communications support of marketing and social media efforts. www.wcu.edu

N.C. Wildlife Resources Commission

1751 Varsity Drive, Raleigh NC 27606

January 2006 to August 2015

Public Information Officer: Public affairs duties for state regulatory agency. Worked to increase awareness and support of policies, programs and partnerships that benefit conservation. Coordinated with graphic designers, writers, photographers, digital media managers and a variety of source experts, including legislators, biologists, engineers, educators and law enforcement officers. www.ncwildlife.org

Smoky Mountain Living magazine

34 Church Street, Waynesville, NC 28786

July 2003 to January 2006

Contributing Editor: Wrote regular features and other editorial content for lifestyles and destination magazine covering southern Appalachia and its people, places, culture, music, arts and history, with additional participation in publication planning, oversight and development. www.smliv.com

During this timeframe, served as correspondent for the Boston Globe newspaper (www.bostonglobe.com) covering southeastern news and events, and as stage manager/emcee at biannual Lake Eden Arts Festival (www.theleaf.org).

Asheville Citizen-Times

14 O. Henry Avenue, Asheville NC 28801

February 1991 to July 2003

Regional Editor: Supervised 5 bureaus in western North Carolina, the capital desk in Raleigh and community correspondents in an 18-county area for news coverage, coordinated website content, assigned staff photographers and directed staff training and development. Also served as newspaper's Associated Press liaison, guest speaker for community and civic functions, and wrote weekly "Mountain Folkways" column. www.citizen-times.com

EDUCATION

University of North Carolina at Asheville, bachelor's degree in communications with a concentration in journalism. Served as public affairs commissioner for student government association, writer/photographer for college magazine, staff reporter for campus newspaper and resident assistant in dormitory. Graduate studies in historic preservation at East Carolina University. Certificate in newsroom management from American Press Institute, University of Nevada at Reno. Graduate of Bondurant Performance Driving School, Phoenix, and gained SCCA regional competitor license. Continuing professional development through Wake County Community College in website design, Powerpoint, Photoshop and Adobe Suites applications.

PROFESSIONAL and COMMUNITY INVOLVEMENT

College News Association of the Carolinas member, conference attendee.

Southeastern Outdoors Press Association member, newsletter featured photographer.

North Carolina Association of Government Information Officers member, conference presenter.

Great Smoky Mountains Association lifetime member, board of directors, publications committee chairman.

Trout Unlimited member of Tuckaseegee chapter, eco-impact action committee member, magazine contributor.

Seeing Eye Foundation member, previously adopted two retired guide dogs.

Jackson County Genealogical Society member, presentations on historic site and local landmarks.

Highlands Biological Foundation member, Zahner Conservation Lecture series attendee.

Ashley T. Evans

aevans@wcu.edu

Professional Experience

- Western Carolina University 2008-Current
Visual Arts Specialist (Photographer)
Office of Communications & Public Relations
- The Mountaineer
Waynesville, NC
Photojournalist 2001-2004

Currently, I am working as a photographer in Photography Services, which is part of the Office of Communications and Public Relations. Our staff is committed to producing high-quality photographic images that support the university's "20/20 Vision" and enhance the recruitment and retention of students.

Our services capture student activities, campus life, athletic events, and showcases all educational academic opportunities both inside and outside of the classroom. We produce images that are used for various print and online materials such as local newspapers, the university magazine, upper-tier pages of the Western Carolina website, and various other projects that require high-quality visuals.

Freelance Experience *(Photographer)* 2003-Current

- Asheville Citizen-Times/*Haywood County*
- Chamber of Commerce/*Haywood County*
- Chamber of Commerce/*Jackson County*
- Folkmoot USA Festival/*Haywood County*
- Folk Festival/*Haywood County*

Education

- Randolph Community College 1999-2001
Associates in Applied Science
Photographic Technology

JOSEPH HADER

EDUCATION

BFA Graphic Design
Western Carolina University
Class of 2011

SKILLS

Adobe Creative Suite CC
Marketing Strategy
Art Direction
Photography
Cinematography / Lighting
Copywriting / SEO
A/V Live Event Setup
HTML / CSS
Project Management
Final Cut Pro 7 / X
Davinci Resolve

EXPERIENCE

WESTERN CAROLINA UNIVERSITY

VISUAL ARTS SPECIALIST | MAY 2010 - PRESENT

Produces video, design and animation content from concept to completion

Collaborates with team of writers, designers and photographers to produce quarterly magazine, broadcast, web and print marketing and communication materials

Hires, manages and directs student workers and third-party contractors

Provides live streaming AV services for media including CNN, MSNBC and NPR

Developed analytics-driven web content development strategy, resulting in 30,000+ views on single video

Manages multiple projects, client relations and ensures deadlines are met

Manages 10TB+ digital assets

FREELANCE DESIGN & VIDEO PRODUCTION

Provides branding and logo design services for regional small businesses

Designed and developed websites for regional clients

Designed CD jewel case for album released and distributed by SONY

Served as editor, animator and PA on music video produced by SONY

Served as storyboard artist on feature length film "SOL"

AWARDS

CASE District III

Grand Award

Writing for the Web
"Test of Endurance"

Award of Excellence

Marketing/Branding Video
"Something Magical Occurs"

CONTACT

josephhader.com
828.508.7180
grilledcheesetomatosoup@gmail.com

Mark Haskett

Education

BACHELOR OF SCIENCE | 1987 | WESTERN CAROLINA UNIVERSITY

- Major: Mathematics

Professional Experience

WESTERN CAROLINA UNIVERSITY – OFFICE OF COMMUNICATIONS AND PUBLIC RELATIONS – DIRECTOR OF PHOTOGRAPHY AND VIDEOGRAPHY SERVICES **2014-PRESENT**

- Oversee photography and videography units within the office of Communications and Public Relations while serving as chief photographer for the university.

WESTERN CAROLINA UNIVERSITY – PUBLIC RELATIONS - PHOTOGRAPHER **1987-2014**

- Chief Photographer for university marketing publications, web site and social media, University Magazine, news releases, and Athletic related materials.

SYLVA HERALD - PHOTOGRAPHER **1983-19987**

- Photographer for high school athletic events and other duties as assigned.

WESTERN CAROLINA UNIVERSITY – OFFICE OF PUBLIC INFORMATION – ASSISTANT PHOTOGRAPHER **6/85-7/87**

- Assisted university photographer in photography assignments and development of black and white prints for sports information and the North Carolina Center for the Advancement of Teaching.

ASHEVILLE CITIZEN TIMES – PHOTOGRAPHER **9/83-7/86**

- Photographer for sporting events across western North Carolina.

LIVINGSTON'S PHOTO – LAB TECHNICIAN **5/84-5/85**

- Operated automated color processing; developed film; printed custom black and white photographs; and completed various assignments throughout western North Carolina through class reunions, weddings, portraits and real estate marketing.

Freelance Experience

PHOTOGRAPHER | MARK HASKETT PHOTOGRAPHY | 1983-PRESENT – PARTIAL LIST OF CLIENTS

- Jackson County Chamber of Commerce
- Jackson County Public Schools
- Harris Regional Hospital
- Southwestern Community College
- Smoky Mountain News

Memberships

College News Association of the Carolinas
Nikon Professional Services

Awards

Judy H. Dowell Outstanding Support Staff Award 2008

Athletic Director's Award 2009

Numerous Awards from Council for Advancement and Support of Education

RANDALL HOLCOMBE

Specific Qualifications

- A total of 32 years of experience in the newspaper and public relations fields
- Twenty-two years of experience in higher education public relations as a writer/editor
- High level of ability in the areas of spelling, grammar, punctuation and spotting “typos”
- High level of ability in the craft of writing with clarity and succinctness
- Painstaking attention to detail with any project undertaken
- Twenty-one years of “institutional knowledge” regarding Western Carolina University

Professional Work Experience

Director of News Services, Office of Communications and Public Relations, Western Carolina University, Cullowhee, N.C.

2014-present

- Manage and coordinate the office’s news-writing operation that revolves around a staff of five writers, including the office director and director of news services.
- Edit all news materials written by the writing staff, including for the faculty/staff newsletter, the university website and for distribution to area media.
- Plan and coordinate content for the weekly faculty/staff newsletter.

Writer/Editor, Office of Communications and Public Relations, Western Carolina University, Cullowhee, N.C.

1994-2014

- Produce news and feature stories for distribution to news media and for publication in university outlets including the alumni magazine, website and faculty/staff newsletter
- Edit written materials composed by public relations colleagues and campus contributors; typically given “last set of eyes” proofreading duties for vital university news releases and documents
- For a number of years, typically designated as the “contact person” to fulfill the duties of the news services director when he is out of the office

Editor, Crossroads Chronicle, Cashiers, N.C.

1989-1994

- As the sole news staff member for a weekly newspaper, responsible for development of all non-advertising content, including news and feature stories, editorial page pieces and photography
- Responsible for newspaper design and layout

Reporter, Greenville News, Greenville, S.C.

1986-1989

- As a bureau reporter for upper South Carolina’s largest daily newspaper, responsible for generating news, features and photography from Oconee County, S.C.

Reporter, Journal-Tribune, Seneca, S.C.

1984 –1986

- Generate news, features and editorial page pieces for a bi-weekly newspaper
- Assist with newspaper design and layout

Education

Bachelor’s Degree in Journalism, News-Editorial Track, University of South Carolina, Columbia, S.C., 1984

References available upon request

Linda Mallonee
Administrative Support Associate
Communications and Public Relations

EMPLOYMENT HISTORY

Communications and Public Relations **2013 - 2016**
Administrative Support Associate

Provide office management and support for Communications and Public Relations.

Provide administrative support for the Marketing office.

Process requisitions, purchase orders, interdepartmental, independent contracts, travel reimbursement, P-Card purchases and maintain records of office purchases and expenditures.

Maintain filing system for news releases, general information, staff and faculty, chancellor, and publications.

Advancement and External Affairs **2003 - 2013**
Administrative Support Associate

Assist Associate Vice Chancellor for Public Relations and budget officer for Vice Chancellor for Advancement with management of budgets for operations, marketing, advertising, and publications. Provide office management and support. Process requisitions, purchase orders, check requests, travel reimbursement and revenues. Maintain records and files on all processes.

Assist with Mountain Heritage Center and Mountain Heritage Day budgets. Provide budget reports to budget manager and vice chancellor.

Maintain filing system of news releases, chancellor, general news, advertising, publications and budgets.

Distance Learning and Continuing Education **2003-2006**
Administrative Support Associate

Assist the director of the Jamaican program with program and class scheduling, ordering and shipment of textbooks and all needed class materials for classes in both Jamaica and South America. Process payment for instructors, process visas and international travel

documents, advances and arrangements. Work with international directors to provide itineraries, class materials, requests and information as needed. Keep spreadsheets and records. Maintain files of all program schedules, instructors, texts, class materials, costs, expenditures and transactions. Process requisitions, purchase orders, check requests, travel and interdepartmental invoices.

Assisted Conference and Summer Programs directors with schedules and payment for programs. Receipt of payment, deposits, credit card processing, reconciling. Maintain records of all programs, classes, instructors, payments and expenditures.

Assisted Distance Learning program director with independent contracts, payment of instructors, travel arrangements and reimbursements. Maintain files and records of program.

Public Relations 1992 - 2003
Administrative Assistant, Hourly

Assist Executive Assistant with office administration, receptionist, assisted with requisitions, purchase orders, timesheets, mailings, correspondence, maintaining filing systems for budgets, general, news releases, business operations, marketing, publications, and materials for the university welcome center.

WRGC Radio Station 1973 – 1978
Bookkeeper, Office Manager 1983 - 1987

Bookkeeper, invoicing billable services, receipt of payments, banking, reconciling and payroll for radio station WRGC. Kept financial and business records and files. Managed office procedures and produced program logs for advertising.

EDUCATION

Western Carolina University 1971 – 1973

Southwestern Community College 1983 – 1985
Continuing Education Classes

Marlon W. Morgan

10 W. RACCOON RIDGE, APT. 7B • SYLVA, NC • PHONE: (901) 619-9665 •
MORGANMARLON@BELLSOUTH.NET

Dedicated award-winning writer/reporter with a reputation for impeccable ethics and accuracy. Years of commended performance as a staff reporter for print and online media. Able to consistently meet deadlines and thrive in a high-pressure environment. I am looking to transfer the skills and experience I have obtained into a corporate environment.

Professional Experience

Western Carolina University
The Commercial Appeal -- Memphis, TN
The Florida Times-Union -- Jacksonville, FL
The News-Sentinel -- Ft. Wayne, IN

Public Comm. Specialist 2015 - Present
Writer/Reporter 2000 - 2014
Writer/Reporter 1995 - 2000
Writer/Reporter 1988 - 1995

Currently, I write/edit stories and news releases for the Office of Communications and Public Relations at Western Carolina University. As a reporter, I conducted interviews and research, while also analyzing data and trends that led to compelling news, features and enterprise stories. I managed multiple assignments simultaneously, while collaboratively working with editors on tight deadlines. I am a team player that is able to maintain strong working relationships, both internally and externally. With media shifting to digital platforms, I am able to produce audio and video, write blog posts, edit copy, utilize various social media outlets, and provide web content management. I am fluent in AP style and proficient in Microsoft Office.

Freelance Experience

NBA.com

Sports Writer 2009 – 2014

Education

Michigan State University -- East Lansing, MI
BA Journalism

Awards

1st Place Tennessee Press Association 2006
Best Sports Story

1st Place Tennessee APME 2006
Best Sports Story

2nd Place Tennessee Sports Writer Associations Award 2006
Best Feature Writer

William John Studenc Jr.

EXPERIENCE

Chief Communications Officer, Director of the Office of Communications and Public Relations, Western Carolina University

February 2014-present

Supervise university's communications, public relations, news bureau and media relations activities, including creation and distribution of news releases for print, broadcast and Web-based media to serve regional, state and national communication strategies; managing editor of triannual glossy magazine with circulation of 61,000; supervise production of weekly faculty/staff newsletter; assist in planning and creation of advertising and promotional copy for print, broadcast and electronic publications for internal and external audiences; oversee photography, videography, web content and social media activities

Previous increasingly responsible positions within Office of Public Relations/Information at WCU: Senior Director of News Services (February 2010-February 2014) Associate Director (*July 1999-March 2003*); Assistant Director/News (*July 1996-July 1999*); Information and Communications Specialist II (*March 1994-July 1996*); Information and Communications Specialist I (*June 1988-March 1994*)

Editor, The News Record

November 1986-June 1988

Editor of award-winning newspaper located in Madison County, N.C. Responsibilities included supervision of entire news-gathering operation; photography; newspaper design and layout; supervision of staff reporters and correspondents

Reporter, The Mountaineer

June 1983-November 1986

Staff reporter for award-winning newspaper serving Haywood County, N.C. Responsibilities included city/county government and law enforcement/courts reporting; photography; newspaper design and layout; served as entertainment editor 1984-1986

RELATED EXPERIENCE

- June 2004-May 2009: **Weekly columnist**, Asheville Citizen-Times
- May 1991-June 2004: **Weekly columnist**, The Enterprise-Mountaineer
- August 1983-April 1984; August 1988-November 1992: **Sports writer**, Asheville Citizen-Times
- May 1987-December 1994: **Contributing writer**, Out 'N' About arts and entertainment newspaper
- September 1983-January 1986: **News correspondent**, WESC-FM, Greenville, S.C.
- March 1983-November 1986: **Stringer** for United Press International and News Election Service

HONORS

2015

William John Studenc Jr.

- **Special Merit Award**, Council for Advancement and Support of Education, District III, media relations program, “WCU, UNCA and A-B Tech Partner to Illustrate the Economic Impact of Public Higher Education in WNC”
 - **Nominee**, Western Carolina University Program of Excellence Award, Office of Communications and Public Relations
- 2013
- **Award of Excellence**, Council for Advancement and Support of Education, District III, marketing/branding video, “Something Magical Occurs” (second annual holiday video)”
- 2012
- **Special Merit Award**, Council for Advancement and Support of Education, District III, video for internal or external use, “WCU’s Inaugural Holiday Video”
- 2011
- **Award of Excellence**, Council for Advancement and Support of Education, District III, social media integration, “Pride to Pasadena”
 - **Special Merit Award**, Council for Advancement and Support of Education, District III, electronic newsletters, blogs and tabloids, “Pride to Pasadena”
- 2010
- **Award of Excellence**, Council for Advancement and Support of Education, District III, electronic newsletters, blogs and tabloids, “The Reporter”
 - **Special Merit Award**, Council for Advancement and Support of Education, District III, alumni magazines, “The Magazine of Western Carolina University”
- 2009
- **Special Merit Award**, Council for Advancement and Support of Education, District III, special projects, “Proud of the Pride: Announcing the Sudler Trophy”
- 2008
- **Nominee**, North Carolina Governor’s Award for Excellence
 - **Recipient**, Western Carolina University’s Paul A. Reid Distinguished Service Award for Administrative Staff
- 2007
- **Grand Award**, Council for Advancement and Support of Education, District III, tabloid/newsletter publishing improvement, “The Reporter”
 - **Award of Excellence**, Council for Advancement and Support of Education, District III, media relations, “The Program for the Study of Developed Shorelines”
 - **Special Merit Award**, Council for Advancement and Support of Education, District III, fundraising, “The Campaign for Western”
 - **Special Merit Award**, Council for Advancement and Support of Education, District III, general news/feature writing, “Scholarship Reconsidered”
- 2006
- **Nominee**, WCU’s Paul A. Reid Distinguished Service Award for Administrative Staff
 - **Award of Excellence**, Council for Advancement and Support of Education, District III, media relations, “Press Kit/Announcing the Kimmel School”
 - **Best of the Mountains**, Public Relations Association of Western North Carolina, publications/press kits, “Press Kit/Announcing the Kimmel School”
- 2005

William John Studenc Jr.

- **Nominee**, WCU's Paul A. Reid Distinguished Service Award for Administrative Staff
 - **Outstanding Administrator Award**, Ramsey Regional Activity Center, Student Affairs Division Awards, Western Carolina University
 - **Award of Excellence**, Council for Advancement and Support of Education, District III, radio advertising, "Phone a Friend" and "Time," graduate student recruitment
- 2004
- **Special Merit Award**, Council for Advancement and Support of Education, District III, Fund Raising
 - Publication, "Cat's Pause: Special Edition," athletics fund-raising piece
- 2001
- **Special Merit Award**, Council for Advancement and Support of Education, District III, newswriting category, "Freshman Reading Program"
 - **Special Merit Award**, Council for Advancement and Support of Education, District III, radio series, "Power Your Mind," undergraduate student recruitment
 - **Gold Winner**, Admissions Advertising Awards, radio advertising/series, "Power Your Mind," undergraduate student recruitment
 - **Gold Winner**, Admissions Advertising Awards, radio advertising/single spot, "Power Mad," undergraduate student recruitment
- 2000
- **Award of Excellence**, Council for Advancement and Support of Education, District III; radio programs and announcements; "The Buzz" and "Close to Home," undergraduate student recruitment
 - **Merit Winner**, Admissions Advertising Awards, radio advertising/single spot, "The Buzz," undergraduate student recruitment
- 1999
- **Silver Achievement Award**, N.C. State Employees Combined Campaign leadership
- 1996
- **Honorable mention**, National Better Newspaper Association contest; best review category
- 1991
- **Merit Award**, WCU, Nomad literary magazine, fiction
- 1988
- **Selected** to "Outstanding Young Men of America"
- 1987
- **Third place**, N.C. Press Association contest, editorial writing
 - **Second place**, N.C. Press Association contest, investigative reporting
- 1986
- Mountaineer "**Employee of the Month**" for October 1986
 - **Panelist** on live television broadcast examining proposed nuclear waste repository in Western North Carolina
- 1984
- **First place**, N.C. Press Association contest, news writing

William John Studenc Jr.

MEMBERSHIPS

- College News Association of the Carolinas
Board of Directors, 2004-2009
- Council for Advancement and Support of Education
- Public Relations Association of Western North Carolina
- UNC Journalism Alumni and Friends Association
- Charter Member of the Black Mountain Tennis Association

UNIVERSITY COMMITTEES

- UNC Presidential Visit Planning Committee, 2016
- Higher Education Bond Referendum Committee, 2015-2016
- WCU Portal Working Group, 2015-present
- Integrated Marketing and Communications Committee, 2015-present
- UNC Board of Governors Visit Planning Committee, 2013-2014
- Chief of Staff Search Committee, 2013
- WCU's 125th Anniversary Steering Committee, 2013-2015
 - Chair, Communications and Marketing Subcommittee, 2013-2015
- Discovery Forum Planning Committee, 2013-2015
- Faculty/Staff E-mail Update Executive Steering Team, 2013-2015
- Content Management System Update Executive Steering Team, 2012-2013
- Chancellor's Leadership Council, 2011-present
- The 2020 Commission strategic planning committee, 2011-2014
- Campus Emergency Communication System Task Force, 2011-present
- Chancellor's Installation Steering Committee, 2011-2012
- Chancellor's Get-Acquainted Tour Committee, 2011
- Disaster Preparedness and Recovery Team, 2009-present
- University Branding Task Force, 2007-2010
- Southern Association of Colleges and Schools – Quality Enhancement Plan Committee, 2005-2007
- University representative to Downtown Sylva Association, 2005-2007
- Fine and Performing Arts Center Gala Planning Committee, 2004-2005
- University Staff Forum Representative, 2003-2007
 - Chairman of the Staff Forum Public Relations Committee, 2004-2007
- National Collegiate Athletics Association Self-Study Committee, 2003-2004
- Paul A. Reid Distinguished Service Awards Selection Committee
 - Chairman, 2002
- University Sponsorships & Marketing Committee, 2002-2004
- Strategic Planning Task Force, 2001-2003
- CULLOWHEE! ArtsFest Committee, 2000-2004
- Chancellor's Speaker Series Committee, 1998-2004
- Campus Master Planning Task Force, 1998-2000
- State Employees Combined Campaign
 - Chair, 1998; Assistant Chair, 1997
- Celebrating Western Committee, 1996
- Homecoming Committee, 1994-2006

William John Studenc Jr.

- Lectures, Concerts and Exhibitions Committee, 1994-2002
- Cullowhee Arts Festival Committee, 1994-1996
- Support Staff of the Year Selection Committee, 1992

EDUCATION

- Master of public affairs degree, **Western Carolina University**, 2010
- Bachelor of arts degree in journalism and history, **University of North Carolina at Chapel Hill**, 1983