University of Idaho Strategic Plan and Process 2016-2025
Cascaded Plan for Support Units – Waypoint 1
July 1, 2016 – June 30, 2019

University Communications and Marketing – Executive Director of Communications and Marketing

Long-term focus which supports the University of Idaho Strategic Plan

University Communications and Marketing (UCM) is responsible for conveying the university's mission, vision and values to internal and external audiences through the development and implementation of communications and marketing programming. UCM develops, implements, and directs university-wide integrated marketing and communications plans, strategies and tactics and assists other colleges, units and centers with their communications and marketing efforts.

UCM's areas of responsibility include:

- Brand marketing strategy and implementation
- Enrollment marketing strategy and implementation
- Image/reputation management
- Paid media and advertising
- Community branding and sponsorship management
- Media communications and relations
- Issue management and messaging
- Crisis communication
- Executive communications
- Internal communication

- Web and marketing technology services
- Digital marketing and social media management
- Signature event promotion
- Publications (Here We Have Idaho magazine, etc.)
- Design services
- Video production
- Photography
- Print and copy services
- Internal and external market research
- Marketing effectiveness analysis

Using these core strengths and services, UCM will focus efforts in action-oriented areas designed to support the university's strategic plan over the next nine years. Efforts in the areas will allow us to achieve three primary unit goals, 1) build external awareness, advocacy and action; 2) enhance and expand enrollment positioning; and 3) cultivate a strong, connected university community.

Following are UCM's three primary goals with narrative describing each. These unit goals are focused on achieving Goal 3 (Transform) and Goal 4 (Cultivate) as described in Waypoint 1 of the university's strategic plan.

A. BUILD EXTERNAL AWARENESS, ADVOCACY AND ACTION

Higher education continues to face change and challenges across the country. A rapidly evolving competitive landscape tends to favor universities with established national brands or institutions that offer a unique service or a focused set of academic programs. The challenge facing universities that do not fit either of these profiles is to define (or redefine) their brands, message positioning and value propositions to focus on delivering high value, return on investment and the long-term benefits of a college degree (i.e. a high quality education that leads to a successful career, career path and good salary).

Through efforts in this area, we will seek to advance the University of Idaho's higher education mission and position UI as a university that shapes the future through innovative thinking, community engagement and transformative education. We will seek to build understanding of, and affinity and advocacy for UI among prospective students, current students, alumni, business and government leaders, and others across the state, region and country. We will solidify and expand the university's identity as the best choice in Idaho for excellence, premier research, access and value.

This internal UCM goal maps to the following goals and objectives in the strategic plan:

- Goal 3, Objective A: Provide greater access to educational opportunities to meet the evolving needs of society.
- Goal 3, Objective B: Foster educational excellence via curricular innovation and evolution.
- Goal 3, Objective C: Create an inclusive learning environment that encourages students to take an active role in their student experience.
- Goal 4, Objective A: Build an inclusive, diverse community that welcomes multicultural and international perspectives.
- Goal 4, Objective B: Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff.
- Goal 4, Objective C: Improve efficiency, transparency and communication.

B. ENHANCE AND EXPAND ENROLLMENT POSITIONING

An increase in competition and decrease in state financial support for education has stressed budgets and resources requiring institutions to differentiate themselves among an ever-increasing number of academic offerings while justifying increased cost of attendance. In light of the limited funds available from external sources, the university strives to affect the funds within our control by steadily growing enrollment while maintaining an exceptional experience and value for current students.

Through efforts in this area of focus, we will seek to advance the University of Idaho's higher education mission by extending reach to and engagement with prospective students and their families while fostering the sustainable growth of new students and retention of current students. This internal UCM goal maps to the following goals and objectives in the strategic plan:

- Goal 3, Objective A: Provide greater access to educational opportunities to meet the evolving needs of society.
- Goal 3, Objective B: Foster educational excellence via curricular innovation and evolution.
- Goal 3, Objective C: Create an inclusive learning environment that encourages students to take an active role in their student experience.
- Goal 4, Objective A: Build an inclusive, diverse community that welcomes multicultural and international perspectives.
- Goal 4, Objective C: Improve efficiency, transparency and communication.

C. CULTIVATE A STRONG, CONNECTED UNIVERSITY COMMUNITY

In addition to focusing on external communications and marketing, UCM is also responsible for creating and maintaining robust and effective internal communications strategies, channels and processes to nurture and energize a connected UI community and to advance key initiatives from across the institution.

Through efforts in this area of focus, we will seek to advance the University of Idaho's higher education mission by building a voice for University of Idaho leadership among faculty, staff, students and other closely held stakeholders and fostering an environment of pride, support and engagement among faculty and staff. We will foster a commitment to state and national higher education leadership and position UI leaders as higher education change agents.

This internal UCM goal maps to the following goals and objectives in the strategic plan:

- Goal 3, Objective B: Foster educational excellence via curricular innovation and evolution.
- Goal 4, Objective A: Build an inclusive, diverse community that welcomes multicultural and international perspectives.
- Goal 4, Objective B: Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff.
- Goal 4, Objective C: Improve efficiency, transparency and communication.

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	Y	A. External Awareness, Advocacy and Action C. Connected Community	A. Milestones and Metrics C. Milestones
Engage (especially Go-on rates)	Y	A. External Awareness, Advocacy and Action C. Connected Community	A. Milestones C. Milestones
Transform (especially Enrollment and Retention)	Y	A. External Awareness, Advocacy and Action B. Enrollment Positioning C. Connected Community	A. Milestones and Metrics B. Milestones and Metrics C. Milestones
Cultivate (especially Work Environment and Inclusivity)	Y	A. External Awareness, Advocacy and Action B. Enrollment Positioning C. Connected Community	A. Milestones B. Milestones and Metrics C. Milestones and Metrics

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Waypoint 1 goals, objectives and tactics (short narrative description)

Each section below includes a primary UCM unit goal followed by a series of related objectives and a description of affiliated tactics we will deploy to meet each objective and, ultimately, the goal. Each UCM goal maps back to the Waypoint 1 goals and objectives described on pages two and three of this document.

A. BUILD EXTERNAL AWARENESS, ADVOCACY AND ACTION

UCM OBJECTIVE 1: Increase Brand Relevance to Evolving Marketplaces

1. Gather Evidence to Support the Brand - UCM will gather and align evidence from across the institution such that it becomes part of a common messaging framework that fully leverages the university's brand. Teams will establish internal communication methods to broadly disseminate information about the brand as well as brand and trademark messaging and a content marketing selection process for campus marketers. Unit leaders will build additional ways to capitalize on shared opportunities and further utilize digital media (video and photo) throughout brand marketing campaigns. Working with campus partners, UCM will refine and build out UI's outcomes, affordability, access and academic excellence messages with supporting stories, visuals, executive communications and brand marketing initiatives.

2. Brand Positioning Extension - UCM will engage all university units in an integrated marketing approach and provide guidelines and methods for properly applying the creative, messaging and visual standards related to the brand. UCM will leverage the combined energy behind this effort to build in-state and regional awareness of the institution. Communications teams will communicate messages externally through media channels that directly tie to and support brand marketing themes. Brand marketing teams will identify UI's current position and establish guiding documents for the university's marketing materials, including but not limited to a visual style guide and a shared voice and narrative document. In coming years, we will look to establish a robust personalized marketing program with personalized narratives, paths and content for target audiences. UCM will actively look for ways to partner with peers across the institution and state to further brand our statewide locations.

UCM OBJECTIVE 2. Raise Visibility of UI's Unique Value Propositions (UVPs) and Brand Promise.

3. Three-Year Marketing and Communications Plan Implementation - Using the Y1 Brand Plan as a foundational element, UCM will develop a strategic marketing plan focused on positively influencing public perception of UI. The plan will incorporate earned media along marketing themes, a robust UI social media marketing strategy and calendar and a year-round brand paid media campaign to launch incrementally over years 2-3 as funding allows. We will look to weave targeted and strategically selected paid media campaigns throughout neighboring designated market areas (DMAs) to expand awareness of UI's brand position in preparation for enrollment marketing efforts in subsequent years. UCM will explore and execute new experiential marketing techniques that showcase UI's brand

as well as develop strong internal marketing partnerships to share messaging, enhance complementary efforts/campaigns and further effectiveness.

4. Brand Refresh - UCM will look to launch a new multichannel campaign based on a revised brand promise and strategy as detailed in the revised Y1 Brand Plan. Through market research, we will enhance and refine the university's value propositions at the institutional level, providing messaging resources for campus leaders and units. UCM will establish standards for brand style and tone through internal teamwork and in collaboration with external marketing agencies, leading to the creation of templates for campus and standardization of merchandising where applicable. Through continued focus, UCM will create campaigns overlapping pivotal brand and enrollment messages with admissions and recruitment team endeavors to increase effectiveness for all efforts. UCM will look for opportunities to weave functionality, design and stories together across platforms to create encapsulated brand experiences and extend UI's paid media outreach to multicultural and diverse audiences. We will revamp and enhance the university's "front door" – UI's website homepage content and layout – before extending to other top tier owned media as opportunities present.

5. Signature, Presidential and other Impactful Events Promotion - UCM will coordinate integrated planning for select signature and impactful leadership events in order to promote the UI brand and a positive, shared experience. We will leverage public presentations and high-profile external communications from executives to build awareness of unique value propositions and UI's brand promise as well as work with our partners to define and develop marketing plans and campaigns for top tier events such as the Lionel Hampton Jazz Festival, Homecoming, Commencement, Convocation and others as defined by executive leadership.

UCM OBJECTIVE 3. Build Preference and Connection with UI.

6. Strategic Media Relations Expansion - UCM will continue to take an integrated media management approach to strategic story development and placement, issue management, media training, college/unit collaboration, message development and coordination, media analysis and reach. We will look to draw increased earned media attention to collaborative UI efforts as well as provide media training and support to leaders and identified experts while preparing strategic media pushes in targeted paid media locations based on similar messaging. UCM will continue to build relationships between UI leaders and regional and national media to advance UI initiatives as well as to enhance UI's visibility and executives' positions as thought leaders.

7. UI Experience Replication throughout the State - UCM will develop and execute a thoughtful community branding (sponsorship) program with measureable outcomes and parameters for selection. In Y2, we will look to tie UI throughout the TEDx Boise experience and will explore opportunities to repeat the experience in other parts of the state through additional sponsorship and community branding partnerships. We will look to enhance creative experiences within Idaho airports and transportation centers, while partnering with UI center leadership to identify and build upon opportunities in their key Idaho markets. UCM will look to rejuvenate the UI brand throughout the Moscow community and move toward the development of an influencer marketing (brand advocate) program in Waypoint 2.

8. University-wide Alignment with Brand Identity and Standards - UCM will continue to provide regular support to campus marketing and communications managers, recruiters and other staff with communication, marketing or sales roles. We will provide resources showcasing points of pride and lead efforts to establish shared messaging points for sub-brands. To promote visual alignment, we will develop robust marketing creative processes and workflows within our creative service units and with selected vendors to improve efficiency and outcomes.

UCM OBJECTIVE 4: Use Data to Drive Efficiency and Improvement across Initiatives

9. Data-Driven Focus - UCM will conduct regular key constituent surveys to inform the forthcoming brand marketing plan and future endeavors. We will continue DMA market research to enhance and refine messaging identified during brand guide key constituent surveys and public opinion polls. UCM will establish conversion reports (and define conversion points) for the university within current analytics systems to provide regular effectiveness and ROI analysis. We will look to establish a process and format for regular reporting to leadership as well as create and disseminate benchmark key performance indicators (KPIs) for the university community. We will regularly involve key audiences in focus groups and usability testing surrounding large marketing campaigns as well as develop and utilize personas. UCM will use alumni and polling data to strategically expand placement of Vandal gear and utilize sales by zip code data to show retailers existing customer bases in different target markets.

B. ENHANCE AND EXPAND ENROLLMENT POSITIONING

UCM OBJECTIVE 5: Establish and Achieve New Student Strategic Enrollment Marketing Goals.

10. Comprehensive Enrollment Marketing Plan - In support of strategic enrollment management areas of focus as identified in the forthcoming Strategic Enrollment Plan, UCM will refine its current strategic enrollment marketing plan to support UI's enrollment goals as defined in the UI strategic plan. UCM will conduct market research and develop enhanced enrollment marketing campaigns to grow high potential new markets and provide regular support to campus marketing and communications managers, recruiters and other faculty and staff involved in enrollment efforts.

11. Optimize New Freshman and Transfer Recruitment - UCM will enhance UI's presence on online college search sites, leading to increased lead generation from these sources. We will further refine our digital, online and social strategy to engage students, and we will empower university and college-specific recruiters with prospective student-oriented messaging points. We will enhance web pages used most by prospective students to provide clear funnels and will optimize UI's segmented engagement marketing communication plans. UCM will look to expand its enrollment marketing communications to underserved and new populations as identified by leadership. We will annually enhance major recruiting event promotions to draw more qualified students to campus to experience UI's offerings first-hand.

12. Maximize Personal Engagement Communications - UCM will establish a dynamic one-to-one marketing strategy in collaboration with the Office of Admissions, including engagement opportunities for staff and faculty to engage and support prospective students. We will innovate and improve the experiences for prospective students on campus. UCM will transition active campaigns to Radius CRM and develop support materials for central recruitment staff. We will also support one-to-one efforts at recruitment fairs and select high schools by placing limited ad runs utilizing geo-targeting and relevant recruitment fair materials.

13. Improve Yield and Retention of Admitted Students - UCM will create and provide consistent, segmented marketing and communication plans to enhance the personal relationships of recruiters and admissions staff to improve yield of admitted students and decrease summer melt. We will maximize our digital strategy to inspire and engage admitted and registered UI students on social media and key websites. UCM will refine and execute admitted and registered student marketing campaigns.

14. Develop Foundation for Summer, Online and Graduate Expansion - In Y3 and into Waypoint 2, UCM will look to begin internal foundation building for new enrollment growth in summer, online and graduate programming. We will develop marketing programs designed to identify and grow potential new markets in these areas.

15. Cross-Campus Engagement and Coordination - UCM will look to establish new and enhanced relationships with marketing and communications professionals across campus to augment enrollment marketing materials and share best practices to establish a shared enrollment marketing system and funnels.

UCM OBJECTIVE 6. Establish and Achieve Current Student Retention Marketing Goals.

16. Comprehensive Enrollment Marketing Plan Targeting Current Students - UCM will develop a comprehensive enrollment marketing plan in support of strategic enrollment management retention goals, focused on marketing and communicating the educational experiences that improve the campus experience for UI students.

17. Cross-Campus Engagement and Coordination - UCM will look to establish new and enhanced relationships with marketing and communications professionals across campus to augment retention marketing materials and share the best practices needed to develop a shared messaging vision and customer service model.

18. Maximize Personal Engagement Communications - UCM will establish a dynamic one-to-one marketing strategy in collaboration with the Office of Admissions, including engagement opportunities for staff and faculty to engage and support current students at all levels.

UCM OBJECTIVE 7: Use Data to Drive Efficiency and Improvement across Enrollment Marketing Initiatives

19. Data-Driven Focus - UCM will conduct regular prospective student and influencer surveys to inform enrollment marketing efforts and future endeavors. We will regularly involve key audiences in focus groups and usability testing surrounding large marketing campaigns, seeking to annually optimize affiliated tactics.

C. CULTIVATE A STRONG, CONNECTED UNIVERSITY COMMUNITY

UCM OBJECTIVE 8: Build Internal Leadership and Influencer Awareness and Advocacy of Integrated Marketing Communications

20. Strategic Internal Communication Process Development - Through the establishment of collaborative processes with UI leaders, UCM will improve internal communication effectiveness, efficiency and transparency. In collaboration with campus partners, we will conduct audience surveys to better understand how to communicate with students and UI community, capitalizing on the resources and services UCM provides. We will establish protocols for assessing, providing strategy and implementing UI-wide messaging on leadership and institutional initiatives.

21. Internal Communications Vehicle Refinement - As needed, UCM will assess the current purpose, readership and effectiveness of the communication vehicles used by students, faculty and staff. We will regularly evaluate the efficacy (open rates, response, and engagement) of top-tier internal communication vehicles – The Register, Friday Letter, Vandal Insider and MyUI – and implement strategies to incorporate opportunities identified.

UCM OBJECTIVE 9: Build Shared Commitment to Institutional Vision, Goals and Priorities

22. Strategic Executive Communications Enhancement - UCM will regularly enhance and improve strategic executive communications. We will evaluate and adapt, if necessary, internal memos for additional success and engagement as well as support executive leadership by communicating initiative success and waypoint progress. UCM will strategically craft and implement packaging and promotion of executive leadership priority initiatives to the extended campus leadership community. We will develop and distribute UI's strategic plan and annual report on an annual basis and improve institutional talking point development and distribution.

UCM OBJECTIVE 10: Cultivate Continuous Internal Engagement

23. Strategic Internal Communications Plan Development - The development of a strategic internal communications plan will allow for effective internal communication across our statewide locations, building a sense of inclusiveness and community and supporting senior leadership and the university marketing strategy in 1, 3, and 5-year increments. Within this plan, we will create an internal communication calendar around university-wide initiatives as well as create and implement a communications plan around immediate initiatives (i.e. CAFE, program prioritization, UBFC outcomes, market based compensation, etc.). UCM will provide regular professional development training on internal communication strategy for UCM leadership and engage external consultation on internal communication best practices and strategies.

Waypoint 1 Metric Targets for University Communications and Marketing

* In order to assess progress per waypoint, UCM will look at overarching milestone completion as we work to implement programming designed to help the university achieve its goals. However, as our overall work is ongoing, once programming is in place we will use a number of sub-metrics to evaluate the effectiveness of implemented programming and allow for agile optimization as the focus shifts per waypoint. While not used as a proposed means to assess progress, these sub-metrics are indicated in italics below to elaborate on UCM's overall approach to supporting the UI strategic plan.

Initiative Number	UCM Objective	Strategic plan goal and objective supported	Proposed means to assess progress*	Progress by July 2017	Progress by July 2018	Progress by July 2019
1. Evidence to Support the Brand	A1	3A,3C,4A,4B	Completed milestones	1 of 4	3 of 4	4 of 4
2. Brand Positioning Extension	A1	3A,3C,4A,4B	Completed milestones *Increased appearance in media outlets as related to brand and UI key initiatives*	3 of 6	5 of 6	6 of 6
3. Three-Year Marketing and Communications Plan Implementation	A2	3A,3B,3C,4A,4B,4C	Completed milestones	3 of 6	5 of 6	6 of 6
4. Brand Refresh	A2	3A,3B,3C,4A,4C	Completed milestones *Increased engagement on social channels* *Increased campaign KPI performance* *Increased awareness of UI UVPs as measured in public opinion and constituent surveys* *Increased conversions through primary funnels (giving, application for admission) from marketing sources* *Increase in positive sentiments around key initiatives in next public opinion poll (~2019)* *Increased search engine ranking for institution and sub-units*	1 of 6	5 of 6	6 of 6
5. Increased UI's Research Messaging	A2	3A,3B,3C,4A,4B	Completed milestones	1 of 3	1 of 3	3 of 3

6. Signature, Presidential and Impactful Events Promotion	A2	3A,3B,3C,4A	Completed milestones	4 of 6	6 of 6	n/a
			Increased participation numbers			
			Increased ticket sales (where applicable)			
			Merchandise sales (where applicable)			
7. Strategic Media Relations Expansion	A3	3A,3B,4A,4B,4C	Completed milestones	3 of 5	5 of 5	n/a
			Increased appearance in media outlets as related to brand and UI key initiatives			
8. UI Experience Replication throughout the State	A3	3A,3C,4C	Completed milestones	2 of 8	6 of 8	8 of 8
			Increase in positive sentiments from constituents within selected markets during next public opinion poll (~2019)			
			Increased awareness of UI UVPs as measured in public opinion and constituent surveys			
			Increased merchandise revenue			
9. University Alignment with Brand Identity and Standards	A3	3A,3B,3C,4C	Completed milestones	1 of 3	3 of 3	n/a
10, 20. Data-Driven Focus	A4, B7	3A,3B,4C	Completed milestones	2 of 9	5 of 9	9 of 9
			Increased campaign KPI performance			
			Increased conversions through primary funnels (giving, application for admission) from marketing sources			
11. Enrollment Marketing Plan Targeting Prospective Students	B5	3A,4A,4C	Completed milestones	0 of 2	2 of 2	n/a
			Increased inquires / leads through marketing lead generation sources			
			Increased applications for admission			

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12. Freshman & Transfer Recruitment Campaign Optimization	B5	3A,4A,4C	Completed milestones *Increased percentages of student conversions from inquiry to applicant* *Increased traffic to enrollment websites* *Increased event attendance* *Improved engagement from multicultural populations*	5 of 6	6 of 6	n/a
13, 19. Personal Engagement Communications Maximization	B5, B6	3A,3B,3C,4A,4C	Completed milestones *Increased conversions of students from event attendee to UI registered student* *Improved KPIs from targeted schools and markets*	1 of 5	3 of 5	5 of 5
14. Improved Admitted Student Yield Marketing	B5	3A,3B,3C,4A,4C	Completed milestones *Improved campaign and social media engagement KPIs* *Improved admitted student to enrolled percentages*	2 of 2	n/a	n/a
15. Foundation for Summer, Online and Graduate Expansion	B5	3A,4A,4C	Completed milestones *Increase in affiliated applications*	0 of 1	0 of 1	1 of 1
16, 18. Cross-Campus Engagement and Coordination	B5, B6	3A,3B,3C,4A,4C	Completed milestones *Improved student conversions from inquiry to applicant percentages* *Improved admitted student to enrolled percentages*	1 of 2	2 of 2	n/a
17. Enrollment Marketing Plan Targeting Current Students	B6	3B,3C,4A,4C	Completed milestones *Improved current student retention rates at Moscow campus*	0 of 1	1 of 1	n/a
21. Strategic Internal Communication Process Development	C8	3B,4A,4C	Completed milestones	2 of 3	3 of 3	n/a
22. Internal Communications Vehicle Refinement	C8	3B,4A,4C	Completed milestones	2 of 6	4 of 6	6 of 6
23. Strategic Executive Communications Enhancement	C9	4A,4B,4C	Completed milestones	3 of 5	4 of 5	5 of 5
24. Strategic Internal Communications Plan Development	C10	3B,4A,4C	Completed milestones	1 of 5	3 of 5	5 of 5

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