

UNIVERSITY OF WYOMING

Institutional Marketing and Communications

Chad Baldwin • Dept. 3226 • 1000 E. University Ave. • Laramie, WY 82071
Room 137 • Bureau of Mines Building
(307) 766-2929 • fax (307) 766-6729 • email: cbaldwin@uwyo.edu • www.uwyo.edu

May 6, 2020

Dear UW Board of Trustees Budget Committee:

Following are materials and information requested for the budget proposal of UW Institutional Marketing and Communications. We appreciate your consideration!

Mission and vision

Institutional Marketing and Communications is the primary communications and marketing organization for the University of Wyoming. Institutional Marketing and Communications enhances and protects UW's reputation; advances and strengthens the university's brand; encourages community engagement; and reinforces UW's relevance in the lives of key target audiences, including current and prospective students, Wyoming residents, alumni, donors, friends, and faculty and staff.

We accomplish this by:

- Developing, executing and assessing integrated, strategic marketing and communications programs, both internal and external, that strengthen, promote and protect UW's brand identity, relevance, accomplishments and excellence.
- Leading the collaborative process to maintain and advance UW's brand identity through messaging, identity and communication design and execution.
- Using research-based decision-making processes to inform media and message decisions to promote UW's brand, institutional reputation, community engagement and engagement of key stakeholders.
- Protecting and sustaining UW's reputation through effective issue and crisis management strategies.

Some of our unit's top priorities:

- Collaborate with the associate vice provost for enrollment management and the offices he oversees to achieve the goals of UW's strategic enrollment management plan – by developing and deploying effective messaging and materials; identifying key target markets of prospective students; executing marketing and advertising campaigns to reach those markets; and assisting in the student recruitment nurturing process.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to brand and differentiate the university, illustrating the contributions of students, faculty, staff and alumni to the creation of knowledge that solves the complex problems of today – and contributes to the cultural, social and economic well-being of the state, the region and the world.

- Increase volume and effectiveness of media releases to both state and national/international media.
- Effectively communicate UW's statewide engagement efforts, in concert with UW's Office of Engagement and Outreach, using multiple platforms.
- Use social media more effectively to drive increased interest in and support for the university.
- Lead a campuswide effort to implement UW's "The World Needs More Cowboys" branding/marketing campaign in all UW materials, digital and printed, and carry forward united messaging.
- Assist each college and unit, through their marketing/communications specialists, with drafting and implementing strategic marketing/communications plans for their areas.
- Make improvements to top-level pages on the UW website; assist UW units in improving their web pages.

Strengths of Institutional Marketing and Communications

Our unit has talented employees who have lifted UW's profile through:

- The successful "The World Needs More Cowboys" marketing campaign, which has established UW's brand across the state and region, and even nationally and internationally.
- In collaboration with the Office of Admissions, a reworking of the digital and print communications strategy for prospective students – along with the printed and digital materials themselves.
- Significant improvement in printed and digital materials distributed by many units of the university, as a result of the efforts of our design team.
- Working with a third-party consultant, creation of several dozen program-level webpages that are optimized for search engines with improved appearance and content.
- Leading the university's effort to meet the website accessibility requirements of the U.S. Office of Civil Rights – a process that is nearly complete.
- Distribution of dozens of media releases about the accomplishments of UW faculty, staff and students. This includes publication of a record 31 research-oriented articles on the science news website EurekAlert, accessed by thousands of journalists across the world, during 2019.

Additionally, our unit is nimble. When the COVID-19 pandemic hit, Institutional Marketing and Communications rose to the occasion by:

- Quickly retooling the UW website to communicate important information to UW's stakeholders.
- Crafting and distributing positive messages via a number of platforms – including video, social media and even yard signs – to encourage students, employees and supporters to persevere during the difficulties caused by the pandemic.
- Creating and distributing daily videos and other useful content, such as the Cowboy Coffee series, to maintain a sense of community for current students while they're studying away from campus.
- Working with the Office of Admissions and the Division of Student Affairs to plan and execute successful virtual events, including commencement, Signing Days and other activities.
- Distributing media releases about UW faculty, staff and students who are contributing to the fight against COVID-19.

Challenges

The primary weakness of UW's marketing presence is the condition of the university's website. UW's web presence is at a "C" level, largely because of its distributed maintenance structure; lack of a website governance policy; lack of marketing focus on the part of those who maintain most of the pages; and inadequate resources. A plan to address this large, complex issue is attached separately.

Additionally, while significant progress has been made, some units of the university continue to disregard UW's brand standards for visual design and messaging. Institutional Marketing will continue its efforts to bring these units "into the fold."

Opportunities

The problems caused by COVID-19 – including an expected nationwide decline in college enrollment this fall – have placed even more importance on UW Institutional Marketing and Communications functions. Our unit will build upon the foundation we've put into place and work with other UW units to even more effectively and strategically recruit and retain students; tell the university's story across multiple platforms; connect with UW stakeholders; and strengthen the university's ties to the people of Wyoming.

Two new developments will play a significant role in these efforts:

- Marketing Cloud – This software system is being developed now through the UW third-party provider Salesforce. Taking the place of Hubspot, it will allow Institutional Marketing to more effectively connect with prospective students and nurture them through the admissions process; communicate with current students to help improve retention; and even maintain their relationships with UW after they graduate.
- Social media – With a new associate director of digital and content strategy, we are developing a much more coordinated, content-rich strategy for UW's social media platforms. The social media presence during the COVID-19 pandemic provides a glimpse of what is to come. Our social media team is developing a social media strategy specifically for incoming President Ed Seidel.

The arrival of Dr. Seidel will provide other opportunities to connect with constituents in Wyoming – including through the "The World Needs More Cowboys" events in communities around the state.

Additionally, Institutional Marketing is unveiling and developing new videos and related messaging to build upon the foundation of "The World Needs More Cowboys" and its anthem video. Our budget request includes funding to develop a new anthem video for the next iteration of "The World Needs More Cowboys," which we believe has legs for several years to come.

Accomplishments during FY2020:

Please see the Institutional Marketing annual report – a separate attachment – for details on student recruitment advertising and other activities over the past year.

Overview of FY2021 budget:

- a) FY2020-FY2021 budget variance explanation(s):
 - Staff raise pool: \$22,382 (salary) + \$11,863 (fringe)= \$34,245 total
 - FY20 raises for UPR & IM staff
 - Pos#5563, Assoc. Director Digital & Content Strategy: \$60,000 (salary) + \$31,800 (fringe)= \$91,800

- Manager and strategist of all UW's digital marketing, website, and social media content
 - Pos#5564, Marketing & Design Specialist: \$45,936 (salary) + \$24,346 (fringe)= \$70,282
 - Graphic Designer and marketer for institutional design, website, and social media projects.
 - Pos#5669, Web Site Designer/Developer: \$52,008 (salary) + \$27,564.24 (fringe)= \$79,572.24
 - Web Site designer/developer providing crucial assistance to web team to manage UW website, site authors, SEO & content production, and accessibility issues.
 - **TOTAL: \$275,899.24 variance due to raise pool & addition of 3 full-time positions.**
- b) FY2020 actuals – highlight trends
 - Salary/fringe amounts are trending higher in FY20 due to the staff raise pool and the addition of a full-time position (#5563) in mid-fiscal year.
 - Operational expenses are trending mostly as planned, although some internal budgets were reallocated to fund other priority needs such as marketing analytic software and state engagement travel.
- c) Explanation of internal budget (net to zero) reallocations made toward meeting strategic goals
 - Institutional Marketing made the decision to shift our recruitment marketing workflow and analytics system to Salesforce Marketing Cloud, which provides a much more sophisticated service and synergy to our campus partners in Admissions and Advising. The decision was made in October to make the shift, but in order to do that, we had to move rapidly in securing the contract and hiring a third-party vendor to assist with the transition and training for the system to be fully functional by summer 2020 and the beginning of the recruitment marketing cycle. We reallocated internal budgets in order to fund the \$75,594.91 for the license and transition/training work. We also signed a 3-year contract for the ongoing license that resulted in over \$30k in savings.
- d) Employees
 - Staff: 29
 - Students: 20
- 1. Space allocation needs and quality of space issues.
 - With the addition of marketing positions for six of the UW colleges as well as additional positions and interns in social media, website development and graphic design, our unit is in need of additional office space in the Bureau of Mines Building if space becomes available.

Sincerely,

Chad Baldwin

AVP, Marketing and Communications