April 24, 2014

To: Dean Van Galen, Chancellor
    116 North Hall
    University of Wisconsin-River Falls

From: David P. Rainville, Chair
      Faculty Senate
      University of Wisconsin-River Falls

Re: UWRF Faculty Senate Motion 2013-14/69

At the April 23, 2014 meeting of the University of Wisconsin-River Falls Faculty Senate, motion 2013-14/69 was passed and is effective immediately. The motion is forwarded to you for your action.

Proposal for an I³ Initiative

Integrated Marketing Communications at UW-River Falls
Submitted by Chris Mueller, Assistant Chancellor for University Advancement and Kris Anderson, Associate Vice Chancellor for Enrollment and Student Success

This I³ initiative proposes the creation of a task force to develop a master integrated marketing planning document, as provided in Appendix A of “An Integrated Marketing Workbook for Colleges and Universities” by Dr. Robert Sevier, Sr. Vice President of Strategy at Stamats.

For the purposes of this proposal, the term integrated marketing communications (IMC) will be used. IMC is defined as: A comprehensive, coordinated, institution-wide effort to communicate mission-critical values and messages in ways that target audiences notice, understand, and respond to. IMC stresses data-driven segmentation, message integration and evaluation, and includes three critical components: brand marketing, direct marketing, and customer relationship management.

The charge of the Chancellor, with input from Cabinet and Deans, will address:

- Primary goals of the plan
- Indicators of success
- Identification of key turf issues
• Whether the institutional approach to IMC will be centralized, decentralized or central coordination
• Length of the plan, typically 3 or 5 years
• Budget guidelines for the length of the plan
• A proposed operating structure/organizational chart for integrated marketing communications (based on the final report)

The IMC task force will answer key questions such as:

• Review of data related to internal and external stakeholders (including prospective students and donors)
• Review of previous marketing and branding research and plans
• Positioning strategies of our top five competitors for prospective students
• Planning assumptions
• SWOT analysis
• Identification of student, external and internal audiences
• Identification of six vivid descriptors
• Establishment of up to six marketing goals for year one (proposed as calendar year 2015) tied strategic goals and metrics (e.g. enrollment, retention, international students, freshman profile, etc.)
• Development of up to 10 action plans, with supporting budget, for year one
• Via case study approach, select two similar regional, public universities who successfully implemented marketing and communication strategies which led to increased enrollment
• Propose an integrated marketing framework and strategy to align the marketing goals with the Strategic Enrollment Management Plan. The proposed framework and strategy will be based on the availability and commitment of resources (both human and budget) by the university.

It is proposed that the group be formed as soon as possible. The primary work of the task force will be accomplished in May through July. The task force would provide a preliminary draft plan to Cabinet and Deans at the annual August retreat with a full plan by September 30, 2014.

Proposed Committee Members:

• Chris Mueller, Assistant Chancellor for University Advancement (co-chair)
• Kris Anderson, Associate Vice Chancellor for Enrollment and Student Success (co-chair)
• Blake Fry, Special Assistant to the Chancellor
• Amanda Kane, Student Affairs
• Renee Johnson, Enrollment and Student Success
• Stephanie Cold, CAFES and CBE
• Mike Bilden, Hudson Center
• Jennifer Loew, Rec Sports and Facilities
• Sarah Egerstrom, Admissions
• Jenn Sell, Admissions
• Beth Schommer, Advancement
• Kris Hiney, External Relations
• Faculty representative from the Recruitment, Admissions and Retention Committee.
• Katrina Larson, Outreach
• Peter Reese, DoTS
• Athletics representative (To be determined)

A larger than normal task force is suggested given the aggressive timeline and the importance for broad-based buy-in and support. Sub-groups will be formed to focus on specific elements of the planning document in order to quickly accomplish the work.

It is expected that the task force would have an extended meetings at the beginning and end of the initiative. The full task force would also meet at least monthly for several hours, with the sub-groups meeting in between the full meetings.

Budget:

Expenditures for the task force will be absorbed by the Advancement Office and the Division of Enrollment and Student Success. Copies of “An Integrated Marketing Workbook for Colleges and Universities” will be provided to all committee members.

Approved

Disapproved

Dean Van Galen, Chancellor

Date 4/25/14
I3 Task Force Timeline
University Marketing and Communication

Date TBD  I3 Initiative approved by Cabinet
          Chancellor presents mandate to I3 task force

24-Apr-14  12:00 - 1:30 - SimpsonScarborough optional webinar
               Measuring ROI of Marketing and Branding Initiatives

24-Apr-14 Kick Off Meeting
               Overview of mandate
               Assign 4 teams of 3-4 each
               Assign two case study teams

               Teams meet as necessary to complete assignment

8-Jun-14 Task Force Meeting 2 (45 days)
               Review work of Teams 14-17
               Identify 5-7 marketing goals
               Present case studies

22-Jun-14 Task Force Meeting 3 (14 days)
               Present Case Studies
               Finalize 5-6 marketing goals
               Assign 2-3 people to each goal
               - develop action plans for each goal

               Teams meet as necessary to complete assignment
               (different team assignments)

22-Jul-14 Task Force Meeting 4 (30 days)
               Review and finalize action plans
               Prioritize action plans

29-Jul-14 Task Force Meeting 5b (if necessary) (7 days)
               Finalize action plans

5-Aug-14 Task Force Meeting 6 (14 days)
               Review draft presentation

Date TBD  Present Draft to Cabinet and Deans
          at summer retreat

25-Aug-14 Task Force Meeting 7 (after retreat)
               Finalize plan based on retreat feedback
24-Sep-14 Final plan submitted to Chancellor by September 30