



**BALL STATE
UNIVERSITY**



Ball State University Division of Marketing and Communications Plan

Academic Years 2022-2024

February 2023

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The Ball State University Mission

The Ball State University Mission

Ball State University is a public institution that engages students in educational, research, and creative endeavors that empower our graduates to have fulfilling careers and meaningful lives enriched by lifelong learning and service, while we enhance the economic, environmental, and social vitality of our community, our state, and our world.

The Role of the Division of Marketing and Communications

The Division of Marketing and Communications serves as “brand champion” of Ball State University. The Division is charged with building brand equity through comprehensive, professional expertise, resources, consultation, and work that uplifts the University’s commitment to the communities it serves. Marketing and Communications elicits interest in the University that fuels positive perceptions of reputational excellence and elevates awareness and engagement among key constituencies. Through owned, earned, social, and paid platforms, the Division continually weaves into the Ball State story how mission-centric values—driven by our people—empowers graduates and advances our communities.

In recent years, the demand for the professional services we provide has escalated, necessitating that we prioritize plan- and mission-centric initiatives—especially those that are externally facing and targeted to major constituents and work with our campus partners to shift more routine, day-to-day functions to divisions, providing resources such as templates, training, and processes to do so more easily and efficiently. At the same time, we will strive to provide significant new support, such as advertising dedicated to each College. We will remain passionate about the Ball State brand, evolving it to remain relevant, meaningful, and appealing—and providing services and resources that empower our campus partners to do the same to attract future students whose Ball State experience will profoundly impact their lives.

We are committed to institutional priorities, continually honing our core expertise and exemplifying the institutional value of “courage” in taking calculated risks to achieve superior results.

Overarching Priorities of the Division of Marketing and Communications:

- Drive University reputation while deploying planned and organic, traditional and emerging, and paid and owned media channels and platforms to build awareness and reputation among the University's key constituents.
- Maintain brand relevancy, adapting the "WE FLY" brand across audiences and platforms to ensure that core messaging remains authentic and meaningful, and leverage a robust brand platform to achieve positive impact and perception.
- Serve as a full-service internal professional agency for the campus that prioritizes externally facing plans and initiatives, with significant resources dedicated to:
 - **Enrollment Planning and Management.** Support every stage of the prospective student/family enrollment journey – from lead generation through yield and anti-melt strategy.
 - **Colleges/Academic Affairs:** Support academic programs through University-level marketing strategies and dedicated College-specific marketing and communications plans that prioritize enrollment goals.
 - **University Foundation:** Enhance alumni involvement and engagement, including writing, editing and production of the Alumni Magazine, in support of comprehensive fundraising efforts.
 - **Office of the President:** Steward the University's reputation through robust advancement of the **President**, in collaboration with the president's staff, as a thought leader, fully engaged with constituents; this effort includes proactive communications, media relations, and issues management as well as mining story opportunities.
 - **Other Divisional Partners:** We work with the **Division of Athletics** to maximize the impact of the Ball State spirit within our communities and across all units in the **Divisions of Student Affairs and Business Affairs** to identify and plan for potential issues, respond to incidents and issues, coordinate response(s) to media, and promote student achievement and events geared toward student engagement and retention.
- Lead a proactive and responsive issues management process, serving as the front-line responder for media queries. As part of this effort, the Division also maintains a robust Crisis Communications plan, with dedicated team assignments, which includes direct and routine communication with the University's Director of Public Safety.





Primary University Channels, Platforms, Services, and Resources Under Marketing and Communications Oversight

- **Brand strategy:** core messaging, identity management, reputation and recognition
- **Account Services:** liaison with and manage marketing planning and projects for Divisions and Colleges
- **Website (bsu.edu and University-sponsored WordPress sites):** content management system oversight, design, development, auditing, and optimization
- **Public and media relations:** pitching stories to local, regional, and national media and responding to University-level media inquiries
- **Creative services:** photography, videography, video production, animation, graphic design, art direction, publication and collateral design, print production coordination, podcast production, and asset management
- **Social media:** management of University-level sites, policy oversight, consultation, and coordination to assist campus partners
- **Digital and traditional advertising:** consultation, planning, media buying, ROI analysis, campaign coordination, creative, from broad based visibility to highly targeted platforms
- **Alumni Magazine:** planning, writing, editing, design, and production; chairing of the editorial board
- **Search engine optimization:** continually refining top-tier web pages to deliver better placement in search results
- **Story development:** Writing and editing of University news and features, designing and adapting them for use across all platforms
- **Owned story platforms:** monthly email newsletters Together We Fly and News to Use Alumni magazine, online digital magazine
- **Email:** Building, coordinating, and disseminating emails intended for broad distribution to key constituencies

- **Issues and crisis response:** Maintain a crisis response plan in collaboration with the Office of the President; Divisions of Athletics, Student Affairs, Academic Affairs, and Business Affairs; the Office of Inclusive Excellence; and the Director of Public Safety.
- **Promotion, publicity, and sponsorships:** Identify opportunities for the University, Divisions and Colleges, negotiate visibility and benefits
- **Marketing research:** Oversight, typically of an external partner (this is not currently an internal capability)
- **Trademarks and Licensing:** Under review as a potential new area.

Target Audiences

- Prospective students/families (undergraduate, graduate, transfer, international)
- University employees and potential employees
- Current students and their families
- Alumni/donors
- Muncie and Indiana residents, business/industry, and community leaders
- Indiana elected officials
- News media – primarily local and state emphasis
- Muncie Community Schools students, families, teachers, and staff
- Higher education peers/media
- Prospective Lifetime Learning and online learning students
- External foundations and grant-providing agencies
- In the future: Manufacturers, licensees, retailers

Division of Marketing and Communications Support of *Destination 2040: Our Flight Plan* Institutional Goals

The Division of Marketing and Communications is dedicated to action priorities that serve all of the five major goals of the University strategic plan, *Ball State University Destination 2040: Our Flight Plan*. By the very nature of our work, Institutional Goals 1 and 5 – where recruitment, retention, and reputation are critical – receive our highest level of support. The highlighted Objectives and Tactics in this document are not all-inclusive and will shift based on evolving University efforts and trends that call on us to reshape direction.

Items highlighted in blue signify positive impact for Academic Colleges

1. Undergraduate Excellence and Innovation

Our University provides a premier on-campus undergraduate experience.

Objective: Marketing and Communications will devote extensive time, staff, and resources to Goal 1, which, due to its emphasis on engaging the entire campus in recruitment, retention and student success, are integral to the University's reputation and, therefore, brand awareness. In addition to a division-wide focus on undergraduate recruitment, we will center storytelling efforts to call out high-impact practices, faculty-student mentoring.

Priorities for Action for AY 2023-2024 in Support of Institutional Goal 1

- Develop an expanded (10-month) annual, full-funnel undergraduate enrollment marketing plan to support Enrollment Planning and Management's overarching University enrollment and recruitment plan, adjusting as needed in response to enrollment and industry trends.
- Produce more unified marketing and communications plans, working together with EPM and Academic Deans, to help them achieve their enrollment goals and capitalize on opportunities throughout a student's enrollment journey (separate plans will continue to be developed for each College); this effort will include new advertising funding and campaigns dedicated to each College's priorities.
- Create a new, dedicated cross-functional team to promote University College/ student success initiatives on an ongoing basis.
- Develop a First-Year Experience welcome kit and care packet in collaboration with the FYE team to be mailed to all first-year students, with dedicated funding from the FYE Lilly Grant.



- Build on the strength of the Alumni Magazine as a predominant Ball State storytelling vehicle by expanding its visibility and distribution, utilizing it to yield prospects, enhance employee pride and morale, and remind current students/families of the value of a Ball State education. Distribution will expand to include:
 - admitted prospective families in Spring
 - in-home to all employees, including all staff
 - current students and families through digital dissemination
 - dedicated edition for Call to Beneficence public launch
- Working together with Academic Colleges and EPM, lead the development of integrated, unified marketing/communications plans and campaigns for each College to help them achieve their enrollment goals and capitalize on opportunities throughout a student's enrollment journey (separate plans will continue to be developed for each College with major tactics customized to priority deliverables)

Additional Campus Support for Goal 1

Marketing and Communications will continue to share stories across the nation about undergraduate student and faculty success, providing additional support to the campus as a whole with the onboarding of a new videographer and social media photographer/videographer. We will increase the use of video—which continues to be the top-producing engagement vehicle for college-bound students—across all platforms, including email, social media, digital advertising, faculty/staff recruitment websites, and College websites. Additionally, we will continue close collaboration with Athletics to help it improve its prominence as the Ball State “front door”; and enhance the perception of “Ball State on the move” with the promotion of the president's podcast and thought leadership initiatives. We will leverage internal communication platforms, including News to Use and Together We Fly, to showcase examples of institutional and inclusive excellence across campus. Finally, we will evaluate the opportunity for Ball State's own College Tour national television episode streaming on major networks as a possible investment for AY 2024; the College Tour showcases students hosting ten segments about the University that would support major priorities.

2. Graduate Education and Lifetime Learning

Our University expands its reach and impact along the continuum of human development and is nationally recognized for serving graduate students and other adults throughout their lifetime educational journey and for our agility in anticipating and responding to workforce needs.

Objective: Marketing and Communications will promote and communicate University graduate degrees, credential and non-credit opportunities for individuals and businesses, online and traditional graduate programs, and re-orient client support structure to advance Lifetime Learning under its new Associate Vice President.

Priorities for Action for AY 2023-2024 in Support of Institutional Goal 2

- Elevate Lifetime Learning as a campus client with a dedicated cross-functional team led by an Account/Client Services Manager. Among initial endeavors, the team will establish a foundation for ongoing marketing by building a new website, announcing inaugural courses and all new phases of courses, designing an initial course catalog and subsequent phases of courses, email campaigns, and promotion in the Alumni Magazine.
- Develop and implement an annual, comprehensive graduate student recruitment plan to include updated messaging, advertising, collateral material development, and email campaigns (**separate document in Appendix**) to help achieve graduate student enrollment goals while deploying graduate student storytelling connected to College marketing plans

Additional and Ongoing Support for Goal 2

Marketing and Communications will also continue to develop stories of graduate student/faculty research, new Lifetime Learning opportunities, and student profiles, as well as create a stronger branded presence for facilities in Fishers, Ft. Wayne, and Indianapolis; the division will also publicize major events that showcase student talent, such as the Ball State Indy student involvement in the Solar Decathlon.



3. Community Engagement and Impact

As a community-engaged institution, our University is internationally recognized for mobilizing and leading partnerships that revitalize and sustain our city and region.

Objective: Ball State has a strong reputation for its dedication (and mission) to helping communities thrive. During the next two years, Marketing and Communications will elevate awareness of these community connections through highly personalized sponsorships and continual support of campus partners dedicated to community engagement and storytelling targeting community citizens and leaders, alumni, and legislative audiences, and actively work to increase engagement among faculty, staff, and students by utilizing all platforms to promote opportunities to make a difference.

Priorities for Action for AY 2023-2024 in Support of Institutional Goal 3

- Invest in the Indiana State Fair sponsorship at the highest level of visibility and in-person presence to connect and engage with Hoosiers one-to-one and interactively.
- Produce and promote the President's "Our Call to Beneficence" podcast
- Maximize national attention for the Muncie Community Schools partnership following Washington Monthly news story through additional pitches to state and national media outlets and identification of additional story opportunities in collaboration with the President and Dean of Teachers College
- Craft op-eds and provide promotional support, materials, and visibility in connection with major legislative events – including for Ball State Day at the Capitol and the 2023 State Legislatures Conference in Indianapolis – and evaluate the feasibility of a dedicated state campaign focused on Indiana being at the "heart" of CardINals
- Establish and coordinate new student media availability on an ongoing basis with the President and the Vice President of Student Affairs

Additional and Ongoing Support for Goal 3

Marketing and Communications will assist the Ball State University Foundation in its recognition program for Indiana teachers; coordinate with Governmental Affairs and Industry Engagement to develop op-eds, collateral, event support, and storytelling connected to legislative priorities (with a particular focus on Ball State's position as a leading producer of graduates who remain in Indiana and workforce development); pitch stories on a regular basis to Indianapolis media about student opportunities through the Indiana Connection Lounge; promote the United Way campaign; extend campus signage efforts into the City of Muncie as part of a campus signage long term plan; update the broader community on the ongoing progress of and fundraising efforts for the Village development; and implement continual social media and news support for community health and public performances.

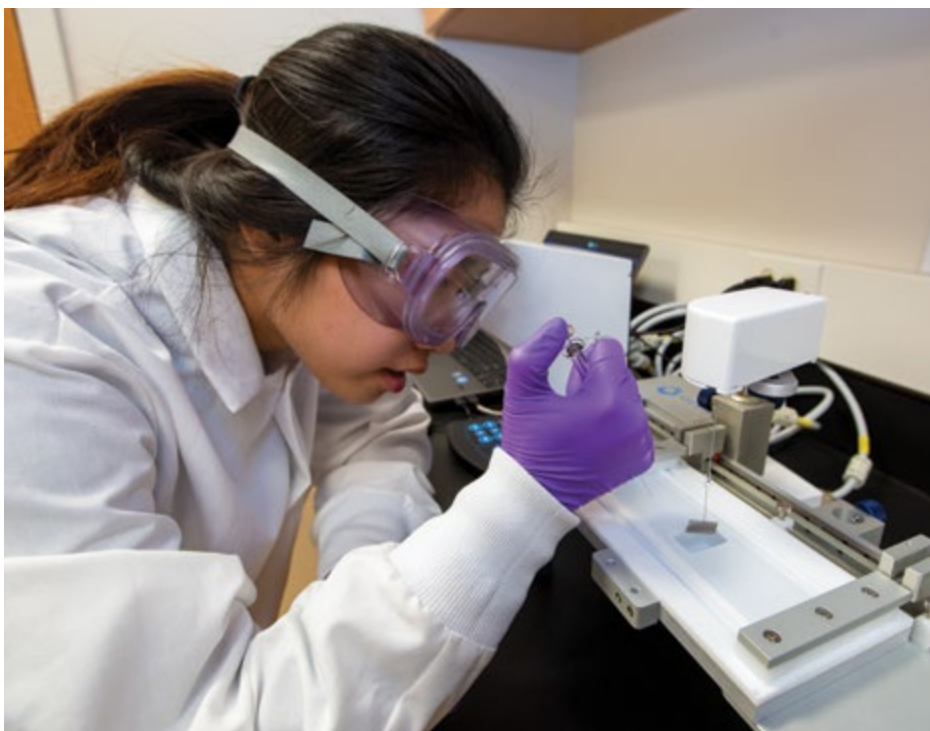
4. Scholarship and Societal Impact

As a public research institution, our University recruits and retains outstanding faculty and staff who engage in scholarship—of discovery, integration, application, and teaching—that garners national and international recognition, attracts external resources, and improves lives.

Objective: Advance Ball State's scholarship primarily through story mining and development supplemented by internally produced visual assets.

Priorities for Action through 2024 in Support of Institutional Goal 4

- Review digital platforms in 2022 that provide broad national dissemination of stories recognizing student achievement to their hometown media, high school counselors, and district legislators and determine whether to invest in a platform for 2023
- Produce news stories highlighting faculty and student research and scholarship; student and alumni success stories; a shared asset library of student, alumni, and faculty profiles targeted to prospective students for each College, accessible to EPM; and employee first-person video testimonials



5. Institutional and Inclusive Excellence

Our University is distinguished for institutional effectiveness and inclusive excellence across all dimensions of our work and our positive and vibrant culture of well-being that helps our faculty and staff lead engaged and meaningful lives. The highest priority goal for the Division of Marketing and Communications is explicitly called out in Institutional Goal 5-J:

Our marketing, communications, and brand management strategies increase public awareness of our strengths, distinctive attributes, and contributions to our community, state, and world.

In fact, nearly all of the previously identified Objectives and Priorities for Action in support of the other four institutional goals could arguably serve Goal 5-J; however, their strong connection and benefit to those University priorities (i.e., development and implementation of an undergraduate recruitment plan in support of the campus-wide enrollment engagement called for in Goal 1) dictated their placement. Here, there are five major Objectives, with multiple Priorities for Action supporting each one.

Objectives:

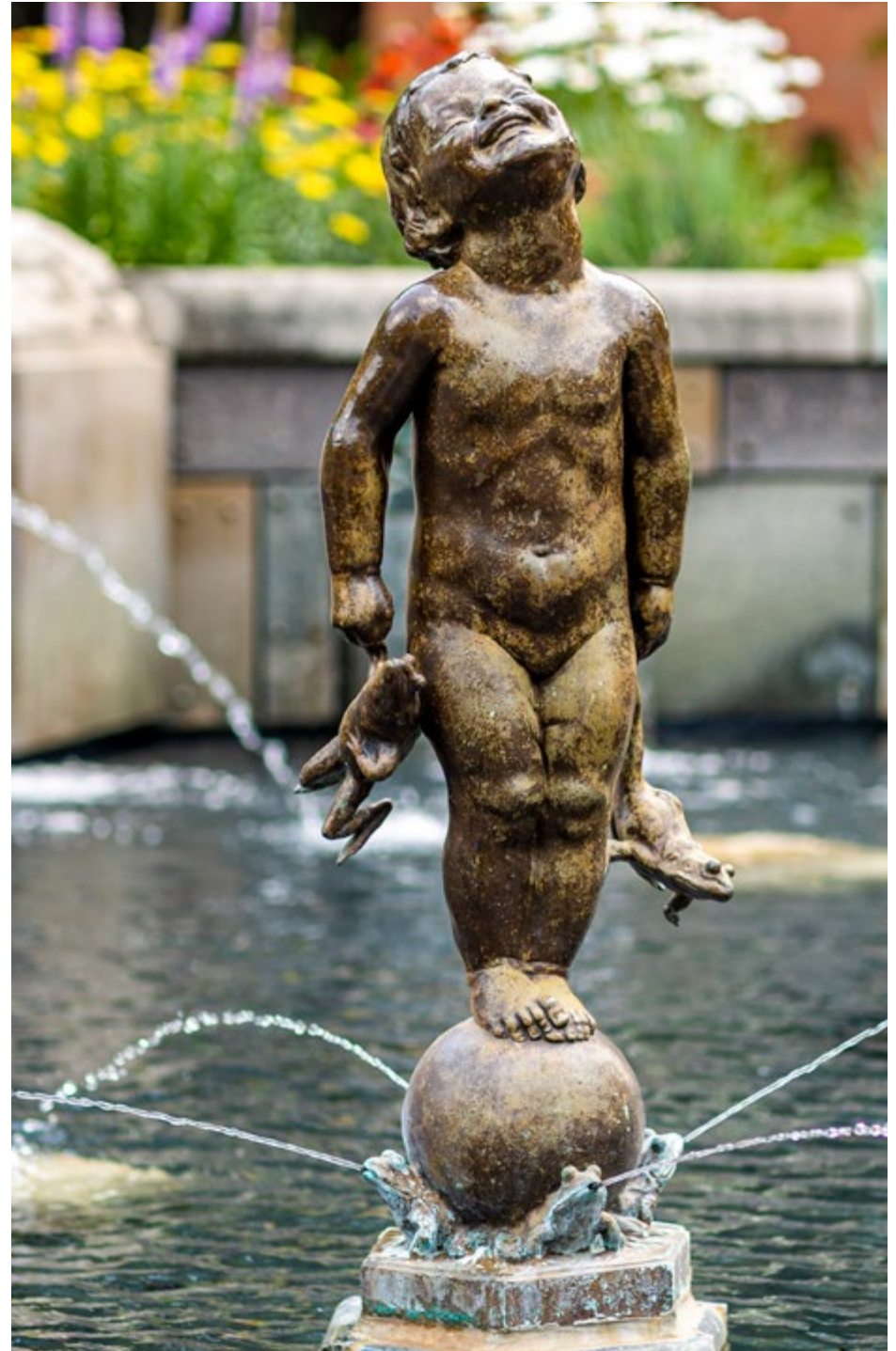
1. Implement new and emerging communications and marketing platforms for Ball State, complemented by the most effective proven tactics
2. Enhance the value of and equity in the Ball State brand, building a stronger “grassroots” foundation for continuing marketing excellence and capitalizing on new divisional capabilities
3. Strengthen collaboration with campus partners to achieve divisional goals that support Ball State's strategic direction
4. Retain and attract talented, dedicated staff who believe in higher education and the distinctive attributes of Ball State's mission
5. Analyze organizational structure and capacity to identify “opportunity gaps” that, if addressed, will benefit all areas of campus, mitigate risk, and maximize visibility

Objective 1: Implement emerging communications and marketing platforms for Ball State, complemented by the most effective proven tactics

The marketing and communications landscape is evolving rapidly, so much so that it can be challenging for higher education mar/comm teams to track trends while simultaneously maintaining on track with responsibilities. A complex array of emerging media platforms offers new and innovative ways to connect with key audiences. We will assign team leaders to utilize careful analysis to take well-thought-out risks to help the University leverage new platforms while staying true to proven recent strategies to create a best-in-class marketing and communications effort.

Priorities for Action through 2024

- Extend the in-market timeframe and re-imagine the institutional digital advertising plan, investing more in untried digital platforms that continue to grow in popularity and promise.
 - Seek request-for-proposals for media buying partners to evaluate and ensure the Division's advertising budget is being maximized effectively through the best agency
 - Expand ad campaign investment, with a significant portion of funding dedicated to search engine marketing (SEM) in support of academic programs, to a ten-month rolling timeframe that complements the prospective student enrollment journey
 - Initiate dedicated advertising campaigns for each academic College, focusing on the top enrollment growth priorities of Deans
 - Challenge our current media buying partner's former status-quo approach, implementing weekly meetings and digital campaign reports for each advertising tactic, adjusting based on the most current enrollment trends and data
- Fully implement the BrightEdge search engine optimization (SEO) platform, dedicating a significant amount of the web and digital strategy team time to optimizing and maintaining all 242 academic program pages throughout the year; follow-up projects will expand further the scope of pages the team optimizes and monitors throughout the year
- Test, learn, and discover whether paid influencer marketing—a first-time initiative at Ball State and untried at most universities—can provide the highly effective reach and brand impression seen in other industries



Objective 2: Enhance the value of and equity in the Ball State brand, building a stronger “grassroots” foundation for continuing marketing excellence and capitalizing on new divisional capabilities

Successful marketing and communications efforts today rely predominantly on digital media. However, it remains critical to establish and continue using foundational, traditional tactics that create positive impressions. For example, national research finds that families consistently indicate in recruitment surveys that in-home print pieces are important, ranked just below websites as useful tools; alumni of universities resoundingly (80-90 percent) say that they prefer print magazines delivered in-home. Thus, multimodal platforms, traditional and emerging, are all now part of an effective marketing and communications mix. Historically, consistent use of grassroots tactics—such as capitalizing on opportunities on our campus—have been underutilized at Ball State and present a significant opportunity to make impressions. The Division of Marketing and Communications will re-commit to these grassroots initiatives to augment digital, traditional, and emerging mediums.

Priorities for Action 2022–2024

- Establish a new senior marketing specialist position focused on developing collaborative partnerships with campus clients, recommending innovative digital campaign solutions based on goals, and coordinating all major marketing initiatives
- Implement a campus signage master plan (**separate plan/see appendix**) to instill pride among University employees while leaving positive impressions on campus visitors. The plan will be implemented in sequential phases, include College messaging, and expand beyond campus boundaries on an established schedule of refreshing messages. The scope of the plan will extend beyond light pole banners to include pavement art, brick-and-mortar signage, Village development signage, digital signage throughout campus, and high-impact building banners
- Produce and disseminate a new Campus Experience brand “anthem” video to be initially introduced internally and then published to all audiences (Fall 2022), including prospective and current students, alumni, and current and potential faculty/staff
- Invest in a high-visibility traditional and digital outdoor campaign (**separate plan/see appendix**) on all major interstates going into and out of Indianapolis to highlight Ball State’s reputational messages. Creating continuity, that messaging will be carried into new creative for an Indianapolis Airport banner
- To re-establish a more competitive web presence, re-commit to web publishing requirements for each Division and ensure Colleges maintain knowledgeable Sitecore publishers trained and supported by the Marketing and Communications Digital team. These publishers will be responsible for ongoing maintenance and updating of pages, which will improve the web visitor experience, organic search results and enable Marketing and Communications’ Digital team to focus on institutional-level strategy

- In partnership with Information Technology, implement a Request for Proposal (RFP) to help inform the rapidly approaching need to re-invest in our existing or a new website Content Management System (CMS), a complex process necessitated by impending changes at Sitecore, our 12-year-old CMS.
- Utilize updated and refreshed WE FLY brand messaging and brand elements from 2021 replication research in new College recruitment materials and websites and University-level advertising and promotion
- Develop a “steady drumbeat” strategy of news and assets each week and month, duplicated across the University’s website, digital newsletters, and social media channels, in addition to being pitched externally to maintain consistent market presence
- Integrate a new Office of Trademarks and Licensing into the Marketing and Communications Division, which will be led by a new Director of Trademarks and Licensing who reports to the Division’s Vice President. That work will better protect, promote, and extend the impact of the Ball State brand and evolve the current M&C transactional role into a stronger revenue-producing unit (**separate plan under development**). Goals for the new position include to:
 - Increase licensing revenues that can be re-invested into the brand, restructuring how revenue is distributed between the University and Athletics
 - Capitalize on significant events (e.g., Family Weekends, Homecoming, traditional recurring events) through signature and limited merchandise offerings that enhance promotion and participation
 - Cultivate retailing and merchandising relationships to secure additional opportunities and locations to purchase Ball State spirit wear and merchandise
 - Work with licensing partners to create targeted promotions and new lines (e.g., a Ball State “traditions” line of merchandise)
 - Protect the use of trademarks and logos and regulate their use

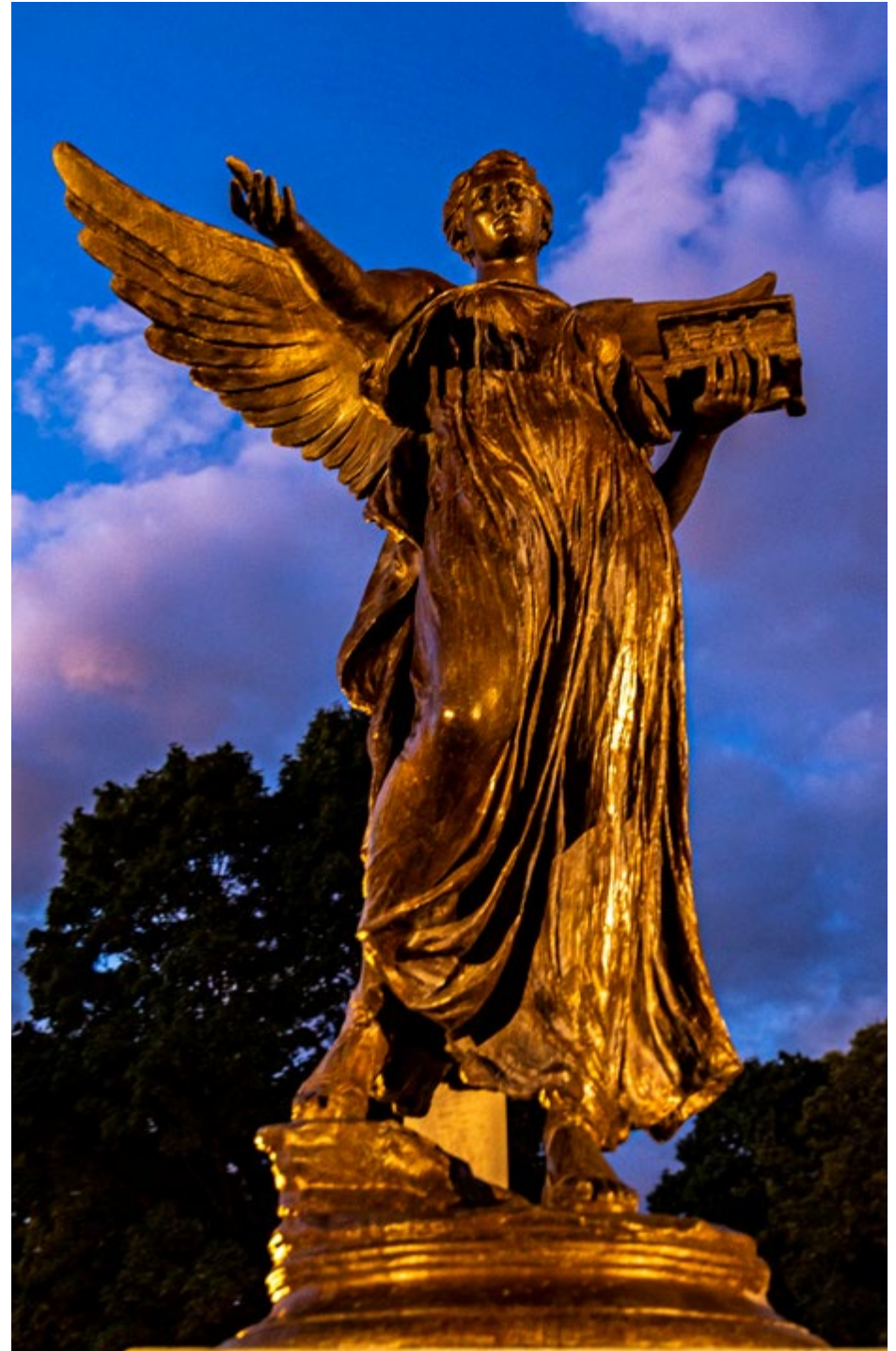


Objective 3: More strongly collaborate with campus partners to achieve divisional goals that support Ball State's strategic direction

Achieving the ambitious goals outlined in *Destination 2040: Our Flight Plan* requires close collaboration among all Ball State Colleges and units while listening carefully as their needs and priorities evolve. In recent years, instability and transition in the Division and elsewhere have negatively impacted some of these relationships. Marketing and Communications will re-commit to two-way collaborative efforts in delivering tailored implementation plans, adapting as needed, and bringing forward new initiatives to support our campus partners.

Priorities for Action 2022–2024

- In full partnership with EPM and Deans, lead an effort to clarify the Marketing and Communications, EPM, and College roles integral to recruiting, establish integrated marketing recruitment plans that delineate responsibility, provide tools and data for planning, and identify existing and new opportunities for each College. This process will include:
 - Initial information meetings in Fall 2022 where planning resources are provided
 - Advertising campaign planning meetings in Fall 2022 with M&C and Deans to determine College-specific campaign focus
 - Monthly meetings beginning in January 2023 between M&C, EPM, and College marketers/recruiters to discuss and identify implementation plan priorities
 - Support the Call to Beneficence Campaign public roll-out throughout 2022–2023, including tagged story development (special story call-outs that identify Call to Beneficence articles), monthly campaign planning meetings, asset and script development, and ongoing alumni storytelling
 - In response to escalating demand for Marketing and Communication services, re-examine divisional structure and staff capacity to deliver University-level marketing plan priorities, eliminating more routine day-to-day tasks in favor of strategic imperatives that better support the success of campus partners.
-
- **Existing priority clients**
 - Office of the President
 - Foundation
 - Business Affairs
 - Student Affairs
 - Colleges
 - **Emerging priority clients**
 - Lifetime Learning
 - Student Success/University College
 - First-Year Experience
 - Human Resources



Objective 4: Retain and attract talented, dedicated employees who believe in higher education and the distinctive attributes of the Ball State mission

Our Division is only as strong as its people. Existing talent in Marketing and Communications is excellent, but as with other areas of campus and higher education overall, it has become exceedingly difficult to attract employees. Retention is, therefore, paramount. In addition to working with Human Resources to develop a stronger branded presence for Ball State as an employer, internally, we will continue to invest in team knowledge and skills development, enhance the work environment to be more welcoming, and coordinate Divisional activities that cultivate positive relationships. When hiring, we will strive to attract creative individuals motivated by Ball State's commitment to the good of the larger communities it serves.

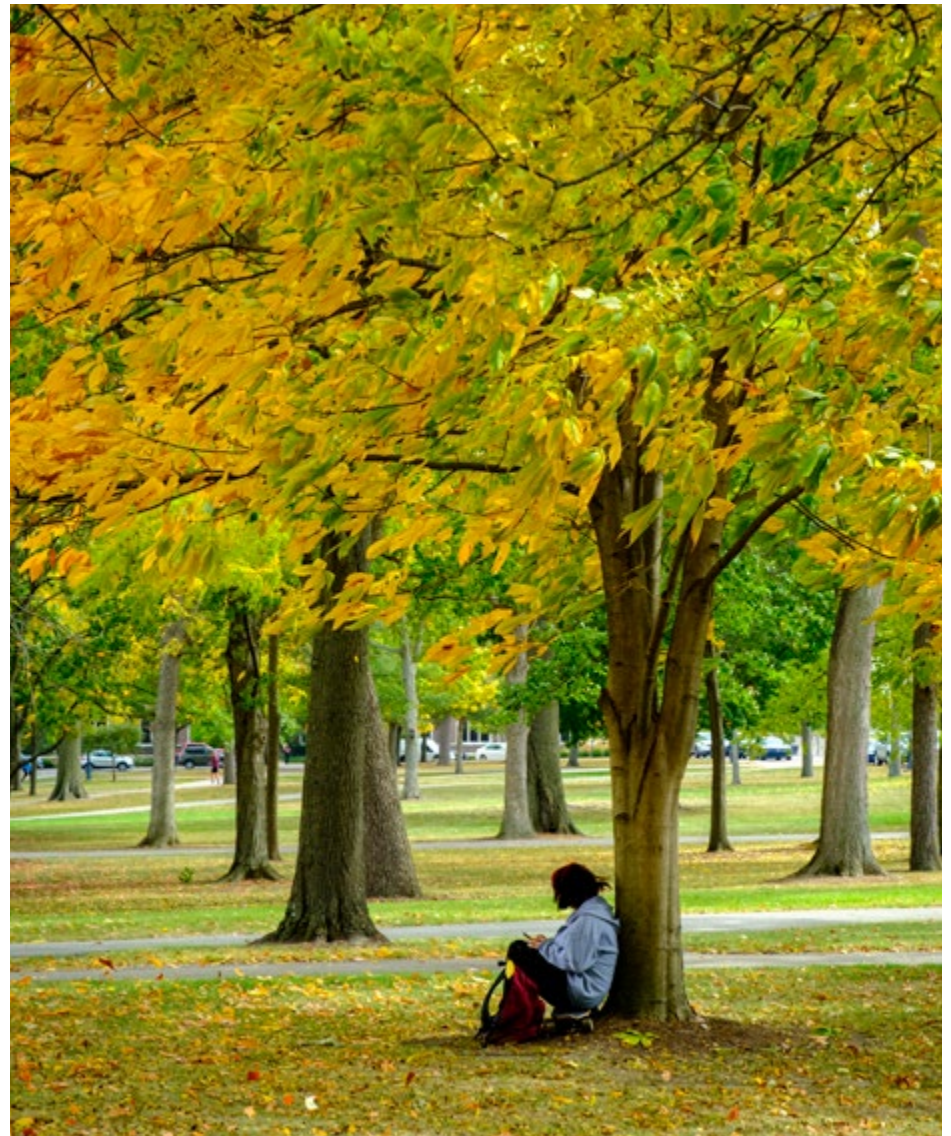
Priorities for Action 2022–2024

- In collaboration with Human Resources and the Division of Business Affairs, strengthen the perception of Ball State as an employer through:
 - updated core message development based on faculty, professional staff, and hourly staff research
 - newly designed website
 - profile videos of employees throughout the University
 - re-designed advertising and stronger advertising presence
 - continually refining messaging and campaigns based on response

Within Marketing & Communications:

- In keeping with Ball State's brand, emphasize people over process in our Division, with consistent leadership-team communication around the importance of collaborating across departments and personal interaction while continually evaluating strategies for improvement
- Address salary inequities and peer competitiveness. Conduct a comprehensive, position-by-position market analysis of jobs in the Division compared to both higher education and the broader regional market to ensure position titles accurately reflect duties and that salaries are as close to the midpoint of competitive range as possible
- Utilizing Human Resources' expertise, establish a clear path for advancement through rewritten job descriptions for every role in Marketing and Communications in each department, including professional development, and required participation in the University LEAD program as part of advancement protocol

- Develop and implement an internal reputation management plan, led by the vice president, to raise Marketing and Communications' profile among internal clients and constituents, emphasize refreshed collaborative approaches, and increase understanding of the Division's scope of our work and available bandwidth to support Colleges and units
- Recognize staff at each Divisional meeting who are participating in campus and/or community boards, councils, committees, LEAD, and the internal "FUN" committee led by non-director-level staff in Marketing and Communications



Objective 5: Analyze the Marketing and Communications organization to identify “opportunity gaps” that, if addressed, will benefit all areas of campus by mitigating risk and maximizing engagement and visibility

In its quest to be the equivalent of a full-service, professional internal marketing and communications agency and reduce reliance on costly external vendors, the Division will evaluate its current capacity and identify the areas where investment could most contribute to achieving University and divisional strategic plan goals.

Priorities for Action 2022–2024

- Develop a formal recommendation to address areas of risk and gaps in providing full campus client services. Growing professional service needs include:
 - Email Marketing – extensive requests (more than 200 year-to-date) are tapping digital team capacity and ability to focus on web strategy
 - Marketing research –focus on branding and marketing priorities, including enrollment trend reporting, internal and external focus groups, creative concept testing, and competitive peer analyses
 - CMS (Sitecore and WordPress) review and pending upgrade to new CMS and related web development/coding capacity
 - Web auditing and optimization (critical to effective recruiting)
 - Web development (infrastructure/coding; currently, one individual services the entire campus, which presents an enterprise risk)
 - More demand for Account/Client Services liaisons to meet the needs of emerging clients connected to University strategic plan goals
 - Copywriting (as opposed to news writing) and social media advertising creative execution
- Seek request-for-proposals for a new media/creative partner more responsive to Ball State’s evolving priorities and more innovative and proactive in making recommendations. Ideally, this partner will also have creative development capability to assist in the above needs that the current partner does not possess

Key Performance Indicators (KPIs) to be Reported Year Over Year

As a Division, efforts will be measured and evaluated through a variety of metrics primarily compared year-over-year, including:

- Assessment of website traffic (in consideration of industry trends):
 - top destinations (should be Admission and Academics)
 - time on site
 - visitors primarily from markets where advertising is placed
- Demonstrated increase in results of search engine placements for academic pages due to investment in BrightEdge SEO
- Follower and engagement growth on social media
- Earned media (publicity) placement volume
- Increased trademark and licensing revenue towards a maintenance goal of \$500,000 per year
- Conversions-to-action for digital advertising (ads consistently drive to apply, visit, and learn more); impressions goals delivered
- Enrollment, application, yield goals met
- Campus clients indicate satisfaction with progress; deans indicate they better understand the roles and scope of work by both Marketing and Communications and Enrollment Planning and Management in recruiting and understand where they should participate
- Human Resources and Lifetime Learning campaigns in place
- State Fair sponsorship implemented and deemed effective
- Trademarks and Licensing position is filled, and an initial plan developed
- Campus Experience brand/anthem video has a high level of engagement and positive response online and during in-person events and is re-utilized effectively for the two-year plan period
- President’s podcast numbers remain consistent
- Peer recognition and awards for outstanding work

Appendices and Status to Date (Feb 2023)

- Appendix 1: Advertising Flow Chart (completed)
- Appendix 2: Campus Signage Plan (completed)
- Appendix 3: Organizational Structure – Opportunity Gaps (underway)
- Appendix 4: Trademarks & Licensing Plan (not yet developed)
- Appendix 5: HR branding plan (research recommendations made to HR/Business Affairs)
- Appendix 5: Undergraduate and Graduate Recruitment Marketing Plans (in support of EPM) (completed and in process)
- Appendix 6: Deans planning resource flow chart and worksheet (completed)



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