INDIANA UNIVERSITY NORTHWEST
Marketing & Communications Plan

2002-2003 Academic Year
**EXECUTIVE SUMMARY**

This plan outlines the Indiana University Northwest annual marketing campaign designed to increase undergraduate and graduate applications, retain student enrollment and to enhance the image of IU Northwest. It is designed to supplement the national marketing and recruitment efforts of the Main campus with more strategic focus on the northwest Indiana market.

The plan is designed to help enhance the image, reputation and visibility of IU Northwest by coordinating all marketing, public and media relations’ efforts throughout northwest Indiana. This campaign represents a coordinated effort by the IU Northwest Offices of Marketing and Communications and Admissions. It includes participation by the IU Northwest offices of Development and Alumni Relations, as well as the Office of Communications and Marketing (OCM) in Bloomington. And, it includes consultation with and advice from IU faculty and staff with expertise in marketing, market research, and related areas.

Components of this campaign include: research; advertising; publications; internal communications; media relations; community relations, promotions; broadcast and electronic media; web development; new and emerging technology; and university-wide relations.

Evaluation of the each campaign’s success will be based on an examination of application trends and periodic surveys of the public perception of IU Northwest’s image. The success of individual strategies and tactics will also be measured on the basis of enrollment, retention, media coverage and campus event participation.
In fall 1998, Indiana University reintroduced a marketing campaign that essentially continued many of the strategies and tactics used in the two prior university-wide annual campaigns, executed with a new creative focus that many people referred to as “the drumbeat.” Two rounds of research suggested that these commercials were successful in capturing top-of-mind awareness for Indiana University and in establishing a strong association with our slogan, Quality Education. Lifetime Opportunities.

The 2000 campaign introduced a new, more personal and engaging commercial called Questions. A second, stylistically similar commercial titled Excellence was also launched in Spring 2001. Both commercials—which reinforce the Quality Education. Lifetime Opportunities. message—were designed to surprise and engage our audiences by employing a more personal, emotional and relationship-oriented approach. The two ads feature fast-paced sequences of students and faculty engaged in research and teaching activities on campus while different students pose their real questions and reflections about IU. Both ads also highlight the academic excellence found at all eight campuses.

Background – IU Northwest

Indiana University Northwest (IU Northwest) has experienced negative shifts in enrollment patterns over the last several years both in undergraduate and graduate/professional programs. Pressures on the IU Northwest campus include high crime in Gary, Indiana, where the campus is located; 1998 media-introduced rumors of a merger of IU and Purdue on a new campus; and a number of competitors in the surrounding area, including Purdue Calumet, IVY Tech, and a new community college (a joint venture of Vincennes and IVY Tech), which began its marketing campaign in the spring of 2000.

The campus faced another challenge recently: the School of Business and Economics lost its accreditation by the American Assembly of Collegiate Schools of Business (AACSB) in spring of 2000. Students in the School of Business and Economics have been vocal about their concern over the issue, and there is a misconception in the community that the entire institution, rather than just one division, lost accreditation. Currently, the School of Business and Economics has been accepted for the fast-track, two-year accreditation program and expects to achieve its reaccreditation by Spring 2005.

Additionally, Purdue University Calumet plans to open up a community learning facility in Merrillville, located off of 93rd Avenue just east of Broadway. It is our assumption, though, that this facility will not be a fully functioning facility for at least two to three years. This may present a challenge to IU Northwest in terms of attracting students from the south county areas. However, IU Northwest is planning to offer classes at this new facility.

In response to the past challenges outlined above, the President of Indiana University allocated significant funds for IU Northwest in the last two fiscal years to support marketing activities, including a variety of marketing research projects, a new suite of recruitment publications, and a contract with Noel-Levitz, a national higher education consulting firm, to examine and improve the student recruitment process. These activities, combined with the appointment of a new chancellor July 1, 1999, presented an opportunity to create a strategic marketing plan to help the campus meet its short- and long-term marketing goals.
LOOKING AHEAD

As the university faces a host of new, and familiar, challenges—such as declining state funding, increasing competition from community colleges, and ensuring academic excellence—the importance of a comprehensive, well-coordinated university-wide marketing plan has never been greater. Because the success of our marketing efforts is largely dependent on the level of support we garner throughout the university community, IU Northwest will strive to build and strengthen its working relationships with the public relations and marketing professionals throughout the system. In addition, we will participate in Office of Communications and Marketing (OCM) - Bloomington internal partnership-building, education, and media-relations activities aimed at increasing the understanding and involvement of internal audiences in marketing activities, messages and goals.

We will also continue working to build awareness and shape the attitudes of prospective students, families, educators and other influencers in ways that encourage qualified students to place IU Northwest in their choice set and apply. We will call upon all communication strategies—media relations, publications, advertising, and new technologies—to convey a compelling message to prospective students and their influencers regarding our standards and accomplishments; we will reinforce our desire for committed students, the quality and prestige of our programs, the value of the education we provide, and our strength in preparing students for challenging careers and satisfying lives.

RESEARCH

A great deal of research has been conducted by and for the IU Northwest campus over the past several years. Significant existing research includes:

- University Wide Branding Initiative – 2002/2003
- IU Northwest Image Perception Survey – 2002
- Satisfaction Survey with Recent Graduates, Stamats, 2000
- Supplemental Employer Interviews for Programs and Services Needs Assessment, IU Office of Communications and Marketing, 2000
- Programs and Services Needs Assessment, Lipman Hearne, 1999
- Nonmatriculant survey, IU Center for Survey Research/IU Office of Communications and Marketing, 1999
- Institutional Priorities Survey, Noel-Levitz, 1999
- Student Satisfaction Inventory, Noel-Levitz, 1999
- Annual data profiles of IU Northwest students, IU Student Information, 1998
- Awareness and Image study, Public Opinion Laboratory, 1998
- Image Analysis Study, Stamats Communication, 1995

Several internal and external research projects will be needed to support the marketing effort and to allow measurement of its success; however, no additional large-scale external background research is likely to be necessary in the near term. There is a wealth of data available to the institution from the many research projects undertaken to date, some of which can be more fully utilized to IU Northwest’s advantage. The quality and quantity of the research in hand should allow the marketing team’s energy to be devoted to strategic planning and vigorous implementation of purposeful tactics.

The most recent research project focused on the image and perception of IU Northwest among its key constituents. In this research effort, quantitative studies were conducted in the geographic region of the Northwest campus. The data provides a snapshot of its current image and an assessment of how it compares with competitive institutions in the area. Repetition of this study in the years ahead will allow us to measure the impact of future marketing efforts.
TARGET AUDIENCES

Our primary target audiences, i.e., those groups of individuals to whom we target our marketing efforts, have not changed. They continue to be (in alphabetical order):

1. Alumni
2. Business and community leaders and employers (includes minority and ethnic opinion leaders)
3. Donors
4. Elected officials and opinion leaders
5. General public
6. Guidance counselors, teachers, and others in education community
7. IU internal audiences (faculty, staff and students)
8. Media
9. Prospective students (traditional and non-traditional) and their influencers

GOALS

The overarching goals of the 2002-03 marketing campaign are to maximize the applicant pool at IU Northwest, and to enhance Indiana University’s image as a high-quality institution that prepares its graduates for a competitive job market and as an important asset to the people and the residents of the northwest Indiana seven-county region we serve. The primary objectives of the marketing strategies and tactics are:

1. Raise awareness and enhance the image of IU Northwest among all audiences.
2. Build brand recognition and preference, particularly among prospective students and their influencers.
3. Attract members of all target audiences to pursue one-on-one relationships with IU Northwest, whether as prospective students, active alumni, donors, strategic business partners, or other friends.

Specific Objectives

• For Fall 2002, enroll 985 [3% total increase] new undergraduate students (comprising 628 [3% increase] beginning students, 238 [5% increase] transfer students) and 119 [0% increase] visiting students while enforcing current admissions standards.
• Continue the community relations initiative working to increase:
  - The number of visitors to campus
  - The number of IU Northwest representatives engaging in outreach activities in the community
  - Coverage in the local media
  - Involvement of community members in other collaborative educational and arts activities
• Continue to support IU Northwest’s Shared Vision and build increased awareness of the identity and directions arrived at through the visioning process by integrating them into all marketing messages so that they become reflected in the media coverage and are recalled by the public as evidenced through perception survey work.
• Continue efforts to enhance IU Northwest’s website to increase traffic and make it more user friendly by developing a timeline for implementation of heuristic study recommendations.
MESSAGES

The current campaign will continue to emphasize Quality Education. Lifetime Opportunities, as the key slogan and message. The key focus is on illustrating “quality” and “job opportunities of graduates” in all internal and external communications. In illustrating quality and job opportunities, IU Northwest and its units should use examples unique to each department, division, school or college.

Message design

Indiana University Northwest’s key themes emerging from the development of its Shared Vision, which continue to form the core of its communication with all audiences, internal and external, as it seeks to communicate a set of strengths and priorities that will help define the institution for years to come. Another central message should be IU Northwest’s stature as a significant Indiana University campus bringing the quality education and lifetime opportunities of a world-class institution to the citizens of northwest Indiana.

Complementing these themes are the targeted messages for key audiences outlined below. Whenever possible, these targeted messages rely on market research to reflect the words and phrases that each audience uses to describe the institution’s accomplishments and attributes or from the needs and desires of the target audience that can be and are fulfilled by IU Northwest. While there is a significant overlap in the messages appropriate for difference audiences, there are often subtle differences that are intended to ensure that the message resonates more effectively with the intended audience.

Targeted Messages for External Audiences

For traditional-age prospective students, their parents, and the influences with whom they come in contact in the educational system:

- **IU Northwest is affordable.** Going to IU Northwest full time for a year costs less than $4,000 (includes tuition, fees and books) compared to the national average cost of $11,975 (2002-2003, The College Board) to attend a residential, public in-state university for one year…and, of course, private colleges are even more. That means you can get a prestigious IU degree right here in northwest Indiana for only a few thousand dollars less than it would cost you to attend school away from home for just one year. Plus IU Northwest students receive almost $12 million in financial aid each year, so your costs may be even lower.

- **At IU Northwest you will earn a prestigious Indiana University degree;** IU degrees have clout with employers and peers because Indiana University’s reputation as a quality institution is strong--in northwest Indiana, throughout Indiana, in the Chicago area, and across the country. So, no matter where you plan on living and working after you graduate, your IU degree will be known and respected.

- **IU Northwest has a wide array of academic programs.** With a wide variety of academic undergraduate and graduate programs and convenient courses offered in the day, evening, and on weekends, you’re almost sure to find the right program for you at IU Northwest.

- **IU Northwest is a full-service university** with the high technology, academic, and career services resources you need plus a full range of clubs and organizations, NAIA athletic teams, fitness facilities, a theatre, and more. But since we’re a small campus, we have a personal touch. At IU Northwest, most of your classes will be small and your professors and classmates will know you by name. Plus, we have a full range of assistance services from tutoring programs to private counseling available if you ever need a boost.
• **Attending IU Northwest is a “real-life” experience.** Going to school here, you will get to learn from and hang out with people from all kinds of backgrounds, of different ages, with different life experiences, and at different stages in their lives and careers. Our students tell us they see this as a distinct advantage because it prepares them for the real world of work and enriches their experience while they are here.

For **non-traditional prospective student:**

- **IU Northwest offers many courses when and where you need them**—day, evening, and weekends, including courses at off-campus locations—and, there are a number of undergraduate and graduate degrees that you can earn by attending school in the evenings only.

- **At IU Northwest, you will earn a prestigious Indiana University degree**; IU degrees have clout with employers and peers because Indiana University’s reputation as a quality institution is strong—in northwest Indiana, throughout Indiana, in the Chicago area, and across the country.

- **Earning a degree at IU Northwest is affordable.** We work hard to keep tuition affordable and to help you gain access to the nearly $12 million in financial aid awarded to IU Northwest students each year. And, while attending IU Northwest may cost a little more than some less well-known institutions, earning a quality IU degree is a smart investment in the long run.

- **At IU Northwest you will find students who share your goals and life circumstances and professors who really enjoy teaching adult students.** Over one-half of our students are “nontraditional”—that is, they are not 18-year-olds just out of high school—so whether you are returning to school to better your job opportunities or to meet your own goals for personal satisfaction and improvement, you will find others among your classmates who share your work ethic and who take education seriously.

- **IU Northwest supports you as you work toward your goal.** We start with small classes taught by caring faculty who make themselves available for extra help when you need it. We provide a full range of special services such as tutoring and guided studies to support academic success. We offer on-campus childcare to help make juggling your life a little easier. And, if you are looking for social opportunities, there are dozens of clubs to join and new fitness facilities to take advantage of.

For employers and community leaders:

- **IU Northwest is committed to preparing our graduates for success in the workplace.** At IU Northwest, we recognize that the workplace is a changing, dynamic place. But, we also recognize that there are core skills and attitudes you want in all employees. So, we work hard to produce the kind of graduate you will hire. Through our high academic standards, we are challenging our students to develop the fundamentals they will need to be successful in the workplace, including fundamental knowledge, critical thinking and problem-solving skills, and a strong work ethic and pride in a good performance.

- **IU Northwest wants to collaborate with you** to do even more to prepare our students to meet your needs, to encourage workers to pursue lifelong learning and to enhance skills on a regular basis, and to encourage economic growth in Northwest Indiana. Here is what we are doing now…(opportunity to share stories that demonstrate IU Northwest’s collaboration with area businesses to develop people, develop business, and develop the economic vitality in the community).

- **IU Northwest is Indiana University in northwest Indiana.** We have been here since 1959, providing quality IU education through IU faculty and awarding IU degrees to fulfill the workforce needs in northwest Indiana.

- **An IU degree provides a lifetime of opportunities** both through the employment opportunities it provides and through the enrichment and personal satisfaction it brings to graduates’ lives.

- **Earning a degree at IU Northwest is affordable.** We work hard to keep tuition reasonable and to help students gain access to the nearly $12 million in financial aid awarded to IU Northwest students each year.
• **IU Northwest contributes to the vitality of the community** through providing high quality yet widely accessible education, cultural enrichment, and a positive economic impact.

• **IU Northwest is playing a part in the regeneration of Gary.** Gary is on the move…and IU Northwest is doing its part. This must be supported by stories that demonstrate the university’s contributions to community development and links to the burgeoning regeneration movement.

**For alumni and donors:**
All general public messages plus…

• **IU Northwest is enhancing the value of your IU degree** through its Shared Vision for the future to maintain and enhance quality and excellence in education, promote positive community relations, and graduate students who are ready to succeed in the workforce.

• **IU Northwest needs your involvement** to encourage prospective students of all ages to go to college, help recruit students, spread the word about the value of an IU degree from IU Northwest, and help develop the resources we will need to stay competitive in the future. You can support IU Northwest in many ways—through financial contributions, gifts of your time as a volunteer, or just through your continued interest in and involvement with the campus through using the library, attending a cultural event, or going to a basketball game.

Media: These messages all work for the media, but they work only as stories to be pitched that illustrate these points, not as general messages in and of themselves.
STRATEGIES AND TACTICS

This section is divided into two major categories of emphasis: IU Northwest specific and University-wide collaboration efforts. Those falling under the heading of University-wide initiatives represent those efforts that the IU Northwest campus will work in cooperation with the main campus.

This marketing plan assumes that the future activities described are being implemented. Thus, rather than recapitulate the tactics covered in these documents, this marketing plan document will identify new strategic items or items that warrant particular emphasis, focusing on campus-wide goals that require cross-functional thinking and coordination.

A. Enrollment Enhancement—A working group of individuals from the Offices of Admissions, Financial Aid, Academic Affairs, and Marketing and Communications met monthly with a consultant from Noel-Levitz, a higher education consulting firm specializing in recruitment strategy. Working with Noel-Levitz, this group did a tremendous amount of planning and implementation toward increasing undergraduate recruitment, including developing action plans for recruitment of traditional-age and nontraditional-age undergraduates.

1. Continue to explore how enrollment goals relate to total headcount, credit-hour generation, and retention.

2. Beginning with the marketing audit and action plan documents, develop a coordinating and recording system so that execution of recruitment activities can be traced and new opportunities systematically sought, executed, and reported to evaluate success.

3. Conduct an analysis of current advertising and promotional practices supporting undergraduate enrollment at the campus level to determine whether a shift in the type, balance, or amount of advertising is desirable.

4. Using both the Shared Vision and research results, identify specific programs that should be earmarked for an enhanced level of promotion based on their synergy with the campus vision and their ability to attract students.

5. Investigate the development of a plan to expand career opportunities (including internships and job interviews) for IU Northwest students, with a particular focus on developing the Chicago market, and communicate these expanded opportunities to students.

B. Community Relations

Develop a vigorous community outreach effort that can quickly encourage more interaction between IU Northwest and its community.

1. Inventory university memberships in community organizations and develop a coordinated plan for campus participation in these organizations. Conduct a community relations audit through surveying faculty and staff to determine how many IU Northwest representatives engage in outreach activities in the community annually and the types of activities engaged in.
2. Develop a community relations plan that identifies who has primary responsibility for community relations; strategies to reach out more effectively; what messages will be used in the outreach, both generally and specifically; and what types of events on campus and in the community will be given priority. Consider making economic development-oriented community relations activities one of those priorities.

3. Develop a database strategy to capture contact information for community visitors to IU Northwest events who would like to receive information about other events in the future via e-mail or mail.

4. Develop a community relations plan specifically for the Chancellor that focuses on continuous, active listening sessions (visits, breakfasts, or other engagements) as well as dissemination of the messages of the Shared Vision and other community relations messages.

5. Prepare an “annual report” of IU Northwest’s various community outreach and interaction activities to be distributed to community constituents. This could be in the form of a “Letter from the Chancellor,” holding down the cost of printing and distribution.

C. Promotions

Each year IU Northwest promotes the IU brand through a few strategic promotional activities that serve to augment the university’s primary marketing objectives.

1. Indiana University Northwest annually coordinates a presence at the Porter and Lake County Fairs. This entails the preparation of promotional items in an approximate quantity of 10,000 - 15,000 pieces for general distribution to fair attendees.

2. Maintain an inventory of IU Northwest advertising specialties that are used for promotional purposes throughout the calendar year such as pens, pencils, notepads, etc.

D. Research

The IU Northwest director of marketing and communications, will work with the director of marketing research, at IU Bloomington and in collaboration with the OCM leadership team and the university-wide marketing committee, to oversee all IU Northwest research activities. This includes identification and development of research methodologies; solicitation and selection of vendors; and overall facilitation of the execution, reporting, and presentation of results.

1. Develop and implement a perception study for IU Northwest that provides reliable baseline data on each campus’s image in the eyes of its key constituents as well as compares the campus to its key competitors.

2. Develop, evaluate and implement a “Freshman Focus Group” for IU Northwest that provides reliable baseline data on experiences of first-year students at IU Northwest. This data can be used to analyze retention rates as well as other areas the campus may need to focus on for improvement.
E. Advertising

Paid advertising will remain a primary vehicle for reaching northwest Indiana audiences, continuing the creative concept developed over the last two years.

1. Cable television advertising continues to reach the largest segment of northwest Indiana audiences. No other medium presently available has the ability to reach so deeply into our target audiences and across multiple audience segments. Thus, we will continue television advertising in selected markets throughout Indiana.

2. Continue print media advertising in newspapers, such as Post-Tribune, The Times, Michigan City News Dispatch and the Great Lakes Weeklies. In addition to newsprint, advertising will continue in the Northwest Indiana Business Magazine, Labor News, Northwest Indiana Business Journal, Lake Magazine, Seniors on the Go and Senior Life. Additional opportunities in the Indiana Next Step magazine (a guide to life after high school) and High School Sports Guides will continue to be used and monitored for future benefit.

3. Continue theatre slide advertisements in Portage and Schererville.

4. The use of billboard vehicles will continue. In addition, opportunities for expanded coverage in south Lake County, Porter County, as well as highly traveled arteries such as I65, I80/94 and the Toll Road will be explored.

5. Corporate sponsorship packages purchased for the Gary Steelheads and Gary Railcats seasons will continue for the 2002-2003 season and will be monitored and evaluated for future benefit.

F. Publications

A limited number of materials will be used to convey the broad themes of the campaign and address issues that are common on the Northwest campus.

1. Continue to write, edit and publish the Northwest News, IUN’s faculty/staff bi-monthly newsletter.

2. Publish a bi-annual community/alumni newsletter (traditional and electronic) that will feature activities, people, and events of interest to the community at large and distribute to visitor’s database and community gathering areas such as churches, sports complexes, public libraries, and public schools. Distribute this to internal audiences as well.
G. Web Development

The Internet is a powerful marketing communications tool that must be used to its maximum potential, especially given that a rapidly growing segment of the population uses the Internet as its primary source of information. Clearly then, it is imperative that Web site development not occur in isolation from an institution’s marketing efforts.

1. Provide education for front-line users of new university-wide Web tools, such as the IU Events Calendar.

2. Develop and implement new web template for departmental pages.

3. Evaluate and monitor appropriate use of templates and content for complete conversion to new web design for all departments, faculty and staff.

4. Develop an online speakers/experts directory. The directory will include all qualified campus personnel and their specific area of expertise. This directory will be searchable by topic and speakers name.

5. Develop a digital library of IU Northwest images in print and web quality formats.

H. Internal Communications

Campus-wide internal communications continue to be essential, particularly since faculty and staff are of paramount importance when it comes to disseminating our key messages. A variety of tools are used to convey information in a succinct and convenient format to assist all IU Northwest representatives in the preparation of remarks for speaking engagements or simply to answer inquiries about current IU Northwest and IU. These include the Northwest News, e-mail blasts from the Office of Marketing and Communications and news blurbs on the IU Northwest websites. All are distributed widely to key groups, including the IU Northwest Chancellor’s Society, Chancellor’s Associates, Chancellor’s Cabinet, deans, Alumni Association, campus advisory boards, athletic coaches, marketing and admissions professionals, and Webmasters.

1. Define, develop, and produce a regular Chancellor’s Update that focuses on key marketing messages tied to community relations and the Shared Vision (consider using Myles Brand’s President’s Update as a template).

2. Continue to write, edit and publish the Northwest News, IUN’s faculty/staff bi-monthly newsletter.
I. Media Relations

Each campus has its own media relations specialists who focus on local media. However, in recent years, these media specialists have worked increasingly with OCM at IU Bloomington on launching university-wide announcements, such as technology initiatives and major grants benefitting all campuses. Through this process, major announcements are localized and news can be issued simultaneously to all in-state markets for greatest impact.

1. Track the frequency and content of media coverage in all types of regional media, including newspaper, radio, and television, and analyze the image of IU Northwest portrayed by the media. This will require the development of a plan/methodology for capturing more than local newspapers.

2. Proactively identify and cover events on campus that shed positive light on the campus and/or University.

3. Collaborate with IU Home Pages—an important venue for keeping IU internal audiences informed of events and activities on the Northwest campus and boosting morale and image. Submit articles of interest on a regular basis.

4. Effective crisis communication, with both internal and external audiences, is never more important than when a campus is in the midst of a crisis. To help ensure that IU Northwest is adequately prepared for such an event, a one-day crisis communications workshop that focuses on the development and implementation of a crisis communications plan will be held on campus.

5. Refine and update IU Northwest Crisis Communications Plan so as to provide fuller integration of campus communications efforts in times of crisis. Includes an annual trial run of all procedures.

J. Shared Vision

There are several phases to successfully launching IU Northwest’s new vision. The first phase centered on an event celebrating the unveiling of the Shared Vision. The next phase should maintain the momentum generated by the unveiling and should develop in target audiences a depth of understanding of the Shared Vision and positive attitudes toward the vision and IU Northwest. The third and final phase should use quantitative research to check the effectiveness of the public awareness campaign and ascertain the attitudes of the public and specific key audiences toward the Shared Vision’s themes.

1. Refine the emblem/visual design for all Shared Vision collateral materials.

2. Design and install new Shared Vision / IUN images banners made to hang on lampposts around campus. Consider larger banners to hang in the lobby of the Library/Conference Center and other key locations.

3. Develop a speaking engagement plan for the Chancellor and other executive leadership to carry the messages of the Shared Vision to community leaders, minority leaders, and business leaders to encourage their buy-in and support for the focus of the institution as it moves into the future.

4. Develop a community related PowerPoint presentation on the Shared Vision and IU Northwest and how it affects the northwest Indiana region. To be used by the Chancellor and other executive leadership in meetings with business, minority, and community leaders.
5. Develop a mechanism for handling ongoing feedback about Shared Vision such as posting a link to a web based feedback form that can be emailed to Shared Vision email address (vision@iun.edu).

**University-Wide Collaborative Activities**

Enhanced competition and other significant changes in the Indiana higher education landscape, as well as thin marketing resources on most campuses, make the partnerships between OCM and the regional campuses critical to both system-wide and campus-level success. These relationships must be strengthened in order to further insure that the Indiana University brand is preserved and that our limited marketing resources are maximally utilized.

IU Bloomington as a designated individual in the Office of Communications and Marketing who serves as the primary liaison to each of the IU regional campuses. This individual’s role is to assist, supplement and support each campus’s marketing efforts. Marketing funds will be earmarked for new, innovative marketing and public relations approaches requested by individual campuses and ventures funding will continue to be used to support new and innovative marketing initiatives throughout the system. In addition, a variety of mechanisms have been established to ensure open lines of communications among campuses and with OCM.

**A. University–Wide**

1. The annual marketing, admissions, and public relations retreat, which provides an opportunity for evaluation of the university-wide marketing campaign activities and discussion about the implementation strategies for the next phase, will be continued. All media relations, public relations, marketing and admissions staff throughout the system are encouraged to actively participate in this annual, two-day event.

2. Continue solicitation of funding to the Marketing Ventures Fund for assistance with new and innovative marketing initiatives. These funds are to be distributed on a competitive basis to campuses seeking to pilot new initiatives. To be eligible for funding, the proposed activity or its results must be transferable across campuses, sustainable, and include matching dollars from the submitting campus.

**B. Research and Planning**

1. Seek assistance with literature testing of primary recruitment pieces.

2. Conduct the image and perception study IU Northwest.

**C. Advertising**

1. Seek assistance with the funding of radio spots where it is too cost prohibitive to purchase advertising. Various campuses sometimes partner with OCM in funding radio advertising in their markets.

2. Explore ways to garner additional advertising support from OCM in light of the fact that OCM’s current ad buy does not cover the IU Northwest region.
D. **Media Relations**

1. *IU News* and the IU gateway page, which feature news items from all campuses, are distributed widely to internal audiences, alumni, prospective students, and other friends of IU.

E. **Publications**

A limited number of materials will be used to convey the broad themes of the campaign and address issues that are common on the Northwest campus.

1. Distribute the “early awareness” brochure developed by OCM for Hispanic students and their parents to expand their knowledge of postsecondary opportunities. The brochure was written in both Spanish and English as research revealed a language barrier that may prevent many Hispanic parents from fully participating in the college selection process.

2. The “Why College” overview brochure has been developed and continues to provide non-traditional students information about the value of a college degree.

3. Working in close coordination with OCM, write and design key recruitment publications for IU Northwest and explore ideas for new search pieces.

4. Redesign IU Northwest viewbook

F. **Web Development**

The Internet is a powerful marketing communications tool that must be used to its maximum potential, especially given that a rapidly growing segment of the population uses the Internet as its primary source of information. Clearly then, it is imperative that Web site development not occur in isolation from an institution’s marketing efforts. In order to ensure that these two efforts are not separated, the Office of Communications and Marketing, made the following two changes to its Web development team: 1) OCM’s Web and marketing publications teams were merged into a single, more efficient, more marketing-savvy unit now titled *Print and Electronic Publications*; and 2) a fee-for-service paradigm for all Web development work has been adopted. This new unit is led a director and supported by a group of Web specialists—which includes an information architect, programmers, Web designers, content specialists, and a usability expert—will consult, as requested, on university-wide Web development activities. IU Northwest has been and will continue to work in collaboration with OCM’s web team to utilize and enhance the IU Northwest website as a vital marketing and communications tool.

1. Redesign IU Northwest website as part of the overall revamping of the IU Web environment to meet campus marketing goals and objectives. Provide redesigned templates and training to all divisions and departments.
G. New and Emerging Communications Technology

These include e-mail, the Internet, CD-ROMs, audio/video streaming, and other innovations that can be applied to distribute the experience of IU’s cultural programming and academic opportunities as well as to demonstrate IU’s prowess in information technology.

1. Strengthen communications with prospective students and key constituent groups for all campuses, starting with the vigorous marketing of * IU News*, the weekly electronic newspaper that was developed to keep key stakeholders and other subscribers informed of new developments that validate marketing claims and selling points. In addition to 23,000 alumni, donors and friends, this e-mail is distributed to the chief marketing and admissions officer on each campus, and they are encouraged to forward it as part of their recruiting activities.

2. “Blurbs” on the IU gateway site feature good news about IU from all campuses and help to validate our marketing claims with verifiable stories. This site is accessed by nearly a million external visitors annually.