Presentation

- How we communicate has changed dramatically with new technologies
- Capture history and save it
  - Digital photography
  - Video
- Need to bring silos together or make sure working cooperatively
  - No single coordinating entity
  - Office of University Relations
  - Web Development
  - Yeager Media Center
  - iGROW
  - Ag Communications
- Provided a peer comparison document of communication organization
- Discussing the rebranding of the office
- Name needs to highlight the process of communication

Questions

- Preservation?
  - Print has been moved over
  - Need to have cross organizational discussions related to long-term preservation of video/digital resources
    - Web, Yeager, iGROW, Archives, University Relations, Mike Adelaine
- What is your plan when things go viral with social media?
  - Don’t allow people to post to our Facebook page

Photo Studio

- Developing one
- Plan to relocate them in the Fall
- Don’t know where they will end up
- Looking at lighting, etc.
Where do you want to be in 5 years?

- Want to advance the university
- Apps to help make individually linkages
- So advancing the University but then also at the more narrow level
- Are maybe too modest about what we do
- Want to set up a pilot to try out sharing context
  - Have people talk about what they do
- Looking at partnerships with Yeager Media Center
  - Shoot a one-minute clip and get it out
- Social media
  - Advice is to allow comments to occur
  - Have to monitor and manage it
  - Using Face Book to monitor what people like
    - How many people see it versus how many people comment
- South Dakotans don’t always talk about what we are doing that’s special
  - Need more people to act as cheerleaders for the University by talking about what they do
- Marketing ties in with admissions
  - Need to determine what markets and to whom
- Are we satisfied with the firm we hired to do marketing?
  - Been pleased
  - Helped us to step out from where we are
  - Be Great. Start Here.
    - Puts the focus back on the University
    - “You can go anywhere from here”
      - Taking us away from the University
  - Have 3-year commitment to the firm
  - Evaluate after 3 years

Where will we be recruiting in the future and what does our marketing need to be to designate?

- Need to consider international and online marketing as well
- Originally primary audience was perspective students
- Broadened that to other adults
- How did they decide where billboards go?
  - Won’t be pushing these as much
  - Will keep a few that already have
- Need a stronger institutional P.S.A.
What will be done with the peer comparison chart?

- Initially it was information gathering
- Next need to align with the strategic planning process
- Review peers and see if they do a good job
  - Who is getting results and why
- Propose a few (3?) models
- Make sure it aligns with a communication plan

Is there a business structure to a University Communication Organization? Is authority given to other entities?

- There are academic units that are contracting externally for marketing assistance
- Do they have to go through University Relations?
  - No
- It seems that they all should flow through the University Relations Office
- Have discussed convening all the communicators from around campus to discuss issues
- The end result is more easily achieved through a value proposition than edict

We have the SDSU brand to protect
Communications Office Staffing Profiles at Peer Institutions

As of 10 November 2011
• Michael Lockrem, Director
• April Clarin, Senior Secretary
• Andrea Kieckhefer, Publications Editor
• Jeanne Jones-Manzer, Information Supervisor
• Virginia Coudron, Designer
• Nina Schmidt, Designer
• James Taggart, Designer
• Nicole Appl, ABS Designer
• Dave Graves, Writer
• Kyle Johnson, Writer
• Dana Hess, Writer
• Vacant, Writer
• Eric Landwehr, Photographer
• Mark Luebker, ABS Information Officer
- Tom Milligan, Vice President
- Connie L Schimmels, Executive Assistant
- Mark Minor, Associate Vice President
- Lindsay J. Connors, Executive Assistant
- Kyle Henley, Director, Denver Public Relations

**Accounting**
- Mark Cooper, Accountant
- Sarah Syrian, Accounting Technician
- Nancy Baca, Administrative Assistant - HRS/Accounting

**Support Staff**
- Sherri Lebeda, Receptionist/Administrative Assistant II
- Donna Mastbergen, Receptionist/Administrative Assistant II

**Communication Coordinators**
- Mark Hanson, Client Relations Manager and Communication Coordinator
- Barbara Dennis, Communication Coordinator
- Carl Kichinko, Communication Coordinator
- Colleen Rodriguez, Communication Coordinator
- Juliana Hisrich, Communication Coordinator

**CSU-TV 11 & Video Production**
- Ron Bend, Video Producer
- Greg O'Malia, Video Producer
- Joe Vasos, Video Producer
- Nicolas Tapia, Video Producer
- Kevin Beard, Television Engineer

**Design**
- Doug Garcia, Art Director
- Jan Barry, Arts Professional
- Terry Nash, Arts Professional
- Lisa Schmitz, Arts Professional
- Sandy Thode, Arts Professional
- Brad Thomas, Content Syndication Coordinator
- Cathay Zipp, Arts Professional

**Graphic Standards and Branding CCS Contact**
- Natalie McCatty, Marketing Coordinator, External Relations

**Photography**
- Bill Cotton, Photographer
- John Eisele, Photographer
- Joe Mendoza, Photographer

**University Resource Center (URC)**
- Kathy Phifer, Director, Creative Services
- Bill Kaulback, Materials Handler
- Kerry Widerman, Materials Handler
- Natalie McCatty, Marketing Coordinator
- Brad Bohlander, Executive Director of Public Relations
- Vacant TBA, Denver Public Relations

**Media Relations**
- Jennifer Dimas, Manager of Media and Community Relations
- Dell Rae Moellenberg, Senior Media and Community Relations Coordinator
- Emily Narvaez Wilmsen, Senior Media and Community Relations Coordinator
- Kimberly Sorensen, Media and Community Relations Coordinator
- Jim Beers, Media and Community Relations Coordinator
- Connie Schimmels, Assistant Coordinator

**Web Communications Staff**
- Leslie Taylor, Director, Web Communications
- Chris Weller, Senior Web Designer
- Devin Koncar, Web Designer
- Adam Warren, Senior Web Developer
- Melinda Swenson, Web Content Specialist, Events
- Gretchen Menand, Web Content Specialist, Administrative Communications
• Jeffery B. Morris, Vice President for Communications & Marketing
• Cheryl May, Associate Vice President

Marketing Services
• Katie Mayes, Manager

News & Editorial Services
• Erinn Barcomb-Peterson, Director, News/Editorial Services
• Greg Tammem, Blog Editor & Research/Science Writer
• Jennifer Tidball, Assistant Blog Editor, Research/Science
• Beth Bohn, Editor
• Trevor Davis, Editor/Writer
• Megan Molitor, Writer/Editor — Molitor@K-State.Edu
• Student News Writer

Photographic Services
• David Mayes, University Photographer

Design & Publications Services
• Jim Rigg, Design Director
• Guolin Zhao, Senior Web/Graphic Designer
• Ben Cleveland, Graphic Designer
• Breanna Day, Graphic Designer
• Sharon Morrow, Editor

Web Services
• Bill Herndon, Director, Web Services
• Janelle Corkill, Team Leader Web Specialist
• Neil Erdwien, Web Technologies Manager
• Julie Fosberg, Website Coordinator
• Stacey Franks, Marketing Technology Coordinator
• Cindy Hollingsworth, Marketing Technology Coordinator
• David Pedergnana, Web/Multimedia Architect

Video Services
• Jim Mock, Director of Video Production Services
• Cindy Jeffrey, Producer/Director
• Tim Manning, Producer/Director
• Mary Molina, Associate Producer/Director
• Tyler Traxson, Associate Producer/Director

Open Positions
• Writer/Editor
• Business Manager for Communications & Marketing
• Assistant Vice President for Communications & Marketing
• Graphic Designer
• Apprentice Web/Graphic Designer
University Communications
- Tom Calcagni, Executive Director of University Communications
- Jodie Farmer Delay, Assistant Director of Public Relations
- Chelsea Schmidt, Media/Information Specialist

Marketing & Creative Services
- Julie Kipfer, Director, Marketing & Creative Services
- Bridget Ashcraft, Graphic Designer
- Eulalie (Lee) Cook, Marketing Specialist
- Kristen Drumheller, Graphic Designer
- Alison Gauthier, Graphic Designer
- Ron Lambert, Art Director
- Caroline Zimmerman, Publications Editor/Printing Production Specialist

News Service
- Tracy Elig, Director
- Carol Schmidt, Assistant Director
- Evelyn Boswell, Writer/Editor
- Anne Cantrell, Writer/Editor
- Kelly Gorham, News Photographer

Web Communications
- Jacob Dolan, Director of Web Communications, Web Coordinator
- Jeanine Schoessler, Web Support Programmer

MontanaPBS
- Eric Hyypaa, Director & General Manager, KUSM, MontanaPBS

University Printing Service
- Bill Hanson, Manager, University Printing
- Steve Bickwermert, Administrative Assistant
- Sandra Bunch, Duplication Supervisor
- Mike Einhaus, Duplicating Press Operator
- Victoria Enger, Customer Services Representative & Production Specialist
- Conrad Janzer, Digital Prepress Technician
- Reini Martin, Duplicating Service Worker
University Communications
- Kelly Fowler, Administrative Assistant, Senior
- Maureen Howard, Associate VP, University Communications/Marketing Services
- Kim Huddleston, Business Manager
- Janet Perez, Communications Specialist, Senior
- Leslie Perez, Administrative Assistant, General
- Jay Rodman, Communications Specialist, Senior

Marketing Services
- Ellen Costello, Director, Marketing & Creative Services
- Jennifer Evans, Bindery Worker
- Phyllis Fleming, Composing Design Specialist
- Tama Garski, Supervisor, Print Shop
- Ana Henke, AES/CES Publications Supervisor
- Tricia Hofer, Communications Specialist, Senior
- Jeany Ureonte-Ortiz, Publications Coordinator
- Daniel Molina, Supervisor, Print Shop
- Joel Parker, Printing & Equipment Operator
- Susan Porillo, Graphic Designer
- Gerald Reil, Graphic Designer, Senior
- Franklin Sholesdice III, Editor, Junior
- Nicholas Teixeira, Graphic Designer
- Joanne Thomas, Administrative Assistant, Associate

Media Production
- Stanley Carbine, Systems Analyst
- John Chamberlin, Programmer Analyst, Senior
- Patricia Clark, Administrative Assistant, Associate
- Michael Ferrales, Media Specialist, Senior
- Dianne Hall, Web Development Associate
- Logan Ilczyszyn, PC Support
- Peter Jamieson, Educational Resource Coordinator
- Mari Moolpa, Administrative Assistant, Intermediate
- Connie Padilla, Web Development, Senior
- Franklin Torres, Web Development, Intermediate
- Tomilene Turner, Manager Media Services

News & Media Relations
Includes Crisis Communication Unit, Internal Communications, and Reporting Unit
- Justin Bannister, Communications Specialist, Senior
- Minerva Baumann, Director, News & Media Relations
- Jennifer Chandler, Marketing Rep
- Tyler Dunkel, Director, Sports Info
- Tiffany Franklin, Athletic Media Specialist, Senior
- Julie Hughes, Director, Public Affairs
- Margaret Moorman, Communications Specialist, Senior
- Edward Morelos, Athletic Media Specialist
- Audrey Omsted, Editor
- Darrell Pehr, Director, News Services
- Darren Phillips, Photographer
- Jeremy Stachan, Athletic Media Specialist
- Tonya Suther, Administrative Assistant, General

Special Productions
- Lukas Baran, TV Producer
- Joseph Brackman, Manager, Media Services
- Luis Celaya, Laborer
- Timothy Jackson, Video Coordinator
- Samson Kayode, Video Coordinator
- Lorenzo Meraz, Laborer
- Armando Morelos, Broadcast Technician
- Gregory O’Brien, Administrative Assistant
- John Reyes, Administrative Assistant
- Andrea Scarborough, Administrative Assistant, General
- Christopher Schnur, Supervisor, TV Production
- Norma Vechot, Broadcast Technician

University Broadcasting
- 34 additional employees
University Relations
- Laura McDaniel, Assistant Vice President
- Char Goodyear, Assistant to the Vice President

News & Media Relations
- Anne Robinson-Paul, Communications Coordinator
- Steve Bergeson, Senior Writer/News Coordinator
- Linsey Davis, Staff Writer

Creative Services
- Brad Clemenson, Creative Services Manager and Art Director
- Rebekka DeVries, Senior Graphic Designer
- Janelle Kistner, Senior Graphic Designer
- Katie Elenberger, Graphic Designer
- Beth Hagemeister, Graphic Designer
- Dan Koeck, University Photographer

Agriculture Communication – NDSU

Administration
- Becky Koch, Director
- Jeanne Flood, Account Technician (Morrill 12D)
- Linda McCaw, Administrative Assistant/Conference Coordinator
- Joan Opp, Account Technician (Morrill 12E)

Computer Services
- Bob Bertsch, Web Technology Specialist (Morrill 115)
- Roger Egeberg, Computer Programmer (Morrill 115)
- Jon Fry, Desktop Support Specialist
- Blair Johnson, Desktop Support Specialist
- Julie Kuehl, Web Technology Specialist (Morrill 5B)
- Jerry Ranum, Desktop Support Specialist

Distribution Center
- Sharon Lane, Distribution Center Manager
- Terri Nelson, Administrative Clerk

Editorial/Marketing
- Ellen Crawford, Information Specialist
- Rich Mattern, Information Specialist/Writer

Electronic Media
- Bruce Sundeen, Electronic Media Specialist
- Scott Swanson, Electronic Media Specialist

Graphics
- John Grindahl, Graphic Designer
- Dave Haasser, Graphic Designer
- Deb Tanner, Publication Coordinator/Designer
- Agnes Vernon, Visual Communication Specialist, Publications

Print & Copy Services
- Chris Anderson, Press Operator
- Peggy Brossart, Administrative Clerk
- Frank Duray, IT Support Technician
- David Dynes, Press Operator
- Monte Kelly, Print Services Manager
- Bill Kozojed, Courier
- Diane Ness, Copy Services Manager
University Marketing & Communications

- Gary Shutt, Director of Communications Services
- Mark Pennie, Assistant Director
- April Cunningham, Staff Assistant
- Pam Longan, Staff Assistant

DESIGN

- Paul Fleming, Graphic Designer
- Valerie Kisling, Graphic Designer
- Ross Maute, Graphic Designer
- Sarah Faith Dunbar, Graphic Designer
- Elizabeth Hahn, Graphic Design Intern

EDITORIAL

- Janet Varnum, Editor
- Michael Baker, Editor
- Matt Elliott, Writer

PHOTOGRAPHY

- Phil Shockley, Photographer
- Gary Lawson, Photographer
- Jessa Zapor-Gray, Photography Coordinator

WEB

- Megan Horton, University Web Administrator
- Rod Sievers, Assistant to the Chancellor for Media Relations
- Mike Ruiz, Director
- Tom Woolf, Brand Management - Content
- Jay Bruce, Brand Management - Images
- Janet Douglas, Senior Account Executive and Project Manager
- Jay Bruce, Creative Manager
- Rusty Bailey, Creative Design
- John Mann, Creative Design
- Amy Dion, Creative Design
- Jessica Mann, Interactive Manager
- Liz Hunter, Interactive Design
- Nate Krummel, Interactive Design
- Steve Buhman, Special Event Photography Manager
- Lisa Threlkeld, Customer Experience Manager
- Pat Jones, Customer Experience
- Charlie Leonard, Marketing Research and Analytics Manager
- Tom Woolf, Public and Community Relations Manager
- Tim Crosby, Public and Community Relations
- Andrea Hahn
- Christi Mathis
- Pete Rosenbery
- Rod Sievers
- Chelsea Sturgeon
- Tamarah Cook, Social Media Manager
University of Idaho

University Communications & Marketing
- Chris Cooney, Senior Director of Communications & Marketing
- Judy Pankoff, Administrative Assistant II

Media Relations
- Tania Thompson, Director of Media Relations
- Joni Kirk, Associate Director of Media Relations
- Paula M. Davenport, Associate Director, Writing Services
- Karen Hunt, Media Relations Associate
- Amanda Cairo, Writer

Publications & Creative Services
- Cindy Johnson, Director of Creative Services & Print Management
- Barbara Ham, Supervisor, Publications & Computer Graphics
- Barbara George, Administrative Assistant
- Beth Case, Print Graphic Design Specialist
- Karla Scharbach, Print Graphic Design Specialist
- Scott Reiner, Graphic Designer

Printing
- Stuart Hirschbiele, Printing Services Coordinator
- Linda Schunk, Printing Technician
- Cynthia Snow, Printing Technician

Marketing
- Anna Sherwood, Director of Enrollment Management Marketing
- Sue Chen, Director of Trademark and Licensing
- Andrew Gauss, Director, Alumni & Devel. Mkg Comm.

Web
- Josh Paulsen, Director of Web Communications
- Danial Blele, Web Coordinator for College of Graduate Studies | University Research | President & Provost
- Johanna Bickenstaff, Web Coordinator for Enrollment Management
- Nolan Boyle: Human Factors Intern | Usability and Testing
- Amber Crowley, Web Coordinator for College of Business & Economics & College of Education
- Becky Gibson: Web Coordinator for the College of Engineering
- Tonda Lark: Web Coordinator for College of Art & Architecture
- Lesa McPeak, Web Coordinator for the College of Law and College of Science
- Chad Neilson, Web Coordinator for College of Agricultural and Life Sciences | University Extension | Usability Team
- Micki Panttaja: Marketing Manager, Web Coordinator for the College of Letters, Arts & Social Sciences
- Jason Seitz: Web Specialist | University of Idaho, Coeur d' Alene | University of Idaho, Boise | Office of the President
- Alison Weigley: Web Coordinator for the College of Natural Resources
- Sharae Randall, Interim Web Coordinator for Enrollment Management
University Relations

- Senior News Editor (Editor II)
- Photographer (Photographer)
- Montanan Editor-in-Chief (Editor II)
- Office Manager (Admin Assoc IV)
- Web Content Manager/News Editor (Editor II)
- News/Calendar Editor (Editor I)
- Writer/editor (Editor I)
- Program Support (student worker)

Printing and Graphics Services

- Director of Printing and Graphics Services
- Journey Graphic Artist
- Graphic Artist Manager

8 additional employees

Web Services

Not under the University Executive VP—is led by a Chief Information Officer (CIO) who reports to the University President. Provides leadership in identifying and delivering the information technology infrastructure, does NOT manage messaging or approve content. IT's Web Technology Services team supports web design, content management systems and web programming for campus clients
University Relations
- Peter Johnson, Executive Assoc. V.P. for University Relations
- Joshua Dale, Web Developer
- David Dodds, Writer and Editor
- Jackie Lorentz, University Photographer
- Marietta Kvistad, Media Relations Assistant
- Richard Larson, Editor and Designer
- Jan Orvik, Coordinator of Internal Communications
- Juan Pedraza, National Media Relations Coordinator
- Jessica Peterson, Web and Graphic Designer
- Karen Williams, Administrative Assistant

UND Marketing Group & Web Tech Team
- Tim DeBolt, Director, University eMarketing and Communications
- Amanda Hvidsten, Lead Web Writer
- Craig Garaas-Johnson, Web Writer
- Nathan Clough, Lead Web Application Developer
- Amanda Hvidsten, Lead Web Writer
- Craig Garaas-Johnson, Web Writer
- Heather Bushaw, Social Networking & Media Specialist
- Michael Walls, Web Applications Developer
- Jeffrey Barron, Web Applications Developer
- Kelcia Samuelson, Web Designer
- Professional Writer
- Professional Writer
- Videographer
- 75+ "content developers" from all areas of campus [distributed website ownership via a uniform CMS].

Campus Communicators

The Office of University Relations serves as UND’s central public relations department. However, various other UND units also employ some 35 other individuals who perform communication and/or marketing duties as part of their positions.

Aerospace Foundation, UND
- Director of Sales & Marketing
- Development Officer

Alumni Association & Foundation
- Associate Director of Communications
- Associate Director of Marketing

Arts & Sciences, Department of
- Michael Meyer, Advancement Officer

Athletics, Department of
- Jayson Hajdu, Media Relations Director

Business & Public Administration, College of
- Director of External Relations & Alumni Affairs

Education & Human Development, College of
- Director of Alumni Relations & Development

Energy & Environmental Research Center
- Communications & Outreach Manager
- Communications Specialist and Event Coordinator
- Communications and Events Data Specialist

Engineering & Mines, School of
- Outreach Coordinator
- Director of Alumni and Corporate Relations

Graduate School, UND
- Marketing & External Relations

Health and Wellness Unit
- Coordinator of Communications
Innovation, Center for
- Communications Director and Grant Writer
- Technology Director

Law, School of
- Director of Alumni & Public Relations

Medicine & Health Sciences, School of
- Director of Alumni and Community Relations
- Assistant Director of Alumni and Community Relations

Medicine & Health Sciences (Graphics)
- Graphics
- Graphics
- Graphics

Memorial Union
- Marketing Manager

Nursing, College of
- Alumni & Development Officer

Online & Distance Education
- Director of Online Enrollment Management & Community College Relations
- Assistant Director of Enrollment Management & Marketing
- Non-Credit Marketing Coordinator
- Graphic Designer/Editor

Ralph Engelstad Arena, Inc.
- Director of Events & Media Relations

Research & Economic Development
- Assistant to the VP Research & ED

Residence Services (Housing, Food Services, Children’s Center)
- Marketing Manager

Rural Health, Center for
- Communications Coordinator

Television Center
- Marketing Director

USDA-ARS Grand Forks Human Nutrition Research Center
- Communications
Institutional Communications

- Chad Baldwin, Director, Institutional Communications
- Jim Kearns, Communications Specialist, Institutional Communications
- Milton Ontiveros, Communications Specialist, Institutional Communications
- Vacant, Communications Specialist, Institutional Communications
- Jane Wolfinbarger, Office Assistant, Sr., Institutional Communications
- Danni D. Stamm, Telephone Operator, Institutional Communications

Institutional Marketing

- Montica Willmschen, Director, Institutional Marketing
- Brandon Gellis, Institutional Publications Supervisor
- Matt Winninger, Institutional Website Strategist
- Ted Brummond, Photo Service Manager
- Steve Kiggins, Managing Editor, UWyo Magazine
- Darcy Anthony, Strategic Marketing Coordinator
- Pat Wolfinbarger, Website Supervisor
- Todd Ryan, Website Designer/Developer, Sr.
- Erin Percival, Interactive Marketing Coordinator
- Kass Ricks, Office Associate, Sr.
- Trice Megginson, Photographic Technician
- Mariene Carstens, Photo Service Officer Assistant, Sr.
• Annette Herman-Harder, Chief Operating Officer, Advancement/Director, Public Relations & Marketing
• John DeVilbiss, John DeVilbiss, Executive Director, Public Relations & Marketing/Creative Team Lead/USU Eastern Marketing Coordinator
• Maren Cartwright, Writer
• Patrick Williams, Internal & Legislative Communications Team Lead
• Ben Renard-Wiart, University Webmaster/Marketing Coordinator
• Jeremy Jensen, Video Producer/Director
• Tim Vitale, Public Relations/University Marketing Team Lead
• Eric Warren, Public Relations
• Heidi Adams, Office/Account Manager, Trademarks & Licensing
• Annalisa Purser, Marketing Coordinator
• Trent Hunsaker, Social Media/Marketing Coordinator
• Donna Barry, University Photographer
• Kara Nesbit, Graphic Designer
• Blake Rich, Web Server Administrator
Office of
University Relations

Strategic Planning Presentation
March 9, 2012 • 1 p.m.
University Student Union (SSU 260)

SOUTH DAKOTA STATE UNIVERSITY

Effective Communications

SOUTH DAKOTA STATE UNIVERSITY
**Effective Communications**

**VERSATILITY:**

Successful communications

*do not* operate like a factory

in which components enter at one end

and a final product leaves at the other

---

**Effective Communications**

**VERSATILITY:**

Successful communications

*are closer to the grease that keeps*

machinery working smoothly

---

**SOUTH DAKOTA STATE UNIVERSITY**
Effective Communications

CHALLENGES

Engagement
Responsibilities
Perception
Audience evaluation

Products of Communications Planning
**FRAMEWORK**

- Institutional goals
- Target audiences
- ROI measurements

**STRATEGY**

- Substantive operational priorities
- and approaches defined
PRODUCT PLAN

Program resources set to implement strategy

IMPLEMENTATION

Execute identified programs
The Role of University Relations

TRADITIONAL MODEL

- Institutional Marketing
- News Releases & Media Relations
- Creative Services & Publications
- Photography
- Trademarks & Licensing

SOUTH DAKOTA STATE UNIVERSITY
EMERGING OPPORTUNITIES

Web Content Management
Social Networking
Digital/Video Production & Management
Media/Public Relations Access & Training
Editorial Services
Communications Planning & Consulting

SOUTH DAKOTA STATE UNIVERSITY

SDSU
Communications Resources

SOUTH DAKOTA STATE UNIVERSITY
SDSU Communications Resources

- Office of University Relations
- Office of Web Development
- Yeager Media Center
- iGrow & AgBio Communications

SOUTH DAKOTA STATE UNIVERSITY

Strategic Planning & Communications

SOUTH DAKOTA STATE UNIVERSITY
SDSU communications functions are spread across the institution.
Distinct but often related services and areas of expertise exist in “silos”.
No single unit coordinates them.

Among SDSU’s peer institutions, university communications offices have general responsibility for oversight of messaging & strategic communications.
What’s in a Name?

University Communications and Marketing

Division of Communications and Marketing

Office of Marketing and Communications

SOUTH DAKOTA STATE UNIVERSITY
# Questions?

## SOUTH DAKOTA STATE UNIVERSITY

## DRAFT: Peer Institution Comparison of Communications Units • Updated 8 March 2012

<table>
<thead>
<tr>
<th>Office Name</th>
<th>University Relations</th>
<th>Office of the President</th>
<th>University Communications &amp; Marketing</th>
<th>University Marketing Communications</th>
<th>University Information Technology</th>
<th>University Research Communications</th>
<th>University Marketing &amp; Communications</th>
<th>University Brand Management</th>
<th>University Communications &amp; Marketing</th>
<th>University Marketing &amp; Communications</th>
<th>University Marketing &amp; Communications</th>
<th>University Marketing &amp; Communications</th>
<th>University Marketing &amp; Communications</th>
<th>University Marketing &amp; Communications</th>
<th>University Marketing &amp; Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>13*</td>
<td>5</td>
<td>41</td>
<td>27</td>
<td>17</td>
<td>16</td>
<td>12</td>
<td>13</td>
<td>20</td>
<td>14</td>
<td>16</td>
<td>18</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

## Key Areas

- **Public Relations**
- **Marketing**
- **Branding**
- **Research**
- **Marketing & Communications**

### Key Metrics

- **Managed by communications office**
- **Shared management with one or more other units**
- **No management by communications office**

---

*Note: This table represents a draft comparison of communications units at South Dakota State University, as of 8 March 2012.*
1. What office oversees and/or manages content and messaging on the university website?

<table>
<thead>
<tr>
<th>Institution</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>Colorado State University’s Department of Web Communications manages CSU’s main website: <a href="http://www.colostate.edu">www.colostate.edu</a></td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>Web Communications, which is in the Division of University Communications</td>
</tr>
</tbody>
</table>
| New Mexico State University        | Various departments handle the creation and maintenance of online content. University Communications (UComm) handles the messaging on the home page and a number of landing pages and sub-sites:  
  - NMSU homepage: http://www.nmsu.edu/  
  - Current Students: http://currentstudents.nmsu.edu/  
  - Faculty & Staff: http://facultystaff.nmsu.edu/  
  - Visitors: http://visitors.nmsu.edu/  
  - Academics: http://academics.nmsu.edu/  
  - About NMSU: http://about.nmsu.edu/  
  - Office of the President: http://www.nmsu.edu/president/  
  UComm handles the messaging/rhetoric on the home page as it pertains to news items - producing all NMSU news stories and posting here:  
  - News & Events: http://newscenter.nmsu.edu/ |
| North Dakota State University      | “We will not be able to do justice to the list … I’m sure you can relate to our lament: chronically understaffed, woefully behind in doing good work with existing channels much less expanding our offerings … Short answers are pretty much that we do as much as we can to control the quality of messaging and provide guidelines and templates for as much as we can.” |
| Oklahoma State University          | The Communications Office oversees content and manages Oklahoma State University’s web presence. We coordinate with University Marketing to incorporate current advertising campaigns and taglines. |
| Southern Illinois University Carbondale | Our department, University Communications manages the content and messaging for the university’s home page: www.siu.edu |
| University of Idaho                | University Communications and Marketing (Web Communications is the specific department) manages, with essential input from a decentralized group of Web authors. |
| University of Montana              | Did not respond.                                                                            |
| University of North Dakota         | To some degree in “silos,” although since Aug. 1 moving to more central oversight by the Office of University Relations |
| University of Wyoming              | Did not respond.                                                                            |
| Utah State University              | The central office of Public Relations and Marketing manages the main university website (homepage and secondary levels). It also coordinates web branding and consistency over the main website. However, a lot of content in sub-departments, colleges is managed by the units themselves. |
### 2. What is the process for content approval and/or posting on the main university website?

<table>
<thead>
<tr>
<th>Institution</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>Director of Web Communications takes input and requests from across campus but makes the final call on the items in our News &amp; Spotlight section along with our slider pieces.</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>While we don’t have an overly formal process, the Director of Web Communications (within UR) approves content and graphics, sometimes with input from editorial and marketing staff or our Web Advisory Committee.</td>
</tr>
</tbody>
</table>
| New Mexico State University        | It is up to the discretion of the various NMSU website owners. As for the NMSU homepage there are three sections of the homepage updated periodically:  
  - Main Images – Maintained by UComm Marketing Services who update the images according to schedule or significant event.  
  - News content - Links are maintained by UComm News.  
  - The sublink section at the bottom of the page – Link placement requests are fielded by a committee who review the requests and determine if the link is to be added. |
| North Dakota State University      | Did not respond.                                                         |
| Oklahoma State University          | Currently, to post content on our main university website, our web administrator updates the page through Dreamweaver.  
  We are getting ready to launch a new homepage that is built on a CMS and will allow for easier posting and editing of content.  
  Approval for content is given by the Communications Office. Specifically, requests are received and filtered through a team of three individuals: Director of Communications, Associate Director of Communications and Manager of Web. |
| Southern Illinois University Carbondale | If a department wants something on our home page: [www.siu.edu](http://www.siu.edu), they would likely to do it by posting an event on our Events calendar which would cause it to appear on our home page through an RSS feed. If they wanted to suggest a specific story for our featured section, they would just email us a story to consider. |
| University of Idaho                | Currently, 95% of content goes through workflow (an approver in Marketing).  
  Moving to a fully decentralized model for publishing. |
| University of Montana              | All news and events items that are released through University Relations automatically appear on the UM home page in both or either of the “News” and “Events Calendar” feeds.  
  There are also two other places where revolving content appears: The rotating “web banner stories” at the top of the home page, and the “Feature” button on the right side of the page.  
  University Relations manages the content for both those places.  
  Departments/offices/schools make requests of University Relations to appear there, most of which are granted. Departments requesting permanent links on the home page must petition the Web Committee, which considers each request individually. “Real estate” on the home page is closely guarded and monitored throughout the year to see which links are used and which are not, and updates/revolutions are continuously in an attempt to best serve website users.  
  The IT Office surveys users roughly once a year to seek input on upcoming or potential changes and user preferences. |
<table>
<thead>
<tr>
<th>University of North Dakota</th>
<th>Decentralized—UR now oversees the main university website, but other units oversee their own—a distributed management model. Use templates, but not 100% buy-in; some dragged “kicking and screaming.” New web team of 6-8 people—some tech folks, others writers with different reporting lines—serve “managing editor for web” function. Changes date to Aug. 1 when web oversight moved from chief information technology officer’s office.</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>For the main university website, the content is approved and published by PR and Marketing. There isn’t any specific process for the rest of the website, most is done within each unit.</td>
</tr>
</tbody>
</table>
3. How is content approved and/or posted on sub-sites within the university website (for administrative offices, colleges, schools, departments, etc.)?

<table>
<thead>
<tr>
<th>University</th>
<th>Approval and Posting Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>All other sub-sites are managed by the departments to which they represent. Each department has their own process.</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>There is no content approval process but we do request that major page changes be reviewed by Web Communications</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>Owner of each site determines content and provides its maintenance. UComm advises on branding issues.</td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Approval of content and posting within academic areas and administrative offices are handled in various ways. The approval process for content is handled by a Communications Specialist in each area. The specialists oversee news content, college newsletters and publications as well as social media, if there is contact information or other pieces to update, those are usually given by department heads or deans to be posted. A large portion of posting is handled by a web administrator or IT professional for each area. For more granular sites, content editors simply post content as they see fit.</td>
</tr>
<tr>
<td>Southern Illinois University Carbondale</td>
<td>Currently, those departments can post items on their own without approval.</td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Currently almost all Web authors submit their content for publishing. Web Coordinators audit websites under their jurisdiction.</td>
</tr>
<tr>
<td>University of Montana</td>
<td>Each school/office/department has one or more designated website administrators who manage content within their website. Content monitoring and approval is generally the responsibility of each individual entity.</td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>UND has final approval for main university web site and serves in advisory capacity for others. UND's web presence in recent years has been fairly consistent, in the past there was a lot of individualized branding that gave it a kind of &quot;strip mall&quot; character, rather than a unified look and feel—that's changed.</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>Content is approved and posted by each unit.</td>
</tr>
</tbody>
</table>
4. What content management system (CMS) is used for university websites?

<table>
<thead>
<tr>
<th>University</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>We don’t use one.</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>We are hoping to add a CMS soon.</td>
</tr>
</tbody>
</table>
| New Mexico State University                     | - NMSU currently uses a branded in-house developed CMS, designed for non-HTML users.  
   - Intent is to enable users to easily update their sites 24/7 via web browser.  
   - We are the process of refining an NMSU branded WordPress solution. |
| North Dakota State University                   | Did not respond.                                                         |
| Oklahoma State University                       | OSU’s has two CMS in place: Joomla (main) and Drupal (supporting).        |
| Southern Illinois University Carbondale         | Cascade Server by Hannon Hill Corporation                                 |
| University of Idaho                             | Sitecore.                                                                |
| University of Montana                           | We use Cascade Management System.                                         |
| University of North Dakota                      | Omniview, selected by a team of 20 from various parts of the university to identify what would work best/ with some of the existing web components that would be retained |
| University of Wyoming                           | Did not respond.                                                         |
| Utah State University                           | We use a homebuilt CMS in combination with a regular web server updated via FTP. The top levels (managed by myself, university webmaster) are stored directly on the web server. I have however developed different “mini CMS” that help our staff managing web applications such as the news, the university calendar, degree finder, a-z index, etc. |
5. Are approved templates available and used for sub-sites within the university website?

<table>
<thead>
<tr>
<th>University</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>To a degree – out Web Communications team will work with departments on their websites so that they adhere to a similar “look and feel” and maintain brand standards. We also have web design guidelines within our Graphic Standards that departments must follow. <a href="http://graphicstandards.colostate.edu/">http://graphicstandards.colostate.edu/</a></td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>Yes</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>Branded HTML downloadable templates are available to the campus and can be found on the web at: <a href="http://brand.nmsu.edu/using-the-web-templates.html">http://brand.nmsu.edu/using-the-web-templates.html</a></td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Yes. Most sub-sites use the university distributed templates. There are some areas that handle their own design but we are working to coordinate that.</td>
</tr>
<tr>
<td>Southern Illinois University</td>
<td>Yes</td>
</tr>
<tr>
<td>Carbondale</td>
<td></td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Yes</td>
</tr>
<tr>
<td>University of Montana</td>
<td>Yes, there is a standard header and footer that all websites in the CMS are required to use. All UM entities are strongly encouraged to use the CMS, but enforcing that mandate is easier said than done. Many sites still exist outside the CMS and therefore do not follow the Web Standards. You can view the standards here: <a href="http://www.umt.edu/webcommittee/standards/design.aspx">http://www.umt.edu/webcommittee/standards/design.aspx</a></td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>Yes, and have been adopted by most constituents</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>We have templates for the web branding. They are used by the central administration websites. However, colleges have their own templates and branding, but need to follow a few guidelines regarding their website header and footer.</td>
</tr>
</tbody>
</table>
6. Who does the actual programming and maintenance of the university website?

<table>
<thead>
<tr>
<th>University</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>For the main website, staff in the Department of Web Communications</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>The Web Communications Group composed of two individuals</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>The website can be organized as such:</td>
</tr>
<tr>
<td></td>
<td>- Mango websites - Built with the in-house developed CMS. Web programming is not required.</td>
</tr>
<tr>
<td></td>
<td>- Static HTML sites - Built with branded HTML templates and require HTML programming (webmaster from department).</td>
</tr>
<tr>
<td></td>
<td>- WordPress sites – These branded sites are built using the WordPress engine. Web programming is not required.</td>
</tr>
<tr>
<td></td>
<td>- Dynamic web development – Handled by programmers from “Information Communication Technology.” This group handles the maintenance of the entire NMSU web presence on the server level.</td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Web Development (new templates, CMS plugins, design tweaks) are handled through an external vendor. Server Administration handles the creation of sub sites as well as the pushing out of new templates or template updates. IT Security tests templates and web updates to ensure that our web systems are secure.</td>
</tr>
<tr>
<td>Southern Illinois University</td>
<td>Our department, University Communications.</td>
</tr>
<tr>
<td>Carbondale</td>
<td>Contracted developers (central Information Technology Services)</td>
</tr>
<tr>
<td>University of Idaho</td>
<td>The Information Technology Office does the programming of the UM homepage and its maintenance is shared between the IT Office and University Relations. The two offices work closely together to co-manage the website.</td>
</tr>
<tr>
<td>University of Montana</td>
<td>Information technology office under the chief Information technology officer</td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>For the top levels, maintenance, programming and design (templates) is done by myself (university webmaster within PR &amp; Marketing). The web server infrastructure is maintained by IT. IT also has a programming and design team that build and maintain the CMS, and create some design for the web, for example for the Colleges.</td>
</tr>
<tr>
<td>Utah State University</td>
<td></td>
</tr>
</tbody>
</table>
7. Does the university have an official social media presence? If so, using what platform(s)?

<table>
<thead>
<tr>
<th>University</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>Yes – Facebook, Twitter, Flickr, YouTube, Foursquare, Google+, LinkedIn</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>Yes, Facebook, Twitter and YouTube</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>Various colleges and departments are using Facebook, YouTube and Twitter.</td>
</tr>
<tr>
<td></td>
<td>A number of these social sites converge in the following ways:</td>
</tr>
<tr>
<td></td>
<td>• Cross posting is carried out to mutually build awareness and following.</td>
</tr>
<tr>
<td></td>
<td>• Content (i.e., video, articles and pics) is shared and embedded in partner sites allowing NMSU content to be repurposed.</td>
</tr>
<tr>
<td></td>
<td>• Partnerships are developed among like-minded sites in which communication strategies are crafted to accelerate and expand social media reach.</td>
</tr>
<tr>
<td></td>
<td>Social sites maintained by University Communications:</td>
</tr>
<tr>
<td></td>
<td>• <a href="http://www.youtube.com/newmexicostateu/">www.youtube.com/newmexicostateu/</a> contains video covering the entire Las Cruces campus.</td>
</tr>
<tr>
<td></td>
<td>• <a href="http://www.facebook.com/NMSU/News">www.facebook.com/NMSU/News</a> is the official Facebook NMSU news source.</td>
</tr>
<tr>
<td></td>
<td>• <a href="http://www.twitter.com/NMSU/News">www.twitter.com/NMSU/News</a> is the official Twitter news source.</td>
</tr>
<tr>
<td></td>
<td>• <a href="http://www.facebook.com/nmsupresident">www.facebook.com/nmsupresident</a> is the president's page.</td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Yes, we have an official social media presence on: Facebook, Twitter, YouTube, iTunesU, LinkedIn, Google+, Myspace and Flickr. Links to these sites can be found at: <a href="http://news.okstate.edu/social-media">http://news.okstate.edu/social-media</a></td>
</tr>
<tr>
<td>Southern Illinois University</td>
<td>Yes. Facebook, Twitter, and GooglePlus.</td>
</tr>
<tr>
<td>Carbondale</td>
<td></td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Yes. Facebook, Twitter, Foursquare, blogs, YouTube.</td>
</tr>
<tr>
<td>University of Montana</td>
<td>UM has a YouTube channel with official EDU status. University Relations manages the official UM Facebook page in collaboration with the President’s Office and a representative from Admissions. U Relations maintains a Twitter account and also provides links to the many other UM-affiliated social networks through the UM Social Media Directory. <a href="http://www.umt.edu/urelations/Info/Social%20Media%20Directory.php">http://www.umt.edu/urelations/Info/Social%20Media%20Directory.php</a></td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>University has “official” social media sites:</td>
</tr>
<tr>
<td></td>
<td>• Facebook</td>
</tr>
<tr>
<td></td>
<td>• Twitter</td>
</tr>
<tr>
<td></td>
<td>• Flickr</td>
</tr>
<tr>
<td></td>
<td>• YouTube</td>
</tr>
<tr>
<td></td>
<td>Many others around the university have and administer their own social media sites, but follow guidelines in the university's social media policy.</td>
</tr>
<tr>
<td></td>
<td>UR offers assistance/advice when requested</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>The university has a social media presence. We are currently using Facebook, Twitter, a blog, YouTube and different RSS feed.</td>
</tr>
</tbody>
</table>
8. Does the university have a written social media policy governing the use of social media?

<table>
<thead>
<tr>
<th>University</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>Yes. <a href="http://www.socialmedia.colostate.edu">www.socialmedia.colostate.edu</a></td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>We are in the process of developing a policy</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>A social media policy is currently being developed.</td>
</tr>
<tr>
<td></td>
<td>NMSU branded imagery is being developed for Facebook, YouTube and Twitter.</td>
</tr>
<tr>
<td></td>
<td>Campus online at:</td>
</tr>
<tr>
<td></td>
<td>- Brand Identity Program: <a href="http://brand.nmsu.edu/">http://brand.nmsu.edu/</a></td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Not at this time. We are working to develop one as well as a 'best practices' guide for campus users.</td>
</tr>
<tr>
<td>Southern Illinois University Carbondale</td>
<td>A campus-wide committee is currently working on our social media policy.</td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Yes</td>
</tr>
<tr>
<td>University of Montana</td>
<td>UM has Social Media Guidelines, which can be found here:</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.umt.edu/webcommittee/social_media.aspx">http://www.umt.edu/webcommittee/social_media.aspx</a></td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>Yes</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>We are currently writing a policy.</td>
</tr>
</tbody>
</table>
9. Is your office responsible for university publications? Are publications printed and/or posted online?

<table>
<thead>
<tr>
<th>University</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>CSU’s Division of External Relations (which houses Web Communications, Public Relations and Creative Services) does produce major university publications. The Division of External Relations is set up in a way that is similar to an ad/marketing agency and our purpose is to offer services to departments across campus. Departments hire our Creative Services staff to create and produce a variety of publications – from newsletters to magazines, brochures, mailers, banners, etc. Depending on the client need and purpose of the publication, our staff can make it available online. Our Creative Services department houses graphic designers, photographers, videographers and publication staff. Creative Services and our Web team are revenue generating departments. Our Public Relations Department (media relations and social media) does not charge for services. One of the biggest university publications is a magazine that is mailed to alums and friends of the university three times a year.</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>University Communications plays a role in the creation of most major publications associate with MSU. Some publications make include design only while others may feature both design elements and text.</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>Some of them, mostly the larger priority items from the administration and colleges – about 10 a year. They are usually printed and posted online.</td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>We are responsible for a portion of them. The Communications Office distributes E-news to the campus three times per week during the school year. We also distribute Inside OSU, a video program featuring President Burns Hargis, as well as all other news videos on the campus. College newsletters, college magazines and the main university magazine, STATE, are produced by University Marketing. College magazines are distributed once per year. STATE sends out 3 issues per year. Newsletters are handled individually by each college.</td>
</tr>
<tr>
<td>Southern Illinois University Carbondale</td>
<td>Yes, but not all. Most are printed annually. Some, but not all, are printed on-line.</td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Yes, our office is responsible for six publications:</td>
</tr>
<tr>
<td></td>
<td>- The Daily News Coverage Report, a daily report for media coverage about the University of Idaho;</td>
</tr>
<tr>
<td></td>
<td>- Today’s Register, which is a daily sent to all faculty and staff;</td>
</tr>
<tr>
<td></td>
<td>- The Vandal Vibe, a bi-weekly that is sent to alumni;</td>
</tr>
<tr>
<td></td>
<td>- Monday Digest, a weekly sent to university communicators regarding media topics happening within UI;</td>
</tr>
<tr>
<td></td>
<td>- the Friday Letter, a weekly that is sent to alumni, government officials, friends, donors and stakeholders;</td>
</tr>
<tr>
<td></td>
<td>- Here We Have Idaho Alumni Magazine, a quarterly sent to graduating seniors, alumni, parents, legislators, current faculty and staff, retired faculty and staff, donors, friends, Heritage Society, community businesses and media.</td>
</tr>
<tr>
<td></td>
<td>All except for the Here We Have Idaho Alumni Magazine, are electronic and sent by email</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>University of Montana</th>
<th>University Relations is responsible for several electronic and print publications:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Think Grizzly, it's Friday: E-newsletter, published weekly during the academic year.</td>
</tr>
<tr>
<td></td>
<td>• ForUM: E-newsletter for faculty and staff, published weekly during academic year.</td>
</tr>
<tr>
<td></td>
<td>• Transcripts: e-newsletter for parents of UM students. Published monthly.</td>
</tr>
<tr>
<td></td>
<td>• The Montanian: Alumni magazine published three times a year in print and online.</td>
</tr>
<tr>
<td></td>
<td>• Research View: highlighting research at UM. Published twice a year in print, online.</td>
</tr>
<tr>
<td></td>
<td>• Vision: Annual research magazine, printed and published online once a year.</td>
</tr>
<tr>
<td></td>
<td>• The President's Report: a recap of accomplishments in the past year, printed and published online in each spring.</td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>• UR responsible for major institutional publications, but this is also a “distributed ownership” area:</td>
</tr>
<tr>
<td></td>
<td>enough others (colleges, departments, units) with publications that they he joked they could start a printing business (UND has an in-house printing center)</td>
</tr>
<tr>
<td></td>
<td>• Would like to move more to online publications and epubs</td>
</tr>
<tr>
<td></td>
<td>• All content from publications appears on the web and often is repurposed—some in “flip books” (as opposed to PDFs)</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>Some publications are printed and available online (Advancement Magazine, “Greats” (publications for legislators), Admissions view book...)</td>
</tr>
</tbody>
</table>
10. Does your office use external vendors and/or employ freelancers? If so, for what?

<table>
<thead>
<tr>
<th>Institution</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>Yes. This goes back to the need of the client. Departments are not required to hire our web team or creative staff to design websites or for their publication needs and will sometimes opt to use third-party vendors. Those vendors are required to adhere to our Graphic Standards.</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>No, but we may do so in the near future.</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>Sometimes, but not often. We have used freelancers for photography, design, writing, editing and web development.</td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Yes, we use external vendors for web services and video support.</td>
</tr>
<tr>
<td>Southern Illinois University Carbondale</td>
<td>Yes, we have hired external vendors to supplement the work of our staff during very busy times.</td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Both</td>
</tr>
<tr>
<td>University of Montana</td>
<td>U Relations employs freelancers to write content for Research View, Vision, the Montanan and the President’s Report. We employ a freelance designer to layout the Montanan, and design of Vision and the President’s Report is done under contract with the Printing and Graphic Services department on campus.</td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>Mostly in-house—however, from time to time hire freelancers (photogs, writers, on rare occasion designers).</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>For the web, a trusted freelancer does developed websites (mostly based on the templates) for offices. We sometimes use external freelancers for publication design or marketing firms for some marketing campaign/study.</td>
</tr>
</tbody>
</table>
11. Does your office/university use external marketing, public relations or communications firms for marketing and advertising campaigns, or are those executed in-house?

<table>
<thead>
<tr>
<th>Institution</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado State University</td>
<td>We keep that in-house.</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Montana State University</td>
<td>At present, these are executed in-house.</td>
</tr>
<tr>
<td>New Mexico State University</td>
<td>We are not using an external firm for advertising at this time. Everything is executed in-house.</td>
</tr>
<tr>
<td>North Dakota State University</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>The university uses outside vendors for both PR initiatives and advertising.</td>
</tr>
<tr>
<td>Southern Illinois University</td>
<td>Yes, we currently use the firm, LipmanHearne.</td>
</tr>
<tr>
<td>University of Idaho</td>
<td>Both</td>
</tr>
<tr>
<td>University of Montana</td>
<td>It's a mix of both. In the past, some of our largest public relations and marketing campaigns were developed in-house by a committee of representatives from across campus. Athletics handles its own marketing through a contract with Learfield Sports. UM recently formed a Brand Strategy Task Force and hired the consulting firm Mind Over Media to help us develop a consistent brand for the University. That work is projected to be completed by June 2012.</td>
</tr>
<tr>
<td>University of North Dakota</td>
<td>Have used them. Good for rebranding initiative; less so in marketing. Some unable to see the differences between marketing an academic institution (and the various audience that includes) and marketing tennis shoes or cars. Even so, some ideas from external agencies were catalysts for internal marketing initiatives.</td>
</tr>
<tr>
<td>University of Wyoming</td>
<td>Did not respond.</td>
</tr>
<tr>
<td>Utah State University</td>
<td>Most of our work is done in-house. But we are currently working with a marketing firm for a brand awareness survey and a marketing campaign related to our capital campaign.</td>
</tr>
</tbody>
</table>