



STAMATS

Promises kept.

Spring 2010

*University of Tennessee
at Martin*
Martin, Tennessee

Integrated Marketing Communication Plan

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I. Introduction

The purpose of this integrated marketing communication plan is to outline the overarching strategic and tactical components that will help establish the University of Tennessee at Martin's core messages with internal and external constituents.

In particular, this plan will focus on activities for year one. The goal will be for the Martin team to update and revise the plan annually as part of the University's ongoing planning and budgeting process.

As agreed upon by the Martin team, the heart of this plan is a series of IMC action plans that will address specific strategies that will support the University as a whole as well as the University's undergraduate recruiting efforts. This plan is designed to augment, or dovetail with, existing plans.

The Second Phase of a Two-Phase Project

This plan represents the second component of a two-phase project. The first phase involved the completion of a recruiting audit for the University. That audit was completed in February 2010.

The actual planning process included a team from Martin and Stamats. We met on campus on three occasions during early 2010 to discuss and detail plan elements and strategy. Between those visits, the team from Stamats wrote specific plan components for review and approval by the University of Tennessee at Martin team.

Martin Team Members

The members of the Martin planning team include:

- Dr. Tommy Cates, Interim Executive Director of Extended Campus and Online Studies; Prof. of Management
- Phil Dane, Director of Intercollegiate Athletics
- Charley Deal, Assistant Vice Chancellor for Alumni Relations
- Bud Grimes, Director of University Relations¹
- Edie Gibson, Executive Assistant to the Chancellor and Coordinator of Institutional Research
- Steve Holt, Director of Web Services, Instructional Technology Center; University Webmaster
- Kara Hooper, Coordinator of Publications
- Judy Rayburn, Director of Admissions

¹Project champion



II. Foundational Documents

We believe that communication plans are in many respects the public declaration of an institution's core values. With that in mind, we think it is very important to "rest" this plan on a complete understanding of the University's mission, vision, and core values.

University Mission Statement

The primary purpose of the University of Tennessee at Martin is to provide a quality undergraduate education in a traditional collegiate atmosphere characterized at all levels by close collaboration among students, faculty and staff. In addition, the university is dedicated to meeting lifelong educational needs by providing graduate programs, distance-learning opportunities and other creative endeavors. Furthermore, the university is committed to advancing the regional and global community through scholarly activities, research and public service.

University Values

The University of Tennessee at Martin is committed to values that make the campus student-centered. In day-to-day interactions with its constituents, UT Martin students, faculty and staff exhibit:

- **EXCELLENCE IN THE TEACHING/LEARNING PROCESS.** UT Martin values the crucial role that faculty play in establishing high academic standards, individualizing instruction, engaging in scholarship, personalizing advising and stimulating both creative and analytical thinking
- **INTEGRITY.** UT Martin places fairness, honesty, objectivity and accountability at the forefront of its policies and practices in all areas of University life
- **LEADERSHIP.** UT Martin takes an active role in the development of individuals who can contribute, through leadership and public service, to the campus and to West Tennessee, creating a more globally aware, politically vital and economically diverse region
- **COMMUNITY.** UT Martin is committed to being a caring campus community of students, faculty, and staff working collaboratively to foster individual growth in and out of the classroom
- **INCLUSIVENESS.** UT Martin provides an environment devoted to intellectual and personal discovery where ideas are freely expressed and challenged as individuals learn from and grow with one another within a global community
- **CREATIVITY.** UT Martin uses creative approaches, including technology, to deliver intellectual ideas on campus and in service to people of the region

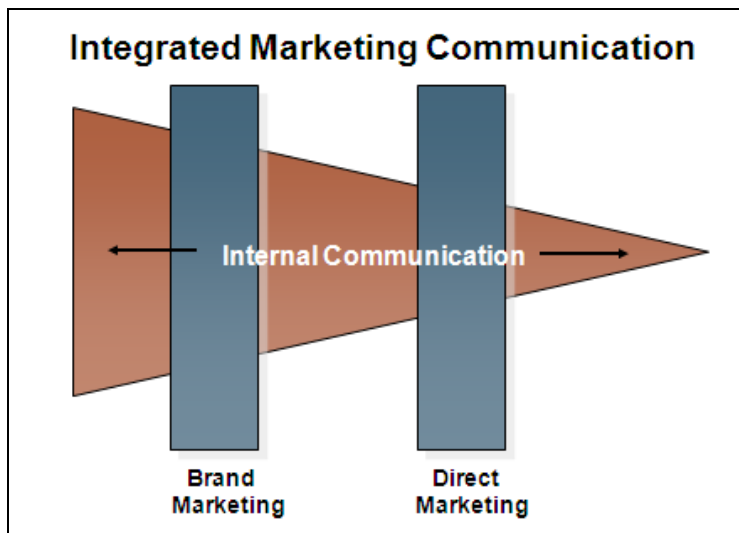
III. IMC Overview

Because it is critically important for readers of this plan who were not involved in its development to have a complete understanding of the larger constructs of integrated marketing communication, we wanted to include this short review of IMC.

Integrated Marketing Communication

Integrated marketing communication (IMC) comprises three elements:

- Brand marketing
- Direct marketing
- Internal communication




As you know, brand marketing has as its primary focus the creation of awareness and relevance in the minds of your most important target audiences. Because the University does not have a formal brand strategy, we will focus on establishing the core messages outlined in Section V of this plan.

Direct marketing has a slightly different focus: generating response. Direct marketing encourages and creates opportunities for people to attend...and give. Whereas brand marketing is the responsibility of the larger institution, the primary responsibility for direct marketing rests in two domains: admissions and advancement.

It is important to note that a direct marketing strategy is always more successful when it is preceded by an effective brand or message strategy.

The third element—internal communication—has a number of important functions. It helps keep people informed about day-to-day activities. It communicates progress toward key goals. And it helps turn faculty, staff, and other audiences into advocates.



Integrated marketing communication works best when all three elements—brand marketing, direct marketing, and internal communication—are coordinated through a single comprehensive marketing plan with shared budgets and goals.

Plan Elements

The elements of an integrated marketing communication plan include:

- Foundational documents that “root” the plan in your core values
- The target audiences at whom the activities in the plan are directed
- Core messages; the messages you wish to establish in the hearts and minds of your target audiences
- The target geography in which your target audiences are located
- Communication goals
- Action plans for year one. Action plans describe the tactics that will be undertaken to accomplish your integrated marketing communication goals
- The budget
- An implementation calendar



IV. Target Audiences

In the final analysis, the purpose of an IMC plan is to establish the University of Tennessee at Martin's core messages in the minds and hearts of key audiences.

As we sought to refine and prioritize the list of potential target audiences for this plan, we kept three issues in mind:

- The need to directly support University of Tennessee at Martin's vision
- To desire to make the list of audiences as inclusive as possible yet be mindful of the dollars that are available to support this plan
- The understanding that it is always more effective to focus on and have a deeper relationship with a smaller set of audiences than a nominal relationship with more audiences

Using these criteria, the Martin communication planning team, via this plan, will target the following audiences:

Year one:

- Prospective students (traditional, residential)
 - Up and coming²
 - ACT equal to or greater than 20
 - GPA equal to or greater than 3.0
- High school students, parents, principals
- Transfer students
- Dual enrollment – HS/college
- Faculty, staff, and current students

Year two:

- Nontraditional (UG, degree completion)
- Alumni (donor and non-donor alumni)
- Online students
- Legislators

Year three:

- Donors

²Defined by Martin planning team



V. Core Messages

The core messages to be delivered as part of this plan include establishing that the University of Tennessee at Martin:

- Is a student-centered institution
- Is a vibrant member of the UT system of universities
- Offers exceptional academic quality at a great value
- Stresses experiential learning
- Values student outcomes, including job and graduate school placement

Core message to be added to year two:

- Is an important economic asset to the region and state

These messages, approved by the Martin planning team, will be expressed through a variety of channels and media and will feature both a strong visual and verbal vocabulary.

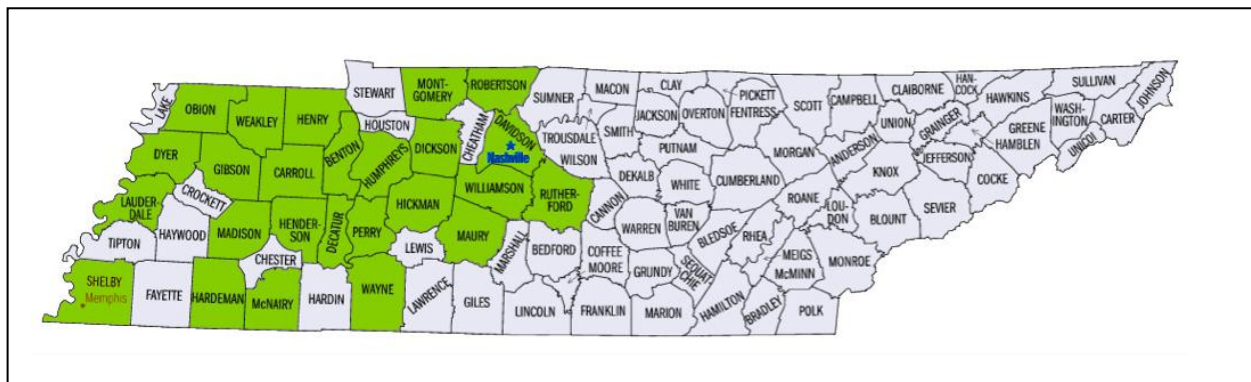
VI. Target Geography

Per direction from the Martin planning team, this plan will focus on a 100-mile radius around Martin in year one and the 25-country area outlined below in year two.

These counties include:

- Benton
- Carroll
- Davidson
- Decatur
- Dickson
- Dyer
- Gibson
- Hardeman
- Henderson
- Henry
- Hickman
- Humphreys
- Lauderdale
- Madison
- Maury
- McNairy
- Montgomery
- Obion
- Perry
- Robertson
- Rutherford
- Shelby
- Wayne
- Weakley
- Williamson

A map of these counties is presented below:



It is estimated that some 79.28% of Martin’s undergraduate students and 76.31% of Martin’s graduate students come from this area.

Appendix A contains the following datasets on these counties:

- Eleventh and Twelfth Grade Students by County
- Tennessee County Population Totals by Age Cohort

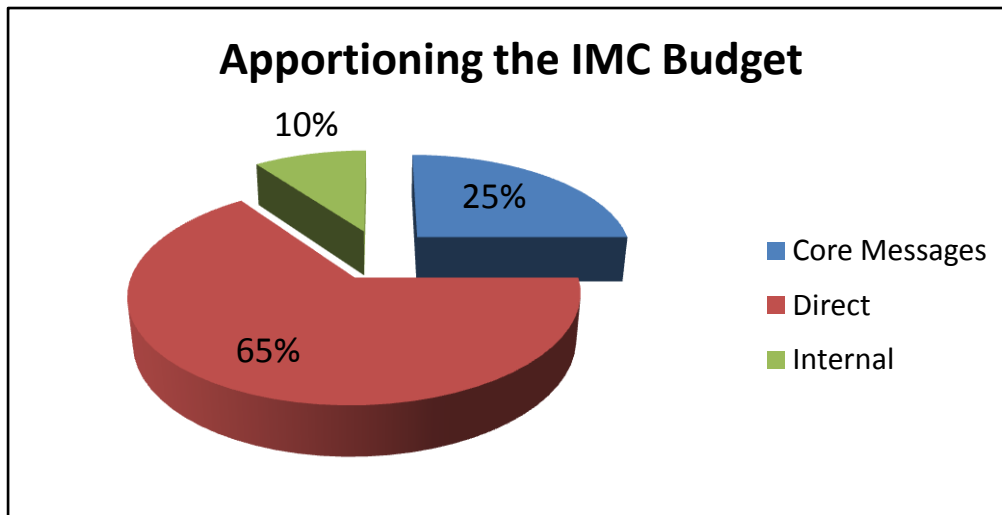
VII. Plan Budget – Broad Allocation

A budget of \$200,000 was established for this plan by the Martin leadership. Because marketing communication plans are least effective when they are “one and done,” it is our recommendation that whatever budget is finally established by the University be sustainable year-to-year.

Budget Allocation

As part of the planning process, the decision was made by the University of Tennessee at Martin planning team to apportion the \$200,000 as follows:

- Core messages (brand) 25% or \$50,000
- Direct 65% or \$125,000 (largely in support of student recruiting)
- Internal 10% or \$25,000



Of course, this plan assumes that some dollars will be reallocated from existing budgets to augment or supplement this budget.



VIII. IMC Goals for UT Martin

As noted earlier, the primary purpose of an integrated marketing communication plan is to firmly establish the University of Tennessee at Martin's core messages with internal and external audiences and to support undergraduate recruiting.

We have established three broad goals for this plan:

- Help internal audiences understand and convey Martin's core messages
- Help key external audiences understand and appreciate Martin's core messages
- Articulate Martin's core messages to assist in the completion of key recruiting goals. This goal is "scaled up" over three years:
 - Year one:
 - Increase the number of undergraduate students from within a 100-mile radius of Martin from 4,212 students to 4,338 students over a three-year period
 - Increase the number of higher quality students from within a 100-mile radius of Martin from 3,274 to 3,372 (a three percent increase) over a three-year period
 - ACT equal to or greater than 22
 - GPA equal to or greater than 3.2
 - Increase number of students who transfer to Martin from a 100-mile radius of the University from 246 to 253 over a three-year period
 - Year two:
 - Increase the number of undergraduate students from Middle Tennessee
 - Timeline and number to be determined at end of year one
 - Recruit higher quality students from Middle Tennessee
 - Timeline and number to be determined at end of year one
 - Increase number of students who transfer to Martin from community colleges in Middle Tennessee
 - Timeline and number to be determined at end of year one

The set of action plans for year one is presented on the following pages.



IX. Action Plans - Year One

It is important for the planning team to evaluate existing marketing communication activities and see, in light of this plan, which activities might be discontinued or should be incorporated into this document. It is very important that all marketing activities be “home located” and coordinated via one plan.

Action Plan #1	The University of Tennessee, Martin
Title	Meet with Martin leadership team to present this plan and to clarify issues related to budget, pooling, and re-tasking of resources.
Detail	The purpose of this meeting is to gain initial and long-term political support for this plan and its execution. Of pivotal importance is the need to centralize as many disparate marketing dollars as possible and give control of those dollars to the planning team.
Goals to Support	All
Target Audience(s)	All
Begin Date	June 2010
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed on time • Political support is given
Assigned to	TBD
UTM Implementation Notes	

Action Plan #2	The University of Tennessee, Martin
Title	Develop verbal and visual vocabulary that clearly articulates UTM's core messages.
Detail	To help make your core messages real, it is important to begin gathering visual and verbal stories that can be easily translated into an elevator speech and key media. These might include data on how UTM has lived out these core messages, photographs, and anecdotes. Stories that involve students are especially useful.
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin's core messages • Help key external audiences understand and appreciate Martin's core messages • Articulate Martin's core messages to assist in the completion of key recruiting goals
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External
Begin Date	July-August 2010
Cost	Staff time only, no outside costs
How Evaluated	Completed on time
Assigned to	TBD
UTM Implementation Notes	It is important that this action plan be ongoing so repository of stories is rich, varied, and current.

Action Plan #3	The University of Tennessee, Martin
Title	Develop PowerPoint presentation for senior team and middle managers that outlines UTM's core messages, their importance, and the need to maintain message consistency. Repeat presentation and discussion with team member and the teams they lead.
Detail	This presentation will be used to brief/train the senior team (including new team members as they occur), middle managers, academic leaders, and other key audiences on the importance, rationale, and understanding of the University's core messages.
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin's core messages
Target Audience(s)	Internal
Begin Date	September-October 2010 and ongoing as needed
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed on time • Greater message coherency among senior team
Assigned to	TBD
UTM Implementation Notes	This presentation should include examples from the verbal and visual vocabulary action plan. It should also highlight internal resources that are available to help the senior team understand and communicate these core values.

Action Plan #4**The University of Tennessee, Martin**

Title Develop a core message/audience matrix (key audiences).

Core Message/Audience Matrix

Audience Attribute Matrix				
Target Audiences	Target Geographies	Core Message Customized	Media Preferences	Influencers
Audience 1	1. 2. 3.	1. 2. 3.	1. 2. 3.	1. 2. 3.
Audience 2	1. 2. 3.	1. 2. 3.	1. 2. 3.	1. 2. 3.
Audience 3	1. 2. 3.	1. 2. 3.	1. 2. 3.	1. 2. 3.
Audience 4	1. 2. 3.	1. 2. 3.	1. 2. 3.	1. 2. 3.
Audience 5	1. 2. 3.	1. 2. 3.	1. 2. 3.	1. 2. 3.

Detail The core message/audience matrix facilitates and coordinates the translation/customization of UTM's core messages for key audiences. This segmentation enhances message and channel effectiveness. The matrix includes:

- Target audience
- Target geography
- Core message (how customized)
- Media preferences
- Influencers

Consider, for example, your core message of “values and encourages academic quality.” We know that faculty often define academic quality differently than do undergraduate students and graduate students. Where possible, using definitions and dimensions of academic quality that are appropriately defined for each audience segment will enhance message understanding.

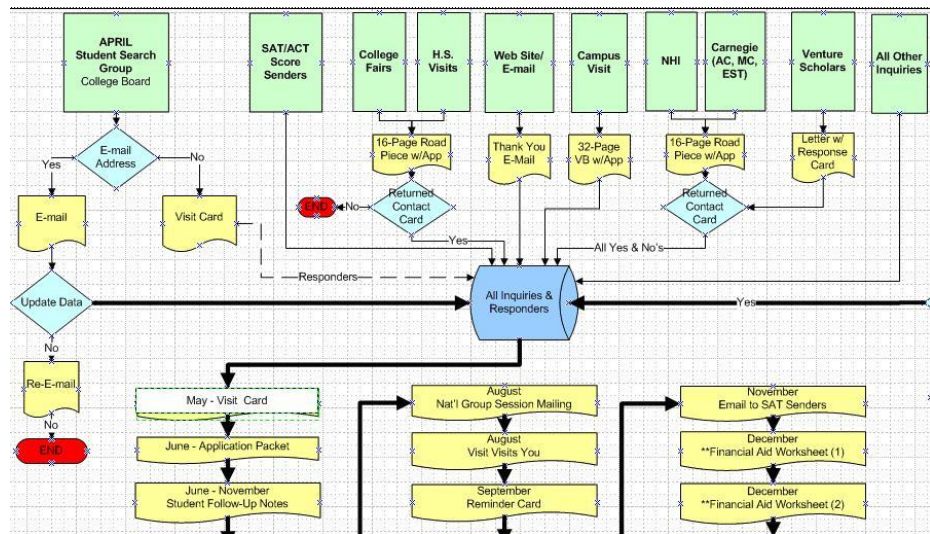
Continued

Goals to Support	<ul style="list-style-type: none"> • Help key audiences understand and convey Martin's core messages • Help key audiences understand and appreciate Martin's core messages • Articulate Martin's core messages to assist in the completion of key recruiting goals
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External
Begin Date	October 2010
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater understanding of and reference to core messages by internal and external students
Assigned to	TBD
UTM Implementation Notes	

Action Plan #5

The University of Tennessee, Martin

Title Undertake recruiting communication flow mapping to increase integration between print and nonprint channels and media and to reduce costs. A sample map is presented below.



Detail A communication process map is designed to increase the effectiveness of your overall recruiting communication flow by refining your list purchases, the better sequencing messages, refining channels, and developing meaningful segments. In almost all cases, communication flow mapping reduces waste.

Goals to Support Articulate Martin's core messages to assist in the completion of key recruiting goals

Target Audience(s) Prospective students and influencers

Begin Date February 2011

\$18,500

How Evaluated Completed per schedule

Assigned to TBD

UTM Implementation Notes

Action Plan #6	The University of Tennessee, Martin
Title	Quarterly e-mail announcement to all internal audiences about core messages from the Chancellor.
Detail	Begin after meetings with senior team and middle managers. Focus on how/when/where UTM has “delivered” on its core messages.
Goals to Support	Help internal audiences understand and convey Martin’s core messages
Target Audience(s)	Internal
Begin Date	October and ongoing per quarter
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • More internal “talk” about UTM core messages • Internal staff submitting stories for e-mail (see below)
Assigned to	TBD
UTM Implementation Notes	<ul style="list-style-type: none"> • Design an e-mail slug to identify e-mail as “core message” related • Include provision or people to submit stories • Maintain stories in repository so can be used by other channels and media • Maintain log of stories and story types so not repeated in error. Log should also contain info on how/when story was used

Action Plan #7	The University of Tennessee, Martin
Title	Undertake an assessment of Martin's minority recruiting plan, strategies, and activities.
Detail	This assessment should include a review of key strategies by current students of color.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals
Target Audience(s)	Prospective students; especially students of color
Begin Date	October 2010
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Event evaluations • Increase in number of students of color
Assigned to	TBD
UTM Implementation Notes	

Action Plan #8	The University of Tennessee, Martin
Title	Target campus communicators and middle managers who are not in compliance with core message strategy.
Detail	Using the mandate from your Chancellor, and working through the senior team, gently nudge campus communicators and middle managers who resist using the core messages. In addition, be on the lookout for people who add other, even competing messages to the mix.
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin’s core messages • Help key external audiences understand and appreciate Martin’s core messages
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External
Begin Date	October and ongoing per quarter
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • More internal “talk” about UTM core messages • More message consistency across all channels
Assigned to	TBD
UTM Implementation Notes	As part of this action, the planning team may work to establish a set of “best practices” that includes examples of when messages go astray, the cost to the institution of such messages, etc.

Action Plan #9	The University of Tennessee, Martin
Title	Develop core message "stories" [examples] for use by Chancellor and other campus leaders.
Detail	Using the verbal and visual vocabulary action plan as a base, develop an ongoing set of stories for use by the Chancellor in correspondence and public appearances.
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin's core messages • Help key external audiences understand and appreciate Martin's core messages
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External
Begin Date	January 2011 and ongoing
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater use of core messages by the Chancellor • Greater use of core messages by senior team (who take their lead from the Chancellor) • More internal "talk" about UTM core messages • More message consistency across all channels
Assigned to	TBD
UTM Implementation Notes	It is important that these stories be current, audience appropriate, contextually appropriate, and contain both anecdotes and data.

Action Plan #10	The University of Tennessee, Martin
Title	Develop house ads for alumni/friends magazine that focus on core messages. <i>Campus Scene</i> goes out twice a year. Consider, too, <i>View from the Quad</i> .
Detail	These ads would run on the inside or outside back cover of the magazine and would “rotate” around core messages; one message per ad.
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin’s core messages • Help key external audiences understand and appreciate Martin’s core messages
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External
Begin Date	January 2011 and ongoing
Cost	Staff time, \$6,000 for outside photography
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater understanding of and reference to core messages by alumni and friends
Assigned to	TBD
UTM Implementation Notes	Ads could be staff or alumni written. Should be in story format. Include high-quality photography.

Action Plan #11	The University of Tennessee, Martin
Title	Rotate core messages at footer of all UTM e-mails.
Detail	Using the stationery utility in Outlook, create a consistent, institution-wide footer that positions Martin's core messages in the footer of all e-mails.
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin's core messages • Help key external audiences understand and appreciate Martin's core messages
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External including prospective students
Begin Date	October 2010 and ongoing
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater understanding of and reference to core messages by alumni and friends
Assigned to	TBD
UTM Implementation Notes	Footer would be developed and rotated monthly by UTM marketing team and distributed to all internal e-mail account holders.

Action Plan #12	The University of Tennessee, Martin
Title	Evaluate existing <u>internal/external</u> communication channels and develop plan and calendar to incorporate core messages into those channels.
Detail	Include all print, postal mail, e-mail, and electronic (including the web) media.
Goals to Support	Help internal/external audiences understand and convey Martin's core messages
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External
Begin Date	October 2010
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater understanding of and reference to core messages by internal audiences including current students
Assigned to	TBD
UTM Implementation Notes	

Action Plan #13	The University of Tennessee, Martin
Title	Develop a timeline for implementing core messages across all recruiting related channels.
Detail	This timeline should reflect staffing, staff availability, and existing recruiting strategies and activities.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Prospective students and influencers
Begin Date	January 2011
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater understanding of and reference to core messages by prospective students and influencers
Assigned to	TBD
UTM Implementation Notes	

Action Plan #14	The University of Tennessee, Martin
Title	Undertake a PRIZM analysis to identify the psychographic and demographic profiles your students. This will allow you to identify your four dominant student cohorts (personas) and develop a targeted communication strategy for each cohort.
Detail	Once you determine which top four cohorts dominate, you can easily create a persona and customized communication flow for each cohort. PRIZM also allows you to refine your list purchases and ad buys. For more information: http://andreas.com/faq-geodemo3.html
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals
Target Audience(s)	Prospective students
Begin Date	Begin December 2010, launch March 2011
Cost	\$20,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increased effectiveness of overall communication flow • Greater ability to shape your class
Assigned to	TBD
UTM Implementation Notes	

Action Plan #15	The University of Tennessee, Martin
Title	Develop a segmented recruiting plan for each major cohort (neighborhood) and students of color.
Detail	This plan will include print messages, telemarketing strategies, social media, and even web portal pages. Perhaps consider using student research.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Prospective students
Begin Date	Begin February 2011, launch April 2011
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increased effectiveness of overall communication flow • Greater ability to shape your class
Assigned to	TBD
UTM Implementation Notes	

Action Plan #16	The University of Tennessee, Martin
Title	Develop and execute a combined radio, billboard, mall kiosk, and social media plan for 100-mile radius of Martin. Possible additional channels: Facebook hyper-local ads
Detail	This media plan should have three flights: <ul style="list-style-type: none"> • Late winter • Mid spring • Early summer
Goals to Support	<ul style="list-style-type: none"> • Help internal audiences understand and convey Martin's core messages • Help key external audiences understand and appreciate Martin's core messages • Articulate Martin's core messages to assist in the completion of key recruiting goals
Target Audience(s)	<ul style="list-style-type: none"> • Internal • External including prospective students and influencers
Begin Date	October 2010
Cost	\$60,000 for media planning, creative, and placement
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Greater understanding of and reference to core messages by prospective students, influencers, and other external audiences • Image and perception study (year two)
Assigned to	TBD
UTM Implementation Notes	

Action Plan #17	The University of Tennessee, Martin
Title	Develop and distribute (sequentially) a set of four postcards for high-achieving students (per persona).
Detail	These postcards would focus on how UTM's core messages will enhance the educational experience these students will receive. Suggest they be delivered in late fall, early winter, late winter, and early spring (before April 1).
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	High-ability prospective students and parents
Begin Date	August 2011
Cost	\$20,000 for printing and mailing
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of apps and matriculants from this cohort
Assigned to	TBD
UTM Implementation Notes	

Action Plan #18	The University of Tennessee, Martin
Title	<p>Create a database of Martin graduates/influencers that work in regional high schools and community colleges.</p> <p>The community colleges to target in year one include: Dyersburg State Community College, Jackson State Community College, Southwest Tennessee Community College, & West Kentucky Community and Technical College.</p>
Detail	<p>In most cases, but not all, this is limited to education majors. These people can facilitate high school visits by the Martin team, identify potential prospective students, court influencers including teachers, administrators, club advisors, and coaches.</p>
Goals to Support	<p>Articulate Martin's core messages to assist in the completion of key recruiting goals.</p>
Target Audience(s)	<p>Influencers and students at these institutions</p>
Begin Date	<p>March 2011</p>
Cost	<p>Staff time only, no outside costs</p>
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of enrolled students from targeted high schools and community colleges
Assigned to	<p>TBD</p>
UTM Implementation Notes	

Action Plan #19	The University of Tennessee, Martin
Title	Develop a comprehensive web plan and calendar of implementation to further position your core messages and support student recruiting.
Detail	<p>The plan should include a look at the composition of the web team and a detailed calendar of what features are brought on line, how/when key elements of the website are updated, and how different web features are evaluated. This plan should be closely tied to an understanding of how prospective students use the web in the college-choice process. This plan should include the SEM and SEO recommendations made earlier in document. In addition, as part of the plan's development, the Stamats recruiting audit should be reviewed. The plan should also include the development of a web policy manual and the creation of a web advisory board. Recommendations about near- and long-term budgetary and staff requirements are also critical.</p> <p>Significant implications for future budgets and staffing are likely.</p>
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Prospective students
Begin Date	September 2010
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • More efficient implementation of your web strategy
Assigned to	TBD
UTM Implementation Notes	

Action Plan #20	The University of Tennessee, Martin
Title	Expand use of SEO (search engine optimization) and SEM (search engine marketing).
Detail	SEO and SEM are two basic web strategies that allow the UTM site to be more ready “found” by search engines and students and others engaged in online searches. These strategies will help more students “discover” UTM and its core messages via the Internet.
Goals to Support	Articulate Martin’s core messages to assist in the completion of key recruiting goals. This goal is “scaled up” over three years.
Target Audience(s)	All prospective students; all individuals who use the web to search for colleges
Begin Date	January 2011
Cost	\$10,000 including web ad purchases
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Use of Google analytics to evaluate traffic, landing pages, usability
Assigned to	TBD
UTM Implementation Notes	

Action Plan #21	The University of Tennessee, Martin
Title	Increase allocation to recruiting-specific areas of the University of Tennessee, Martin website.
Detail	Based on the plan developed, allocate resources to support the recruiting function of the Martin website.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Prospective students
Begin Date	January 2011
Cost	\$50,000 and likely additional staff
How Evaluated	<ul style="list-style-type: none"> • Completed per plan • More efficient implementation of your web strategy • Use of web analytics to monitor students' response to your web strategy
Assigned to	TBD
UTM Implementation Notes	

Action Plan #22	The University of Tennessee, Martin
Title	Create an e-newsletter for HS and community college influencers.
Detail	You will need two newsletters; one for high school influencers and one for community college influencers. Content can include interviews, calendars, announcements of special events, financial aid information, success stories, etc. Of course, a constant theme should be the dissemination of your core messages and how those messages are “lived out.”
Goals to Support	Articulate Martin’s core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Influencers and students at these institutions
Begin Date	October 2011
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of enrolled students from targeted high schools and community colleges
Assigned to	TBD
UTM Implementation Notes	Be sure to coordinate this e-newsletter with other print and electronic newsletters from the University.

Action Plan #23	The University of Tennessee, Martin
Title	Develop an advertising campaign for HS newspapers within a 100-mile radius. Check SRDS for newspaper outlets.
Detail	These ads would focus on Martin's core messages and feature current Martin students from those high schools and community colleges.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Influencers and students at these institutions
Begin Date	October 2011 and quarterly thereafter
Cost	\$12,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of enrolled students from targeted high schools and community colleges
Assigned to	TBD
UTM Implementation Notes	

Action Plan #24	The University of Tennessee, Martin
Title	Create student ambassador program that targets high schools within a 100-mile radius.
Detail	The goal is to send these Martin students back to their high schools to meet with counselors, teachers, and advisors on an informal basis. This is especially important during breaks (including holidays) from Martin. They would “talk up” the Martin experience. Ideally, they would also be given an opportunity to meet with current high school students.
Goals to Support	Articulate Martin’s core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Prospective students and high school influencers
Begin Date	February 2010 and thereafter; match to school year
Cost	\$6,000 for training, travel expenses, site expenses, and stipends
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of enrolled students from targeted high schools
Assigned to	TBD
UTM Implementation Notes	These students would need to be well trained and well motivated.

Action Plan #25	The University of Tennessee, Martin
Title	Create special Martin visit day for academically talented students and influencer. Preview day targeted to high-achieving students.
Detail	This open house would focus specifically on higher ability students. It should be accompanied by a truly special event geared for their needs and expectations. Make the event of such quality that it is capable of attracting this cohort of students.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Talented and gifted prospective students and high school influencers
Begin Date	September 2010; recurs each fall
Cost	\$10,000 for catering and stipend and travel for speaker
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Event evaluations • Increase in number of talented and gifted students from targeted high schools
Assigned to	TBD
UTM Implementation Notes	

Action Plan #26	The University of Tennessee, Martin
Title	Conduct leadership camp for high academic ability juniors; include special event.
Detail	This camp, held in the summer, would focus on talented and gifted prospective students. It would be highly experiential and involve clinics, exercises.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals; especially higher ability students.
Target Audience(s)	Talented and gifted prospective students and high school influencers
Begin Date	July 2011
Cost	\$20,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Event evaluations • Increase in number of talented and gifted students
Assigned to	
UTM Implementation Notes	

Action Plan #27	The University of Tennessee, Martin
Title	Enhance SOAR as a key recruiting and retention event.
Detail	Consider conducting a focus group of former attendees to help shape the next program.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Prospective students
Begin Date	October 2010
Cost	\$15,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Event evaluations • Increase in number of targeted students
Assigned to	TBD
UTM Implementation Notes	

Action Plan #28	The University of Tennessee, Martin
Title	Develop a transfer student recruiting strategy and plan.
Detail	This strategy will likely focus on developing a transfer-specific communication strategy but may likely extend to re-tasking internal staff, open houses (see above), and even changes in financial aid and other policies.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Transfer students
Begin Date	August 2011 (in place)
Cost	Staff time only, no outside costs
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of transfer students
Assigned to	TBD
UTM Implementation Notes	

Action Plan #29	The University of Tennessee, Martin
Title	Create special visit day for CC transfer students.
Detail	This open house would focus specifically on CC students. Like the open house for talented and gifted students, it should be accompanied by a truly special event geared for their needs and expectations. Make the event of such quality that it is capable of attracting this cohort of students.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Community college transfer students
Begin Date	February 2011; recurs each spring
Cost	\$10,000 for catering and stipend and travel for speaker
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Event evaluations • Increase in number of community college transfer students
Assigned to	TBD
UTM Implementation Notes	

Action Plan #30	The University of Tennessee, Martin
Title	Develop a community college recruiting advisory board with a rep from each CC in your 100 mile radius; host annual meeting.
Detail	<p>This includes: Dyersburg State Community College, Jackson State Community College, Southwest Tennessee Community College, & West Kentucky Community and Technical College.</p> <p>This advisory board would help Martin further customize its core messages and recruiting strategies for community college transfer students.</p> <p>Perhaps tie to annual articulation meeting (touch base with academic affairs people).</p>
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Transfer students
Begin Date	April 2011
Cost	\$5,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of community college transfer students
Assigned to	TBD
UTM Implementation Notes	

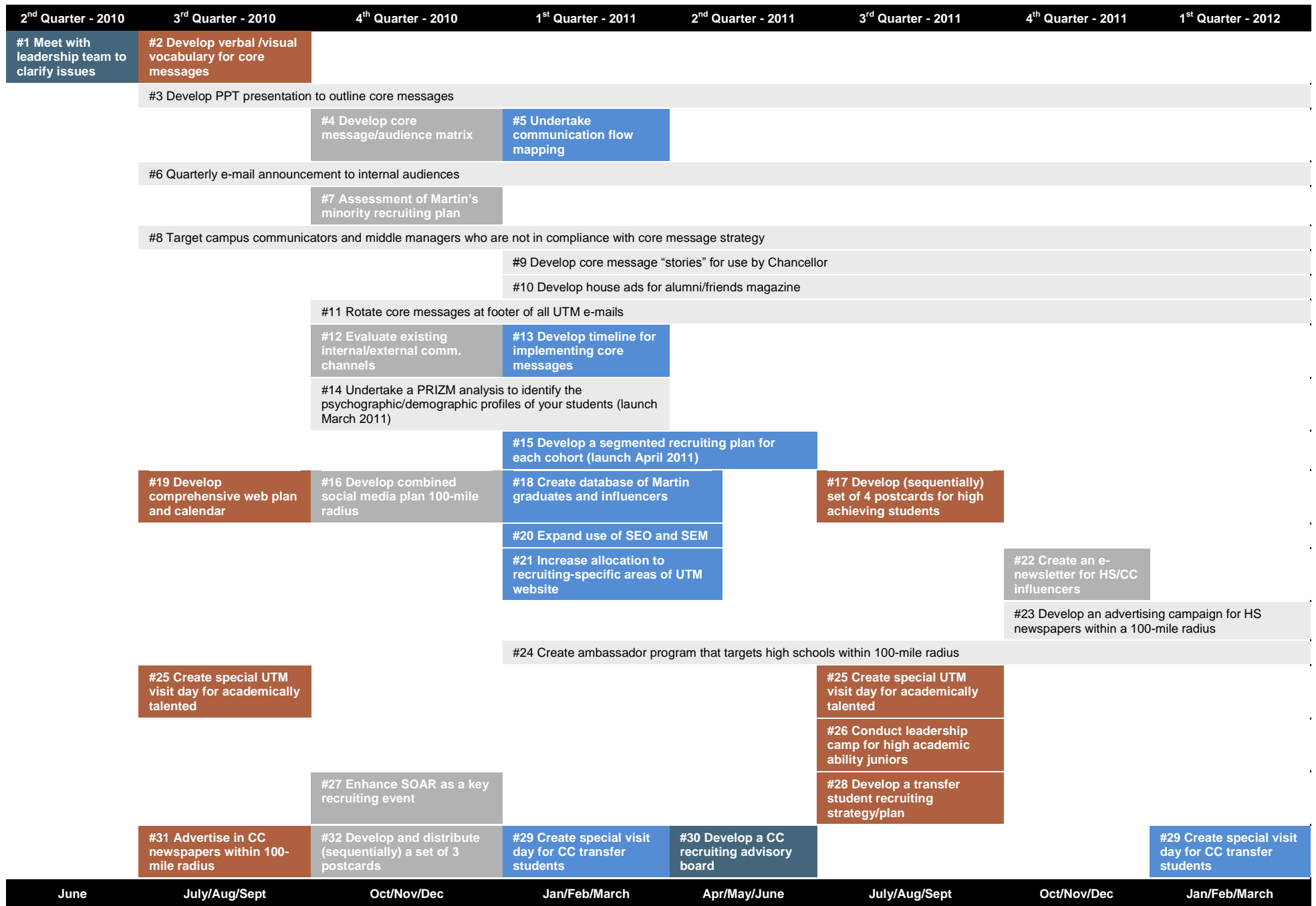
Action Plan #31	The University of Tennessee, Martin
Title	Advertise in CC newspapers within a 100-mile radius. Perhaps test buying banner ad on their websites.
Detail	This includes: Dyersburg State Community College, Jackson State Community College, Southwest Tennessee Community College, & West Kentucky Community and Technical College.
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	Transfer students
Begin Date	September 2010
Cost	\$8,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of community college transfer students
Assigned to	TBD
UTM Implementation Notes	

Action Plan #32	The University of Tennessee, Martin
Title	Develop and distribute (sequentially) a set of three postcards for CC students the year of their graduation.
Detail	
Goals to Support	Articulate Martin's core messages to assist in the completion of key recruiting goals.
Target Audience(s)	CC transfer students
Begin Date	October 2010
Cost	\$16,000
How Evaluated	<ul style="list-style-type: none"> • Completed per schedule • Increase in number of community college transfer students
Assigned to	TBD
UTM Implementation Notes	



X. Plan Calendar

The Plan Calendar is presented on the following page.





XI. IMC Plan Budget – Detail

The cost for the IMC action plans for year one is \$200,000; a dollar figure given as a “target” by the Martin planning team. This amount represents new and hopefully recurring money committed by the University. The actions written for this plan total \$286,500. To fund this plan, slightly more than \$100,000 will need to be relocated from existing budgets.

In addition to the costs outlined in each action plan, a comprehensive budget roll-up is presented in an Excel spreadsheet in **Appendix B**.

An electronic copy of this spreadsheet has been given to the Martin planning team so that the action plans and costs can be modified or reprioritized at any time.



XII. Recommendations on Evaluating Your Communication Strategy

There are four reasons to evaluate your communication action plans:

- To determine effectiveness
- To improve performance
- To enhance internal creditability for your messages
- To help support your request for additional resources

In most cases, the evaluation of University of Tennessee at Martin's communication strategy will occur at four levels:

- Were action plans completed on time and within budget? Though this measurement may seem basic, we know that any subsequent measurement cannot be undertaken if the action plan was not executed.
- Did the message action plans enhance the University's reputation? Please keep in mind that determining whether or not some of these goals were achieved will require conducting market research.
- Were the direct marketing communication goals achieved?
- Do internal audiences have a greater understanding of and appreciation for the University's core messages? Again, determining this will require market research.

There are three other "measurements" that the University should consider:

- Did the cost of recruiting a student go down?
- Has net tuition revenue increased?
- Is the University more consistently able to shape its class on key dimensions of academic quality, academic interest, ethnicity, geographic diversity, and other variables?

Appendix A: Key Datasets

Eleventh and Twelfth Grade Students by County for School Year 2007–2008

County	Eleventh Grade Students	Twelfth Grade Students
Benton	199	180
Carroll	382	365
Davidson	4,465	4,183
Decatur	108	94
Dickson	612	587
Dyer	478	493
Gibson	613	588
Hardeman	299	267
Henderson	295	271
Henry	338	313
Hickman	292	274
Humphreys	265	196
Lauderdale	206	168
Madison	924	926
Maury	811	728
McNairy	314	291
Montgomery	1,974	1,828
Obion	366	356
Perry	80	72
Robertson	710	704
Rutherford	2,722	2,572
Shelby	10,761	9,815
Wayne	218	195
Weakley	326	307
Williamson	2,427	2,065

Tennessee County Population Totals by Age Cohort for School Year 2007–2008

County	Total pop. male under 5 years	Total pop. male 5-17 years	Total pop. male 18-64 years	Total pop. male 65 & over	Total pop. female under 5 years	Total pop. female 5-17 years	Total pop. female 18-64 years	Total pop. female 65 & over
Benton	410	1,390	4,915	1,235	435	1,390	5,045	1,720
Carroll	845	2,525	8,640	2,025	880	2,595	8,925	3,050
Davidson	19,365	45,420	186,785	23,960	18,210	43,410	193,170	39,580
Decatur	335	990	3,570	875	320	885	3,500	1,245
Dickson	1,555	4,350	13,120	2,060	1,415	4,180	13,485	2,970
Dyer	1,210	3,670	11,135	1,900	1,255	3,460	11,545	3,110
Gibson	1,600	4,385	13,595	3,245	1,355	4,205	14,575	5,200
Hardeman	825	2,565	10,230	1,510	840	2,500	7,565	2,065
Henderson	860	2,340	7,670	1,450	785	2,215	8,025	2,175
Henry	990	2,630	9,095	2,360	700	2,580	9,485	3,270
Hickman	785	2,135	7,735	1,130	690	1,890	6,360	1,565
Humphreys	555	1,715	5,490	1,110	495	1,505	5,530	1,540
Lauderdale	930	2,500	9,315	1,275	905	2,400	7,815	1,955
Madison	3,325	8,875	27,275	4,415	2,985	8,510	29,535	6,920
Maury	2,505	6,830	20,990	3,260	2,350	6,570	21,895	5,105
McNairy	760	2,275	7,460	1,560	765	2,045	7,455	2,330
Montgomery	5,715	13,925	43,690	4,220	5,515	13,075	42,470	6,170
Obion	1,045	2,910	9,845	1,945	1,010	2,635	10,075	2,980
Perry	235	730	2,270	550	235	660	2,255	695
Robertson	1,820	5,780	16,900	2,445	1,880	5,105	17,050	3,450
Rutherford	7,050	17,585	60,340	5,755	6,670	16,800	59,855	7,975
Shelby	34,765	94,210	265,105	33,585	33,465	90,660	289,925	55,760
Wayne	445	1,410	6,355	980	425	1,325	4,545	1,335
Weakley	1,070	2,830	11,105	1,970	955	2,685	11,285	3,000
Williamson	4,860	14,380	38,985	4,140	4,425	13,680	40,520	5,640



Appendix B: Marketing Budget

The Marketing Budget is presented on the next page.

1	Meet with Martin leadership team to clarify issues related to budget, pooling, and retasking of resources	
2	Develop verbal and visual vocabulary regarding your core messages	
3	Develop PowerPoint presentation that outlines core messages, their importance, and the need to maintain message consistency	
4	Develop a core message audience matrix to translate each core message for key audiences	
5	Undertake communication flow mapping to increase integration between print and nonprint channels and media	\$18,500
6	Quarterly e-mail announcement to all internal audiences about core messages	
7	Undertake an assessment of Martin's minority recruiting plan, strategies, and activities	
8	Target campus communicators who are not in compliance with core message strategy	
9	Develop core message "stories" for use by Chancellor and other campus leaders	
10	Develop house ads for alumni/friends magazine that focus on core messages	\$6,000
11	Rotate core messages at footer of all UTM e-mails	
12	Evaluate message compliance in existing internal/external channels including print and web	
13	Develop a timeline for implementing core messages across all recruiting-related channels	
14	Undertake PRIZM analysis to create demographic profiles of your students	\$20,000
15	Develop a segmented recruiting plan for each major cohort including students of color	
16	Develop and execute a combined radio, billboard, mall kiosk, and social media plan	\$60,000
17	Develop and distribute (sequentially) a set of four postcards for high achieving students	\$20,000
18	Create a database of Martin graduates/influencers that work in regional high schools and community colleges	
19	Develop a comprehensive web plan and calendar of implementation (see Stamats recruiting audit)	
20	Expand use of SEO and SEM	\$10,000
21	Increase allocation to recruiting-specific areas of the UTM website	\$50,000
22	Create an e-newsletter for high school and community college influencers	
23	Develop an advertising campaign for HS newspapers within a 100-mile radius	\$12,000
24	Create student ambassador program that targets high schools within 100-mile radius	\$6,000
25	Create special visit day for academically talented students and influencers; include special event	\$10,000
26	Conduct leadership camp for high academic ability juniors; include special event	\$20,000
27	Enhance on-campus SOAR as a key recruiting and retention event, including upgrading the SOAR brochure and web pages	\$15,000
28	Develop a transfer student recruiting plan	
29	Create special visit day for community college transfer students; include special event	\$10,000
30	Develop a community college recruiting advisory board with a rep from each CC; host annual meeting	\$5,000
31	Advertise in community college newspapers within 100-mile radius	\$8,000
32	Develop and distribute (sequentially) a set of three postcards for CC students the year of their graduation	\$16,000
		\$286,500