University Advancement Mission Statement

The Oregon State University Division of University Advancement serves as the communications interface between the University and its various publics. Our work helps our audiences better navigate through the organization. By creating credible, timely, authentic and confident communications opportunities that foster conversations, we heighten awareness and appreciation of OSU’s distinctiveness and value. Comprised of the Departments of News & Research Communications, University Marketing, University Events and Web Communications, each unit is focused on building relationships and advancing OSU’s brand and reputation through development of marketing strategies that marry fact-based decision making, innovative practices and superior creativity. We measure success through a variety of metrics, including the quality and diversity of our students and faculty; OSU’s reputation of distinction in the three defined signature areas; support from alumni, donors and the Legislature; pride for the institution from our various audiences; and the sense of community we foster on our campuses.

University Advancement Values Statement

OSU UA values the authentic, confident, achieving, collaborative culture of the University and strives to support a similar culture also punctuated by creativity, pride, integrity and balance. Each individual on the UA team makes contributions in individual and team environments and is encouraged to work across departmental lines to share talent and ideas that will enhance the work of the Division and best advance the University’s reputation. Our contributions will remain flexible in a changing environment with an emphasis on quality, timeliness and responsiveness to the needs of our clients and audiences. Our work honors the scholarship, service and other accomplishments of OSU faculty, staff, students and alumni. We focus on meeting their needs to form connections with a wide range of individuals and organizations. We value diverse opinions, open brainstorming and out-of-the-box thinking that will continue our tradition of innovative and dynamic creativity.

UA Division Goals and Objectives

As outlined by the IMC, UA has established the following three goals:

1. Ensure internal alignment with the brand
2. Strengthen OSU’s leadership role in Oregon
3. Enhance awareness, understanding and appreciation of OSU in the national and global markets

Coupled with the vision presented by President Ray in the 2025 document, the marketing strategy must drive metrics in the following areas:

- Recruit outstanding and diverse faculty.
- Recruit high achieving and diverse students from Oregon, the nation and the world.
- Advance the University Campaign.
- Advance University-Industry Partnerships.
University Advancement Goals 2010-2013

1. **IMC Goal: Ensure internal alignment with the brand.**

**OSU Objectives:**

- Recruit and retain outstanding and diverse faculty.
- Recruit and retain high achieving and diverse students.
- Advance the University Campaign.

**Audiences:** Faculty, staff, current students

**Strategies and Tactics:**

1. **Lead the Integrated Marketing Plan and ensure a shared sense of message and brand.**

   - Provide leadership of IMC Structures including Executive Marketing Cabinet, Deans’ Council, IMC Implementation Team and IMC Network. (Luanne and Melody)
   - Provide leadership of five IMC Learning Groups. (UA Directors)
   - Strengthen internal communications strategies and approaches. (Todd)
   - Offer six yearly IMC Network professional development sessions. (UA Directors)
   - Integrate IMC message and brand training into existing University opportunities such as START, new employee orientation, media training, University Day, etc. (UA VP and Directors)
   - Prepare all speakers for events with IMC messages and proof points to incorporate into talks. (Shelly)
   - Broaden Powered by Orange Campaign as a vehicle to advance OSU brand, IMC Goals and University-wide strategies; continue campaign through 2013. (Melody)

2. **Align college-level Web and print collateral around University messages, branding and design standards.**

   - Conduct randomized communications audit of University-wide print and electronic collateral and events to ensure alignment with brand. (Melody/David/Shelly)
   - Post event collateral samples on NING. (Kate)
   - Ensure all contracted events to incorporate University messages, branding and design. (Shelly)
     - Co-organize events with OSUF, beginning with the Distinguished Professor Lectures and Events
   - Within Division structures, work with deans to develop strategic and integrated branding campaigns that thoughtfully use communications vehicles to reach defined target audiences.
     - Redesign college Web sites with defined branding goals in mind and using a template system that allows for integrated University material and content. (David)
     - Assess print collateral opportunities to reach target audiences and develop a strategic approach to print communications. (Melody)
Conduct an events assessment to determine college-level events that enhance messages, branding and design standards. (Shelly)

3. **Build a stronger sense of community, shared understanding and sense of culture and values on campus that will also create stronger engagement with alumni and support retention of outstanding faculty, staff and students.**

   - Convene a subgroup with core representatives from Athletics, Alumni Association, Student Affairs, University Advancement, Admissions, OSURA and others to formalize approaches to using traditions to build community and unite alumni. (Luanne, Shelly and Melody)
   - Develop a strong student-based Powered by Orange Council that is integrated with the Student Alumni Association and that also includes training in advocacy. (Melody, Kegan and Theresa)
   - Ensure campus is fully aware of new and growing traditions, campus-wide achievements, creating a sense of belonging, pride and involvement. (UA Division)

**Goal Metrics:**

- Results of a baseline internal communications survey including assessment of current delivery systems, level of engagement in and, attitudinal changes because of existing internal communications.
- Results of communications audits.
- Number of colleges converted to the new Web and print guidelines.
- Faculty, staff and student awareness of branding messages as delivered through the Powered by Orange Campaign as measured by the internal communications survey.
- Change in licensing revenue from specialized promotions for College Colors Friday, Powered by Orange and related campaigns.
- Assess existing University-wide traditions; level of engagement; touchpoints for which new traditions will enhance campus engagement and community.

**2. IMC Goal: Strengthen OSU’s leadership role in Oregon.**

**OSU Objectives:**

1. Recruit outstanding and diverse faculty.
2. Recruit high achieving and diverse students from Oregon, the nation and the world.
3. Advance University-Industry Partnerships (strategies to be developed).
4. Advance the University Campaign.

**Audiences (Primary):** Alumni, Donors, Prospective Students and Their Families, Oregon Economic Leaders

**Audiences (Secondary):** Legislators, Media

**Strategies and Tactics**

1. **Building on successes of initial phase of Powered by Orange, enhance OSU visibility among key target audiences.**
• Introduce and expand B2B Campaign. (Melody)
• Continue advancing PBO through paid advertising and efforts, as possible. (Melody)
• Grow social media membership, engagement and related social-media driven events. (Celene, Kegan, Shelly)
• Continue utilizing the SWPS facilities and staff to advance IMC and PBO messages and strategies. (Luanne)
• Encourage OSU Alumni Association to implement Alumni Ambassador program. (Melody)
• Grow campaign to advance IMC through 2013. (Melody)
• Assist in promotion of legislative/DC internships with Government Relations (Todd)
• Develop and implement a strategy around promoting service learning, volunteering and service contributions of faculty, staff, students and alumni, working closely with the Office of Student Leadership and Involvement (Todd, Theresa, Lee, Celene)

2. Bringing together the collective strengths of Enrollment Management, the OSU Alumni Association and University Advancement, implement a plan to recruit greater numbers of high achieving and diverse students from the Portland market.

• Collaborate with OSU Alumni Association to partner with Enrollment Management and begin and continue Alumni Admissions program. (Melody)
• Develop student human interest stories, particularly of students from the Portland Metro region, to demonstrate quality and success of current students. (Todd)
• Fully utilize new Web site homepage as an engaging tool in recruiting students. (David)
• Collaborate with E-Campus on marketing strategies in Portland Metro with intention of netting new students for that delivery platform and for Corvallis Campus. (Melody)
• Develop marketing strategies around Enrollment Management's specific goals in these areas. (Luanne, Melody)
• Ensure that Oregon legislators are aware of recruitment of Oregon students (Luanne)

3. Expand the alumni and donor contact database (Advance) and enhance online giving through innovative social media and Web strategies that translate into engagement goals.

• Collaborate with social media efforts to reach alumni and friends of OSU, partnering with OSUAA, OSUF and Athletics. (David)
• Create events to bring social media to a new level of engagement. (Kegan and Shelly)
• Drive traffic from key Web pages outside of OSUF to create greater engagement and interest in giving back to OSU. (David)
• Establish a creative framework for sharing donor stories across the top tier of the Web (David).

4. Support diversity student recruitment strategies as outlined through Enrollment Management with a focus on Latino communities and in partnership with Intercultural Student Services, CAMP and other related student affairs groups and demonstrate support for and promotion of Latino students, faculty and staff in on-campus strategies.

• Partner with CASA to build a strategy and seek funding for a full marketing plan to recruit Latino students from around the state. (Laura)
• Collaborate with OSUAA to build an Alumni Admissions program with the Latino Alumni Affinity Group. (Melody)
• Develop Spanish language microsites for key recruitment and retention Web sites. (Celene)
• Expand Social Media initiatives into social media space with Spanish language video and pilot projects on MySpace and other networks (David).
• Develop student human interest stories. (Todd, Celene)

5. **Collaborate more closely with the newly emerging statewides’ Marketing Center.**

• Work more strategically on media relations campaign with the Statewide Public Service Programs. (Todd)
• Enhance perceptions of OSU’s leadership and reputation in the state by highlighting examples of leadership from within the statewide public service programs. (UA Division)
• Assist in shaping messaging about statewide for the Portland market (Todd, Luanne)

6. **Strengthen ties with local Corvallis community, government and key organizations.**

• Advance 2025 with Mayor’s office, City Council, Chamber and key organizations (Luanne)
• Build strong relationships with partner organizations like Chamber (Luanne), Tourism (Melody), Downtown Corvallis Association (Shelly), City Club (Nick)

**Metrics:**

• Number of businesses engaged in B2B Campaign.
• Number of people patronizing PBO businesses from B2B campaign.
• Level of feedback from individuals about PBO businesses including nominations for awards; comments on experience; and contact information retrieved from participants.
• Numbers of members in groups, comments and engagement scores from social media efforts.
• Numbers from related metrics including fund-raising/annual fund changes; enrollment management student recruitment data; Alumni Association membership.
• Number of alumni participating in the Alumni Ambassador Program and Alumni Admissions Program.
• Number of applications received from targeted populations; number of visits to target Web sites by designated student demographics.
• Number of attendees at newly introduced social-media induced events as indicator of social network maturation.
• Monthly analytics on traffic driven to Foundation, Alumni Association and Athletics Web sites.
• Measurement of traffic to Spanish-language communications tools.
• Feedback from legislators through Government Relations regarding awareness of SWPS.

3. **IMC Goal: Enhance awareness, understanding and appreciation of OSU in the national and global markets.**

**OSU Objectives:**

1. Recruit outstanding and diverse faculty.
2. Recruit high achieving and diverse students from Oregon, the nation and the world.
3. Advance University-Industry Partnerships. (strategies pending)
4. Advance the University Campaign.

**Audiences (Primary):** Alumni, Donors, Prospective Students and Their Families (domestic and international), National Corporate and Industry Leaders, undergraduate "feeder" campuses for OSU graduate programs

**Audiences (Secondary):** Federal Agencies, Media

**Strategies and Tactics**

1. **Support international student recruitment efforts through INTO.**
   - Formalize relationships with key INTO staff and participate on INTO Marketing Committee. (Melody)
   - Continue to promote INTO through UA communications work, raising campus and external awareness of this partnership. (UA Division)
   - Support INTO FAM events and consider INTO for a student speaker. (Shelly)

2. **Enhance key portions of OSU Web site and social media work as well as other outreach efforts to facilitate out-of-state and international recruiting.**
   - Collaborate with Admissions to enhance "microsites" for out-of-state recruitment. (David/Melody)
   - Redesign OSU Web presence to take better advantage of geographic location, campus beauty. (David)
   - Enhance outreach to international students via social networks prominent in foreign nations of strategic importance to OSU. (Kegan)
   - Continue to support Admissions’ online communications efforts through sharing of UA-generated content. (Celene, Kegan)

3. **Collaborate with Admissions to create marketing strategies to target high-achieving, diverse, mindful and "right fit" out-of-state students.**
   - Explore with OSUAA the development of out-of-state Alumni Admissions Program in key states. (Melody)
   - Continue to create and produce all print materials used for this purpose in line with IMC brand messages. (Melody)

4. **Target and develop strategies to communicate with key out-of-state alumni and friends.**
   - Seek out and promote University rankings to these audiences. (Todd)
   - Collaborate, expand opportunities with existing OSUF, OSUAA groups/networks in Seattle, San Francisco and Washington, D.C. (Luanne, Todd, Melody, David)
   - Expand outreach of Powered by Orange to these audiences through social networks, online communities. (Kegan)

5. **Expand existing work in Washington D.C. with key organizations to build OSU reputation nationally.**
• Nurture relationships with key federal agencies in service of amplifying OSU messages to federal government leaders and national media. (Luanne, Todd)
• Build on work with higher education media to support OSU's interests in recruiting, retaining top faculty. (Todd)

Metrics:

• Number of admissions applications received from California and other targeted states; traffic to the microsites.
• Produce an annual index of rankings to share throughout campus. (Mid August)
• Membership in social networks in key regions: Seattle, San Francisco and D.C.
• Number of new relationships with communications departments of key federal agencies including NIH, NSF, NOAA and Department of Agriculture.
• Measure and benchmark out-of-state traffic to key OSU Web sites.

University Advancement
Proposed Metrics and University-Wide Market Research Schedule

Yearly

1. Survey of non-matriculating students – Kate Peterson and Rebecca Sanderson
2. Survey of prospective students in key growth areas – Melody Oldfield
   a. High Achieving (Portland and other)
   b. Socially/ Environmentally Conscious; interest in the three focal areas of the Strategic Plan
   c. Diverse
   d. International?
3. Survey of withdrawing students – Rebecca Sanderson
4. Annual survey of online communities
5. Major employers – Doug Cochran

Every Two Years

1. Parents – Kris Winter and Melody Oldfield
2. Current students – Larry Roper
3. Current donors – Molly Brown
4. Internal Communications Survey – Todd and Melody

Every Three Years

1. Prospective Donors – Molly Brown
2. Alumni – Jeff Todd