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The nine questions we must answer through our effective marketing and communications plan:

Who communicates?
What University message?
To whom?
When?
How?
Where?
Why?
At what cost?
To what end?
University of Maryland Eastern Shore (UMES), the State’s Historically Black 1890 Land-Grant institution, has its purpose and uniqueness grounded in distinctive learning, discovery, and engagement opportunities in the arts and sciences, education, technology, engineering, agriculture, business, and health professions.

UMES is a student-centered, doctoral research degree-granting university known for its nationally accredited undergraduate and graduate programs, applied research, and highly valued graduates.

UMES provides individuals, including first generation college students, access to a holistic learning environment that fosters multicultural diversity, academic success, and intellectual and social growth.

UMES prepares graduates to address challenges in a global knowledge-based economy, while maintaining its commitment to meeting the workforce and economic development needs of the Eastern Shore, the State, the Nation, and the World.
UMES offers an impressive array of accredited degree programs that blend a time-honored curriculum with instruction in contemporary fields such as aviation science, construction management, criminal justice, engineering, hospitality management and allied health.

A historically black institution a short drive from the Atlantic Ocean and the Chesapeake Bay, UMES is known for its multi-cultural student body drawn from a broad spectrum of backgrounds and perspectives. As a land-grant institution founded in 1886, UMES has focused on teaching, research and outreach, emphasizing stewardship of the environment, land and sea.

UMES offers graduate-level programs, including doctoral degrees in educational leadership, food science, organizational leadership, pharmacy, physical therapy and toxicology.
In Fall 2013, Talon Media Group (Talon Media) was established to provide integrated design and communications solutions for the UMES campus community in order to increase the university’s visibility and competitive edge. Prior to this time, the university did not have a centralized marketing and communication effort to ensure consistency of message and brand.

Talon Media Group combines the office of marketing and the office of public relations, along with staff persons responsible for photography and videography. Ultimately, Talon Media Group will function as an in-house marketing firm within the university that utilizes advertising, broadcast, electronic, news, print and social media to communicate the university’s messages to target audiences.

Talon Media Group consists of the following personnel, who report to the university’s Executive Vice President:

- Director of University Marketing and External Relations*
- Director of Public Relations*
- Assistant Director of Public Relations
- Public Relations Assistant
- Multimedia Designer
- Photographer/Videographer
- Two student interns

*indicates EVP direct report

In Fall 2014, Talon Media Group will launch a Communicators Network that includes representatives from across campus from Admissions, Alumni Affairs, Athletics, Development and Information Technology, who also have a major stake and role in communicating with the university’s key constituencies.

This multidisciplinary team approach will allow for a cohesive communication strategy that can be executed from all fronts with one voice, setting the tone for a consistent brand strategy for the University of Maryland Eastern Shore.
TALON MEDIA AGILE MARKETING PHILOSOPHY

With today’s ‘in the moment society,’ the idea of a traditional advertising campaign has lost its luster. Marketing must be agile-adaptive and iterative.

We are in the age of dynamic marketing, responding to our customers in the ways that they want and becoming part of a two-way conversation instead of talking “at” them with ads. Through agile marketing that is responsive and timely, we are able to talk “with” our customers about their wants and needs nearly instantaneously. Consequently, we can then deliver the products and services they are seeking.

The Talon Media Group philosophy understands that the strategic use of data and analytics is not only important to improve strategies, but it is paramount to marketing success. In short we must plan, implement, then evaluate.
In the absence of a marketing and communications office, the university lacked coordinated multi-media efforts to promote the university and engage constituents. Consequently, the university’s message to its constituents was disjointed, communicated sporadically and inadequate to impact retention, engagement or the institution’s pursuit of national and international eminence as is set forth in the strategic plan.

In response to the need to increase visibility and awareness about the among its key constituencies, the university is undertaking the development of a comprehensive, integrated marketing and communications plan to enhance the university’s brand.

It is important to note, however, that university branding extends beyond the mere policing of the proper use of the university’s logo and marks; rather, the enhancement of the university’s brand includes promoting the university’s visual identity, guarding its reputation, reinforcing its core values and spotlighting its high demand programs, the highly skilled and valued graduates it produces and the faculty and staff that support them.
INSTITUTIONAL IDENTITY

The university’s identity is comprised of what we say and who we think we are, as well as whom we are perceived to be by our constituents.

WHO WE SAY WE ARE:

UMES is an 1890 land-grant, historically black college or university (HBCU) that desires to become a Doctoral Research University under the Carnegie guidelines. As an 1890 land-grant university, the university’s curriculum is rooted in agriculture.

UMES is one of Maryland’s HBCU’s. HBCUs, like UMES, are often characterized as having a “family” atmosphere that is supportive and understanding of the unique circumstances of their students, who are most often, minority and first-generation college students.

The “HBCU Experience” is often described as a robust college experience that includes an understanding and appreciation of African-American history, traditions and culture, outstanding athletics (particularly football), active Greek life, meaningful opportunities for community service and spirited marching bands.
WHAT OUR CONSTITUENTS SAY ABOUT US: “IN THEIR OWN WORDS”

As we seek to strengthen our messaging, particularly to prospective students, we should understand the reasons why students choose or do not choose UMES as a place to further their education.

The following are some reasons students choose the university:

- Close to home
- Affordable
- HBCU legacy
- Academic programs

Some reasons students do not choose UMES, or why they leave UMES:

- Rural Location
- Limited social engagement ("nothing to do")
- Lack of quality customer service
- Academic programs
WHO WE WANT TO BE:

In order to create and implement an effective marketing and communications plan, we must deliver on our “brand promise.” Stated otherwise, we must be who we say we are. In the words of our university motto, we must embody “FACTA NON VERBA,” or “deeds not words.” Using our customer service “I CARE” core values as an example, we must not simply say, but we must demonstrate “integrity, commitment, accountability, respect and excellence” in everything that we do. What then, is our “brand promise” to our constituents? The answer may be found in the following words, as located within the UMES strategic and enrollment management plans, and in the university’s customer service core values. These words give us an indication of words that describe and impact our university’s aspirational identity: (Of our aspirational goals, items in blue are areas that suggest opportunities for strengthening our brand based upon preliminary perception study, climate survey results and the environmental scan)

- ACCESSIBILITY
- AFFORDABILITY
- MULTI-CULTURAL DIVERSITY
- HOLISTIC LEARNING ENVIRONMENT
- ACADEMIC SUCCESS
- INTELLECTUAL AND SOCIAL GROWTH
- STUDENT-CENTERED
- DOCTORAL-RESEARCH
- HIGHLY VALUED GRADUATES
- PREPARES GRADUATES
- INNOVATIVE
- GLOBALLY ENGAGED
- FIRST-CHOICE
- QUALITY
- INTEGRITY
- COMMITTED
- ACCOUNTABLE
- RESPECTFUL
- EXCELLENCE
- EMINENT
As part of the preparation of the UMES Strategic Plan 2011-2016, an environmental scan was conducted to assess the economic, demographic, technology and other trends that may impact the State and the university. (See UMES Strategic Plan, pages 5-9)

Consequently, the following information was revealed as it relates to the university’s ability to carry out its mission, attract students and raise the university’s profile:

- A majority of respondents agreed that workforce needs for the shore would be in the areas of health care (86.3%), agriculture/food (72.5%), teaching (65.6%), leisure and hospitality (59.7%) and science, technology, engineering and mathematics (STEM)(57.7%).

The environmental scan also supported the need to increase outreach initiatives and enhancing research at the university.

University Strengths were identified as: 1) strong academic programs and dedicated faculty and staff, 2) diversity in the academic community, 3) acquisition of external funds to enhance academic program and support research and 4) Top tier ranking among America’s best HBCUs.

University challenges were identified as: 1) limited resources for operations, 2) absence of a structured communications and marketing office, 3) location, 4) low retention and graduation rates, 5) unstable state funding, and 6) continued questioning of the need for HBCU’s.

The opportunities revealed as part of the environmental scan were: 1) establishing an office of communications and marketing, 2) recruiting the best and the brightest students, 3) securing external funding, 4) increasing the offering of distance education, 5) establishing globalization opportunities and 6) increasing university engagement and outreach.
A critical component of the UMES marketing and communication plan is understanding where the university’s messages should be disseminated, particularly as it relates to bolstering support for enrollment growth and donor cultivation.

Institutional data reveals that the majority of the university’s alumni and students are residents of Maryland, with the vast majority of both alumni and student populations residing west of the Chesapeake Bay, in the Washington Metropolitan area.

MARYLAND

The university’s enrollment data of the top 10 Maryland counties for UMES student enrollment is particularly instructive as we develop marketing strategies: (See UMES Enrollment Management Plan, page 15)

The following Maryland counties have remained relatively consistent in the number of students attending UMES:

- Prince Georges
- Somerset
- Worcester
- Howard

There has been an increase in the following areas, which may signal opportunities for increased promotion:

- Wicomico
- Montgomery
- Baltimore County
- Anne Arundel
- Charles

Of particular concern is the decrease in enrollment in the number of students from Baltimore City, an area that has been fertile for the university. The decrease may be due, in part, to the number of universities within the city that are able to more effectively capture the audience closest to them.
Of the top 10 Maryland counties with the greatest number of UMES students enrolled, only three (3) of them are on the Eastern Shore, that area closest to the university. The counties below may provide us with opportunities for increased enrollment:

- Dorchester
- Talbot
- Caroline
- Kent
- Queen Anne
- Cecil

OUT-OF-STATE

Enrollment data suggests that there may be opportunities for further enrollment growth in the following areas outside of Maryland:

- New Jersey
- Virginia
- Pennsylvania
- Delaware
- District of Columbia
- New York

Each of these areas also have significant numbers of alumni as well, which would prove as a great resource for engaging new students and cultivating donor relationships with these alumni.
Understanding the university’s target audience and identifying the means and frequency of communication are important pieces of the university’s marketing and communications puzzle. However, crafting the right message, for the right audience that is disseminated in the right way is of paramount importance. In short, the university’s messaging must communicate the strength and value of the UMES brand.

With an integrated team prepared to use multiple tools to communicate, it is critical that everyone is communicating the same “core messages” about the university. Beginning Fall 2014, Talon Media Group will convene a meeting of the Communicators Network (those on campus who are responsible for disseminating messages to key constituencies) to ensure that everyone is “on the same page” when it comes to articulating the university’s priorities, communicating the vision and meeting the mission, goals and objectives of the university.

As it relates to messaging, there are messages that we should continue, start and stop using in order to strengthen the university’s brand:

CONTINUE

- Highlighting the strengths of the university
- Using Points of Pride in talking points for public remarks and appearances

START

- Using consistent messaging regarding our I CARE customer service core values
- Emphasizing our niche programs
- Reiterating our strengths and aspirational goals through multi-media efforts

STOP

- Referring to the university as “the second most beautiful campus” (this is outdated as we have not participated in the contest in nearly a decade)
- Referring to the university as “the best kept secret” (this goes against our efforts to increase the university’s presence)
- Referring to the university as a “diamond in the rough;” rather, we should refer to the university as we wish it to be, as a “diamond,” for example
A variety of audiences look to the university for different information and it is the goal of Talon Media Group to be sure all audiences have consistent communication with messages that are most appropriate to them when they want it.

PROSPECTIVE AND CURRENT STUDENTS: THE FIVE R’s- REACH, RECRUIT, RETAIN, RELEASE, REFER.

Prospective and current students are the primary target audience among the many university constituencies. As we look forward five or ten years, it is incumbent upon us to understand this group of students who will be entering and passing through our doors from now until FY2024. Currently, these students range in age from 10 to 21 years of age and are known as “Millenials” or “Generation Zs” and were born between 1993 and 2004.

As the number of high school graduates declines nationwide, it is more critical than ever to develop marketing and communications strategies that increase the university’s competitive edge in the highly competitive and shrinking marketplace for new students.

Within this category of prospective students is an even more specific group of students that the University would like to target in order to achieve its enrollment objectives and to meet the workforce needs of our region, state and nation. Each of these students has unique characteristics that will require unique marketing strategies in order to achieve the university’s goals. The seven (7) sub-categories of students are as follows:

- IN-STATE STUDENTS
- OUT-OF-STATE STUDENTS
- HISPANIC AND LATINO STUDENTS
- TRANSFER STUDENTS
- INTERNATIONAL STUDENTS
- STEAM (science, technology, engineering, agriculture and mathematics) STUDENTS
- GRADUATE STUDENTS
Parents and influencers in students' lives want the best for their children. The university must, through our communication efforts share the strength and value of a UMES education to the prospective and current student’s biggest cheerleaders. We must communicate at least four key points:

- Affordability
- Quality Programs
- Career Readiness
- Graduation Success
- Job Opportunities/ Career Placement

Other target audiences include the following:

- FACULTY AND STAFF
- ALUMNI
- DONORS
- COMMUNITY MEMBERS
- CORPORATIONS/ BUSINESSES
<table>
<thead>
<tr>
<th>Constituents</th>
<th>Characteristics</th>
<th>Communication Needs</th>
<th>Purpose of Communication</th>
<th>Method of Communication</th>
<th>Frequency</th>
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<tr>
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<td>FT/PT/Adjunct</td>
<td>Employee only events Campus News</td>
<td>Recruitment/Retention</td>
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<td>Daily</td>
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<td>Current Students</td>
<td>18-25</td>
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<td>Retention</td>
<td>Social Media</td>
<td>Weekly</td>
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<tr>
<td>Prospective Students</td>
<td>15-18</td>
<td>Campus Life Financial Aid Academic Affairs Athletics Events</td>
<td>Enrollment</td>
<td>Social Media Print Pieces</td>
<td>Weekly</td>
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<td>Parents</td>
<td>30-60</td>
<td>Campus News Student News Dept. News</td>
<td>Affirm/Comfort</td>
<td>Social Media Print Pieces Invitations</td>
<td>Bi-Weekly/ Monthly</td>
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<tr>
<td>Alumni</td>
<td>Classes of 1939-2014</td>
<td>Campus News Homecoming and Athletic events Fundraising and Giving opportunities</td>
<td>Awareness and Engagement</td>
<td>Print and social media</td>
<td>Monthly</td>
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<tr>
<td>Donors/Friends</td>
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<td>Campus News Fundraising and Giving</td>
<td>Awareness &amp; Engagement</td>
<td>Bi-Weekly/ Monthly</td>
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<td>County State Federal</td>
<td>Campus Events Campus Needs</td>
<td>Awareness</td>
<td>Monthly</td>
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<tr>
<td>Community/Visitors</td>
<td>10-75</td>
<td>University News that spans across the community</td>
<td>Engagement Referrals</td>
<td>Advertising Social Media</td>
<td>Daily (On-Site) Weekly Monthly</td>
</tr>
</tbody>
</table>

Table: Communicating with our Target Audiences
Talon Media Group and its partners within the Communicators Network will utilize various forms of media in order to achieve the marketing and communications goals set forth in this plan. The important point is that the messaging stays consistent regardless of the vehicle. This will ensure each potential consumer of the information receives it from multiple sources, which has proven most effective. An example of this may be riding the bus to work while reading Facebook on a tablet and seeing the same message in both places. In order to maximize budget, Talon Media Group will employ grassroots efforts when possible, to reach as many audiences with the University’s core messages as possible.

In addition to targeting prospective students and constituencies, TMG will use public relations and government relations tactics to reach our governmental representatives, community outreach will help us reach our local community and social media advertising will play a key role in reaching our alumni, current students and future students.

<table>
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<tr>
<th>Advertising</th>
<th>News/Media</th>
<th>Web/Online</th>
<th>Social Media</th>
<th>Events</th>
<th>Publications</th>
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<td>Web Site</td>
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<td>Videos on Site</td>
<td>Twitter</td>
<td>Community</td>
<td>Rhythm &amp; Hues</td>
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<td>Releases</td>
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<td>Media</td>
<td>CMS Compliance</td>
<td>Instagram</td>
<td>Prospect</td>
<td>Visitor’s Guide</td>
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<td>Pitches</td>
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<td>Promotional Items</td>
<td>Feature</td>
<td>Analytics Mgmt</td>
<td>YouTube</td>
<td>Staff/Faculty</td>
<td>Annual Report</td>
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<td>Stories</td>
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<td>Sponsorships</td>
<td>University</td>
<td>Mobile Site</td>
<td>Reputaion Mgmt</td>
<td>University Mag</td>
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<td></td>
<td>Experts</td>
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<tr>
<td>Campus &amp; Community Banners</td>
<td>Hawk Alerts</td>
<td>Responsive Web Design</td>
<td>Analytics</td>
<td>School Brochures &amp; Dept. Tri-Folds</td>
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<td>UMES- Overview</td>
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Integrated Media: Social Media

While we work toward a new, easier to navigate website, we are able to communicate most effectively via social media platforms with current students, prospective students and even their parents. Increasingly, this is the way teens want to be communicated with. It allows for two-way communication, gets them the answers they need quickly and by seeing our communication style, it gives them a flavor of the university as a whole to determine if UMES would be a good fit.

Research conducted in January 2014 indicated that Facebook had 1.15 billion users, Twitter had 500 million, Instagram had 130 million and YouTube had more than one billion unique visitors each month! (DigitalBuzzBlog.com) Those are numbers that no magazine and no local television network can compete with.

In the focus group report, In Their Own Words (conducted by Krah, et al Fall 2013/UMES) there were repeated references to students not reading emails, saying they would rather be texted news and events or by finding out about them via social media.

EXPAND SOCIAL MEDIA PLATFORMS & USE OF MELTWATER

With a social media coordinator, the marketing team will be able to evaluate the use of additional social media platforms. Currently, UMES runs on Facebook, Twitter and Instagram, but there are hundreds of other sites that should be evaluated including Pinterest and per a recent article in Time Magazine, SnapChat. In addition, there is a LinkedIn profile for UMES, but TMG is not currently managing it and it could be used much more effectively.

Meltwater is our news and social media-monitoring tool. The stories or posts that contain the predefined key words are flagging and emailed to the team. With a dedicated team member, we could start two-way conversation with those that (hashtag) #UMES in their posts and those that share stories about the university online.

We will increase opportunities for social media “fan” engagement through:

- Contests
- Ads
- QR Codes
- Social Media Events
Integrated Media: Web Communication and Digital Media

In early 2014, the University Web Team was established in order to facilitate a coordinated approach to website management. Members of the Web Team include the Directors of Marketing, Public Relations, and Information Technology as well as the university’s webmaster.

The team meets on a monthly basis to keep the lines of communication open and to discuss topic regarding web usage, needs and analytics. The primary goal is to improve the appearance, navigation and content relevance on the university’s website.

RESPONSIVE DESIGN

Recent research shows that 18-36 year-olds receive most of their news from social media. This study, performed by SDL in January and February 2014, also indicated that a Millennial will check his or her smartphone an average of 45 times per day and this groups is 56% more likely to discover brand content on social networks than through search engines or email. We need to be where they are and make sure our website is responsive and adaptable to all screen sizes including mobile phones and tablets. This is a priority when 25% of our web site traffic is coming from a mobile device. (Source: Google Analytics April 2014.)

DIGITAL ADVERTISING

In order to maximize budget most of the marketing will be grass-roots efforts with online and social media components.

Draper Digital is a subsidiary of WBOC bringing big city advertising opportunities to the Eastern Shore. Utilizing an impression based campaign; we will blanket web sites with the highest web traffic of our target audience with our messages. Draper Digital will watch the sites that perform the best and move more advertising to them, removing it from underperforming sites. This will maximize our budget and visibility. The messages can and should be changed every few months, analyzing effectiveness with each refresh.

US News and World Report is famous for its college and university rankings. In order to maintain our status as a high ranking HBCU, and to increase our online presence to new prospects who are searching for reputable college information online, we will select three high traffic months in the fall to advertise with impression based advertising on this web site.

YouTube is one of the top sites across the web and increasingly, prospects are looking for video when they cannot do a site visit or to narrow down which schools they will visit. By showing students what university life is like online, we are able to control the messages and guide the conversation. We need to place an emphasis on well-produced video content on our web site and social media channels.
ELECTRONIC SIGNAGE

Marketing and Outreach are currently exploring two digital signs for campus. The message these signs display can be planned in advance and/or changed at any given moment to advertise events on campus. It can also communicate to staff, faculty, students and visitors in the event of an emergency. This would allow better communication with the campus community on many levels.

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<thead>
<tr>
<th>Signage</th>
<th>Vehicles</th>
<th>Venues</th>
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<tbody>
<tr>
<td>Building Identification</td>
<td>Buses</td>
<td>Henson Center</td>
</tr>
<tr>
<td>Bus Stops</td>
<td>Cars</td>
<td>PAC</td>
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<tr>
<td>Trash Cans</td>
<td>Trucks</td>
<td>SSC</td>
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</table>

Integrated Media: Public Relations

Storytelling continues to prove to be the best way to get a message across. Using imagery and telling a compelling story to capture the heart and mind of the reader (or watcher) will win people over every time. (Source: Storytelling For The Digital Age PRSA International Conference, Johna Burke.) Our PR team has a great knack for storytelling and a good track record of getting the media to listen. These relationships are invaluable in speaking to certain audiences.

The stories being told to a new generation require a new venue and need to be told in a way that cuts through the clutter and still connects to that audience. Our team is on the cusp of making this transition utilizing social media platforms and agile strategies.

Integrated Media: Advertising and Publications

Although our primary target audience of 15-18 year-olds may be used to digital and online, there are still several audiences, including the parents of these students, who are accustomed to print. In addition, our government and alumni constituencies are used to hearing from us in print and in fact some prefer to be communicated to in that familiar way, so print is not dead.
Integrated Media: Creative Services

There is a missed opportunity in not currently having a creative services division with full graphic design and video capabilities. This is one of the reasons the UMES brand has gotten lost over time. Each department hires their own designers who are not aware of our standards and we end up losing our image. By having these capabilities in-house and offering the services to the campus community, we are able to keep close watch on what goes out with our logo on it.
The university's marketing efforts must highlight the university's distinctive programs.

The following five academic clusters have been identified by the University cabinet based upon the university's strengths and existing niche areas in addition to an analysis of market demand on the Eastern Shore of Maryland and the State, enrollment generation and compatibility to current offerings.
Over the next ten years, UMES seeks to expand academic program offerings in the above-referenced niche areas with new programs in fields such as occupational therapy, actuarial science, club management, renewable energy and more.

Of the university’s current offerings, the following degree programs are distinguished by their uniqueness (to the university, within the University System of Maryland or within the state) and have the ability to have high-demand, and high-impact by addressing local, regional, state and/or national workforce needs.

- Agriculture
- Aviation Science
- Hospitality and Tourism
- PGA Golf Management
- Pharmacy
- Physician Assistant
- Physical Therapy
- Rehabilitation Science

The following programs are unique to the university and add to the vibrancy of the campus, though may not be high-demand, high-impact programs:

- Jazz and Popular Music
- Sequential Arts
- Music and Arts Programs generally

The following programs, though not distinctive to just UMES, remain among the most popular majors:

- Business
- Criminal Justice
ENROLLMENT PLAN: UMES WILL BE A FIRST CHOICE FOR STUDENTS

In addition to the University’s strategic plan, the university’s enrollment management plan must be inextricably linked to the UMES Marketing and Communication Plan.

The university seeks to increase the quality and quantity of students over the next ten years. In fact, UMES seeks to grow its enrollment to 6,000 students, from some 4,200 enrolled in FY2014. Not only that, the University seeks to recruit, retain and graduate a diverse cohort of students of national competitiveness with leadership potential.

Understanding that effective communication impacts recruitment, enrollment and retention through graduation, Talon Media Group believes it is imperative that the UMES Marketing and Communication plan fully support recruitment, enrollment and retention efforts so that we can reach our goals.

To that end, the Marketing and Communications Plan includes strategies aimed at the FIVE R’s: REACH, RECRUITMENT, RETENTION, RELEASE AND REFERRAL:

1) REACH students in elementary, middle and high school and introduce them to the value of earning a UMES degree;
2) RECRUIT high school students to join the UMES family as undergraduate and graduate students;
3) RETAIN students for the length of their academic course of study (reinforcing “Bachelor’s in Four” message) and minimizing drop-out or stop-out rates;
4) RELEASE these students, promoting matriculation through graduation; and
5) REFERRALS from all target audiences to reach and recruit future students
The university marketing and communications plan supports the overall UMES strategic plan and its five overarching goals:

Marketing and Communication Goal 1: Utilize integrated media in order to promote and enhance the university’s brand and reinforce the university’s “I CARE” core values in a way that supports a positive campus environment and positively impacts recruitment, enrollment and retention through graduation.

UMES GOAL 3: Promote and sustain a campus environment that supports a high quality of life and learning that positively impacts retention through graduation and produces knowledgeable and culturally competent citizens able to lead effectively and compete globally.
Marketing and Communication Goal 2: Develop, implement and evaluate a marketing and communications program that advances the university’s mission by defining the university’s key messages and promoting the university’s brand as one of quality, relevance and excellence among internal and external constituents.

UMES GOAL 1: Develop, strengthen, and implement academic programs that are responsive to the UMES mission and are systematically reviewed for sustained quality, relevance, and excellence to meet the challenges of a highly competitive and global workforce.

Marketing and Communication Goal 3: Utilize integrated media in order to develop, implement and evaluate an integrated marketing and communication program that highlights faculty, staff, alumni and student contributions to the university and their impact on our state, region and world.

UMES GOAL 2: Enhance university infrastructure to advance productivity in research, economic development, technology development and transfer; contribute to an enhanced quality of life in Maryland; and facilitate sustainable domestic and international economic development and competitiveness.

Marketing and Communication Goal 4: Develop, implement and evaluate a marketing and communications program that promotes engagement of key stakeholders, both internal and external, as a cornerstone of the university’s brand.

UMES GOAL 4: Improve academic and administrative systems to facilitate learning, discovery and community engagement; to gain national and international eminence.
Marketing and Communications Goal 5: Develop, implement and evaluate administrative, operational, and fiscal structures for a fully developed marketing and communications program that is responsive to the university’s needs.

UMES GOAL 5: Efficiently and effectively manage the resources of the University and aggressively pursue public and private resources to support the enterprise.

This plan will be updated annually in order to keep the university community informed of current marketing planning, trends and campaigns, to serve as a guide to help make marketing decisions; and to inform the university how the marketing budget is to be utilized.
Utilize integrated media in order to promote and enhance the university’s brand and reinforce the university’s “I CARE” core values in a way that supports a positive campus environment and positively impacts recruitment, enrollment and retention through graduation.
Sub Goal 1.1:

Utilizing the University’s Enrollment Management Plan as a guide, develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media for the recruitment, enrollment and retention of a diverse population of students, including those in the following categories: international students, transfer students, Hispanic/Latino students, graduate students and students enrolling in STEAM (science, technology, engineering, agriculture and mathematics) majors.

Action Items:

1.1.1. Video from president to newly admitted students
1.1.2. Inventory all admission and recruitment materials and develop revised materials, as follows:

- **International Students**
  Develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media for the recruitment, enrollment and retention of these students
  *(See Enrollment Management Plan, Goal 4:1.3)*

- **Transfer Students**
  Develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media for the recruitment, enrollment and retention of these students
  *(See Enrollment Management Plan, Goal 3:9)*

- **Hispanic/Latino Students**
  Web presence in Spanish
  Develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media for the recruitment, enrollment and retention of these students
  *(See Enrollment Management Plan, Goal 2:7,16)*

- **Graduate Students**
Develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media for the recruitment, enrollment and retention of these students
(See Enrollment Management Plan, Goal 8:2,3,6)

STEAM Majors
Develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media for the recruitment, enrollment and retention of these students
(See Enrollment Management Plan, Goal 2:10 and Goal 5:2)

Develop integrated marketing and communications solutions utilizing advertising, broadcast, electronic, news, print and social media to engage parents of prospective and current students
(See Enrollment Management Plan, Goal 2:14)

Sub Goal 1.2:

Utilize advertising, broadcast, electronic, news, print and social media to: a) keep campus community informed, b) highlight university points of pride, c) encourage participation in “town and gown” community events, d) educate campus community about legislative priorities and) promote engagement in athletic, cultural and social events and activities by students, alumni, faculty and staff.

Action Items:

1.2.1. Create a Campus-wide Annual Calendar of Events for Major Events and Activities sponsored by the University, Schools and Departments (Web-based)

1.2.2. Develop a Visitor’s Guide

1.2.3. Develop a Campus Walking Tour
1.2.4. Develop a Virtual Campus Tour

1.2.5. Continue publishing University Publications: The Key, Rhythm and Hues and UMES Magazine

1.2.6. Update the UMES Coloring Book

1.2.7. Create a UMES Comic Book

1.2.8. Update Media Briefings (Constant Contact)

1.2.9. Develop a UMES App

1.2.10 Create a Social Media Street Team in the Fall of 2014. (We will work with the OUELL office to help identify students who can like, share and comment on our posts to social media sites as well as post about campus sanctioned events in a positive light to help grow our engagement with students on campus as well as prospective students.)

1.2.11 Utilize campus cable television station for campus-based marketing efforts

1.2.12 Incorporate electronic signage into overall marketing strategy for increasing awareness about campus events and activities

Sub Goal 1.3:

Utilizing the university’s “I CARE” customer service core values as a framework, promote a campus environment that is committed to outstanding customer service in each interaction with a guest or team member.

Action Item:

1.3.1. Launch Hawkspitality Campaign among students in Fall 2014
MARKETING AND COMMUNICATION PLAN: GOAL 2

Develop, implement and evaluate a marketing and communications program that advances the university’s mission by defining the university’s key messages and promoting the university’s brand as one of quality, relevance and excellence among internal and external constituents.
Sub Goal 2.1:

Lead the university’s efforts to maintain and advance the university’s brand identity, messaging and communications

Action Items:

2.1.1. Continue to work with SMA Licensing to police our brand

2.1.2. Update Visual Identity Guide (We will work toward a coordinated visual identity strategy to make sure that the academic logo appears not only on our printed materials, but also on University vehicles, buildings and signage, when appropriate)

2.1.3. Create Marketing Toolkit for employees (university power point, fact sheets, visitor’s guide, campus tour guide and boiler plate UMES description for use in press releases and remarks)

2.1.4. Offer marketing services to schools, administrators and departments

Sub Goal 2.2:

Utilizing data and feedback from focus groups, surveys, market research analysis and environmental scans, develop effective messaging that promotes the university’s brand in order to motivate and engage internal and external constituents.

Action Items:

2.2.1. Develop a marketing campaign theme- “THE ONE”
Sub Goal 2.3:

Utilizing the university’s strategic plan and priorities as framework, differentiate the university as a university of quality, relevance and excellence, particularly in our niche program areas, through face-to-face engagement and the use of advertising, broadcast, electronic, news, print and social media in order to increase the visibility of the university and it’s academic programs.

Action Item:

2.3.1. Launch marketing campaign in key geographic areas on the Eastern Shore, Maryland generally and selected states (African-American PRIDE Magazine, Salisbury Business Journal, Metropolitan, Coastal Living, for example)

2.3.2. Leverage opportunity to promote the university by coordinating UMES leadership participation in at least (10) speaking engagements throughout the Eastern Shore and Maryland generally.

2.3.3. Recruit and train at least (10) students and alumni to serve as ambassadors to share university message to legislative stakeholders.

2.3.4. Develop strategic partnership with the Town of Princess Anne by creating a campus footprint in the downtown district
MARKETING AND COMMUNICATION PLAN: GOAL 3

Develop, implement and evaluate an integrated marketing and communication program that highlights faculty, staff, alumni and student contributions to the university and their impact on our state, region and world.
Sub-goal 3.1:

Through Talon Media Group, lead collaborative efforts to establish a communicators network to advance the university’s brand identity.

Action Items:

3.1.1 Establish a Communicator’s Network, including, but not limited to, representatives from the following areas:
   - Athletics
   - Admissions and Recruitment
   - Career Services
   - Information Technology
   - Alumni Affairs
   - Development
   - Residence Life
   - Legislative Affairs
   - Community Engagement
   - Event Planning
   - Student Government Association
   - Faculty Assembly
   - UMES Senate

3.1.2 Conduct a full website audit to ensure we communicating relevant, current content.

3.1.3 Employ Google Analytics to analyze web traffic and site usage
Sub-Goal 3.2.

Collaborate with the university’s communicator’s network in order to promote the scholarly work, academic and professional achievement of the university’s faculty, staff, students and alumni through advertising, broadcast, electronic, news, print and social media in order to increase the visibility of the university.

Action Steps:

3.2.1. Create a faculty “expert” list in areas that may include, but are not limited to, the following:
   - Athletics
   - Agriculture
   - Business
   - Community Engagement
   - Pharmacy
   - Allied Health Professions
   - Education
   - Family and Consumer Science
   - Aviation
   - Construction Management
   - Renewable Energy
   - African-American History
   - STEAM
   - The Arts

3.2.2 Post faculty profiles on the web page to highlight the work of UMES faculty

3.2.3 Develop School brochures that include highlights of each school’s accomplishments
Sub Goal 3.3:

Work collaboratively with the Division of Institutional Advancement to promote and support the university’s fundraising efforts through advertising, broadcast, electronic, news, print and social media.

Action Steps:

3.3.1 Design UMES Foundation Annual Report
3.3.2 Design UMES Foundation Named Building/Room Brochure
3.3.3 Develop a video to promote philanthropy
3.3.4 Develop a “How to Give” brochure
MARKETING AND COMMUNICATION PLAN: GOAL 4

Develop, implement and evaluate a marketing and communications program that promotes engagement of key stakeholders, both internal and external, as a cornerstone of the university’s brand.
Sub-goal 4.1:

Utilizing the university’s goals and priorities as a framework, promote the university’s brand as one of quality, relevance and excellence, particularly in niche program areas through local, state, regional, and national advertising, broadcast, electronic, news, print and social media.

Action Steps:

4.1.1. Promote university in the Washington Metropolitan area and along the northeastern corridor between Baltimore and Philadelphia by purchasing at least three months of advertising that covers these areas.

4.1.2. Participate in, or sponsor/co-sponsor, at least twelve (12) community events throughout the Delmarva Peninsula

4.1.3 Participate in, or sponsor/co-sponsor, at least five (5) community events in Somerset County

4.1.4 Secure advertising in US News & World Report

4.1.5 Pitch at least 12 articles, stories, etc. to national publications or media outlets that highlight the university’s niche programs, faculty and/or students

4.1.6 Renew subscription to Meltwater, a social media monitoring tool

4.1.7 Pitch at least 24 articles, stories, etc. to local publications and media outlets that highlight the university’s niche programs, faculty and/or students

4.1.8 Pitch at least 24 articles, stories, etc. to Maryland publications and media outlets that highlight the university’s niche programs, faculty and/or students

4.1.9 Increase strategic use of mascot by securing at least fifteen (15) off-campus mascot appearances
Develop, implement and evaluate administrative, operational, and fiscal structures for a fully developed marketing and communications program that is responsive to the university’s needs.
Sub-goal 5.1:
Utilizing the university strategic goals and priorities as well as the university enrollment management plan as a framework, develop a budget for, and secure funding for the full implementation of the university's marketing and communications program.

Action Steps:

Sub Goal 5.2:
Conduct a perception study

Sub Goal 5.3:
Recruit, develop and retain a high-performing staff to implement the university's marketing and communications program.

Action Steps:

5.3.1 Obtain in-house graphic design services through partnership with Department of Fine Arts and/or by hiring a contractual graphic designer

5.3.2 Assign a dedicated staff person to the role of social media manager

5.3.3 Hire two (2) interns to assist with Talon Media Group
5.3.4 Hire or assign a staff person to serve as Event Coordinator for campus and community events

Sub Goal 5.4:
Develop and document policies and procedures to ensure the efficient and effective management of the university marketing and communication program and resources related thereto.

Action Steps:

5.4.1 Develop a social media policy
5.4.2 Create a Talon Media Group Policy Manual and Guidelines
5.4.3 Revise and updates standards relating to the university website
5.4.4 Develop a policy regarding use of photos
5.4.5 Develop a policy regarding management of media relations
5.4.6 Work with the Department of Public Safety to review and update, as necessary, the university’s crisis communication protocol
5.4.7 Work with the Department of Public Safety to develop marketing materials and protocols for the implementation of a university-wide security awareness program

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1 Events and events coordination have long been used as a marketing activity. Having prospective students and their families onto campus is the first major step in bringing them here as students, but there are also many other groups including influencers (distinguished family friends, government officials, community leaders, etc…) who frequently have input into that decision process.

UMES can make a wonderful first impression if we have a planner who can navigate community members through the event planning process here. He/she will be responsible for assisting in planning and executing special events anywhere on campus. This person will also assist in ensuring flawless customer service (Hawkspitality) and we know that first impression goes a long way.
UMES seeks to be the number ONE choice for students.

Each student is unique. There is no ONE like them.

When we recruit students, we are looking for the ONE that fits our desired student profile, and so we ask the question, “Are you THE ONE?”

We are a diverse campus, but out of many, we are ONE. (E Pluribus Unum)

Number One, or Numero Uno, translates well into Spanish. Everyone will get it.

One of the perceptions of UMES and other HBCUs is the feeling that we are like a family. We are a unit working together, as ONE.

Our “I CARE” customer service core values are rooted in the belief that everyONE matters and that everyONE within our community must act with integrity, commitment, accountability, respect and excellence.

With fundraising and community engagement, ONE person can make a difference.

Commencement speaker John Lewis talked about us living as ONE in his speech to the class of 2014. As it relates to our town and gown relationship, though railroad tracks divide us, we are ONE TOWN.

“I AM ONE. I CANNOT DO ALL THINGS, BUT STILL I CAN DO SOME THINGS. I WILL NOT REFUSE TO DO THE SOME THING I CAN DO.”- Helen Keller

EVERYONE.
As suggested in the strategy section, our marketing efforts will need to remain agile. We will constantly evaluate the success of social and web efforts adjusting messaging and placement.

“The One” campaign seeks to also incorporate messages of motivation, caring and empowerment of our students and staff. We will reiterate why they are each THE ONE that makes a difference to our university community.²

² In addition, once a full creative team is in place, TMG wants to explore the possibilities of focusing on the ME and/or the US in UMES. Done with appropriate graphics we can play on the university’s student-centered approach by making it about “ME” the student as well as the University’s global student base and wide-reaching research activities, making it more about “US” as a people achieving goals.

If we choose to focus on the ME in UMES – The campaign would feature students from different schools across campus explaining to others why the program they chose is perfect for them. An example may be: “The Pharmacy program at UMES is perfect for ME because the faculty are so experienced and involved. I know I am getting an excellent education!”

OR

Continuing to focus on the ME in UMES – “At UMES, it’s all about ME! I choose my classes, my extra-curricular activities and my path knowing I am fully supported by experienced faculty and staff!”

If we choose to try to incorporate both the ME and the US, an option may be: “At UMES, it’s about ME and about US! I am able to gain a global perspective on my studies in Agricultural Research while working right here on the campus farm – That works for ME and it’s great for all of US.”

Any of these scenarios can make for good video, good visuals and excellent messaging opportunities, but require additional human resources.

Launching a full scale campaign will take at least six months to plan and two years to execute. In the best case scenario a baseline perceptions study will be conducted among the target audience(s) and in two years a second perception study will take place. If we are effective our positive perception will have increased as will awareness and preference.

Accomplishing a campaign roll-out will require a full time graphic designer who is experienced with print and digital campaigns and an administrative support person to assist with keeping track of budget and expenditures.
According to a CASE/Lipman Hearne study in 2010, a mid-sized university (2,000-5,999 students) has a median marketing budget of $800,000. NIIT suggests 1% - 3.5% of overall operating budget. While there are no hard and fast numbers, all recent studies suggest that marketing spending in higher education is on the rise. This reminds us that we are already at a great disadvantage among our competitors.

Making an impact with a small budget requires use of social media and web strategies as indicated.
Marketing Goal 1:

Marketing and Communication Goal 1: Utilize integrated media in order to promote and enhance the university’s brand and reinforce the university’s “I CARE” core values in a way that supports a positive campus environment and positively impacts recruitment, enrollment and retention through graduation.

UMES GOAL 3: Promote and sustain a campus environment that supports a high quality of life and learning that positively impacts retention through graduation and produces knowledgeable and culturally competent citizens able to lead effectively and compete globally.

<table>
<thead>
<tr>
<th>Sub Goal</th>
<th>Objective</th>
<th>Indicator Baseline</th>
<th>Indicator Target</th>
<th>Action Steps</th>
<th>Budget</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Goal 1.1</td>
<td>Utilizing the University’s Enrollment Management Plan as a guide, develop</td>
<td>Give students a welcoming message from the President</td>
<td>None exists</td>
<td>1.1.1. Video from president to newly admitted students</td>
<td>$2,000</td>
<td>Spring 15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Raise visibility of UMES as a first choice</td>
<td>Focus groups determine UMES is second choice or fallback</td>
<td>1.1.2. Inventory all admission and recruitment materials and develop revised materials, as follows:</td>
<td>TBD</td>
<td>Spring 15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>New focus groups in Fall 15</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


## Sub Goal 1.2:

Utilize advertising, broadcast, electronic, news, print and social media to: a) keep campus community informed, b) highlight university points of pride, c) encourage participation in “town and gown” community events, d) educate campus community about legislative priorities and e) promote engagement in athletic, cultural and social events and activities by students, alumni, raise visibility of the university both locally & regionally, increase interaction between town and university, raise awareness of campus activities among constituents, To reach a new, younger demographic to make them aware of UMES earlier in the recruitment lifecycle, To make them easier to read & track, app will allow more information, in progress.

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
<th>Description</th>
<th>Cost</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a Campus-wide Annual Calendar of Events for Major Events and Activities sponsored by the University, Schools and Departments (Web-based)</td>
<td>In progress</td>
<td>To utilize calendar</td>
<td></td>
<td>Spring 15</td>
</tr>
<tr>
<td>Develop a Visitor's Guide</td>
<td>In progress</td>
<td>Visitors Guides in use across campus Use of tour demonstrated Demonstrated views of tour Publishing schedule developed and adhered to</td>
<td>$2,500</td>
<td>Summer 14</td>
</tr>
<tr>
<td>Develop a Campus Walking Tour</td>
<td>Does not exist</td>
<td></td>
<td>$2,500</td>
<td>Summer 15</td>
</tr>
<tr>
<td>Develop a Virtual Campus Tour</td>
<td>Does not exist</td>
<td></td>
<td>$4,500</td>
<td>Summer 15</td>
</tr>
<tr>
<td>Continue publishing University Publications: The Key, Rhythm and Hues and UMES Magazine &amp; Annual Report</td>
<td>Sporadic scheduling</td>
<td></td>
<td>$75,000</td>
<td>Fall 14 &amp; Ongoing</td>
</tr>
<tr>
<td>Update the UMES Coloring Book</td>
<td>Outdated information</td>
<td></td>
<td>$5,000</td>
<td>Summer 14</td>
</tr>
<tr>
<td>Create a UMES Comic Book</td>
<td>Current brief via email</td>
<td></td>
<td></td>
<td>Fall 14</td>
</tr>
<tr>
<td>Update Media Briefings (Constant Contact)</td>
<td>In progress</td>
<td></td>
<td></td>
<td>Fall 14</td>
</tr>
<tr>
<td>Develop a UMES App</td>
<td>Does not exist</td>
<td></td>
<td></td>
<td>Summer 14</td>
</tr>
<tr>
<td>Social Media Street Team</td>
<td>Does not exist</td>
<td></td>
<td></td>
<td>Fall 14</td>
</tr>
</tbody>
</table>
faculty and staff; quickly on a mobile device SMST will help spread the word about UMES among our target demographic. Campus TV can help provide targeted content. Signage will assist us in communicating with the campus community.

Not currently in use by marketing/all programming by IT. No electronic signage in use on campus. Established relationship to plan programming. Signage installed and utilized.

1.2.11 Utilize campus cable television station for campus based marketing efforts.

1.2.12 Incorporate electronic signage into overall marketing strategy for increasing awareness about campus events and activities.

Spring 15

Sub Goal 1.3:

Utilizing the university's "I CARE" customer service core values as a framework, promote a campus environment that is committed to outstanding customer service.

Better customer service across.

Customer service is not consistent. Fewer complaint cards/emails.

1.3.1. Launch Hawkspitality Campaign among students in Fall 2014. TBD. Fall 2014.
Marketing and Communication Goal 2: Develop, implement and evaluate a marketing and communications program that advances the university’s mission by defining the university’s key messages and promoting the university’s brand as one of quality, relevance and excellence among internal and external constituents.

UMES GOAL 1: Develop, strengthen, and implement academic programs that are responsive to the UMES mission and are systematically reviewed for sustained quality, relevance, and excellence to meet the challenges of a highly competitive and global workforce.

<table>
<thead>
<tr>
<th>Sub Goal</th>
<th>Objective</th>
<th>Indicator</th>
<th>Indicator Target</th>
<th>Action Steps</th>
<th>Budget</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Lead the university’s efforts to maintain and advance the brand identity, messaging &amp; communications.</td>
<td>Manage products using UMES name for profit Currently working with SMA</td>
<td>More diligence in tracking down offenders</td>
<td>2.1.1 Continue to work with SMA Licensing to police our brand</td>
<td>Ongoing</td>
<td>December 14</td>
<td></td>
</tr>
<tr>
<td>Task Description</td>
<td>Status</td>
<td>Deliverable</td>
<td>Deadline</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Create easy to use tools (Power Point, Word, etc...) for UMES staff and faculty to use.</td>
<td>Does not exist</td>
<td>Review of materials to show consistency</td>
<td>December 14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create consistent look and voice in all materials</td>
<td>Does not exist</td>
<td>Number of calls for assistance with campus projects</td>
<td>Immediate &amp; ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.3 Create Marketing Toolkit for Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.4 Offer marketing services to schools, administrators &amp; departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Utilizing data and feedback from focus groups, surveys, market research and environmental scans, develop effective messaging that promotes the university's brand in order to motive and engage internal and external constituents</td>
<td>Engage our audiences with messages that resonate with them</td>
<td>Fragmented information and fragmented, often outdated, messaging</td>
<td>Fall 14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.1 Develop a marketing campaign theme around “The One”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Utilizing the university's</td>
<td>To be The One choice for our students</td>
<td>No cohesive marketing message</td>
<td>Fall 14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
strategic plan and priorities as framework, differentiate the university as one of quality, relevance and excellence, particularly in our niche program areas, through face-to-face engagement and the use of advertising, electronic, news, print and social media in order to increase the viability of the university and its academic programs.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
<th>Cost</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>To have a cohesive campaign using the same message across various platforms</td>
<td>Does not exist</td>
<td></td>
<td>Fall/Winter 14</td>
</tr>
<tr>
<td>Creating &amp; tracking advertising across platforms</td>
<td></td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>2.3.1 Launch marketing campaign in key geographic areas on the Eastern Shore, Maryland generally and selected states (African American PRIDE Magazine, Salisbury Business Journal, Coastal Living, for example.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilize leaders as spokespersons for the University</td>
<td>No formal requirement</td>
<td></td>
<td>Fall 14</td>
</tr>
<tr>
<td>Tracking speaking engagements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.2 Leverage opportunity to promote the university by coordinating UMES leadership participation in at least 10 speaking engagements through the Eastern Shore and Maryland.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilize students and alumni as spokespersons for the University</td>
<td>No current formal structure</td>
<td></td>
<td>Fall 14</td>
</tr>
<tr>
<td>Track engagements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.3 Recruit &amp; train at least 10 students and alumni to serve as ambassadors to share university messages to legislative stakeholders.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen</td>
<td>Working to</td>
<td></td>
<td>Fall 14</td>
</tr>
<tr>
<td>Store opening?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.4 Develop strategic partnerships</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Marketing Goal 3:

Marketing and Communication Goal 3: Utilize integrated media in order to develop, implement and evaluate an integrated marketing and communication program that highlights faculty, staff, alumni and student contributions to the university and their impact on our state, region and world.

UMES GOAL 2: Enhance university infrastructure to advance productivity in research, economic development, technology development and transfer; contribute to an enhanced quality of life in Maryland; and facilitate sustainable domestic and international economic development and competitiveness.

<table>
<thead>
<tr>
<th>Sub Goal</th>
<th>Objective</th>
<th>Indicator</th>
<th>Indicator Target</th>
<th>Action Steps</th>
<th>Budget</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Through Talon Media Group, lead collaborative efforts to establish a communicators network to advance the university’s brand identity</td>
<td>Work as a team to communicate cohesive messages about UMES</td>
<td>Disparate</td>
<td>Meet 1x per semester to start</td>
<td>3.1.1 Establish a Communicator’s Network with key representatives from across campus</td>
<td>$25,000</td>
</tr>
</tbody>
</table>
### 3.1 Conduct a full website audit to ensure we are communicating relevant, current content.

**Current, useful content across UMES web**

**Disparate**

<table>
<thead>
<tr>
<th>3.1.2 Conduct a full website audit to ensure we are communicating relevant, current content.</th>
<th>$6,000</th>
<th>Summer 2014</th>
</tr>
</thead>
</table>

**Useful intel about web visitors**

**Some availability: not formal reporting**

<table>
<thead>
<tr>
<th>3.1.3 Employ Google Analytics to analyze website traffic and site usage.</th>
<th>Summer 2014</th>
</tr>
</thead>
</table>

### 3.2 Collaborate with the university's Communicator's Network in order to promote the scholarly work, academic and professional achievement of the university’s faculty, staff, students and alumni through advertising, broadcast, electronic, news, print and social media in order to increase the visibility of the university.

**Utilize willing faculty as spokespersons for the University to gain publicity for the University and their departments**

<table>
<thead>
<tr>
<th>3.2.1 Create a faculty “expert” list in specific areas</th>
<th>Spring 15</th>
</tr>
</thead>
</table>

| 3.2.2 Post faculty profiles on the web page to highlight the work of UMES faculty | TBD | Fall 15 |

<table>
<thead>
<tr>
<th>3.2.3 Develop School brochures that</th>
<th>$16,000</th>
<th>Winter 14</th>
</tr>
</thead>
</table>

**Create cohesive**

| Does not exist | Project in progress |
marketing materials for each school | include highlights of each school’s accomplishments

| 3.3 Work with the Division of Institutional Advancement to promote and support the university’s fundraising efforts through advertising, broadcast, electronic, news, print and social media. | To be sure Foundation promotion and messaging matches university-wide | Does not exist | Create, produce and share Foundation mission and objectives | 3.3.1 Design UMES Foundation Annual Report | $25,000 | Fall 15

| Raise awareness of major gift opportunities | Does not exist | Creation of brochure | 3.3.2 Design UMES Foundation Named Building/Room Brochure | $4,500 | Fall 15

| Raise awareness of giving opportunities | Project in progress | Video creation and sharing | 3.3.3 Develop a video to promote philanthropy | $5,000 | Fall 14

| Raise awareness of ways to give to the University | Does not exist | Creation of brochure | 3.3.4 Develop a “How to Give” brochure | $4,500 | Fall 15
**Marketing Goal 4:**

Marketing and Communication Goal 4: Develop, implement and evaluate a marketing and communications program that promotes engagement of key stakeholders, both internal and external, as a cornerstone of the university’s brand.

UMES GOAL 4: Improve academic and administrative systems to facilitate learning, discovery and community engagement; to gain national and international eminence.

<table>
<thead>
<tr>
<th>Sub Goal</th>
<th>Objective</th>
<th>Indicator Baseline</th>
<th>Indicator Target</th>
<th>Action Steps</th>
<th>Budget</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Utilizing the university’s goals and priorities as a framework, promote the university’s brand as one of quality.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Task Description</td>
<td>Current Status</td>
<td>Responsible Campaign(s)</td>
<td>Budget</td>
<td>Due Date</td>
<td></td>
<td></td>
</tr>
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<td></td>
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</tr>
<tr>
<td>To raise awareness of the University in major metropolitan areas where population and target demographics are favorable.</td>
<td>None exists</td>
<td>Advertising 4.1.1 Promote UMES in the Washington Metropolitan area and along the northeastern corridor between Baltimore &amp; Philadelphia by purchasing at least three month of advertising that covers these areas.</td>
<td>$50,000</td>
<td>Fall 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To raise awareness of UMES regionally.</td>
<td>In progress</td>
<td>Event sponsorships 4.1.2 Participate in, or sponsor/co-sponsor at least 12 community events throughout Delmarva</td>
<td>$15,000</td>
<td>Fall 15-Spring 16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To raise awareness of UMES locally.</td>
<td>In progress</td>
<td>Event sponsorships 4.1.3 Participate in or sponsor/co-sponsor at least 5 community events in Somerset County</td>
<td>$5,000</td>
<td>Fall 14 – Spring 15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To raise awareness of the University.</td>
<td>Random</td>
<td>Advertising 4.1.4 Secure advertising in U.S. News &amp; World Report</td>
<td>$30,000</td>
<td>Winter 15/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To raise awareness of niche programs nationally.</td>
<td>Random</td>
<td>Articles appear in print/online 4.1.5 Pitch at least 12 articles, stories to national publication or media outlets that highlight the university’s niche programs, faculty and/or students.</td>
<td></td>
<td>Fall 14-Spring 15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Track news appearances in print and online.</td>
<td>In progress</td>
<td>Daily reports 4.1.6 Renew subscription to Meltwater, a social media and news monitoring tool</td>
<td>$4,000</td>
<td>Fall 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raise awareness locally.</td>
<td>In progress</td>
<td>Articles appear in print/online 4.1.7 Pitch at least 24 articles, stories to local publication and media outlets that highlight the university’s niche programs, faculty and/or students.</td>
<td></td>
<td>Fall 2014-Spring 2015</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

relevance and excellence, particularly in niche program areas through local, state, regional and national advertising, broadcast, electronic, news, print and social media.
<table>
<thead>
<tr>
<th>Raise awareness regionally</th>
<th>In progress</th>
<th>Articles appear in print/online</th>
<th>4.1.8 Pitch at least 24 articles, stories, etc. to Maryland publications and media outlets that highlight the university’s niche programs, faculty and/or students.</th>
<th>Fall 2014-Spring 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise the University profile in the local community</td>
<td>Disparate</td>
<td>Track appearances</td>
<td>4.1.9 Increase strategic use of mascot by securing at least 15 off-campus mascot appearances.</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

Marketing Goal 5:

Marketing and Communications Goal 5: Develop, implement and evaluate administrative, operational, and fiscal structures for a fully developed marketing and communications program that is responsive to the university’s needs.

UMES GOAL 5: Efficiently and effectively manage the resources of the University and aggressively pursue public and private resources to support the enterprise.
<table>
<thead>
<tr>
<th>Sub Goal</th>
<th>Objective</th>
<th>Indicator</th>
<th>Indicator Target</th>
<th>Action Steps</th>
<th>Budget</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Utilizing the university’s strategic goals and priorities as well as the university enrollment management plan as a framework, develop a budget for, and secure funding for the full implementation of the university’s marketing and communications program</td>
<td>To demonstrate opportunities to promote the University in a way not previously attempted</td>
<td>No plan in place</td>
<td>Plan written and submitted Summer 2014</td>
<td>5.1.1 Creation of a full marketing and communication plan</td>
<td></td>
<td>Summer 14</td>
</tr>
<tr>
<td>5.2 Conduct a Consumer Perception Study</td>
<td>To learn what our prospective students and parents think of UMES</td>
<td>Not previously attempted</td>
<td>Discussions taking place with specialty firms</td>
<td>5.2.1 Retain a specialized firm to conduct a full Consumer Percepcion Study to give us a baseline of what our constituents believe are our strengths and weaknesses</td>
<td>$30,000</td>
<td>Fall 2014</td>
</tr>
<tr>
<td>5.3 Recruit, develop and retain a high-performing staff to implement the university’s marketing and communications program</td>
<td>Disparate in-house/Freelance designers in use</td>
<td>Cohesive look and quick-turnaround</td>
<td>5.3.1 Obtain in-house graphic design services through partnership with the Department of Fine Arts and/or by hiring a contractual graphic designer</td>
<td>5.3.2 Assign a dedicated staff person to the role of social media manager</td>
<td>$45,000</td>
<td>Summer 15</td>
</tr>
<tr>
<td></td>
<td>To have a full FTE to handle, track and report on social media</td>
<td>Part of an FTE is currently use</td>
<td>FTE assigned</td>
<td>5.3.3 Hire two interns to assist with Talon</td>
<td>$5,000</td>
<td>Fall 2014</td>
</tr>
<tr>
<td></td>
<td>Utilize available</td>
<td>Interns selected</td>
<td>5.3.3 Hire two interns to assist with Talon</td>
<td>5.3.3 Hire two interns to assist with Talon</td>
<td>$5,000</td>
<td>Fall 2014</td>
</tr>
<tr>
<td>Task</td>
<td>Currently in Use</td>
<td>Signed on</td>
<td>Media Group</td>
<td></td>
<td></td>
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<tr>
<td><strong>5.3.4 Hire or assign a staff person to serve as Event Coordinator</strong></td>
<td>currently in use</td>
<td>and signed on</td>
<td>Media Group</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task</th>
<th>Currently in Use</th>
<th>Signed on</th>
<th>Media Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4 Develop and document policies and procedure to ensure the efficient and effective management of the university marketing and communication program and resources related thereto.</td>
<td>Have a social media policy in place for employees</td>
<td>Draft submitted</td>
<td>Policy to be announced and in effect</td>
</tr>
<tr>
<td></td>
<td>Does not exist</td>
<td>Policies, guidelines and manual to be created</td>
<td>Spring 15</td>
</tr>
<tr>
<td></td>
<td>Policies to be announced and in effect</td>
<td>Spring 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.1 Develop a social media policy</td>
<td>Spring 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.2 Create a Talon Media Group Policy Manual and Guidelines</td>
<td>Summer 15</td>
<td></td>
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<tr>
<td></td>
<td>5.4.3 Revise and update the standards relating to the university website</td>
<td>Summer 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.4 Develop a policy regarding use of photos</td>
<td>Summer 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4.5 Develop a policy regarding the management of media relations</td>
<td>Spring 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Does not exist</td>
<td>Policy to be written and announced</td>
<td>Summer 15</td>
</tr>
<tr>
<td></td>
<td>Does not exist</td>
<td>Policy to be written and announced</td>
<td>Summer 15</td>
</tr>
<tr>
<td></td>
<td>Does not exist</td>
<td>Policy to be written and announced</td>
<td>Spring 15</td>
</tr>
<tr>
<td></td>
<td>Does not exist</td>
<td>Policy to be written and announced</td>
<td>Spring 15</td>
</tr>
<tr>
<td></td>
<td>Does not exist</td>
<td>Policy to be written and announced</td>
<td>Spring 15</td>
</tr>
<tr>
<td>Interactions with media personnel</td>
<td>Meetings ongoing</td>
<td>Meetings ongoing</td>
<td>5.4.6 Work with the Department of Public Safety to review and update, as necessary, the university's crisis communications protocol</td>
</tr>
<tr>
<td>----------------------------------</td>
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<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>To have at the ready a crisis communication plan to be used as a resource in the event of an emergency</td>
<td>Does not exist</td>
<td>Campaign to be created</td>
<td>5.4.7 Work with the Department of Public Safety to develop marketing materials and protocols for the implementation of a university-wide security awareness program.</td>
</tr>
<tr>
<td>To create a Hawk-Eye campaign to promote security initiatives and security awareness around campus</td>
<td>Does not exist</td>
<td>Video to be created and housed in Blackboard</td>
<td>5.4.8 Work with the Department of Human Resources to develop a new employee orientation video.</td>
</tr>
</tbody>
</table>