



IMPACT 2018

A STRATEGIC VISION FOR
South Dakota State University®

University Marketing
and Communications

STRATEGIC PLAN

July 1, 2013



MISSION

South Dakota State University provides a rich academic experience in an environment of inclusion and access through inspired, student-centered education; creative activities; and research, innovation and engagement that improve the quality of life in South Dakota, the region, the nation and the world.

VISION

As a leading land-grant university, South Dakota State University will champion the public good through engaged learning, bold and innovative research and creative activities, and stewardship within a global society.

CORE VALUES

South Dakota State University is committed to:

- Excellence in learning, discovery and engagement;
- Passion for the institutional mission;
- Improved quality of life for the people and communities of South Dakota, the nation and the world;
- Appreciation for academic, scientific and humanitarian achievements;
- Curiosity and innovation;
- Acceptance and embracement of diverse cultures and perspectives;
- Civility, integrity and trustworthiness;
- Transparency in decision-making and information sharing;
- Fiscal and programmatic accountability; and
- Economic and environmental sustainability.

UNIVERSITY MARKETING AND COMMUNICATIONS MISSION STATEMENT

University Marketing and Communications is the primary communications and marketing organization for South Dakota State University. Marketing and Communications enhances and protects SDSU's institutional reputation, advances and strengthens the university's brand, encourages community engagement, and reinforces the university's relevance in the lives of key target audiences, including current and prospective students, alumni, donors, friends, and faculty and staff.

UNIVERSITY STRATEGIC GOAL 1: Promote academic excellence through quality programs, engaged learners and an innovative teaching and learning environment.

University Marketing and Communications Strategic Goal 1:

Develop and execute integrated marketing and communications programs that help achieve the university's overall target enrollment for a diverse, high-quality student body and student success.

- Utilize institutional goals and priorities for enrollment and academic programs as a framework for communications and marketing work products.
- Employ news promotions, publications, and web and other electronic communications to enhance the visibility of academic and student-focused programs and the university's commitment to an innovative teaching and learning environment.
- Create and support a positive campus experience that encourages student recruitment, enrollment and retention.
- Develop effective research tools for engaging and motivating target audiences and to define key messages.
- Collaborate in the development, creation and application of integrated communications strategies to support student recruitment marketing and advertising products.

UNIVERSITY STRATEGIC GOAL 2: Generate new knowledge, encourage innovations and promote artistic and creative works that contribute to the public good and result in social, cultural or economic development for South Dakota, the region, the nation and the world.

University Marketing and Communications Strategic Goal 2:

Develop and execute integrated marketing and communications program that promote, enhance and broaden awareness of the quality, scope and impact of research, scholarship and creative activity.

- Utilize institutional goals and priorities for research, scholarship and creative activities as a framework for communications and marketing work products.
- Employ news promotions, publications, and web and other electronic communications to enhance the visibility of the research, scholarship and creative activities of students, faculty and professional staff.

- Collaborate in the development, creation and execution of integrated communications strategies to support research, scholarship and creative activities.

UNIVERSITY STRATEGIC GOAL 3: Extend the reach and depth of the university by developing strategic programs and collaborations.

University Marketing and Communications Strategic Goal 3:

Develop, execute and assess integrated strategic marketing and communications programs, both internal and external, that strengthen, promote and protect South Dakota State University's brand identity, relevance, accomplishments and excellence.

- Lead the collaborative process to maintain and advance the university's brand identity through messaging, identity and communication design and execution.
- Utilize institutional goals, strategies and priorities for communications and marketing work products that support extending the reach and depth of the university.
- Utilize research-based decision-making processes to inform media and message decisions for promoting South Dakota State University's brand, institutional reputation, community engagement and engaging key stakeholders.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to brand and differentiate the university as a leading land-grant, research-intensive university.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to illustrate the contributions of students, faculty, staff and alumni to the creation of knowledge that solves the complex problems of today and contributes to the cultural, social and economic well-being of the state, the region and the world.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to promote excellence and traditions, university pride, and to encourage participation in university celebrations, and educational, cultural and intercollegiate athletic events by alumni, faculty, staff, students and the citizens of South Dakota and the region.

- Collaborate with the SDSU Foundation through new promotions, publications, marketing and advertising programs and web and other electronic communications to promote and support university fundraising efforts.
- Utilize social media, networks and new technologies to articulate the university's position as a leading land grant, research-intensive institution.
- Champion the university's brand and strengthen and enforce South Dakota State's graphic identity standards and related policies in print and electronically.
- Protect and sustain the university's reputation through effective issue and crisis management strategies.

UNIVERSITY STRATEGIC GOAL 4: Secure human and fiscal resources to ensure high performance through enhanced financial, management and governance systems.

University Marketing and Communications Strategic Goal 4: Develop, execute and assess University Marketing and Communications administrative and operational structures and processes in alignment with the university's strategic goals.

- Explore and adopt new technologies and project management systems that will maximize available resources and allocation of funding streams, implementation and effectiveness of action plans, improve performance and promote sustainable solutions.
- Recruit, retain and develop a high-performing, diverse professional staff.
- Provide marketing, communications and branding consultation services and other resources to the university community.
- Develop, document and implement processes and procedures to ensure effective and efficient work-flow and continuous improvement.
- Maintain cost-effective services to the campus community that includes in-house graphic design, printing and distribution.
- Maintain an effective and efficient trademark that generates maximum revenues while adhering to the university brand and graphic design standards.

UNIVERSITY STRATEGIC GOAL 1: PROMOTE ACADEMIC EXCELLENCE THROUGH QUALITY PROGRAMS, ENGAGED LEARNERS AND AN INNOVATIVE TEACHING AND LEARNING ENVIRONMENT.

University Marketing and Communications Strategic Goal 1: Develop and execute integrated marketing and communications programs that help achieve the university's overall target enrollment for a diverse, high-quality student body and student success.

ACTION STEPS:

- Utilize institutional goals and priorities for enrollment and academic programs as a framework for communications and marketing work products.
- Employ news promotions, publications, and web and other electronic communications to enhance the visibility of academic and student-focused programs and the university's commitment to an innovative teaching and learning environment.
- Create and support a positive campus experience that encourages student recruitment, enrollment and retention.
- Develop effective research tools for engaging and motivating target audience and to define key messages.
- Collaborate in the development, creation and application of integrated communications strategies to support student recruitment marketing and advertising products.

University Marketing and Communications Strategic Goal 1: Develop and execute integrated marketing and communications programs that help achieve the university's overall target enrollment for a diverse, high-quality student body and student success.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Utilize institutional goals and priorities for enrollment and academic programs as a framework for communications and marketing work products	Responsive/reactive communications	Evaluate all communications to determine how they support SDSU's mission and the goals of IMPACT 2018	Director, University Marketing & Communications Managers of UMC units	
Employ news promotions, publications, and web and other electronic communications to enhance the visibility of academic and student-focused programs and the university's commitment to an innovative teaching and learning environment	Communications support in response to requests	Collaborate with colleges and other core units to draft strategic communications plans, linked to goals and outcomes of IMPACT 2018 Assist each college or unit with drafting a strategic communications plan for their area Provide nametags, programs and publicity for Faculty Excellence event; photograph event; provide PowerPoint support	Director, University Marketing & Communications Managers of UMC units	
Create and support a positive campus experience that encourages student recruitment, enrollment and retention	Established relationships and College Communicators group formed	Increase participation in College Communicators group to include a broader University Marketing and Communications presence and regular attendance of at least one representative from each college to produce more integrated and strategic communications	Manager, Strategic Communications	
Develop effective research tools for engaging and motivating target audience and to define key messages	Basic analytics from Meltwater and Facebook	Implement an analytics project in cooperation with IT, the incoming web team, and existing University Relations units (Creative Services and Strategic Communications) in order to determine the most efficient and effective use of communications resources	Director, University Marketing & Communications Managers of UMC units	
Collaborate in the development, creation and application of integrated communications strategies to support student recruitment marketing and advertising products	Communications based on past editorial calendars, experience	Consolidate college and unit strategic communications plans into a universitywide strategic communications plan	Director, University Marketing & Communications Managers of UMC units	

UNIVERSITY STRATEGIC GOAL 2: GENERATE NEW KNOWLEDGE, ENCOURAGE INNOVATIONS AND PROMOTE ARTISTIC AND CREATIVE WORKS THAT CONTRIBUTE TO THE PUBLIC GOOD AND RESULT IN SOCIAL, CULTURAL OR ECONOMIC DEVELOPMENT FOR SOUTH DAKOTA, THE REGION, THE NATION AND THE WORLD.

University Marketing and Communications Strategic Goal 2: Develop and execute integrated marketing and communications program that promote, enhance and broaden awareness of the quality, scope and impact of research, scholarship and creative activity.

ACTION STEPS:

- Utilize institutional goals and priorities for research, scholarship, and creative activities as a framework for communications and marketing work products.
- Employ news promotions, publications, and web and other electronic communications to enhance the visibility of the research, scholarship and creative activities of students, faculty and professional staff.
- Collaborate in the development, creation and execution of integrated communications strategies to support research, scholarship, and creative activities.

University Marketing and Communications Strategic Goal 2: Develop and execute integrated marketing and communications program that promote, enhance and broaden awareness of the quality, scope and impact of research, scholarship and creative activity.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Utilize institutional goals and priorities for research, scholarship, and creative activities as a framework for communications and marketing work products	Primarily an identity campaign	Analyze the success of SDSU's marketing campaigns over the past three years and submit proposal for next three years	Director, University Marketing & Communications	
Employ news promotions, publications, and web and other electronic communications to enhance the visibility of the research, scholarship and creative activities of students, faculty and professional staff	Soft launched IMPACT State newsletter and PDF on InsideState site	Official launch of and published schedule for IMPACT State; implementation of public IMPACT State website	Manager, Strategic Communications Manager, Web & New Media Unit	
Collaborate in the development, creation and execution of integrated communications strategies to support research, scholarship, and creative activities	Many standalone communications "products"	<p>Return fact book to once-a-year schedule and redesign; post on website</p> <p>Link annual legislative budget brochure to IMPACT 2018; same for Extension/Experiment Station report</p> <p>Support Office of Research efforts to gain funding for projects by raising the visibility of SDSU research via production of two research-focused publications a year and/or by publicizing grants received</p> <p>Support Agricultural Experiment Station efforts to publicize their work by creating content for their new annual research report (published as an insert in ABS publication Growing South Dakota)</p> <p>Produce new engineering research report to raise the visibility of engineering research at SDSU among peers and private companies</p>	<p>Director, University Marketing & Communications</p> <p>Managers of UMC units</p>	

UNIVERSITY STRATEGIC GOAL 3: EXTEND THE REACH AND DEPTH OF THE UNIVERSITY BY DEVELOPING STRATEGIC PROGRAMS AND COLLABORATIONS.

University Marketing and Communications Strategic Goal 3: Develop, execute and assess integrated strategic marketing and communications programs, both internal and external, that strengthen, promote and protect South Dakota State University's brand identity, relevance, accomplishments and excellence.

ACTION STEPS:

- Lead the collaborative process to maintain and advance the university's brand identity through messaging, identity and communication design and execution.
- Utilize institutional goals, strategies and priorities for communications and marketing work products that support extending the reach and depth of the university.
- Utilize research-based decision-making processes to inform media and message decisions for promoting South Dakota State University's brand, institutional reputation, community engagement, and engaging key stakeholders.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to brand and differentiate the university as a leading land-grant, research-intensive university.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to illustrate the contributions of students, faculty, staff and alumni to the creation of knowledge that solves the complex problems of today and contributes to the cultural, social and economic well-being of the state, the region and the world.
- Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to promote excellence and traditions, university pride, and to encourage participation in university celebrations, and educational, cultural and intercollegiate athletic events by alumni, faculty, staff, students and the citizens of South Dakota and the region.
- Collaborate with the SDSU Foundation through new promotions, publications, marketing and advertising programs and web and other electronic communications to promote and support university fundraising efforts.
- Utilize social media, networks and new technologies to articulate the university's position as a leading land grant, research-intensive institution.
- Champion the university's brand and strengthen and enforce South Dakota State's graphic identity standards and related policies in print and electronically.
- Protect and sustain the university's reputation through effective issue and crisis management strategies.

University Marketing and Communications Strategic Goal 3: Develop, execute and assess integrated strategic marketing and communications programs, both internal and external, that strengthen, promote and protect South Dakota State University's brand identity, relevance, accomplishments and excellence.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Lead the collaborative process to maintain and advance the university's brand identity through messaging, identity and communication design and execution	Current working relationships	Meet with each college or unit and representatives of UMC in order to identify, evaluate and address their communications needs for the coming year	Director, University Marketing & Communications Managers of UMC units	
Utilize institutional goals, strategies and priorities for communications and marketing work products that support extending the reach and depth of the university		<p>Link news, publications and communications to goals of IMPACT 2018</p> <p>Write, distribute, tag and post to the web and average of one news release per day that links to IMPACT 2018</p> <p>Successfully pitch at least two stories a month to local and regional media to highlight initiatives and work being undertaken at SDSU</p> <p>Work with University Event Planner to assure publicity and coverage of outreach events, including Brookings Day at the legislature, On the Road, Town & Gown meetings and townhalls, and to produce materials for public distribution</p>	<p>Director, University Marketing & Communications</p> <p>Managers of UMC units</p>	
Utilize research-based decision-making processes to inform media and message decisions for promoting South Dakota State University's brand, institutional reputation, community engagement, and engaging key stakeholders	Regularized publications schedule	<p>Establish magazine/news sites on the web that will include current content and archived content (published from academic year 2012-13 and forward)</p> <p>Develop strategic proposal to consolidate existing magazines and newsletters into expanded versions of STATE and IMPACT State</p> <p>OCR and make available and searchable existing PDF copies of magazines and newsletters</p>	<p>Director, University Marketing & Communications</p> <p>Managers of UMC units</p>	

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to brand and differentiate the university as a leading land-grant, research-intensive university		<p>Plan and produce two president's reports linked to IMPACT 2018, in collaboration with university administration:</p> <ul style="list-style-type: none"> Anecdotal (January) for use during legislative session Data-driven (July) to quantify progress toward strategic plan outcomes <p>Support SDSU Extension print collateral and promotional design needs, in collaboration with iGrow</p>	<p>Director, University Marketing & Communications</p> <p>Managers of UMC units</p>	
Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to illustrate the contributions of students, faculty, staff and alumni to the creation of knowledge that solves the complex problems of today and contributes to the cultural, social and economic well-being of the state, the region and the world	Implemented op-ed project in summer 2012	Continue op-ed project with a goal of placing at least one op-ed per month during the academic year on an issue of interest	Manager, Strategic Communications	
Employ news promotions, publications, marketing and advertising programs, and web and other electronic communications to promote excellence and traditions, university pride, and to encourage participation in university celebrations, and educational, cultural and intercollegiate athletic events by alumni, faculty, staff, students and the citizens of South Dakota and the region	<p>Current SDSU event calendar online (eliminated Facebook calendar)</p> <p>Recurring projects anticipated, but not scheduled</p>	<p>Revise online SDSU event calendar</p> <p>Develop a calendar for production of print and promotional materials for recurring university and university-related events, including Speaker Series, Common Read, Prairie Repertory Theatre, University State Theatre, musical performances, athletic competitions, etc.</p>	<p>Manager, Strategic Communications</p> <p>Manager, Creative Services Unit</p> <p>Manager, Web & New Media Unit</p>	
Collaborate with the SDSU Foundation through new promotions, publications, marketing and advertising programs and web and other electronic communications to promote and support university fundraising efforts	Recurring Foundation pages in STATE magazine	Develop an editorial calendar for Foundation news/events to feature in STATE and IMPACT State	<p>Director, University Marketing & Communications</p> <p>Manager, Strategic Communications</p> <p>Manager, Creative Services Unit</p>	

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Utilize social media, networks and new technologies to articulate the university's position as a leading land grant, research-intensive institution	Existing online presence	Hire external expert to evaluate current website and information architecture Update website and social media presence according to recommendations	Director, University Marketing & Communications Manager, Web & New Media Unit	
Champion the university's brand and strengthen and enforce South Dakota State's graphic identity standards and related policies in print and electronically	Published and distributed Graphic Identity Manual, July 2012 with online PDF	Updated, web-based Graphic Identity Manual to include IMPACT 2018 branding and guidelines, as well as regular updates	Manager, Creative Services Unit Manager, Web & New Media Unit	
Protect and sustain the university's reputation through effective issue and crisis management strategies	Distributed and ambiguous decision-making process	Develop specific protocols and responsibilities in collaboration with university crisis management team	Director, University Marketing & Communications	

UNIVERSITY STRATEGIC GOAL 4: SECURE HUMAN AND FISCAL RESOURCES TO ENSURE HIGH PERFORMANCE THROUGH ENHANCED FINANCIAL, MANAGEMENT AND GOVERNANCE SYSTEMS.

University Marketing and Communications Strategic Goal 4: Develop, execute and assess University Marketing and Communications administrative and operational structures and processes in alignment with the university's strategic goals.

ACTION STEPS:

- Explore and adopt new technologies and project management systems that will maximize available resources and allocation of funding streams, implementation and effectiveness of action plans, improve performance and promote sustainable solutions.
- Recruit, retain and develop a high-performing, diverse professional staff.
- Provide, marketing, communications and branding consultation services and other resources to the university community.
- Develop, document and implement processes and procedures to ensure effective and efficient work flow and continuous improvement.
- Maintain cost-effective services to the campus community that includes in-house graphic design, printing and distribution.
- Maintain an effective and efficient trademark that generates maximum revenues while adhering to the university brand and graphic design standards

University Marketing and Communications Strategic Goal 4: Develop, execute and assess University Marketing and Communications administrative and operational structures and processes in alignment with the university's strategic goals.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Explore and adopt new technologies and project management systems that will maximize available resources and allocation of funding streams, implementation and effectiveness of action plans, improve performance and promote sustainable solutions.	None	Identify and implement project management software for UMC, clients and collaborating entities (Basecamp, SharePoint or similar)	Director, University Marketing & Communications	
Recruit, retain and develop a high-performing, diverse professional staff.	Current staff	Evaluate all positions within UMC; revise responsibilities/position descriptions as needed; present rationale to administration for any additional staffing	Director, University Marketing & Communications Managers of UMC units	
Provide marketing, communications and branding consultation services and other resources to the university community.	Current service level	Schedule regular communications meetings with deans, college communicators and others Create and maintain a searchable database of university photography available for use by university entities; create and maintain a comprehensive, internal database of university photography for use by University Marketing & Communications comprising at least photos dating back to 2010, and all scanned archival photographs currently maintained in the Creative Services area Collect all University Marketing & Communications digital archives into a available, searchable location TBD	Director, University Marketing & Communications Managers of UMC units	
Develop, document and implement processes and procedures to ensure effective and efficient work flow and continuous improvement.	Current processes	Draft and distribute a guide to UMC services, processes	Director, University Marketing & Communications Managers of UMC units	

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE UNIT (INDIVIDUAL)	DEFINITION/SOURCE
Maintain cost-effective services to the campus community that includes in-house graphic design, printing and distribution.	Current service level	<p>Establish and distribute updated UMC Service Agreement/rate card to clients</p> <p>Create a set of IMPACT 2018 and SDSU templates (PowerPoint, poster, brochure, etc.) for use by colleges, departments and other units</p>	Manager, Creative Services Unit	
Maintain an effective and efficient trademark that generates maximum revenues while adhering to the university brand and graphic design standards.	Approve trademark-use requests	Work with vendors to launch "Weary Will" vintage clothing and merchandise line; compile proposal for other potential specialty lines	Manager, Creative Services Unit	