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TELLING THE UNO STORY, TOGETHER

On March 1, 2013, a team of storytellers formed the Office of University Communications (UComm) at the University of Nebraska at Omaha (UNO). Our mission was clear: tell the story of UNO. Our goal was critical: build capacity for cohesive and coordinated institutional communications.

Great institutional communication, in any form, doesn’t just happen. Thoughtful planning is required, along with patience, investment, and a commitment to relentless consistency.

This five-year report looks back to highlight UComm’s planning with campus, to review key outcomes, and to look ahead to the next five years.

We began by seeking order and structure.

To create order, fundamental questions needed to be addressed: Why does UNO matter? What does UNO offer prospective and current students? What is UNO’s value to the community and state? How does UNO connect to key audiences? Where does UNO share its story? What do stakeholders think of UNO?

With incredible support from and collaboration with UNO’s administrators, deans, chairs, directors, faculty, staff, students, and alumni, UComm began to document the answers to those questions and build the fundamentals of a modern communications unit, sharing the UNO story through all relevant and accessible owned, earned, and paid channels.

Our greatest tool in the first five years of UComm was one powerful word—“we.”

“We” stands for all the members of the Maverick community who are dedicated to UNO’s mission of academic excellence and community engagement with an unwavering focus on our students. “We” also represents all of those working together to communicate awareness of UNO’s scale, scope, and quality to key audiences.

Together, UComm and our campus partners collaborated. The UNO community provided the UComm team with ample creativity, authentic pride, innovation, and the flexibility necessary to celebrate the university’s accomplishments, share our value proposition, and protect UNO in times of crisis.

From our very first day, UComm took seriously our commitment to become a service unit dedicated to integrated marketing communications for our campus. We expanded support to campus from four to 14 core services, while helping to build communications capacity across campus through our Maverick Communications Group. We built this unit to last, because we believe storytelling that is relentlessly consistent is a fundamental responsibility of an institution.

Specifically, this report highlights five years of effort to promote and protect UNO’s brand, reputation, and mission. These first five years were devoted to the creation and strengthening of communications fundamentals necessary to serve the UNO community, and examples of outcomes are included.

In summary, here is how we define UComm’s key accomplishments:

- Construction of a professional integrated marketing communications (IMC) team with a culture of service and relentless consistency
- Definition and documentation of UNO’s storytelling components
- Establishment, through shared governance, of UNO’s storytelling organizational infrastructure
- Strategic utilization of owned, earned, and paid channels to share appropriate, timely, and authentic UNO stories with key audiences

Our key measure of success is our biannual perception study that documents the influence of our collective communications work on Nebraskans’ opinions about UNO. The UNO statewide perception studies from 2014 to 2016 showed an increase in familiarity, favorability, and academic quality, as well as in the overall perception score, and informed our decision-making and strategic planning with documented results. We share additional indicators of success in the conclusion.

Drive down Dodge Street, attend a commencement event, visit our website, or read the Omaha World-Herald, and you’ll see our work in action. However, some of our finest work was behind the scenes where the best results prevented a crisis or incident.

Our historically welcoming and empowering university has a unique story to tell, and the team at UComm is honored to come to work each day to share what is possible when a student becomes a part of our Maverick community and achieves a degree from UNO.

This five-year report is an opportunity to reflect on our shared successes and look ahead to the next five years.

On behalf of the UComm team, thank you for your support in making the work highlighted in this report possible.

Erin Owen
Executive Director, Office of University Communications
Assistant to the Chancellor for Communications
1 EXECUTIVE SUMMARY

1.1 FIVE-YEAR HIGHLIGHTS AT A GLANCE

1.2 FIVE-YEAR HIGHLIGHTS BY YEAR
### 1.1 Five-Year Highlights at a Glance

#### Owned Channels (2013-Present)

<table>
<thead>
<tr>
<th>Digital and Internal Communications</th>
<th>Website Conversion</th>
<th>Social Media</th>
<th>Salesforce CRM</th>
<th>UNO Magazine</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Annual Value of Owned Digital Channels</strong></td>
<td><strong>70,000+</strong></td>
<td><strong>$1.5 million</strong></td>
<td><strong>1,038,276</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td><strong>Estimated value per year</strong></td>
<td><strong>Less than 9,000</strong></td>
<td><strong>Online revenue generated per year (since 2017) (bookstore, online applications and camps)</strong></td>
<td><strong>Total recruitment emails sent since December 2016</strong></td>
<td><strong>Stories and photos contributed by UComm</strong></td>
</tr>
<tr>
<td><strong>Based on:</strong></td>
<td><strong>Managed and branded pages</strong></td>
<td></td>
<td><strong>15</strong></td>
<td><strong>15</strong></td>
</tr>
<tr>
<td><strong>200,000 Subscribers and content engagement</strong></td>
<td><strong>19 million</strong></td>
<td><strong>Increase in followers since 2013</strong></td>
<td><strong>Issues of the UNO Magazine</strong></td>
<td><strong>Stories and photos contributed by UComm</strong></td>
</tr>
<tr>
<td><strong>MAVERICK DAILY AND BULLSEYE NEWSLETTERS</strong></td>
<td><strong>$2 million+</strong></td>
<td><strong>2013:</strong></td>
<td><strong>6,300+ Followers on Facebook</strong></td>
<td><strong>$200,000</strong></td>
</tr>
<tr>
<td><strong>Estimated value per year</strong></td>
<td><strong>$792,000</strong></td>
<td><strong>5,500+ Followers on Twitter</strong></td>
<td><strong>Estimated value per year</strong></td>
<td><strong>Based on:</strong></td>
</tr>
<tr>
<td><strong>Based on:</strong></td>
<td><strong>792,000</strong></td>
<td><strong>2018:</strong></td>
<td><strong>31,000+ Followers on Facebook</strong></td>
<td><strong>150,000+ Followers &amp; engagements</strong></td>
</tr>
<tr>
<td><strong>150,000+ Followers &amp; engagements</strong></td>
<td><strong>100 million</strong></td>
<td><strong>35,500+ Followers on Twitter</strong></td>
<td><strong>1,200%</strong></td>
<td><strong>Increase in followers since 2013</strong></td>
</tr>
</tbody>
</table>
| **MAVERICK DAILY AND BULLSEYE NEWSLETTERS** | **$216,000** | **2013:** | **6,300+ Followers on Facebook** | **Soci**
| **Estimated value per year** | **AVERAGE DAILY AUDIENCE REACH:** | **5,500+ Followers on Twitter** | **Based on:** | **AL CHANN**
| **Based on:** | **124,000** | **2018:** | **31,000+ Followers on Facebook** | **AL CHANN**
| **30,000 Subscribers** | **Cars/day from Dodge, Pacific, and Center Streets** | **35,500+ Followers on Twitter** | **Based on:** | **AL CHANN**
| **300+ Weekly and daily emails per year** | **45,260,000 Impressions per year** | **2013:** | **6,300+ Followers on Facebook** | **AL CHANN**
| **2 million+ Emails sent** | | **5,500+ Followers on Twitter** | **Based on:** | **AL CHANN**
| | | **31,000+ Followers on Facebook** | **150,000+ Followers & engagements** | **AL CHANN**
| | | **35,500+ Followers on Twitter** | **1,200%** | **Increase in followers since 2013** |
| | | **5,100+ Followers on Instagram** | **Soc**
| | | **72,500+ Followers on LinkedIn** | **AL CHANN**
| | | **66,200+ UNO Alumni on LinkedIn** | **AL CHANN**

---

**SALESFORCE CRM**

1,038,276

Total recruitment emails sent since December 2016

**UNO MAGAZINE**

100

Stories and photos contributed by UComm

15

Issues of the UNO Magazine

**SOCIAL MEDIA**

2013:

6,300+ Followers on Facebook

$200,000

Estimated value per year

Based on:

150,000+ Followers & engagements

1,200%

Increase in followers since 2013

2018:

31,000+ Followers on Facebook

35,500+ Followers on Twitter

5,100+ Followers on Instagram

72,500+ Followers on LinkedIn

66,200+ UNO Alumni on LinkedIn

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**DIGITAL AND INTERNAL COMMUNICATIONS**

**AVERAGE ANNUAL VALUE OF OWNED DIGITAL CHANNELS**

$2 million+

Estimated value per year

Based on:

200,000 Subscribers and content engagement

**WEBSITE CONVERSION**

70,000+

Outdated, unbranded, and unmanaged pages

Less than 9,000

Managed and branded pages

19 million

Page views per year

100 million

Page views since launch in 2013

$1.5 million

Online revenue generated per year (since 2017) (bookstore, online applications and camps)

$792,000

Estimated value of website traffic

**POLE BANNERS AND DIGITAL MONUMENT SIGNAGE**

$216,000

Estimated value per year based on impressions on Dodge, Pacific, and Center Streets

**AVERAGE DAILY AUDIENCE REACH:**

124,000

Cars/day from Dodge, Pacific, and Center Streets

45,260,000 Impressions per year
## 1.1 Five-Year Highlights at a Glance

### Owned Channels (2013-Present) Continued

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Graphic Design</strong></td>
<td>3,500+ Projects completed in UNO brand</td>
</tr>
<tr>
<td></td>
<td>144 Total number of templates available online to download for campus use</td>
</tr>
<tr>
<td><strong>Photo &amp; Video</strong></td>
<td>23,300+ Photos available in PhotoShelter</td>
</tr>
<tr>
<td></td>
<td>36,400+ Photos archived</td>
</tr>
<tr>
<td></td>
<td>175 Video clips available in ilos (Started fall 2017 and growing)</td>
</tr>
<tr>
<td></td>
<td><strong>OVERALL PHOTO ASSIGNMENTS:</strong></td>
</tr>
<tr>
<td></td>
<td>1,000+ Campus assignments each year</td>
</tr>
<tr>
<td></td>
<td>5,500+ Campus photo and video assignments since 2013</td>
</tr>
<tr>
<td><strong>Events</strong></td>
<td>30 Average university events planned per year</td>
</tr>
<tr>
<td><strong>Events</strong></td>
<td>87,000+ Average audience reached through events per year</td>
</tr>
<tr>
<td><strong>Crisis Management</strong></td>
<td>35+ High-profile crisis situations handled successfully</td>
</tr>
<tr>
<td></td>
<td>1 or more Major unexpected events, loss of life, or crisis situations resulting in potential threats to university reputation every other month for five years</td>
</tr>
<tr>
<td><strong>Media Coverage</strong></td>
<td>56,000+ Media stories about UNO</td>
</tr>
<tr>
<td></td>
<td>$408.9 million Total ad value since 2013</td>
</tr>
<tr>
<td><strong>Branded Merchandise</strong></td>
<td>Doubled revenue from UNO brand-licensed purchases since 2015</td>
</tr>
<tr>
<td><strong>UNO License Plate</strong></td>
<td>(As of May 1, 2018) Doubled number of license plates on Nebraska roads</td>
</tr>
</tbody>
</table>
1.1 FIVE-YEAR HIGHLIGHTS AT A GLANCE

PAID CHANNELS (2013-PRESENT)

CAMPAIGN THEMES

2013-PRESENT
UNO & OMAHA CONNECTION AWARENESS
“Welcome to our campus (otherwise known as Omaha)”

2014
UNO & CAMPUS SYMBOL AWARENESS
“Mav-er-ick (noun)
1. An independent thinker”

2014-2018
UNDERGRADUATE RECRUITMENT THEME
“There’s no better time to be a Maverick”

2015-PRESENT
GRADUATE RECRUITMENT THEME
“What’s Next?”

2015-PRESENT
UNO GENERAL BRAND AWARENESS
“Know the O”

UCOMM TEAM AWARDS

44
Awards earned for marketing, public relations, media relations, digital communications, photography, and events since 2013

KEY PERFORMANCE INDICATORS

ENROLLMENT
UNDERGRADUATE:
3

GRADUATE:
17.2%
Increase in graduate school enrollment (Fall 2012–fall 2017)

RETENTION
4%
Increase in first-to-second year retention rate (Comparing 2011 and fall 2016 cohorts)

GRADUATION
9%
Increase in four-year graduation rate, a historic high (Comparing 2009 and 2013 fall cohorts)

15,000+
Graduates, including:
2
Largest graduating classes in history (2016 and 2017)

PERCEPTION STUDY
Together, UCom and the UNO community helped increase overall perception of UNO from 2014 to 2016.

OUTDOOR ADVERTISING

BILLBOARD
72ND & I-80
(APRIL 2015-PRESENT)
Average audience reached:
192,100 Cars/day
70,116,500 Cars/year

METRO BUS WRAP
(JULY 2015-PRESENT)
1,412,290 Monthly impressions
16,947,480 Yearly impressions

BUS BENCHES
(AUGUST 2013-PRESENT)
35 Omaha bus benches
Average audience reached:
1.5 million Cars/day
Repeat views and views of multiple benches in one day:
547,500,000 Repeat impressions per year

EPPLEY AIRFIELD SIGNAGE
(2013-PRESENT)
Average audience reached:
4 million+ People/year

SPONSORSHIPS
4 million+
People reached through UNO sponsorships since 2013
Office of University Communications created

KEY INITIATIVES AND PROJECTS

- Eliminated different campus icons for academics and athletics, unified under one “O”
- Established governance for relentless brand consistency, adding brand review and license approval
- Wrote and released user-friendly UNO Brand Guide, including personalized unit typesetting and templates
- Created the UNO Advantage book
- Launched the “Maverick Definition” campaign
- Updated the UNO signage at Eppley Airfield
- Purchased advertising on 35 bus benches in strategic locations throughout Omaha
- Designed and wrapped UNO’s mail trucks
- Launched new UNO website
- Selected a campuswide content management system, Cascade CMS, eliminating need for HTML website coding
- Added content creation and management of campus digital monument signs
- Began daily media monitoring and tracking
- Created the Maverick Communications Group
- Added pole banners on Dodge Street (Pacific, Pine, 67th, and Center streets added by 2015)
- Assisted in branding the Public Safety badges
- Made UNO photo library on PhotoShelter available online to campus communicators

MAJOR EVENTS

- U.S. Secretary of Defense Chuck Hagel visits NE and UNO
- Warren Buffett tweets for first time from Mammel Hall: “Warren is in the house.”
- Opening of first-of-its-kind Biomechanics Research Building
- First UComm-led commencement (December 2013)
- 40 Chances book lecture and signing with Howard G. Buffett and Howard W. Buffett

MEDIA RELATIONS AND CAMPUS CRISSES

- U.S. Senators and some media demand access to unopened U.S. Senator Chuck Hagel Archives
- Created a university crisis communications plan
- Pipe bomb found in Memorial Park
- UNO student killed in a plane accident
- Anthrax scare at UNO Mail Room

SPONSORSHIPS

- Midtown Crossing End of Summer Concert Series and college receptions
- Aksarben Village Farmers Market college and unit promotion table
- American Lung Association Corporate Cup silver sponsor
- NET UNO Hockey sponsorship and academic spotlight videos
1.2 FIVE-YEAR HIGHLIGHTS BY YEAR

2014

KEY INITIATIVES AND PROJECTS
• Formalized UNO Student Government and UComm involvement, input, and collaboration in Senate Resolution 14/15-006
• Conducted first-known statewide UNO perception study for baseline results
• Added the UNO Fact Book to the UNO Advantage Book packet to make the Know the O Package
• Introduced Hub and Spoke Model concept
• Converted eNotes into the Maverick Daily newsletter
• Added a student weekly campus newsletter (merged with Bullseye, Student Affairs print newsletter, in 2016)
• Ongoing administration and training of Cascade CMS System
• Led the Strategic Planning Metropolitan University Taskforce (2014-2016)
• Added “Start Your Project” form process for campus to submit work requests
• Created communications plan for Military Times Best University ranking
• Created communications plan for President’s Higher Education Honor Roll ranking
• Unified all UNO maps into one style

MAJOR EVENTS
• Surprise visit by Japanese Minister of Defense Itsunori Onodera
• U.S. Secretary of Defense Hagel presents UNO gift to Onodera at Pentagon on live TV
• Arena founders’ briefing and beam signing event
• Opening of first-of-its-kind Barbara Weitz Community Engagement Center
• First UComm-led Student and Faculty Honors Convocations

MEDIA RELATIONS AND CAMPUS CRISIS
• Media training with subject matter experts
• Largest research grant in UNO history, $10.1 million, to create Center for Research in Human Movement Variability
• Fire destroys Scott Village Residence Hall
• Person in area and on campus with gun pointing out car window
• Possible student abduction on campus
• Guns confiscated from student living in Scott Village
• Social media rumor (Yik Yak) of shooting at UNO

SPONSORSHIPS
• Midtown Crossing End of Summer Concert Series and college receptions
• Aksarben Village Farmers Market college and unit promotion table
• Greater Omaha Young Professionals Summit featured sponsor
• Miracle on Farnam at Midtown Crossing window display
• American Lung Association Corporate Cup silver sponsor
• NET UNO Hockey sponsorship and academic spotlight videos
KEY INITIATIVES AND PROJECTS
- Launched the “Know the O” campaign
- Wrapped an Omaha Metro Bus
- Purchased billboard at 72nd and I-80 (UNO’s exit and a high exposure area)
- Created new Graduate Studies recruitment campaign, “What’s Next?”
- Bookstore agrees to purchase 90 percent of products in brand colors and prints store bags in black with “O”
- Assisted with Live Chat support to the Office of the University Registrar (added to main UNO page in 2015)
- Baxter Arena opens, Omaha World-Herald celebrates with 10-page special insert
- UCamm partners with Sustainability, Student Government, and Parking Services to announce MavRide metro ridership expansion
- Bachelor of General Studies (BGS) online degree named top 20 in the U.S.
- Helped strategize and develop UNO’s communications plan to move to a smoke- and tobacco-free campus
- Military Times list names UNO Best University and CBA Best College for veterans communications plan

MAJOR EVENTS
- Announcement to reveal “Baxter Arena” name
- Hockey team’s first trip to NCAA Frozen Four tournament
- UNO hosts inaugural TEDxUNO, a sold-out event
- CUMU national conference hosted by UNO
- First UComm-led UNO Student Research and Creative Activity Fair
- NPR’s Maria Hinojosa visits UNO
- NYC Mayor Bill de Blasio visits UNO for Hoagland Lecture
- Alumni Open House at Baxter Arena
- First UComm-led State of the University Address

MEDIA RELATIONS AND CAMPUS CRISIS
- Knife attack in the Criss Library
- Public/private partnerships Omaha World-Herald stories
- Created new “UNO News Center” Twitter account
- In-class demonstration of IV placement
- Syrian refugee panel takes place immediately following attacks in Paris
- Changes to parking rules in Elmwood Park

SPONSORSHIPS
- Midtown Crossing End of Summer Concert Series and college receptions
- Aksarben Village Farmers Market college and unit promotion table
- Greater Omaha Young Professionals Summit featured sponsor
- Komen Nebraska Race for the Cure silver sponsor
- Maha Music Festival community tent sponsor
- State Games of America gold partner
- Nebraska Cornhusker State Games gold partner
- American Lung Association Corporate Cup silver sponsor
- NET UNO Hockey sponsorship and academic spotlight videos
KEY INITIATIVES AND PROJECTS
- Implemented NU’s OneIT initiative communications plan
- Participated in the NU Budget Response Teams process
- Created communications plan for Chancellor John Christensen’s retirement announcement/search process
- Conducted 2nd biennial statewide baseline UNO perception study
- Transitioned to Salesforce CRM with Pardot marketing system
- Provided event support for 13 high school and college commencements at Baxter Arena
- UNO appears as top “Metropolitan University Mission” search on Google
- Began management of Eppley Administration Building Customer Service Information Desk and main line (now MavIGATION Station)
- Assisted in branding Public Safety vehicles
- Created Pokémon map of campus in response to Pokémon Go craze
- Supported Youth Safety Coordinator in creating and sharing youth safety processes and connections to camps and other youth activities

MAJOR EVENTS
- President Barack Obama visits UNO’s Baxter Arena
- Engagement Scholarship Consortium (ESC) international conference hosted by UNO
- Renamed Pacific Campus to Scott Campus in honor of Walter Scott, Jr.
- Vietnam War Lessons and Legacies two-day symposium
- Marion Marsh Brown Writers Lecture Series debuts with author John Grisham. Subsequent years featured authors Cheryl Strayed (2017) and Lee Child (2018)
- Welcomed campus partnership with St. John Paul II Newman Center, which offers student housing near UNO.

MEDIA RELATIONS AND CAMPUS CRISES
- Arena and Athletics finances news coverage
- Taryn Schaaf walks across commencement stage using an exoskeleton
- Sorority social media incident (received national attention)
- Baxter Arena fire on loading dock
- Anti-semitic graffiti found in UNO bathroom
- International travel during world events (Paris shooting, London bombing)

SPONSORSHIPS
- Midtown Crossing Monday Night at the Movies and unit promotion table
- Aksarben Village Farmers Market college and unit promotion table
- Greater Omaha Young Professionals Summit featured sponsor
- Komen Nebraska Race for the Cure silver sponsor
- Maha Music Festival community tent sponsor
- Nebraska Cornhusker State Games gold partner
- American Lung Association Corporate Cup silver sponsor
- Film Streams Student Night sponsor
- Horses of Honor horse sponsor and featured artist at Midtown Crossing
- Old Market Art Project featuring all UNO colleges
- NET UNO Hockey sponsorship and academic spotlight videos
KEY INITIATIVES AND PROJECTS
- Part of Transition Advisory Council and Team process to onboard Chancellor Jeffrey P. Gold as leader of UNO
- Implementation of Budget Response Teams
- Began coordination of UNO Alumni Network
- Partnered with Parking Services to roll out comprehensive new parking permit system
- Made new video library available online
- Piloted use of UNePlan annual goals tracking system
- Assisted with program name change from Bachelor of General Studies to Bachelor of Multidisciplinary Studies
- Provided support to Chancellor Gold during visits across Nebraska, including Fremont, Columbus, Norfolk, and West Point
- Developed report for Chancellor Gold detailing campus events and opportunities to attend as part of transition

MAJOR EVENTS
- Baxter Arena hosts the nationally televised Curling Night in America competition
- Baxter Arena hosts the U.S. Olympic Curling Trials, the highest attended Olympic Curling Trials in U.S. history
- UNO Alumni Network hosts the first alumni homecoming open house and first alumni Global Day of Service
- Once-in-a-generation solar eclipse event during first day of classes
- Multiple budget and transition town hall events held with Chancellor Gold
- Special screening of “Vietnam War: A Film by Ken Burns and Lynn Novik”
- NU Board of Regents visit UNO
- Mens’ Soccer team takes first trip to NCAA tournament
- UNO named “Loud and Proud Best Student Section of the Year” by the National Collegiate Student Section Association

MEDIA RELATIONS AND CAMPUS CRISES
- Shooting takes place in Orlando airport with members of Swim/Dive team on site
- Contractor hits gas line, which led to evacuation of housing on Dodge Campus

SPONSORSHIPS
- Midtown Crossing Monday Night at the Movies sponsor and unit promotion table
- Aksarben Village Farmers Market college and unit promotion table
- Greater Omaha Young Professionals Summit featured sponsor
- Komen Nebraska Race for the Cure silver sponsor
- Maha Music Festival community tent sponsor
- Nebraska Cornhusker State Games gold partner
- American Lung Association Corporate Cup silver sponsor
- Film Streams Student Night sponsor
- U.S. Olympic Curling Trials education sponsor and promotional table
- Curling Night in America education sponsor
- NE 150 Bridges Photo Exhibit sponsor
- Ten Outstanding Young Omahans Teen education sponsor
- NET UNO Hockey sponsorship and academic spotlight videos
1.2 FIVE-YEAR HIGHLIGHTS BY YEAR

2018 THROUGH EARLY MAY

KEY INITIATIVES AND PROJECTS
- Launched new UNO homepage, with design informed by user experience, click data, and stakeholder feedback
- Submitted mobile app to the App Store in April 2018
- Added government relations support to UComm responsibilities. UComm assists with legislative advocacy efforts
- Grew social media channels to: Facebook (31,000+ likes); Twitter (35,500+); Instagram (5,100+); and LinkedIn (72,500+)
- Assisted with media and marketing for BMS (formerly BGS) online degree named top 20 in the U.S.
- Conducting 3rd biennial baseline UNO perception study
- Participating in pilot for annual HR reviews
- Preparing to launch new undergraduate recruitment campaign
- Assisted with hosting the MBLGTACC conference, largest on-campus conference in school history
- Developed 60-day legislative support plan

MAJOR EVENTS
- Chuck Hagel Symposium in Public Service
- Second Lady Karen Pence visits campus for an Omaha Sister Cities event
- Chelsea Clinton visits campus for an Omaha Public Library and Omaha Public Schools event
- HLC re-accreditation visit

MEDIA RELATIONS AND CAMPUS CRISIS
- Protesting related to MBLGTACC conference by Westboro Baptist Church
- Anti-semitic fliers distributed on campus
- Radio station discussed faculty emeritus response to email
- Continued attacks internationally aligning with student travel (Melbourne, London, Stockholm, and Manchester)

SPONSORSHIPS
- Aksarben Village Farmers Market college and unit promotion table
- Greater Omaha Young Professionals Summit featured sponsor
- Nebraska Cornhusker State Games gold partner
- American Lung Association Corporate Cup silver sponsor
- Film Streams Student Night sponsorship extended to two theaters
- Ten Outstanding Young Omahans Teen education sponsor
- NET UNO Hockey sponsorship and academic spotlight videos
2.1 ESTABLISHING THE FUNDAMENTALS

2.2 BUILDING A UCOMM TEAM
Who is charged with managing the communications needs of the university?

2.3 BUILDING THE UCOMM TEAM’S CULTURE OF SERVICE
How does the team interact with campus and key stakeholders?

2.4 UNO STORYTELLING COMPONENTS
What is UNO’s value proposition?

2.5 UNO STORYTELLING ORGANIZATIONAL INFRASTRUCTURE
How do we tell UNO’s story?
The first five years of UComm have been dedicated to establishing the fundamentals of communications including:

- Building a team (roles and responsibilities, services offered) and establishing a team culture of service (how will the team function and interact with internal and external audiences?)
- Defining the storytelling components (what do we want to communicate and to whom?)
- Creating the storytelling organizational infrastructure for the university (what is the process of communicating?)

While establishing this infrastructure, we kept author Stephen Covey’s advice about focus at the forefront of our pursuit:

“The main thing is to keep the main thing the main thing.”

UComm’s main objective is to tell the story of UNO through promotion and protection; but first, we needed agreed-upon communications fundamentals.

We needed to create a process and network to:

- Gather and share information and data
- Manage an editorial process aligned to our mission and campus goals
- Define which owned, paid, and earned communications channels to use
- Outline key audiences
- Promote UNO
- Protect the university (when necessary)

UNO stories are infinite and the daily communication needs of a university are extraordinary.
2.2 BUILDING A UCOMM TEAM

UComm offers integrated, client-focused marketing, communications, media relations, crisis communications, and key event support services to faculty, staff, students, athletics, and organizations across UNO’s campuses while serving as a key partner to the UNO Alumni Association, the NU Foundation, NU Central Administration, and the other NU campuses and institutes.

The UComm team is comprised of several units, which work together and across campus, to offer 14 core services to meet the needs of the university. These services include:

<table>
<thead>
<tr>
<th>2013: UCOMM FOUNDED</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing services:</strong></td>
<td><strong>Added services:</strong></td>
</tr>
<tr>
<td>• Media Relations</td>
<td>• CRM Copywriting</td>
</tr>
<tr>
<td>• Internal Communications</td>
<td></td>
</tr>
<tr>
<td>• Photography</td>
<td></td>
</tr>
<tr>
<td>• Social Media</td>
<td></td>
</tr>
<tr>
<td><strong>Added when UComm formed:</strong></td>
<td><strong>2015</strong></td>
</tr>
<tr>
<td>• Brand Management</td>
<td><strong>Added services:</strong></td>
</tr>
<tr>
<td>• Creative Direction</td>
<td>• Customer Service: Information Desk (renamed MavIGATION Station)</td>
</tr>
<tr>
<td>• Marketing</td>
<td>• UNO Main Phone Line</td>
</tr>
<tr>
<td>• Graphic Design</td>
<td>• Digital Communications Strategy: (website, social media, email, live chat, and analytics)</td>
</tr>
<tr>
<td>• Crisis Communications</td>
<td></td>
</tr>
<tr>
<td>• Website Governance</td>
<td></td>
</tr>
<tr>
<td>• Videography</td>
<td><strong>2016</strong></td>
</tr>
<tr>
<td>• Key Campus Events</td>
<td><strong>Added services:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Added services:</strong></td>
</tr>
<tr>
<td>• Customer Service: Information Desk (renamed MavIGATION Station)</td>
</tr>
<tr>
<td>• UNO Main Phone Line</td>
</tr>
<tr>
<td>• Digital Communications Strategy: (website, social media, email, live chat, and analytics)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2018 (SUMMER)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Added services:</strong></td>
</tr>
<tr>
<td>• Government Relations</td>
</tr>
<tr>
<td>• Community Relations</td>
</tr>
</tbody>
</table>
How a team functions will predict the future success of the team’s goals. Over the last five years, the UComm team has developed a culture of service with these core principles at the heart of our work:

**SERVICE**
Commit to being a collaborative service unit built to support the communications needs of the university, leaving nothing to chance.

**MISSION-BASED ALIGNMENT**
Align budget and editorial decisions to UNO’s mission, strategic plan, and campus goals.

**CONSISTENCY**
Relentless brand consistency through strategic repetition.

**CLARITY**
Understand and celebrate UNO’s value story elements authentically, accurately, and in a timely manner.

**PROCESS-ORIENTED**
Create and use storytelling organizational infrastructure.

**RELATIONSHIPS**
Build and maintain strong and collaborative connections with our campus colleagues and external partners.

**INFORMED/INSPIRED DECISION-MAKING**
Ensure the decision-making process is guided by both data-capture and the inherent needs of the university and its students.

**PROTECTION**
Protect the university by prioritizing crisis communications (emergencies, severe weather, etc.)

**AGILITY**
Maximize planned and unplanned opportunities.

**ACCESSIBILITY**
Welcome all visitors to campus and events with excellent customer service, and remain ready to assist students, faculty, and staff as needs arise.

**EVOLUTION**
Evolve through continuous quality improvement.
There are several critical components that are fundamental to telling UNO’s own unique story. These components come together to paint an accurate picture of our university that can be easily understood by our many audiences. Every story UComm tells highlights one or more of these key UNO components:

2.4 UNO STORYTELLING COMPONENTS

Please note: Examples of UNO storytelling components are highlighted on the following pages.

THE METROPOLITAN UNIVERSITY MISSION
See page 19

“THE UNO ADVANTAGE” VALUE PROPOSITION
See page 20

UNO STRATEGIC PLAN

CAMPUS SYMBOLS
See page 22

CAMPUS GOALS

DATA AND ANALYSIS
See page 23

UNIVERSITY CLASSIFICATIONS, RECOGNITION, AND HONORS
See page 21

CRISIS COMMUNICATIONS CORE TENETS

UNO RISK ASSESSMENT REPORTS

GREATER OMAHA METROPOLITAN AREA VALUE PROPOSITION
2.4.1 EXAMPLE OF UNO STORYTELLING COMPONENTS

THE METROPOLITAN UNIVERSITY MISSION

The Strategic Planning Steering Committee identified the need to have a taskforce created to research the history of UNO’s decision to transition to a metropolitan university mission, clearly establish what the mission means to the Mavericks of UNO, and relentlessly share the meaning of the mission with internal and external stakeholders. The taskforce was operational for two years, from 2014 to 2016, and was chaired by Erin Owen. UComm worked to share the mission in all communications through all channels.

TASKFORCE GOALS:

- Gather exemplary resources on the metropolitan university identity (from which to frame UNO’s application of this institutional identity)
- Summarize research into a definition and shareable description, or common understanding, of what the metropolitan university identity means at UNO
- Develop a communications plan to share the common understanding of UNO’s metropolitan university identity internally and externally
- Define what it means to be a metropolitan university at UNO

“A metropolitan university as defined in its simplest terms, is an institution that accepts all of higher education’s traditional values in teaching, research, and service, but takes upon itself the additional responsibility of providing engaged leadership within the metropolitan region by using its human and financial resources as partners to improve the region’s quality of life.”

-Adapted from Paige E. Mulhollan
2.4.2 EXAMPLE OF UNO STORYTELLING COMPONENTS

“THE UNO ADVANTAGE” VALUE PROPOSITION

THE “KNOW THE O” PACKET

The UNO Advantage and Fact Book serve as a summary of UNO’s value proposition and main facts about campus to key stakeholders, internally and externally.

Topics covered include:

- Academic Excellence, Colleges, and Priorities
- Competitive Tuition Rates
- World-Class Faculty and Staff
- Student Support Services
- Connecting Campus and Community
- Cutting-Edge Facilities
- Diversity of Learners
- Division I Athletics
- Emerging Research
- Philanthropic Support
- National Leader in Community Service and Engagement
- Omaha and UNO Partnership
- Points of Access
- Network of Alumni
- Tradition

The “Know the O” packet has earned four awards, including a Platinum American Marketing Association Award, a Gold Higher Education Advertising Award, a Gold CASE District Award, and a Silver Nebraska Addy Award.
2.4.3
EXAMPLE OF UNO STORYTELLING COMPONENTS

UNIVERSITY CLASSIFICATIONS, RECOGNITION, AND HONORS

When the Carnegie Foundation clarified the higher education classifications, UComm worked to understand and update campus materials to reflect UNO’s Doctoral: Moderate Research Activity classification. In addition, when UNO is recognized with honors for excellence, UComm works to understand in order to promote, share, and include it in future university materials.

The campus communications plan for the President’s Higher Education Honor Roll announcement earned an Award of Excellence from the Public Relations Society of America, Nebraska Chapter.

UNO is classified as a Doctoral University: Moderate Research Activity by the Carnegie Foundation.

In 2010 and 2015, UNO received the Community Engagement: Curricular Engagement and Outreach Partnerships classification by the Carnegie Foundation.

UNO has been named on the President’s Higher Education Community Service Honor Roll every year since 2005.

In 2014, UNO received the Economic Opportunity award from the President’s Higher Education Community Service Honor Roll.

UNO has ranked in the top 10 Best for Vets Four-year University by Military Times every year since 2014.*

UNO has ranked in the top 25 for Best Online Bachelor’s Degree by U.S. News & World Report every year since 2013.*

*Other UNO programs also nationally ranked.
2.4.4 EXAMPLE OF UNO STORYTELLING COMPONENTS

CAMPUS SYMBOLS

DEFINITION OF “MAVERICK,” THE CAMPUS MASCOT

It is critical for symbols of an institution to be understood. Our initial research in 2013 showed that key UNO audiences, including current students, did not know the meaning of our campus mascot, the Maverick.

This research led UComm to the first general image awareness campaign. We focused on the fundamentals and worked to share the meaning of our campus symbols internally and externally.

As an anecdote of progress, during the 2018 afternoon commencement, one of the student speakers’ remarks centered on the value of Mavericks embracing their independent thinking.

DEFINITION OF CAMPUS “O” ICON

Our UNO icon symbolizes both our mascot and metropolitan university mission. This education effort was a part of the “Know the O” campaign.

**KNOW THE “O” (Literally!)**

Get to know the University of Nebraska at Omaha starting with our campus icon, the “O.”

- **BLACK BAND**
  - Forms the letter U for “University” on the bottom.

- **RED BAND**
  - Forms the letter N for “Nebraska,” which is why red is always on the top.

- **BAND FORMATION**
  - Together these two bands form the letter O for “Omaha” and represent how UNO is interconnected with the Omaha area.

- **MAVERICK HORNS**
  - The ends of the bands are pointed to signify Maverick horns.

- **FORWARD LEANING**
  - The direction of the icon leans forward to symbolize UNO’s progressive force and Maverick momentum within the region.

- **GREEN BAND**
  - The green band symbolizes the area surrounding Omaha.

**Back of Window Cling**

**Definition Billboard**
2.4.5 EXAMPLE OF UNO STORYTELLING COMPONENTS

DATA AND ANALYSIS

UComm is committed to seeking out and using data in our planning and decision-making.

2014 AND 2016 PERCEPTION STUDY

In collaboration with a faculty member, UComm conducted statistically significant perception studies in 2014 and 2016 (a third is coming in summer 2018) to begin baseline understanding of the perceptions about UNO in Nebraska and Western Iowa.

This perception study work helped validate the strategy of working with Enrollment Management and other campus partners on general image awareness through the “Know the O” campaign.

We used perception data to help identify audiences to prioritize communications. A key finding in the perception studies, shown on the right, illustrates our top seven audiences who know us best and all have a personal connection to UNO.

CONNECTIONS TO UNO

In which ways are you connected with UNO?

- KNOW GRADUATE: 49.00%
- FAMILY/FRIEND ATTENDED: 42.70%
- ATTEND SPORTS (NOT AT BAXTER): 18.50%
- ATTEND CLASSES: 17.60%
- FAMILY/FRIEND WORKS: 15.50%
- UNO SPORTS AT BAXTER ARENA: 14.10%
- CHILD IS/WAS STUDENT: 14.00%
- LIVE NEAR CAMPUS: 12.90%
- CHEERED FOR UNO IN FROZEN FOUR: 12.00%
- ATTENDED UNO-SPONSORED EVENT: 10.10%
- HAVE UNO DEGREE: 9.00%
- BAXTER ARENA EVENT (NON-UNO): 8.50%

TAKE AWAY:
The power of brand ambassadors is the key to influencing perceptions of UNO.
2.4.6 HIGHLIGHTS FROM UNO’S 2014 AND 2016 STATEWIDE PERCEPTION STUDY


How familiar are you with UNO?

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<tr>
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<th>2014</th>
<th>2016</th>
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TAKEAWAY: In 2014, respondents were more familiar with Creighton than UNO. That changed in 2016, respondents were more familiar with UNO than Creighton.

How favorable do you feel about UNO?

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<th>2014</th>
<th>2016</th>
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TAKEAWAY: UNO’s favorability increased over two years, moving UNO into the same level of statistically-significant favorability as Creighton and UNL. It had previously been in a lower statistically-significant group in 2014.

How would you rate the academic quality of UNO?

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<th>2014</th>
<th>2016</th>
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TAKEAWAY: In 2016, UNO’s academic quality rating increased, moving it into the same statistically-significant group as UNL.

Overall standing of UNO?

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<thead>
<tr>
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<th>2014</th>
<th>2016</th>
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<tbody>
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</table>

TAKEAWAY: In 2014, UNO had an acceptable overall perception, but it lagged behind UNL and Creighton. In 2016, UNO had an acceptable overall perception, and closed the gap with Creighton. Yet, it lagged behind UNL.
We live and operate in an always-connected digital world. In order to be successful, we needed to create a process and network to gather and share information and data; manage an editorial process aligned to our mission and campus goals; and define which owned, paid, and earned channels to use. Here is the UNO storytelling organizational infrastructure:

**HUB AND SPOKE MODEL**
See page 26

**THE MAVERICK COMMUNICATIONS GROUP**
See page 27

**GOVERNANCE**
See page 28

**INCIDENT COMMAND SYSTEM AND PUBLIC INFORMATION OFFICERS**

**UCOMM “START YOUR PROJECT” FORM**
See page 32

**CUSTOMER SERVICE**
See page 33

**EVENT CONSULTATION**

**STRATEGICALLY-ALIGNED CHANNELS (OWNED, EARNED, AND PAID)**

*Please note: Examples of storytelling organizational infrastructure are highlighted on the following pages.*
2.5.1 EXAMPLE OF UNO STORYTELLING ORGANIZATIONAL INFRASTRUCTURE

HUB AND SPOKE MODEL

In order to maximize collaboration, UComm created a hub and spoke organizational model. Comprised of UComm and communication specialists throughout campus, this model forms a mutually-beneficial collaboration for effectively telling the story of UNO and establishes a network of collaborators.
2.5.2
EXAMPLE OF UNO STORYTELLING
ORGANIZATIONAL INFRASTRUCTURE

THE MAVERICK COMMUNICATIONS GROUP

It takes an integrated and connected team throughout campus to advocate for the university.

The Maverick Communications Group was created by UComm in 2013 to establish a network between campus communicators to exchange information and share expertise to strengthen communications throughout campus.

Members of the Hub and Spoke Model, as well as others across campus who have some percentage of time dedicated to communications, form the Maverick Communications Group.

UComm has hosted regular meetings with topics such as:
• Update on the chancellor transition
• Internal communications (Maverick Daily and Bullseye/Weekly)
• Social media tips
• Collaboration with UNO Bookstore
• Brand guideline updates and training
• Media relations overview
• Website tips and tricks
• Event tips and tricks

We also use the group to share breaking news and to seek feedback.
2.5.3
EXAMPLE OF UNO STORYTELLING
ORGANIZATIONAL INFRASTRUCTURE

GOVERNANCE

Governance is an agreed-upon way of working together to ensure a cohesive university brand and communications strategy. Governance is about consistency; resources; clearly defining roles, work protocol, priorities, and scope of work; measurement of content and communication goals; improvement cycles; and training.

UNO BRAND GUIDE

The UNO Brand = Relentless Consistency. One of the first efforts championed by the UComm team was the update and clarification of the UNO Brand Guidelines in spring 2013 with regular updates as new questions arise.

Having a unified university image supports our efforts to continue to promote UNO’s reputation as a leading metropolitan university with local, state, national, and international audiences.

The university brand guide is designed to assist with the process of implementing a simple, attractive, consistent, and economical identity system that is flexible enough to allow campus units to maintain their uniqueness and individuality while staying in the university brand.
UNO BRAND TOOLKIT

Originally created in spring 2013, the UComm Toolkit is an online set of resources available to anyone on campus charged with sharing the story of their college/unit/department.

Elements of the toolkit include: UNO Brand Guidelines; Writing Style Guidelines; Photography and Videography Guidelines; a list of UNO-licensed vendors; brand fonts; brand colors; and downloadable elements such as communications templates, the campus logo, and icon.
DIGITAL COMMUNICATIONS GOVERNANCE

In 2016, governance expanded from Website to Digital Communications overseen by the nine-person Digital Communications Executive Committee, which includes student, faculty, and staff representation.

Digital Communications works to strategically expand UNO’s online and digital presence. This is done by sharing the UNO story through a universitywide website renovation, social interaction across multiple platforms, interactive newsletters, and targeted messaging to our internal and external community.

DIGITAL GOVERNANCE EXECUTIVE COMMITTEE

The purpose of the Digital Communications Governance is to empower university units to quickly create and publish engaging, accurate, consistent, and relevant digital content that supports the university’s mission.

DIGITAL COMMUNICATIONS EXECUTIVE COMMITTEE

- Senior Vice Chancellor, Academic Affairs
- Vice Chancellor, Student Success
- Vice Chancellor, Business and Finance
- Associate Vice Chancellor, Academic Affairs
- Chief Information Officer
- Executive Director, University Communications
- Current Faculty Senate President
- Current Student Government President
- Current Staff Advisory Council President

DIGITAL TEAMS

- ITS and UComm teams
- Individual unit web managers and content contributors
- Maverick Communications Group
STUDENT GOVERNMENT RESOLUTION

In 2014, Student Body President and Regent Jordan Koch, in partnership with UComm, wrote, and the Senate passed, a resolution to formalize “Collaboration between Student Government and University Communications.”

The resolution calls for two yearly visits by UComm leadership to UNO Student Government meetings, one in the fall and one in the spring, to share updates on UComm activities in order to seek the “involvement, input, and collaboration” of student senators.
2.5.4 EXAMPLE OF UNO STORYTELLING ORGANIZATIONAL INFRASTRUCTURE

UCOMM “START YOUR PROJECT” FORM

When UComm was created, it was clear we needed a system that would connect the needs of campus to our team. The “Start Your Project” form was created for that very reason. The form allows a community member to submit a request for one need or multiple needs, in one service area or multiple service areas.

In addition, UComm has been able to maintain this service to campus without introducing a charge-back model that is frequently seen in communications offices on college campuses. We want to leverage the expertise of the UComm staff to assist as many campus colleagues as possible.

From April 2016 to April 2018, UComm completed 1,256 total projects requested through the Start Your Project form.

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Number of Projects Requested per Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>42</td>
</tr>
<tr>
<td>2017</td>
<td>52</td>
</tr>
<tr>
<td>2018</td>
<td>62</td>
</tr>
</tbody>
</table>
2.5.5 EXAMPLE OF UNO STORYTELLING
ORGANIZATIONAL INFRASTRUCTURE

CUSTOMER SERVICE: MAVIGATION STATION

In the fall 2016 semester, UComm’s core services grew to include front-line customer service. The MavIGATION Station was created to answer calls to the main phone line, receive visitors to the Eppley Administration Building, and to answer questions through live web chat, beginning in 2017.

The two MavIGATORS in UComm are part of the growing MavIGATOR network of customer service representatives on campus, and are cross-trained to provide service in those locations.

In 2018, the MavIGATION Station will introduce a dedicated Spanish-language phone line that will connect callers with Spanish-speaking staff members in key campus units.
3 OVERVIEW OF CHANNELS

3.1 OVERVIEW OF OWNED, PAID, AND EARNED CHANNELS

3.2 OWNED CHANNEL HIGHLIGHTS

3.3 EARNED CHANNEL HIGHLIGHTS

3.4 PAID CHANNEL HIGHLIGHTS

3.5 HYBRID HIGHLIGHTS
The important work of building fundamentals has helped shape the powerful stories we tell to key audiences when conveying the value of UNO.

In a digital age, the goal is to share strategic messages through as many channels as possible. Use of multiple communications channels allows the institution to amplify and reinforce key messages to stakeholders.

All channels have costs associated with use. For example, using an owned channel—such as an email newsletter—may not come with a cost for use of the channel, but the message development needs time, energy, and strategy from a dedicated person or team. Earned promotion—such as a positive news story—also does not come with a fee; however, the time and strategy to get the message placed takes a dedicated person or team. Paid channels—such as advertising or sponsored events—require both a budget to place the message as well as a dedicated person or team to create the message and strategy.

This is why integrated marketing communications is important. Comprehensive plans that account for multiple channels maximize the return on a team’s investment of time and strategy.
3.2 OWNED CHANNEL HIGHLIGHTS

Owned channels refer to promotions on any channel or asset under UComm’s direct control. Maximizing the effectiveness of all channels within the control of UNO is critical. Alignment between UComm channels and our brand guide is another key part of our general image awareness and dedication to relentless consistency.

Please note: Examples of owned channels are highlighted on the following pages.

WEBSITE — UNOMAHA.EDU
See page 37

MAVERICK DAILY AND BULLSEYE NEWSLETTERS
See page 38

INSTITUTIONAL SOCIAL MEDIA (AND COLLEGE/UNIT SOCIAL MEDIA)
See page 39

EMAIL COMMUNICATIONS
See page 40

CAMPUS APP
See page 41

LIGHT POLE BANNERS
See page 42

DIGITAL MONUMENT SIGNS
See page 42

INTERIOR DIGITAL SIGNS

ATHLETIC BRANDING

KEY CAMPUS EVENTS
See page 43

CUSTOMER SERVICE

BRANDED APPAREL AND SWAG
See page 44

CRISIS COMMUNICATIONS
3.2.1 EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

WEBSITE — UNOMAHA.EDU

WEBSITE PROJECT REDESIGN GOALS: User-centric, consistent brand, accurate

FOUNDATIONAL-phases 1-5 (2013-2014):

In collaboration with Information Technology Services (ITS), the original phases of the website conversion process established a content management system with community feedback. They also established a governance process, internal newsletters, and the top-level website with a focus on prospective students. This also included other key projects such as the UNO News Center, Community Engagement Center, and content that supported admissions.

FINAL CONVERSION-phases 6-8 (2015-2016):

Once the website conversion process was in full swing, the website governance committee expanded to digital communications governance, including social media, analytics, and email newsletters. The conversion project concluded in December 2016, completing the final administrative units in Business and Finance, as well as Staff Advisory Council, Faculty Senate sites, and the Chancellor’s Office, including UNO Leadership.

ENHANCEMENT-phases 1-2 (2017-PRESENT):

With the promise to continually support campus partners, Digital Communications led an effort to begin the process of continuous quality improvement, using data-based decision to prioritize high-traffic and high-impact areas to improve. These included an enhanced employee directory; a new homepage; buildings and maps; a new mobile app; and the chancellor transition page.

Please note: For a full list of historical road maps and more details on Digital Communications, visit ucomm.unomaha.edu/digital.
3.2.2
EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

MAVERICK DAILY AND BULLSEYE NEWSLETTERS

The Maverick Daily, also called the MavDaily for short, is sent to nearly 5,000 current faculty and staff every Monday through Friday, except holidays, for approximately 240 editions per year. The Bullseye, originally called the Maverick Weekly, is sent every Monday, 52 times per year, to nearly 25,000 current and eligible-to-enroll students. Special editions are also sent throughout the year.

These regular internal communications vehicles were previously known as eNotes or UNO What’s Up and were not branded. UComm continues to evolve the process to help share news and events on campus.

Clear and consistent internal communications empower brand ambassadors and drive internal audiences to the news section of unomaha.edu. From our perception study work, the top seven audiences who know UNO best all have some personal connection to the university. Therefore, strengthening internal audiences’ knowledge of UNO is a critical piece to continue increasing positive perceptions about UNO.

MAVERICK DAILY STATISTICS

$989,000 estimated value based on $0.25 cost per click

30,000 subscribers
300+ weekly / daily emails per year
2 million unique emails sent per year

Maverick Daily Newsletter

The Bullseye Newsletter

OVERVIEW OF CHANNELS 38
3.2.3
EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

INSTITUTIONAL SOCIAL MEDIA
(AND COLLEGE/UNIT SOCIAL MEDIA)

The website governance committee expanded in 2016 with a focus on finding consistency through brand and tool use across campus on not only the website, but also on social media, in email newsletters, and in web analytics, among others. UComm created a standard avatar for social media accounts and obtained access for backup and security purposes.

Growth of followers on institutional social media accounts since UComm formed is impressive. In 2013, UNO had a small following on Facebook and Twitter. Now, the team also manages Instagram, Snapchat, YouTube, and LinkedIn, with an extended network of nearly 80 other college, department, and unit accounts amplifying the UNO story together with a following equal to traditional media.

SOCIAL MEDIA FOLLOWERS

<table>
<thead>
<tr>
<th>2013:</th>
<th>2018:</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,300+ Followers on Facebook</td>
<td>31,000+ Followers on Facebook</td>
</tr>
<tr>
<td>5,500+ Followers on Twitter</td>
<td>35,500+ Followers on Twitter</td>
</tr>
</tbody>
</table>

Increase in followers since 2013: 1200%
Estimated value/year: $200,000
(66,200+ UNO alumni)
3.2.4
EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

EMAIL COMMUNICATIONS

RECRUITMENT CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SUPPORT

UNO strategically communicates with prospective students through copywriting efforts by the Digital Recruiter, who has supported the CRM systems used by our recruitment teams in Enrollment Management and Graduate Studies. Until December 2016, the Talisma CRM tool was used to communicate with prospective students. The tool did not allow for accessible analytics, communications flow, or other means of successful measurement. The Salesforce CRM and Pardot communications tool went live in December 2016. Through partnership with leads in Enrollment Management, Graduate Studies, and ITS, strategic communication flows were created to support recruitment efforts. The statistics outlined below track impressive analytics about expanded and strategic communications with prospective students.

SALESFORCE AND PARDOT UPDATE DEC. 1, 2016 THROUGH MAY 1, 2018

*This number does not include students who are currently receiving event confirmation/reminder emails as part of NSFP visit registrations.

<table>
<thead>
<tr>
<th>47</th>
<th>50,837*</th>
<th>837,388</th>
<th>283,251</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of active Pardot engagements (Inquiry/Incomplete, Application Submitted, Admit, Deposit)</td>
<td>Total prospective undergraduate students currently part of active 2018-2019 Pardot engagements (All active student types, all stages)</td>
<td>Total engagement emails sent</td>
<td>Total one-off emails sent</td>
</tr>
<tr>
<td>1,120,639</td>
<td>7,616</td>
<td>56%</td>
<td>66%</td>
</tr>
<tr>
<td>Total number of emails sent to prospective students</td>
<td>Total prospective graduate students currently part of active 2018-2019 Pardot engagements (All active student types, all stages)</td>
<td>Average open rate for engagement program emails</td>
<td>Average open rate for one-off emails</td>
</tr>
<tr>
<td>11.12%</td>
<td>3.38%</td>
<td>283,251</td>
<td>66%</td>
</tr>
<tr>
<td>Average click-through rate for engagement program emails</td>
<td>Average click-through rate for one-off emails</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.2.5 EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

CAMPUS APP

The UNO app was discussed for several years. With limited resources, a focus on completing various key digital projects (website conversion, digital and monument signage, and CRM) were made a priority.

In 2018, UNO will now have this key channel. As many as 60 percent of our users are using mobile devices on key web pages. It’s important to give students an opportunity to interact on mobile and use location-based services to help them through the campus orientation process.

Phase 1 includes links to key apps such as MavCard, MavLink, and shuttles. It also shares events from our website events feed.

Phase 2 will include more direct content strategy with affinity groups such as Business and Finance, Academic Affairs, Student Involvement, and the UNO Bookstore.

The UNOmaha app brings all things Maverick into one easy location for your mobile device. Get the latest news, find a building or class, access discounts, and so much more. One place. At your fingertips. With the UNOmaha mobile app.

WHAT'S NEW
Initial app release.
3.2.6 
EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

DIGITAL MONUMENT SIGNAGE

Three digital monument signs managed by UComm are located on Dodge and Pacific Streets. The signs welcome visitors, provide campus updates, and add personality through timely, effective, and strategic storytelling.

Based on the number of drivers and impressions along the corridor, the signs have an estimated value of $216,000 per year.

CAMPUS POLE BANNERS

The “O” banners mark our physical university territory for each of our three campuses located along three of Omaha’s most-traveled streets: Dodge, Pacific, and Center.

The banners reinforce the brand through repeated and consistent use of the campus “O” icon and the color black. They visually connect the three campuses while educating the community on the size and scope of UNO.

AVERAGE DAILY AUDIENCE REACHED VIA CAMPUS POLE BANNERS

Dodge Street (since 2013):
60,000 cars/day
21,900,000 impressions/year

Pacific Street (since 2013):
34,000 cars/day
12,410,000 impressions/year

Center Street (since 2015):
30,000 cars/day
10,950,000 impressions/year

Overall total:
124,000 cars/day
45,260,000 impressions/year
3.2.7 EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

KEY CAMPUS EVENTS

UComm expanded its role to the production of key campus events in fall 2013.

Since then, the UNO Events team has grown from one position to two positions, plus an intern. This is the first time UNO has had a centralized team dedicated to the full production of high-level university events. Our team focuses on serving UNO’s strategic priorities and making positive impressions by running safe, efficient, and effective events for future Mavericks, honored supporters, first-time visitors, alumni, and government officials.

UNO Events collaborates with campus units, outside vendors, and all members of the UComm team to develop strategies and provide professional event-planning support to campus units.

In an average year, UNO Events leads and/or provides substantial professional support for more than 30 events with 87,000 guests.

SIGNATURE EVENTS
- December and May Commencements
- Honors Convocations
- TEDxUNO
- Student Research and Creative Activity Fair
- Marion Marsh Brown Writers Lecture Series

CONFERENCES
- Coalition of Urban and Metropolitan Universities Conference (CUMU), October 2015
- Engagement Scholarship Consortium Conference (ESC), October 2016
- Vietnam War Lessons and Legacies, October 2016

ALUMNI EVENTS:
- Alumni Open House, Baxter Arena opening week
- 2017 Homecoming Open House, Maverick Landing
- 2018 UNO Global Day of Service

INTERNAL MEETINGS
- State of the University Address
- Chancellor Transition Advisory Council and Team Meetings
- Chancellor’s Town Halls
- HLC Re-accreditation Visit
- NU Board of Regents Meetings and Visits

NATIONAL/INTERNATIONAL VIP VISITORS
- President Barack Obama
- Mayor Bill de Blasio
- Former U.S. Secretary of Defense Chuck Hagel
- Japanese Minister of Defense Itsunori Onodera
- Warren Buffett
- Second Lady Karen Pence
- Maria Hinojosa
- And more...

LOCAL VIP VISITORS
- NU President Hank Bounds
- Local government representatives

UNO Commencement  Marion Marsh Brown Writers Lecture Series  TEDxUNO  President Obama Visit
### 3.2.8 EXAMPLE OF OWNED CHANNEL HIGHLIGHTS

#### BRANDED APPAREL AND PROMOTIONAL MERCHANDISE

Once the UNO brand guide was updated and shared with campus in 2013, UComm worked with colleagues at the UNO Bookstore to move the store branding and merchandise selections to be in line with brand guidelines in order to continue UNO’s effort to be relentlessly consistent.

A key element of the brand guide was a new color for UNO: black.

UComm worked to share this new element with campus colleagues so we could move toward supporting and sharing UNO’s new campus color. Athletics, who led the creation of the new brand elements, transitioned all of their athletic uniforms to black. It was strategically important for any public-facing units at UNO to align with the new guidelines.

The UNO Bookstore agreed to transition the book bags from white to black and to purchase 90 percent of apparel and merchandise in the color of black. The remaining percentage would be divided between UNO’s accent colors of red, light gray, and white.

The photos on the right show the change in focus from general apparel without a connection to a brand guide, to apparel that is strategically sold to increase awareness and consistency with UNO’s main brand color.
3.3 EARNED CHANNEL HIGHLIGHTS

Earned channels refer to promotions that UNO receives without payment, traditionally through public relations and media “earning” coverage and exposure from reporters and influencers.

MEDIA RELATIONS
See page 46

CRISIS COMMUNICATIONS
See page 48

INFLUENCERS
See page 49

Please note: Examples of earned channels are highlighted on the following pages.
3.3.1
EXAMPLE OF EARNED CHANNEL HIGHLIGHTS

MEDIA RELATIONS

Media relations is a traditional function of any institution’s communications team. The UComm Media Relations team builds and develops relationships with journalists to share stories about people, events, honors, and programs that illustrate the value of the UNO mission.

Like most communication fields, there is an ongoing news coverage evolution in this digital age. News isn’t just shared in the morning newspaper and on the 5 P.M. evening news. News is 24 hours a day with digital channels sharing and breaking news in real-time, which requires real-time responses to requests and staffing needs.

At the same time, news stories can also have an extended shelf life through social media postings and engagement. It is imperative that UComm continue to understand the news business and how to adapt to new ways of sharing information. As an example, UComm created a new “UNO News Center” Twitter account in 2015 to build relationships with news outlets and to create our own social media channel dedicated to sharing UNO news stories.

The Media Relations team also looks for any channel or outlet beyond traditional media to tell the UNO story.

### MEDIA COVERAGE STATISTICS AT A GLANCE

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Stories</th>
<th>Ad Value:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>8,953</td>
<td>$94.9 Million</td>
</tr>
<tr>
<td>2014</td>
<td>8,107</td>
<td>$96.1 Million</td>
</tr>
<tr>
<td>2015</td>
<td>7,951</td>
<td>$65.3 Million</td>
</tr>
<tr>
<td>2016</td>
<td>11,127</td>
<td>$69 Million</td>
</tr>
<tr>
<td>2017</td>
<td>12,928</td>
<td>$63.7 Million</td>
</tr>
<tr>
<td>2018</td>
<td>4,275</td>
<td>$19.89 Million</td>
</tr>
<tr>
<td></td>
<td>Overall</td>
<td>$408.9 M</td>
</tr>
</tbody>
</table>

(As of 5/9/18)
OVERVIEW OF CHANNELS

MEDIA COVERAGE

56,000+
Media stories about UNO

$408.9 million
Total ad value since 2013
3.3.2 EXAMPLE OF EARNED CHANNEL HIGHLIGHTS

CRISIS COMMUNICATIONS

In addition to work done by the UComm Media Relations team to promote positive stories about UNO, there are numerous times when members of the team, in partnership with the rest of the UComm staff when necessary, need to respond to crisis situations where there is a risk to campus in terms of damaged reputation, destruction of property, or loss of life.

In the last five years, the UComm Media Relations team has served as a liaison to reporters on at least 35 high-level, unexpected crisis events in addition to hundreds of smaller-level crises. If a crisis is handled well, an institution’s reputation can be enhanced, rather than damaged, through clear, timely, accurate, and transparent communications shared on earned channels ranging from news media to social media.

In the hours after the Scott Village residence hall fire in 2014, a mother of a current UNO student wrote on social media, “I am so glad to see how UNO has handled the fire situation. Great job. God bless you guys for coming through for your students. My son goes there and it makes me feel good that his school does care.”

In order to prepare for these scenarios, the UComm Media Relations team provides media training for administration, faculty, staff, and students, and works in partnership with members of the Department of Public Safety, Student Success, and the Incident Command System to establish emergency communications plans, in addition to taking part in emergency response training and exercises.

While many of the high-level crisis events are covered by the news media, there are many more incidents that were addressed early enough that they did not rise to the level of significant public attention.

### Crisis Communications Highlights

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
| 2013 | • U.S. Secretary of Defense Chuck Hagel misunderstanding during a Q&A  
|      | • Pipe bomb found in Memorial Park  
|      | • U.S. Senators and some media demand access to unopened Chuck Hagel Archives  
|      | • UNO student killed in a plane accident  
|      | • Anthrax scare at UNO Mail Room |
| 2014 | • Car on campus, person points gun out window at pedestrian  
|      | • Scott Village fire  
|      | • Guns confiscated from student living in Scott Village  
|      | • Social media rumor (Yik Yak) of shooting at UNO  
|      | • Possible student abduction |
| 2015 | • In-class demonstration of IV placement  
|      | • Knife attack at Criss Library  
|      | • Syrian refugee panel takes place immediately following attacks in Paris  
|      | • Changes to parking rules in Elmwood Park |
| 2016 | • Sorority social media incident (received national attention)  
|      | • Baxter Arena fire on loading dock  
|      | • Anti-semitic graffiti found in UNO bathroom  
|      | • International travel during world events (Paris shooting, London bombing) |
| 2017 | • Shooting takes place in Orlando airport with members of Swim/Dive team on site  
|      | • Contractor hits gas line, evacuating housing on Dodge Campus |
| 2018 | • Visit by Westboro Baptist Church during a student conference  
|      | • Anti-semitic fliers distributed on campus  
|      | • Radio station discusses faculty emeritus response to email  
|      | • Continued attacks internationally aligning with student travel (Melbourne, London, Stockholm, Manchester) |
INFLUENCERS

Influencers come in many forms, both paid and volunteer. In earned channels, promotion is given without a form of payment. An influencer can be a brand advocate, superfan, prospective student, current student, parent, donor, alumni, faculty, staff, public official, media, blogger, etc.

Positive engagements and messages from these groups help:
- strengthen brand advocacy
- expand brand awareness
- co-brand
- reach new target audiences and strengthen current audiences
- amplify messages from Maverick nation

This is a strategy for UComm and UNO as we continue to grow our network of supporters and fans.

UNO LICENSE PLATES HIT THE ROADS

In late 2015, along with the opening of Baxter Arena, UComm worked with the DMV to begin collecting license plate applications for UNO’s first-ever branded Nebraska license plate. A specific number of initial applications had to be collected before plates would be produced and made available to the public by the DMV.

Anyone who ordered a UNO specialty plate needed to take the time to fill out the paperwork, pay a fee, pick up, and switch out their new plates. This initial application drive took commitment, time, and patience by those initial applicants who wanted to co-brand with UNO cars as they drive. Since hitting the required application goal in late 2016, the number of UNO plates on streets across Omaha and the state have doubled.
A RETWEET FROM THE WHITE HOUSE

When UNO worked with the White House to announce that President Barack Obama was coming to UNO in January 2016, the White House retweeted UNO’s original tweet. And that retweet went out to 8.5 million followers around the world. One retweet from the White House to their network shined an enormous spotlight on brand awareness and helped UNO reach possible new target audiences.

HAGEL: ONCE A MAV, ALWAYS A MAV

Former U.S. Secretary of Defense Chuck Hagel has a permanent portrait and plaque in the hallway outside of the Secretary of Defense’s office at the Pentagon. On the plaque, it says he is an alumnus of the University of Nebraska at Omaha. Think of all of the visitors to the current Secretary of Defense’s office who read the name of Secretary Hagel’s alma mater.

Another example involving former U.S. Secretary of Defense Chuck Hagel happened on July 11, 2014, when he gave Japanese Defense Minister Itsunori Onodera a UNO tennis track suit and t-shirt during a live television press conference in the Pentagon Briefing Room. Defense Minister Onodera loves playing tennis and had visited UNO the day before to see where Secretary Hagel went to college. Secretary Hagel could have given him anything, and he chose branded clothes from his alma mater. The UComm team was happy to arrange an international Maverick gift.
ATHLETES GOING PRO

Jake Guentzel, a UNO alumus and a former UNO hockey player, was a star contributor to the Pittsburgh Penguins’ 2017 Stanley Cup victory. Jake returns to UNO frequently, and in his international media coverage he is listed as an alumnus and former student athlete. Jake has also engaged with UNO and Omaha Athletics on social media during and after his Stanley Cup win.

BLOG COMPLIMENT

After UNO went live with a new homepage in spring 2018, a higher education communications industry blogger wrote a positive post about the UNO page updates and complimented our strategy.
3.4 PAID CHANNEL HIGHLIGHTS

Paid channels refer to any promotions that UComm needs to purchase and place.

ADVERTISING
See page 53

MARKETING AND COMMUNICATIONS SUPPORT
See page 54

COMMUNITY SPONSORSHIPS
See page 56

Please note: Examples of paid channels are highlighted on the following pages.
3.4.1 EXAMPLES OF PAID CHANNEL HIGHLIGHTS

ADVERTISING

ANNUAL INTEGRATED MARKETING COMMUNICATIONS (IMC) PLAN

The Director of Marketing oversees UNO’s in-house advertising agency and the annual Integrated Marketing Communications (IMC) Strategy for overall university brand awareness. This plan takes the department’s limited marketing budget ($97,000 permanent + $100,000 to $300,000 one-time dollars depending on the year) and campus collaborations into account in order to maximize UNO’s brand exposure in the Omaha community each year.

The focus has been on general image awareness of UNO partnered with relentless consistency and repetition.

In collaboration with key campus recruitment units and colleges, the marketing team also partners with an outside media buyer to develop paid media plans for recruitment areas and colleges.
3.4.2 EXAMPLES OF PAID CHANNEL HIGHLIGHTS

MARKETING AND COMMUNICATIONS SUPPORT

RECRUITMENT AREAS

The UComm team considers recruitment goals as a part of all office projects. The team has spent a significant amount of time collaborating with key recruitment areas such as Enrollment Management and Graduate Studies, which has supported record-setting incoming undergraduate class numbers three years in a row and significant increases in the graduate student population.

3.4.2 EXAMPLES OF PAID CHANNEL HIGHLIGHTS

MARKETING AND COMMUNICATIONS SUPPORT

RECRUITMENT AREAS

The UComm team considers recruitment goals as a part of all office projects. The team has spent a significant amount of time collaborating with key recruitment areas such as Enrollment Management and Graduate Studies, which has supported record-setting incoming undergraduate class numbers three years in a row and significant increases in the graduate student population.
COLLEGES

As UNO’s in-house agency, the UComm team supports the communications efforts of all UNO colleges. Through collaboration with key communications team members, faculty, and staff from each college, UComm has supported communications and marketing efforts by assisting with media buying, graphic design support, copywriting assistance, website support, photo/video support, sponsorship negotiation, and more.

With identified funds from the respective departments, UComm has assisted with outdoor and targeted campaigns for the Bachelor of Multidisciplinary Studies degree (formerly Bachelor of General Studies degree), targeted online advertising for Executive MBA and Graduate Studies, and strategic sponsorships with community partners and UNO’s colleges.

UComm has also extended sponsorship opportunities to all of campus as a free opportunity to share information about their college, department, or program with the public.
COMMUNITY SPONSORSHIPS

Over the last five years, overall UNO sponsorships have been administered using UNO’s limited marketing budget and they remain a vital piece of the IMC plan. In-kind agreements with sponsors have maximized the sponsorship opportunity in most cases.

Sponsorships have included the following:
- Aksarben Farmers Market
- American Lung Association Corporate Cup
- End of Summer Concert Series
- Film Streams Student Night
- Greater Omaha Chamber Young Professionals Summit
- Komen Great Plains Race for the Cure
- Maha Music Festival
- Midtown Crossing Horses of Honor
- Monday Night at the Movies
- Nebraska Cornhusker State Games
- NET UNO Hockey sponsorship and academic spotlight videos
- Old Market Art Banner Project
- Olympic Curling Trials
- Omaha Storm Chasers
- State Games of America

In total, over four million of people have interacted with UNO at one of these sponsored events or have seen UNO included in paid advertising for these events.
3.5 HYBRID CHANNEL HIGHLIGHTS

Hybrid channels refer to comprehensive marketing and communications strategies where any promotions that appear on multiple channels (owned, earned, and paid) converge to amplify and extend messages across multiple touchpoints.

Please note: Examples of hybrid channels are highlighted on the following pages.

“KNOW THE O” GENERAL BRAND CAMPAIGN
See page 58

UNO MAGAZINE
See page 59

UNO ALUMNI NETWORK
See page 60

BAXTER ARENA OPENING
See page 61

BACHELOR OF MULTIDISCIPLINARY STUDIES PROMOTION
See page 62

MARION MARSH BROWN WRITERS LECTURE SERIES
See page 63
3.5.1 EXAMPLES OF HYBRID CHANNEL HIGHLIGHTS

“KNOW THE O” GENERAL BRAND CAMPAIGN

The “Know the O” general brand awareness campaign launched in fall 2015 as a celebration of UNO’s momentum, a way to thank alumni and re-engage them with the university, and an opportunity to reintroduce ourselves to the Omaha community.

The campaign contained different tactics such as direct mail, paid media, and a social media campaign, reaching more than 46,000 alumni in the Omaha area, as well as alumni across the globe.

We also used the “Know the O” campaign on bus benches throughout Omaha with facts connected to our UNO story components and were active on social media using the hashtag #KnowtheO.

Events related to “Know the O,” such as the Baxter Arena Open House and the UNO Basketball ticket offer, brought more than 3,000 alumni and their family members back to the UNO campus in fall 2015.
3.5.2 EXAMPLES OF HYBRID CHANNEL HIGHLIGHTS

UNO MAGAZINE

In collaboration with the UNO Alumni Association and the University of Nebraska Foundation, UComm serves as one of three editorial content producers and reviewers for the UNO Magazine, an award-winning magazine that produces three issues each year that are sent to UNO alumni across the globe and posted online. Specific assistance comes in the form of theme creation, copywriting, copy editing, and photos.

UNO magazines and alumni events are shared through UNO-owned channels; sharing this information about UNO helps build brand ambassadors for earned promotion. In addition, the magazine is a paid print piece.
3.5.3 EXAMPLES OF HYBRID CHANNEL HIGHLIGHTS

UNO ALUMNI NETWORK

In fall 2017, through sponsorship by Vice Chancellor Dan Shipp, the UNO Alumni Network was launched to focus on reconnecting alumni with each other and current students through affinity groups based on different Student Success offices and support services. Groups range from former student government leaders to those connected to the LGBTQIA+ community.

Efforts to make these connections in the first year have been event-based. The UNO Homecoming Open House at Maverick Landing welcomed more than 300 alumni and their family members back to campus in October 2017.

The next planned event was the UNO Global Day of Service in March 2018, where alumni from around the globe had the opportunity to share their impact in their communities. Alumni located in the Omaha area had the opportunity to volunteer alongside current UNO students to support a variety of community partner organizations.

UNO Alumni Network
UNO Alumni Open House
UNO Global Day of Service
Mavericks couldn’t wait to attend the 2015 opening of Baxter Arena, UNO’s first on-campus arena. All channels were leveraged for this historic opening of an on-campus home for UNO Athletics and a community facility. The Omaha World-Herald published the special section shown below, working with the UComm and Athletics teams to determine story ideas and content. UNO made the investment to hire a public relations firm to assist with promotions about Baxter Arena. As an example, the firm assisted Athletics with visiting all of the neighborhood associations in the UNO area to give them information about the purpose of building Baxter Arena and to build ambassadors for the facility.
3.5.5 EXAMPLES OF HYBRID CHANNEL HIGHLIGHTS

BACHELOR OF MULTIDISCIPLINARY STUDIES PROMOTION

The online Bachelor of Multidisciplinary Studies (BMS) Degree is one of the best online degree programs in the United States, ranked in the top 25 programs by U.S. News & World Report. UComm has worked with the BMS program to promote this ranking through all UComm owned channels; cultivate media attention for the ranking and social media stories for the earned channels; and, working with a budget from CPACS, develop several campaigns in the last five years to advertise this program across the state of Nebraska.
3.5.6 EXAMPLES OF HYBRID CHANNEL HIGHLIGHTS

MARION MARSH BROWN WRITERS LECTURE SERIES

The Marion Marsh Brown Writers Lecture Series is an annual event, sponsored by Djel and Paul Brown, which brings in some of the best writers in the world to meet UNO students and provide a free, public lecture. Lee Child (2018), Cheryl Strayed (2017), and John Grisham (2016) were the featured authors for the first three years. All UComm-owned channels are used to promote this event, as well as media coverage and an active social media strategy to distribute tickets to the public. UComm manages the media buy to promote the event.
4 BUDGET

4.1 UCOMM FINANCIAL INVESTMENT

4.2 UCOMM BUDGET COMPARISON CHARTS
Like every unit on campus, UComm needs to maximize limited resources and align the budget to campus strategic goals. The UComm budgets for 2013-2014 and 2017-2018 are exhibited on the next page.

In 2014, The Chronicle of Higher of Education conducted a survey of higher education communicators and marketers around a variety of topics, including budget. The survey reported that doctoral-granting universities spend, on average, $3.56 million annually on marketing, with the minimum spending among those surveyed at $300,000.

In FY 2018, as of May 2018, UComm received $231,590 for marketing. That’s a decrease in spending level from the marketing budget in FY 2014.

It’s important to note that the 2018 figure only represents the budget directly managed by UComm. There are some colleges and units that have identified some marketing budget, and those funds are directly managed by those areas. UComm works with any unit or area that has identified budget for marketing. The budget represented in these efforts are paid from non-UComm cost centers, and are not included in the total UComm marketing budget.

As long as the brand is consistent, along with consistent use of UNO’s value proposition components in marketing efforts, it doesn’t matter what cost center the budget comes from.

When resources are limited, it is even more important to have a clear brand guide, to demonstrate relentless consistency, to actively participate in both owned and earned communications channels, and to take advantage of every opportunity that comes our way.

UComm focused on the many benefits our collective resources could bring to raise general image awareness of UNO. And we are more than willing to work with one-time dollars whenever they become available within the year. We have an integrated marketing communications plan that is prioritized, and when resources are available, we move forward with another step in the plan.

The successes in this report come from applying a Maverick approach to communications and by leveraging campuswide partnerships to tell our collective story.

We continue to work with leaders on campus to show what is possible with a marketing budget of $97,000 permanent and $100,000 to $300,000 one-time dollars (depending on the year). We also ask: Is that enough marketing investment to support UNO’s campus growth goals?

As we move into the next five years, the UComm team is poised and ready to adapt and create excellent communications plans, whatever the budget level.
4.2 UCOMM BUDGET COMPARISONS CHARTS

### UCOMM BUDGET: FISCAL YEAR 2013-2014 (FY 2014)

<table>
<thead>
<tr>
<th></th>
<th>PERMANENT</th>
<th>ONE-TIME</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Budget</td>
<td>$97,000</td>
<td>$165,744</td>
<td>$262,744</td>
</tr>
<tr>
<td>Permanent Operating</td>
<td></td>
<td>$24,037</td>
<td></td>
</tr>
<tr>
<td>Salary &amp; Benefits</td>
<td></td>
<td>$587,328</td>
<td></td>
</tr>
<tr>
<td><strong>FY 2014 TOTAL</strong></td>
<td><strong>$874,109</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### UCOMM BUDGET: FISCAL YEAR 2017-2018 (FY 2018)

<table>
<thead>
<tr>
<th></th>
<th>PERMANENT</th>
<th>ONE-TIME</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Budget</td>
<td>$97,000</td>
<td>$134,590</td>
<td>$231,590</td>
</tr>
<tr>
<td>Permanent Operating</td>
<td></td>
<td>$79,164</td>
<td></td>
</tr>
<tr>
<td>Salary &amp; Benefits</td>
<td></td>
<td>$1,272,417</td>
<td></td>
</tr>
<tr>
<td><strong>FY 2018 TOTAL</strong></td>
<td><strong>$1,583,171</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
1. There are some units and colleges that have identified some marketing budget. UComm works with these units to define goals, develop message(s), provide creative direction in UNO brand, and select paid placement strategy. These efforts are not included in the total UComm marketing budget.
2. UComm has less marketing budget in fiscal year 2018 than we did in fiscal year 2014. UNO’s marketing budget has not grown to align with campus goals.
3. UComm staff grew core services from four to 14 in five years.
4. Every expertise in integrated marketing communications is now represented on staff. Examples include: In 2013, there were no positions to support UNO’s website and digital strategy, handle crisis communications, lead creative direction and marketing, or organize high-level campus events.
5 RECOGNITION

5.1 UCOMM TEAM AWARDS AND HONORS
Over the last five years, the work of UComm received 44 awards at the local, regional, and national level by campus colleagues, higher education peers, and cross-industry communications and marketing professionals.

AMERICAN ADVERTISING FEDERATION (AAF)
- Gold, Photography, Underwater Swimmer Award (2016)
- Silver, Integrated Marketing Campaign, Know the O Campaign (2016)
- Silver, Publication, Know the O: Advantage and Fact Book (2016)

AMERICAN INSTITUTE FOR GRAPHIC ARTS (AIGA)
- Bronze, Photography, Swimming and Diving Photography (2016)

AMERICAN MARKETING ASSOCIATION (AMA)
- Pinnacle, Digital Media Not-for-Profit, Frozen Four Social Media Frenzy (2016)
- Pinnacle, Public Relations Not-for-Profit, Baxter Arena Naming Campaign (2016)
- Pinnacle, Communications Not-for-Profit, UNO Advantage Book (2014)
- Platinum, Communications Not-for-Profit, UNO Advantage and Fact Book Package (2015)
- Platinum, Communications Not-for-Profit, UNO Executive MBA Viewbook (2014)
- Gold, Communications Not-for-Profit, Barbara Weitz Community Engagement Center Book (2016)
- Gold, Communications Not-for-Profit, UNO Undergraduate Recruitment Campaign (2015)
- Silver, Digital Media Not-for-Profit, UNO E-Newsletter Makeover (2015)
- Silver, Communications Not-for-Profit, UNO Undergraduate Recruitment Billboard (2015)
- Silver, Promotions, Not-for-Profit, UNO Maverick Billboards (2014)
- Bronze, Digital Media Not-for-Profit, Baxter Arena Temporary Website (2016)
- Bronze, Communications Not-for-Profit, UNO Undergraduate Recruitment Viewbook (2015)
- Bronze, Digital Media Not-for-Profit, UNO Social Media Crisis Communications (2015)

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION (CASE)
- Gold, Photography: Individual Photograph, UNO Arts and Sciences Hall (2016)
- Gold, Institutional Relations Publications: President’s Reports and Annual Reports, UNO Advantage Book-Fact Book Package (2016)
- Gold, Institutional Relations Publications President’s Reports and Annual Reports (Print), UNO Advantage Book (2015)
- Silver, Excellence in Photography, University of Nebraska at Omaha Photography Portfolio (2016)
- Bronze, Student Recruitment Publications: Viewbooks and Prospectuses, UNO Undergraduate Recruitment Viewbook (2016)
- Bronze, Digital Communications: Best Uses of Social Media, Frozen Four Frenzy (2016)

EDUCATIONAL ADVERTISING AWARDS
- Gold, Other, Know the O Package (2016)
- Merit, Student Viewbook, Undergraduate Viewbook (2016)

EDUCATIONAL DIGITAL MARKETING AWARDS
- Gold, Microsite, Temporary Arena Website (2016)
- Silver, Website, UNOmaha.edu (2016)
- Silver, Institutional Website, UNO Website Redesign (2013)
- Bronze, Social Media, Frozen Four Frenzy (2016)
OFFICE OF UNIVERSITY COMMUNICATIONS: FIVE-YEAR REPORT

RECOGNITION: UCOMM TEAM AWARDS AND HONORS

NATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY RESIDENCE HALLS (NACURH)
- National, Spotlight of the Month, UNO Response to Residence Hall Fire (2014)
- Regional, Spotlight of the Month, UNO Response to Residence Hall Fire (2014)

PUBLIC RELATIONS SOCIETY OF AMERICA (PRSA)
- Award of Excellence, Integrated Communications, President’s Community Service Honor Roll Announcement (2015)
- Award of Merit, Events and Observations Seven Days or Fewer, President Obama Visits UNO (2016)
- Award of Merit, Newsletters/Magazines: Print, UNO Magazine (2015)
- Award of Merit, News Conferences, Baxter Arena News Conference (2015)
- Award of Merit, Internal Communications: Medium Business 500-1000 employees, Newsletter Makeover (2014)
- Award of Merit, Crisis Communications: Government, We Are UNO (2014)

UNIVERSITY PROFESSIONAL AND CONTINUING EDUCATION ASSOCIATION (UPCEA)
- Silver, Outdoor/Exhibit Signage, UNO Bachelor of General Studies Degree Campaign Billboard (2014)

UNO MARCHING MAVERICKS
- Hall of Fame, Support of UNO Marching Mavericks (2013)

UNO STUDENT INVOLVEMENT
- BFF Award, Support of Student Involvement programming (2017)

UComm staff members have also received individual recognition by the university including a University of Nebraska System Kudos Award, an Employee of the Month Award, and a Staff Advisory Council Annual Recognition Award.
6 CONCLUSION

6.1 SHARED SUCCESS
6.1 SHARED SUCCESS

UComm and the integrated marketing communications services offered within play a critical role in a variety of important responsibilities at UNO. Recruitment, enrollment, retention, and graduation efforts benefit from the creative direction, brand management, marketing, general image awareness, digital communications, strategic and coordinated internal communications, events, customer service, and brand protection UComm provides.

Over the past five years, UComm has given support to every area of campus, and we love celebrating milestone achievements with our partners across campus.

In 2014, The Chronicle of Higher Education conducted a major survey of marketing executives at four-year colleges and universities around the United States, including UNO.

Among other questions, the survey asked marketing chiefs how they “know when they have done a good job?”

According to the report, marketers listed undergraduate enrollment as the top indicator of marketing success for all types of institutions.

After that, respondents used “measures of awareness and engagement plus anecdotal opinions about reputation” as evidence of success.

We agree with these measurements, and we include Graduate Studies enrollment as well as retention and graduation rates as indicators of success.

*Enrollment, retention rates, graduation rates, and anecdotal feedback at UNO in the last five years have been historic and remarkable successes.*
6.1.1
EXAMPLES OF SHARED SUCCESS

ENROLLMENT

The UComm team prioritizes recruitment goals as we plan our projects, and the team serves as UNO’s in-house advertising agency, collaborating with key recruitment areas such as Enrollment Management, Graduate Studies, and online learning. Together, the UNO campus has celebrated significant enrollment achievements!

Undergraduate:
UNO had three back-to-back record-setting incoming first-year undergraduate classes (2015, 2016, and 2017).

Graduate:
In the last five years, from fall 2012 to fall 2017, graduate school enrollment at UNO has increased 17.2 percent.

Online Learning:
Over the past two years, nearly 90 percent of all undergraduate students have participated in at least one online course by the time they graduate.

RETENTION RATES

UNO’s first-to-second year retention rate is up 4 percent from 72 percent to 76 percent, comparing the fall 2011 cohort to the fall 2016 cohort. It was slightly higher at 77.4 percent the year prior (fall 2015 cohort).

UNO has improved our three-year and four-year retention numbers as well. The three-year retention rate is up to 68 percent for fall 2015, increasing from 63 percent for fall 2011. The four-year retention rate is up to 62 percent for the fall 2014 cohort, increasing from 55 percent for fall 2011.

Most importantly, positive retention rates help lead to increasing improvement in graduation rates, which is illustrated in the next historic section.

GRADUATION RATES

Four-year graduation rate:
The four-year graduation rate for degree-seeking, full-time, first-year students in the fall 2013 cohort reached 24.9 percent. That’s up from 15.9 percent for the fall 2009 cohort—an increase of 9 percent! This graduation rate is a remarkable institutional achievement.

An average four-year graduation rate for a metropolitan university campus ranges between 12 to 15 percent.

Note: UComm was created the same year the 2013 cohort enrolled at UNO and has been in place leading communications for the entire journey of this cohort’s time at UNO.

Six-year graduation rate:
The six-year graduation rate, which is a traditional measurement for a campus in an urban setting, is 47.7 percent for the last available cohort in 2011.

Comparing this rate with a six-year graduation rate from five years earlier shows a slight increase from 47 percent.

According to data from the Coalition of Urban and Metropolitan Universities, the average six-year graduation rate for CUMU member schools is 45.5 percent, placing UNO’s completion rate above the peer average.
MEASURES OF AWARENESS

UComm began a baseline university perception study in 2014 with a commitment to repeat the study every two years. The data shared here includes comparison points between the 2014 and 2016 surveys. The 2018 perception study is in the field as of the printing of this report.

**Highlights:**
In almost all areas, UNO’s brand experienced increased positive perceptions between 2014 and 2016 with increases in familiarity, favorability, and academic quality.

The report showed that between the two studies, Nebraskans and Western Iowans:
- became more familiar with UNO, enhancing familiarity across the region
- began to think more favorably about UNO
- think UNO’s academic quality has improved and perceive UNO’s academic quality as being on the same level as UNL and Creighton

From the 2014 to 2016 survey, it should be noted that UNO moved into the same “perception level” as UNL and Creighton for academic quality, but both UNL and Creighton were higher in positive perceptions on these surveys.

Views of how UNO’s goals correspond with the university’s image stand firm. There were increases in positive perceptions to these statements:

**UNO:**
- is an asset to the Omaha community
- is a traditional four-year school
- offers a variety of strong academic degrees
- offers programs accommodating all students
- has an excellent academic reputation
- has graduates who are well prepared for careers
- encourages diversity when recruiting
- has a safe campus
- encourages community engagement

When we look to understand how the needle has moved when registering increased positive perceptions about UNO between 2014 and 2016, reasons could include:
- Our “Know the O” campaign to raise general image awareness about UNO to internal and external audiences
- Earned media and influencer attention for major events at UNO including the transition to Division I Athletics, the hockey team in the Frozen Four, the opening of Baxter Arena, and hosting President Obama
- Top-ranked degrees, including the Bachelor of General Studies (BGS) Degree promotion

Our marketing budget did not allow for investment for advertising, in Omaha or across the state, beyond our “Know the O” campaign and work with CPACS on promoting the national ranking for the BMS (formerly BGS) online bachelor’s degree. Therefore, part of the explanation for the increase lies in the general image awareness efforts by UComm and UNO partners, efficient and well-managed use of UNO’s owned and earned channels, and good fortune to host an international event.

Is this increase in positive perceptions sustainable without marketing and advertising investments? The 2018 survey results will offer more data to confirm if the positive trends continue, as well as identify opportunities to reinforce and heighten perceptions in all of the areas highlighted above.
FEEDBACK FROM CAMPUS AND COMMUNITY

Thank you so much! We really appreciate the support and hard work, along with everything UComm does for us every day. You all are vital to what we do in the Weitz CEC and we could not achieve very much at all without UComm’s ongoing technical assistance, advice, and expertise. I especially appreciate your efforts in putting this together before ESC. I know what a time crunch you are all under and your work under these circumstances is exceptional.

I am really thrilled with the new layout and design of the website. Many thanks again for the hard work, attention to detail, and support.

– Sara Woods
Executive Associate to the Senior Vice Chancellor for Community Engagement

When I was looking at the faculty position at the College of Education, the university website was well organized, and I could find the information I needed. When I arrived at UNO to interview, I noted the college materials matched the website branding. Such consistency helped me to realize that my research interests as well as my teaching pedagogy were well aligned with the university’s vision and strategic plan.

– Kerry-Ann Escayg, Ph.D.
Assistant Professor of Early Childhood Education
College of Education

I have experienced great change with the UNO brand in my time at UNO, which is roughly 12 years. The UNO ‘brand’ that UComm has cultivated over the past 5 years has paid huge dividends. The results are being realized with students, especially as recruitment becomes easier and retention/spirit increases with each passing year, which is from their creation of a culture of consistent brand, communication strategy, and coordination of events.

Employees, both faculty and staff, have benefited from amazing support like planning, marketing, cross departmental coordination, and of course, an improved communication strategy. Administration has benefited from a specialized communications team that handles a wide-variety of issues and can rely on UComm for effective/reliable communications of important information. I hope to see them included in major committees across campus as communication is critical to our institution and mission.

Thanks,

– Thomas Walker
Business Analyst, Office of Institutional Effectiveness
2017-18 Staff Advisory Council President

Thank you for your help in making this year’s Marion Marsh Brown Lecture and VIP event the best one yet! I’ve heard many great compliments. It was a wonderful team effort; I’m thankful for the work each of you did.

Thanks for making UNO look good!

– Mike Bird
Vice President, UNO Advancement
University of Nebraska Foundation
Wow, just wow!!! This is amazing! Thank you so much for taking all of this on. This is going to be an outstanding event and I am already excited to work with UNO on the next program because with this level of hard work and camaraderie, I am confident that we will knock this out of the park.

Thanks again,

Kierra Crago-Schneider, Ph.D.
University Programs Officer, United States Holocaust Memorial Museum
Washington, D.C.
*Vectors of Violence: Persecution and Complacency in Nazi Germany and the Great Plains*

Thank you for presenting at our COE meeting yesterday. You’re an excellent partner for helping us achieve our goal of communicating our mission and vision.

Thanks for all you do!

-Nancy Edick, Ed.D.
UNO College of Education Louis G. Roskens Dean

Just a quick note to you and your team to say what an amazing job with the Commencement, Pre-During-Post, in terms of all things logistically, marketing and publicity! Absolutely brilliant!

I just had an online conversation with a prospective international student currently studying in California and they were amazed to see the diversity of our students through the student stories and the new picture on the website!

You have made my job in international recruiting so much easier, in telling the visual story of our diverse student population, our incredible academic programs, our campus community, and our extensive connectivity with our city!!

Thank you and it bears repeating…GREAT JOB!!!

-Lee Westphal
Assistant Director, International Admissions
Enrollment Management

Thank you for the generous gift of UNO pins! We are excited to use them to continue showing our Maverick pride across campus.

Thank you also for your outstanding support of our membership and work at UNO; your partnership has been key to our growth and we hope to continue working with you in the future.

- UNO Student Government

UCComm (with its adaptive and innovative media operations) has become an integral part of the ongoing transformation of the university into a sustainable, inclusive, responsive, and student-centered research university.

- Imafedia Okhamafe, Ph.D.
Professor of Philosophy of Science, Professor of English,
Chair, Goodrich Scholarship Program
Thank you for your contribution in welcoming over 100 new full-time and adjunct faculty to UNO at our annual New Full-Time Faculty and Adjunct Faculty Orientation sessions. Attendees spoke very highly of the presentations and table fairs.

We greatly appreciate your willingness to share your insights and time as a presenter in the UNO Mission and Priorities session at New Full Time Faculty Orientation. With this introduction to key campus resources and services, a strong foundation for success at UNO was established.

Best wishes for the coming academic year. We look forward to working with you in the future.

- Candice Batton, Ph.D., Assistant Vice Chancellor for Academic Affairs
- Karen K. Hein, Ph.D., Director, Center for Faculty Excellence

I received many favorable comments about your informative presentation, and we all enjoyed hearing UNO’s story and learning more about what it means to be a premier “Metropolitan University.” Again, many thanks for the time spent on our behalf.

We are grateful for your outstanding work on behalf of the University.

Sincerely,

- Hank Bounds, Ph.D.
  President, University of Nebraska

Thank you so much for all of the hard work leading up to the successful completion of the commencement ceremonies held by the University. I am deeply grateful to you and all of your colleagues for making these events so successful and also, for making my experience as smooth and as comfortable as possible.

I am well aware that these events take a tremendous amount of planning, as well as meticulous execution. Please know that this does not go unnoticed and not without a tremendous amount of gratitude and respect.

Please thank all those involved.

With warmest personal regards,

- Jeffrey P. Gold, M.D.
  Chancellor

Thank you for all your help with my recent visit. It is critical to my job as President to regularly travel outside of Washington, D.C., and speak with Americans about their concerns and aspirations. Your involvement in my trip was instrumental to its success and much appreciated.

Thank you again for your kind assistance. I wish you all the best.

Sincerely,

- Barack Obama
  President of the United States
7  LOOKING AHEAD

7.1  THE NEXT FIVE YEARS
7.1 THE NEXT FIVE YEARS

The UComm team is very excited about the future! We will have the UComm summer retreat in June 2018 to work through clarifying an overarching theme for our next five years. And, of course, we need feedback from UNO leadership and campus partners.

Some of the possible theme elements for the next five years include: strengthening all connection points to UNO, building networks of advocates through participation marketing, and interactive communications with key audiences.

Now that the fundamentals of communications are in place at UNO, we will work as a team to continually evaluate the needs of the university and our ability within UComm to meet those needs extraordinarily well.

We have a long working list of areas to think through.

Here is a look at some of our brainstorming for work to come in the next five years:

• Create a data council to bring together key campus partners to share data analysis and planning
• Chancellor Gold’s Transition Advisory Report feedback
• Leverage channels to create revenue
• Emerging technologies: what’s next?
• Crisis communications: continued media training for Subject Matter Experts (SMEs)
• Align channels to support retention
• Launch Phase I of the mobile app and begin Phase II
• Budget planning: establish budgets for all UComm areas and strategic plan to understand UNO leadership’s perspective on the need to align marketing dollars to campus goals
• Evolve and grow government relations infrastructure
• Create the MavOCATE Program (Maverick + Advocate): leveraging and engaging our supporters to better tell our story through community and campus connections (participation marketing)
• Define needs for community relations and formalize a multi-year plan
• Continual focus on the fundamentals: add new fundamentals or evolve established fundamentals
• Expand the Navigation customer service program

What ideas do you have? Send your thoughts to ucomm@unomaha.edu with a subject line, “Ideas for the next five years.”
8  UCOMM STAFF CREDITS

8.1  UNIVERSITY COMMUNICATIONS TEAM
8.1

UNIVERSITY COMMUNICATIONS TEAM

Erin Owen, Executive Director of the Office University Communications and Assistant to the Chancellor for Communications

CREATIVE DIRECTION AND MARKETING
Creative Direction / Graphic Design / Marketing Project Management / Brand Management and Review / Salesforce Recruitment / Content Creation
Emily Poeschl, Director of Marketing and Strategic Initiatives
Angie Kennedy, Creative Director
Kelly Jefferson, Marketing Project Manager
Angelica Genovesi, Graphic Designer
Wes Poore, Graphic Designer
Chantel Asselin Dunn, Digital Recruiter

EVENTS
Commencements / Honors Month / VIP Visits / Campus Consulting / Other University Events
Alyson Roach, Events and Community Relations Manager
Christy Laughlin, Events Coordinator

NAVIGATOR CUSTOMER SERVICE
Main Phone Line / Eppley Info Desk / Live Chat / Spanish Speaking Services
Brendan Brown, Communications Associate
Geraldine Diaz, Communications Associate

EDITORIAL
Sam Petto, Editor

DIGITAL COMMUNICATIONS
Website / Internal Communications / Social Media / Analytics / Training / Electronic Signs / Campus App
Jason Buzzell, Director of Communications and Digital Strategy
Sarah Casey, Digital Content Manager
Jessica Yrkoski, Internal Communications Coordinator
Jen McCahill, Content Strategist
Sophie Ibrahimi, CMS Training and Metrics Associate

MEDIA RELATIONS AND CRISIS COMMUNICATIONS
Charley Steed, Associate Director of Media Relations
Nolan Searl, Digital Content Specialist

PHOTOGRAPHY AND VIDEOGRAPHY
Ryan Henriksen, Multimedia Specialist

OFFICE ADMINISTRATION
Human Resources / Budget / Notary / Scheduling / Main Line
Linda Riffner, Project Manager
Kim Crayne, Office Assistant

GOVERNMENT RELATIONS (SUMMER 2018)

COMMUNITY RELATIONS (SUMMER 2018)

SPECIAL THANKS TO:
Dr. Gail F. Baker
Dr. B.J. Reed
Avery Mazor
ITS Colleagues