



# OLD DOMINION UNIVERSITY

Branding, Marketing, and Communication Subcommittee  
March 14, 2022  
Meeting Minutes

The meeting began with an introduction of Vice Provost, Dr. Brian Payne, who was present to discuss the MBC task force and their findings.

- a. Dr. Payne presented a PowerPoint presentation that was shown to BOV/ President's cabinet that summarized the work done by the MBC task force and their conclusions.
  - i. Full analysis of institution's past experience and current work in these areas while identifying industry best practices.
  - ii. Activities
    1. Weekly meetings, divided into subgroups, collaboration with BOV marketing subcommittee
    2. SWOT analysis, identified areas of focus, heard presentations from Strat Comms, Marketing, ODU Online, and Athletics
    3. Surveyed ODU employees with "marketing" in position description
      - a. ~120 employees with "marketing" in position description at the university
    4. Looked at marketing and comms budgets, strategies and structures at 26 peer institutions
      - a. Selection criteria
        - i. Enrollment size over 20k (only 5 lower than ODU)
        - ii. Average enrollment size: 43,108 vs ODU's 24,286
        - iii. Average yearly tuition at 14,066 vs ODU's 10,680
        - iv. 20 had online programs
        - v. 14 institutions with R1 status
      - b. Peer Marketing structure
        - i. Central marketing/comms office
        - ii. 17 of 26 marketing unit leaders reported to president of institution
        - iii. Average of 35 employees in central unit
        - iv. 17 had a strong central marketing presence
        - v. Half had licensing office report through central marketing unit
        - vi. Online marketing efforts varied
    5. Found that the collective budgets of ODU's marketing offices was on par with the lower end of peer institutions at the R1 level
    6. Identified actionable steps to inform strategic planning



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- iii. Task force Sub-groups were:
  - 1. Budget and contracts
  - 2. Peer institutions
  - 3. Research and graduate
  - 4. Arts and community engagement
  - 5. Alumni and donor engagement
- b. Utilized a very helpful study – the 2019 State of Higher Ed marketing study (SimpsonScarborough). Can be found in “Resources” folder in TEAMS
  - i. The study included survey results from 270 4-yr institutions, including ODU
    - 1. Leadership reporting
      - a. 48 percent of marketing leadership report directly to president/chancellor
      - b. 56 percent are cabinet/executive team leadership members
- c. Budget data
  - i. ODU’s spending on marketing is around average compared to other institutions that participated in study
  - ii. Spending per enrolled student- \$429-\$623 (ODU is on the low end of this range)
- d. University Marketing Spend by Type/ where funds are being spent
- e. Framework for recommendations
  - i. Infrastructure/ resource recommendations
    - 1. Create office of university comms lead by a VP/CMO
    - 2. Identify single media buyer
    - 3. Pool, share and reallocate resources to minimize internal competition
    - 4. Use current trat comms unit as foundation for new unit
    - 5. 4 new FTEs to support crisis comms, research, grad education and the arts
    - 6. Realign four existing FTEs to office of university comms
    - 7. Move licensing to office of university comms
  - ii. Proposed org chart for office of university comms
- f. Collaboration recommendations
  - i. Establish clear collaboration framework (example: UVA, centralized de-centralization)
  - ii. Hold regular purposeful meetings of campus communicators
  - iii. Clarifying roles and responsibilities of communication stakeholders (training for communicators)
  - iv. Assign liaisons from central communications to campus units
  - v. Leveraging CRMs to enhance communication



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- vi. Developing online form to solicit news story ideas
  - vii. Expanding Themester
  - viii. Developing a lively/interactive calendar
  - g. Additional recommendations
    - i. Data-focused recommendations
    - ii. Campus beautification
    - iii. Alumni engagement
  - h. Strategic Plan Guidance
    - i. Guidance for logo usage
    - ii. Slogan or tagline that resonates with all
    - iii. Brand positioning statement
    - iv. Strategies for coordinating the ODU and ODU online brands into one brand
    - v. Enhancing campus infrastructure
    - vi. Formalizing student engagement in marketing, comms and branding
    - vii. Recognizing and respecting the work of the ODU online task force, the BMC task force did not recommend specific changes to the ODU online marketing structure or processes
  - i. Questions
    - i. Any work going into collateral being produced on campus in our buildings?
      - 1. Not yet, but recognize that outside and inside infrastructure work needs to be enhanced
2. ODU survey
- a. No recommendations have been provided to Giovanna
    - i. Thumbs up to move forward, consensus that survey covers all pertinent areas
3. Goals/Themes/Strategies
- a. Developed by Jason and reviewed by President Hemphill
  - b. Are now posted in the TEAMS folder “Working Docs” for committee members to review and comment on
    - i. Look for ways to combine goals, so we can keep the final number under 10 goals
4. Sub-Group development
- a. Develop goals, timelines and responsibilities
    - i. Most will fall back to new VP, but this will help provide guidance and marching orders for that individual
5. Closing thoughts
- a. Too much work has been done without coordination and training across university
  - b. Focus on where our needs are greatest



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- c. Next Meeting – Review of Goals/Themes/Strategies document and determine who should be in what sub-group
  - d. Use Teams platform to share info collected by each group
6. Housekeeping
- a. Brian’s presentation, SimpsonScarborough results, and Goals/Themes/Strategies to be added to Teams after meeting.
  - b. Next meeting: 3:00 on March 21<sup>st</sup>, in the Jim Jarrett Athletic Building Conference Room