

UWM Marketing Study Group

Updated: Nov. 4, 2022

Summary

The Marketing Study Group is asked to examine UWM's decentralized marketing structure and determine what is working well and where there are areas for improvement. It should summarize its findings in a single, written report by March 31, 2023.

Background

Budget reductions due to declining enrollment present UWM with many challenges, and it is critical that we use our staff and budgets as effectively and efficiently as possible.

UWM currently has a decentralized marketing structure with 89 employees in 19 schools/colleges/divisions engaged in marketing activities. Shared marketing exists on a limited scale with six schools and colleges participating in four partnerships in FY23 (Architecture & Urban Planning/Peck School, Freshwater Sciences/Freshwater Collaborative, General Studies, and Letters & Science/Zilber School).

Most schools and colleges have very limited marketing/advertising budgets (less than \$15,000 each) for recruitment marketing efforts; they typically spend their money on digital marketing because of its affordability and targeting capabilities. The current decentralized approach to marketing reduces efficiency and discourages collaboration by creating spending silos and, in some cases, pitting schools and colleges against each other as they try to attract students. It can even result in situations in which UWM is bidding against itself for digital ad buys.

Even in instances in which strong relationships and collaboration exist, partnership is made more difficult by the way budgets are managed. Most school/college marketers receive their budgets in June for campaigns that should go into market in August. This creates an onslaught of summer work that the Division of Marketing & Communications (MarComm) is not staffed to handle; if the work were spread over the calendar year, MarComm could better manage it, and the work could be done at a lower cost than with external vendors.

MarComm also regularly turns down school/college requests for assistance in managing social media and web content production due to lack of staff. Its video and web development teams are usually operating at full capacity, with projects deferred until staff can get to them.

Charge

The Marketing Study Group is asked to examine UWM's current marketing structure and determine:

- What is working well
- Where gaps and/or shortages exist in current resources and services
- Where resources might be used more efficiently

It should consider:

- Staffing. Are workloads reasonable? Do we have the capacity to maintain key operations during leaves or vacancies? What are the skill levels of our current employees? Do we have any skills gaps?
- Financial effectiveness. Are we spending marketing budgets efficiently and effectively? Are there areas where we can reduce costs? Are there areas where units can stretch their dollars by working together?
- Whether the marketing services provided are in line with and support university priorities. Are there gaps in needed services? Are there things we should stop doing?

Organizational Structure

The Marketing Study Group is organized into four subgroups that will look at key service areas: Content Creation, Marketing Strategy & Advertising, Social Media, and Web. Each subgroup will be led by one of the two Marketing Study Group co-chairs, have four members and have resources — people with knowledge in this area who can be brought in to answer questions. Each subgroup should provide a written report to the co-chairs by Feb. 28, 2023; their reports will then be combined into a single report for the executive sponsors and chancellor.

Executive Sponsors

Scott Gronert, Interim Provost and Vice Chancellor for Academic Affairs
Vice Chancellor for Marketing & Communications (search underway)

Study Group Members

Kevin Hartman, Dean, Peck School of the Arts (co-chair)
Michelle Johnson, Chief Marketing Officer (co-chair)
Deanna Alba, Assistant Dean, College of Letters & Science
Tracy Buss, Center for International Education
Kaushal Chari, Dean, Lubar College of Business
Kari Dawson, Associate Director-Business Administration, University Housing
Kay Eilers, Enrollment Management
Erin Fox, Assistant Dean, UWM Graduate School
Tina Freiburger, Dean, Helen Bader School of Social Welfare, School of Education, School of Information Studies
Gina Lukaszewicz, Marketing Manager, College of Nursing
Regan Jacobson, Web Creative Director, Marketing & Communications
Susan Mendelson, University Advancement
Nancy Nelson, Provost's Deputy for Continuing Education, School of Continuing Education
Courtney O'Connell, Assistant Dean for Student Affairs, College of General Studies
Laura Pedrick, Executive Director, UWM Online
Brett Peters, Dean, College of Engineering
Kari Pink, University Advancement
Nicole Schanen, Shared Marketing Manager, Marketing & Communications

SubGroups

Content Creation

Key services: Video, photography, copywriting (ads, web pages, ad campaign landing pages, email comm flows)

Members:

Michelle Johnson, Chief Marketing Officer, Marketing & Communications (chair)

Deanna Alba, Assistant Dean, College of Letters & Science

Kay Eilers, Associate Vice Chancellor for Enrollment Management

Courtney O'Connell, Assistant Dean for Student Affairs, College of General Studies

Kari Pink, University Advancement

Resources:

Mary Baylor, Director of Multimedia, Marketing & Communications

Mark Jacobson, Director of Web, Marketing & Communications

Chris Brundidge, Associate Director of Admissions and Communications, Undergraduate Admissions

Marketing Strategy & Advertising

Key services: Marketing strategy/creation of marketing plans (internal and external), buying advertising, setting up and managing ad campaigns, project management

Members:

Michelle Johnson, Chief Marketing Officer, Marketing & Communications (chair)

Tracy Buss, Center for International Education

Kaushal Chari, Dean, Lubar College of Business

Tina Freiburger, Dean, Helen Bader School of Social Welfare, School of Education, School of Information Studies

Laura Pedrick, Executive Director, UWM Online

Resources:

Tina Keller, Director of Digital Marketing, Marketing & Communications

Social Media

Key services: Content planning, content production, content updates, monitoring and responding to posts

Members:

Kevin Hartman, Dean, Peck School of the Arts (chair)

Erin Fox, Assistant Dean, UWM Graduate School

Gina Lukaszewicz, Marketing Manager, College of Nursing

Susan Mendelson, University Advancement

Nicole Schanen, Shared Marketing Manager, Marketing & Communications

Resources:

Tina Keller, Director of Digital Marketing, Marketing & Communications

Erika Kramer, Social Media Manager, Marketing & Communications

Chris Brundidge, Associate Director of Admissions and Communications, Undergraduate Admissions

Web

Key services: Web development, front-end web design, web support, web content production and ADA compliance.

Members:

Kevin Hartman, Dean, Peck School of the Arts (chair)

Kari Dawson, Assistant Director-Business Administration, University Housing

Regan Jacobson, Web Creative Director, Marketing & Communications

Nancy Nelson, Provost's Deputy for Continuing Education, School of Continuing Education

Brett Peters, Dean, College of Engineering & Applied Science

Resources:

Mark Jacobson, Director of Web, Marketing & Communications

Bob Meyer, Director of Student Affairs Information Technology Services, Student Affairs

Michelle Johnson, Chief Marketing Officer, Marketing & Communications