UNIVERSITY of WISCONSIN
UWMILWAUKEE

Marketing Study Group
Final Report

Completed on May 2, 2023

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Marketing Study Group Final Report

Executive Summary
UWM has invested significant resources in marketing and communications, with nearly 100 positions across the university and at least $2.4 million spent on advertising and marketing services in FY22. However, the impact of this investment has been diminished by spreading resources thinly across the university. The Division of Marketing & Communications must charge units for its services to meet its payroll; most units say those charges make services cost prohibitive. Marketing and communication staff across the university say they feel stretched to the breaking point by their workloads.

To rectify this situation, UWM must break down its silos and allocate resources in ways that provide maximum benefit. Key recommendations in this report include:
- Using data-driven decision making to determine how to invest resources to maximize the value to the university.
- Actively pursue alternatives to UWM's chargeback model as it relates to marketing and communications.
- Developing a university-wide strategic marketing plan with policies, guidelines and processes to support it.
- Providing each college and division with support from staff who are highly skilled in writing/communications, social media strategy and management, and web content strategy and management.

Additional detailed recommendations are included at the end of each section.

Purpose
The Marketing Study Group was 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.
- Whether resources could be used more efficiently.

In doing this, it was directed to consider:
- Staffing
  - Are workloads reasonable?
  - Does UWM have the capacity to maintain key operations during leaves or vacancies?
  - What are the skill levels of current employees?
  - Are there skills gaps?
- Financial effectiveness
  - Are marketing budgets being spent efficiently and effectively?
  - Are there areas where costs can be reduced?
  - 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 UWM should stop doing?

Members
Kevin Hartman, Interim 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, Associate Director for International Partnerships and Market Development, Center for International Education
Cheri Dziekan Chapman, Director, Office of External Relations and Communications, College of Health Sciences
Kaushal Chari, Dean, Lubar College of Business
Kari Dawson, Associate Director-Business Administration, University Housing

Kay Eilers, Associate Vice Chancellor, 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
Regan Jacobson, Web Creative Director, Marketing & Communications
Gina Lukaszewicz, Marketing Director, Alumni Relations
Susan Mendelson, Sr. Director for Donor Relations, 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 & Applied Science
Kari Pink, Director of Marketing & Communications for Donor Relations, University Advancement
Nicole Schanen, Shared Marketing Manager, Marketing & Communications

Process
The Marketing Study Group's research included:
- Members' reports on the state of marketing in their units
- Discussion with Drew Knab, associate vice chancellor for Business and Financial Services, regarding UWM's budget model and funding for marketing
- Surveys of:
  - University Marketing Committee
  - Division heads, deans and department chairs
  - Staff in the Division of Marketing & Communications
  - All faculty and staff
  - Peer institutions
- Reports from marketing consultants specializing in higher education
- An examination of:
  - Organizational charts
  - HR data related to marketing and communications staffing
  - Historical data on MarComm projects

The group also broke into four subgroups that looked at the following key service areas:
- Content Creation
- Marketing Strategy & Advertising
- Social Media
- Web

In addition to the overall report, each subgroup has provided a report with specific recommendations in its area. The Marketing Study Group endorses the subgroups' recommendations.

Overview
Within higher education, there are three main organizational models for marketing and communications:
- Centralized, with all marketing and communications staff reporting up to what is usually a cabinet-level position
- Decentralized, with marketing and communications staff reporting to deans and other unit leaders
- Hybrid, with a central marcomm team reporting to what is usually a cabinet-level position and additional marcomm staff reporting to deans and other unit leaders

UWM employs a hybrid model with a central marketing and communications team reporting to the vice chancellor for the Division of Marketing & Communications (MarComm) and additional staff reporting to deans and other unit leaders. A survey of UWM's peer institutions showed that about half use a hybrid model and half use a centralized model, but the lines between the two are blurry. For example, schools with centralized marcomm teams often embed some of their members in schools and colleges so they develop subject matter expertise. Notably, none of UWM's peers reported using a fully decentralized model.

Staffing

In February 2023, UWM had 96 people in marketing and communications job titles, with an FTE count of 88.365. The positions are spread across 19 units. Forty-four (43.25 FTE) are housed within MarComm. The next largest teams are found in Student Affairs (13 positions), College of Letters & Science (5) and School of Continuing Education (5). Half of the units with marketing and communications staff have only one or two positions. (See Table 1: Marketing and Communications Staff)

The most common job titles are marketing specialist, marketing manager and communications manager.

Table 1: Marketing and Communications Staff

UNIT	HEADCOUNT	FTE
Academic Affairs	**3**	**3**
Government Affairs Director (Inst)	1	1
Marketing Specialist	1	1
Multimedia Designer	1	1
Peck School of The Arts	**1**	**0**
Writer	1	0
Lubar College of Business	**2**	**2**
Communications Director	1	1
Marketing Manager	1	1
School of Continuing Education	**5**	**5**
Communications Manager	1	1
Graphic Designer	1	1
Marketing Associate Director	1	1
Marketing Specialist	1	1
Multimedia Designer	1	1
University Advancement	**4**	**4**
Communications Manager	1	1
Marketing Coordinator	1	1
Marketing Director	1	1
Marketing Specialist	1	1
School of Education	**1**	**0.25**
Writer	1	0.25
College of Engineering & Applied Science	**3**	**2.5**
Marketing Manager	1	1
Marketing Specialist	1	0.75
Writer	1	0.75
Enrollment Management	**3**	**2**
Communications Specialist	1	1
Marketing Specialist	1	1
Videographer	1	0
Finance & Administrative Affairs	**3**	**3**

Communications Specialist	1	1
Multimedia Designer	1	1
Web Designer	1	1
School of Freshwater Sciences	**1**	**0.49**
Writer	1	0.49
Graduate School	**1**	**1**
Marketing Director	1	1
College of Health Sciences	**1**	**1**
Marketing Manager	1	1
College of Letters & Science	**5**	**4.5**
Communications Director	1	1
Communications Specialist	1	0.5
Graphic Designer	1	1
Marketing Manager	1	1
Marketing Specialist	1	1
UWM Libraries	**1**	**1**
Communications Manager	1	1
School of Information Studies	**2**	**2**
Communications Specialist	1	1
Marketing Director	1	1
Zilber School of Public Health	**1**	**0.5**
Marketing Specialist	1	0.375
Helen Bader School of Social Welfare	**2**	**1**
Assistant Editor	1	0
Communications Manager	1	1
Student Affairs	**13**	**12**
Communications Manager	2	2
Communications Specialist	1	1
Creative Director	1	1
Graphic Designer	3	3
Marketing Associate Director	1	1
Marketing Manager	2	2
Marketing Specialist	1	1
Multimedia Technician	1	0
Videographer	1	1
Marketing & Communications (MarComm)	**44**	**43.25**
Applications Developer	1	1
Chief Marketing Officer (Institutional)	1	1
Communications Manager	2	2
Creative Manager	1	1

Graphic Designer	2	2
IT Director II (Inst)	1	1
IT Project Manager II	1	1
Marketing Assoc Dir (Inst)	1	1
Marketing Director (Inst)	1	1
Marketing Manager	1	1
Marketing Specialist	4	4
Multimedia Designer	1	1
News Editor	1	1
Photographer	2	2
Prepress Technician	1	1
Printing Coordinator I	1	1
Printing Director	1	1
Printing Manager	1	1
Printing Operator III	1	1
Product Development Manager	1	1
Public Relations Manager	1	1
Public Relations Specialist	2	1.75
User Support Specialist II	1	1
Videographer	4	4
Web Developer	7	6.5
Web Operations Manager	1	1
Writer	2	2
Total	**96**	**88.365**

Note: Data provided by Human Resources on Feb. 24, 2023.

Funding
Funding for marketing is allocated in three ways at UWM:
1. MarComm receives a base allocation for salaries, supplies and expenses (S&E) and to operate and pay for marketing campaigns and sponsorships that benefit the university as a whole. That allocation covers about 90% of its salaries, excluding its Print & Copy unit. The other 10% of salaries are funded with chargebacks to campus units it does work for. Print & Copy is entirely self-funded, paying for its salaries with the revenue it brings in from printing jobs and management of on-campus copiers.
2. Marketing at the school, college and department level is paid for from those units' budgets. Unit heads decide how much to allocate to marketing. According to Drew Knab, associate vice chancellor for Business and Financial Services, the campus budget model, which determines how much each school and college receives, does not consider marketing needs or the potential to grow enrollment. It does consider current and historical enrollment.
3. Some programs receive one-time or short-term funding for marketing, such as through the Online Growth Initiative.

UWM stands out from its peers in continuing to use chargebacks to pay for MarComm services. All its peers who responded to the survey said they had eliminated chargebacks.

"In the past, we had positions such as graphic designers that ran as an auxiliary," one said. "We charged for services, and that paid the salaries. But that meant that our designers did what the client wanted, even if it was not on brand or in the best interest of the university. It also limited who could use the services to colleges with money, such as the business college. I removed this barrier and shifted all positions to general dollars and we engage in work based on what is best for our brand, enrollment growth and alumni/donor engagement."

One peer institution still charges units for a few "premium" services, such as video, but does not rely on that income to pay salaries.

Goals
There does not appear to be clear consensus among UWM marketing and communications staff and their leaders (deans and department heads) on priorities. In surveys, members of the University Marketing Committee (henceforth, university marketers) and deans and department heads were asked to list their top five priorities. Their choices were similar, but with different emphases:

Top 5 Marketing & Communications Priorities	
University Marketers	**Deans and Department Heads**
1. Brand and general awareness	1. Undergraduate recruitment
2. Undergraduate recruitment	2. Graduate recruitment
3. Event promotion	3. Brand and general awareness
4. Graduate recruitment	4. (tie) Event promotion
5. Undergraduate retention	4. (tie) Alumni outreach

In some contexts, slight disagreements on priorities may not matter. However, when resources are scarce and hard choices must be made daily on what to do and not to do, lack of unity could result in resources being expended in inconsistent and inefficient ways.

In addition, there are no common standards for success. Asked which key performance indicators (KPIs) they use to assess the effectiveness of their marketing, the most common answer across surveys was none – no answer.

Deans, department heads and faculty who do look at data are most likely to focus on overall enrollment, student retention and graduation rates. While that data provides a high-level picture of how the university is doing, it does not indicate whether specific marketing tactics were effective.

University marketers use both enrollment and marketing data to measure success. Along with enrollment and applications, they look at web page traffic, email open rates, impressions on social media, form submissions and click-through rates on ads. The concerning issue with that survey was the number who did not report using any data. "We need help understanding what to look for," one respondent wrote.

Governance

UWM governance includes the University Relations Committee, which "advises the administration on policy matters relating to University Relations including public events, development, public information, alumni relations, government relations, and related areas of community relations." While marketing is not listed as one of its areas of oversight, the URC has traditionally been kept informed of marketing efforts.

The University Marketing Committee is a non-governance group that includes anyone at UWM with marketing and communications duties. UMC organizes professional development sessions and working groups to tackle shared problems. Participation is voluntary.

MarComm has established editorial guidelines, brand standards and web standards. However, familiarity with these standards is not strong. In surveys, only 37% of university marketers and 26% of faculty and staff said they felt confident the content they were creating met brand standards.

Areas of Success

Embedded Staff
Deans and department heads reported a high level of satisfaction with the marketing and communications staff in their units. They praised their knowledge of programs, connections to faculty and students, flexibility and speed.

Ad Campaign Performance
MarComm moved management of all its digital advertising campaigns in-house in FY22. Even with an additional salary for a digital media buyer, the move reduced costs by eliminating agency fees and per-impression markups, and the savings has been passed on to units that partner with MarComm on digital advertising. Campaign performance remains strong, with almost all in-house campaigns exceeding industry benchmarks.

Job Satisfaction
Overall job satisfaction remains strong among marketing and communications staff. While they reported dissatisfaction with workload and salary, most said they were happy with their schedule, job flexibility, paid leave/vacation, job duties, benefits, managers and leadership. Seventy-six percent of university marketers and 64% of MarComm employees said they were unlikely to look for another position in the next year.

Collegiality
MarComm staff and university marketers showed a great deal of mutual respect and admiration for each other in surveys. Unit marketers said MarComm produced excellent work – in all areas – and the MarComm staff are a pleasure to work with. One said, "We need to clone them all!"

Likewise, members of MarComm acknowledged that unit marketers bring a deep understanding of the specific culture and needs of their units. Because they are embedded, unit marketers have strong relationships with deans, faculty, students, alumni and donors, and they are tuned into story ideas and unit priorities. "Everyone on this campus works as hard as they can," one respondent said.

Brand Ambassadors
MarComm's Brand Ambassador program, which hires students to serve as models and spokespeople in marketing materials, was cited as a success. Having a pool of students available for photo and video shoots has made it faster and easier to plan, schedule and execute marketing plans. Assets are shared with schools, colleges and departments, making content available to units that might otherwise not be able to afford it.

Web Alignment
The consolidation of Web staff in three hubs (MarComm, L&S Web and Data and Student Affairs Information Technology Services), along with use of a single content management system and a stronger brand identity created through the Web Identity 2.0 (Web ID 2) Initiative, has resulted in a more consistent web presence. These efforts also have improved accessibility compliance and information security.

Areas of Opportunity

Capacity
In surveys, the single greatest frustration expressed by Marcomm staff and university marketers was workload. Eighty-seven percent of university marketers and 91% of MarComm staff said their workload had increased during their time at UWM. In both groups, more than 63% said it had increased significantly. (Tenure at UWM in both groups ranged from six months or less to 25 years, with a median of eight years.)

Asked about the biggest barriers to improving the quality of their work, 86% of university marketers and MarComm staff cited staff capacity.

"We are running people into the ground with too much to do and too little time," one respondent said.

In subgroup discussions, university marketers also cited the stress of being a "one-man band." As the only marketer or communications person in their unit, or the sole person with a specific skillset, they lack support and backup. Several expressed concern about what would happen if they got sick or needed leave for some other reason.

Funding Model

MarComm's chargeback model means that in many cases, it provides services to units based on ability to pay, rather than potential benefit for the university as a whole. This puts MarComm services out of the reach of many UWM departments, and forces others to limit the scope of work.

"This has always seemed to me to support who can afford what at a certain time vs. what are the larger priorities of the university and making strategic decisions," one dean/department head said.

"It means we can rarely use the services unless it is a specific and singular need," said another. "UWM is internally predatory in this way, or maybe more like 'parasitic,' which basically shuts any unified and holistic [effort] down. Units in my neck of the woods have very little S&E and very little staff capacity to 'do more' with less and less."

University marketers said chargebacks limit collaboration.

"We are very judicious with our request for services," one marketer said. "We sometimes don't ask for services, even if they would add value, as it is always a cost/benefit decision."

MarComm staff also expressed frustration with the model.

"It means that our efforts to provide the best deliverables possible are too often in a race against time and budget," one team member said. "This sentiment shouldn't be confused with a naive desire for unlimited time and budget. Only that the constraints — and the accompanying accounting/time-tracking efforts — are another layered obstacle in our quest to do the best possible work."

Other funding challenges include:
- Lack of dedicated marketing budgets. Many marketing managers are told their allocations late in the year and then have little time to plan strategically.
- Reliance on "found funds," or money left over from other efforts. As a result, programs launch marketing campaigns when money is available, rather than at optimal times for meaningful results.
- Special allocations for marketing are given on one-time or short-term bases, making it difficult to sustain marketing efforts over time. This is particularly detrimental to new programs.
- In some schools and colleges, marketing resources are divided equally (or almost equally) among departments. Each allocation is too small to allow the department to do anything impactful.
- Below-market salaries that make it difficult to fill positions. Some units reported failing multiple searches because they could not attract qualified applicants.

Strategic planning

UWM lacks a strategic plan for marketing at the university level, and many units do not have strategic marketing plans. This results in a lack of coordination and an inability to maximize economies of scale when it comes to purchasing and negotiating service contracts.

It also means that units often want to launch campaigns at the same time, creating a bottleneck among those who are seeking MarComm services. Careful, collaborative planning could spread creative work throughout the year, reducing bottlenecks and stress on staff.

Policies and Guidelines
UWM lacks policies, guidelines and formal processes that:
- Establish and/or clarify decision-making authority.
- Ensure best practices are followed in advertising, social media and web.
- Foster consistency and uniformity in the presentation of the UWM brand.
- Encourage and support knowledge-sharing among units.
- Set standards for social media password and account management.
- Establish roles and responsibilities in regard to web management.
- Provide safeguards and processes related to reputation management.

Standard KPIs
Most schools, colleges and departments lack measurable marketing goals that allow them to determine the return on investment. Relying on enrollment, retention and graduation rates is problematic because they are influenced by many factors in addition to marketing and don't give a clear indication of whether specific marketing tactics have been effective.

Specialized Staff
Marketing and communications are not the same thing. Marketing is goal-oriented, focused on getting prospective students to sign up for a campus tour, apply to UWM or take some other action. Communications focuses on conveying specific messages, which may not be tied to any type of action. At UWM, many people in titles such as marketing specialist, marketing manager, communications specialist and communications manager do a combination of marketing and communications work, although these involve different skillsets.

In addition, 80% of university marketers said they also have non-marketing and communications duties, such as event planning, recruiting students and assisting with fundraising.

While it can be beneficial to have flexible employees who can serve in multiple roles, relying on "jacks of all trades" also means that UWM has relatively few employees with strong specialized skills, such as:
- Marketing writing
- Communications writing
- Editing and proofreading
- Web content strategy and management
- Social media strategy
- Design
- Photography
- Digital asset management

One university marketer summed it up like this, "When we had a web master and a writer, I think we worked as a team, and our website was great. Our marketing pieces were really good. Our social media and promotions were good. Now that I am a one-person team, everything is fair."

Professional Development
Marketing staff, particularly those in generalist roles, expressed a desire for a wide range of professional development to grow and sharpen their skills. Desired skills included:

- Color grading
- Communications strategy, including crisis communications
- Google ad certification
- InDesign
- Leadership
- Marketing strategy and campaign planning
- Photo editing
- Project management

- UX testing
- WordPress

Most said their opportunities for professional development are very limited. Few had access to funding for professional development. Just as importantly, workloads prevent many from accessing free resources. Professional development is something that gets done during "free time," and there's never free time.

Recommendations

The following recommendations address the broad areas of opportunity outlined above. Additional recommendations in specific areas of marketing and communications are included in the subgroup reports. In the interest of brevity, subgroup recommendations are not repeated here, but they are endorsed by the overall Marketing Study Group.

Capacity

Marketing and communications staff at UWM are spread too thin. MarComm alone managed 729 projects in 2022. Those projects were not all equal in value.

We recommend UWM scale back the number of projects and focus its resources on those with the most potential benefit and those that align with campus priorities. In doing this, it should use data-driven decision making to determine how to invest resources to maximize the value to the university. Sources of data include market research, user experience testing and marketing analytics.

The Marketing Study Group recognizes that this is a fundamental shift from how marketing resources have been allocated in the past, but the consensus is that as resources become ever scarcer, it is critical that they be directed to provide the maximum benefit, rather than spread equally but thinly across the university.

Funding Model

UWM's chargeback model was intended to give units a voice in marketing projects undertaken at the university level, but it has resulted in significant inequities among units and prioritization of projects based on ability to pay rather than value to the university.

We recommend UWM actively pursue alternatives to chargebacks, noting that peer institutions provide multiple models for this.

Strategic planning

UWM should develop a strategic marketing plan that:
- Conveys and addresses university priorities in messaging.
- Defines the roles and responsibilities of the various UWM units engaged in marketing.
- Prescribes the tactics that will be used at the university and unit levels.
- Establishes measurable goals for each level of marketing.

Development of the plan should be led by MarComm with engagement from university marketers and input from deans and unit leaders. The plan should be reviewed and updated annually, using campaign results, market research and other data to guide decisions.

Policies and Guidelines

UWM should develop policies, guidelines and formal processes that:
- Establish and/or clarify decision-making authority in relation to marketing and communications.
- Ensure best practices are followed in advertising, social media and web.
- Foster consistency and uniformity in the presentation of the UWM brand.
- Encourage and support knowledge-sharing among units.
- Set standards for social media password and account management.
- Establish roles and responsibilities in regard to web management.
- Provide safeguards and processes related to reputation management.

Development of these policies should be led by MarComm with engagement from marketers and communicators in other units, as well as key stakeholders such as Procurement, University Information Technology Services and Legal Affairs.

Work already being done by University Marketing Committee working groups provides a foundation for the creation of policies and more formal processes.

Standard KPIs
UWM should develop a set of standard KPIs that marketers can use to measure the outcome of their efforts. These KPIs should be included in the university's strategic marketing plan and on the UWM Brand & Identity website.

In addition, marketers should meet on a regular basis to share and learn from results. Results reports should be stored in a central location so they can be referenced by units planning new campaigns.

Specialized Staff
UWM should increase the number of marketing and communications staff with specialized skills. This includes:
- Providing each college and division with support from staff skilled in writing/communications, social media strategy and management, and web content strategy and management.
- Providing each college and division with means to access professional photographers and videographers for high value projects.
- Establishing an event planning and management team to support high value events at the university and college levels.
- Connecting marketers in the same or similar roles in different units so they can learn from each other.

Professional Development
The Marketing Study Group commends the University Marketing Committee for drawing on internal expertise to offer free professional development sessions for university marketers. It should continue these efforts.

In addition, UWM should provide marketing and communications staff with:
- Field- and specialty-specific lists of recommended, free professional development and training opportunities, including but not limited to specific LinkedIn Learning courses.
- Time during regular work hours to engage in professional development or training. We recognize that this may be limited due to workload, but at least two hours per month should be made available.
- Coaching from staff who are highly skilled in their area of specialization. This should be done across units to break down silos and reduce isolation among marketing and communications staff who are "teams of one."

UWM also should consider funding low-cost group training through organizations such as HighEd Web. Discounts can often be obtained with an institutional membership or by registering a minimum number of people from one institution.

University-Wide Training
For marketing to be truly effective, everyone at UWM needs to be able to tell the university's story. A donor or prospective student's impression of the university is as likely – or perhaps more likely – to be shaped by a faculty or staff member than a recruiter or marketer. Survey responses from faculty and staff indicated that many have marketing and communications responsibilities, including social media, e-newsletter production, but they have no awareness of or connection with MarComm as a resource.

Therefore, we recommend UWM provide annual marketing and communications workshops for all interested faculty and staff. At minimum, these workshops should include:

- An introduction to the UWM brand and brand standards
- How to talk about UWM to donors, community partners, prospective students and others
- Basic social media training
- Marketing and communications resources

We strongly recommend attendance at these workshops be part of the onboarding and orientation process for new faculty and academic staff.

Marketing Strategy & Advertising Working Group Report

Executive Summary

Myriad factors contribute to a marketing environment at UWM that is reactive rather than strategic. Key among these are:

- A budget process that discourages long-term planning, multi-year campaigns, and sustained investment
- Failure to use market research in campaign planning and the allocation of marketing resources
- Capacity issues in MarComm that limit its ability to assist units with strategic planning and campaign development
- A lack of a university-wide strategic marketing plan
- A lack of university-wide marketing standards and agreed upon key performance indicators (KPIs)
- Internal competition for search terms, leading to increased advertising costs for the university and individual units

Work is needed at the university level to create policies, standards and processes that:

- Foster strategic planning, collaboration and information sharing
- Promote use of data-informed decision-making and industry best practices
- Yield measurable results

Once established, policies, standards and processes must be communicated clearly and regularly to those working in marketing and to their superiors.

Purpose

The Marketing Strategy & Advertising Working Group looked primarily at how advertising campaigns were managed across campus. It looked at the capacity in MarComm and in other units to develop strategic marketing plans, buy advertising, and set up and manage ad campaigns.

Areas of focus included the allocation of resources for marketing, chargebacks and staff capacity for planning and executing campaigns.

Members

- Michelle Johnson, Chief Marketing Officer, Marketing & Communications (chair)
- Tracy Buss, Associate Director for International Partnerships and Market Development, 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

Process

The Marketing Strategy & Advertising Working Group met with marketing experts from the higher education consulting firm EAB learn more about other universities' marketing structures and trend in organization. It also spoke with Tina Keller, MarComm's director of digital marketing, and Joslyn Schiedt, the marketing manager in the Lubar College of Business. Working group member Laura Pedrick shared her experiences working with an external agency. The working group and the full Marketing Study Group met with Drew Knab, UWM's associate vice chancellor for Business and Financial Services, to discuss the university's funding model for marketing.

Questions on marketing staff, budget and priorities were included in surveys of:

- University Marketing Committee (henceforth referred to as university marketers
- Division heads, deans and department chairs
- Faculty and staff
- Peer institutions

Building a Better Higher Ed Marketing Team 2023, a February 2023 report from OHO Interactive, and the 2021-22 State of Higher Education Marketing CMO Study from Simpson Scarborough provided helpful data on marketing team size and composition, central MarComm responsibilities and capabilities, and commonly used KPIs from surveys of U.S. and international institutions. The reports showed that UWM is not alone in its struggles. Most college and university marketing teams are struggling with a combination of greater workload, diminished budget and staff leaving higher education for other opportunities. They are responding by moving away from service or agency models and becoming more strategic. This means they:
- Are represented among leadership and have a voice in setting strategic direction.
- Have the ability to measure results and tie them back to the university's goals.
- Have internal agreement about what is needed to move the marketing needle.
- Have the skills and training to be successful.
- Are empowered to make the decisions needed to be successful and can shift course. There are no sacred cows.

Overview

Organizational Structure and Staffing
Responsibility for marketing strategy and advertising is spread throughout the university. There are 29 people with marketing titles that indicate some responsibility for marketing strategy. (See Table 1: Marketing Staff by Title.) Eight of these individuals report to MarComm, although three of those are embedded in and devoted to schools and colleges. Student Affairs, University Advancement and the College of Engineering have three or four positions each. (See Table 2: Marketing Staff by Unit.)

Table 1. Marketing Staff by Title

Unit	Staff
Chief Marketing Officer (Inst)	1
Marketing Associate Director (Inst)	1
Marketing Associate Director	2
Marketing Coordinator	1
Marketing Director (Inst)	1
Marketing Director	3
Marketing Manager	8
Marketing Specialist	12
Total	**29**

Table 2. Marketing Staff by Unit

Unit	Staff
MarComm	8
Student Affairs	4
University Advancement	3
College of Engineering & Applied Science	3
School of Continuing Education	2
College of Letters & Science	2
College of Health Sciences	1
School of Information Studies	1

School of Public Health	1
Lubar College of Business	1
Academic Affairs (Center for International Education)	1
Enrollment Management	1
Graduate School	1
Total	**29**

Although organizational charts indicate good capacity for marketing strategy, it is extremely limited in practice. MarComm has two people who do marketing strategy and campaign planning – its chief marketing officer and its director of digital marketing. Both have extensive other duties, which limit their availability to respond to units seeking assistance in these areas. Outside of MarComm, marketing strategy is added to a list of duties that can include everything from event planning to reading grant applications. Across the board, marketers report a lack of adequate time to research, discuss and plan. The result is marketing efforts that are often reactive rather than strategic.

The university currently lacks an overall strategic marketing plan.

Collaboration
Marketing collaboration and coordination among units is informal at best. When it happens, it is usually because unit leaders have formed personal relationships. For example, the marketing managers in the College of Engineering & Applied Science and the College of Nursing worked together in FY22 on a test of streaming video as a yield tactic.

Information sharing is largely done through the University Marketing Committee, which includes anyone at UWM with communications and marketing duties. Reorganized for FY23, the committee hosts virtual professional development sessions on topics requested by members, and it has six working groups tackling shared challenges: academic program communications, graduate education, on-campus advertising, social media, student communications and yield communications.

The university currently lacks templated marketing plans for most new program launches and other common efforts. An exception is a template for the launch of new online programs.

Budget
It's difficult to determine UWM's total spending for advertising and marketing services. Procurement records show that the university spent at least $2.4 million in FY22. However, that does not include purchases placed on UWM Purchasing Cards, which is how most units pay for ads on Facebook, Instagram, LinkedIn and other social media.

Slightly more than half of UWM academic units have a dedicated marketing budget. Dedicated budgets are more likely to exist at the college and school level than at the department level. (See Table 3: Dedicated Budgets.) Budget size varies widely at all levels. (See Table 4: Marketing Funds by Unit Level.)

Table 3. Dedicated Budgets

Does your unit have a dedicated marketing and communications budget?			
	Yes	**No**	**No Answer/Don't Know**
Division Head	100%	0%	0%
Dean	71%	29%	0%
Associate Dean	71%	14%	14%
Assistant Dean	67%	11%	22%
Department Chair	23%	65%	13%
Marketing Managers	60%	30%	10%

Table 4. Marketing Funds by Unit Level

How much is your marketing and communications budget?			
	Minimum	**Maximum**	**Median**
Division Head	No Answer	$375,000	$187,500
Dean	$30,000	$100,000	$45,000
Associate Dean	$15,000	$265,000	$72,500
Assistant Dean	No Answer	$45,000	$22,500
Department Chair	$700	$265,000	$30,000
Marketing Managers	$27,000	$125,000	$58,200

University marketers often work with "found funds," money that was originally going to be spent on something else but is freed up midway through an academic year. This often results in programs putting recruitment campaigns into market in spring, which is not an optimal time to start a campaign.

Another challenge with working with one-time or found funds is that marketing efforts can't be sustained year over year, making it difficult to have significant impact on an enrollment funnel that often requires the nurturing of leads over several years.

In MarComm, the largest pool of money for recruitment marketing has come from carryover funds allocated annually. The result is an inability to sign advertising agreements that cross fiscal years. In some cases, the ability to sign 12-month agreements that cross fiscal years would result in overall savings.

Advertising

A survey of the University Marketing Committee included marketing managers with oversight of their units' marketing budgets. Eighty-seven percent of those managers said they were advertising. In many cases, units are running low-cost paid social campaigns on Facebook, Instagram or LinkedIn. However, 40% said they were spending $10,000 or more, an indication that they also are using other forms of digital advertising or buying traditional advertising. (See Table 5: Advertising Spending.)

Table 5. Advertising Spending

Not counting staff salaries, how much did you spend on the following items in FY22?	None	<$1,000	$1,000-$5,000	$5,001-$10,000	>$10,0000
Advertising (including on Facebook and other social media)	13%	13%	7%	27%	40%
Copywriting	53%	47%	0%	0%	0%
Design	47%	20%	33%	0%	0%
Events (facilities, catering, set up, etc.)	13%	40%	33%	7%	7%
Photography	27%	33%	33%	7%	0%
Printing	7%	20%	47%	13%	13%
Marketing collateral/swag (T-shirts, pens, stickers, etc.)	27%	20%	40%	0%	13%
Video	40%	20%	20%	13%	7%
Web (excluding Web ID 2.0 projects)	53%	27%	13%	0%	7%
Other marketing and communications services	27%	27%	20%	20%	7%

Other forms of digital advertising include paid search, digital display, streaming video and streaming audio. Most units engaged in those forms of advertising are working through MarComm. The two exceptions are the Lubar College of Business, which uses VisionPoint, a North Carolina-based agency, for its campaigns, and the Office of Undergraduate Admissions, which has a paid social campaign run by EAB. Along with its own campaigns, MarComm ran 22 campaigns for campus units in FY23. (See Table 6: FY 23 Digital Advertising Campaigns Run by MarComm.)

Table 6. FY 23 Digital Advertising Campaigns Run by MarComm

Campaign	Sponsoring Unit	Formats
My Choice	MarComm	Search, display, video, audio, social
Nursing	College of Nursing	Search
Continuing Education courses	School of Continuing Education	Search, display
Freshwater	School of Freshwater Sciences	Search, display, video, social
MLIS	School of Information Studies	Search, display
Computer Science	College of Engineering & Applied Science	Search
Panther Prowl	Alumni Relations	Social
Yield (Meet Milwaukee, ASD, NSO, Casa Abierta)	MarComm	Display, video
Open House	Graduate School	Search, display, social
Blockchain, Cybersecurity, Data Analytics Pathways	TechEd Frontiers	Search, display, social
Public Health	Zilber School of Public Health	Search, display, video, social
Online MSW	UWM Online	Search, display, video, audio, social
Dance MFA	Peck School of the Arts	Social

Sports Marketing	MarComm	Display
MUP	School of Architecture & Urban Planning	Social
Paul Ryan	Student Affairs	Social
Education	School of Education	Search, display, social
Freshwater of Wisconsin	School of Freshwater Sciences	Display
Yield	College of Engineering & Applied Science	Video
Yield	College of Nursing	Display, video
414 Day of Giving	Alumni Relations	Search, display, video, social
Applied Computing	College of Engineering & Applied Science	Social
Smart investment	MarComm/College of General Studies	Search, display, video, social
Online general awareness	UWM Online	Display
Summer enrollment	UWM Online	Search, display, social

UWM is unusual in higher education – the university runs most of its digital marketing campaigns in-house. This is something that is commonly outsourced. (See Table 7: Agency Use at Peer Institutions.)

Table 7. Agency Use at Peer Institutions

Does your central marketing unit work with an agency for any or all of the following services? Check all that apply.	
Marketing/communications strategy/planning	50%
Buying traditional advertising	75%
Buying digital advertising	100%
Design	25%
Photography	25%
Public relations	0%
Video	25%
Web design/development	0%
Writing/editing	0%

The purchase of traditional advertising, such as bus wraps and billboards, is not centrally coordinated. MarComm, the Graduate School, Athletics, the School of Continuing Education and others buy traditional advertising. The College of General Studies used to buy its own traditional ads, but with the elimination of its marketing manager position, that work is now being managed by MarComm.

Policies/Governance
According to its charter, the University Relations Committee "advises the administration on policy matters relating to University Relations including public events, development, public information, alumni relations, government relations, and related areas of community relations." Notably, marketing is not included in that list, although MarComm staff are usually invited to speak to the group about marketing efforts each academic year.

The University Marketing Committee is an informal group created by the former vice chancellor for University Relations & Communications and now led by UWM's chief marketing officer.

Advertising purchases must be done in compliance with state procurement policies, but there is no formal structure for coordination among units nor any requirement that they be coordinated for cost efficiency or tracked for impact.

Historically, the vice chancellor for University Relations & Communications signed off on all contracts with marketing agencies. That responsibility now falls to the chief marketing officer.

Areas of Success

UWM has several areas of success with its current organizational model:

Dedicated Staff

Deans report a high level of satisfaction with staff in their respective units. They praise them for being "quick and nimble," managing a wide range of duties and meeting the needs of program managers. Having dedicated staff embedded within units allows them to participate regularly in relevant unit meetings to gain a good understanding of unit programs and priorities. Deans also say that having dedicated staff allows them to take an integrated approach to marketing, communications, recruitment, and event management.

Department chairs praise their colleagues' storytelling efforts, specifically noting success on social media. "We are good at telling stories in a concise and interesting way," one wrote in a survey. Another said, "We get the word out despite almost no marketing budget."

In-House Campaign Management

MarComm moved management of its digital advertising campaigns fully in-house in FY22. Even with an additional salary for a digital media buyer, the move saved money by eliminating agency fees and per-impression markups. That savings has been passed on to units that partner with MarComm on digital advertising.

In-house campaigns managed by MarComm almost always exceed industry benchmarks for performance.

When MarComm and campus units partner on campaigns, there is a good working relationship, and combined resources help compensate for staff shortages.

External Campaign Management

The Lubar College of Business has been very satisfied with their work with North Carolina-based VisionPoint on graduate program advertising. The college's marketing manager praised the agency for providing a dedicated team, having an extensive knowledge of the graduate market for business programs, and implementing campaigns with extremely short notice.

Areas of Opportunity

The working group identified many areas of opportunity to improve strategic efforts and outcomes.

Budget Process

Units are expected to fund all or much of the marketing for their programs, either directly or via chargebacks from MarComm. The rationale is that this gives them "skin in the game." The result is a landscape of "haves and have nots," in which the programs that have high student demand engage in marketing and continue to grow, while others face a downward spiral of shrinking enrollments and resources. While some new programs receive one-time or short-term launch funds, sustained growth is difficult without continued support.

Another very significant challenge for university marketers and MarComm is that university marketers often don't know their exact budgets for the coming recruitment cycle until late spring. Many wait until

then to approach MarComm for support. When multiple units approach MarComm with urgent requests at the same time, it strains MarComm's capacity and creates a bottleneck.

When marketers work with "found funds," they put campaigns into market when money is available, rather than when conditions are optimal. Campaigns that start in the fall tend to do significantly better with lead generation than those that start in the spring. Reliance on found funds also eliminates the ability to run continuous paid search campaigns, in which the daily spend is dialed up or down at key points in the year, but the campaign is never turned completely off. Turning campaigns off and on results in the loss of search engines' machine learning and makes them less efficient and effective.

Market Research
UWM has not engaged in market research to guide the allocation of marketing resources or to provide strategic direction. As a result, marketing is not staffed or funded in ways that maximize the benefit to the university. Marketing positions exist in units that have historically had them, regardless of their current needs and potential for growth. Some low-growth programs have significant marketing budgets, while others with greater potential struggle to fund marketing support.

Strategic Planning and Standards
The creation of an overall strategic marketing plan would provide a framework for units to work together, sharing information, costs and possibly staff.

While the university has marketing standards and best practices, they are not widely known or understood. University marketers and their superiors would benefit from a greater understanding of the benefits and limitations of specific tactics, minimum campaign requirements, and benchmarks for success. Sharing results across units also could help increase knowledge and awareness.

MarComm Capacity
Demand for MarComm services has exceeded its capacity. Units complained about having to wait for support, as well as project delays that happen when a project with university wide benefit is moved ahead of theirs.

Agency Contracts
UWM currently has contracts with five marketing agencies. However, the contracts limit the services each agency can provide so that it is impossible for units to work with one agency from start to finish on a campaign.

These contracts will expire in one year. Renewal would require a new RFP, which UWM's purchasing department cannot currently support. Instead, UWM will identify a subset of agencies from UW-Madison's master agreement to recommend to campus units. Directing some units to agencies will help relieve the bottleneck in MarComm. The agencies also can support MarComm with expertise and capabilities that it does not have in-house.

Metrics
When asked what metrics, or key performance indicators (KPIs), are used to measure the success of their marketing efforts, the most common answer among deans, department heads and university marketers was "none."

When they do look at numbers, they most commonly focus on enrollment and student success:
- Numbers of new students
- Retention rates
- Graduation rates

None of these metrics indicate how well a specific marketing tactic is working. UWM would benefit from agreed upon KPIs that allow marketers to measure their success, compare the results of their efforts to those of their peers, and clearly communicate results to campus leaders.

Recommendations

In response to what it has learned, the Marketing Strategy & Advertising Working Group has the following recommendations:

1. Create a strategic marketing plan for the university and share it widely.
   a. Units that do not have strategic marketing plans should be encouraged to develop plans that complement and extend the university plan.
2. Establish campaign requirements to ensure best practices and a standard set of KPIs that units can use to measure success.
   a. Share industrywide and UWM benchmarks.
   b. Provide regular training to ensure all university marketers understand and follow best practices.
   c. Include university marketers' superiors in training and communications to help foster consistency and alignment across units.
3. Use market research to guide the allocation of marketing resources to provide the greatest possible benefit for the university.
   a. This includes market research to guide the launch of new programs. Any market research used in the development of those programs should be provided to the marketing team working on the launch. Additional marketing research, such as a market opportunity index or competitor analysis, should be acquired as needed.
4. Deans should give their marketing staff an idea of their budgets for the coming recruitment cycle by March 1. While dollar amounts may change, this will allow marketers to engage MarComm in early planning, helping to relieve bottlenecks.
   a. We acknowledge that specific dollar amounts may change, but for MarComm, the work to create a $5,000 paid search campaign isn't significantly different than that to create a $50,000 paid search campaign.
   b. Business & Financial Services (BFS) should work with MarComm and units to optimize the marketing budget cycle.
5. Coordinate traditional and digital advertising buys across the university to obtain the best pricing and opportunities.
   a. Units running paid search campaigns should share keyword strategies to avoid bidding against each other.
6. Assess staffing in MarComm to ensure there is appropriate support for units that need help with marketing strategy, campaign planning and campaign execution.
   a. Adjust campaign schedules as needed to reduce bottlenecks and delays in service.
   b. Encourage the planning and deployment of multi-year campaigns, increasing efficiency by re-using creative elements where feasible.
7. Ensure that contracts make it easy for units to work with marketing agencies when MarComm cannot provide needed services.
   a. The hiring of agencies should be coordinated for possible cost efficiencies. For example, if two units work with the same agency, they could share discovery costs.
   b. Agency contracts should be reviewed to ensure UWM has a right to keyword strategies and other data beneficial to the university.

Content Creation Working Group Report

Executive Summary

UWM's storytelling benefits from high-quality content created by marketing and communications professionals in MarComm and in units across the campus. All content creators cited workload as their biggest challenge. They are working long hours and still cannot keep up with demand. In some cases, the capacity shortage has been exacerbated by unclear or shifting priorities.

UWM's chargeback model has made it all but impossible for some units to acquire content. They cannot afford MarComm's fees for design, photography and video production. Copywriting is currently only available to units that have their own writers. MarComm's sole copywriter is focused exclusively on enrollment-related work that benefits the whole university.

The lack of copywriters and content management strategists is a detriment to marketing and communications efforts across the board. MarComm's director of web reported that almost every web project stalls because copy is not yet available. Delays can be weeks or even months. The writer shortage also impacts creation of retention materials, advertising campaigns, email marketing campaigns, social media and video production.

Video capacity is the second-greatest challenge. MarComm is the only unit with professional videographers, and its schedule is so full that most requests for video work must be made nine months in advance. The shortage of video assets affects all UWM marketing and communications efforts, as video is now the preferred medium of communication for college-aged students. Marketing and communications professionals in distributed units cited video and photographs as the content they most needed from MarComm.

The working group recommends that UWM invest in and reallocate staff to content creation to support all its marketing and communications efforts. Detailed recommendations are below.

Purpose

The Content Creation working group looked at the creation of content for marketing and communications efforts across campus. Content creation includes copy, design, photo and video. Content is used in a variety of channels, including printed mailings, email campaigns, social media, web and digital advertising.

The working group considered content needs, staff capacity and the impact of UWM's chargeback model. While it discussed the quality of content produced, the working group did not attempt to independently assess this. Instead, it solicited input from content creators and their marketing and communications peers.

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

Process

The Content Creation working group spoke with a wide range of content creators from MarComm, Undergraduate Admissions, Alumni Relations and schools and colleges:

- Mary Baylor, Director of Multimedia, MarComm (video)
- Chris Brundidge, Associate Director of Admissions and Communications, Undergraduate Admissions

- Carolyn Bucior, University Relations Specialist, College of Engineering (writing)
- Kelly Grulkowski, Creative Manager, MarComm (design)
- Jake Hanson, Marketing Specialist, Undergraduate Admissions (design)
- Justin Kunesh, Multimedia Designer, Peck School of the Arts/MarComm (design)
- Becky Lang, Internal Communications Manager, MarComm (writing, web content)
- Alissa Mathison, Communications Manager, Helen Bader School of Social Welfare (writing, design, social media content)
- Blake Pogrant, Assistant Director of Admissions-Systems and Communications, Undergraduate Admissions
- Kaitlin Stainbrook, Sr. Marketing Writer, MarComm (writing)
- Matthew Wamser, Communications Specialist, Undergraduate Admissions (writing)

Questions on content needs, quality and staffing were included in surveys of the University Marketing Committee (henceforth referred to as university marketers), faculty and staff, and peer institutions.

"Building a Better Higher Ed Marketing Team 2023," a February 2023 report from OHO Interactive, had helpful data on marketing team size and composition from a survey of U.S. and international institutions.

Overview

Most UWM divisions have team members involved in content creation. Some are professionals with specialized training and experience in copywriting, design, photography or video production. Others are faculty members, administrative staff and student workers who have taken on content creation as an additional duty.

Most content production at UWM is enrollment-focused with assets needed for social media, web pages, email marketing campaigns, traditional mailings and meetings with students and families. Additional content is needed for retention-related student communications, internal communications to faculty and staff, public relations, and alumni and donor relations.

All the content creators who met with the working group said demand for their work exceeds their capacity. Budget limitations make it impossible to hire additional staff, get freelance support or outsource to an agency. Processes to share content across units are informal, or depending on the medium, non-existent.

The largest group of professional content creators works in MarComm, which has a copywriter, three designers, two photographers, four videographers and a social media strategist. In schools, colleges and other units, professional staff are typically generalists who do some combination of writing, design and social media strategy. They might also take photographs or capture video on their cellphones. (See Table 1: Staffing by Area of Expertise.)

Table 1. Staffing by Area of Expertise

What are your department or unit's FTEs for the following positions?			
	Minimum	**Maximum**	**Mean**
Copywriting	0	1	.24
Marketing specialists (people who plan and manage marketing campaigns)	0	2	.58
Social media	0	1	.15
Photo	0	.5	.03
Video	0	1	.09
Web content/management	0	1	.11
Web development	0	2	.22
Other	0	3	.58

Ninety-two percent of faculty and staff and 79% of university marketers said they create some of or all the content they need. (See Table 2: Content Production by Employee Type.) Other common sources of content include colleagues in their units and student workers.

Table 2. Content Production by Employee Type

Who creates the content needed for your communication? (Check all that apply.)							
	I do it myself	Student workers	Faculty member(s) or full-time employee(s) in my unit	Marketing manager or marketing team for my unit	MarComm	Freelancer or contractor	Agency
Faculty and Staff	92%	28%	28%	28%	14%	2%	1%
University Marketers	79%	39%	32%	50%	50%	7%	4%

UWM has established brand standards and editorial guidelines for content, but only 37% of university marketers and 26% of faculty and staff were confident the materials they were creating met those standards. (See Table 3: Confidence in Meeting Brand Standards.) In addition, subject matter experts told the working group that web and email marketing content produced by generalists and non-marketers often did not follow industry best practices.

Table 3. Confidence in Meeting Brand Standards

How confident are you that the content you are using is effective and meets UWM brand standards?			
	Not Confident	Neither Confident nor Unconfident	Confident
University Marketers	11%	53%	37%
Faculty and Staff	38%	36%	26%

University marketers cited photographs, video, stories about students and copy for email marketing campaigns as the content most needed by their units. (See Table 4: Content Needs.) Nearly all said they could write copy for email marketing campaigns, and 64% said they could write stories about students. But 79% said they need MarComm to provide photographs and video. (See Table 5: Content Production Capabilities.)

Table 4. Content Needs

What types of marketing content do you need most? (Choose up to three.)	
Photographs	32%
Video for your website	32%
Stories about students	29%
Copy for email campaigns (often called comm flows)	29%
Web content (Ex: program descriptions or scholarship information for students)	25%
Stories about faculty/research	21%
Video for social media (YouTube, TikTok)	21%
Ad and/or landing page copy	21%
Stories about alumni	18%
Brochures	14%
E-newsletter content/production	14%
Video for email campaigns (often called comm flows)	11%
Testimonials	7%
Flyers	7%
Posters	4%
Stories about donors	0%
Op-eds and/or native content (also called advertorials)	0%
Postcards or collateral for mailings	0%

Table 5. Content Production Capabilities

What type of content can you produce yourself and what type do you need MarComm to produce?			
	I can produce this (or the team in my unit can)	We need MarComm to produce this	This is not needed
Copy for email campaigns (often called comm flows)	93%	4%	3%
Web content (Ex: program descriptions or scholarship information for students)	93%	4%	3%
Ad and/or landing page copy	79%	14%	7%
E-newsletter content/production	79%	0%	21%
Testimonials	75%	11%	14%
Flyers	68%	21%	11%
Stories about students	64%	29%	7%
Posters	61%	29%	10%
Postcards or collateral for mailings	57%	32%	11%
Stories about alumni	57%	21%	22%
Brochures	54%	36%	10%
Video for social media (YouTube, TikTok)	46%	43%	11%
Stories about faculty/research	39%	32%	29%
Stories about donors	39%	25%	36%
Op-eds and/or native content (also called advertorials)	29%	39%	32%
Photographs	21%	79%	0%
Video for email campaigns (often called comm flows)	21%	68%	11%
Video for your website	14%	79%	7%

Areas of Success

There are a few areas of clear success with the current organizational model.

Brand Ambassadors

MarComm's Brand Ambassador program was universally cited as an initiative that helped all units acquire high-quality, shared content at little or no cost. In this program, MarComm solicits recommendations from units for students who serve as models in marketing materials. The students are vetted through a lengthy process and then hired as student workers by MarComm. The Brand Ambassadors:

- Provide testimonials.
- Appear in photographs.
- Appear in video ads.
- Do recordings for audio ads.

- Appear in recruitment videos.
- Provide quick feedback on marketing materials that are in production.
- Participate in panels and other public events where student voices are needed.

The program creates efficiencies in having a cohort of students available and on call for marketing efforts. It also provides a means for units without marketing budgets to acquire marketing assets, as Brand Ambassador photos and videos are shared with their unit of study at no charge.

Embedded Marketing Staff

All agreed that it is important to have marketing staff embedded in academic units. This fosters:
- Strong working relationships with faculty and staff in those units.
- Detailed knowledge of academic programs.
- An understanding of and ability to advocate for the programs' marketing needs.

There does not appear to be a strong difference in this regard between marketing staff who report to deans and marketing staff embedded in schools and colleges but report to MarComm. The Peck School of the Arts has a designer embedded with it but reporting to MarComm's creative manager. The designer reported that this arrangement:
- Resulted in a work split that was about 95% for the Peck School and 5% for MarComm's university wide efforts.
- Had increased his job satisfaction because he was able to influence the UWM's brand standards and have a voice in decisions affecting marketing staff in all units.
- Fostered greater alignment and consistency between university and Peck School marketing efforts.

Mutual Respect

Both in surveys and in interviews, MarComm staff and university marketers expressed appreciation and respect for each other's work. University marketers praised the quality of work produced by MarComm, while MarComm employees expressed appreciation for university marketers' depth of knowledge of their areas.

Areas of Opportunity

The working group also identified clear areas of opportunity to improve strategic efforts, quality of work and job satisfaction.

Staffing and Workload

The biggest area for improvement is in staffing and workload. All the content creators reported having more work than they could accomplish in a reasonable time. While they strive for quality, they said there are times when they must just do the best they can as quickly as they can and move on to the next task.

While every area of content production — video, photography, copy — is overtaxed, the greatest impact is the shortage of writers. Videos require scripts. Websites and landing pages require copy. Social media requires stories to share. Without enough writers, projects stall and can linger for a year or more.

The Marketing Study Group survey asked university marketers if they have the skills to produce various types of copy. Most said yes. But this is not the same as having adequate time to do the work. Most of the Web ID 2.0 conversations completed in the past two years have been delayed due to missed copy deadlines.

Planning

Content creators in MarComm and Undergraduate Admissions said heavy workloads become even more stressful when schools and colleges request work to be done within a week or two. With so many

projects, they have little flexibility to reprioritize without missing deadlines. Those in schools and colleges said shifting priorities made it difficult for them to keep up. They would start projects, only to be redirected to something else.

All agreed that more strategic, collaborative planning is needed. Goals need to be clear and communicated across units. For example, if a university goal is to showcase experiential learning, this should be communicated to content creators in all units.

Once goals are established, marketers must be allowed to work toward them without constant redirection. Marketing takes sustained effort to be successful.

Chargebacks
The second biggest area of opportunity is UWM's funding model for MarComm. Chargebacks are universally hated. University marketers in all but a few units said chargebacks made it impossible for them to get content creation help from MarComm. Those in MarComm said chargebacks often result in lower-priority projects getting done before higher ones because of the need for revenue to pay salaries.

Training
Content creators would benefit from additional training on brand standards and editorial guidelines to improve the quality and consistency of their work. This also would help them feel more confident that the materials they were creating met UWM standards.

Professional development for generalists and non-marketers who are producing content also is important to ensure that web, email marketing and social media content follow best practices in these ever-evolving industries.

Organizational Structure
It may also be possible to reorganize positions in bigger units to reduce the number of generalists and develop more specialists. With focus, specialists in writing, design, social media, video and photography can acquire a skill level that it would be hard for generalists working in multiple mediums to develop.

Shared Assets
UWM needs a formal and uniform process for sharing text, photo and video assets. While MarComm has a photo archive with access for all faculty and staff, there is no mechanism for sharing text and video assets.

In addition, photo sharing is now limited. Commissioning units own the photos they pay for, and they can share them or not with others. Content creators recommended that all units be required to share their photos after a certain period of exclusivity. A period of three months would allow most units to share their photos on social media, via email and on their websites before they became available to the wider campus community.

MarComm would require a digital asset manager position to expand access to its photo and video assets. Keyword search in the photo archive has improved, but without dedicated staff, photographers tackle keywording and uploads as they are able between shoots. MarComm also has a massive backlog of video files on hard drives. It would need someone to research archiving solutions, lead implementation of a solution and then manage both the photo and video databases.

Recommendations

In response to what it has learned, the Content Creation Working Group has the following recommendations:

1. Establish a communications team for every college with two content management strategists — one for web and one for social media. The web content management strategist's primary skill should be writing. The social media strategist should have photo and video skills. The team should include a marketing strategist and have an allocation for photo and video support from MarComm for instances in which highly polished assets are needed. Having a dedicated team will ensure there is familiarity with the college's marketing needs and knowledge of its programs.
    a. We recognize that budget constraints may necessitate a mix of full- and part-time positions in creating these teams.
    b. Some colleges may need a dedicated designer, while others can be served by MarComm's design team. Design staffing should be determined by colleges' specific needs.
2. Establish communications teams for key units, such as the Chancellor's Office, Alumni Relations and Student Affairs, as well as a recruitment communications team serving Undergraduate Admissions, Graduate School and Center for International Education. The composition and size of these teams would vary depending on need.
    a. Again, we recognize that budget constraints may necessitate a mix of full- and part-time positions in creating these teams.
3. Consider alternatives to chargebacks to fund MarComm salaries.
    a. Peer institutions have moved to models in which marketing projects are prioritized based on how well they align with the university's goals, or by their potential to contribute to enrollment.
4. Establish formal processes for sharing information and content across units.
5. Create a digital asset manager position in MarComm to help facilitate the sharing of photos and videos.
6. Continue and expand the professional development sessions organized through the University Marketing Committee to include coaching and training on writing, email marketing, iPhone video creation and other topics important to content creators.

Social Media Working Group Report

Executive Summary
The Social Media Working Group found that UWM currently lacks an official social media policy, guidelines or governing body. There are many UWM affiliated social media accounts that are no longer active and there is currently no process in place for deactivating those accounts. There also isn't an official process for creating new accounts or training social media account administrators.

Currently, a University Marketing Committee subgroup is creating an official social media policy for UWM. This working group endorses the implementation of that group's recommendations.

Purpose
The Marketing Study Group's Social Media Working Group was tasked with reviewing how UWM's social media presence is currently managed across the UWM campus and make recommendations where appropriate.

Members
- Kevin Hartman, Interim Dean, Peck School of the Arts (Chair)
- Erin Fox, Assistant Dean, UWM Graduate School
- Gina Lukaszewicz, Marketing Director, Alumni Relations
- Susan Mendelson, Sr. Director for Donor Relations, University Advancement
- Nicole Schanen, Shared Marketing Manager, Marketing & Communications; Marketing and Communications Lead, Zilber School of Public Health

Process
We engaged in the following research to gain a better understanding of the current social media landscape at UWM and learn more about how similar higher education institutions manage their social media:
- Met with Tina Keller, UWM Director of Digital Marketing, to get an overview of the current social media landscape at UWM.
- Reviewed documentation provided by Tina Keller of current known UWM social media accounts.
- Reviewed and analyzed survey results from university marketers about what is working, and what isn't working for them in social media for their units.
- Researched how other universities manage their social media.

Overview
Currently at UWM, there are central UWM social media accounts on Facebook, Instagram, Twitter, LinkedIn, TikTok, and YouTube. There is also a diverse assortment of school, college, department and unit social media accounts across campus on an array of platforms.

The university currently lacks official social media policies or governance.

According to an audit of UWM's social media presence in Fall 2022, there were a total of 330 known social media accounts. Of those, a significant percentage have not been posted to for six months or longer.

Areas of Success

Responding to a survey, members of the University Marketing Committee said the following things work well:

- Having dedicated staff to manage social media.
  - This applies only to those units who have dedicated staff.
- Keeping a social media content planner to schedule out social media posts.
  - This applies only to units who do this. Most do not.
- Knowing the school, college and program audiences well and serving up content that is relevant to them.
- Including student voices and hiring student ambassadors to create social media content.
- Creating and maintaining a social media policy and training staff to meet expected standards.
  - This applies only to units who do this. Most do not.

Challenges

University marketers said it is often challenging to adhere to the above best practices due to a lack of time, staff and resources. These constraints make it difficult for them to be strategic and stay up to date on social media trends.

Other challenges mentioned included:

- Being able to maintain quality and brand consistency across numerous school, college and program social media accounts.
- Lack of connection and coordination with UWM's central social media accounts.
- Relying on student workers and managing the frequent turnover of student workers.
- Processes and systems are different across campus social media accounts. UWM lacks a centralized social media tool.

One respondent expressed frustration with not being able to boost social media posts without MarComm approval.

At least two respondents said they were concerned that their school/college social media presence wasn't very effective.

Recommendations

1. Develop official UWM Social Media Guidelines and Governance policies. There is already a University Marketing Committee subgroup that is working on developing guidelines and policies. The Marketing Study Group's Social Media Working Group fully endorses implementing their recommendations and policies. These include:

   - Creating a social media governance board or position that is empowered to oversee UWM social media accounts.
   - An application process and guidelines for establishing and maintaining a verified UWM social media channel.
   - A process for closing channels that have failed to thrive – this would include developing a process for centrally maintaining a current list of all UWM social media account passwords.
   - A process for vetting and training staff who manage official, UWM-verified social media accounts.

2. Hire a central team of social media content managers.
3. Create and provide social media design templates for more consistent branding across social media accounts.

Web Working Group Report

Purpose

The Web Working Group was asked to examine UWM's current marketing structure as it relates to the management of UWM's web presence and determine what is working well, where gaps and/or shortages exist in current resources and services, and where resources might be used more efficiently.

Members

- Kevin Hartman, Interim Dean, Peck School of the Arts (Chair)
- Kari Dawson, Associate 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

Process

- Discussed areas of success and areas of opportunity as a group.
- Included web questions in surveys sent to UWM faculty and staff, marketers and peer institutions.
- Brought in the following guest speakers to speak to the working group:
    - Mark Jacobson, Director of Web, Marketing & Communications – *Website and web content management at UWM*
    - Ryan McNallie, Assistant Director, Student Affairs Information Technology Services (SAITS) – *Web services, process, staffing and budget model*
    - Dan Siercks, Director, L&S Web and Data and Interim Director, UWM Research Computing – *Web services, process, staffing and budget model*
    - James Seidler, Director of Web Services, Purdue University Northwest – *Web governance*
- Reviewed industry best practice reports and recommendations from the following external agencies: EAB, OHO Interactive, Carnegie
- Reviewed the following internal data:
    - Funding history of UWM.edu web support and hosting
    - Marketing & Communications 2018 through 2022 projects
    - UWM marketing staff quantity and unit location
    - UWM.edu WordPress sites by owner unit
    - Student Centric Web initiative proposal

Overview

Website Structure

UWM.edu consists of 514 separate websites. Websites are structured and provisioned based on UWM's organizational structure, on which unit needs to manage the content, and on whether content can be integrated on existing websites. Requests for new websites on UWM.edu are reviewed by Marketing & Communications web staff to determine whether a new site should be created or an existing website can be leveraged.

In addition, some units, such as Athletics and University Advancement, have websites that appear to be part of UWM.edu, but are built on separate vendor platforms. There is no central oversight of the creation or management of those websites.

Website Administrators

Management of UWM.edu websites is highly decentralized at the unit or sub-unit level. 1,107 university employees of varying skillsets have administrative access to make changes to one or more websites. There is no required training, capabilities, or workflow for those who have administrative access. Access allows changes to be made to content, page layout, page structure and navigation. There is no formal approval process for requesting administrative access to a UWM website. Typically, if the individual

requesting administrative access is a staff member of the unit affiliated with the website, access is granted.

Web Content

The quantity of content on UWM.edu is substantial with 156,000 unique URLs existing within Google.com search. 31,900 of those URLs are PDFs. Content quality varies widely across individual websites and is heavily influenced by the skillset of individuals who manage the content and the financial and staffing resources of the unit that manages the website. Two content or asset repositories that are available to all university units are the UWM Photo Archive, which is not free to use, and the UWM Facts database, which is free to use. Both are supported by Marketing & Communications.

Standards & Governance

UWM does not have formal web governance, therefore it lacks a framework for accountability, roles, workflow, and decision-making authority for its web presence. UWM does not have a comprehensive web content strategy, therefore there are no overarching standards or process that guide decisions about content throughout its lifecycle and guide how content is used to meet user needs and organizational goals. Basic standards for UWM websites have been in place since the implementation of UWM's Web Identity in 2011. Those standards have been expanded with the implementation of UWM's Web Identity 2.0 (Web ID 2) in 2020 and primarily apply to websites built with Web ID 2 tools. All standards are set, enforced and documented on the UWM Web Guide by Marketing & Communications. Websites built with Web ID 2 tools must go through a design review conducted by Marketing & Communications web staff prior to go-live. Once the website is live, feedback on misalignment with standards is provided on an ad hoc basis when noticed. There is currently no required follow-up design review or required quarterly or semiannual review of the website's content.

Technology

UWM websites are built on UWM's content management system (CMS), WordPress, and are externally hosted on Amazon Web Services (AWS). UWM's web-related technical infrastructure – WordPress, AWS hosting and supporting tools – is supported by Marketing & Communications. Marketing & Communications web staff provide standard web support at no cost to units, which includes WordPress standard functionality; UWM's Web Identity 1 and Web Identity 2 themes; UWM's standard catalog of blocks and plugins; helping units manage their websites using WordPress, UWM themes, blocks and plugins; site requests; go live requests; short URL requests; password-protection requests; design reviews and Google Analytics access requests. WordPress provides role-based administrative access levels that do not restrict which sections of a website's content can be edited by individuals with access.

In 2020, Marketing & Communications developed and deployed new tools (custom WordPress theme and supporting plugins that leverage WordPress's block editor, UWM Design System and the UWM Web Guide documentation website) in support of UWM's Web Identity 2.0 initiative to make it easier and more efficient for website administrators to create high-quality, branded and accessibility compliant web pages that align with those standards.

Staffing

Web specialists at UWM that have the skills and abilities to lead and manage website implementation projects, such as the creation of new websites or the migration of websites to Web ID 2, primarily reside within Marketing & Communications, L&S Web and Data and Student Affairs Information Technology Services (SAITS). There are three positions in Marketing & Communications that are heavily focused on this kind of work, one in L&S Web & Data and one in SAITS. L&S Web and Data web staff work on web projects for units that are part of the College of Letters & Science. SAITS web staff work on web projects for units that are part of the divisions of Student Affairs and Enrollment Management. Marketing & Communications web staff work on unfunded university projects as well as funded and select unfunded unit projects for units that are not serviced by L&S Web and Data or SAITS. The impact that a project has

on recruitment and/or retention along with Marketing & Communications' capacity and budget influences whether an unfunded project can be taken on.

Creation of new content and updating existing content is typically the responsibility of the unit that manages each website. In some instances, Marketing & Communications writers assist with content on the website projects it is involved with, but it is not the norm. Most UWM marketing specialists are involved in website management and responsible for content creation and updating. Some UWM websites that play a key role in recruitment and retention are managed by staff without a marketing and communications background or proficiency in writing for the web, which is different than writing for other mediums if done correctly. Content creation and updating is an ongoing and significant bottleneck due to limited staff capacity and skillset.

Funding

Marketing & Communications funds the web-related services that it provides out of the division's budget and by chargeback to units. UWM's web-related technical infrastructure – WordPress, Amazon Web Services hosting and supporting tools, such as Web Identity 2.0 – and its ongoing support and maintenance is funded by Marketing & Communications. SAITS operates with a set budget each year that is funded by allocations that come out of the budgets of each unit within Student Affairs. The allocation amount varies between units. L&S Web and Data is funded out of College of Letters & Science administrative funds.

Areas of Success
Unit-level Content Management

Because unit staff have administrative access to their unit's website, they can quickly make changes when needed and leverage their subject matter expertise when creating and updating content.

Web Staff Hubs

In the past, individual web-related positions at UWM were distributed across many units. Now web staff primarily reside in one of three main areas: Marketing & Communications, L&S Web and Data and Student Affairs Information Technology Services (SAITS). Because these individuals are a part of a team, within each area there can be standard processes across team members, shared expertise to draw from and continuity of service when a team member is out of the office.

Single CMS

UWM has a single web content management system (CMS), WordPress, that all UWM.edu websites are built on with one of two UWM-branded WordPress themes – Web ID 1 and Web ID 2. Having a single CMS makes brand-alignment, support, improvements, accessibility compliance and information security easier.

UWM Web Identity 2.0 (Web ID 2) Initiative

This university-wide initiative aims to improve the quality and consistency of content presentation and user experience across UWM websites for all website visitors, increase accessibility compliance across all websites, increase the efficiency of web page creation and maintenance and reduce the need for unit-specific custom web development. Since the November 2020 deployment of new standards and tools developed to support the initiative's goals, adoption and compliance has been good and web projects are significantly more efficient, though content creation and staff capacity remains a significant bottleneck.

Leadership Support for Student Centric Web Initiative

Building on top of the standards set by Web Identity 2.0, and in support of recruitment, retention and the 2030 action plan priority of UWM becoming a student-centric university, the UWM Student Centric Web initiative aims to improve the structure and management of UWM.edu websites to provide prospective and current students with high-quality customer experience.

Challenges
Website Structure Based on Organizational Structure

UWM's web presence is currently not structured in a way that aligns with future and current students' expectations of higher education websites and how they search for information, which is by topic rather than by organizational structure. Because of this, in many instances information exists in locations that are not intuitive to students and information about a particular topic exists on multiple UWM websites. When a student searches for information on a topic, they visit one website but miss relevant information that resides on another website or visit multiple websites that present the content inconsistently. In both cases, students are not provided with good customer service.

Lack of Comprehensive Web Content Strategy

Because website management at UWM is decentralized at the unit and at times sub-unit level, navigation, terminology, content presentation and structure vary from one website to the next, which results in a frustrating and confusing experience for students who visit multiple UWM websites in their search for information. No one person or team has a thorough understanding of the current state of all web content on UWM.edu. There is not coordination across units on cross-referencing of information, ensuring information accuracy, or on incorporating messaging and themes in a consistent way.

Lack of Formal Web Governance

Because website management at UWM is siloed, decisions are often made without consideration beyond the needs of the unit. Website administrators tend to focus only on the site that they manage because they see it as independent of the university's collective web presence rather than as a part of it, which is not in alignment with how students perceive the university's web presence. When Marketing & Communications wants to implement improvements across unit websites, whether those improvements are made can depend on website administrator preference, their opinion of the value or merits of the improvements and a need to take the least time-consuming course of action and can entail significant time negotiating with website administrators.

Too Many Website Administrators Lacking Essential Skills

The large quantity of website administrators makes it difficult to ensure that they have the necessary skills and that their work is in alignment with best practices and standards. Many individuals who manage web content lack a sufficient understanding of web publication best practices and struggle to provide prospective and current students with a high-quality visitor experience due to a lack of skills. Some in this role struggle with technology in general. The lack of a new website administrator request review and approval process and required training for new website administrators further exacerbates the problem. Because the standard WordPress support that Marketing & Communications provides is free, it is often relied on to subsidize the lack of proficiency of website administrators.

Too Much Web Content

Because of the immense quantity of content and the way websites are structured and managed, UWM.edu websites suffer from many quality and usability problems such as a lack of accessibility, broken links, outdated, incorrect or missing information, information overload, lack of information cross-referencing where it would make sense, poor image quality, use of internal language, internally focused

employee content mixed in with content for students, a reliance on PDFs to provide information which is better presented as native web content and inconsistent branding, information architecture and visitor experience.

Lack of Awareness and Ability to Align with Web Standards

Many website administrators are not aware of the university's standards or their unit's standards for website management. Some are aware of the standards but are not sure whether the website they manage is in alignment with those standards or lack the resources to make the website they manage align with those standards. While use of Web ID 2 tools makes it significantly easier to be in alignment with the university's standards, a website must be built with those tools to leverage them. The majority of UWM websites have yet to go through this migration process.

Lack of Content Management Guardrails

Because UWM's content management system does not provide a way to grant targeted administrative access only to specific sections or types of content, website administrators can make changes to most aspects of their website, including navigation, page structure, page layout and design. This is problematic since many website administrators lack necessary skills and a sufficient understanding of website management best practices to provide prospective and current students with a high-quality visitor experience. While the Web ID 2 tools provide some technology-based guardrails to prevent administrators from doing things that don't align with university standards or best practices, a website must be built with those tools to leverage them.

Limited Staff Capacity

Ability to maintain and improve UWM's many websites is adversely impacted by continued budget reductions, limited staffing levels across the university and continued demand for web work. Availability of staff to write new or update existing web content is the most significant bottleneck, particularly on the implementation of a new website or redesign of an existing website. Individuals in a marketing or communications role usually are responsible for managing their unit's website. Given the many other responsibilities that compete for their time, it is difficult for them to be proficient in some web skills, to remember procedures for web work that they don't do frequently and to allocate time for large website projects. In some cases, individuals without a marketing and communications background are responsible for websites that provide information on topics critical to recruitment which adversely impacts UWM's ability to market its services in a high-quality and cohesive way. When new topics, such as microcredentials, need to be represented on UWM.edu, there are not available staff to create or manage the content.

As mentioned earlier in this report, there are three main hubs where web staff who work on website implementation projects are located – Marketing & Communications, L&S Web and Data and Student Affairs Information Technology Services. There is currently no mechanism for web staff in one area to assist with project work in another area. In instances where one area may have staff on leave, are in the process of refilling a web position or have a large quantity of priority recruitment and/or retention-related websites that have yet to be migrated to Web ID 2, it is not possible to temporarily distribute this work across areas. Units that are not serviced by L&S Web and Data or SAITS and do not have funding to pay Marketing & Communications typically must handle the implementation of a new website or migration of an existing website to Web ID 2 on their own, which often results in sub-standard execution of the project.

Due to the limited quantity and availability of web staff in Marketing & Communications who possess the required technical knowledge and skills to support the Web ID 2 tools, in some cases it can take a long time for improvements to be made and for requested new functionality to be added. While web staff do work pertaining to analytics, content strategy and user-experience, there are not positions whose primary area of expertise and/or responsibility is in these areas. Therefore, the ability to develop deep and impactful proficiency and meet demand is hindered.

Funding Models that Inhibit Progress Toward a Student Centric Web Presence

Amazon Web Services external hosting and WordPress plugin software licenses for UWM.edu websites are funded out of Marketing & Communication's operating budget. The salaries of Marketing & Communications staff who support UWM.edu website administrators across the university are funded out of Marketing & Communication's operating budget. The cost of UWM.edu hosting and support has increased every fiscal year from FY2018 through FY2022 due to the growth of content on UWM.edu and the high number of web support requests from a continually churning population of often inexperienced website administrators. In essence, Marketing & Communications is subsidizing bad content management practices across the university and units' decisions to place inexperienced staff in charge of managing web content on UWM.edu. Furthermore, the time spent by Marketing & Communications playing whack-a-mole on support requests and web content quality fixes hampers the division's ability to focus on university priorities and invest in enhancing UWM.edu for visitors and website administrators alike.

For units needing project work to create or enhance websites on UWM.edu, the Marketing & Communications chargeback model often is a barrier to utilizing the division's web, writing, photo, video and search engine optimization expertise on their website projects because they don't have the money to pay for services. For some units, the chargeback model has prevented the utilization of Marketing & Communications services altogether. For example, Diversity, Equity, and Inclusion and sub-units such as Equity/Diversity Services and the Multicultural Student Centers have historically lacked the budget to pay for Marketing & Communications web services to improve their web content and move it to Web ID 2, so the benefits of quality, consistency, improved web accessibility and efficiency have not been realized for those units and for visitors to UWM.edu who are looking for information about the services they provide. In summary, the quality of the visitor experience on UWM.edu is not consistent across UWM.edu or even varied but deliberately determined by institutional priority. Rather, it is directly correlated to the ability or willingness of the unit who is the content owner to pay for Marketing & Communications services or, by purpose or chance, have staff within the unit who have the expertise to create and manage high quality web content.

Recommendations

Staff capacity across all areas of the university is significantly limited. Implementation of the following recommendations will require a considerable investment in time and money, proper staffing, and careful and thoughtful planning to ensure that more problems are not created. Interdependency between the recommendations should be considered when deciding which should be acted upon, as moving forward with one but not another could prevent or significantly hamper success.

Move to a Student Centric Presentation of Content on UWM.edu

Restructure UWM.edu websites based on topic instead of UWM's organizational chart. This approach would employ information architecture instead of organizational structure to present information to students and would allow for new content to be published in existing sections of UWM.edu without having to create entirely new websites in instances where the content topic does not fall under the purview of a single campus unit. Two approaches to consider:

- Combine all websites whose primary audience is future and/or current students into a single website structured by topic.
- Implement universally consistent topic-based structure and navigation across all websites whose primary audience is future and/or current students and combine sites where possible.

Implement Formal Web Governance at UWM to Ensure Quality of UWM's Web Presence

Implement a policy that defines accountability, roles, decision-making authority, workflow, procedures and compliance for UWM's web presence and supporting processes and infrastructure, such as:

- Oversight, strategy and planning hierarchy
- Web editor review workflows and web request workflows
- Periodic instead of one-time design reviews
- Training program for website editors

Purdue University Northwest's policy serves as a good example. The implementation, support and maintenance of web governance will require ongoing leadership support and a significant investment of staff time and resources for it to be successful long-term. Roles, responsibilities and capacity of some key individuals will likely need to be adjusted to accommodate the work required.

Adopt a Strategic Approach to Web Content Management to Ensure Content Quality

Implement an organizational web content strategy so that web content efforts across the university connect with UWM's user needs and business goals and web content is treated as a business asset that requires strategic consideration at every point along its lifecycle. This is common practice in other industries, such as finance and healthcare. Establish baseline standards, guidelines, workflow and training that promote content quality, accuracy, and consistency in terminology, tone and messaging.

Instead of continuing to take a fully decentralized approach to management of website content, move to a hybrid content management model that leverages aspects of both centralized and decentralized approaches. A content management model is a set of roles, responsibilities, standards and guidelines that concern how and by whom content is created, published, updated and retired. A hybrid model centralizes control over some organizationally critical content, such as content for prospective and current students, while still giving subject matter experts the ability to contribute content in their domain. Identify marketing and communications staff across units who can work as part of a collaborative team to manage critical content and leverage their fluency on specific topics. Ensure that these individuals have the knowledge, resources and capacity to be successful in this role.

Reduce the Quantity of Website Administrators, Train Them and Focus Them

- Audit who has administrative access and remove it for those who no longer need it. Implement a website access approval process and identify liaisons within major units that need to sign off on access requests.
- Create a new limited access content editor administrative role to focus content managers on content updates, leaving major structural and navigational changes to web specialists and marketing and communications specialists who have the required knowledge and proficiency.
- Provide baseline required training for all content editors and website administrators to ensure they possess the awareness and experience to be successful in their roles without reintroducing the problems outlined earlier in this report.

Allocate Resources to Address Service Gaps & Capacity Bottlenecks

- Remove or significantly reduce the charge-back component of Marketing & Communications' funding structure so that units are not prevented from leveraging the division's services and expertise because they do not have the money to pay for them. Look to existing models at UWM for implementation options, e.g. how Student Affairs Information Technology Services is funded. Consider and plan for the impact that making this change would have on how Marketing & Communications prioritizes and schedules the web projects it works on, particularly those pertaining to recruitment and retention. If a charge-back component remains, codify the types of web projects that it applies to and the types that are funded by Marketing & Communications.
- Allocate central funding for UWM's web-related technical infrastructure, i.e. WordPress, Amazon Web Services hosting, license and software purchases, Web Identity 1.0, Web Identity 2.0, and web support. Look to existing models at UWM for implementation options, e.g., how technical infrastructure services and support provided by UITS are funded.

- Create and recruit for the following positions:
  - A web analytics specialist to provide analytics strategy, support and consulting services to the university.
  - A web content strategist to assist with the implementation and long-term support of organizational web content strategy.
  - A web content writer to provide content writing services to the university.
- Adjust role, responsibilities and workload allocation of applicable existing Marketing & Communications web staff to allow more focus on user experience strategy, research, testing and standards, and web governance.
- Identify pools of expertise across units pertaining to website implementation, management, strategy and content. Explore ways for these individuals to provide services beyond their unit as needed to meet demand and achieve organizational goals, such as the migration of all UWM.edu websites to Web ID 2 in a timely fashion particularly so that accessibility compliance is improved which in turn decreases the university's exposure to legal risk. Update position descriptions, roles and responsibilities as needed to position these individuals to be successful operating in this capacity.
- Look for opportunities to leverage student interns across units to fill in service gaps, such as for the creation of photography that can be used on websites.
- Expand and sufficiently fund baseline web-related services that can be leveraged at no cost, e.g. custom analytics reports.
- Create repositories of shared content and creative assets that can be used at no cost on websites.

Appendix A: UWM.edu Web Support & Hosting Costs FY18-FY22

Fiscal Year	Web Support Hours*	Standard Hourly Rate	Web Support Cost	External Provider Hosting Cost**	Plugin Software Licenses***	Total Web Support and Hosting Costs
FY2018	492.38	$65.00	$32,004.70	$43,799.30	$2,139.79	$77,943.79
FY2019	944.99	$65.00	$61,424.35	$35,815.99	$1,327.12	$98,567.46
FY2020	1255.35	$65.00	$81,597.75	$46,809.49	$605.67	$129,012.91
FY2021	2298.96	$65.00	$149,432.40	$44,546.97	$2,499.66	$196,479.03
FY2022	2438.92	$70.00	$170,724.40	$40,603.85	$3,236.92	$214,565.17

* Includes staff time for projects: #46: MC_UWM Web Support, #2314: MC_Web Identity 2.0 Support and #248: MC_UWM Web Identity 1.0 Technical Infrastructure.

** Amazon Web Services (AWS) hosting services (Unisys contract).

*** Licensed plugins include: Admin Columns Pro, Admin Columns Pro – Advanced Custom Fields (ACF), Advanced Custom Fields Pro, Digital Signage Press (Development License), Digital Signage Press (Production License), Enhanced Media Library, Events Calendar Community Events, Events Calendar Pro, FacetWP Plugin, Gravity Forms, Gravity Forms – Emma Add-On, Gravity Forms – Polls Add-On, Gravity Forms – Quiz Add-On, Gravity Forms – Signature Add-On, Gravity Forms – Survey Add-On, MetaSlider Pro Add-on Pack, SearchWP, The Events Calendar – Virtual Events, Yoast Duplicate Post and Yoast SEO Premium.

Appendix B: Funding History – UWM.edu Web Support and Hosting

Spring 2012: An evaluation of UWM.edu web content management services started.

Spring 2013: The campus working group conducting the evaluation recommended replacing the current (at the time) CommonSpot web content management service with WordPress, hosted on a cloud service provider. The recommendation included a proposal to run both CommonSpot and WordPress concurrently, so that schools/colleges and administrative units could review and redesign their websites to be aligned with the UWM brand and mobile-friendly while transitioning them to WordPress.

Fall 2013: A Transparent & Accountable Decision Making campus funding request was prepared. The request was for $445,000 over the first five years during the period that WordPress would be running concurrently with CommonSpot, then $45,000 for each year thereafter once CommonSpot was retired. The request was approved as a multi-year allocation of $445,000 ending in FY18.

March 2014: WordPress became available as a campus service for hosting websites.

January 2017: All UWM school/college and administrative unit websites were redesigned to be mobile friendly and align with the UWM brand standard, and CommonSpot was retired ahead of schedule.

July 2018: The five-year term of campus funding for a total of $445,000 ended and the $45,000 for each year thereafter was not granted, leaving WordPress without a funding source for web support, hosting infrastructure (Amazon Web Services), WordPress plugin software licenses.

Spring 2018: Mark Jacobson met with UWM CIO Bob Beck and COO Beth Schaefer about the topic of funding for WordPress into FY19 and beyond. Mark, Bob and Beth concurred that University IT Services was not positioned to fund WordPress.

Appendix C: Peer Institutions Survey – Web Questions

A survey was sent to the chief marketing officers or the equivalent at 21 peer institutions identified by UWM's Office of Undergraduate Admissions. Six institutions responded, for a response rate of 29%. Out of the six that responded, four institutions responded to the survey's web questions.

Website Structure & Size

Of those that responded, three out of four said that their institution's web presence was organized as a single website.

How is your university's web presence organized?	
As a single website	75%
As multiple separate websites	25%

For institutions with a single website, the quantity of pages ranged from 3,000 to 15,000. For the institution with multiple separate websites, the quantity of websites ranged from 15 to 20.

Website Management

Three out of four respondents said their institution's web presence was managed using a hybrid approach.

Is management of your institution's web presence centralized, decentralized or hybrid?	
Centralized	0%
Decentralized	25%
Hybrid	75%

When asked how many people have access to make changes to their institution's web presence and whether those individuals received training, responses were:

- Over 1,000 users. All receive training. The top-level website is managed by a handful of people, with unit websites managed in a distributed way. Governance is well-articulated, with roles clearly defined. The content management system provides flexibility but there are guardrails in place to ensure consistent functionality, user-interface continuity, brand integrity and accessibility.
- There are a core set of pages are managed by the central team. Other pages are either managed by contacts within units who are trained, or units can purchase a website maintenance package at below-market rate.
- 50-100 users. All receive training.
- 200 users that can make basic updates to the section of the website that they manage. Training is required before gaining access and support is available during bi-weekly drop-in hours. Only lead MarComm staff are website administrators.

When asked whether their institution uses an editorial and/or change approval workflow for making changes to its web presence, half said they do, and half said they do not. Of those that do, when asked to describe the workflow, responses were:

- It varies by unit depending on staffing.
- There is a detailed intake and project management process. Small changes are requested through a web ticketing process. Changes are made in a development environment by a designated staff member and reviewed by the web manager, and others depending on the change, before going live.

Standards & Governance

All respondents said their institution has standards for website management. When asked to describe those standards, responses were:

- ubcms.buffalo.edu
- Too detailed to include, but there is web governance, which is shared with Information Services, and clearly defined roles and clearly defined areas of collaboration.
- Modules built into the site.
- Custom tools are built into the content management system that standardize page layout and content presentation for consistency. There is automatic spellchecking and broken link checking when editing and publishing, a website that documents best practices and monthly tips/tricks emailed to users. Content managers can only update images and text.

One respondent said their institution has a web governance policy. Out of the three that said they do not, two said they were considering adopting one.

Three said that their institution's web presence was centrally funded. One said a hybrid approach is used with some central funding and some chargebacks.

Appendix 1: Marketing Study Group Surveys

Overview

The Marketing Study Group surveyed the following groups to gather information about marketing staffing, budgets, capabilities and needs across UWM:
- 115 members of the University Marketing Committee, which is a voluntary group open to anyone with marketing or communications duties (henceforth referred to as university marketers)
- 42 MarComm staff members
- 115 division heads, deans, associate deans, assistant deans and department heads
- all faculty and staff

Surveys were directly mailed to the first three groups. The response rates were:
- University Marketing Committee: 50%
- MarComm staff: 83%
- Division heads, deans and department chairs: 49%

The faculty and staff survey was distributed via the weekly e-newsletter to faculty and staff produced and distributed by MarComm. One hundred fifty-seven people completed that survey.

Respondents

University Marketing Committee/MarComm
Sixty-two percent of university marketers were the top marketing manager in their unit. Sixty-eight percent had duties in addition to marketing and communications, most commonly recruitment and event planning.

The university marketers and MarComm staff represented a wide range of skills, duties and titles. They included marketing specialists, event planners, web developers and social media strategists, as well as designers, writers, photographers and videographers.

In both groups, the tenure at UWM ranged from six months or less to 25 years, with a median of eight years.

Eighty-seven percent of university marketers said their workload had increased during their time at UWM, while 91% of the MarComm staff said it had. In both groups, more than 63% said it had increased significantly.

How has your workload changed during your time at UWM?					
	Increased Significantly	Increased Slightly	Stayed the Same	Decreased Slightly	Decreased Significantly
University Marketing Committee	63.33%	23.33%	13.33%	0.00%	0.00%
MarComm	63.64%	27.27%	3.03%	6.06%	0.00%

Division Heads, Deans and Department Chairs
The 56 people responding to the survey for division heads, deans and department chairs included:
- 2 division heads
- 7 deans (This group includes leaders of Academic Affairs units such as the Honors College.)
- 7 associate deans
- 9 assistant deans
- 31 department chairs

Faculty and Staff

Eighty-nine percent of the respondents to the faculty and staff survey said their work involves some communications duties, most commonly with current students and university employees.

Which of the following groups do you communicate with?	
Current students	87%
Faculty/staff	85%
Prospective students	59%
General public	49%
Alumni	43%
Community and business partners	39%
Parents/families of prospective students	36%
Parents/families of current students	33%
Retired faculty/staff	31%
Donors	23%
Legislators/government officials	7%

Staffing

It's unusual for units other than MarComm to have more than one person in a given role. In many cases, roles are combined into a generalist position.

What are your department or unit's FTEs for the following positions?			
	Minimum	**Maximum**	**Mean**
Copywriting	0	1	.24
Marketing specialists (people who plan and manage marketing campaigns)	0	2	.58
Social media	0	1	.15
Photo	0	.5	.03
Video	0	1	.09
Web content/management	0	1	.11
Web development	0	2	.22
Other	0	3	.58

Professional Development

University marketers reported completing minimal professional development due to time and budget constraints. Those who did do professional development mostly had access through LinkedIn Learning, the University Marketing Committee, and the School of Continuing Education.

MarComm staff were more likely to engage in professional development, accessing MarComm-sponsored training, WHEEL events, School of Continuing Education offerings, UWM supervisor training, LinkedIn

Learning and online conferences. However, some MarComm staff also said their activities were minimal due to time constraints.

In both groups, professional development was desired to gain a wide range of skills, including but not limited to:
- Photo editing
- Color grading
- WordPress
- UX testing
- DevOps
- Google ad certification
- Communications strategy, including crisis communications
- Project management
- Leadership

Job Satisfaction

Overall, both university marketers and MarComm employees are:

- Satisfied with their schedule, job flexibility, paid leave/vacation, job duties, benefits, their managers and leadership.
- Less satisfied with their workload and salaries.

Job Satisfaction Among University Marketers				
	Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied
Job duties	4%	24%	32%	40%
Job title	16%	16%	36%	32%
Medical/Other benefits	12%	8%	32%	48%
Manager/Quality of Leadership	16%	16%	28%	40%
Salary	36%	32%	20%	12%
Schedule/Job Flexibility	4%	0%	44%	52%
Vacation/Paid Leave	8%	0%	16%	76%
Workload	36%	20%	32%	12%

Job Satisfaction Among MarComm Staff				
	Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied
Job duties	0%	21.43%	57.14%	21.43%
Job title	7.14%	10.71%	57.14%	25%
Medical/Other benefits	3.57%	7.14%	28.57%	60.71%
Manager/Quality of Leadership	10.71%	7.14%	32.14%	50%
Salary	17.86%	39.29%	28.57%	14.29%
Schedule/Job Flexibility	0%	10.71%	42.86%	46.43%
Vacation/Paid Leave	0%	7.14%	28.57%	64.29%
Workload	7.14%	50%	39.29%	3.57%

Seventy-six percent of university marketers, and 64% of MarComm employees said they were unlikely to look for another position in the next year.

When university marketers were asked what could help improve their job satisfaction, the overriding theme was frustration with a lack of time, support and resources to do their jobs as well as they would like to do them. Responses reflected an overall feeling of being stretched too thin and feeling like they are not being given the time and resources needed to be strategic. Several responses also spoke about below market salaries and unhappiness with new TTC job titles. One respondent said they would appreciate more opportunities for growth.

When MarComm employees were asked what could improve their job satisfaction, many mentioned an increase in salary, a more reasonable workload, more opportunities for professional growth and a clear path towards promotion. One MarComm employee suggested that more marketing organizational structure, and clear, shared goals and priorities at the institutional level would improve their job satisfaction.

Budget

Half (51%) of the division heads, deans and department chairs reported having a dedicated budget for marketing and communications, while 60% of the marketing managers did. Three-fourths of faculty and staff who have communications-related duties said there was no funding available to them for communications and marketing support.

Does your unit have a dedicated marketing and communications budget?			
	Yes	**No**	**No Answer/Don't Know**
Division Head	100%	0%	0%
Dean	71%	29%	0%
Associate Dean	71%	14%	14%
Assistant Dean	67%	11%	22%
Department Chair	23%	65%	13%
Marketing Managers	60%	30%	10%

Among those who reported having dedicated marketing and communications budgets, the budget size varied widely. Among department chairs, for example, one reported a $700 budget, while another had $265,000.

How much is your marketing and communications budget?			
	Minimum	**Maximum**	**Median**
Division Head	No Answer	$375,000	$187,500
Dean	$30,000	$100,000	$45,000
Associate Dean	$15,000	$265,000	$72,500
Assistant Dean	No Answer	$45,000	$22,500
Department Chair	$700	$265,000	$30,000
Marketing Managers	$27,000	$125,000	$58,200

Management of marketing budgets appears to be frequently delegated to the marketing manager or a marketing staff person in each unit. More than two-thirds of the division heads, deans and department chairs said they did not manage their marketing and communications budgets. Of those who did, it was most likely to be a department chair.

In contrast, more than three-fourths of university marketing managers were responsible for their unit's marketing and communications budget, and even some marketing staff who are not managers said they were responsible for a portion of their unit's budget.

Do you manage your unit's marketing and communications budget?		
	Yes	**No**
Division Head	0%	100%
Dean	50%	50%
Associate Dean	0%	100%
Assistant Dean	50%	50%
Department Chair	57%	43%
Marketing Managers	77%	23%
Other Marketing Staff	40%	60%

Units were most likely to spend their marketing budgets on printing, events and advertising. It's worth noting that advertising includes "boosting posts" on social media, which is a low-cost way of ensuring more people see particular post on Facebook, Instagram and other channels. The amount spent on printing and events was relatively low in most cases — less than $5,000 per year. Those spending on advertising tended to spend more; 40% were spending over $10,000 per year.

Units were least likely to spend on copywriting or web support, excluding Web ID 2.0 projects. Web ID 2.0 projects are one-time conversions from UWM's old web hosting platform to a new one. Units have been gradually converting for several years. The median cost for those who converted in 2022 was $12,400.

Not counting staff salaries, how much did you spend on the following items in FY22?					
	None	<$1,000	$1,000-$5,000	$5,001-$10,000	>$10,0000
Advertising (including on Facebook and other social media)	13%	13%	7%	27%	40%
Copywriting	53%	47%	0%	0%	0%
Design	47%	20%	33%	0%	0%
Events (facilities, catering, set up, etc.)	13%	40%	33%	7%	7%
Photography	27%	33%	33%	7%	0%
Printing	7%	20%	47%	13%	13%
Marketing collateral/swag (T-shirts, pens, stickers, etc.)	27%	20%	40%	0%	13%
Video	40%	20%	20%	13%	7%
Web (excluding Web ID 2.0 projects)	53%	27%	13%	0%	7%
Other marketing and communications services	27%	27%	20%	20%	7%

Chargebacks

The survey asked an open-ended question about chargebacks: UWM uses a chargeback model for certain services, including marketing. This means that MarComm must bill units for services it provides, such as video, photography and digital marketing, to pay some of its staff. How does this influence your unit's use of MarComm services?

Of 57 responses from university marketers, deans and department heads, 40 said chargebacks either prevent them from working with MarComm or reduce the amount they work with MarComm.

"We try to do as much in house to save money to use for other initiatives. Can't afford to do all we want to do with MarComm," one wrote.

"We are very judicious with our request for services," another wrote. "We sometimes don't ask for services, even if they would add value, as it is always a cost/benefit decision."
"It influences it 100%, because we don't have any money to spend on this," another wrote.

Communications Priorities

Communications priorities differ based on role.

What are your unit's top five marketing and communications priorities. (Check up to five.)		
Deans/Department Heads	Marketing Managers	Other University Marketers
1. Undergraduate Recruitment 2. Graduate Recruitment 3. Brand/General Awareness 4. (tie) Alumni Outreach and Event Promotion	1. Brand/General Awareness 2. Undergraduate Recruitment 3. Graduate Recruitment 4. Undergraduate Retention 5. Event Promotion	1. Event Promotion 2. Brand/General Awareness 3. Community Partner Engagement 4. (tie) Donor/Alumni Outreach and Undergraduate Recruitment

Content/Tactics
University marketers use a wide range of channels to communicate.

What channels/tools do you use to communicate?	
Email	100%
Social media	93%
Website/webpage	93%
Video	86%
Posters/flyers/banners	86%
Paid advertising	76%
Direct mail (postcards, letters, etc.)	72%
Interpersonal communication	48%
Other	21%
Text message	17%

They need a wide range of content to fill those channels. Demand is greatest for photographs and video.

What types of marketing content do you need most? (Choose up to three.)	
Photographs	32%
Video for your website	32%
Stories about students	29%
Copy for email campaigns (often called comm flows)	29%
Web content (Ex: program descriptions or scholarship information for students)	25%
Stories about faculty/research	21%
Video for social media (YouTube, TikTok)	21%
Ad and/or landing page copy	21%
Stories about alumni	18%
Brochures	14%
E-newsletter content/production	14%
Video for email campaigns (often called comm flows)	11%
Testimonials	7%
Flyers	7%
Posters	4%
Stories about donors	0%
Op-eds and/or native content (also called advertorials)	0%
Postcards or collateral for mailings	0%

Most university marketers, faculty and staff said they create their own content. University marketers are more likely than other staff or faculty to seek help from MarComm.

Who creates the content needed for your communication? (Check all that apply.)							
	I do it myself	Student workers	Faculty member(s) or full-time employee(s) in my unit	Marketing manager or marketing team for my unit	MarComm	Freelancer or contractor	An agency
Faculty and Staff	92%	28%	28%	28%	14%	2%	1%
University Marketers	79%	39%	32%	50%	50%	7%	4%

University marketers expressed confidence in their ability to create the content they need.

What type of content can you produce yourself and what type do you need MarComm to produce?			
	I can produce this (or the team in my unit can)	We need MarComm to produce this	This is not needed
Copy for email campaigns (often called comm flows)	93%	4%	3%
Web content (Ex: program descriptions or scholarship information for students)	93%	4%	3%
Ad and/or landing page copy	79%	14%	7%
E-newsletter content/production	79%	0%	21%
Testimonials	75%	11%	14%
Flyers	68%	21%	11%
Stories about students	64%	29%	7%
Posters	61%	29%	10%
Postcards or collateral for mailings	57%	32%	11%
Stories about alumni	57%	21%	22%
Brochures	54%	36%	10%
Video for social media (YouTube, TikTok)	46%	43%	11%
Stories about faculty/research	39%	32%	29%
Stories about donors	39%	25%	36%
Op-eds and/or native content (also called advertorials)	29%	39%	32%
Photographs	21%	79%	0%
Video for email campaigns (often called comm flows)	21%	68%	11%
Video for your website	14%	79%	7%

However, only about a quarter of faculty and staff said they were confident that the content they were using for communications conformed to UWM brand standards. That was the case whether the content was created by them or by others.

University Marketers & MarComm

When it comes to collegiality among MarComm and university marketers, respondents showed a great deal of mutual respect and admiration. University marketers said MarComm produced excellent work – in all areas – and the MarComm staff are a pleasure to work with. One said, "We need to clone them all!"

Likewise, members of MarComm acknowledged that university marketers bring a deep understanding of the specific culture and needs of their units. Because they are embedded, university marketers have

strong relationships with deans, faculty, students, alumni and donors, and they are tuned into story ideas and unit priorities.

Deans and department heads thought their units' marketers were good at what they do, but they explained that much of the day-to-day marketing falls to faculty, who are producing newsletters, publicizing events and maintaining social media accounts. One said, "We are trying our best but have too little time and not enough support." Another said, "Faculty loads are too high for them to serve as marketers too."

Some deans and department heads said they thought MarComm was good at branding and promoting UWM, but many had no idea what "MarComm" was or what services they could offer departments. One explained, "Just know that departments - especially small-to-medium-sized departments with only one staff member - are really struggling to get anything done these days beyond the most essential functions, and even the most essential functions are challenging. When it comes to marketing and communications, we need all the help we can get, because we're struggling to manage on our own."

Staff capacity and overwork was a drumbeat repeated in answers from MarComm and university marketers. For MarComm, chronic understaffing has resulted in longer wait times for projects, difficulty managing emergency communications, and lack of time to plan ahead or be more creative.

One MarComm staffer said, "Considering our staffing levels and the amount of additional responsibilities we have all taken on and not been compensated for over the past couple of years, I'd say MarComm is doing a spectacular job in all that we do."

MarComm members also recognized the demands on university marketers. One person said, "Everyone on this campus works as hard as they can."

University marketers described themselves as "small but might teams," who work "long long long hours." More than 90% said that staff capacity was a challenge.

As for opportunities for improvement, university marketers said they would like to have more access to MarComm's high-quality collateral, such as photos, videos and templates. University marketers want MarComm to explain UWM's marketing plan and offer tips for marketing tactics and strategies. They would also like MarComm to be faster and more nimble and/or empower units by providing tools and training to do more themselves. They also thought MarComm didn't have a nuanced understanding of specific schools, colleges and units. Instead, they saw MarComm as pushing a homogenized vision of what UWM is.

Conversely, MarComm staff said they would like university marketers to give them more time to produce quality materials and that units should align more with greater university goals instead of being so siloed. MarComm staff suggested that university marketers draw on MarComm's expertise more – especially for advice about cleaning up websites, which is necessary to give students and prospective students a better experience when seeking information about UWM.

MarComm acknowledged that staff capacity is also an issue for university marketers. As one MarComm staffer put it, "We are running people into the ground with too much to do and too little time."

Across surveys, respondents identified staff capacity and budget as the biggest challenges to improving marketing.

What are your three biggest challenges in improving marketing and communications within your unit? (Choose up to three.)		
Deans and Department Heads	University Marketers	MarComm Staff
• Staff Capacity • Budget • Lack of Expertise	• Staff Capacity • Shifting/Unclear Priorities • Budget	• Staff Capacity • Budget • Shifting/Unclear Priorities

Social Media

Eighty-eight percent of the university marketers who responded to the survey are involved in their unit's social media activities.

Things that university marketers said work well in social media included:
- Having dedicated staff to manage social media.
- Keeping a social media content planner to schedule out social media posts.
- Knowing the school, college and program audiences well and serving up content that is relevant to them.
- Including student voices and hiring student ambassadors to create social media content.
- Creating and maintaining a social media policy and training staff to meet expected standards.

However, they said adhering to the above best practices is often challenging due to a lack of time, staff and resources to be strategic and stay current with social media trends. Other challenges mentioned included:
- Being able to maintain quality and brand consistency across numerous school, college and degree program social media accounts.
- Lack of connection and coordination with UWM's central social media accounts.
- Frequent turnover of student workers.

One respondent expressed frustration with not being able to pay for the posts to reach a wider audience (this is called boosting) without MarComm approval.

A couple respondents said they were concerned that their school/college social media presence wasn't very effective.

Web

Roles & Responsibilities

Slightly more than half of faculty and staff are involved in website management, whereas most marketers are.

Do you or your team manage one or more websites?		
	Faculty & Staff	**Marketers**
No	38%	8%
Yes	62%	92%

Content creation and updates are most common kinds of work done, followed by page layout and navigation changes.

What kind of work on the website do you and/or your team do? (check all that apply)		
	Faculty & Staff	**Marketers**
Content creation	23%	18%
Content updates	22%	18%
Page layout	15%	14%
Navigation changes	12%	14%
Site structure changes	10%	7%
Design	9%	11%
Front-end development	5%	7%
SEO configuration	3%	10%

Most faculty and staff spend less than 1 hour per week doing this type of work, whereas most marketers spend 1-5 hours.

On average, how much time each week do you spend doing this work?		
	Faculty & Staff	**Marketers**
Less than 1 hour	61%	17%
1-5 hours	32%	57%
6-10 hours	0%	13%
More than 10 hours	7%	13%

Assistance with website management is primarily provided by full-time staff. Marketers use UWM WordPress support 2.8 times more than faculty and staff.

Does anyone assist you with website management? (check all that apply)		
	Faculty & Staff	**Marketers**
Student staff	16%	12%
Full-time staff	50%	43%
UWM WordPress support	17%	30%
Other	17%	15%

Standards

One quarter of faculty and staff and almost half of marketers reported having unit-level standards for website management.

Are there standards for website management within your unit?		
	Faculty & Staff	**Marketers**
Yes	22%	61%
No	37%	26%
I don't know	41%	13%

To what extent is the website you manage aligned with your unit's standards?		
	Faculty & Staff	**Marketers**
Aligned or somewhat aligned	41%	43%
Not sure	50%	43%
Not aligned	9%	14%

Almost a quarter of faculty and staff and three quarters of marketers reported being familiar with the university's web standards. For both unit-level and university standards, half of faculty and staff and almost half of marketers were not sure whether their website aligned with those standards.

Are you familiar with the university's standards for website management?		
	Faculty & Staff	**Marketers**
Yes	37%	74%
No	46%	9%
I don't know	17%	17%

To what extent is the website you manage aligned with the university's standards?		
	Faculty & Staff	**Marketers**
Aligned or somewhat aligned	47%	35%
Not sure	53%	41%
Not aligned	0%	24%

Knowledge, Skills & Abilities

When asked how proficient they were with methods of assessing website performance:
- Faculty and staff and marketers were most likely to say they are very proficient with request for information form submissions and user feedback from forms, email, or interpersonal communication.
- Faculty and staff and marketers were most likely to say that they are not proficient with organic search rank and usability/user experience testing.

- More than half of faculty and staff and one quarter of marketers said they were not proficient with analytics reports.

When asked what tasks related to website management could benefit from a coordinated support model:
- Faculty and staff mentioned 17 topics, with content creation/updates, design/layout and analytics being the most frequently mentioned. Two respondents expressed concern. One felt that MarComm's capacity issues needed to be addressed first. Another expressed concern about giving up control of content to those outside of their unit.
- Marketers mentioned 9 topics, with user-experience testing, analytics and SEO being the most frequently mentioned.

How proficient are you in using the following resources to assess the performance of your website?						
	Faculty & Staff			**Marketers**		
	Not	**Somewhat**	**Very**	**Not**	**Somewhat**	**Very**
Analytics reports	62%	29%	9%	22%	52%	26%
Request for information form submissions	45%	33%	22%	30%	22%	48%
Organic search rank	84%	15%	2%	48%	52%	0%
User feedback via a form/email/interpersonal communication	38%	40%	22%	35%	26%	39%
Usability/user experience testing	65%	24%	11%	65%	26%	9%

The following table shows the number of times a topic was mentioned in the responses.

Related to website management, which tasks do you think would benefit from a coordinated support model?		
	Faculty & Staff	**Marketers**
Library of shared resources (graphics, photo, video, content)	2	2
Feedback in editing experience (notification or inability to save if doing something that is not recommended or not accessible)	1	
Content standards	1	
Content structure and organization, information architecture	3	
Content creation and updates	7	1
Content archiving guidelines	1	
Page creation	1	
Form creation	1	
Navigation	1	
Design, layout	6	1
Usability	4	2
User experience testing	4	4
Analytics	6	4
SEO, organic search rank	4	3
Accessibility	4	
Consulting, advising	1	
Training		1
Assessment of duplicative efforts	1	
Custom builds that integrate with other campus data/tools		1

Appendix 2: UWM-Affiliated Social Media Accounts

Table 1: Facebook Accounts

Account Name	Date of Last Post
UWM BOSS	8/4/2021
Career Planning and Resource Center	5/27/2022
UWM Center for Community-Based Learning, Leadership, & Research	10/24/2022
Career Center for Latin and American and Caribbean Studies, UW-Milwaukee	10/19/2022
UW-Milwaukee Cheer Stunt	9/19/2022
UWM Dept of Kinesiology	10/18/2022
UW-Milwaukee Class of 2018	Private
UW-Milwaukee Class of 2019	Private
UW-Milwaukee Class of 2020	Private
UW-Milwaukee Class of 2022	Private
UW-Milwaukee Class of 2023	Private
UWM- College of Engineering & Applied Science	10/21/2022
UWM College of Health Sciences	10/22/2022
UWM College of Nursing	10/21/2022
ecampus	
UWM Financial Aid Department	7/29/2022
UWM Department of Criminal Justice and Criminology	10/18/2022
UWM Helen Bader School of Social Welfare	10/21/2022
UWM Inclusive Excellence Center	No posts
UWM Anthropology	10/10/2022
UWM Art History and Emile H. Mathis Gallery	10/7/2022
UWM Atmospheric Science Program	10/21/2022
UWM BraIN Lab	12/22/2021
UWM Department of Communication	10/20/2022
Comparative Literature at UWM	10/20/2022
UWM Digital Arts & Culture	5/15/2020
UWM Department of English	10/20/2022
UW-Milwaukee Department of Geography	10/20/2022
L&S: Italian	
UWM Journalism, Advertising, and Media Studies (JAMS) Department	10/10/2022
UWM Japanese	6/26/2020
UW-Milwaukee Mathematical Sciences	10/17/2022
UWM Philosophy Department	1/16/2022
Helen Bader Institute for Nonprofit Management	10/10/2022
Religious Studies Student Organization at UW - Milwaukee	7/20/2022
UWM Sociology	5/17/2021
UWM Department of Spanish and Portuguese	4/9/2020
UWM Translation & Interpreting Studies	10/11/2022
UWM Urban Studies Programs	8/31/2022
L&S: Women's & Gender Studies	
UWM Psychology Department	4/29/2021
UWM LGBT Resource Center	No posts
American Geographical Society Library	10/18/2022
UWM Libraries Special Collections	10/21/2022
UWM Lubar College of Business	10/24/2022
UWM Panthers Men's Basketball Team	10/21/2022
UWM Panthers Men's Soccer Team	10/22/2022
UWM MAVRC	10/21/2022
Milwaukee Panthers	10/20/2022

UWM Neighborhood Housing Office	7/28/2022
Milwaukee Panther Dance Team	10/8/2022
UW-Milwaukee Panther Shop	10/17/2022
Peck School of the Arts	10/21/2022
UWM Animation	2/17/2020
UWM Dance	10/20/2022
UWM Film	9/17/2022
UWM Finger-Style Guitar	8/18/2020
UWM Gasthaus	5/8/2020
UWM GRIND	8/19/2020
UWM School of Architecture and urban Planning (SARUP)	10/25/2022
UWM School of Continuing Education	10/24/2022
UWM School of Education	10/18/2022
University of Wisconsin Milwaukee School of Freshwater Sciences	10/24/2022
UW-Milwaukee School of Information Studies	10/14/2022
UWM Sociocultural	10/24/2022
UWM Department of Administrative Leadership	1/26/2022
UWM Sport & Recreation	3/22/2022
Student Association at UWM	10/21/2022
Student Involvement	
UWM Student Success Center	9/26/2022
UWM Student Union	10/24/2022
UWM Studio & Arts & Craft Centre	8/31/2022
UWM Panthers Swimming & Diving Team	10/21/2022
UWM TechStore	10/4/2022
UWM Union Cinema	10/24/2022
Union Cinema	
University Housing	
UWM University Recreation	10/25/2022
University of Wisconsin-Milwaukee Alumni Association	10/25/2022
University of Wisconsin-Milwaukee Panther Families Association	9/20/2022
UWM Planetarium	10/24/2022
UW-Milwaukee Police Department	10/20/2022
UWM Study Abroad	
Milwaukee Panther Volleyball	10/21/2022
Milwaukee Panther Women's Basketball	2/9/2022
UWM Women's Resource Center	10/20/2022
University of Wisconsin-Milwaukee Writing Center	9/29/2022
Joseph J. Zilber School of Public Health, UW-Milwaukee	10/24/2022
Joseph J. Zilber School of Public Health, UW-Milwaukee, Gathering Space	5/24/2022
UWM Educational Psychology (SOE)	11/16/2022
UWM (main account)	One day ago

Table 2: Twitter Accounts

Account Name	Date of Last Post
Campus Activities Board	4/10/2020
Career Planning and Resource Center	5/27/2022
Center for Community-Based Learning, Leadership and Research	10/19/2021
College of Engineering & Applied Science	10/20/2022
College of Health Sciences	10/18/2022
Dean of Students	9/19/2022
eCampus	
Graduate School	10/19/2022
Helen Bader School of Social Welfare	10/21/2022
International Student & Scholar Services	3/29/2021
L&S: Art History	10/21/2022
L&S: Atmospheric Science	10/21/2022
L&S: Comparative Literature	10/19/2022
L&S: French	
L&S: Geosciences	
L&S: Italian	10/18/2022
L&S: JAMS	5/10/2022
L&S: Linguistics	1/29/2020
L&S: Psychology	9/9/2022
LGBT Resource Center	
Men's Baseball	10/26/2022
Men's Basketball	10/25/2022
Men's Basketball Coach: Pat Baldwin	
Men's Soccer	10/26/2022
Milwaukee Panthers	10/25/2022
Neighborhood Housing	
Panther Dance Team	10/27/2022
Peck School of the Arts	9/2/2022
Peck: Film	4/8/2019
Restaurant Ops: Grind	8/19/2020
School of Architecture and Urban Planning	2/19/2016
School of Continuing Education	10/24/2022
School of Education	10/14/2022
School of Information Studies	10/4/2022
Sociocultural Programming	6/3/2020
Sprots & Recreation	10/1/2021
Student Union	10/26/2022
Swimming & Diving	10/26/2022
Tech Store	10/4/2022
Tennis	10/10/2022
Track & Field/Cross Country	10/26/2022
Undergraduate Admissions	3/21/2022
Union Cinema	10/13/2022
University Housing	2/14/2022
University Recreation	7/7/2022
UWM Alumni Association	10/25/2022
UWM Panther Families	9/15/2022
UWM Planetarium	10/26/2022
UWM Police Department	10/20/2022
Volleyball	10/17/2022
Women's Basketball	10/25/2022
Women's Basketball Coach: Kyla Rechlicz	10/26/2022

Women's Resource Center	10/26/2022
Women's Soccer	10/26/2022
Writing Center	10/26/2022
Zilber School of Public Health	10/23/2022
UWM (main account)	today
UWM News (managed by MarComm)	today
UWM Research (managed by MarComm)	8/2/2022

Table 3: Instagram Accounts

Account Name	Date of Last Post
Campus Activities Board	10/20/2022
Center for Community-Based Learning, Leadership and Research	10/21/2022
Helen Bader School of Social Welfare	10/20/2022
Lubar School of Business	10/21/2022
Men's Baseball	7/18/2022
Men's Basketball	10/20/2022
Milwaukee Panthers	10/20/2022
Neighborhood Housing Office	4/29/2022
Panther Dance Team	10/19/2022
Panther Shop	10/17/2022
Peck School of the Arts	9/2/2022
Peck: Dance	10/20/2022
School of Freshwater Sciences	10/20/2022
Sports and Recreation	12/9/2021
Student Association	10/4/2022
Student Success Center	9/26/2022
Student Union	10/20/2022
Studio Arts and Craft Center	10/4/2022
Swimming and Dive	10/21/2022
Track and Field/Cross Country	10/18/2022
University Recreation	10/20/2022
UWM Planetarium	10/21/2022
Volleyball	10/21/2022
Women's Basketball	10/6/2022
Women's Resource Center	10/21/2022
Cheerleading	9/29/2022
Military and Veterans Resource Center	10/19/2022
Office of Sustainability	10/14/2022
Residence Halls	10/19/2022
UWM Police	10/20/2022
Theatre at UWM	10/20/2022
UWM Honors College	10/10/2022
UWM Center for 21C Studies	10/21/2022
Department of Political Science	9/22/2022
Future Alumni Network	10/9/2022
Center for International Education	10/19/2022
Inclusive Excellence Center	10/18/2022
UWM IT	10/19/2022
Lubar Entrepreneurship Center	10/21/2022
Rec Center	4/22/2022
UWM YUM	10/3/2022
D.R.E.A.M.	3/12/2022
Opera Theatre	9/27/2022
Southeast Asian American Student Center	10/19/2022
Dean of Students Office	10/20/2022
Women's Soccer	10/19/2022
Alumni Association	10/21/2022
Washington County Student Life	10/12/2022
College of Engineering	10/21/2022
School of Education	10/18/2022
Roberto Hernandez Center	10/20/2022
UWM Health and Wellness Center	10/19/2022

UWM Archives	9/20/2022
Black Student Cultural Center	10/20/2022
College of Letters and Science	4/15/2022
Zilber School of Public Health	10/18/2022
College of Health Sciences	3/26/2019
UWM Greenhouse	10/20/2022
Student Involvement	10/20/2022
UWM at Washington County	9/14/2022
Admissions and Orientation	10/18/2022
UWM Grind	8/19/2020
UWM at Waukesha	10/19/2022
College of Nursing	10/20/2022
Career Planning	10/12/2022
UWM (main account)	today

Table 4: LinkedIn Accounts

Name of Account	Date of Last Post
Career Planning and Resource Center	
UW-Milwaukee Digital Arts & Culture	Private
UW-Milwaukee Mathematical Sciences	Private
UWM Urban Studies Programs	Private
Lubar College of Business	10/24/2022
University of Wisconsin Milwaukee School of Architecture and Urban Planning	Private
UWM School of Information Studies (SOIS)	Private
University of Wisconsin-Milwaukee Alumni Association	Private
The UWM Post	No posts
UWM Research Foundation, INC	10/25/2022
UWM Lubar Executive Education	1 week ago
UWM School of Continuing Education	10/22/2022
UWM Chemistry & Biochemistry	2 months ago
UWM's School of Architecture & Urban Planning: Overview	10/26/2022
UWM American Marketing Association	1 week ago
UWM Accessibility Resource Center - All Campuses	1 week ago
UWM Translation and Interpreting Studies	10/25/2022
UWM Health Informatics & Administration	No posts
UWM Foundation	No posts
UWM CEO	6 months ago
Google Developer Student Club	10/20/2022
College of General Studies Continuing Education & Professional Development	10/22/2022
Future Healthcare (FHE) at UWM	2 weeks ago
UWM Prototyping Center	5 months ago
The UWM Post, Inc	unclaimed page
UWM Manfred Olson Planetarium	No posts
UWM Waukesha Foundation	10/21/2022
UWM Ad Club	7 months ago
UWM Union Marketing	No posts
Society for Human Resource Management at UWM	No posts
UWM Continuing Education	unclaimed page
UWM - College of Engineering & Applied Science	No posts
UWM Social Justice Lab	2 months ago
SAE at UWM	10/26/2022
UWM LLP	unclaimed page
Socially Responsible Evaluation in Education at UWM	No posts
UWM's Golda Meir Library	unclaimed page
PRSSA at UWM	10/24/2022
UWM Klotsche Center	unclaimed page
UWM Theatre	No posts
UWM Studio Arts & Craft Centre	No posts
Norris Health Center UWM	unclaimed page
UWM Grind	unclaimed page
UWM (main account)	today

Table 5: TikTok Accounts

Account Name	Date of Last Post
UWM Planetarium	10/20/2022
Milwaukee Panthers	11/16/2022
UWM JAMS	11/16/2022
dostuffuwm	11/15/2022
uwm.sport.rec	12/17/2019
UWM Career and Resources Center	1w ago
UWM New Student Programs	8/2/2019
uwm_public_health	5/20/2022
CCBLLR	7/14/2021
C21_UWM	11/3/2022
UWM (main account)	today

Table 6: SnapChat Accounts

Account Name	Date of Last Post
MKE Panthers	Can't track because posts disappear after 24 hours
Milwaukee Panther Dance Team	Can't track because posts disappear after 24 hours
UWM	4/15/22

Table 7: YouTube Accounts

Account Name	Date of Last Post
SARUP UW-Milwaukee	3 years ago
UWM_IT	3 weeks ago
UWM Archives	4 years ago
UWM School of Freshwater Sciences	2 weeks ago
UWM School of Continuing Education	6 months ago
liblituwm	2 months ago
Cream City Soundcheck	4 years ago
UWM LetSci	5 months ago
UW-Milwaukee Peck School of the Arts	1 year ago
UWM Engineering & Applied Science	2 months ago
UWManimation	4 years ago
UW-Milwaukee UREC	6 months ago
UWM University Housing	No content
UWM Film	6 years ago
Official UWM Student Union	7 months ago
UWM AADS	11 months ago
UWM Lubar	2 weeks ago
UWM Anthropology	4 months ago
UWM Atmospheric Science Program	No content
UWM CLACS	2 weeks ago
Guitar Students at UWM	5 months ago
UW-Milwaukee UREC	6 months ago
UWM Study Abroad	2 years ago
UWM Percussion	1 year ago
UWM Inclusive Excellence	5 years ago
UWM String Academy	2 weeks ago
UWM ITP	8 years ago
UWM Panthervision	6 years ago
UWM Research Foundation	No content
UWM Stahl Center	11/16/2022
UWM Biological Sciences	1 year ago
Live from the UWM Recital Hall	Scheduled recitals
UW-Milwaukee School of Education	9 months ago
Global and International Studies at UW-Milwaukee	2 weeks ago
UWM Hockey Film	4 years ago
UWM at Waukesha Precollege	2 years ago
UWM Department of Geography	4 months ago
UW-Milwaukee Helen Bader School of Social Welfare	11/16/2022
Student Involvement at UWM	1 year ago
UWM Wind Tunnel	6 years ago
UWM Student Success Center	9 years ago
UW-Milwaukee College of Nursing	1 month ago
UWM ELA	2 years ago
UWM Art History and Emile H. Mathis Gallery	11 months ago
UW-Milwaukee ACHA Hockey	2 years ago
UWM MatchSci	1 year ago
UWM Freshwater Sciences Webcams	2 years ago
MHRLR Program, UW-Milwaukee	3 weeks ago
UWM-Waukesha Counseling	2 years ago
Milwaukee Panthers	11/16/2022
UW-Milwaukee College of Health Sciences	1 year ago

Outreach UWM College of Health Sciences	1 year ago
RHC UWM	5 months ago
UWM Communication Sciences & Disorders	3 years ago
UW-Milwaukee Jazz ensemble	8 months ago
Live from the UWM Campus	No content
MSW at UW-Milwaukee	9 months ago
UWM Biosafety Program	2 years ago
UW-Milwaukee Department of Mathematical Sciences	6 years ago
UWM -Military and Veterans Resource Center	6 years ago
UW Milwaukee AMA	4 years ago
UWM Department of Kinesiology	1 year ago
UWM Office of Health Promotion & Wellness	10 months ago
UWM (main account)	Four days ago

Appendix 3: MarComm Projects by Year

Sponsoring Unit	2018	2019	2020	2021	2022
College of Engineering & Applied Science	37	30	29	32	38
College of Freshwater Sciences	8	5	16	14	13
College of General Studies	12	14	21	36	37
College of Health Sciences	8	18	12	14	16
College of Information Studies	3	3	-	4	4
College of Letters & Sciences	37	29	10	13	16
College of Nursing	19	19	18	22	16
Graduate School	14	14	7	4	13
Helen Bader School of Social Work	14	9	6	9	5
Lubar College of Business	23	24	40	76	107
Peck School of the Arts	11	91	70	64	60
School of Architecture	-	14	11	12	11
School of Education	30	36	22	21	27
Zilber School of Public Health	23	24	16	23	23
Chancellor's Office	29	23	20	27	29
Diversity, Equity & Inclusion	9	12	4	6	12
Enrollment Management	20	52	24	18	17
Governance (Secretary of the University)	8	13	11	7	11
Finance and Administrative Affairs	31	35	26	26	22
MarComm	191	187	137	128	128
Outside Organizations (Ex: Medical College of Wisconsin, American Spelling Bee)	7	13*	14	14	14
Strategic Partnerships	-	1	1	1	10**
Student Affairs	24	22	21	22	22
University Advancement	37	23	12	14	21
UWM Libraries	12	15	7	4	10
Other	54	56	54	39	47
Total Projects	**661**	**782**	**609**	**650**	**729**

* The increase from 2018 to 2019 was due to a new requirement for the App Brewery to use ActiveCollab, MarComm's time logging and billing system.
** The growth from 2021 to 2022 reflects the move of External and Government Relations to Strategic Partnerships as well as an AC realignment as some units that started as chancellor's initiatives were moved to Strategic Partnerships.

Appendix 4: MarComm Staff Hours Worked by Sponsoring Unit

Sponsoring Unit	2018	2019	2020	2021	2022
College of Engineering & Applied Science	947	369	423	670	537
College of Freshwater Sciences	46	216	348	478	891
College of General Studies	1,288	1,197	1,872	1,931	1,873
College of Health Sciences	139	275	473	715	107
College of Information Studies	9	9	-	49	273
College of Letters & Sciences	242	277	26	89	121
College of Nursing	184	190	163	466	235
Graduate School	261	275	267	1,590	890
Helen Bader School of Social Work	219	143	33	54	4
Lubar College of Business	440	328	251	390	275
Peck School of the Arts	139	1,566	1,612	1,265	1,270
School of Architecture	-	246	256	260	167
School of Education	568	792	695	553	410
Zilber School of Public Health	269	785	758	834	966
Chancellor's Office	1,200	953	690	1,003	1,094
Diversity, Equity & Inclusion	141	51	69	68	90
Enrollment Management	968	1,514	1,961	1,428	924
Governance (Secretary of the University)	1,047	908	1,270	1,124	1,211
Finance and Administrative Affairs	329	552	390	183	416
MarComm	34,610	39,180	39,053	34,788	30,562
Outside Organizations (Ex: Medical College of Wisconsin, American Spelling Bee)	477	1,245	786	1,052*	268
Strategic Partnerships	-	2	2	2	116**
Student Affairs	799	448	378	375	242
University Advancement	1,694	1,140	677	711	869
UWM Libraries	131	167	31	32	127
Other	966	1,212	1,192	1,006	2,341
Total Hours Worked	**47,114**	**54,040**	**53,674**	**51,113**	**46,279**

* There was a work increase and then decline during the gradual closure of the App Brewery. All App Brewery apps were moved to other hosts by early 2023.
** The growth from 2021 to 2022 reflects the move of External and Government Relations to Strategic Partnerships as well as an AC realignment as some units that started as chancellor's initiatives were moved to Strategic Partnerships.

Appendix 5: Web Funding History

Spring 2012: An evaluation of UWM.edu web content management services started.

Spring 2013: The campus working group conducting the evaluation recommended replacing the current (at the time) CommonSpot web content management service with WordPress, hosted on a cloud service provider. The recommendation included a proposal to run both CommonSpot and WordPress concurrently, so that schools/colleges and administrative units could review and redesign their websites to be aligned with the UWM brand and mobile-friendly while transitioning them to WordPress.

Fall 2013: A Transparent & Accountable Decision Making campus funding request was prepared. The request was for $445,000 over the first 5 years during the period that WordPress would be running concurrently with CommonSpot, then $45,000 for each year thereafter once CommonSpot was retired. The request was approved as a multi-year allocation of $445,000 ending in FY18.

March 2014: WordPress became available as a campus service for hosting websites in March 2014.

January 2017: All UWM school/college and administrative unit websites were redesigned to be mobile friendly and align with the UWM brand standard, and CommonSpot was retired ahead of schedule.

July 2018: The five-year term of campus funding for a total of $445,000 ended and the $45,000 for each year thereafter was not granted, leaving WordPress without a funding source for web support, hosting infrastructure (Amazon Web Services), WordPress plugin software licenses.

Spring 2018: Mark Jacobson met with UWM CIO Bob Beck and COO Beth Schaefer about the topic of funding for WordPress into FY19 and beyond. Mark, Bob and Beth concurred that University IT Services is not positioned to fund WordPress.

Appendix 6: Web Support & Hosting Costs

Fiscal Year	Web Support Hours*	Standard Hourly Rate	Web Support Cost	External Provider Hosting Cost**	Plugin Software Licenses***	Total Web Support and Hosting Costs
FY2018	492.38	$65.00	$32,004.70	$43,799.30	$2,139.79	$77,943.79
FY2019	944.99	$65.00	$61,424.35	$35,815.99	$1,327.12	$98,567.46
FY2020	1255.35	$65.00	$81,597.75	$46,809.49	$605.67	$129,012.91
FY2021	2298.96	$65.00	$149,432.40	$44,546.97	$2,499.66	$196,479.03
FY2022	2438.92	$70.00	$170,724.40	$40,603.85	$3,236.92	$214,565.17

* Includes staff time for projects: #46: MC_UWM Web Support, #2314: MC_Web Identity 2.0 Support and #248: MC_UWM Web Identity 1.0 Technical Infrastructure.
** Amazon Web Services (AWS) hosting services (Unisys contract).

*** Licensed plugins include: Admin Columns Pro, Admin Columns Pro – Advanced Custom Fields (ACF), Advanced Custom Fields Pro, Digital Signage Press (Development License), Digital Signage Press (Production License), Enhanced Media Library, Events Calendar Community Events, Events Calendar Pro, FacetWP Plugin, Gravity Forms, Gravity Forms – Emma Add-On, Gravity Forms – Polls Add-On, Gravity Forms – Quiz Add-On, Gravity Forms – Signature Add-On, Gravity Forms – Survey Add-On, MetaSlider Pro Add-on Pack, SearchWP, The Events Calendar – Virtual Events, Yoast Duplicate Post and Yoast SEO Premium.

Appendix 7: Peer Institutions Survey

A survey was sent to the chief marketing officers or the equivalent at 21 peer institutions identified by UWM's Office of Undergraduate Admissions. Six institutions responded, for a response rate of 29%.

Of those who responded, half had fully centralized marketing and the rest used a hybrid model in which some marketing team members worked centrally while others were embedded in schools and colleges.

Is your marketing/communications centralized or decentralized (i.e., team members embedded within schools and colleges)?	
Fully centralized	50%
Fully decentralized	0%
Hybrid — some team members work centrally and some are embedded in schools/colleges	50%

At institutions with hybrid models, respondents estimated that 55 to 60 marketers worked outside the central MarComm unit.

Units that had reorganized with the past 10 years seemed slightly more likely to be using a centralized model.

How long have you been operating under this structure?		
	Fully centralized	Hybrid
3 years or less	33.3%	20%
4-5 years	33.3%	0%
6-10 years	33.3%	0%
More than 10 years	0%	40%

The lines between what was considered centralized vs. hybrid were fuzzy.

One of the institutions with a centralized model noted that they have "a shared services model that includes close to 40 people who serve as the campus's full-service marketing and communications agency." That group provides strategic communications, marketing, web services, photo and video to campus units.

One of the institutions with a hybrid model shared a governance structure used to coordinate strategic planning, brand management, events, alumni relations and professional development.

Asked to list advantages and disadvantages of their organizational models, those with centralized marketing listed many advantages and relatively few disadvantages. Those with hybrid models listed no advantages and several disadvantages.

	Advantages	Disadvantages
Centralized model	• improved quality of work • greater consistency in brand, messaging and strategy • support is no longer dependent on units' ability to pay • ability to create career advancement and promote professional development • savings in technology and infrastructure • greater collaboration among units • greater safeguards related to hiring of vendors • having staff dedicated to proactive issues management minimizes reactivity • larger staff provides greater responsiveness in crises, particularly off-hours	• demand for work still exceeds staff capacity • opposition from deans who want control and dedicated staff
Hybrid model	None provided by respondents.	• difficult to focus on achieving collective strategic goals • demands on professionals working outside MarComm exceed capacity • work is subpar because professionals working outside MarComm are expected but fail to develop expertise in too many areas, such as writing, design and video • departments competing with each other on paid advertising, particularly in the digital space

Funding

All the respondents, including those at institutions with hybrid models, said salaries for their central MarComm units were centrally funded. One noted that "in the past, we had positions such as graphic designers that ran as an auxiliary. We charged for services, and that paid the salaries. But that meant that our designers did what the client wanted, even if it was not on brand or in the best interest of the university. It also limited who could use the services to colleges with money, such as the business college."

One respondent noted that they did charge units for "premium" services, such as video.

Brand Consistency

Respondents at universities with hybrid models said they had a committee or council that was responsible for educating marketers in distributed units about brand standards. This was an effort that required considerable time and effort.

"This is a never-ending endeavor, with staff turnover across the university a reality of institutional operations," one said. "So we have several staff that collaborate to reach out and continue to promulgate and enforce our standards. And our marketing team works closely with our trademarks and licensing group to maximize compliance. It is a struggle, though ... folks like to get 'creative.'"

Staffing

Staffing ranged widely among the institutions that responded. But, there were three areas in which all had in-house staff:
- Marketing strategy and campaign planning
- Social media
- Writing/editing

	Staffing Levels		
	Minimum	Maximum	Median
Digital Asset Management	0	1	0.25
Front-end web development	0	6.75	3
Marketing strategy & campaign planning	1	3.5	2.75
Photography	0	1.5	1.25
Project management	0	5	0.5
Social media	1	3	1.5
Video	0	1	0.75
Writing/editing	.5	10	3.5

All the respondents said that their central marketing teams included storytellers to produce content for websites, social media, public relations and other purposes. Those working at institutions with hybrid marketing models also had storytellers embedded in the distributed units. In those cases, there was stronger coordination when regular meetings were organized and led by a central MarComm manager.

Outsourcing

All the respondents turned to agencies for some work. However, there were three areas that none of them outsourced:

- Public relations
- Web design/development
- Writing/editing

Does your central marketing unit work with an agency for any or all of the following services? Check all that apply.	
Marketing/communications strategy/planning	50%
Buying traditional advertising	75%
Buying digital advertising	100%
Design	25%
Photography	25%
Public relations	0%
Video	25%
Web design/development	0%
Writing/editing	0%

At the institutions with hybrid models, all the respondents said marketers in distributed units also were working with agencies.

Proofreading/Fact-Checking

There was no clear model for proofreading and fact-checking of written materials. At institutions with multiple writers, the writers were expected to exchange materials and proofread for their peers. At institutions with lone writers, proofreading might be outsourced or might not happen.

Website Structure & Size

Four institutions responded to the peer institution survey's web questions Of those that responded, three said that their institution's web presence was organized as a single website.

How is your university's web presence organized?	
As a single website	75%
As multiple separate websites	25%

For institutions with a single website, the quantity of pages ranged from 3,000 to 15,000. For the institution with multiple separate websites, the quantity of websites ranged from 15 to 20.

Website Management

Three out of four respondents said their institution's web presence was managed using a hybrid approach.

Is management of your institution's web presence centralized, decentralized or hybrid?	
Centralized	0%
Decentralized	25%
Hybrid	75%

When asked how many people have access to make changes to their institution's web presence and whether those individuals received training, responses were:

- Over 1,000 users. All receive training. The top-level website is managed by a handful of people, with unit websites managed in a distributed way. Governance is well- articulated, with roles clearly defined. The content management system provides flexibility but there are guardrails in place to ensure consistent functionality, user- interface continuity, brand integrity and accessibility.
- There are a core set of pages are managed by the central team. Other pages are either managed by contacts within units who are trained or units can purchase a website maintenance package at below-market rate.
- 50-100 users. All receive training.
- 200 users that can make basic updates to the section of the website that they manage. Training is required before gaining access and support is available during bi-weekly drop-in hours. Only lead MarComm staff are website administrators.

When asked whether their institution uses an editorial and/or change approval workflow for making changes to its web presence, half said they do and half said they do not. Of those that do, when asked to describe the workflow, responses were:

- It varies by unit depending on staffing.

- There is a detailed intake and project management process. Small changes are requested through a web ticketing process. Changes are made in a development environment by a designated staff member and reviewed by the web manager, and others depending on the change, before going live.

Standards & Governance

All respondents said their institution has standards for website management. When asked to describe those standards, responses were:

- ubcms.buffalo.edu
- Too detailed to include, but there is web governance, which is shared with Information Services, and clearly defined roles and clearly defined areas of collaboration.
- Modules built into the site.
- Custom tools are built into the content management system that standardize page layout and content presentation for consistency. There is automatic spellchecking and broken link checking when editing and publishing, a website that documents best practices and monthly tips/tricks emailed to users. Content managers can only update images and text.

One respondent said their institution has a web governance policy. Out of the three that said they do not, two said they were considering adopting one.

Three said that their institution's web presence was centrally funded. One said a hybrid approach is used with some central funding and some chargebacks.