ADMINISTRATIVE COUNCIL MINUTES

January 27, 2022

The Administrative Council met on Thursday, January 27, 2022 at 9:00 a.m. in the Athens State Ballroom. Present were; Dr. Rick Barth; Ms. Toni Carter; Ms. Pam Clark, Recorder; Mr. Richard Collie; Mr. Jonathan Craft; Dr. Joe Delap; Dr. Andrew Dollar; Dr. Keith Ferguson; Ms. Jackie Gooch; Mr. Jeffrey Guenther; Ms. Beth Jenkins; Dr. Kim LaFevor; Mr. Chris Latham; Mr. Mike McCoy; Mr. Benjamin Shepard; Mr. Derrek Smith; Dr. Stephen Spencer; Mr. Gary Valcana; Dr. Lee Vartanian; Dr. Philip Way; Dr. Catherine Wehlburg; and Dr. Lionel Wright. Ms. Belinda Krigel, Ms. Sarah McAbee, and Ms. Debra Vaughn were absent. Special guest was Ms. Ashley Miller, co-presenter.

Dr. Way convened the meeting at 9:00 a.m. and welcomed everyone. There were no corrections to the November minutes and they were unanimously approved on a voice vote.

Dr. Way stated the focus of the meeting is to give an update on marketing and Archer. He turned the meeting over to Mr. Latham and Ms. Miller. Mr. Latham welcomed everyone and gave a presentation on "Function of the Office of Marketing and Communications" (Attachment 1). Ms. Miller gave a presentation on "Archer Education Services Marketing" (Attachment 2). Members were divided into five groups for discussions (Attachment 3).

A. Alumni Group - Barth, Carter, Latham and Way

- 1. Why is this audience group important to Athens State?
 - Alumni represent Athens State.
 - Alumni are important for word-of-mouth marketing and lobbying.
- 2. What attracts them to the University? Why are they interested in what we have to say?
 - The good news and success coming from the university.
 - Alumni have invested time and money. Idea to solicit alumni updates for the alumni newsletter (rather than just printing obits). Idea that we need alumni groups throughout north Alabama similar to what you see with UA and AU.
- 3. What information or content would impress them or make them think more highly of Athens State?
 - How the university is filling a need in the community (for example, the growth of the Huntsville area).
 - How we're doing this through the creation of new programs and majors.
- 4. When actively communicating with the University, what information are they typically looking for?
 - Ways to stay engaged and be involved with campus events/networking opportunities.
 - Information from the Career Development Center.
 - Information on new graduate programs for career development.
 - Other professional development opportunities.

- 5. How do they prefer to receive information?
 - An older group is most involved (grads from 1960s and 1970s) they prefer email, phone calls, face-to-face visits, letters. They may be most involved because they are probably retired.
- 6. How engaged do you feel this group currently is? How could we better engage them?
 - We could offer more services through the career center.
- 7. Are there other marketing or communications-related opportunities associated with this group that the Office of Marketing & Communications could assist with?
 - Performing a needs assessment with alumni get data on what alumni feel is beneficial for them, and how they would prefer to receive information.

B. Community and Employers Group – Delap and LaFevor

- 1. Why is this audience group important to Athens State?
 - We enjoy reciprocal benefits.
 - Direction on relevant, timely education.
 - Allies– internships, scholarships, permanent placement of graduates.
- 2. What attracts them to the University? Why are they interested in what we have to say?
 - Impact on workforce development.
 - Anchor institution.
 - Access to experts, expertise and employees.
- 3. What information or content would impress them or make them think more highly of Athens State?
 - Relevance of our programming to fulfill their needs.
 - Quality of our graduates.
 - Student achievement in field.
- 4. When actively communicating with the University, what information are they typically looking for?
 - Employees
 - Expertise
 - Partnerships
 - Meaningful engagement in community
 - Workforce training
 - Professional organizations
 - Solving problems
 - Being an ally

- 5. How do they prefer to receive information?
 - Electronically
 - Face-to-face
- 6. How engaged do you feel this group currently is? How could we better engage them?
 - The level of engagement varies by program/employer need.
 - We can better engage them by connecting community organizations and student organizations.
- 7. Are there other marketing or communications-related opportunities associated with this group that the Office of Marketing & Communications could assist with?
 - Increased sponsorships of their events.
 - Getting them on campus.
 - Press releases about our partnerships.
 - Highlight faculty and staff creative works, service, and scholarly works.

C. Faculty and Staff Group - Guenther, Valcana, Vartanian, Wehlburg and Wright

- 1. Why is this audience group important to Athens State?
 - Faculty and staff keep the university functioning.
 - Aside from students and alumni, faculty and staff are the university's best advocates.
- 2. What attracts them to the University? Why are they interested in what we have to say?
 - Key stakeholders.
 - Faculty want to educate students and conduct research.
 - Staff want to support by serving students and faculty directly.
- 3. What information or content would impress them or make them think more highly of Athens State?
 - Better dissemination of faculty research, publications, presentations, and service activities.
 - Staff are interested in how they are supported with professional development.
 - Student success how well our students are doing after they complete our programs.
- 4. When actively communicating with the University, what information are they typically looking for?
 - Data, policies, procedures, and resources.
 - Contact information.
- 5. How do they prefer to receive information?
 - Communication email, SMS alerts, and LinkedIn.
- 6. How engaged do you feel this group currently is? How could we better engage them?
 - We could better engage program leads in program-specific marketing campaigns.

- Make sure testimonials are current.
- 7. Are there other marketing or communications-related opportunities associated with this group that the Office of Marketing & Communications could assist with?
 - Ties in with question number 6.

D. Legislative Group – Craft, Dollar, Ferguson, Gooch, and McCoy

- 1. Why is this audience group important to Athens State?
 - State funding
 - Advocacy
 - Local funding
 - Community support (sponsorships)
 - Anchor institution
- 2. What attracts them to the University? Why are they interested in what we have to say?
 - Representation
 - Family connections
- 3. What information or content would impress them or make them think more highly of Athens State?
 - Data Alabama residents enrolled at ATSU, graduation rates, in-state employed
 - Employer needs
 - Performance funding
- 4. When actively communicating with the University, what information are they typically looking for?
 - Student success stories
 - Workforce development
- 5. How do they prefer to receive information?
 - Delegation meetings
 - Emails (monthly)
 - In-person meetings
 - Phone calls
- 6. How engaged do you feel this group currently is? How could we better engage them?
 - It varies by representative and what they are trying to accomplish in their specific areas.
- 7. Are there other marketing or communications-related opportunities associated with this group that the Office of Marketing & Communications could assist with?
 - We work closely with our marketing department.

E. Student Group (Current & Prospective) – Collie, Jenkins, Miller, Shepard, Smith and Spencer

- 1. Why is this audience group important to Athens State?
 - Students are our primary audience and help us meet our enrollment goals.
- 2. What attracts them to the University? Why are they interested in what we have to say?
 - Affordability, degree options, online programs, student support resources, location and word-of-mouth.
 - Students are investing time and money with us which is why they are interested in what we have to say.
- 3. What information or content would impress them or make them think more highly of Athens State?
 - Sharing outcomes of our students. Jobs, salary, co-op/internships, etc.
 - Showing the net price of our cost of attendance with scholarships.
 - Time commitment for on-campus students can be attending class in-person once a week.
 - Showing what our current students are doing (student activities, research, etc.).
- 4. When actively communicating with the University, what information are they typically looking for?
 - Prospective: Cost, academic programs, and outcomes.
 - Current: Updates on campus, registration dates, and events going on at campus.
- 5. How do they prefer to receive information?
 - Digital
- 6. How engaged do you feel this group currently is? How could we better engage them?
 - Prospective: Use videos.
 - Current: Share photos, videos, ask faculty to encourage engagement.
- 7. Are there other marketing or communications-related opportunities associated with this group that the Office of Marketing & Communications could assist with?
 - Program specific marketing.
 - Share our Hebrew logo more/apparel with the Hebrew logo.

Dr. Way thanked everyone for their input. He stated the comments will be put into changes and practices. The meeting adjourned at 10:42 a.m.

Respectfully submitted by: Pamela Clark

Attachment 1: "Function of the Office of Marketing & Communications" PowerPoint Presentation Attachment 2: "Archer Education Services – Marketing" PowerPoint Presentation Attachment 3: Brand Messaging Platform Summary and Exploring Audience Groups – Discussion materials





What We Do

As part of the University Marketing & Communications team, we consider ourselves enthusiastic ambassadors of Athens State University and our brand – and the value it represents.

The Office of Marketing & Communications is divided into three general areas:

- Marketing & Public Relations
- Website Services
- Printing Services

Basic pillars of a university marketing department:

- · Overall branding and awareness
- · Help meet enrollment goals
- · Internal and external communication
- Alumni and development



Marketing & Public Relations

News Articles & Press Releases

 Posted on the website and shared with media partners (including local chambers of commerce, legislators, and city/county officials)

Media Relations

 Facilitating news interviews and story production for local media, including TV stations, newspapers, etc.

Newsletters

- · Weekly "Athens Insider" to faculty, staff, and students
- Monthly "e-Newsletter" to alumni and friends
- Weekly "Athens Forever" newsletter to faculty and staff
 Monthly events newsletter to logical tors and situ/county
- Monthly events newsletter to legislators and city/county officials

	Marketing & Public Relations
•	 Social Media Organic (non-paid) forms of social media Platforms include Facebook, Instagram, Twitter, LinkedIn, and YouTube
•	 Email Communications Email blasts to various audience groups (depending on subject matter and content)
•	 External Sponsorships & Partnerships Local community sponsorships (various events and programs for advertising and brand awareness purposes)
•	 Digital Screens On campus and at the Alabama Center for the Arts

Marketing & Public Relations

Public Service Announcements

 Free communications offered by local NPR station (primarily for events and community-centered programming)

Event Facilitation

- · Communications about event (before, during, after)
- Event registration landing pages (Eventbrite) and administration

Content Marketing

• Subject-specific articles, blog posts, infographics, etc.

Print & Campaign Collateral

- · Various brochures, flyers, posters, banners, etc.
- Supports campus events, student clubs and organizations, academic programs, etc.

Marketing & Public Relations

- Promotional Items
 (branded giveaways)
- Alumni Magazine
 "The Column" is published bi-annually.
- Graphic Design
 - General efforts to support University programs and events while maintaining brand identity
- Photography/Videography
 - General photo and video production efforts to support programs, events, and clubs/organizations



Website Communications

As the "front door" of the University to online visitors, the website is one of the most critical components to communicating with our audience groups.

The University website is continuously updated to support marketing and public relations efforts:

- News articles
- Event calendar entries
- Landing pages

Various content owners (academic program leads, departmental managers, administrative personnel, etc.) should keep relevant information updated at all times by submitting change requests when needed.

Assessment of web accessibility (making web content available to those with physical motor skills, visibility impairments, or other disabilities) is ongoing, with issues resolved in a timely manner.

Advertising **Digital Marketing** Online digital display (web and mobile advertising) Geofencing and geotargeting Retargeting Social media (paid ads and sponsored content/stories) Search Pay-per-Click (Google, Bing) Pre-roll video Over-The-Top (OTT) streaming video ads • Email blasts (third party) • Indoor display (screens in restaurants, doctors' offices, gyms, etc. - places with a captive audience) Outdoor (Out-of-Household or OOH Advertising) • Static Billboards **Digital Billboards**





Other Support Functions

New Employee Onboarding

- Employee name tag
- Polo shirt
- Swag bag
- Email signature
- Headshot
- Website directory listing
- Business cards

Special Projects

- COVID-19 communications
- "Athens Forever" Pictorial History (Commemorative Coffee Table Book)



Key Goals

- Highlight the high-quality academic programs, vibrant student life, personalized support, commitment to service, and overall achievements of the Athens State community, including faculty, staff, alumni, and others.
- Emphasize the University's mission in changing the face of Alabama by changing the lives of students.
- Share the Athens State story with key audiences by using owned, earned, paid, and social media programs.
- Develop strategic communications, content, marketing plans, and campaigns that support the institution's highest priorities and address market challenges.
- Steward and increase the value of the Athens State brand through a robust brand platform, a coherent visual identity system, and an integrated, multi-channel approach.

Brand Platform & Visual Identity

Brand Platform

- Held a series of focus group sessions with various audience groups (faculty, staff, students, alumni, community members, University friends, etc.).
- · Facilitated surveys and questionnaires.
- Discovery phase led to key themes; data was used to build out brand story, value proposition, brand pillars, brand promise, brand beliefs, brand personality, and brand vocabulary.

Visual Identity

- Similar process associated with new logo design.
- Brand identity was created to visually bring to life the brand platform.

Brand Alignment

• Update all marketing materials, graphics, campus collateral, etc. to ensure proper use of brand platform

Website Redesign

A new website built from scratch, with the user experience at top-of-mind.

- Held a series of focus group sessions with various audience groups (faculty, staff, students, alumni, community members, friends, etc.).
- · Facilitated surveys and questionnaires.
- Content strategy developed, separating what information is primarily used for which audience group.
- Information architecture revamped to allow each audience segment to find key information.

The new website is:

- Accessible the redesign resolved many inherent issues with the basic web structure of the old site.
- Still a work in progress we ask that content owners keep information current and help us continuously improve the web navigation experience.

Search Engine Optimization (SEO)

SEO is key in achieving online visibility.

- It's a continual process that ensures the University is competitive.
- 59.2% of the world's digital traffic (all movement on the web) comes from Google organic search.

SEO Circular Roadmap

- Technical site assessment
- Keyword research and strategy
- On-page optimizations
- Content creation and optimizations
- Monitor, measure, and modify

Results So Far (since May 2021)

- 18% increase in non-branded impressions
- #1 ranking for upper division university, degree completion program, and adult degree programs in Alabama

Integrated Marketing Plan

Strategic Communications

- Integrated communication ensures that, regardless of the channel, messages are consistent and cohesive with branding
- Consistency goes a long way in creating brand awareness and making overall efforts more efficient

Understanding Our Target Audience

- Using students and alumni, a propensity model was developed to create a "lookalike" list of students and alumni.
- This allows us to segment our target audience and understand them a bit better.
- "Mosaic," (a household-based consumer lifestyle segmentation system) classifies all U.S. households for consistent cross-channel marketing.
- With this information, we can anticipate the behaviors, attitudes, and preferences of our audience groups.







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Targeted Campaigns

 Targeted Advertising Campaigns for Bachelor of Science in Nursing (BSN) and Master's in Career & Technical Education (CTE) Programs

- Digital marketing
 - Online display (web and mobile) campaigns
 - Geofenced campaign
 - Retargeting campaign
 - Dedicated search
 - Paid social media
 - Pre-roll video and OTT video
 - Email marketing
- Outdoor digital billboards
- Radio
- Direct mail to prospect lists
- Trade publications
- (Ongoing currently scheduled to run through Fall 2022.)

	Other Projects
•	 More Robust Reporting Digital marketing provides many metrics for performance measurement such as impressions, engagements, clicks, and conversions. However, this information doesn't always provide an accurate picture of true success (student enrollment).
•	 Alabama Center for the Arts Marketing Plan Facilitating a comprehensive advertising campaign in conjunction with Calhoun Community College that incorporates digital, television, and print efforts.
•	"Athens Forever" Coffee Table Book
•	"Men of Kennis" Advertising Plan (ongoing)
•	Student, Alumni, and Faculty Testimonials/Spotlights
•	Video Production



Strategic Alignment

• Goal 3:

Athens State University will recruit, retain, and graduate a growing high-quality, diverse, and successful student body.

· Communications and marketing efforts will support this goal.

• Goal 5:

Athens State University will engage with its outside communities as an "anchor institution," resulting in reciprocal benefits.

- Public relations efforts will support this goal, with overall communications strategies helping build awareness on various University programs and partnerships.
- Marketing efforts will support community college pathways and external partnerships, providing additional opportunities to students.





ARCHER EDUCATION SERVICES MARKETING

Paid Search Ads

- Social Media Ads
- Non-Branded Search

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Google Q ALL MAPS IMAGES VIDEOS Ad - online athens edu

Athens State University Online | Bachelor & Master Degrees | Built for You and Your Career

Your Path Toward A Business Career Starts at Athens State University Online. Our Transfer Friendly Programs Offer Degrees in Several Aspects of Business. Apply Today!

Google

Q ALL MAPS IMAGES VIDEOS Ad - online athens edu Athens State University Online | B.S. Human Resource Management | A Strong Finish Starts

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Here Advance Your Career With a B.S. in Human Resource Management at Athens State University. Flexible Formats. Affordable Tuition. Small Classes. Transfer Up To 64 Hours. Apply Now!

Athens State University Online

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Athens State University Online is Built for You and Your Career A Strong Finish Starts Herel Low-Cost, Flexible & Supportive

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ARCHER EDUCATION SERVICES MARKETING

Website

- Athens State Online <u>https://online.athens.edu/</u>
- All Programs Landing Page <u>https://online.athens.edu/lp/all-programs/</u>
- Program Specific Landing Page B.S. Accounting https://online.athens.edu/lp/accounting/

Email Experience

Post Inquiry Form (dynamic for each student) <u>https://dxp-story-player.stage.viewdo.run/?xid=Y4NAGesoRUGMav0du32ymA#/toc</u>

ARCHER EDUCATION SERVICES GOALS

Short Term

- Expanding B.S. Management Technology keywords
- Generate more demand for B.S. Homeland & Corporate Security in the upper funnel
- Expanding match types in Tennessee
- Website linking recommendations and updates
- Continued blog article development to help support online.athens.edu

ARCHER EDUCATION SERVICES GOALS

- Long Term
 - Expanding paid search into Georgia
 - Expanding program content and information with faculty involvement; to enhance front-end user experience
 - Continue program specific landing page builds & testing
 - Expanding Facebook target audiences
 - Develop video testimonials assets (students and faculty)
 - Expand & enhance digital experiences; increasing both intelligence and engagements
 - Creating online social media presence to increase student engagement (Facebook, LinkedIn, etc)
 - Promoting posts on Facebook from the developed blog articles



Brand Story

The oldest continuously operating institution of higher education in Alabama's state educational system, Athens State University is one of a few "upper division" universities in the entire country. Although Athens State is steeped in history, tradition is not a driving force for the students we serve today.

Students come to Athens State from all walks of life. They're more mature than most college students. Some are junior college graduates. Some began their pursuit of a degree and, for whatever reason, paused their education. Some are graduates who are returning to advance their degree. Many are parents. Many more know what it means to work and earn a living.

All understand the meaning of value.

After all, it takes courage, and then some, to balance the pursuit of a degree with work and family life. But it takes more than that. It takes a university that gets it. One built for the current world — that empathizes with who you are, appreciates the obstacles you face, and provides the flexibility and affordability essential for success.

We produce more than graduates. We produce seasoned doers, problem solvers, and difference makers — citizens particularly well-equipped for real-world challenges employers face. We prepare them to leave Athens State filled with hope and anticipation for a new life, not burdened with heavy debt.

While it's true no two students take quite the same path to Athens State, each is seeking a relevant education in order to create a bright and confident future on their terms.

At Athens State, we understand it isn't how you begin your education that matters. It's how you finish. And a strong finish is only the beginning.

Core Positioning Statement & Value Proposition

Athens State University provides a high-quality junior- and senior-level education that meets the needs of students who want to balance academics, work, and family by offering workforce-ready, low-cost, and flexible degree-completion and graduate programs, unlike other more expensive colleges and universities.

Brand Pillars	Degree Focused	Tailored Schedule	Workforce Ready	Cost Effective	Transfer Friendly
Brand Promise					

A relevant education for a confident future — Our brand promise is the reason to choose Athens State University. It's our commitment to experience and value. The promise is the balance: "You can have it all — work, academics, and family." Every time we communicate on behalf of Athens State, we convey this essence and the meaning behind this statement.

Key WordsAccommodating AdaptableDedicatedFriendlyInspiringSupportiveAdaptableEmpatheticHelpfulMotivatingTrustworthyAttentiveExperiencedInfluentialReliableUplifting
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Brand Personality

Encouraging Guide — Our students are in various stages of life, and we're here to guide them on their college path. No matter their circumstances, they have a strong and caring network among peers, faculty, and staff.

For our current students, For our alumni, For our prospective students, we are a dependable partner that we have an accommodating tone we are welcoming and reinforce to reassure we remain committed that we're ready to support them distills confidence as they build in everything they do. career and life skills during their to their success long after they college experience. graduate. We are... We are... We are... Empathetic, Friendly, and Helpful, Reliable, and Adaptable, Dedicated, and Experienced Trustworthy Supportive

Brand Beliefs & Proof Points

Affordability – Tuition is 30% less than the state average.
Flexible Education – 91% of students have taken an online class.
Seasons of Life – Schedules for students of all ages and needs.
Career-Focused – 100% declared majors.
Upper Division – We serve a 100% transfer student population for undergraduate programs.
Quality – In-state employment of bachelor's degree completers has remained at or above 73% since 2011.
Friendly Transition – Our admission process is catered to transfer students.

Exploring Audience Groups

Effective communication plays a pivotal role in marketing. It establishes and fosters relationships, builds trust, and creates awareness. However, as a University, we have many different audience groups we communicate with, and each is unique. Understanding these segments can make our efforts more efficient and allow us to better engage — providing the right information at the right time.

Your Audience Segment:

□ Students	🗆 Alumni	Community & Employers	□ Legislators	□ Faculty & Staff
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1. Why is this audience group important to Athens State?

2. What attracts them to the University? Why are they interested in what we have to say?

- 3. What information or content would impress them or make them think more highly of Athens State?
- 4. When actively communicating with the University, what information are they typically looking for?
- 5. How do they prefer to receive information?

6. How engaged do you feel this group currently is? How could we better engage them?

7. Are there other marketing- or communications-related opportunities associated with this group that the Office of Marketing & Communications could assist with?