



## Office of the Chancellor

### Response to Recommendation for a Centralized Marketing & Communications Office

1. The university creates an advisory council with broad representation to set strategic measurement goals and navigate conflicts or difficulties that arise.

**Chancellor Response:** I accept this recommendation as-is. The success of our future marketing and communications efforts will be contingent on the participation of the campus community. Their voice must be actively involved in planning and execution of our strategies and this advisory council will ensure that. Serve as a platform for accountability in which the performance of the unit will be measured.

2. The OIMC creates a robust self-service tool-kit for campus customers.

**Chancellor Response:** I accept this recommendation as-is. In my interviews and conversations with the campus community, this recommendation has been very well received. There is a great deal of enthusiasm around the idea of adding efficiency to the creation of high-quality marketing materials. There will always be more work than people to manage it and this option will allow the campus community options to move quickly if/when the marketing team can't meet their deadlines.

3. The OIMC enhances the existing account liaison system to ensure broader campus representation and consultative services.

**Chancellor Response:** I accept this recommendation as-is. There is a lot of talent on this campus in the area of marketing and communications. I see our central communications office as a service unit as well as a leader in setting our communications strategy. With that, it is important to provide a high level of service to the campus community while also providing expertise when and where it is needed. The account liaison system can provide both service and strategy to the campus community.

4. Define key campus gatekeepers such as Document Services and Administrative Services to facilitate greater integration marketing efforts to external audiences.

**Chancellor Response:** I accept this recommendation as-is. A single unit cannot manage a collaborative and integrated communication strategy that extends across campus. Key partners should be established to identify areas of collaboration and find efficiencies. Through this transparent and participatory Chancellor's Study Group process, we as a campus have agreed to integrate our communications even further. As the work of this team begins, I ask that they leverage the IMC Advisory Council



when identifying new processes and areas of greater integration – the voice of the campus community must be involved in this process.

5. The OIMC develops a brand consultation process in order to increase service and collaboration across campus.

**Chancellor Response:** I accept this recommendation as-is. In order for us to truly integrate our communications, as we have established we need to, a process should exist to ensure the materials and communications being executed are of high-quality and are on-target with our brand and messaging. With a talented team of marketers available to the campus community, it is in everybody's best interest to leverage their skills.

6. The Study/Recommendation Group recommends a phased-in approach toward increased integration of marketing and communications staff across campus.

Phase 1: one Admissions staff member and three Lifelong Learning & Community Engagement staff members relocating to the OIMC and structured as a new marketing team devoted to student recruitment.

At the same time, reporting lines for marketers working in units/departments outside of OIMC will move to the OIMC. Skill and workload will be evaluated while they remain temporarily remain devoted their unit.

**Chancellor Response:** I accept this recommendation as-is. A great deal of time and energy has been put forth to identify staffing changes that will allow UW Oshkosh to better leverage the talents we have on this campus. I ask that the issues and concerns outlined in the recommendation be addressed during the process of building this new team. Organizational change is both rewarding and challenging and success will hinge on acknowledging the challenges and managing them.

I ask that Jamie Ceman, Assistant Vice Chancellor of Integrated Marketing Communications, work with the appropriate administrative units to immediately begin managing the implementation of the staffing change to address:

- Supervisor/unit change process
- Update position descriptions
- FTE re-assignment
- Define budget implications and the movement position funding
- Address space needs and staff workstations

### **Strategic Implementation**

I will charge an Integrated Marketing Communications Advisory Council, established in partnership with campus governance, to work with new central office in setting vision, definition of success and metrics to demonstrate progress toward *strategic alignment of resources, operational efficiency, constituent experience and risk management*.