

Goal / Strategy	Goal	Strategy	Status	Progress	Challenges	Collaboration	Next Steps	Investments	Submitter Name	
1.a.	Build a unified and inspirational brand promoting local, regional, and national recognition for all entities of the University	Determine the current level of brand awareness and recognition among internal and external constituents and utilize that information to identify opportunities for improved branding	Completed	In the Spring and Summer of 2023, SimpsonScarborough, a national leader in higher education market research, conducted a comprehensive branding study. This research thoroughly assessed current brand awareness and perceptions among key stakeholders. The findings provided a detailed understanding of the University's market position, highlighting strengths and areas for enhancement. These insights were pivotal in identifying the institution's unique qualities that are crucial for shaping an effective narrative and messaging strategy. Building on this data, a final campaign concept is slated for launch in Winter 2024. The study's insights are guiding the campaign's development, influencing the choice of communication channels, messaging tone, and visual design. Importantly, the data serves as a benchmark for evaluating the campaign's impact, enabling ongoing, data-driven refinements.	None	There is a Brand Advisory Group that includes representation from ODU Global; University Advancement; Student Engagement and Enrollment Services; Academic Affairs; and Diversity, Equity and Inclusion.	The next phase of the strategy involves the launch of a dynamic brand campaign, crafted to amplify the University's core strengths. This campaign is not just a promotional exercise; it is a strategic endeavor to distinguish the University distinctly from its competitors. The primary objectives are multifaceted: to enhance brand awareness significantly; to foster a deeper sense of affinity among our key audiences; and to positively shift perceptions about the University. To achieve these goals, the campaign will deploy a range of tailored, impactful messages across various media platforms, ensuring maximum reach and engagement. The campaign will include use of digital channels, traditional media, and innovative, experiential marketing techniques to connect with diverse audience segments, from prospective and current students to alumni, faculty, and potential collaborators in the industry and academia.	Funds from the \$500,000 allocation will be used toward this campaign.	Jaime Hunt	
1.b.		Identify a single, universal, overarching logo/mark to be utilized on all University communications and replace all forerunners	Completed, but continued progress to occur	University Communications is actively working with departments who are using non-standard logos to provide them with guidance and approved logos and marks. Usage of non-standard logos is being phased out. Additionally, University Communications is making modifications to the brand architecture in an effort to address the root cause of departments creating their own logos.	None	None	Roll out the brand architecture that is designed to address the root cause of departments and units creating their own logos. Continue to provide education on the proper use of the university's logo. Continue to phase out usage of non-standard logos.	None	Jaime Hunt	
1.c.		Develop University brand standards, including an updated visual identity, and provide campus-wide training and resources to support proper usage	In progress and on schedule	As part of the University's engagement with SimpsonScarborough, work on an updated visual identity is underway with rollout expected in Winter 2024. Based on the new visual identity, a new brand standard guide is also in development. Campus-wide training on issues related to branding have already begun, with workshops offered on developing an integrated marketing communications plan, understanding licensing and trademarks, and more. Robust training on using the new visual identity will roll out in Spring 2024.	None	None	None	None	None	Jaime Hunt
1.d.		Launch a faculty/administrator expert campaign to place University voices and research in national and large metro media outlets	In progress and on schedule	At the start of the fiscal year, the News Team designed a public relations plan that outlined faculty experts in key areas and within each college to further develop as media sources. In Fall 2023, News and Media Relations invested in use of Profnet, a service delivering qualified leads for journalists seeking expert sources. Its use led to placements in several national outlets. In addition, News and Media Relations conducted three sessions of media training for faculty to build familiarity with media best practices.	ODU does not currently have a functioning searchable faculty expert guide available online, which may hinder ODU's ability to compete for national attention against other R1 institutions. Building a functional expert guide would not only help increase visibility of ODU expertise for media, but for collaboration with fellow researchers. In addition, retirement within the News Team will necessitate training new employees to continue this effort.	News and Media Relations met with faculty members and collaborated with Academic Affairs and Research to plan and promote media training opportunities.	Media training continues in Spring with in-person interview skills and thought leadership. The News and Media Relations Team is working to build its own faculty expert reference list in lieu of a public-facing resource. The team will continue to utilize Profnet and explore other potential paid and unpaid resources to raise awareness.	ProNet - \$1,320/annually	Jaime Hunt	
2.a.	Build infrastructure to optimize print, social media, and web engagement	Provide tools and resources to boost brand awareness, enhance targeting, and maximize content marketing about academic programs, student and alumni success stories, and Monarch life	In progress and on schedule	University Communications has rolled out Canva. This initiative empowers the campus community to craft distinctive, brand-aligned materials. These creations effectively support a multitude of endeavors including academic program promotion, event publicity, celebrating alumni achievements, and showcasing student successes, among others. The Division has also instituted a monthly content meeting for communicators from all areas of the university. This gathering is a forum where communicators from various departments can present stories and initiatives that might benefit from enhanced exposure. Fall 2023 saw the inception of several collaborative projects across the University as a result of these meetings. These projects are dedicated to showcasing students and alumni, and they are set to be a continuous feature of our University's storytelling efforts.	Enhanced targeting is challenging given the current lack of an institution-wide CRM; however, with the Salesforce platform in place in the future, we will be able to provide this capability.	None	Continue to provide training and resources to the campus community. Roll out the Emma email platform to other departments.	None	Jaime Hunt	
2.b.		Create a digital workflow for story submission, usage, tracking, and assessment	Completed	A digital workflow has been built and is in operation. A public-facing form is available on the University Communications website for news tip and story idea submissions. An automated process brings those submissions into the Asana project management system, which allows for assignment, tracking and assessment.	None	None	None	None	Jaime Hunt	
2.c.		Enhance the Digital Monarchs initiative to share Monarch stories more broadly	In progress, but behind schedule	In Spring 2023, University Communications worked to reimagine and reinvigorate the Digital Monarchs initiative. The intention was to continue that work in the Fall semester; however, a change in leadership in this area and onboarding the new hire put this project on the back burner.	A leadership change and the need to onboard a new hire	None	This project will be a priority for Spring 2024 and beyond.	None	Jaime Hunt	
2.d.		Determine proper budget level, finalize organizational structure, refine processes, and fully staff University Communications based on institutional scope and size	Completed, but continued progress to occur	A finalized organizational structure has been established. The Division is led by a Vice President to whom report two AVPs (PR and Marketing), the Executive Director of Licensing, and a Director of Operations and Project Management. After a thorough assessment of needs, the Publications Office was eliminated to allow for those resourced to be used for building a stronger digital infrastructure to better support the needs of the University. In Fall 2023, the Web Support Program staff moved from Information Technology to University Communications to allow for greater collaboration and coordination. This allows for a more cohesive and consistent messaging strategy throughout the site. This alignment will strengthen brand identity and enhance the user experience for both current and prospective students. Additionally, processes have been developed to support operations and project management. A robust project management system has been implemented.	Hiring continues to be challenging as the university competes with companies and organizations that are offering fully remote work.	Vice President for Administration and Finance, Vice President for Human Resources	Make recommendations for an ongoing base budget for University Communications to move away from one-time funding. Continue to evaluate staffing needs.	None	Jaime Hunt	
3.a.	Provide training to students, faculty, and staff on branding, marketing, and communication objectives, goals, standards, practices, metrics, and policies, as well as current best practices and emerging trends	Expand knowledge of brand, audiences, messaging, and usage of assets among internal and external constituents	Completed, but continued progress to occur	University Communications provided training to the campus community throughout 2023, including sessions on: branding at ODU; building an integrated marketing communications strategy; generative AI for marketing professionals; introduction to licensing; faculty media training; and using Canva to create branded materials.	None	None	Continue to provide a robust schedule of training opportunities including adding training on using the new brand standards (upon their release).	None	Jaime Hunt	
3.b.		Develop and require comprehensive training to ensure that marketing and communications efforts are aligned across all divisions of the University and are included with the onboarding of new staff and student communicators	In progress, but behind schedule	While progress has been made to develop training, making the training required is a step that hasn't been completed.	Individuals currently already have access to brand assets so it is challenging to require them to complete training when there is nothing to withhold if they do not complete it.	None	Once the new brand guidelines are in place, a training requirement will be put in place to access the new assets.	None	Jaime Hunt	
		In progress and on schedule	HR partnered with the Audit Department on an onboarding survey. The survey will inform the new onboarding process which creates an opportunity to include branding, marketing and communication objectives. In addition, branding, marketing and communication objectives will be included as a topic for the Supervisors' Forum.	None	Audit, University Communications, and HR	The next steps are to include University Communication's expectations in onboarding and supervisor training.	None	September Sanderlin		

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4.a.	Better integrate the physical campus in branding, marketing, and communication efforts through campus beautification endeavors by emphasizing projects that maximize the University's brand identity, create a sense of place, promote wellbeing, foster a diverse community, and promote a unified look that engages students, faculty, staff, and guests	Install branded, way-finding signage to demarcate main campus entryways, walkways, and building interiors and exteriors	No Update Provided	No Update Provided	No Update Provided	No Updated Provided	No Update Provided	No Update Provided	No Update Provided
4.b.		Enhance campus aesthetics and safety with lighting and projections	In progress, but behind schedule	In FY23 and FY24, the University Libraries invested close to \$240,000 of its budget in upgrading spaces within Perry Library. Improvements were made to Special Collections and University Archives, Naro Video @ ODU Libraries, Accessibility Services, and other user spaces. All of these efforts are designed to make spaces more inviting, attractive, and functional for students, faculty, and community users.	Accomplishing facilities improvements from the Libraries budget requires spreading costs out over several years.	Facilities Management, University Architect, University Libraries, vendors	Continue making gradual progress upgrading all public and staff areas of Perry Library.	Significant investment of Libraries endowment funds have been made and will continue for the foreseeable future.	Timothy Hackman
4.c.		Install public art across campus utilizing artifacts from the permanent collection and projects completed by faculty, students, and visiting artists, dovetailing with improvements in landscaping and greenspaces	In progress and on schedule	Received permission to restore paid curatorial position in the Gordon Art Galleries, supporting the university's permanent collection, public exhibitions and educational programming, and public-art efforts. The Gordon installed works from the permanent collection in the College of Health Sciences, Tri-Cities Center, Peninsula Center, State Government Liaison Office in Richmond, VA, and Federal Government Liaison Office in Washington, D.C. As part of the AY23-24 Annual Campus Theme, "Blue Connections," the Blue Connections: Murals & Mosaics class is designing an indoor mural for the Perry Library Learning Commons. Administration and Finance is working with the College of Arts and Letters Department of Art and Office of Maritime Initiatives on an outdoor maritime-themed mural for the PERI Lab building. An RFP process confirmed SmithGroup as our partner in the forthcoming 16-month comprehensive mastering planning process, addressing green spaces, landscaping standards, and campus aesthetics. Through campus-wide collaboration this should further inform our public-art initiative.	Funding is not yet established for new art acquisitions.	SmithGroup, Arts@ODU/College of Arts and Letters, Gordon Art Galleries, Barry Art Museum, Administration and Finance, Educational Foundation, University Libraries.	For Spring 2024: implement additional installations from the permanent art collection throughout university buildings; review design of Perry Library mural, make final selection, and install; embark on a 16-month comprehensive mastering planning process, supporting the university's five-year strategic plan and informing and establishing the future direction and related needs for the public-art initiative. Pending funding, purchase and transport previously identified glass sculpture, and plan mounting and installation outside forthcoming Biology building.	Forthcoming public-art endowment supporting acquisitions. Portion of capital budget supporting infrastructure for public art.	Cullen Strawn
4.d.		Identify arts spaces in the regional community that could be co-branded for University-sponsored performances	In progress and on schedule	Contacted SevenVenues and requested discussion exploring possibilities.	Developing schedules and fee structures that align with the University's academic calendar.	ODU Executive Director for the Arts, SevenVenues, and other groups TBD	Discuss possibilities with SevenVenues during Q1 and determine whether additional progress is to occur for this strategy.	TBD	Cullen Strawn