



Department of Journalism

Internal Stakeholder Communication Campaign

PR 665 Public Relations Campaigns

Christa Burkholder
Robert Cox
Amanda Holmquist
Davonté Longmire

Table of Contents

Executive Summary	3
Situation Analysis	4
Research	7
Organizational Analysis	14
Competitive Analysis	15
Audience Analysis	15
Strategic Approach	15
Campaign Goals and Objectives	19
Evaluation	22
Implementation Schedule	30
Campaign Costs and Expenses	32
Appendices	
Appendix A	34
Appendix B	34
Appendix C	35



Executive Summary

The mission of this campaign is ultimately to increase the number of undergraduate students enrolled in the Ball State University Department of Journalism. The client contact and source of internal communication was the department's Outreach Coordinator, Kim Green. Between 2012 and 2017, the Department of Journalism experienced nearly a 20% decrease in undergraduate enrollment. After evaluating the external environment and auditing the department's current internal processes, it appears that this decrease can be attributed to both factors. This campaign is focused on updating the Department of Journalism's brand while simultaneously pushing to improve brand consistency, emphasizing a stronger position and a strengthened content strategy.

Because our plan attempts to address both internal and external issues, the campaign's objective and subsequent tactics are divided by the campaign's goals. A substantial portion of the campaign's objectives focuses on improving the brand image and consistency by working closely with internal stakeholders at Ball State University. This includes aligning the department's brand with the university's brand. Additionally, after being told by the client that they did not have any specific goals regarding enrollment numbers or brand consistency, we provided some. The other portion of the campaign is to focus on direct recruitment efforts with prospective students by improving the department's processes for interacting with this target audience.

Through the development of this campaign it became obvious that the journalism department has a plethora of unutilized resources, that if employed effectively, could improve their prospective student relationships and brand consistency. Therefore, this campaign recognizes and plays on the department's current strengths, programs, and available resources to



allow for increased enrollment without a need for policy changes. However, we recommend creating a position for someone to oversee the branding initiatives we suggest and to consider adopting customer relationship management software.

Situation Analysis

Across the nation, universities have seen a decrease of enrollment in undergraduate journalism programs¹, painting a bleak environment for an increasingly saturated market². Various reports attribute the decrease to several environmental factors; namely: a decline in interest in journalism³, journalism's inability to adapt to a technology-focused world⁴, job cuts in major publications, and the rise of independent media platforms. Additionally, the average journalist's salary is lower than the average college graduates, and according to the Bureau of Labor and Statistics, Indiana has a low demand for journalists⁵.

Therefore, the decrease in enrollment can possibly be attributed to the low salary paired with the consumer mindset that a college education is a commodity which requires a high return on investment. Consistent with nationwide trends, the Ball State Department of Journalism experienced nearly a 20% decrease in enrollment between the years of 2012 and 2017, see Chart

¹ Becker, L. B., Vlad, T., & Simpson, H. A. (2014). 2013 Annual Survey of Journalism Mass Communication Enrollments: Enrollments Decline for Third Consecutive Year. *Journalism & Mass Communication Educator*, 69(4), 349-365. doi:10.1177/1077695814555432

² *2016 Trends in Higher Education Marketing, Enrollment, and Technology* (Rep.). (n.d.). Hanover Research.

³ Gotlieb, M. R., McLaughlin, B., & Cummins, R. G. (2017). 2015 Survey of Journalism and Mass Communication Enrollments: Challenges and Opportunities for a Changing and Diversifying Field. *Journalism & Mass Communication Educator*, 72(2), 139-153. doi:10.1177/1077695817698612

⁴ Smith Fullerton, R. (2016). While Newspapers are on the Decline, Journalism Doesn't Have to Be. *Editor & Publisher*, 149(3), 74.

⁵ United States Department of Labor. (2016, May). Occupational Employment Statistics: Occupational Employment and Wages: 27-3022 Reporters and Correspondents. Retrieved from <https://www.bls.gov/oes/current/oes273022.htm>



1 for details. To reverse this trend, it is imperative for the Ball State Department of Journalism to understand how to combat these bleak external environment factors. This includes looking internally to identify weaknesses and how they can keep up with the quickly-changing journalism environment. They must also re-evaluate their recruitment efforts to ensure they are meeting the needs and preferences of their target audiences. Despite the decrease in journalism careers, there's been an increased outlook for jobs in public relations⁶ and advertising⁷, two other degrees offered by the department. This indicates that a possible shift in focus might be necessary to promote growing areas.

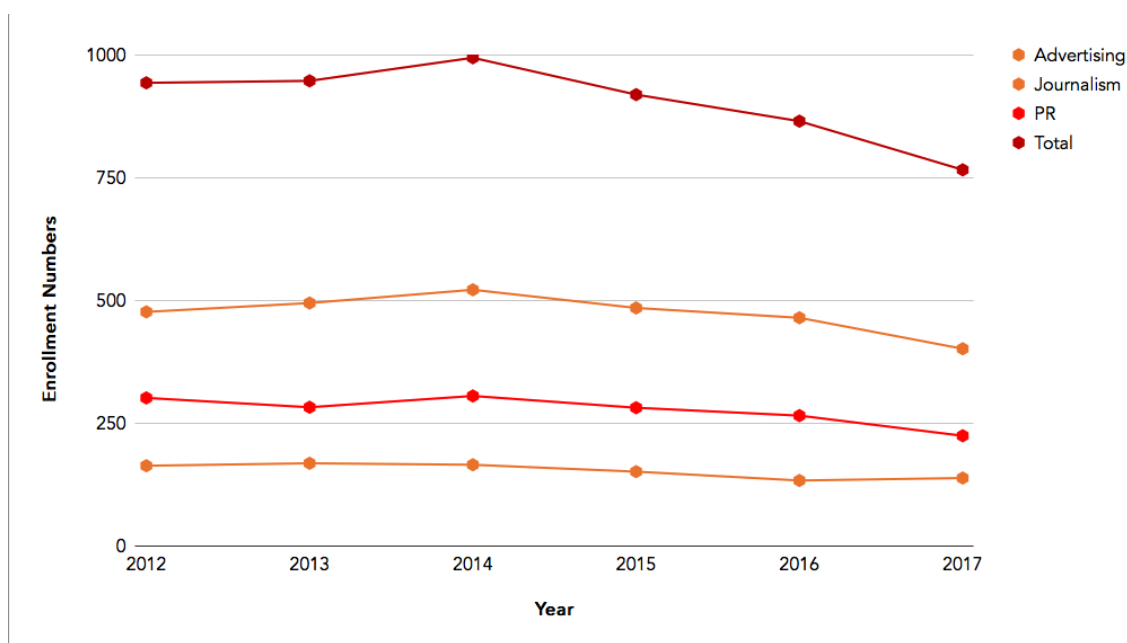


Chart 1

Enrollment provided by Dan Waechter, Associate Chairperson from the Department of Journalism

⁶ United States Department of Labor. (2018, January). Occupational Employment Statistics: Public Relations Specialists. Retrieved from <https://www.bls.gov/ooh/media-and-communication/public-relations-specialists.htm>.

⁷ United States Department of Labor. (2018, January). Occupational Employment Statistics: Advertising, Promotions, and Marketing Managers. Retrieved from <https://www.bls.gov/ooh/management/advertising-promotions-and-marketing-managers.htm>.



To combat declining enrollment numbers, many universities are improving their recruitment efforts. This led to a nationwide increased focus on branding and marketing efforts, specifically within the social media space.² Despite this focus, case study reports show that the most effective recruiting strategies take place face-to-face with prospective students.² Currently, the Department of Journalism has an annual workshop series, Journalism Workshops. High school students travel from all over the country to attend these workshops. This is the type of effective face-to-face communication efforts that are proven to be most successful. However, very little is done to manage the relationships that are started at the workshop to encourage students to return and pursue a degree from Ball State University.

The department's recruiting efforts prior to direct contact with prospective students include: their social media channels, webpages located on the university's website, as well as mailing pieces sent to high school student advisers. When students request information or visit the department, they are given an information packet.

Other documented successful recruiting efforts include increasing personal appeals, such as crowdsourcing images and content from students to attract prospective students. Currently, the Department of Journalism does not have an initiative in place to follow this trend. Also, despite prospective students being among the most technologically savvy generations, results indicated that they preferred the first contact to occur through email or traditional mail and not through social media².

Potential growth is identified with the emergence of increased interest and preference of online degree options and the development and utilization of a competency-based curriculum that is often preferred by potential employers.³ This includes an increased focus on technologically-savvy journalists that can keep up in the digital publication space.⁴ In November



2017, Ball State University launched a new brand with a strong focus on positioning themselves as technological leaders. The rebrand hype is an opportunity for the department to identify areas they can align themselves with the university's key messages and branding initiatives.

Research

Our primary research included: interviewing our client, conducting a survey using a convenience sampling method, observing in-person recruitment efforts, and analyzing the department's social media content. In the initial client interview, the client indicated their campaign key messages include:

- Ball State Department of Journalism (DOJ) has several majors to offer;
- Storytelling is important and can be used to improve other's lives;
- Student success drives most of their messaging;
- We have several award-winning student organizations.

Social media usage

The Department of Journalism (DOJ) is currently active on five social media platforms; Facebook, Instagram, Twitter, YouTube and Snapchat. The profile image for their social media is the updated university logo with "journalism" underneath. Combined, DOJ has a 1,969* audience following. Content is often created and posted across the multiple platforms of DOJ. Regarding posting activity, Facebook is currently their most utilized platform with 0.35** average weekly posts, followed by Instagram (.03) and Twitter (.04). YouTube and Snapchat are the least utilized channels, because these channels require richer media, visual and auditory, which require departmental approval. Across all social media platforms, there is not posting



consistency in voice, frequency, or content style. The content's voice narrative differs for each platform and content does not demonstrate the most important features of the department, as explained in the social media channel content analysis.

Social media content analysis

We conducted a content analysis on their social media channels to test if their social media channels aligned with their acclaimed campaign messages. The channels analyzed were Facebook, Twitter, YouTube, and Instagram. Snapchat was not analyzed because historical content is not available on this channel. The content analyzed ranged from January 1, 2018 to March 19, 2018. Social media performances and channel population can be found in Appendix A, broken down by social media channel.

The department's social media content was categorized using the following coding system:

- Highlighting majors
- Student successes
- Importance of storytelling
- Student organizations
- Faculty recognition
- Alumni recognition
- About Ball State overall
- Ball State events

Here are the results of the content analysis. Empirical findings can be found in Appendix B:

- Facebook is currently their most utilized social media channel. However, according to Pew Research Center, their target audience is currently more active on Instagram, where the department fails to post weekly.



- Social media content fails to align with and support the department's key messages. Chart 2 gives an example of Facebook's content breakdown. Located in Appendix B, are charts representing the content topics and how they are represented on each social media channel.
- Most of the social media content on the client's channels support the university as a whole but does very little to promote the department's key messages. Part of this underrepresentation may be because a large percentage of their social media content is not original and is shared from other Ball State social media pages.
- Overall, there is an inconsistent posting schedule. Posting frequency does not match best practices advice provided by each social media channel's analytic programs.

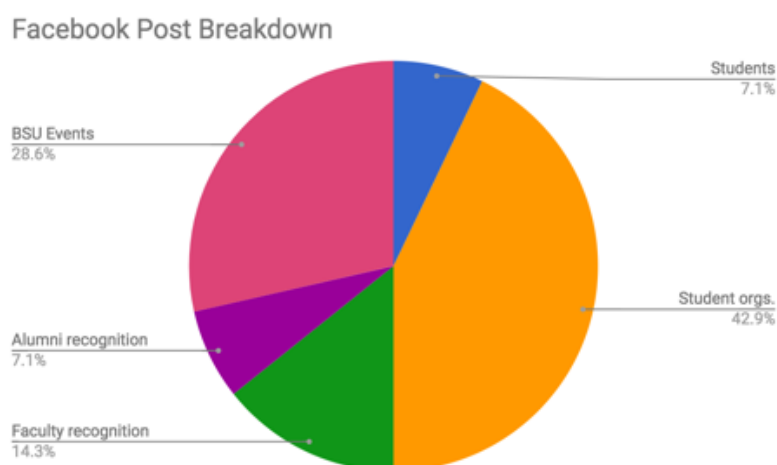


Chart 2 Facebook post breakdown. Additional social media breakdowns are found in Appendix B.

Department of Journalism's information packet audit

In addition to auditing the department's social media communication, we also observed their in-person recruiting efforts. Our team accomplished this by sending in a confederate expressing interest in the Department of Journalism. Here are our findings:

- The packet given to the individual did not match the updated Ball State branding



- The messaging themes in the packet itself were inconsistent
- There was no effort to collect the individual's contact information. This eliminates the possibility of following up with the individual to establish a stronger relationship.

Internal stakeholder perception questionnaire

We utilized assessed internal stakeholder perceptions toward the Department of Journalism. To distribute the survey, we used Ball State University's Communication Center, which sent an email on our behalf to Ball State University stakeholders (current students, faculty, and staff). To reach external stakeholders, we posted on the department's social media accounts (The survey yielded 148 responses and consisted of 8 questions.



Chart 3 Twitter Screenshot

First, participants identified which stakeholder group they belonged to (internal [e.g. Current Ball State University Students, Faculty, Staff] and external [e.g. Department of Journalism Alumni]). Next, participants were asked to rate their overall experience with the department, measured on a 5-point Likert scale with endpoints “very satisfied” and “very dissatisfied”. To assess which of the university's rebranding messaging best reflect that of the department's values, we tested words provided in the university's Brand Style Guide's word bank. We asked participants which word(s) they believed corresponds with the department. Participants were given ten word choices and were responsible for placing them in one of two categories, Corresponds or Does Not Correspond. The final question asked about the



department's most notable attribute, e.g. marketing position. We compiled a list of department initiatives and categorized into the following segments; student media organizations, academic rigor, immersive learning course, job placement rate, research, events, campus facilities and faculty and staff. Participants were responsible to rank these items with one being the most notable item.

Questionnaire results

Participants from stakeholder groups were representative of the department's actual population for communication efforts with the focus being on current students. There were no high school students or doctoral students, one prospective student, 72 current Ball State University students, 22 graduate students, one parent/legal guardian, two industry professionals, 17 Ball State University Alumni, 47 faculty/staff, and 11 Ball State University Department of Journalism Alumni. The distribution channels for the survey are primarily for an internal audience (i.e. current students, alumni, faculty). To gather a more generalizable, we recommend using additional channels to gather information from an external audience. Below are the most notable results.

Participants were also asked to rate their overall experience with the department (See Chart 4). Thirty-six respondents reported being overall very satisfied with the Department of Journalism, 66 reported being satisfied, 34 reported neutral, six reported dissatisfaction, and five reported very dissatisfied. What's more interesting is the drill down from stakeholder groups — 83% of participants who reported very dissatisfied as their answer, were current Ball State students. Even more, the participants who reported to be dissatisfied overall with the department,



100% of participants were internal. This gave our team the inclination there might be an issue with the organization's internal communication.

Q7 - Overall, how would you rate your experience with the Department of Journalism?

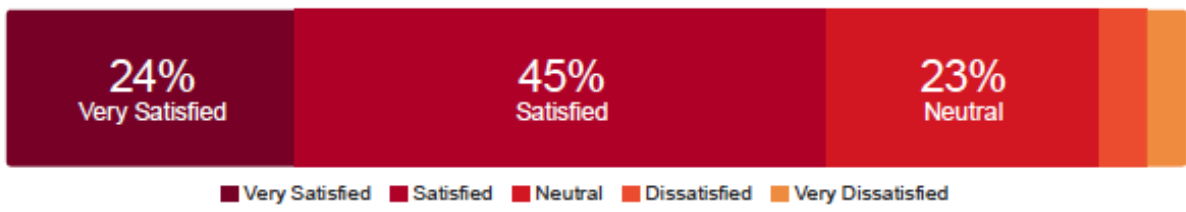


Chart 5

Participants were asked what the department's most notable attribute is. Results were analyzed using the basis of lowest mean score because, in the scoring system, one was classified as the top attribute and ten the worst. See Chart 6 for the results. The most notable attribute of the department, based on the opinion of its stakeholders, are student media organizations, which based on our communication audit, are featured only briefly on current social media channels. However, there needs to be additional methods of highlighting the features of each student organization to reflect the successes of the department.



Q2 - What attribute of the Department of Journalism makes it notable? (Please rank in order with one being the most notable item).

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
Student Media Organizations	1.00	8.00	2.37	1.77	3.13	132	313.00
Academic Rigor	1.00	8.00	5.14	1.89	3.57	132	678.00
Immersive Learning Courses	1.00	8.00	3.31	1.82	3.31	132	437.00
Job Placement Rate	1.00	8.00	5.12	1.87	3.50	132	676.00
Research	1.00	8.00	6.08	1.75	3.06	132	803.00
Events (Schranz Lecture, Louis Awards, Journalism Day)	1.00	8.00	5.81	2.03	4.14	132	767.00
Campus Facilities	1.00	8.00	4.12	2.35	5.50	132	544.00
Faculty and Staff	1.00	8.00	4.05	2.12	4.48	132	534.00

Chart 6



Organizational Analysis

<p>Strengths</p> <ul style="list-style-type: none"> ● Large number of student organizations within the Department of Journalism ● Immersive learning courses showcasing hands-on learning and student community engagement ● The university's size ● The low cost of Ball State's tuition compared to the number of opportunities provided ● AEJMC accredited ● Established legacy and brand of having a standout media program ● State-of-the-art facilities ● Living Learning Communities (LLCs) in our residence halls dedicated to students studying media ● Specialized degrees and concentrations 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Lack of diversity in both the Department of Journalism faculty and students ● Lack of organized internal communication ● Inconsistent brand image between student media groups and the department ● Inconsistent strategic messages in external communication coming from student media and the department ● Does not currently use a customer relationship management system ● Current social media presence is inconsistent and lacks a strategic approach ● Lack of supporting documents outlining recruiting efforts, leading to unorganized and inefficient efforts ● Department's webpages are not user friendly or easy to navigate to find information
<p>Opportunities</p> <ul style="list-style-type: none"> ● Offer more specialized degrees in media compared to our direct competitors ● Piggybacking on Ball State's newest rebrand and awareness campaign ● Utilize student media groups to help produce content and develop strategic communication plans ● Existing monthly meetings between Department of Journalism chair and student media group leaders ● Better relationships with organizations on Ball State's campus, specifically the Office of Admissions and Marketing Communication 	<p>Threats</p> <ul style="list-style-type: none"> ● Lack of diversity in the field of journalism could repel diverse students ● Overall decrease in journalism enrollment seen nationwide ● Current journalists reporting job burnout might repel students from wanting to pursue a degree in journalism ● Enrollment tends to ebb and flow with the industry, which is currently not doing well ● Decrease in journalist job positions ● Journalists receive lower average salary than other areas, repelling students from wanting to pursue a degree in the field ● Saturated social media environment



Competitive Analysis

Based on our interview with our client we determined these four-year, public institutions located in Indiana as our most prominent competitors: Indiana State University, Indiana University, and Purdue University.

A brief competitive analysis shows that Ball State University is unique in its offerings of four different bachelor degrees within the Department of Journalism. Two of the three competing institutions offer a bachelor's degree of Communication with various concentrations. The most comparable program is at Indiana University which offers degrees in Game Design, Journalism, and Media.

Indiana State has the lowest tuition costs however, Ball State and Purdue University are a close second. Indiana University is slightly more expensive but is less than a \$2,000 above the lowest tuition.

Based off of this information, Ball State can set itself apart by promoting their different degree offerings, highlighting digital and technological assets, and sharing their class sizes - which have a smaller student to faculty ratio than the majority of their competition.

Audience Analysis

Below is a breakdown of internal and external audiences. In Appendix C, there is a breakdown of which social media and communication channels are most often used by each target audience. The age range of traditional college students is 17- 23, with the majority of those being labeled as Generation Z. Combined with Millennials, these two generations represent almost half of the U.S. population. Generation Z benefits from the technological choices of other



household members and have the greatest number of game consoles and tablets. Millennials are most likely to have multimedia devices and access to subscription video on demand.⁸

Currently, the majority of students in the Department of Journalism are female, in the age range of 17-25, and are from Indiana. During the 2016-2017 academic year, 72% of students were female and 81% were from Indiana⁹.

College students go through significant personal growth and development, mostly influenced by the college environment itself. Prospective students should perceive that they'll be in an environment conducive personal development and growth.

Opinion Leaders

We identified opinion leaders on the Department of Journalism's social network channels. According to existing research, influential account has above 501 followers on a single social network channel¹⁰. Our research uses this number to define which accounts are opinion leaders for our client.

Opinion leaders can be other accounts on social media channels. On Twitter, the influencers were determined to be Donna Cravotta and Johnathan Scott, who have 30,000 followers. On Facebook, influential accounts are Ball State University, Ball State Admissions, and Lamb School of Communication and Northwestern University School of Communication were selected (Chart 7). Opinion leaders are significant because audiences adopt perceptions,

⁸ The Nielsen Company, LLC. (2017) The Nielsen Total Audience Report Q1 2017.

⁹ Ball State University. (2017) Ball State University Fact Book 2016-17. Retrieved from <http://cms.bsu.edu/about/factbook/college-fact-books>.

¹⁰ Booth, N. & Matic, J. A. (2011). Mapping and leveraging influencers in social media to shape corporate brand perceptions, *Corporate Communications: An International Journal*, vol. 16, no. 3, pp. 184-191, Available Online: <http://www.emeraldinsight.com.ludwig.lub.lu.se/doi/pdfplus/10.1108/13563281111156853> [Accessed 16 February 2015]



attitudes and behavior from key influencers within specific content-focused areas (e.g. fashion blogging, sports social media, car blogs, etc.).



















Page	Total Page Likes	From Last Week	Posts This Week	Engagement This Week
1  Ball State University	81.5K 	▲0.1%	9	332 
2  Ball State Admissions	8.4K 	▲0.6%	3	39 
3  Ball State University Gr...	3.6K 	0%	6	23 
4  Lamb School of Comm...	2.8K 	▲0.2%	10	43 
5  Northwestern Universit...	2.1K 	▲0.2%	6	54 
YOU 6  Ball State University De...	1.3K 	▲0.2%	1	5 

Chart 7

Key stakeholders

College of Communication, Information, and Media (CCIM) administration

This key stakeholder group consist of the group of individuals who oversee the Department of Journalism. This group can influence recruitment support for the department including helping promote the department when interacting with other colleges.

Benefit statement: We can provide a process to improve communication with the department and the CCIM administrators, as well as a process to improve communication with other university entities that impact recruitment initiatives.



Department of Journalism faculty and staff

This key public provides recruitment support for the Journalism department and has the opportunity to communicate department bragging points to prospective students in an effort to increase student enrollment. To improve message theme consistency a content strategy would communicate the highlights of the program to prospective students.

Benefit statement: We can provide an informative content strategy to the Department of Journalism faculty and staff providing key messages that highlight the technology and digital attributes of the program to support their recruitment efforts.

Student media organizations

This key public wants to increase student involvement and awareness. They serve as an attribute of the department for recruiting prospective students. There is no comprehensive communication calendar for the department making it challenging to effectively schedule messages and coordinate efforts to improve awareness and engagement.

Benefit statement: We can provide an informative content strategy, including a communication calendar, that would allow student organizations to align their efforts with the department's overall communication initiatives. This would also improve brand consistency and key messaging.



Key publics

Prospective undergraduate students

This key public is important to reach to increase enrollment. They have the ability to communicate with our two key stakeholders who can provide a sense of pride and value for pursuing an academic degree from the Ball State University Department of Journalism.

Benefit statement: We can provide this public with the information needed to make an informed decision to enroll into the Department of Journalism at Ball State University.

Alumni members

Consists of individuals who have graduated from the Ball State Department of Journalism who often serve as donors, keynote speakers, and connect current students to prospective employees. They can be seen as success stories for how a degree from the department helped them become success in their careers.

Benefit statement: We can provide the department a way to crowdsource success stories to help them highlight the return on investment alumni members have had with a degree from their department.

Strategic Approach & Messaging Strategy

The proposed campaign to improve the recruitment efforts of the Ball State University Department of Journalism is built on three strategic pillars grounded in a message strategy to improve the dialogue with internal and external publics. It focuses on improving dialogue between internal and external publics because there are observed gaps in the coordination among stakeholders to improve the organization's overall efficiency and brand consistency. These pillars include:



- Improving the organizational performance
- Increasing target audience participation
- Developing stronger partnerships with stakeholders within the university

Improving organizational performance

Currently, the department lacks a specific protocol for communicating with individuals who express interest in the Department of Journalism. This includes lack of a process for what information interested students should receive, the follow up, as well as key messaging that staff and faculty members should use when approached by an interested student. Therefore, this plan focuses on how to improve internal brand consistency and integrate protocols to ensure every interested student receives consistent follow ups from the department.

Increasing target audience's participation

Current efforts to engage with the target audience include Journalism Days, where high school students enroll in a program to come to Ball State's campus and complete workshops with the Department of Journalism to improve their journalistic abilities. These occur during the summer. While Journalism Days appear to be successful, similar events could occur more frequently to engage the target audience throughout the school year. Additionally, during these events there is no process in place to allow students to directly express interest in the Department of Journalism. Therefore, this campaign includes elements to schedule more opportunities for students to engage with the department, but also a set process of how to extend student interest to action.



Developing partnerships

There appears to be a problem with role differentiation for recruitment between the Department of Journalism and Office of Admissions. Currently, there is no process in place in which the Office of Admissions alerts the Department of Journalism when a prospective student expresses interest in one of their majors. Another key partner could be the student media organizations. Student media organizations often have newsworthy events that occur that are not communicated to the Department of Journalism. Therefore, this plan addresses this lack of dialogue by encouraging more frequent interactions between the Office of Admissions and the Department of Journalism.



Campaign Goals and Objectives

Positioning statement: Position the department as a tech savvy, digital frontrunner among competing Indiana four-year public institutions.

Goals

Goal 1: Increase enrollment to meet historical benchmarks and continue to grow headcount.

Goal 2: Rebranding the Department of Journalism to develop a stronger, recognizable identity for both internal and external stakeholders.

Goal 3: Develop a strategic content strategy and consistently distribute media packages to internal and external audiences.

Objectives

Objective 1: To increase total headcount enrollment to the Department of Journalism majors to 1,000 by Fall 2020.

Objective 2: Position the department as a tech savvy, digital frontrunner internally and externally by improving stakeholders' perception of their satisfaction by 11% by to reach 75% by Fall 2020.

Objective 3: Improve brand consistency across all internal stakeholders' internal and external communication to 100% by Fall 2020.

Objective 4: Distribute media packages to internal and external publics during peak recruitment season.

Objective 5: Have every student media organization submit at least one newsworthy item every Fall and Spring semester.



Tactics

Tactics are our proposed plan for how to accomplish our goals. Here is our plan to accomplish the goals, broken down by each specific goal.

Goal 1: Increase enrollment to meet historical benchmarks and continue to grow headcount.

Tactic 1: Develop key messages for internal and external audiences to align university and department values.

Currently, the University has a branding style guide that includes key messages, as well as a words and phrases section. Using those University-approved messages, each academic college, unit, and department should be able to describe their individual brand.

Our survey was distributed to internal and external audiences asking which of these words and phrases best described their experience within the Department of Journalism. We propose using the data from the survey to identify the key words that most resonate with the Department of Journalism audiences. These key words and messages should be used in all internal and external communication.

Tactic 2: Create a plan to showcase the department's and student media's technological assets by including more video content on the department's homepage.

We feel it is important to highlight the department's strengths while developing an identity for the department.

Step 1: Develop and distribute a survey to find out which technological assets as part of the student media are of interest to current and prospective students.



Step 2: Employ university resources (this could be a student project or otherwise) to develop video footage highlighting key technological assets that were identified in the survey results. The team developing this should have department/faculty oversight as they work to highlight department strengths as we develop the departments identity.

Tactic 3: Implement a process for the Department of Journalism to centralize and crowdsource newsworthy information.

Develop an internal Department of Journalism news bureau. Our tactic calls for an individual responsible for social media to:

- (1) compile a list of department student organizations contacts with preferred Slack accounts or preferred email addresses
- (2) draft a ‘call for submission’ email to be sent bi-weekly targeting different student organizations on a rotation system.

The purpose of this tactic is to centralize and crowdsource newsworthy information. Departmental faculty members and student organizations are often successful in academic research and competitions. This process will help the department gather this information to be repurposed for media and social media distribution.

There are multiple communication channels in which this tactic can be completed, based upon the client’s current tools, we determined email and Slack are the best channel of communication the department should use. Slack is a professional instant messaging application that provides users with services for increasing productivity. Slack channels that have been created are not under the control of the department and many student organizations already use this as a primary communication method. Currently, the Department of Journalism has two email



addresses in which communication can be sent or received (bsujourn@gmail.com and bsujourn@bsu.edu) and multiple slack channels (JourGradSchool and BSUWorkshops). This presents an opportunity for the department because it is already accepted into the organization and utilized. This tactic execution is under the discretion of the individual implementing this campaign, and therefore, Slack and e-mail are viewed as substitutes.

Goal 2: Rebranding the Department of Journalism to develop a stronger, recognizable identity for both internal and external stakeholders.

Tactic 1: Develop a day-in-the-life high school recruitment program to expose high school students to the Department of Journalism's facilities and college life.

High school students identified as having interest in the program should be brought to campus to take a closer look and get a better idea of the day-to-day life of student in the Ball State Department of Journalism. The group of students should be separated based on interest and, given the opportunity, to attend a course within the department. At the summary of the experience, students would be asked to share their experiences from the classroom experience for other students that had visited.

Once the classroom experience portion of the program concludes, a meet-and-greet with current students, faculty, and alumni would provide an additional perspective on the evolution of the department over the years. Current resources and assets available to students within the department would also be part of this discussion.

After the formal part of the program has concluded, we will leave the high schoolers partnered up with current students so current students can show them our advanced facilities but



also provide a personal appeal. We will encourage the high schoolers to fill out a survey online about the program.

Tactic 2: Develop a year-long content calendar that aligns with the Ball State University recruitment cycle.

The division of Marketing and Communications has a robust institutional ad buy that follows the recruitment cycle for student admissions. In the Spring, approximately January through May, institutional advertising employs the “yield” cycle. During this time, messaging encourages prospective students to confirm their enrollment to Ball State. In the Fall, approximately mid-August through November, institutional advertising employs an “awareness” or “prospect recruiting” strategy. It would be advantageous for the Department of Journalism to coordinate their messages to follow this cycle.

We propose that the Department of Journalism follow the admission recruitment cycle and institutional advertising placement throughout the academic calendar when creating messaging for external audience.

Goal 3: Develop a strategic content strategy to consistently distribute media packages to internal and external audiences.

Tactic 1: Develop a process for improving coordination with Office of Admissions

One of the challenges identified during this process, was a lack of partnership and/or collaboration with the Office of Admissions. Or, better stated, a lack of knowledge or



understanding from the Department of Journalism when it comes to the Office of Admissions and what they do to assist with student enrollment.

We propose that the Department of Journalism reaches out to the Office of Admissions to research current recruitment processes and to explore opportunities for partnership between the two departments. Proposed questions for the Office of Admissions include:

- What happens when prospective students request more information?
- Is the Department of Journalism notified if a prospective student selects journalism as an interest? How?
- During the admissions process, when are program interests identified?

Tactic 2: Establish steps of communication between students who have either expressed interest, visited campus, or attended Department of Journalism events.

According to customer relationship management best practices¹¹, organizations should strive for every person who walks in the door to have identical, positive experiences. It is also a best practice to gather prospective consumers' contact information at first point of contact so the organization can engage in follow-up communication to position themselves in the top-of-mind of the consumer. Unfortunately, the Department of Journalism does not currently have a set of communication steps for staff and faculty members to follow when they engage in contact with prospective students.

¹¹ Alt, R., Puschmann, T. (2004) Successful Practices in Customer Relationship Management, 37th Hawaii International Conference on System Science, pp. 1-9



We believe that we can improve the number of conversions from interested students to students enrolled if standardized communication steps exist to provide interested students improved customer relations as well as keeping the Department of Journalism top-of-mind.

Here are some areas the steps of communication should include:

- Develop a customer relationship management (CRM) system to track communication initiatives between the department and interested students. This can be done manually or by purchasing CRM software. Cost of implementing CRM software can be found in the Budget section of report.
- A process to gather contact information upon first contact with the interested student and how to add the information into the CRM system.
- Provide up-to-date digital and physical information packets to give the student at the first point of contact.
- Within 48 hours of first contact, provide personalized follow-up communication with the interested student to stay actively in the student's top-of-mind
- Build an email campaign to be used every time a new student expresses interest. This campaign will be reusable and will allow the department to plan a strategic content strategy for follow-up. Email campaigns also allow for easy tracking to measure success and direct strategy, if needed.



Tactic 3: Partner with the Marketing Communication to lead department brand training for student organizations, faculty, staff, and administration.

One of the key issues we've identified with the current Ball State Department of Journalism branding is the lack of branding consistency among several stakeholders that represent the brand. We propose we get all parties associated with the department's brand on the same page by providing brand training from the individuals who develop the Ball State brand, the University Marketing and Communications team.

We propose that at the beginning of every academic year, the Department of Journalism faculty, staff, administration, and the heads of student organizations, participate in a half-day brand training event. These events will allow discussion regarding what the department's brand is, brand assets, and how to communicate a brand through various communication channels. Following these events, it would be useful to appoint three faculty members to audit the Department of Journalism brand consistency, and to incentivize them, allowing their appointment to be considered as service for their department and a step closer to tenure. In the middle of each semester, the appointed team will conduct an audit to test the department's brand consistency among these groups.

Then, the department's Outreach Coordinator and administration will meet with the appointed team to discuss how to improve brand consistency to promote a single, unified departmental brand.



Evaluation Plan

Objective 1: To increase total headcount enrollment to the Department of Journalism majors to 1,000 by Fall 2020 (Action Objective).

O1 Evaluation: Results will be measure by using Department of Journalism headcount numbers, the metric that has been traditionally used to measure enrollment numbers.

Objective 2: Position the department as a tech savvy, digital frontrunner internally and externally by improving perception by 11% to reach 75% by Fall 2020 (Acceptance Objective).

O2 Evaluation: Results will be measured by a post-campaign perception survey.

Objective 3: Improve brand consistency across all internal stakeholders' internal and external communication to 100% by Fall 2020 (Awareness Objective).

O3 Evaluation: Results will be measured by an annual internal and external communication audit specifically reviewing for the inclusion of brand key messages.

Objective 4: Distribute media packages to internal and external publics during peak recruitment seasons (Action Objective).

O4 Evaluation: Media packages will be developed based on the university recruitment cycle, and newsworthy stories and events. Results will be measured based off of earned media impressions.

Objective 5: Have every student media organization submit at least one newsworthy item every Fall and Spring semester (Action Objective).



O5 Evaluation: Results will be measured by the completion of submitted items each semester.

Implementation Schedule

May 2018

- Develop key messages for the Department of Journalism using survey results
- Develop a year-long content calendar.

June, 2018

- Research and develop partnership with Ball State Office of Admissions.

July 2018

- Develop communication steps for prospective high school students that have indicated an interest in the program.

August 2018

- Develop partnership with the division of Marketing and Communications and begin brand training.
- Develop a story package template for Department of Journalism student organizations to email in newsworthy events

September 2018

- Develop “day in the life” high school recruitment program.
- Design a process to centralize and crowdsource newsworthy information.

October 2018

- Begin the creation of compelling, shareable videos to promote the Department of Journalism.



Campaign Costs and Expenses

COMMUNICATION COORDINATOR *est. cost*

We believe that in order for this campaign and our introduced initiatives to achieve success, an additional staff member is required to oversee communication efforts.

ITEM	ESTIMATED COST (DOLLARS)
Yearly salary*	\$40,000/year
Benefits	\$13,000/year**
TOTAL	\$53,000/year

*Estimated by comparing the costs and benefits of similar positions at nearby universities (Indiana State University, Indiana University, Purdue University).

**Estimated using <https://www.calcxml.com/calculators>

CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE *est. cost*

ITEM	ESTIMATED COST (DOLLARS)
Monthly subscription	\$100/month
Email integration application	\$20/month
Initial CRM implementation*	\$1,000/per user
TOTAL	\$2,440**/year

*This is the cost of migrating any existing data into the system, requiring an individual from the CRM vendor. For every user the department wants to add to use the CRM requires an additional \$1,000.

**This is the total with the one-time upfront implementation fee. Following this, the yearly cost is reduced to \$1,440.

YEARLY BRAND TRAINING EVENT



ITEM	ESTIMATED COST (DOLLARS)
Morning refreshments (~60 individuals)	\$200
Printed information packets (full color, matte)	\$150*
TOTAL	\$350/year

*Estimated using <https://www.smartpress.com>



Appendix A



Journalism

Ball State University Department of Journalism (Social Media Audit 01/19/2018 - 2/19/2018)

Social Media Platform	URL	Profile Name	Followers/Likes	Page Views	Average Weekly Posts	Average Weekly Engagement	Average Amount of Comments (Per Post)
Facebook	https://www.f	Bsujourn	1276	301	0.35	1,161	31.78
Instagram	https://www.i	Bsujourn	326	156	0.03	8.48	0
Twitter	https://twitter	Bsujourn	336	66	0.04	1,721	10 (Mentions)
YouTube	https://www.y	Ball State Depart	5	0	0.01	0	0
SnapChat	N/A	Bsujourn	26	0	0.01	0	0

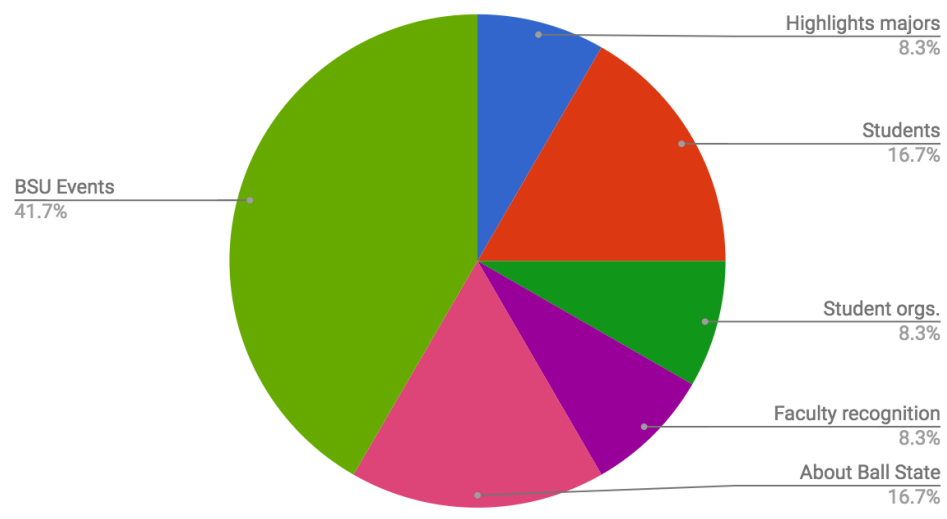
Department of Journalism Social Media Channel Performance and Population

*Results based on Social Media Audit of Ball State Department of Journalism from Jan. 19 – Feb. 19

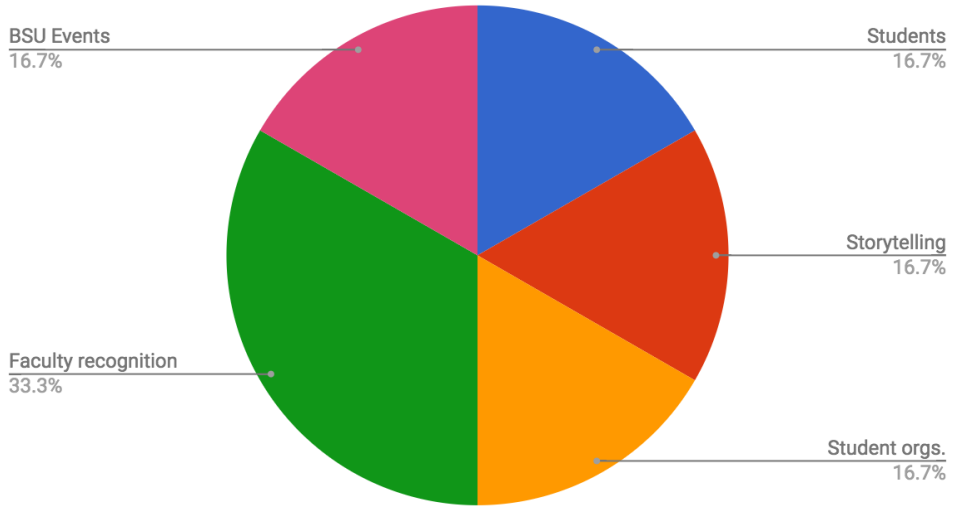
Appendix B

Social Media Content Analysis

Twitter Post Breakdown



Instagram post breakdown



Appendix C
Department of Journalism Target Audience

Department of Journalism

Channel of Communication	Twitter	Instagram	Facebook	Snapchat	E-Mail / Mail Chimp	Print/Mail	LinkedIn	Website	YouTube
Target Audiences									
High School Students									
Current HSS (16 - 19)	X	X	X	X		X		X	X
Prospective HSS (11-17)	X	X	X	X		X		X	X
BSU Students									
Current BSU Students (18 - 24)	X	X	X	X			X		X
BSU Student Organizations	X	X	X	X	X				X
Alumn	X	X	X	X			X		X
Faculty and Staff									
Current Faculty and Staff		X	X	X			X		X
Prospective Faculty and Staff		X	X				X	X	X
Parents / Legal Guardians									
Current Parents / Legal Guardians			X					X	X
Prospective Parents / Legal Guardians			X			X		X	X
Professionals									
Keynote Speakers		X	X				X	X	X

