

University of
Louisiana at
Lafayette

Brand
Communications
Rollout Plan

This document describes the overall staging strategy for rolling out University of Louisiana at Lafayette's new brand positioning across markets. It will outline tactics for introducing the brand and recommend some reorientation across current institutional communications.

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Section A

Objectives and goals for brand communications rollout

Objectives

Lipman Hearne, in partnership with University of Louisiana at Lafayette has developed a brand positioning platform and creative messaging to enhance internal and external appreciation for UL Lafayette's role and value.

Lipman Hearne has taken a brand marketing approach to this work. A brand marketing approach locates an institution's distinct value proposition—its optimal brand claim—at the intersection of institution vision and capacity, constituent perspectives (what target audiences want and expect from the institution and their evaluation of the opportunity), and market environment (the role other institutions play, as well as political, economic, and media-driven forces).

The University's image must be a provable proposition about what it offers that is distinctive, valuable, and worthy of a personal investment, whether as a student, an alumnus, a community or business leader, a faculty or staff member, or as a citizen of Louisiana. The brand platform serves as the basis for all marketing communication and is the lens through which Lipman Hearne will prescribe the best means to convert these target audiences to being believers and supporters of the new UL Lafayette.

Communications Plan Goals

To achieve the objective described above, this brand rollout plan is organized according to the following goals.

- Goal One: Rally internal commitment to and excitement around UL Lafayette's new brand positioning and communications plan.

- Goal Two: Comprehensively implement the defined positioning and strategy elements through all UL Lafayette communications and marketing materials to build the brand at every touchpoint.
- Goal Three: Strengthen perceptions of UL Lafayette in Louisiana as one of the state's premier research institutions.

Analytical Basis for Plan

This brand marketing plan is based on a comprehensive set of inputs including:

- Internal briefings on UL Lafayette's strategic challenges, opportunities, and vision
- Constituent research with a wide range of audiences including: faculty, staff, alumni, prospective students, and influencers
- Competitive analysis
- Feedback on brand positioning ideas and creative concepts from leadership, as well as from representative faculty, staff, and students
- Lipman Hearne's knowledge of and experience with national public and private university branding and positioning

Section B

Positioning University of Louisiana at Lafayette

Introduction

The purpose of our work with UL Lafayette has been to develop a new brand positioning to enhance internal and external appreciation for the University's role and value in the region and the state. The centerpiece of this work is the brand positioning platform and strategy discussed here. Determining this brand positioning has involved locating UL Lafayette's distinct value proposition at the intersection of institutional vision (gleaned from extensive internal conversations, strategic planning documents, and the like), external perception (how external constituents currently consider and experience the University) and market environment (the role other institutions play, as well as political, economic, and other forces).

External perspectives are essential to determining brand positioning, and Lipman Hearne has explored the views of academics, influencers, and prospective students; about the University's distinctions, opportunities, performance, and character. We have also ensured that there is widespread internal accord for the premises of our recommendations through a broad-based course of brand research with students, staff, and alumni. For UL Lafayette to improve appraisal of its value and role, internal constituents will need to "reinforce the brand" throughout their multiple contacts with the world on and off campus. We are confident that the ideas presented here reflect the perspectives of the UL Lafayette family at large.

Positioning Statement

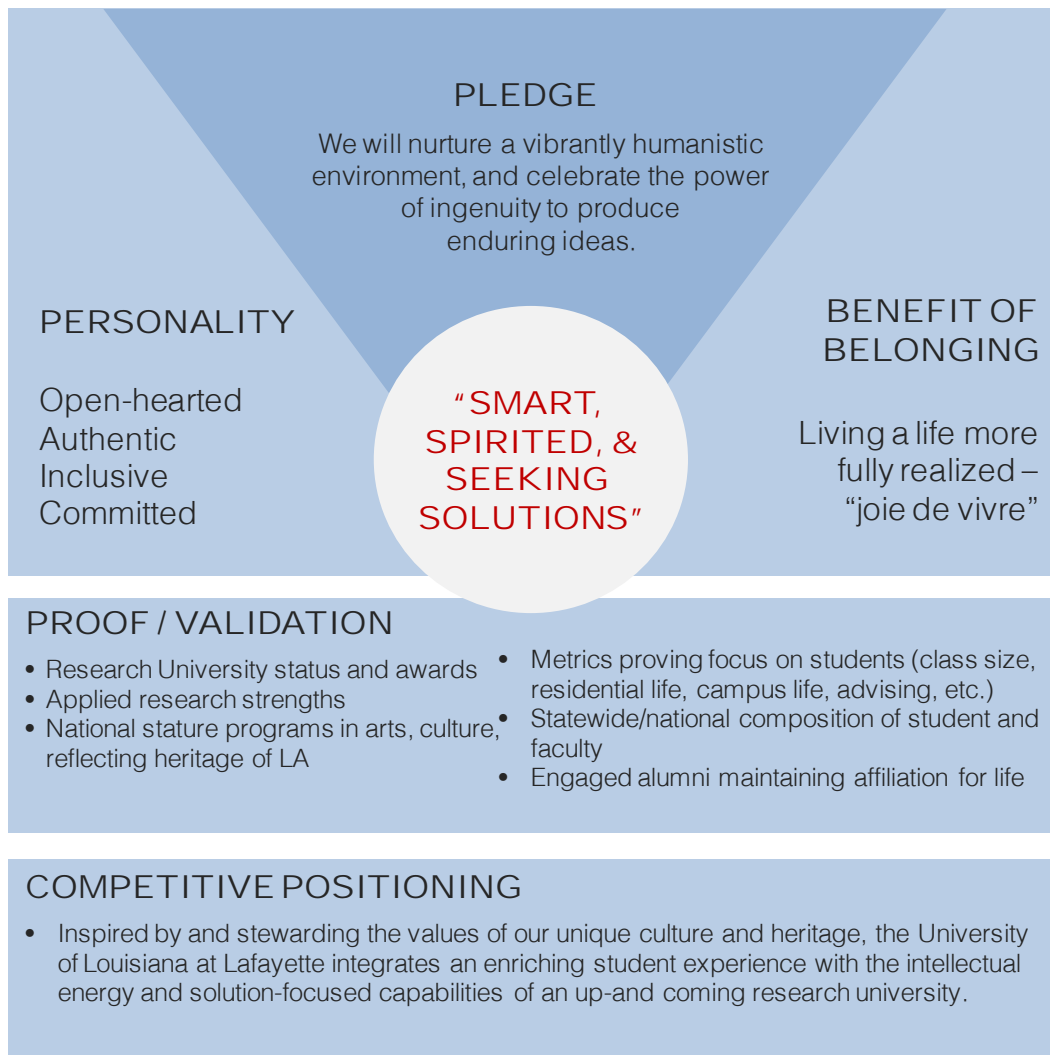
The overarching objective for UL Lafayette is to claim and demonstrate a position that establishes its value in Louisiana and its recognition as one of the state's premier public research universities. The positioning statement describes the space that an institution holds in the constellation of institutions against which it competes. While not marketing language, per se, it does describe what the institution is, what it does, how it operates, and why it holds a distinctive and valuable place in the marketplace.

Positioning Statement:

“Inspired by and stewarding the values of our unique culture and heritage, the University of Louisiana at Lafayette integrates an enriching student experience with the intellectual energy and solution-focused capabilities of an up-and-coming research university.”

Brand Platform

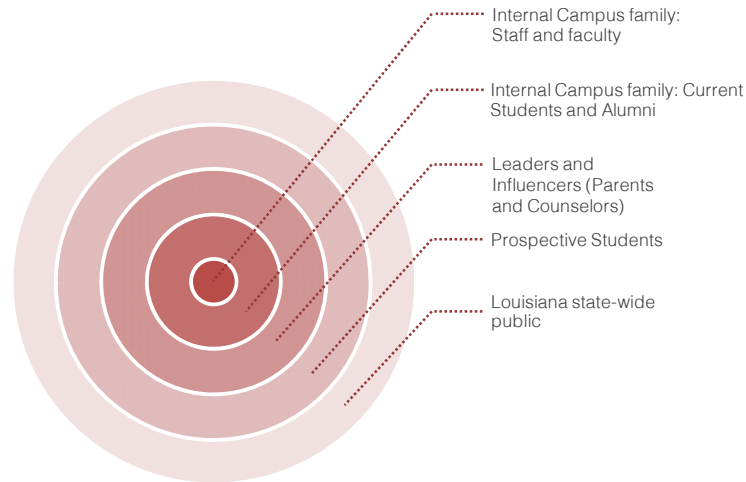
This plan grows from a research-based conclusion about what makes UL Lafayette distinctive, compelling, and valuable to its current and potential constituents. Our articulation of this brand platform is detailed in the graphic below.



Brand Marketing Strategy and Target Audiences

The priority audiences are as follows. This selection of audiences does not preclude brand-enhancement outreach to others, but indicates where initial focus and investment should be made.

University of Louisiana at Lafayette Market by Target Audience



The overall objective described above suggests that by the end of the rollout nearly all of Louisiana’s residents should be aware of UL Lafayette. If this aim is met, the default understanding among audiences in the state will be to assume that UL Lafayette is working on solutions to current issues, leading the public universities in ensuring the state’s higher education needs are well met, developing education programs for every high-level knowledge demand, and actively leading in shaping the culture and regard for the state. In our experience, a rollout of this kind will take on average, three to five years.

Within the context of broad institutional commitment to demonstrating the brand claim, University Relations and associated functional areas primarily charged with this brand rollout plan must marshal their resources by adopting a staged strategy to deliver the brand claim. The initiative should reach audiences sequentially in terms of their readiness to advocate for the brand; in this way, “converted brand ambassadors” through their personal contacts will augment the impact of the campaign’s direct work.

UL Lafayette Brand Filter

The research project uncovered distinct institutional claims, which the University should leverage and infuse into all internal and external marketing. With what we call the “brand filter,” we encourage the University to evaluate each piece of its marketing communications and ensure that it touches on at least one—though ideally all three—of the following pillars:

1. Tackles a contemporary challenge
2. Celebrates the distinctive and treasured arts, culture, and heritage and perspective of Louisiana
3. Leads via an interdisciplinary team that includes students

Key Messages

The UL Lafayette brand platform should serve as the consistent basis for all communications and marketing activities from the University. At the same time, while the brand platform is designed to articulate the most universally understood and valued aspects of the brand, it can be distilled further into key messages and creative concepts that are more specific to audience interest and expectations. To illustrate the new brand positioning, Lipman Hearne has drafted the following series of key messages that capture the essence of UL Lafayette’s core propositions:

“This is our time, and we’re determined to make the most of it.”

By any measure, the University of Louisiana at Lafayette is an institution that’s moving from strength to strength. Our faculty is a magnet for external research funding, having surpassed the \$50 million mark in 2009; our Carnegie Foundation ranking places us in a peer group with such research powerhouses as Clemson, Baylor, and Auburn. Our campus footprint grows more impressive each year. More and more exceptionally talented students make us their first choice (in fact, we’re attracting a record number of high school valedictorians). Our alumni can be proud of the fact that their degree has more value and respect than ever before.

“We’re eager to share what we’re learning.”

Our location, culture, heritage, and sense of community are one of a kind—and it’s inspired us to become exemplary on a national scale. We’re proving that a public university can have a nationally recognized research enterprise without forsaking its responsibilities to the development of its individual students. Through our Center for Louisiana and Deep South Studies, we’re showing how rigorous, innovative scholarship can inspire more meaningful connections to one of the world’s most vivacious cultures. And to some of the biggest questions of the 21st century—How do we build human capital? How do we preserve biodiversity? How do we capture the attention of the global market?—we’re providing answers that are sustainable, scalable, cost-effective, and humane.

“We teach the real meaning of *joie de vivre*.”

*We make good on our promise to prepare students to succeed in the world. But our powerful aesthetic heritage demands that we prepare students to do more than earn a living—we also teach them how to live. We nurture in them the intellectual and emotional wherewithal to listen, reflect, articulate, and savor—the tools for a lifetime of thoughtful citizenship, as our alumni can attest. It’s a commitment to a vibrantly humanistic environment that’s made us renowned as stewards of Louisiana creativity in all its forms (as evidenced by programs ranging from global Francophone studies to architecture). We define *joie de vivre* as not just conviviality, but true connoisseurship.*

“We have a gift for bringing people together.”

We know the whole can be greater than the sum of the parts: we need only look at four centuries of our region’s history to tell us how much a diverse group of people can learn from one another. On our campus, we’re constantly seeking new ways to get ideas to mingle, to leap over disciplinary boundaries and create new kinds of collaborations. Just look at our Institute for Cognitive Science, which draws faculty from psychology, philosophy, biology, computer science, computer engineering, and communicative disorders to study topics as broad as philosophy of the mind and as urgent as autism and dyslexia. Intellectual cross-fertilization is part of our DNA, and it prepares our students for a world where the best opportunities so often emerge from the crossroads of knowledge.

**“We’re committed to research with ROI—
and growing the researchers to do it.”**

Applied research is our specialty: our faculty thrives when it bears mandates like “measurable improvements,” “timely solutions,” and “technology transfer.” And our students follow that lead: they’ve created award-winning solar homes that can withstand hurricanes, and organized Team CajunBot to explore practical applications of robotic vehicles. With our “right-sized” campus setting, welcoming environment, wealth of expertise, and access to top-notch resources, we offer everything it takes to awaken the inventor/change agent in anyone.

“Our Ragin’ Cajun spirit goes beyond athletics.”

Our home has historically been a refuge for people fleeing injustice, so we’re passionate about the possibilities for a better world. But we also know good intentions aren’t enough. That’s why we’ve built a nationally renowned nursing program. Why our education graduates come with a warranty. Why our Community Design Workshop is literally building a better quality of life for communities of all sizes. And why our Health Informatics Center of Acadiana is creating and mining vast databases to inform more equitable, effective health care. Our students, faculty, and alumni are invigorated by problems that call upon our deepest reserves of humanity—and we’re applying our best thinking to them.

Brand Communications Rollout Sequence:

Program Phase	Focus Areas (Weight)	Key actions
Phase 1	<p>Goal One: Internal (heavy)</p> <p>Goal Two: Implementation/integration (heavy)</p>	<ul style="list-style-type: none"> Gain leadership consensus on positioning Implement new creative Launch internal campaign
Phase 2	<p>Goal One: Internal (heavy)</p> <p>Goal Two: Implementation/integration (heavy)</p> <p>Goal Three: Public campaign (moderate)</p>	<ul style="list-style-type: none"> Extend and solidify internal campaign Transition communications (central and unit) to brand as possible Launch public media campaign
Phase 3	<p>Goal One: Internal (sustained)</p> <p>Goal Two: Implementation/integration (sustained)</p> <p>Goal Three: Public campaign (heavy)</p>	<ul style="list-style-type: none"> Sustain internal campaign through established tracks Continue transition to branded communications Continue public media campaign augmented with events and programs Conduct interim measurements and make campaign adjustments as necessary
Phase 4	<p>Goal One: Internal (sustained)</p> <p>Goal Two: Implementation/integration (sustained)</p> <p>Goal Three: Public campaign (moderate)</p>	<ul style="list-style-type: none"> Sustain internal campaign through established tracks Continue transition to branded communications (should be largely converted) Continue public media campaign augmented with events and programs
Phase 5	<p>Goal One: Internal (sustained)</p> <p>Goal Two: Implementation/integration – (sustained)</p> <p>Goal Three: Public campaign (sustained)</p>	<ul style="list-style-type: none"> Measure success and refine program for next cycle

Tactical Overview

- **Goal One:** Rally internal commitment to and excitement around UL Lafayette’s new positioning and comprehensive communications program.
 - (1) Develop a “tool kit” with turnkey content
 - (a) Establish “visual vernacular” for the UL Lafayette brand
 - (b) Create pride profiles
 - (c) Design a “Living the Brand” overview piece for internal audiences
 - (2) Launch event
 - (3) Refine and promote the University’s mission statement / statement of purpose
 - (4) Integrate adopted positioning in President’s communications
 - (5) Brand training workshops
 - (6) Alumni brand ambassador campaign
 - (7) Feature article about the new brand and marketing initiative
 - (8) Develop student brand ambassador program
 - (9) Campus contributions to positioning evidence

- **Goal Two:** Comprehensively implement the defined positioning and strategy elements through all UL Lafayette communications and marketing materials to build the new brand at every touch point.
 - (1) Audit and refine major communications vehicles to more clearly reflect brand
 - (a) Develop new University website with brand positioning and creative direction
 - (b) Update “road piece” with visual vernacular and new positioning
 - (c) Redesign UL Lafayette viewbook for prospective students
 - (d) Update enrollment materials including brochures, letters, applications, etc.
 - (e) Update alumni communications and identity
 - (f) Ensure *La Louisane* reflects refreshed positioning
 - (2) Host a guidance counselor road show
 - (3) Conduct an information services audit and redevelop call center training materials and scripts

- (4) Provide brand-based message points and give media training to all academic and research staff
 - (5) Initiate third-party source monitoring
- **Goal Three:** Strengthen perceptions of UL Lafayette in Louisiana as one of the state's premier research institutions.
 - (1) Execute a statewide strategic media plan that includes advertising and PR
 - (2) Develop a series of image ads featuring the new brand positioning and campaign theme
 - (3) Create a "role of athletics" plan
 - (4) Develop a UL Lafayette public interest curricula on current events and themes
 - (5) Ensure that messaging for corporations and industry partners is in line with the brand

Section C

Goal One

Rally internal commitment to and excitement around UL Lafayette’s new positioning and comprehensive communications program.

Overview

As Louisiana begins to hear and see more from the University, those closest to the institution—the internal family—need to be proud and ready to boast on behalf of UL Lafayette. Ensuring students, staff, faculty, and alumni are armed with consistent and credible messages, a sense of pride in UL Lafayette and its impact on the community, and an understanding of the importance of the brand initiative, will create able and willing brand ambassadors. Moreover, the internal family must feel that this campaign is driven from within, with the purest of motives.

What follows are recommendations for an integrated set of tactics that focus on launching the brand campaign internally with the goal of enhanced understanding of the brand among internal audiences. The sequence follows the “family first” strategy, and also provides an opportunity informal testing and feedback before the campaign is launched in a public forum. Every element of the internal launch program must have a link or reference to a resource where UL Lafayette people can equip themselves to carry the brand off campus.

Recommended Tactics

- 1) Develop a “tool kit” with turnkey content
 - a) Establish “visual vernacular” for the UL Lafayette brand
 - b) Create pride profiles
 - c) Design a “Living the Brand” overview piece for internal audiences
- 2) Launch event
- 3) Refine and promote the University’s mission statement / statement of purpose
- 4) Integrate adopted positioning in President’s communications
- 5) Brand training workshops
- 6) Alumni brand ambassador campaign
- 7) Feature article about the new brand and marketing initiative

- 8) Develop student brand ambassador program
- 9) Campus contributions to positioning evidence

Tactic 1: Develop a “tool kit” with turnkey marketing content

Description

The University’s communicators will need guidance on how best to develop and execute marketing communications materials that reflect the new brand positioning. To address this need, we have outlined a number tactics, the role they play, and recommendations for how to bring them to life.

Tactic 1a: Establish “visual vernacular” for the UL Lafayette brand

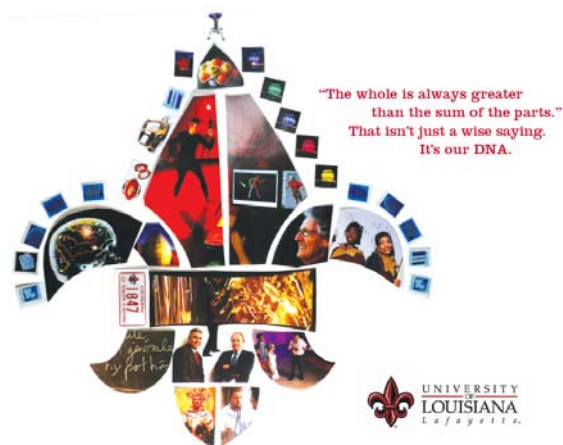
Description

While the UL Lafayette brand positioning and brand platform delineate the core components and overarching idea of the brand, they do not provide guidance on how to express the brand creatively in images and design. Establishing “visual vernacular” for the brand will give guidance to the University on the look and feel of communications and marketing materials. It’s important to note that this visual vernacular will complement, and not replace in any way, the established UL Lafayette graphic identity system currently used throughout the University and its communities. The fleur-de-lis logo is a well established part of the University’s identity and should not be altered.

Lipman Hearne has developed two ownable creative expressions of the UL Lafayette brand: the fleur-de-lis collage and the image-illustration collage.

The rest of the visual vernacular is a set of guidelines that includes establishing tone and voice, color palettes and photography styles, typography, etc. We recommend compiling an online image gallery with photos pre-approved for use in University publications. Ideally, this repository of images would be organized by either content area (e.g., student life, academics, service), or by key message area outlined in section B. All photography should pass through the brand filter—that is, tackling a contemporary challenge; celebrating the arts, culture and heritage of Louisiana; and leading via interdisciplinary collaboration.

The first concept developed by Lipman Hearne is currently being finalized, so that it can be used in marketing materials (see right). This design expands on the well-established fleur de lis that is symbolic to the University—but in a new, distinct way. From an aesthetic perspective, the use of collage is a visual style that is reminiscent of Cajun art.



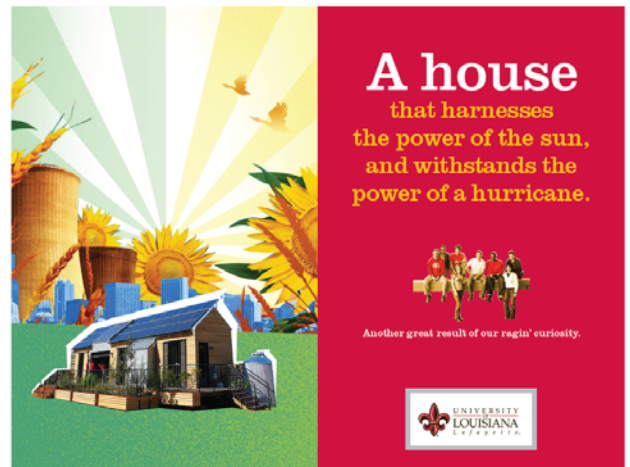
Its intent is to show that the University is a place that has a gift for bringing together ideas. It visually represents the University's strength in diversity and shows that knowledge comes out of the intersection of disciplines. The collage can be altered to include typography, other images, and illustrations as a vessel to communicate a brand message (see right). In marketing materials, these creative examples could be used as cover art for a viewbook, a presidential address, annual report, brochure, etc. Again, it is important to recognize that this design accompanies, and does not replace, the long-standing logo of the University.



This second concept that Lipman Hearne developed is an evolution of the first creative concept (see below). Once the new brand has built enough equity, the creative can be expanded. The lively montage style is befitting the institutions' claim to exemplifying a true sense of *joie de vivre*. This style allows the creative execution to highlight specific stories that are emblematic of the larger institution.

Subsequent tactics in this section and others will continually reference application of this brand positioning and it is imperative that it be strategically crafted from the start.

Priority: High



Tactic 1b: Create pride profiles

Description

University of Louisiana at Lafayette's campus is the natural site for truly bold statements of pride and confidence in the University's quality and impact. For campus audiences, and those who cross through UL Lafayette's campus, we will focus attention on the people behind the stories. In what we call "pride profiles," we will celebrate individuals (or ideally, the collaboration of individuals) whose research, creativity, and service will be showcased in venues throughout campus.

As part of the internal rollout, six to eight UL Lafayette persons or groups (faculty, alumni or students), should be selected to complete a series of pride profiles. These profiles will adorn campus signage and start to tell the Lafayette story. Each will feature a prominent story about a faculty member, alumnus and/or student that supports the new brand positioning. When crafting these stories, the brand filter should be used to ensure that they meet the criteria for what it means to represent UL Lafayette. The pride profiles have two purposes. First, they are an important way of energizing internal constituents, by leveraging the people that make UL Lafayette what it is. Second, they serve as a database of turn-key examples that tell the brand story, which can be resourced when searching for magazine stories, or in developing marketing and public relations collateral or other internal or external communications.

Priority: High

Tactic 1c: Design a “Living the Brand” overview piece for internal audiences

Description

The brand overview piece is designed to introduce audiences to the new UL Lafayette brand with key messages and representative imagery. The document should be designed in such a way that allows it to be emailed, posted to sites electronically, and printed on standard paper. The piece can also be distributed at the launch event, described on the next page.

Key Features:

- Explain to stakeholders the purpose and process of the new branding positioning and their role in this initiative.
- Highlight key university branding principles, including why universities need to build strong brands and what a strong brand can do for UL Lafayette in particular. This will help all members of the community better understand the logic of the initiative and will drive home the message that universities must appropriate the “brand” themselves to stay competitive.
- Introduce the UL Lafayette brand. Include the brand platform, reasons to believe, key messages, and visual vernacular. It is imperative that the UL Lafayette brand is clearly articulated and feels organic to campus stakeholders.

Priority: High

Tactic 2: Launch event

Description

As campus constituencies become aware of the brand initiative, a forum should exist by which interested students, faculty, and staff can hear and experience first-hand the new look and feel of the UL Lafayette brand. Further, these audiences need to understand more fully why they should care and engage with the new brand positioning.

We recommend a campus-wide “pep-rally” launch, during which staff can distribute the brand overview piece and showcase sample artwork and pride profiles that will adorn campus spaces. A media rich PowerPoint presentation will give the internal family an inside look at the work that has been done, why it has been done, and a roll out plan for what’s to come from UL Lafayette. A gathering as described here will encourage engagement with the initiative and ensure the goodwill surrounding the new brand direction continues. To energize the attendees, we recommend handing out items designed to reflect the new branding (e.g., using Ragin’ language or a version of the fleur), including t-shirts, hats, buttons, bumper stickers, water bottles, totes, notebooks, etc. As internal audiences adopt these items and continue to use them beyond the life of the event, engagement with and affinity for the new branding will continue to increase.

As a precursor to the launch event, we encourage President Savoie to send an email invitation to the UL Lafayette community about the event and its purpose. It is important that this email come from the President, as this reinforces the significance of the project and indicates that it is endorsed by University leadership.

Priority: High

Tactic 3: Refine the University’s mission statement / statement of purpose

Description

We recommend updating UL Lafayette’s mission statement (or Statement of Purpose) as a leading message about the University’s primary purpose, commitment, and values. It should reflect the dimensions and aspirations at the heart of the adopted positioning—tackling contemporary challenges, celebrating the distinct culture of the University, and leading via interdisciplinary collaboration.

Priority: Moderate

Tactic 4: Integrate adopted positioning in President’s communications

Description

President Savoie should reinforce that the adopted brand positioning is a priority for the University; and can do this by discussing its importance in his speeches, conversations, and written communications with internal and external audiences. Using the brand filter and key messages as a basis for content will ensure that the President’s communications are on brand strategy.

Priority: High

Tactic 5: Brand training workshops

Description

The University should conduct brand training workshops tailored to each of UL Lafayette's audiences, including leadership, faculty, staff, and students (particularly student leaders). These presentations should provide a brief summary of the process and findings of the research undertaken with Lipman Hearne and introduce audiences to the refreshed brand positioning. From these workshops, audiences should walk away knowing their role in carrying the brand forward. A PowerPoint presentation will be immensely helpful to University presenters and should be developed with the following in mind:

1. Design so that regular updates can be made easily in order to showcase points of pride and progress.
2. Design specific training modules for each audience, especially those with significant external visibility (admissions staff, development officers, public affairs, etc.).
3. Incorporate content from the visual vernacular, brand overview piece, and pride profiles.
4. Include turnkey brand-based message points about UL Lafayette's institutional intent and value.

Workshop details

- Choose a location for the workshops that will evoke an emotional connection to the school.
- The invitation should clearly spell out what the audiences are being asked to do, how much time they are expected to commit.
- The atmosphere for the session should be festive, but there's also serious work to get done. Food and beverages should be provided; a chance prior to the meeting for alums and students to mingle and get to know one and other.
- The agenda should include the following items (Lipman Hearne can assist with developing some of the training agenda as part of the consulting retainer now in place)
 - Welcome and update on what's happening
 - Introductions of those present

- Interactive media-rich presentation
- Distribution of brand overview piece or other marketing collateral
- Media training for researchers and other communications staff
- Next steps to expect
- Presentation of a brand ambassador gift (e.g., t-shirt or sweatshirt) as a thank-you and as a way of extending the University brand

Priority: High

Tactic 6: Alumni brand ambassador campaign

Description

While a school’s website and other publications can communicate information about the institution, it is the people—especially those who have experienced it as students—who can speak most vividly and persuasively about the experience and give meaningful insight into what it means to be part of it. That said, alumni should be among the first group to whom the new brand positioning is unveiled. Alumni “wear the brand” in their personal and professional lives and are the true ambassadors of the institution and the experience. The University should leverage its brand ambassadors through a special communication stream consisting of the following:

- Send an announcement letter from President Savoie to all alumni. Develop presidential address with designed cover art that includes new branding
- Incorporate and announce new brand positioning and messaging into alumni communications, including *Alumni Accents* newsletter (see section D)
- Send key alumni (donors, class agents, volunteers, etc.) the brand overview piece
- Invite alumni to sign on as brand ambassadors directly and through alumni communication channels

Role and Responsibilities of an Alumni Brand Ambassador:

- Promote school and the brand online
 - a. Alumni affinity groups/profiles/pages (Facebook, Ning, etc.)
 - b. Conversations between prospective students and alumni
 - c. Conversations between alumni and donors and potential donors.
- Speak at community engagements
- Volunteer for booths or displays at college fairs, community college visits, athletic events, etc.
- Be a resource to prospective students for questions, pep talks, etc. (online or offline)
- Deliver an “elevator pitch” whenever, wherever they have an opportunity to discuss the benefits of the college/university.

- Conduct interviews for admission applications
- Increase internship and job networking

Benefits to Ambassadors:

- Provides recognition that elevates ambassadors' status within the University community.
- Names published in brochures and newsletters
- Recognition given at special networking events and annual meetings
- Allows ambassadors to have more impact on the school's reputation, which can be important to an alumnus's professional successes.
- Allows alumni to feel connected to the University and to network

Lipman Hearne can assist with developing the full ambassador program as part of the consulting retainer now in place.

Priority: High

Tactic 7: Feature article about the new brand positioning

Description

The University should prepare an article for the next issue of *La Louisiane* and the website to inform constituents of the brand platform, creative concepts and messages, and the marketing strategies that might flow from it. Lipman Hearne will be assisting with further development of the feature article as part of the consulting retainer now in place. The article will likely highlight some of the positive findings that were uncovered in research, including the University's stewardship of heritage and culture, its focus on interdisciplinary collaboration, and its impact on the local community.

Priority: High

Tactic 8: Augment student brand ambassador program

Description

Word-of-mouth endorsements and student involvement are vitally important to an institutions future success. Converting students—the University’s future alumni—into true brand ambassadors will be the foundation for growing word of mouth awareness. By making augmenting the current program that has competitive entry standards, students will feel a sense of accomplishment and pride by being a part of it. In addition to information such as grades and current student life involvement, include ambassador application questions that get students thinking about the UL Lafayette brand. For instance, an application might ask, “How has your UL Lafayette experience helped you to improve the quality of life for those around you?”

Activities might include:

- Lead prospective student tours
- Assist with recruitment events
- Assist with outreach activities (e.g., host prospective student overnight stays)
- Interface with alumni events and forums in Lafayette
- Advisory activities (i.e., serve as sounding board for prospective student materials and events, discuss ways students can bring the brand proposition to life on campus)

Training materials to provide ambassadors:

- Customized UL Lafayette brand positioning presentation
- Experiential tour guide training and documents that recommend UL Lafayette features and benefits and bring to life the unique qualities of the University, as defined by the new brand

Lipman Hearne can assist with developing the full ambassador program as part of the consulting retainer now in place.

Priority: Moderate

Tactic 9: Campus contributions to positioning evidence

Description

To reinforce the new positioning among faculty, staff, students, and alumni, and to provide valuable content for crafting messages, invite campus family to provide examples of activities that are distinctly UL Lafayette that pass the brand filter.

- Devise a web-based form to gather stories from all campus constituents. Questions should be structured to provide the kind of content that will advance positioning.
- Publicize the form's availability in campus publications and through faculty and staff listservs. Faculty should be encouraged by University leadership to contribute.
- Encourage faculty and staff to invite students who have accomplished something unusual to write it up on the form.
- Extend invitation to alumni through email; ask them to respond to questions like: "In what way did your UL Lafayette education encourage and prepare you to have an impact on the world?" Other questions might be crafted using the brand filter. Use responses to develop new Pride Profiles that advance positioning, which can be published in monthly newsletters or as a feature in *La Louisiane*.
- Develop a competition for students to create a video about UL Lafayette that articulates its intentions, benefits, values and personality. Post winning videos on the University website and YouTube.
- Keep contributions on file in a central repository housed in University Relations for use in communications materials.

Priority: Moderate

Section D

Goal Two

Comprehensively implement the defined positioning and strategy elements through all UL Lafayette communications and marketing materials to build the new brand at every touch point.

Overview

The brand positioning platform should inform all interactions between UL Lafayette representatives and their constituencies, to ensure that all audiences experience the University in ways that continuously reinforce the new positioning. The following pages outline and describe the next set of tactics, aimed at building the brand through external marketing communications.

Recommended Tactics

- 1) Audit and refine major communications vehicles to more clearly reflect brand
 - a) Develop new University website with brand positioning and creative direction
 - b) Refresh “road piece” with visual vernacular and new positioning
 - c) Redesign UL Lafayette viewbook for prospective students
 - d) Update enrollment materials including brochures, letters, applications, etc.
 - e) Update alumni communications and identity
 - f) Ensure *La Louisiane* reflects refreshed positioning
- 2) Host a guidance counselor road show
- 3) Conduct an information services audit and redevelop call center training materials and scripts
- 4) Provide brand-based message points and give media training to all academic staff and research staff
- 5) Initiate third-party source monitoring

Tactic 1: Audit and refine major communications vehicles to more clearly reflect the brand

Description

UL Lafayette should refresh its major communications vehicles to reflect the new brand positioning. It is a process that will require a tightly-coordinated effort across the entire campus community of communicators. While some steps should be taken immediately, in other cases adoption of the new positioning will occur in time, during the normal cycle of revisions and reprinting of materials, to minimize the incremental costs as much as possible.

The first step in this process is to audit current communications materials:

- Collect and take inventory of communications vehicles; consider the following criteria:
 - Who is the primary target? Secondary target?
 - How many people does this vehicle reach?
 - What is the means of distribution?
 - When is the vehicle in use? Is there a high season or low season?
 - How extensive or content-rich is the vehicle?
 - How long has the current piece existed? What is the expected life cycle or longevity of the vehicle?
 - How many resources would it require to update the communications vehicle? How long would it take?
- Prioritize the communications based on the Brand Communications Rollout Sequence from Section B as well as the answers to the previous questions
- Establish a plan for updating vehicles to reflect the new branding

In the following pages, we will provide a recommendation on key communications vehicles to consider refreshing; but please note that this is not an exhaustive list, and others may be uncovered in the audit process.

Priority: High

Tactic 1 (a): Develop new University website with new brand positioning and creative direction

Description

Given that more than 82% of prospective students see an institution’s website as the primary source of information when researching colleges, it is imperative that the website reflect UL Lafayette’s new brand positioning—not just in appearance, but in content and navigation as well. This is an opportunity to bring to life the school’s celebration of culture, heritage, and diversity; to highlight its smart and collaborative community; and to showcase how its focus on solving real-world problems is benefiting Louisiana as a whole.

Developing a website must be undertaken conscientiously and should be driven by a comprehensive action plan in order to ensure the content and flow of information is appropriate and strategic, and that the vehicle expresses and reflects the UL Lafayette brand back upon your constituents. While this process requires a major investment of time and resources, the result—an integrated, audience-oriented, and highly-functional site—will be well worth the investment.

Lipman Hearne recommends a two phase approach to refreshing the current site:

- 1) **Immediate-term:** A full redevelopment of the site is a resource- and time-intensive process. So, as the University rolls out the new brand positioning, we recommend a temporary and more immediate fix, which includes re-skinning and re-mixing of home page and landing page content (admissions, alumni, news, etc.) using the new visual vernacular. This includes investing in and using compelling photography. Primarily we recommend professional photography, but new photography can include student- and faculty-generated pictures, as well. The web is a visual medium, and the current site can gain impact by using more visual content.
- 2) **Long-term:** Our long term recommendation is to fully redevelop the University website, which would include the following:

- a) Redesign the site with new visual vernacular, using fleur-de-lis creative and vibrant imagery that brings to life the rich culture and heritage of the school
- b) Use key messages and brand filter to influence content and headlines. For example, we would surface the impact the University has on its students, the community, and the state. Centers, such as the Center for Cultural and Eco-Tourism, and departments, such as the Department of Mathematics, offer stories that can engage audiences, and in turn, build the brand
- c) Adopt a content management system (CMS) so that the University can control the look and feel of the user experience; leverage content currently housed in other mediums or across departments; and maintain an effective, up-to-date interactive site.
- d) Identify strategies for key web audiences, redevelop and remix the top-level content accordingly. This will likely entail a shift from the inward focus now evident in the site to an outward focus.
- e) Redevelop landing pages for key areas such as Academics—this measure will help outside visitors understand and engage with the University and it will support search engine optimization. To do this, staff may benefit from a writing workshop on architecture and web writing. (Much of the current content is not as web-friendly as it could be.)

Priority: High

Tactic 1 (b): Update the “road piece” with visual vernacular and key messages

Description

The road piece is a vehicle through which prospective students get to know the University and it is essential that this piece present the UL Lafayette brand in an authentic and compelling way.

To refresh it, Lipman Hearne will be providing new cover art using an existing fleur de lis, new headline style for the interior of the brochure, and a rewrite of headlines and brochure body copy to infuse key brand messaging.

Priority: Moderate

Tactic 1 (c): Redesign the UL Lafayette viewbook for prospective students

Description

The purpose of the viewbook is not only to communicate to prospective students and influencers that there is a wealth of opportunity at the University and that students will be able to find their place in the school community, but also to express the University's culture and personality. While this message is important, most large universities make this claim. That said, the new UL Lafayette viewbook must be a platform to show how its culture is different from others. It's a first-blush opportunity to show to prospective students (and influencers) a personality of open-heartedness, authenticity, inclusiveness, and commitment. These elements come together at the cross roads of design, content, and tone—all of which must reflect the new brand positioning.

More specifically, we would recommend new cover art, new photography, new design and layout, and new headlines and body copy that are infused with key brand messaging

- Connecting individual accomplishments and values to overarching University intent. Show that these individuals aren't operating in a vacuum, and that they are able and inspired to do what they do because of the University's values, support, and intellectual capital
- Using an inspiring, optimistic, authentic voice and compelling, realistic, spirited visuals
- Showing how the UL Lafayette community is characterized not only by warmth and collaboration, but also by smarts and authenticity
- Connecting the UL Lafayette brand to Louisiana (and Acadiana) values and heritage, as appropriate

Priority: High

Tactic 1 (d): Update enrollment materials including brochures, newsletters, applications, etc.

Description

As the new brand positioning begins to roll out to external audiences, it is important that all enrollment materials reflect the new look and feel. The redesign of the viewbook will set the foundation for the refreshing of other materials, including brochures about campus living, financial aid, activities, and even the college application itself. Although we recognize that not every piece can be redeveloped right away, the communications audit process will help to identify priority materials and ones that may be easily refreshed with turnkey design edits or language.

Priority: High

Tactic 1 (e): Update alumni communications and identity

Description

Brand ambassadorship as a route to alumni engagement starts with outreach. It's important that alumni are in accord with the positioning platform and values the new system is articulating, and must be partners in the effort to make the position real and credible. That said, alumni communications must be refreshed to reflect the vibrancy of the new branding.

The alumni newsletter, Alumni Accents, is rich with content, but we recommend a template redesign, a freshening of the University's Alumni Association logo and website to be more contemporary and befitting of the *joie de vivre* qualities of the new brand positioning.

Priority: High

Tactic 1 (f): Ensure *La Louisiane* reflects refreshed positioning

Description

As the University’s award-winning magazine communicates with students, alumni and other University supporters, it is essential that *La Louisiane* reflect the new positioning. While the magazine is rich with content and compelling stories, we recommend refreshing the design and editorial plan of the magazine, including renaming departments to better reflect the energy of brand messaging (for example, “Research” becomes “Smarts;” “Sports” becomes “Ragin’ Cajuns,” etc). We recommend using the brand filter and key messages to provide a framework for feature stories. Continue to highlight UL Lafayette’s contributions to Acadiana and throughout the state. As often as possible, articles and features should highlight those pillars that make up the UL Lafayette brand—the coming together of people and ideas, a richness of culture and heritage, and a contemporary vision.

The design of the magazine—from cover to cover—should reflect the new brand positioning. We encourage the University to build from the aesthetic of other refreshed marketing materials (e.g., the viewbook and road piece), which will ensure consistency and build the new brand image. Use the new visual vernacular and source compelling images that bring to life the *joie de vivre* of UL Lafayette. Stronger flavors and vibrant colors will convey this design sensibility.

Priority: High

Tactic 2: Host a guidance counselor road show

Description

Guidance counselors in Louisiana hold strong influence over their students' college-making decisions. Therefore, it is important that this group well understands the University's brand and competitive positioning, so they can recommend right-fit students.

In addition to a suite of refreshed enrollment marketing materials (see tactic 1d), we recommend hosting a guidance counselor road show. Invite counselors from across the state to take part in an experiential and informative campus tour (or virtual tour).

The tour should highlight stories uncovered in the pride profiles discovery process that exemplify student success and ingenuity. It's important that guidance counselors experience the hospitality and inclusiveness of UL Lafayette's vibrantly humanistic environment. Include museum tours, art exhibitions, etc. that showcase the University's stewardship of Louisiana's culture and heritage.

Lipman Hearne can assist with further development of a guidance counselor road show as part of the consulting retainer now in place

Priority: Moderate

Tactic 3: Conduct an information services audit and redevelop call center training materials and scripts

Description

Implementing a “mystery shopping” exercise of central points of contact for external audiences will help UL Lafayette understand how the brand is experienced upon initial contact with the University. Upon completion of this audit, a determination must be made regarding the strength of the current UL Lafayette brand expression.

Consider the following sample audit assessment questions (this is not an exhaustive list):

- Does the caller seem open-hearted and committed?
- Are the conversations audience-specific and solutions-oriented?
- Does the conversation include brand proof points?

Most likely, training materials and call scripts would be well served by an infusion of branded messaging. Those materials should be developed and disseminated through a training workshop.

Priority: Moderate

Tactic 4: Provide brand-based message points and give media training to all academic and research staff

Description

Academic and research staff influence state and national perceptions of UL Lafayette in multiple ways, including their contact with legislators, research funders, and faculty around the country. As such, it is important that these staff understand how to frame UL Lafayette's brand value. The University should provide academic and research staff with brand-based message points about UL Lafayette's institutional intent and value that can be incorporated into grant and research proposals and presentations. Consider developing "About UL Lafayette" boilerplate language based on the platform that can be easily incorporated into these proposals and presentations. We recommend that University Relations lead the deans of the individual schools to produce this language and additional message points. Deans should then distribute this language to academic and research staff.

[Note: media training of researchers talking to press is part of the Brand Training workshops]

Priority: High

Tactic 5: Third-party source monitoring

Description

Third-party guidebooks, search engines, web-based materials, and other reference resources are widely used by prospective students of all ages. The university must carefully monitor all references to ensure that they completely and accurately represent the brand essence and take steps to rectify when possible, (e.g., Wikipedia, social-networking profiles, etc.). If possible, assign responsibility for this important task to a single administrator to ensure accountability and consistent representation.

Priority: Moderate

Section E

Goal Three

Strengthen perceptions of UL Lafayette in Louisiana as one of the state's premier research institutions

Overview

UL Lafayette leaders and stakeholders are eager to enhance awareness, understanding, and appreciation of UL Lafayette beyond Acadiana by positioning the University as a statewide (and eventually national) contributor of knowledge, innovation, and talent.

Once internal audiences are on board, the University will be in a position to increase awareness and understanding of the UL Lafayette brand state-wide and nationally by continuing to serve in areas of expertise using internal constituents as ambassadors for the brand.

Recommended Tactics

- 1) Execute a statewide strategic media plan that includes advertising and PR
- 2) Develop a series of image ads featuring the new brand positioning and campaign theme
- 3) Create a "role of athletics" plan
- 4) Develop a UL Lafayette public interest curricula on current events and themes
- 5) Ensure that messaging for corporations and community partners is in line with the brand

Tactic 1: Execute a statewide strategic media plan that includes advertising and PR

Description

Advertising and PR serve several purposes with the University’s key constituents and is an important strategy in the advancement of the institution image among these audiences.

UL Lafayette can further understanding of its brand in Louisiana through a statewide advertising campaign that reflects the full positioning claim and highlights the ways in which the University contributes to the state and beyond. Advertising in the state will also help it increase its “share of voice” among peer institutions by maximizing visibility of its message.

UL Lafayette advertising should target educated Louisiana professionals; these individuals include leaders in the state’s civic and business community, as well as parents of college-bound students. Shifting perceptions of these audiences can go a long way in shifting perceptions of others overall. Many UL Lafayette alumni are included in this group and it is important that advertising reach them—alumni desire to see UL Lafayette adopt a much stronger presence and are anxious to know that the University is promoting its accomplishments.

Depending on audience receptivity to different types of communications, we might recommend a media mix that includes local print publications, radio, digital and interactive, social media, out of home, sports sponsorships, etc. Messaging and content will need to be tailored to each of the key audiences, while still remaining true to the new brand positioning.

Public relations is also an important strategy to build the University’s brand image among Louisiana influencers. A few tactics we recommend include:

- Identifying and targeting key local and statewide media outlets and posting press releases on the media section of UL Lafayette website

- Focusing content of press releases on topics that align with the Lafayette brand filter, especially those that show the University tackling contemporary issues through research and collaboration; or as a steward of Louisiana arts, heritage, and culture.
- Infusing key messages and “Ragin” brand language into content of press releases

Priority: High

Tactic 2: Develop a series of image ads featuring the new brand positioning and campaign theme

Description

A sizeable investment in media placements means UL Lafayette's new positioning will reach into the homes and hearts of the Louisiana public. Depending on the details of the media plan and audience needs, we might recommend developing a series of brand launch fleur-de-lis collage ads that would run in print and online; or a series of radio ads or sponsorships that build off key messaging.

Eventually, the campaign message can be sustained by adding out-of-home executions or broadcast to the mix. The goal is to continue to build external excitement around the brand campaign.

Priority: High

Tactic 3: Create a “role of athletics” plan

Description

UL Lafayette has an opportunity to better integrate the athletic aspect of the life of the University with its academic, research, and service enterprises. Flagship universities to private universities with high-profile athletics, are finding themselves compelled to create cases for how athletics and academics mutually serve the purposes and commitments of the institution. As highly successful “sports schools” can attest, athletics are invaluable for visibility, but can also be the source of significant challenges on financial and academic reputation grounds.

As the Ragin’ Cajuns reputation continues to increase, so too does the need to treat athletics as a strategic issue and one that should fully reflect the new brand positioning work. The University should develop a plan for casting athletics as integrated with the UL Lafayette brand. This plan should include the following:

- A message platform that reflects new positioning, which communicates why sports matter at UL Lafayette, and how they help fulfill the mission of the University and its position as one of Louisiana’s major institutions. The message platform should be integrated as appropriate into all leadership communications (speeches and the like) and media relations.
- Leverage the success of the athletics program by extending “Ragin’ Cajun” language into non-athletic messages and channels
- Program elements to be incorporated at athletics events that demonstrate and share the work of UL Lafayette off the playing field. While promotional materials such as branded halftime spots should be part of this program, the University should endeavor to provide actual opportunities to learn or access the University’s resources. Examples might include: an appearance by a popular faculty member or celebrity alum; ad inserts in the sports program with news from the University; door prizes or Ragin’ Cajun giveaways.

Priority: High

Tactic 4: Develop a UL Lafayette public interest curricula on current events and themes

Description

UL Lafayette should develop “curricula” in conjunction with faculty and community partners around relevant current events and themes. These curricula would be made available on the UL Lafayette website, and promoted through the UL Lafayette magazines, newsletters, and events. Each theme-based curriculum should include the following:

- Article kits: a selection of three to five articles that represent various points of view on the topic. When possible, these should be authored by UL Lafayette faculty, students, or alumni.
- Abstracts: any relevant research on the topic
- Facebook, Twitter, RSS Feeds: regular updates on related topics of interest from major news outlets; note that it is important to be timely and authentic when engaging in social media
- Discussion guides: questions to help individuals think through and analyze the articles and abstracts available

The curricula should be updated regularly to remain current and to reflect the evolving conversation on the topic. For every issue selected, an open forum to be held in Lafayette should be developed that includes University researchers and students, community partners, government representatives and others who can contribute to a panel discussion.

Lipman Hearne can assist with further development of this curriculum as part of the consulting retainer now in place.

Priority: Moderate

Tactic 5: Ensure that messaging for corporations and community partners is in line with the brand

Description

We recommend UL Lafayette begin producing a quarterly email communication for business leaders, government legislators, and community partners focused on issues of entrepreneurship; economic development; workforce supply, demand, and skill development; research or academic advancements; and other topics of specific interest to these audiences. We recommend that resources be spent on providing substantive information, ideas, commentary, and reports on UL Lafayette, rather than on high-gloss publications. This information should also have a place on the redeveloped University website.

The editorial voice should be in line with the brand personality and content should reflect “big issues” that are being addressed by the University, its students, and its faculty. Corporate leaders will expect UL Lafayette to compete on quality and prestige grounds with all the other universities with which they deal (including private institutions); moreover they want to know specifically what the University can do for their corporate interests (in terms of research, recruitment of talent, etc.), and how it is performing in creating solutions to their sector’s challenges. Community leaders want to know specifically how the University is serving their cities and regions. The objective is to position the University as a unique business partner in building a successful future for the state of Louisiana.

Priority: Moderate

Section F

Appendix

Projects currently underway with Lipman Hearne

Item Description	Goal/Tactic	Price Estimate
<p>Finalize Existing Photographic Fleur-de-Lis Art for Reproduction in Print Materials Recreate art by obtaining and utilizing high-resolution imagery, creating the collage, photographing and retouching the art in Photoshop.</p> <p>Note: The handwritten solution for the Fleur-de-lis is completed. No additional work is required to use it.</p>	Goal 1, Tactic 1a	\$4,600
<p>Brand Overview Piece for Internal Audiences 8.5 x 11, two sided sheet Includes restructuring existing key messages and images of new brand approach.</p>	Goal 1, Tactic 1c	\$4,600
<p>Magazine Article Editorial Consultation Includes time to consult on direction of story and review it after it's written.</p>	Goal 1, Tactic 7	\$1,725
<p>Road Piece Updates for New Brand Provide new cover art using an existing fleur-de-lis, new headline style for interior of brochure, editorial recommendations/rewrite of headlines and brochure body copy to infuse new brand messaging Note: price does not include finishing art for fleur-de-lis. See next chart</p>	Goal 2, Tactic 1b	\$4,025

Estimated outsourced pricing

Please note that we are providing ranges for the purpose of helping the University to understand approximate budgets estimates. The estimates below are made on assumptions and may change based on scope of work as requested by the University. Estimates do not include travel or out of pocket expenses, printing or on-site print management, photography, stock photography, illustration, extensive photo retouching, random color proofs, or color correction.

Item Description	Goal/Tactic	Price Estimate/Range
<p>Additional Photographic Fleur-de-Lis Collage Art for Specific Audiences Modeled after fleur presented and approved during brand concept phase. We will utilize stock photography and photography supplied by client. Estimate includes time for research and photo selection, creating the collage, photographing and retouching the art in Photoshop.</p> <p>Additional Handwritten Fleur-de-Lis Collage Art for Specific Audiences Modeled after fleur presented and approved during brand concept phase.</p> <p>Visual Vernacular Guidebook Image library, reference guide on tone, style, typography, photography, etc</p>	Goal 1, Tactic 1a	\$7,475 ea \$2,500 ea \$25,000-\$35,000
<p>Create pride profiles Lipman Hearne can conduct a workshop to help the UL Lafayette community understand the importance and components of how to tell a story</p>	Goal 1, Tactic 1b	\$14,000
<p>Media Rich PowerPoint for Launch event Includes music, no video, approximately 25-30 slides.</p> <p>Launch Event giveaways T-shirt, button, water bottle; design – note, price dependent on how complex the t-shirt design is (does not include fabrication costs or production management of fabrication)</p>	Goal 1, Tactic 2	\$ 4,500 – 6,500 \$ 3,000 – 6,000
<p>Refine University Mission Statement Consultation</p>	Goal 1, Tactic 3	Consulting retainer
<p>Integrate adopted positioning in President's communications Consultation</p>	Goal 1, Tactic 4	Consulting retainer

<p>Brand Training Workshop PowerPoint Using existing brand presentation, refine it to reflect selected brand and rework for SMU use. Price is per audience.</p>	Goal 1, Tactic 5	\$ 4,500 – \$6,500
<p>Alumni brand ambassador campaign Consultation</p>	Goal 1, Tactic 6	Consulting retainer
<p>Augment student brand ambassador program Consultation</p>	Goal 1, Tactic 8	Consulting retainer
<p>Campus contributions to positioning evidence Consultation</p>	Goal 1, Tactic 9	Consulting retainer
<p>Communications Audit Audit and recommendation</p>	Goal 2, Tactic 1	\$9,000-\$11,000
<p>University Website Immediate-term reskin of existing site</p> <p>Full redevelopment, including strategy, design, and implementation</p>	Goal 2, Tactic 1a	\$40,000 – \$45,000 \$200,000 – \$300,000
<p>Redesign of UL Lafayette viewbook 16-page + cover 24 page + cover</p>	Goal 2, Tactic 1c	\$45,000 – 50,000 \$65,000 –70,000
<p>Lafayette Alumni Association graphic identity refresh Final files will be delivered in various formats for use in print and on web.</p> <p>Update alumni newsletter, “Alumni Accents” 12-page self-cover newsletter updated to reflect new brand.</p> <p><i>Option I - Templates and consultation.</i> Design would encompass title page and sample spread template.</p> <p><i>Option II - Full development of first issue</i> including editing of supplied copy, design and layout. Final files will be delivered to ULL for use as template for future issues.</p>	Goal 2, Tactic 1e	\$16,000 \$10,000 – 15,000 \$20,000 – 27,000
<p>Update University magazine, <i>La Louisiane</i> (48 pgs + cover)</p> <p><i>Option I – Editorial consultation only.</i> Estimate includes assessment of editorial content and recommendations on ways to incorporate the new brand.</p> <p>Option II – Redesign framework and editorial plan. Estimates include concept development, editorial plan, book map, design development of final templates using dummy copy for front and</p>	Goal 2, Tactic 1f	\$2,500 \$35,000 – 45,000

back cover, inside front cover, table of contents, feature story and department story, alumni class updates spread; presentation of concept. Estimate does not include copywriting, implementation, photography, stock photography, photo retouching, illustrations, type fonts, printing or print coordination. Files will be turned over to ULL for use to develop final magazine.		
Host a guidance counselor road show Consultation	Goal 2, Tactic 2	Consulting retainer
Information services audit Mystery shopping, analysis, and recommendation	Goal 2, Tactic 3	\$9,000
Media training to academic and research staff On-site sample training	Goal 2, Tactic 4	\$2,000
Third-party source monitoring Lipman Hearne to train administrator and set up monitoring tools	Goal 2, Tactic 5	\$2,500
Media Plan PR Plan Consultation with UL Lafayette; if more extensive, can estimate larger PR plan based on needs of the University	Goal 3, Tactic 1	15% commission on ad spend PR – no estimate
Image ad campaign First ad Subsequent ads, each	Goal 3, Tactic 2	\$12,000 –15,000 \$ 6,000 – 8,000
Role of Athletics Plan Strategy plan	Goal 3, Tactic 3	\$8,000 - \$10,000
Public Interest curricula series Consultation	Goal 3, Tactic 4	Consulting retainer
Messaging for corporations and community partners Copywriting and consultation on email content, not including design	Goal 3, Tactic 5	\$5,000ea