New Media Task Force

Final Report to President Michael T. Nietzel
May 1, 2008

The charge to our task force as stated in your memo dated Jan. 25, 2008, was to "consider Missouri State's new media efforts and make recommendations for the future regarding all aspects of new media." Further, you charged us with four specific tasks:

- An evaluation on the current level of Missouri State expertise and activity in new media, both in academic and non-academic settings;

- A recommendation for new media activities that we should treat as priorities, with a plan for subsequent phasing of other priorities;

- An evaluation of current staffing with any changes in number, organizational structure, etc.;

- Any additional one-time or on-going investments to implement a new media plan successfully.

The task force first met on Feb. 27, 2008. After a general discussion, task force members agreed to survey their respective areas and invite individuals from those areas to future meetings in an effort to help bring clarity to the current situation and to discover any ongoing activities, prior to focusing on specific recommendations. The task force met a total of eight times over a 10-week period.

The university areas interviewed/surveyed included: student affairs, athletics, alumni relations, development, administration and academics. In addition, the task force gathered information from support groups, including broadcast services, computer services and photographic services. Discussions related to the new media aspects that might be included within the instructional domain in academic affairs, however, were excluded from the task force's consideration.

The task force also met to examine and discuss new media applications and uses at other universities. **(see Appendix A)** In addition, the task force reviewed the staffing levels and organizational structures at benchmark institutions to better understand how they facilitated new media development. **(see Appendix C)**

Finally, the task force co-chairs both attended a two-day New Media Boot Camp in Chicago, offered through the Public Relations Society of America, in order to gain a broad understanding of new media applications and trends.

Recommendations presented in this report represent an ideal solution for the implementation of new media on the Missouri State campus, to be phased in over a two-year period.

Conclusions and Recommendations

After discussing our findings, we came to the following conclusions related to your four charges:

1. **An evaluation on the current level of Missouri State expertise and activity in new media, both in academic and non-academic settings**.

    It was apparent to task force members that there is a high level of interest and enthusiasm for new media use on campus. The consensus of the task force, however, is that the level of new media expertise and the level of activity on the Missouri State University campus are below average

compared to peer institutions. There are pockets of activity on our campus, primarily due to isolated groups with interest/expertise rather than as a result of large-scale initiatives. Consequently, new media activity is not consistent or persistent University wide.

2. **A recommendation for new media activities that we should treat as priorities, with a plan for subsequent phasing of other priorities.**

   A) In order to provide a positive model to subsequent adopters of new media, it is critical that the first high-visibility University applications be implemented properly, with consistent messages and adherence to appropriate quality standards. Further, staff and funding support needs to be provided to assure successful implementation and continued maintenance.

      The University's first priority should be to deliver new media projects that serve long-term, strategic goals and deliver an interactive experience to audiences most demanding of it: prospective students, fans/supporters of intercollegiate athletics, alumni and media.

      The task force recommends selecting one high-visibility project for each audience and devoting the necessary resources and effort to ensure success. The following projects are suggestions for Phase 1 implementation:

      - Student recruitment microsite (to focus on new media applications related to marketing message points)
      - Live and on-demand streaming of athletic video
      - Comprehensive capital campaign microsite
      - Photo, video and audio additions to news releases

   B) In addition to the projects listed above, the task force learned of several initiatives already underway or planned, including the implementation of GoalQuest by the Office of the Provost and Student Affairs, as well as a planned social networking initiative being explored by Alumni Relations. Further, efforts are underway to update/redesign the missouristatebears.com site, with the intent of providing live streaming of games and other interactive opportunities for fans by fall 2008. Again, the University must make every effort to assure that these endeavors are implemented fully by providing adequate staffing and funding support.

   C) The Web is a critical component of new media. A priority must be placed on making sure that all sites – especially "high visibility" sites – are well organized, logically navigable, and updated frequently with significant content. In addition, search engine optimization, appealing design, use of photography and other techniques designed to attract and engage visitors should be utilized.

      The task force recommends allocating additional one-time money to Web Services to assist with the updating and upgrading of the high visibility sites. This funding would enable Web Services to purchase stock media and use its Web Works team, which operates on a cost recovery basis. Examples of high visibility sites that could be upgraded in FY09 include the University homepage, top-level audience pages, master calendar and the campus map/tour.

FY09	One-time Costs	Recurring Costs
Resources/student employees for high visibility sites	$10,000	

D) Training and education needs to be addressed as a priority in order for new media initiatives to succeed. Establishing standards and promoting best practices should fall to a new coordinating committee for Web and New Media, with broad, high-level representation. This committee would replace the existing Web Advisory Committee and would help ensure that new media efforts align with University goals and priorities and do not compete for resources. The committee would also provide oversight for new media activities and provide guidance for the effective and appropriate use of new media tools. Other tasks would include the development of broad marketing guidance and documentation including:

- Tips, structure and assistance to those wanting to try new media and campaigns
- Overview of security, public relations and customer relationship management goals
- Training and general guidance for content development

The task force recommends that one-time money be available to train staff and faculty involved in student recruitment/retention on best practices and ideas for implementing new media.

FY09	One-time Costs	Recurring Costs
Training on Best Practices for New Media	$ 20,000	

E) The task force concluded that the University is not currently prepared to support new media activities on campus, either in terms of production/support staff, or infrastructure. The task force therefore recommends a three tier approach to hosting new media activities:

- Level 1 – Use free resources like YouTube and iTunes U to host content
- Level 2 – Utilize a subscription service, like Akamai
- Level 3 – Host on University servers, utilizing University personnel/resources

Many other universities are hosting content on YouTube or iTunes U. Examples include UC Berkeley, Yale, Wichita State, Ball State, Grand Valley State and University of Northern Iowa.

During initial implementation, level 1 and limited level 2 services would be used. This would be funded in FY09 by the existing New Media allocation.

Once content generation is better established, and content is developed for an internal audience, the level 2 services would be expanded and the level 3 services would be added. The task force anticipates this will happen in FY10. The total cost for this level increase would be as follows:

FY10	One-time Costs	Recurring Costs
Hosting Subscription Services		$ 4,000
Server/Software for Internal Hosting Services	$ 8,000	4,000
Total	$ 8,000	$ 8,000

F) Whenever possible, the University should try to "re-purpose" existing content. For example, video produced for an event should be available on department/organizational Websites on demand; Provost Research Forum presentations can be displayed, news releases and other publicity can be pulled into faculty and student sites, etc.

3. **An evaluation of current staffing with any changes in number, organizational structure, etc.**

   A) The task force recognizes that the new media offerings and services will need to be centrally coordinated and the content developed will need to be centrally organized. The task force supports the already funded New Media Producer position, which will provide these functions in addition to limited production services. The task force also supports the FY09 funding of $15,000.

   The New Media Producer will need ongoing operational support to fund professional development and supplies. The amount below also includes $5000 in transcription services for the University.

FY10	One-time Costs	Recurring Costs
Ongoing support for New Media Producer		$ 8,000

   B) The task force recommends realigning Web Services into University Relations, making Web Services the center of new media activity on campus. High profile projects need the same professional attention regarding new media as traditional print media. In much the same way that clients have utilized the Office of Publications for high profile marketing materials, they should also consider the expertise of Web Services as essential to the success of new media efforts.

   C) Current web design services are provided through a partnership of the Office of Publications and Web Services. The task force recognizes that quality web design services are required for high quality new media production and that the need for these services will only increase over time.

   In particular, web design services for online recruitment are especially critical. The Survey of Fall 2007 Incoming Freshmen showed the over 98 percent of the incoming freshman used the Missouri State web site, and that over 78 percent thought it was very important. This was the highest rated source of information for these students. Additionally, the majority of incoming freshman were using newer technologies and that many students thought communication with Missouri State would be improved through these newer technologies.

   To support this online recruitment need, as well as other high priority projects, the committee recommends adding a new Web designer position to Web Services. Having a Web designer position in-house would provide the consistent focus needed for high-level projects and allow for easy coordination with other traditional media operations. If funding is not available for a position, the committee recommends the University provide $25,000 of annual funding to outsource web design as a temporary solution.

   The committee recognizes that a great deal of the current traditional media projects will migrate to new media over time. In order to meet existing demand for print publications, however, the Office of Publications is unable to train an existing designer and dedicate that employee for Web purposes.

   To meet an expected increased future need for new media design, the committee additionally recommends realigning an existing designer within the Office of Publications to a Web focus

within the next three-five years. To help with the transition, the committee recommends allocating additional professional development money to the Office of Publications for the next two years, which will train existing print designers in new media design concepts.

FY09	One-time Costs	Recurring Costs
Web Designer (including benefits)*		$53,329
Web Designer Operational Support*		$2,000
Web Designer Startup Costs*	$ 2,000	
Outsourced Web Design Services*	$25,000	
Web Design Training for Office of Publications	$3,000	
Total	$ 30,000	$55,329

FY10	One-time Costs	Recurring Costs
Web Design Training for Office of Publications	$3,000	
Outsourced Web Design Services*	$25,000	
Total	$28,000	

*Either the Web Designer or the Outsourced Web Design Services needs to be funded.

D) Athletics has the potential to deliver a large amount of new media through their existing web vendor. The task force supports the already funded Assistant Director of Sports Information-Web and New Media position, which will provide new media services in support of Athletics and coordinate with Web Services.

E) The University lacks low-mid level audio/video production facilities, which limits the ability to capture content for online distribution. The task force recommends purchasing equipment and software in FY09, to enable existing staff to start with small projects. Further, the task force recommends the University add a videographer in Photographic Services in FY10 to provide video services in chargeback fashion, similar to how still photography services are provided. Having this resource in house would allow easy access to video services at press conferences and other events that require quick turnaround.

FY09	One-time Costs	Recurring Costs
Videographer-Editor startup costs	$7,500	

FY10	One-time Costs	Recurring Costs
Videographer-Editor (including benefits)		$40,000

F) The University offers successful electronic arts, media production and digital arts programs that prepare students for careers in new media. The task force recommends incorporating these students into the University's new media activities through internships or student employment opportunities within Web Services or Photographic Services.

G) The task force recognizes that the enterprise resource planning project requires a significant investment of time by Computer Services systems support personnel. As such, the task force recommends using existing systems resources already dedicated to web projects within Computer Services to support new media efforts.

4. **Any additional one-time or on-going investments to implement a new media plan successfully.**

A) The University commonly uses email to contact prospective students, alumni and athletic fans; however, the process of sending and tracking the emails is challenging and unstructured. The task force proposes the University fund the startup costs for email marketing software, which would enable the University to easily send and track emails. The service would be available to departments on a chargeback basis of 5-10 cents per email, which would fund the recurring costs of the software.

The task force recognizes that having an email marketing solution may increase requests to extract email addresses from campus databases. The University may have to consider a more distributed model for accessing email addresses.

FY09	One-time Costs	Recurring Costs
Email Marketing Solution Startup Costs	$ 5,000	

B) Broadcast Services currently provides high-level production services to the University, but they don't have a way to quickly encode media for online distribution. The task force recommends purchasing encoder equipment so that existing media (and future captured media) can be placed online in a more efficient process that typically results in higher quality output.

FY09	One-time Costs	Recurring Costs
Encoder for Broadcast Services	$15,000	

A summary of requested funds for FY09 and FY10 is listed in Appendix B.

Summary

One of the key benefits of actively employing new media across campus is the ability to re-purpose content for different audiences, thereby bringing diverse areas of the University together. Many activities on campus happen in isolation and are not shared with other audiences, although the likelihood of mutual benefit exists. As an example, athletics and academics often see each area as distinct interests, if not in opposition. Academic spotlights at basketball games, however, can be streamed live to audiences not in attendance at games, and captured for subsequent use on demand on academic University Web sites.

Challenges

- It is important to note that the coordination of new media efforts will be most effective when coupled with a coordinated University identity and message. The media are merely the mechanisms, and only as effective as the message(s) created. The challenge is to ensure that as

the use of new media spreads across campus, it is an effective part of a cohesive public relations/marketing effort.

- Making new media a priority will entail something of a culture change across campus. Generally, the approach has been to think print first and electronic second. In many instances, Web versions mirror print products; in some cases these are simply PDF versions of print products. The shift must take place to think of new media applications first and then apply those elements to print next.

- Once established as a priority, new media needs to remain at the top of the campus to-do list. The task force has concerns that campus entities will engage in new media activities because it is novel and exciting, but then lose interest or not keep content fresh. This possibility would be more harmful than not employing new media at all. Further, if staff is added or job descriptions modified to address new media needs, there is a concern that those positions could be tasked with other responsibilities that would detract or prevent him/her from fulfilling news media functions. Again, this is a culture change, and the task force expects training and education is needed to ensure long-term success.

- The task force believes it is critical that the Web and New Media Coordinating Committee should consist of members who have the authority to make decisions. Web "saavy-ness" is ideal, but secondary. In addition, the committee should have diverse University representation, as much as possible.

- The Missouri IT Accessibility Standard requires that video and multimedia content critical to the mission of the University, excluding TV sand live webcasts, be captioned or include a transcript to the maximum extent possible. The University should strive to meet this requirement, especially on its high visibility projects.

- Due to infrastructure limitations, with the exception of intercollegiate athletics, which has the capability through a third-party vendor, the campus should not pursue streaming live audio or video. The immediate focus should be to provide audio and video on demand.

Appendix A New Media Examples

About New Media

New media is communication technologies that enable or facilitate user-to-user interactivity and interactivity between user and information. New media typically has at least one of the following characteristics:

- Interactivity or "many-to-many" communication
- Any individual with the appropriate technology can now produce his or her online media and include images, text, and sound about whatever he or she chooses.
- Digitization
- Convergence
- Use of network/Internet technology

New Media Formats

- Mashup (web application hybrid)
- Internet Art
- Video games and virtual worlds as they impact marketing and public relations.
- Multimedia CD-ROMs
- Software
- Web sites including brochureware
- blogs and wikis
- Email and attachments
- Electronic kiosks
- Interactive television
- Mobile devices
- Podcasting
- Hypertext fiction
- Graphical User Interfaces
- RSS

Examples

- Towson University President's Blog: http://presidentcaret.org/
- Mashup example: http://www.odinjobs.com/US_job_market_overview.html
- ULV Virtual Tour: http://www.ulv.edu/virtualtour/
- Butler Vodcast: http://www.butler.edu/vodcast/
- 30 on 30—click icon on right column: http://www.sgu.edu/website/sguwebsite.nsf/life-at-sgu/index.html
- Student blogs: http://admission.udayton.edu/
- Follow Real Lives of Ball State Students: http://bsu.edu/reallife/0711muncie/

- NJIT Flickr: http://www.flickr.com/photos/njit/
- Butler Bloggers
    - Facebook: http://www.facebook.com/pages/Butler-Bloggers/7063218406?
    - YouTube: http://www.youtube.com/butlerbloggers
- University of Missouri MizzouWire: http://mizzouwire.missouri.edu/stories/2008/poetry-wings/
- University of Missouri Presidental Search:
  http://www.umsystem.edu/ums/president/new.shtml
- Missouri S&T Name Change:
    - Blog: http://namechange.mst.edu/
    - Videos: http://hello.mst.edu/
- Missouri S&T Blogs:
    - http://econnection.mst.edu/
    - http://experiencethis.mst.edu/
- Missouri S&T Video: http://video.mst.edu/
- Allegheny College Facebook Site http://www.facebook.com/pages/Meadville-PA/Allegheny-College/13758280430?ref=s
- Xavier Bluetube: http://xaviertube.ning.com/
- Ohio University Second Life: http://slurl.com/secondlife/ohio%20university/20/36/24/
- UC Berkely:
    - YouTube: http://youtube.com/user/ucberkeley
    - ITunesU
- Union University Emergency Response:
    - Facebook: http://www.facebook.com/pages/Jackson-TN/Union-University/6260029059
    - Blogspot: http://uuemergency.blogspot.com/
- South Florida Public Television: http://uvu.channel2.org/PublicSite/Default.aspx
- UW Badgers (see bottom): http://www.uwbadgers.com/
- UM Gophersports: http://www.gophersports.com/
- The Network on MySpace: http://www.myspace.com/thenetworkmyspace
- MySpace College and Universities: http://www.myspace.com/collegesanduniversities
- OTC Video Newsletter: http://www.otc.edu/news/videonewsletter.php
- Princeton University UChannel: http://uc.princeton.edu/main/

Missouri State Examples

- Chat IM service for prospective first-time freshmen --
  http://www.missouristate.edu/admissions/
  http://www.missouristate.edu/admissions/chat.htm
- GoalQuest for admitted first-time freshmen --
  http://www.welcometomissouristate.org/
- GoalQuest for current first-year students --
  http://www.missouristate-students.org/
- Live Athletics Streaming: www.missouristatebears.com
- COAL Community: http://coalserver.missouristate.edu/

- President's Report: http://apps.missouristate.edu/president/2007report/
- Missouri State University Presidential Scholars: http://smsu.facebook.com/group.php?gid=4906752438

Supplemental Reading

Crisis Communications
http://www.slideshare.net/andrewcareaga/casevi-crisis-comm

Teens and Social Media
http://www.pewinternet.org/PPF/r/230/report_display.asp

Five Stupid Reasons to Avoid Social Media
http://www.bulldogreporter.com/ME2/Audiences/dirmod.asp?sid=&nm=&type=Publishing&mod=Publications%3A%3AArticle&mid=8F3A7027421841978F18BE895F87F791&tier=4&id=C5CB191CE3474C5C8001ADECF97524C5&AudID=213D92F8BE0D4A1BB62EB3DF18FCCC68

Best-of-breed blogs
http://www.btobonline.com/apps/pbcs.dll/article?AID=/20070604/FREE/70601023&SearchID=73288251324180

Educause The Horizon Report
http://www.educause.edu/ir/library/pdf/CSD5320.pdf

Dr. Mashup; or, Why Educators Should Learn to Stop Worrying and Love the Remix
http://connect.educause.edu/Library/EDUCAUSE+Review/DrMashuporWhyEducatorsSho/44592

Prospective College Students Receptive to Electronic Social Networking Recruitment Methods, Survey Finds
http://www.diverseeducation.com/artman/publish/article_6799.shtml

Facebook, MySpace, and Co.
http://www.universitybusiness.com/viewarticle.aspx?articleid=735

Appendix B Summary of Requested Funds

FY09	One-time	Recurring
Resources/student employees for high visibility web sites	$10,000	
Training on Best Practices for New Media	$20,000	
Web Designer (including benefits)*		$53,329
Web Designer Operational Support*		$2,000
Web Designer Startup Costs*	$2,000	
Outsourced Web Design Services*	$25,000	
Web Design Training for Office of Publications	$3,000	
Videographer-Editor Startup Costs	$7,500	
Email Marketing Solution Startup Costs	$5,000	
Encoder for Broadcast Services	$15,000	
Total	**$62,500**	**$55,329**

FY10	One-time	Recurring
Hosting Subscription Services Increase		$ 4,000
Server/Software for Hosting Internal Video/Audio Content	$ 8,000	$4,000
Ongoing support for New Media Producer		$8,000
Outsourced Web Design Services*	$25,000	
Web Design Training for Office of Publications	$3,000	
Videographer-Editor (including benefits)		$40,000
Total	**$11,000**	**$56,000**

*Either the Web Designer or the Outsourced Web Design Services needs to be funded.

Appendix C University Relations Functions at Benchmark Institutions

The task force reviewed the staffing levels and organizational structures at benchmark institutions to better understand how they facilitated new media development. General findings included the following:

- Seven of our benchmark peers organized top-level web design and development within their university relations area.
- Five of our benchmark peers had video services within their university relations area
- Four of our benchmark peers had design services specifically designated as web design services.

This information was gathered through a review of peer institution web sites. The above statistics only include services that are provided through each university's staff; outsourced services are not included.

Ball State University Marketing and Communications

- Associate VP for Marketing and Communications
  - Director of Marketing and Communications
    - Communications Manager (5)
    - Editorial Manager
  - Director of University Communications
    - Media Relations Manager/Assistant Managing Editor
    - Media Relations Manager
    - Video Specialist/Media Relations Manager
    - Executive Write and Media Relations
    - Update/News Center Editor
  - Graphic designer (3)
  - University Web Coordinator
    - Web Production Assistant
    - Web Managing Editor
    - Web Project Manager
    - Web Writer
  - Administrative Coordinator
  - Senior Production Assistant
  - Production Coordinator
  - Coordinator of Photographic Services
    - Senior Photographer
    - Office Services Coordinator
    - Photo Specialist
    - Image Administrator

Grand Valley State University

- Vice President for University Relations
- Public Broadcasting Unit (TV and Radio)
- Assistant Vice President for News and Information Services
  - Communications Specialist (4)
  - Photography Manager
    - Photography Coordinator
    - Photographer
- Institutional Marketing Assistant Vice President
  - Advertising and Communications Manager
  - Web Manager
    - Web Project Coordinator
    - Senior Web Developer
    - Web Developer (2)
  - Creative Director
    - Senior Graphic Designer
    - Graphic Designer
    - Graphic Design Assistant
  - Recruitment Communications Manager
    - Marketing Assistant
  - University Communications Manager
    - Marketing Assistant

Illinois State

- Director of Media Relations
  - Coordinator of Public Information and New Media
  - Coordinator of Public Information
  - Program Coordinator, Radio News Service
- Director Institutional Web Support (part of Campus Technology in Academic Affairs)
  - Lead Designer
  - Project Development/Content Editor
  - Training, Database and Content Editor
  - Web Application Developer (2)
  - Portal Development Specialist (2)
  - Graphic Designer (2)
  - Web Application Designer
- Assistant Director, University Marketing and Communications (2)
  - Editor-in-Chief, Illinois State alumni magazine
  - Associate Director of Publications
    - Lead designer

- - - Designer (3)
  - o Photographer
  - o Communication Specialist
  - o Director, Printing Services
    - - Coordinator Printing Production (2)
    - - Estimator Printing
  - o Staff Clerk

James Madison University

- University Communications and Marketing
  - o ?
- Director of Public Affairs and University Spokesman
  - o Media Relation Manager
  - o Media Relations Specialist (3)

Louisiana Tech University

- Institutional Research Analyst/Webmaster (within Enrollment Management)
  - o Institutional Research Analysts/Assistant Webmaster
- Director of Marketing and Public Relations
  - o Creative Services Manager
  - o Photographer
  - o Graphic Designer
  - o Writer/Editor
- University Spokesperson/Director of News Bureau
  - o Assistant Director/News Bureau
  - o News (3)

Towson

- Assoc VP of University Marketing (University Advancement Division)
  - o Director of University Relations
    - - Associate Director of University Relations
    - - Senior Editor
    - - Towson Editor
    - - Admin Assistant
    - - Switchboard Supervisor
    - - Switchboard Operator (2)
    - - Editor
    - - Media Relations Specialist
    - - Director of Photographic Services

- Photographer
  - Director of Marketing, Arts and Culture
  - Publicist, Arts and Culture
  - Director of Undergraduate Marketing
  - Director of Marketing for Graduate and Extended Programs
  - Executive Admin Assistant
- Assistant Director of Marketing and Communications (Student Affairs Division)

University of Montana-Missoula

- Director of University Relations
  - Editor-in-Chief, Montanan
  - Senior News Editor
  - News Editor (2)
  - Photographer
  - Office Manager/Editor
  - Web Content Manager/News Editor

University of North Carolina-Charlotte

- Vice Chancellor for University Relations and Community Affairs
  - Director of Public Relations and Marketing
  - Media Relations Manager
  - Media Relations Coordinator
  - Internal Communications Manager
  - Executive Assistant to Public Relations
  - Photographer
  - Customer Service Coordinator
  - Graphic Designer
  - Switch Operator
  - Director of Community Affairs
  - Director of Broadcast Communications (with other staff)
- Web Services Manager (IT)
  - Business and Technical Applications Specialist
  - Business and Technical Applications Analyst (3)

University of Northern Iowa

- Assist Vice President for Marketing and Public Relations
    - Community Relations Manager
    - News and Information Coordinator
    - Public Relations Specialist
    - Associate Director / Operations
    - Photo Journalist
    - Assistant Art Director
    - Secretary
    - Producer/Director, Teleproduction Center
    - Art Director/Designer
    - Web Designer
    - Graphic Designer
    - Publications Coordinator
    - Supervisor of Printing Services
        - Press Operator (2)
        - Document Center Operator

University of Texas-Arlington

- Vice President, Communications
    - Asst Vice President, Communications
    - Exec Assistant
    - Director, Office of University Publications
        - Assistant Director (2)
        - Photography Supervisor
        - Photographer
        - Graphic Designer
        - Editor
        - Web Specialist
        - Web Designer
        - Web Site and Content Coordinator
    - Director, University Video Services
        - Manager, Technical Operations
        - Assistant Producer
        - Video Net Technician
        - Audio Visual Ed Specialist
        - Admin Assistant
    - Public Affairs Specialist (3)
    - Administrative Assistant, Office of Public Affairs

Wichita State

- Associate Vice President of University Relations
    - Director of Marketing Projects
    - Assistant to the Assoc Vice President
    - Director of Marketing Communications/Director of Creative Services
        - Graphic Designer (2)
        - Copywriter
        - Project Manager/Art Director
    - Director of News and Media Relations
        - News Writer and Editor (2)
    - Interactive Marketing
        - Web Developer
        - Web Content Editor
    - Director of Special Events