OVERVIEW
Prize-winning faculty – two Nobel Prize winners in the past year alone; academic programs consistently ranked among the best in the nation; research centers that shape the future of technology in the world; performing arts venues second to none; and truly bright and talented students from around the globe. It is easy to brag about the University of Illinois at Urbana-Champaign. Yet with the competition for students, faculty, and public and private dollars more intense than ever, the Urbana campus needs a strategic plan to communicate with audiences who can help the institution fulfill its mission and achieve its goals. An integrated marketing plan should be the cornerstone of all communication endeavors.

The University is developing an integrated marketing plan at the campus level with a goal of working with units and colleges on individual marketing plans that complement the campus-wide plan.

Campus Vision
The University of Illinois at Urbana-Champaign will be the national and international innovator in teaching, research, and public engagement. (to be the preeminent public research university in the nation)

Campus Mission
To be recognized worldwide as a leading innovator in teaching, research, public engagement.

Campus Goals
To recreate the model for excellence in teaching, research, and public engagement by:

- attracting, retaining, and sustaining the best faculty and students in the nation,
- rebuilding the research infrastructure,
- sharing innovations and ideas generated on campus with the state, the nation, and the world
- working to build financial support for people and programs,
- forging strong relationships between the campus and the local community,
- expanding the international dimension of campus initiatives, and
- ensuring that the Urbana campus community is a good place to work and live.

STRATEGIC FOCUS AND PLAN
Vision
The College of Veterinary Medicine aspires to be recognized as a leader in veterinary education and comparative biomedical science, scholarship, and public engagement in the University of Illinois system, in the state, in the nation, and around the world.

Mission
The College of Veterinary Medicine is part of the University of Illinois, a land-grant university with a rich history of teaching, research and public engagement within the state. The mission of the college is to provide teaching, research and public engagement programs that benefit the animals, people and environment of the State of Illinois, nation and world, through the promotion of animal health and production, alleviation of animal suffering, conservation of animal resources and protection of public health. The college is dedicated to educating veterinary and graduate students, post-graduate veterinarians, and the public; discovering, applying, and disseminating comparative biomedical knowledge and technology; and providing outreach to the veterinary medical profession and public.
Goals
The College of Veterinary Medicine will:

- Cultivate an innovative and broad-based, lifelong educational experience in the art and science of veterinary medicine and comparative biomedical science.
- Maintain high-quality, focused research programs and expand collaborative programmatic interactions.
- Address the needs of a changing profession and a diverse society in innovative ways.
- Include a global dimension in all activities by developing international programs and collaborations.
- Improve and strengthen operational efficiency, facilities, and financial health.
- Promote and foster an environment of collegiality and professionalism.

Competitive Analysis
Illinois looks to the five other Big 10 veterinary colleges (Michigan State, Minnesota, Ohio State, Purdue and Wisconsin) and three self-selected peers (Cornell, North Carolina State, and the University of Florida) for competitive analysis. Illinois’ College of Veterinary Medicine currently has the third highest number of professional veterinary degree students.

The 2003 US News and World Report ranked Illinois twelfth for quality of academic programs out of the 21 U.S. veterinary institutions participating in the survey. This ranking is derived from a survey completed by the dean and two administrators at each U.S. veterinary college. No substantive data is used in this assessment, but it does gauge the perception of the college among its peers. Seven of the 20 other included institutions were ranked equal to or within 0.2 points of Illinois’ score, indicating that Illinois is currently viewed as a middle-tier college.

Current Analysis
The chief communications officer for the College of Veterinary Medicine, Chris Beuoy, contacted the Office of Public Affairs (OPA) to discuss the development of a marketing plan for the college. OPA facilitator Sharla Sola met with Chris to review the process and discuss the college’s vision, mission and goals.

A subsequent meeting was held with Dean Herb Whiteley, OPA’s Interim Associate Chancellor Robin Kaler, Chris and Sharla. They defined goals and strategies to be used as part of the process. Those goals were presented to the College of Veterinary Medicine Planning Committee. In a separate meeting, Sharla and Robin facilitated the group in identifying the College’s strengths, weaknesses, opportunities and threats in what is called a SWOT analysis. Committee members then prioritized the strengths, weaknesses, opportunities, threats and goals.

A group of 10 people participated in the unit marketing meeting to come up with strategies for a marketing plan for the college. Those participants were:

- Herb Whiteley, Dean
- Chris Beuoy, Communicator
- Renee Mullen, Assistant Dean
- Marinell Croson, DVM student
- Sarah Probst, Alumna
- Harriett Weatherford, Volunteer/Client
- Larry Firkins, Associate Professor
- Carol Maddox, Faculty
- Peter Constable, Interim Department Head
- Tom Eurell, Associate Professor
The unit marketing committee meeting was held on July 21, 2004 in the conference room at the college. During the two hour meeting the group identified the following strengths, weaknesses, opportunities and threats:

**Strengths**
- Excellence of faculty
- Quality of students
- Toxicology program
- Center for Zoonosis Research
- Teaching hospital
- Public engagement (clients all across state, consultation with agricultural industries and producers, veterinarians)
- Wildlife Medical Clinic (unique)
- Executive Veterinary Program
- Illinois Department of Agriculture partnership
- Division of learning opportunities related to curriculum
- Anti – Cruelty Society in Chicago
- Lincoln Park/Brookfield Zoo partnerships
- Quality of graduates and their impact (Hanging diplomas in their offices/donations to UI in recognition of veterinarians)
- Tight friendships among students and among students and faculty
- In general the veterinary profession is held in high regard
- Bonding with pet owners through tragic experiences and when pet is ill; owners share strong emotions
- College of Veterinary Medicine at Illinois is considered middle-tier and general public perception is good
- Students present at national conventions and gain attention for winning awards
- Veterinary Medicine has the only functional teaching hospital on campus

**Weaknesses**
- Location in the Midwest as opposed to east or west coasts
- Lack of Funding
- Retention of faculty
- Recruiting of faculty and graduate students
- Perception that it is easy to get in from top-tier students because of the lack of pre-requisite courses
- Some guidance counselors tell students not to try to get in because it’s hard to be accepted
- Uninformed pre-veterinary counseling
- Need more diversity in student body and faculty (lack of diversity both culturally/ethnically and geographically)
- Public lacks understanding of what college does
- Cost of education versus the return on the investment
- Debt load upon graduation
- Lack of state funding
- The university impression of the college is that it’s not serious science and in turn the college has not received its fair share of funding
- Lack of internal marketing
- People on campus don’t know our technological capabilities
- Students bitter in 4\textsuperscript{th} year (they feel used as technicians) (this might have changed some in recent years ) (seniors have the worst attitude of any place I’ve been) (Tech support costs money students don’t)
- Awards, books not publicized to students
• You hear negative comments directly from some faculty
• Not easy to find out about opportunities for experiences
• Not enough mentors or any type of mentoring structure
• Team teaching impacts the ability of students to get to know teachers one on one
• Diminishing faculty, no money, need for incentives

Opportunities
• Public health issues
• Changes in society (human – animal bond)
• Biomedical program (we are unique facility on campus to provide support for bio research)
• Becoming #1 diagnostic lab in state
• National security- agri-terrorism (foot and mouth thru import cargo)
• People issues, the focus is on (teach them to deal w/people)
• Long distance learning
• Funding for agricultural programs

Threats
• Faculty recruitment and retention
• DVM/PhD’s hard to find
• Cost of education relative to income
• Competition from other schools and private practice
• Erosion of client base
• Perception that you can’t come here without a referral
• Competitive care other places (high-end veterinary practices and vet schools)
• Reluctance to change

Each member of the group was provided with three sticky tabs to place on those issues within each of the areas that they considered to be top priority for the college. The number of votes for each issue is indicated in parentheses:

Strengths
• Public engagement (4)
• Excellence of faculty (3)
• Alumni and their impact on society (1)
• Teaching Hospital (1)

Weaknesses
• Lack of funding (8)
• Retention of faculty (5)
• Students bitter in 4th year (2)
• Recruitment of faculty and graduate students (1)
• Perception that it is easy to get in from top-tier students because of the lack of pre-requisite courses (1)
• Uninformed pre-veterinarian counseling (1)
• Lack of state funding (1)
• Location (1)

Opportunities
• Biomedical program (we are unique facility on campus to provide support for bio research) (5)
• Changes in society (human – animal bond) (3)
• National security- agri-terrorism (foot and mouth thru import cargo) (2)
People issues, the focus is on (teach them to deal w/people) (2)
Funding for agricultural programs (2)
Long distance learning (1)
Public health issues (1)

Threats
Faculty recruitment and retention (8)
Cost of education versus the return on the investment (2)
Reluctance of people within the college to change (2)
Competition from other schools and private practice (1)

After the group reviewed the top votes, they came up with a list of priorities:
Faculty recruitment and retention
Lack of funding
Biomedical program
Public engagement
Changes in society (human – animal bond)

Next the group prioritized the goals of the college in this order (number of votes are indicated in parentheses):
1. Maintain high-quality, focused research programs and expand collaborative programmatic interactions. (7)
2. Cultivate an innovative and broad-based, lifelong educational experience in the art and science of veterinary medicine and comparative biomedical science. (5)
3. Address the needs of a changing profession and a diverse society in innovative ways. (4)
4. Improve and strengthen operational efficiency, facilities, and financial health. (3)
5. Promote and foster an environment of collegiality and professionalism. (1)
6. Include a global dimension in all activities by developing international programs and collaborations. (0)

After reviewing the results of the SWOT analysis and prioritization of the goals, the Office of Public Affairs developed the following strategies to match the goals identified by the group.

MARKETING FOCUS
Marketing Goals

Highest Priority (Goal A)
Maintain high-quality, focused research programs and expand collaborative programmatic interactions.

Audience:
• Faculty at CVM and throughout U of I, including on the Chicago campus
• Office of the Vice Chancellor of Research
• Other veterinary schools and biomedical research institutions
• The Provost and campus budget oversight committee

Messages:
• Veterinary Medicine has the capability to take a leadership role with other colleges and units in human/animal bond issues and comparative biomedical science and translational research (Then you must explain the capabilities and/or benefits to working with Veterinary Medicine)
Strategies:

- Develop significant collaborative interactions with units on campus: bioengineering, life sciences, chemical sciences, Institute for Genomic Biology, architecture (e.g., East St. Louis projects), public health, etc. on Urbana and Chicago campuses
  - Leadership role on campus initiative related to translational research (here and in Chicago)
  - Dean Whiteley and other Veterinary Medicine staff talk regularly with Chip Zukoski, Melanie Loots, Jennifer Eardley to share current activities related to research and opportunities for expanding collaborative research programs.
    - Encourage the Office of the Vice Chancellor of Research (OVCR) to build a database for research that allows people doing similar types of work across campus to make connections.
  - Dean Whiteley meets with other deans or presents at a Deans meeting using a message focused on opportunities for collaboration with Veterinary Medicine.
    - Dean Whiteley provides feedback to faculty in meetings and by e-mail about results of meetings with OVCRs office, deans and others.

- Communicate with Principal Investigators on campus to raise their awareness of current research being done at the college as well as opportunities for future collaborative research
  - Arrange brown bag lunches for lab visits
  - Clip articles regarding Veterinary Medicine research and/or collaborative research activities at the college from area publications to send to Principal Investigators on campus. Send a quick note that says did you hear about “…” on WILL, Channel 3, etc.
    - Copy Veterinary Medicine faculty on information sent to Principal Investigators
  - Send communication to Principal Investigators through the Office of the Vice Chancellor of Research (OVCR). The message should be focused on Veterinary Medicine’s capability to assist other colleges.

- Recognize efforts toward research collaborations
  - Build a system (form builder) that all faculty and staff can access to track communications with other units on campus regarding collaborations and communications related to actual collaborations and funding.
  - Embed the need to become involved in research collaborations into faculty evaluations; provide rewards and incentives at departmental and college level; dean’s merit funds
  - Develop a local media relations plan for articles in the News-Gazette, WILL, Veterinary Medicine website, Veterinary Medicine e-newsletter and printed publications, e-mail from OVCRs office, and Inside Illinois and other campus-level publications to give Veterinary Medicine faculty visibility for their work and to raise awareness to Principal Investigators on campus.
  - Offer media training for a small number of faculty and topics to pitch to media

- Use current Veterinary Medicine publications and communications vehicles to focus on the message of human/animal bond and biomedical research.

Results:

- Veterinary Medicine learns about (#) of opportunities for collaboration with units on campus
- Veterinary Medicine faculty agree to collaborate on (#) research projects in 2004-05
- Veterinary Medicine faculty receive funding to collaborate on (#) of research projects in 2004-05
**Goal B**
Cultivate an innovative and broad-based, lifelong educational experience in the art and science of veterinary medicine and comparative biomedical science.

**Audiences**
- Current Students
- Illinois Veterinarians

**Messages:**
- Veterinary Medicine provides benefits to students and veterinarians through research programs pertaining to the human-animal bond and Biomedical areas. (Then you must explain the benefits of working with Veterinary Medicine example: hands on research in these areas, data on results of work, etc.)

**Strategies**
- Offer more learning experiences for professional students and be responsive to student needs
- Provide more research experiences for students
- Increase communication to students regarding excellence of faculty (display in library or café featuring specific faculty/month with professional organization involvement, book authorship activities, journal involvement, big faculty awards/recognition, big grants received)
- Allow students to do research in the field with other veterinarians
- Share research findings on a more regular basis with alumni
- Develop an internship program as a way to allow students to use their research capabilities in partnership with external veterinarians
- Present on some faculty members work to one or two alums in Chicago
- Open a wellness clinic in the Chicago area
- Special presentations on their work at special events (i.e. Association and Regional club gatherings, UIF events, small group discussions)

**Results:**
- # of students are provided opportunities for hands on research
- # of veterinarians offer to provide internship programs for students
- % increase in alumni interaction with Veterinary Medicine faculty, research projects and Teaching Hospital
- % increase in referrals of veterinarians to Teaching Hospital

**Goal C**
Address the needs of a changing profession and a diverse society in innovative ways.

**Audiences**
- State Legislature
- State agencies
- Agriculture Producers
- Veterinarians

**Message**
- Veterinary Medicine provides benefits to the State of Illinois, veterinarians and businesses through research programs pertaining to the human-animal bond and Biomedical areas.

**Strategies**
- Get Diagnostic Lab centrally located at UIUC
- Use existing partnerships with the Anti-Cruelty Society in Chicago, Brookfield and Lincoln Park Zoos, Shedd Aquarium, and Chicago Animal Care and Control to tie into the campus wide campaign for 2004-05 by translating the benefits and/or value of these partnerships to the city of Chicago; need mention of involvement in brochures or through signage on location to promote CVM partnership
• Dean Whiteley invites state leaders to campus to present a focused message on the College of Veterinary Medicine’s research and capabilities.
• Develop and implement a system to track the current and predicted veterinary medical needs by working with veterinarians and students in internship programs.
• Use information from the current and predicted needs to lobby for research funding
• Develop cohesive, canned presentations on College goals for faculty use as part of other presentations
• Offer online continuing education courses to alumni and other veterinarians
• Provide excellent clinical service to referring veterinarians
• Build and maintain strong relationships with referring veterinarians and their clients
• Increase satisfaction among DVMs referring to our hospital (leading to greater awareness throughout the state, especially locally and in Chicago, of our clinical services)
• Show the public what we’re doing to help them

Results:
  o Agreement to move the Diagnostic lab
  o % increase in alumni interaction with Veterinary Medicine faculty, research projects and Teaching Hospital
  o % increase in referrals of

ADDITIONAL MARKETING STRATEGIES (These are all of the strategies generated by Veterinary Medicine committees and the Office of Public Affairs facilitators.)

Media Relations
• Be aggressive in promoting stories of interest to society
• Focus on faculty members and alumni with interesting stories to tell
• Full media campaign: “You’d be surprised where VetMed could take you… NASA, Olympics… bio-ageing, celebrity pet trainer…” Address:
  o Working in/ with other fields as part of profession (example: veterinarians working with animals in Olympics)
  o # of alums in the state
  o Benefits of research
  o Review records to pull out good stories
• Radio shows

Faculty Morale
• Tell your Veterinary Medicine story- see who they’ve treated- pets of famous people, state legislators, interesting stories
• Recognition through media campaign
• Inside Illinois
• Bus boards
• Dog park signage
• Posters with faculty-staff and pets
• Work with extension services to raise visibility
• Leadership of marketing plan should be considered for annual reviews and raises
• Senior faculty members mentor junior faculty members

Funding
• Identify Corporations/ Foundations/Federal Agencies
• Focus/ Narrow/ Prioritize energy on (three) areas that are strengths which have potential for raising money:
  o Companion animals
  o Wildlife
  o Agricultural animals
  o Food safety
• Review peer institutions for funding opportunities
• Vendors (Pet Smart, Feed Supply)- Matching gifts
• Midwest Consortium: Find ways to collaborate with other colleges
• Grant writer on staff

Clients/Alumni
• Review/ Build database of clients who use Veterinary Medicine Teaching Hospital
• Communicate with clients- Ask for support
• Develop brochure that explains where money goes
• Send something to clients- like a newsletter
• Develop magazine/ posters to leave in veterinarian offices: feature faculty including URL (content addresses the benefit of research)
• Poster idea: UI Veterinary Medicine solved… or did you know…. ($100 can save # owls)
• Provide vets and vendors (Pet Smart, Feed stores) with information sheets-tips- e-zine
• Sharing network to talk about the types of things they are seeing in their office
  o Implement system to track the needs of external veterinarians
    ▪ Develop a form using formbuilder
• Contacting them to have students work with them as interns
• Online courses that deal with cutting edge topics for vets

Lifelong Learning
• Mentorships between current students/faculty starting early
• Outreach to high schools- summer camps
• Exposure to role models- small group situations
• Electives from first year that build on programs
• Long distance education: agribusiness classes- market specific classes
• Show diversity of offerings on website and include faculty specialties
• Lifelong learning audiences
• Potential faculty (note: faculty are either good at research or public engagement)
• Alumni
• Potential vets
• Grad students (PhD) (not vets)
• Residents (post-DVM training)
• Current students (faculty care that they become the best vet they can)
• Strategies
• Conferences (faculty/student presenters)
• Online column/newsletter
• Clinic (one on one)
• Grief line (we were one of the first)
• Through graduates (one on one)
• Radio
• Fall conference 300 vets here (get into Chicago conference IL State Vet Medical Assoc. Director Peter Weber)
Needs of Society

- Conferences - speakers/ student-faculty
- Teaching hospital - one on one
- Grief counseling
- Graduates - one on one - internet
- Fall conference: CVMA-ISVMA
- Research Audiences
- Faculty (prioritize what programs should be strong….where should we put resources)
- Federal government
- Corporations/foundations
- State government
- (mid-west consortium could get more money)
- Administration
- Strategies
- Mentorship
- Outreach to h.s.
- (summer camps – could have them)
- exposure to role models
- (opportunities to work closely with faculty, rotations)
- (electives early on help faculty have greater impact)
- (better structure for electives, not random)
- (distance learning)
- people meeting skills course could be lead
- post-grad biz edu.
- Companion animals (pot-belly pigs, horses)
- Society in general
- Ag producers in particular
- Youth (uncommitted to profession)
- Professional org’s