INTRODUCTION

The purpose of this integrated marketing plan is to outline strategy and tactics that will allow the entities that make up the NIU College of Visual and Performing Arts to effectively position themselves, the college and the university through the establishment of effective, clear and concise messaging to both external and internal constituents.

This plan integrates with the college’s strategic interests, recruitment efforts, and advancement goals to plot a course towards agreed upon objectives without duplication of effort or crossed-messages.

Integrated marketing and communications are comprised of three elements:

• Brand marketing
• Direct marketing
• Internal communication

Brand marketing focuses on the creation of awareness and relevance in the minds of the most important core audiences.

Direct marketing is focused on generating response by encouraging and creating opportunities for people to attend and to give. It is important to note that a direct marketing strategy is always most effective when proceeded by or conducted in conjunction with an effective brand and message strategy.

Internal communication keeps internal stakeholders informed of day-to-day activities, communicates progress towards key goals and helps turn faculty, staff, students and other audiences into effective advocates.
Marketing and communications in the NIU College of Visual and Performing Arts is faced with an ongoing set of challenges and opportunities.

- World-class talent in all programs
- Engaged, experienced and well-regarded faculty
- Not yet fully realized potential for cross-promoting among the schools
- Increasingly sharing marketing and communications resources between CVPA groups
- Well-established web streaming infrastructure in School of Music
- Newly created sub-brand and communication standards
- Need for an over-arching college-wide integrated e-mail/social media strategy
- Need for a college-wide shared content calendar
- Increasing options for video promotion and cross-promotion in all three schools
- Imperative need to continue to grow the relatively new sponsorship program
- Live performances and in-person exhibitions may have limited attendance, zero attendance or be postponed for some or all of the 2020-2021 performance season
MISSION, VISION

**Mission**

The College of Visual and Performing Arts at NIU is a diverse, vibrant and active arts community consisting of arts scholars dedicated to life-long learning through creation of, analysis of, and reflection on, the arts.

**Vision**

We exist to ever improve how we bring art to audiences and audiences to art.

How we welcome all perspectives into the arts, and foster arts for all. How we reach across disciplines to create and cultivate community while transforming the community around us. And how we realize art in its practical forms—the people, places and things that make our lives more livable.

To make this possible, we create a community of:

- **Artists** who are a presence at the highest level nationally and internationally
- **Scholars** working at the cutting-edge and appearing in publications of the highest reputation
- **Teachers** routinely given the highest commendation by learners and peers
- **Staff** that provides the highest level of service
- **Students** eagerly sought by industry, graduate schools, and public institutions because they know, they make, they do, perform, speak and write with authority, clarity and purpose
**VALUE PROPOSITION**

**Artistry applied to academia,** enabling a mastery of the whole work, training students to approach their masterpiece piece by piece, and helping them to connect through craft from concept to career.

**Master the whole work — performance and practice.**

It’s our contention that if you want your art to be vibrant, immersive and professional, it’s vital your learning experience and environment be, too.

You must focus on both performance and practice. This is what our music, theater and dance, and art and design schools are built around.

You will not just reach your highest level of skill and creativity in whichever endeavor you choose.

You’ll develop ways to put intention into your creativity, and to commercialize without compromising the value of what you do.

**Approach the masterpiece piece by piece.**

All artistry works from the inside out. It is a process of building and developing one layer at a time. This is why it isn’t magic when you see a massive group of musicians from around the world, who are meeting for the first time, improvise and harmonize together.

There are universal fundamentals they are working from. It also isn’t easy.

Our accomplished faculty are masters at giving you the foundation, the discipline and the skills you need, regardless of your art, to create, collaborate, grow and achieve.

**Connect through craft across continuua.**

In every school at NIU’s College of Visual and Performing Arts, we’re strengthening students’ abilities across three critical continuua.

The creative continuum — developing an idea from rehearsal to show, recital to concert, concept to artwork. The entrepreneurial continuum — giving students the agency to go from creative potential to career potential.

And the impact continuum — deepening the value of art from personal betterment to community betterment.

This is how we create artists who don’t just inspire, but actively engage and transform the world.
PERSONALITY
Our brand personality shines in everything we do.

Personalized
Be who you are. Discover who you want to become.

- Emotional
- Journey
- Choice
- Individual attention
- Experiential learning
- Real-world ready

Inviting
Open up. Try new things.

- More backgrounds, more futures
- Magnetic
- Community
- Fresh perspectives
- Sense of challenge
- Warm
- Welcoming

Charged
Come to take on the world. Leave ready to change it.

- Motivated
- Competitive
- Inspired
- Purposeful
- Spirited
- Invested
- Life-changing

Creative
If you’re going to inspire, do it to transform (yourself and your audience).

- Dedicated to the arts
- Dynamic
- Open
- Exploratory
- Engaged
- Daring
- Visionary
- Intent

Practical
Make every note, every beat, every angle count.

- Traditional + Technical
- Connective
- Career-focused
- Balanced
- Doing
- Standard-setting
- Sincere
MARKETING COMMUNICATIONS OBJECTIVES

2020-2021

- **CLEAR MESSAGING** - Refine marketing and communications with clear messaging and with a variety of pieces best suited for different media

- **OUTREACH SYSTEMS** - Develop technology assets, social media strategies and an aligned web presence to provide a seamless system to engage constituents with the college

- **AUDIENCE ENGAGEMENT** - Better engage audiences of all ages with our various forms of outreach

- **DATA AND ANALYTICS** - Increase use of analytics and research to better understand needs of our constituents and the effectiveness of our efforts

- **CROSS PROMOTION** - Leverage opportunities for cross promotion between CVPA groups to better align with the interests of our constituents

- **PROMOTE EXCELLENCE** - Promote the overall excellence of our students, faculty, alumni and programs

- **LEADER IN THE ARTS** - Improve NIU and CVPA’s positioning in the community as the leader in the arts and also increase awareness of CVPA programs and events on campus

- **ONLINE PROGRAMMING** - With live events limited due to the COVID-19 pandemic, develop a series of online events and exhibitions to bring the arts to an in-home audience

- **WHAT’S NEXT?** - Develop forward looking messages and materials for our stakeholders.
OBJECTIVE ONE

CLEAR MESSAGING

Refine marketing and communications with clear messaging and with a variety of pieces best suited for different media.
INITIATIVES AND ACTION PLANS

Objective 1 - Refine marketing and communications with clear messaging and with a variety of pieces best suited for different media

ACTIONS PLANS
Initiative 1A – Incorporate the messaging and brand voice as spelled out in the sub-brand communications and standards guide.

- Messaging and voice should be reflected in content on the websites of the college and each school, the Arts Blog, social media and recruitment materials

- Standards include brand voice, brand personality, vision, mission, value proposition and visual elements

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INITIATIVES AND ACTION PLANS

Initiative 1B – Create a CVPA Marketing Task Force.

Create a task force to provide input to the Director of Marketing and Communications on the messaging and methods to reach audiences of all kinds for the enhancement of student recruitment, retention, audience acquisition and retention, and opportunities for cross-promotion within the college and across campus.

• Membership will include:
  • Director of Marketing and Communications
  • CVPA Administrative Assistant
  • One representative from each area of the college (School of Art and Design, School of Music, School of Theatre and Dance, NIU Art Museum, Community School of the Arts) most aligned with the communications/promotion of the unit
• Task force will meet regularly to provide input on marketing and communications messaging and methods, provide checks on social media and website alignment within the college and provide insight on upkeep of college communications calendar.

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<td>Budget</td>
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INITIATIVES AND ACTION PLANS

Initiative IC – Continue to refine recruitment toolkit for college and schools.

- Develop key marketing materials for the college as a whole and for each of the key areas within
- Materials should be consistent, yet with creative freedom needed to best convey the message of each entity
- Create viewbooks for each school, and implement use of the college-wide search piece
- Develop/update displays (with banners and table skirting) for recruitment events
- Provide ‘best practices’ of recruiting to faculty and staff

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<tr>
<th>Responsibility</th>
<th>Director of Marketing/Communications, Associate Dean, Marketing Task Force</th>
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<tbody>
<tr>
<td>Timeframe</td>
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<tr>
<td>Budget</td>
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INITIATIVES AND ACTION PLANS

Initiative 1D – Single solution for e-mail campaigns.

• Implement a single mass e-mail solution for all entities within CVPA

• Create templates for mass e-mails

• Standardize the information within e-mail lists from all areas of CVPA

• All areas of CVPA should still have access to their list(s)

Responsibility | Director of Marketing and Communications
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Timeframe | November 2020 - February 2021
Budget | $1,000
INITIATIVES AND ACTION PLANS

Initiative 1E - Compile and continuously update a single media contact list for CVPA.

- For consistency and accuracy in contacting local, regional and national media, one list should be compiled and regularly updated and can be used by each entity within the college

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INITIATIVES AND ACTION PLANS

Initiative 1F – Design templates created consistent with the CVPA sub-brand.

- CVPA will work with EMMC to have a set of templates created to increase quality and consistency in printed programs for concerts, recitals and exhibitions within the college
- Templates needed for digital signage and posters

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INITIATIVES AND ACTION PLANS

Initiative 1G – Develop and maintain a college-wide content calendar.

- To maximize the effect of mailings and publications, develop and maintain a centralized content calendar for the college
- Align the calendar with major communications released by the University, the NIU Foundation and the NIU Alumni Association

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<tr>
<th>Responsibility</th>
<th>CVPA Marketing Task Force, Director of Marketing and Communications</th>
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<tbody>
<tr>
<td>Timeframe</td>
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INITIATIVES AND ACTION PLANS

Initiative 1H – Align paid media with EMMC for maximum return from advertising investments.

- Work with EMMC during advertising planning and implementation to avoid redundancies and increase buying power
- Work with EMMC to analyze our advertising results on an ongoing basis

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<tr>
<th>Responsibility</th>
<th>Director of Marketing and Communications, EMMC Associate Director, Advertising</th>
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INITIATIVES AND ACTION PLANS

Initiative 1J – Coordinate community calendar entries from around the school.

- Centralize the submission of CVPA events to community calendars from all five entities

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<tr>
<th>Responsibility</th>
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OUTREACH SYSTEMS

Develop technology assets, social media strategies and an aligned web presence to provide a seamless system to engage constituents with the college.
Objective 2 - Develop technology assets, social media strategies and an aligned web presence to provide a seamless system to engage constituents with the college

ACTION PLANS
Initiative 2A – Create and maintain an aligned web presence for the college.

- Create consistency in the structure and navigation of web sites under the CVPA umbrella for ease of use and clearer messaging
- The main CVPA page should be the “hub” for information on upcoming performances/exhibitions, news about the college and high level messaging on each college
- The websites for each of the areas within CVPA should expand on key information communicated by the CVPA main page
- Create and maintain a “no wrong door” presence to the pages to create a seamless experience for users to learn all about the arts at NIU
- Link back to the CVPA page from the other area’s sites

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<th>Responsibility</th>
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<tr>
<td>Timeframe</td>
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<td>Budget</td>
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INITIATIVES AND ACTION PLANS

Initiative 2B – Create college-wide and school-specific integrated social media strategies.

• Develop an over-arching strategy for CVPA social media with regards to content, frequency of posts, content balance and use of sponsored and boosted posts

• Create specific strategies for each entity within CVPA

• Develop and maintain a social media content calendar for the college and each of its groups that focuses on key messages, not every daily post

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INITIATIVES AND ACTION PLANS

Initiative 2C – Slate

• Create messaging for each schools' recruitment communications

• Work with NIU University Marketing and NIU Constituent Resource Management to create customized messaging and schedules for that messaging to prospective students

• Develop strategies to use Slate to maximize the high school and transfer student campaigns in each school

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<thead>
<tr>
<th>Responsibility</th>
<th>Recruitment representatives from each school, Director of Marketing and Communications</th>
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<tbody>
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<td>Budget</td>
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INITIATIVES AND ACTION PLANS

Initiative 2D – Audience View Professional (AVP) formerly Vendini

- Coordinate efforts of Music and Theatre and Dance to maximize the promotional aspects of the ticketing service Audience View Professional

- Regularly pull subscriber/ticket buyer data for analysis and cull the entries for those eligible to be pulled into our email marketing lists

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<tr>
<th>Responsibility</th>
<th>Director of Marketing and Communications, CVPA Administrative Assistant, School of Theatre and Dance Marketing Director and a representative from the School of Music</th>
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OBJECTIVE THREE
AUDIENCE ENGAGEMENT
Better engage audiences of all ages with our various forms of outreach
INITIATIVES AND ACTION PLANS

Objective 3 - Better engage audiences of all ages with our various forms of outreach

ACTION PLANS
Initiative 3A - Establish promotional plans for ease of executing awareness campaigns for theatre and dance performances, concerts and recitals and art exhibits.

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 INITIATIVES AND ACTION PLANS

Initiative 3B – Develop a comprehensive email strategy for the promotion of events/exhibitions in each area of the college.

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<td>Budget</td>
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INITIATIVES AND ACTION PLANS

Initiative 3C – Expand our audience market with targeted efforts into areas outside of the immediate DeKalb/Sycamore area.

- Identify targets which could include Kane County, DuPage County, the Rockford-area and beyond

- Find a suitable medium (ex: digital ads) to test market into those areas

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<tr>
<td>Timeframe</td>
<td>Begin in September 2020, then ongoing</td>
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<tr>
<td>Budget</td>
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DATA AND ANALYTICS

Increase use of analytics and research to better understand needs of our constituents and the effectiveness of our efforts.
INITIATIVES AND ACTION PLANS

Objective 4 - Increase use of analytics and research to better understand needs of our constituents and the effectiveness of our efforts

ACTION PLANS
Initiative 4A - Establish a manageable, comprehensive system of collecting demographic data on attendees to performances and exhibitions for the purpose of targeting them with communication to attend other events and gauging the success of marketing efforts to boost attendance.

Input/Assistance needed from:

- Box office representatives from School of Music and School of Theatre and Dance
- Gallery representatives from School of Art and Design and NIU Art Museum
- Investigate use of Audience View Professional (AVP) tools as a resource

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INITIATIVES AND ACTION PLANS

Initiative 4B - Work with NIU Web Team to regularly receive and study the web analytics for all of the web presences within CVPA to establish best practices in content for student recruitment, event attendance generation, general information and feature stories.

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INITIATIVES AND ACTION PLANS

Initiative 4C - Work with Enrollment Management Marketing and Communications to regularly receive and study analytics on all of the social media accounts within CVPA for the purpose of recognizing effective messaging, event promotion, and to use data to plan more effective paid social media promotion.

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INITIATIVES AND ACTION PLANS

Initiative 4D - Get analytics on our advertising (especially web and radio) to better target subsequent ad campaigns.

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OBJECTIVE FIVE

CROSS PROMOTION

Leverage opportunities for cross promotion between CVPA groups and the greater university community to better align with the interests of our constituencies.
INITIATIVES AND ACTION PLANS

Objective 5 - Leverage opportunities for cross promotion between CVPA groups to better align with the interests of our constituents.

ACTION PLANS
Initiative 5A - Identify all appropriate and meaningful opportunities to cross promote activities and opportunities between the three schools and other entities within CVPA to create improved overall awareness of what CVPA offers both internal and external communities.

Could include:

• Digital signage
• Posters
• Programs
• Social media
• Web calendars

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Initiative 5B – Identify all appropriate and meaningful opportunities to cross promote activities and opportunities between the College of Visual and Performing Arts and other entities affiliated with the university.

*Could include:*

- Other NIU museums (Pick Museum for example)
- NIU Athletics
- Student Organizations/Groups
- Holmes Student Center
- University Libraries

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INITIATIVES AND ACTION PLANS

Initiative 5C – Identify all appropriate and meaningful opportunities to cross promote activities and opportunities with outside partners. Could include:

- Egyptian Theatre
- Area performing arts centers/theaters
- Area dance companies/academies
- Area art galleries
- Area convention and visitors bureau
- Area chambers of commerce

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OBJECTIVE SIX

PROMOTE EXCELLENCE

Promote the overall excellence of our students, faculty, alumni and programs by telling their stories.
INITIATIVES AND ACTION PLANS

Objective 6 - Promote the overall excellence of our students and our programs

ACTION PLANS
Initiative 6A - Create a regular series of profiles of current CVPA students across all areas, and identify all appropriate and effective areas to publish the content internally and externally.

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<td>Budget</td>
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INITIATIVES AND ACTION PLANS

Initiative 6B – Create a regular series of profiles of CVPA alumni across all areas, and identify all appropriate and effective areas to publish the content internally and externally.

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INITIATIVES AND ACTION PLANS

Initiative 6C – Create a regular series of profiles of CVPA faculty and staff across all areas, and identify all appropriate and effective areas to publish the content internally and externally.

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LEADER IN THE ARTS

Improve CVPA and NIU’s positioning in the region and community as the leader in the arts while also increasing awareness of college programs and events on campus
INITIATIVES AND ACTION PLANS

Objective 7 - Improve NIU and CVPA’s positioning in the community as the leader in the arts and increase awareness of CVPA programs and events on campus

ACTION PLANS
Initiative 7A - Create a “road show” presentation that the dean, directors, faculty and any other ambassadors of the college can take to civic and service groups throughout the area to help increase awareness of what’s offered for students and event attendees.

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Initiative 7B – Identify appropriate sponsorship opportunities in the community for CVPA. These opportunities could be either paid or in-kind.

- Identify possibilities for things in the college that would be attractive sponsorships which might include:
  - Performance and/or lecture series
  - Exhibitions or single performances
  - Live streams
  - Digital signage (in college buildings and HSC)
  - Lobby promotion
- Identify possibilities for things in the area CVPA might sponsor either including via trade or in-kind

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<th>Responsibility</th>
<th>Director of Marketing and Communications, Director of Advancement</th>
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### INITIATIVES AND ACTION PLANS

Initiative 7C – Improve wayfinding and event signage on the NIU main campus and at performance venue (on or off campus) to more prominently promote the events and make them easier to find for attendees.

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<th><strong>Responsibility</strong></th>
<th>Director of Marketing and Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timeframe</strong></td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>TBD</td>
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</table>
INITIATIVES AND ACTION PLANS

Initiative 7D - Improve signage and banners for “lobby promotion” and make sure to cross promote activities throughout the college.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>CVPA Marketing Task Force, Director of Marketing and Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe</td>
<td>Ongoing</td>
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<tr>
<td>Budget</td>
<td>TBD</td>
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</table>
INITIATIVES AND ACTION PLANS

Initiative 7E – Maintain digital signage system the features interconnected monitors in the Music Building, Stevens Building and Jack Arends Hall. Each building should have a point person assigned to their monitors with general oversight the responsibility of the Director of Marketing and Communications.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Director of Marketing and Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe</td>
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<tr>
<td>Budget</td>
<td>$1,155 annual fee for the digital signage management system</td>
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OBJECTIVE EIGHT

ONLINE PROGRAMMING

With live events limited due to the COVID-19 pandemic, develop a series of online events and exhibitions to bring the arts to an in-home audience.
INITIATIVES AND ACTION PLANS

Objective 8 - With live events limited due to the COVID-19 pandemic, develop a series of online events and exhibitions to bring the arts to an in-home audience

Initiative 8A - Create a tiered approach to the release of online content that incorporates a paid model for “new releases.”

• Patrons can pay to watch the event, performance or exhibition for a period of time when it is first released. NIU students would have access to this content at no cost as part of their benefits of the Arts Fee.

• After a pre-determined amount of time has passed the content will be released free to a general audience.

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<tr>
<th>Responsibility</th>
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<tbody>
<tr>
<td>Timeframe</td>
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<tr>
<td>Budget</td>
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</table>
INITIATIVES AND ACTION PLANS

Initiative 8B – Development of online content ideas discipline-specific from each area within CVPA

• Content suited for the medium should be developed

• Examples could include:

  • Streamed interviews of notable NIU alumni or former students who are now in entertainment areas associated with theater or dance
  • Radio play style performances or table reads by the School of Theatre and Dance
  • “TED Talk” style online lectures from alumni or other relevant industry experts in the field of Art and Design
  • Streamed performances from ensembles, faculty and/or guest artists in the School of Music
  • Elizabeth Allen Visiting Scholars in Art History lectures presented online
  • “Art From Home” style videos created of artists/artwork that is part of the NIU Art Museum’s collection

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<thead>
<tr>
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<tbody>
<tr>
<td>Timeframe</td>
<td>TBD</td>
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<tr>
<td>Budget</td>
<td>TBD</td>
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</table>
WHAT’S NEXT?

• Develop forward looking messages and materials for our stakeholders
INITIATIVES AND ACTION PLANS

Initiative 9A - Develop materials focused on the future of the arts and arts education

- Create materials that show how durable some art technologies have always been and how other technologies continue to evolve

- Demonstrate ways that the CVPA is working to ensure that students are being trained for the future of the arts

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Director of Marketing</th>
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<tbody>
<tr>
<td>Timeframe</td>
<td>Start development in February 2021</td>
</tr>
<tr>
<td>Budget</td>
<td>TBD</td>
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</tbody>
</table>
OBJECTIVE ONE
CLEAR MESSAGING

INITIATIVE 1A
Incorporate messaging and brand voice from sub-brand

INITIATIVE 1B
Establish CVPA Marketing Task Force

INITIATIVE 1C
Refine recruitment toolkit

INITIATIVE 1D
Single solution for e-mail campaigns

INITIATIVE 1E
Compile and continuously update a single media contact list for CVPA

TIMELINES

JULY 20 AUG 20 SEP 20 OCT 20 NOV 20 DEC 20 JAN 21 FEB 21 MARCH 21 APRIL 21 MAY 21 JUNE 21 JULY 21
OBJECTIVE ONE
CLEAR MESSAGING

INITIATIVE 1F
Sub-brand consistent design templates

INITIATIVE 1G
Develop and maintain a college-wide content calendar

INITIATIVE 1H
Align paid media with EMMC for maximum return from advertising investments

INITIATIVE 1J
Centralize the submission of CVPA events to community calendars from all five entities

OBJECTIVE TWO
OUTREACH SYSTEMS

INITIATIVE 2A
Develop technology assets, social media strategies and an aligned web presence to provide a seamless system to engage constituents with the college
OBJECTIVE TWO: OUTREACH SYSTEMS

INITIATIVE 2B
Create college-wide and school specific integrated social media strategies

INITIATIVE 2C
Slate

INITIATIVE 2D
Vendini

OBJECTIVE THREE: AUDIENCE ENGAGEMENT

INITIATIVE 3A
Better engage audiences of all ages with our various forms of outreach

INITIATIVE 3B
Develop comprehensive email strategy for the promotion of events/exhibitions in each area of the college

TIMELINES

JULY 20  AUG 20  SEPT 20  OCT 20  NOV 20  DEC 20  JAN 21  FEB 21  MARCH 21  APRIL 21  MAY 21  JUNE 21  JULY 21
OBJECTIVE THREE
AUDIENCE ENGAGEMENT

INITIATIVE 3C
Expand our audience market with target efforts into areas outside of the immediate DeKalb/Sycamore area.

OBJECTIVE FOUR
DATA AND ANALYTICS

INITIATIVE 4A
Increase use of analytics and research to better understand needs of our constituents and the effectiveness of our efforts.

INITIATIVE 4B
Work with NIU Web team to regularly receive and study web analytics.

INITIATIVE 4C
Work with EMMC to regularly receive and study analytics on the college’s social media accounts.

INITIATIVE 4D
Get analytics on advertising to better target subsequent campaigns.
INITIATIVE 5A
Leverage opportunities for cross promotion between CVPA groups to better align with the interests of our constituents

INITIATIVE 5B
Identify all appropriate and meaningful opportunities to cross-promote within the university.

INITIATIVE 5C
Identify all appropriate and meaningful opportunities to cross-promote with outside partners.

INITIATIVE 6A
Promote the overall excellence of our students and our programs

INITIATIVE 6B
Create regular series of profiles of CVPA alumni across all areas
INITIATIVE 6C
Create regular series of profiles of CVPA faculty and staff across all areas

INITIATIVE 7A
Create “road show” presentation

INITIATIVE 7B
Identify appropriate sponsorship opportunities in the community for CVPA

INITIATIVE 7C
Improve wayfinding and event signage

INITIATIVE 7D
Improve signage and banners for lobby promotions across the college

TIMELINES

OBJECTIVE SIX
PROMOTE EXCELLENCE

OBJECTIVE SEVEN
LEADER IN THE ARTS
INITIATIVE 7E
Maintain digital signage system for interconnected lobby monitors in each college

INITIATIVE 8A
Create tiered approach to the release of online content with paid model for “new releases”

INITIATIVE 8B
Develop online content ideas discipline-specific for each area within CVPA

INITIATIVE 9A
Develop materials focused on the future of the arts and arts education