

# Integrated Marketing Plan 2004-2006

## Office of University Relations

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**Vision and Mission of Louisiana State University**

**VISION** As the Flagship Institution of the state, the **vision** of Louisiana State University is to be a leading research extensive university, challenging undergraduate and graduate students to achieve the highest levels of intellectual and personal development.

**MISSION** Designated as a land-grant and sea-grant institution, the **mission** of Louisiana State University is the generation, preservation, dissemination and application of knowledge and cultivation of the arts. In implementing its mission, LSU is committed to:

- Offering a broad array of undergraduate degree programs and extensive graduate research opportunities designed to attract and educate highly qualified undergraduate and graduate students.
- Employing faculty who are excellent teacher-scholars, nationally-competitive in research and creative activities, and who contribute to a world-class knowledge base that is transferable to educational, professional, cultural and economic enterprises, and
- Using its extensive resources to solve economic, environmental and social challenges.

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**Putting the Plan Into Context:**

**The Role of TEAM LSU and the Introduction of LSU 2010: A Flagship Agenda**

**TEAM LSU** In Spring 2001, the Office of University Relations organized an interdisciplinary, campus-wide marketing team to assist in creating a marketing plan for the University. Members of TEAM LSU represented a cross-section of the University and included faculty and staff from the Office of University Relations, the Office of the Chancellor, the Office of Budget and Finance, the Office of Enrollment Management, the Office of Student Life and Academic Services, the Office of Research and Graduate Studies, the Office of Academic Affairs and the School of Human Ecology.

During a series of meetings, the team reviewed the LSU Mission and Vision, reaffirmed LSU core values, developed University Points of Pride and performed an in-depth SWOT analysis (See p. 8) to determine the strengths, weaknesses, opportunities and threats to the University. The work and conclusions of TEAM LSU form the foundation of this Integrated Marketing Plan.

**LSU 2010** A year later, at its August 2002 meeting, the LSU Board of Supervisors formed a standing committee, the LSU Flagship Committee. The committee's mission was to work with Chancellor Emmert to develop and implement an action agenda that would build LSU into a nationally competitive flagship university, serving both the long- and short-term interests of the state of Louisiana. **LSU 2010: A National Flagship Agenda** is focused on bringing LSU to national prominence by the time the University celebrates its sesquicentennial in the year 2010.

The LSU Integrated Marketing Plan reflects LSU 2010's goals and objectives, specifically supporting the achievement of the highest levels of excellence in five key areas:

- (1) Undergraduate Education
- (2) Graduate Education
- (3) Research/Scholarship/Economic Development
- (4) Faculty/Staff Recruitment and Retention
- (5) Facilities/Quality of Campus Life

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**Undergraduate Education:** One hallmark of a flagship university is a high quality undergraduate educational experience. Although LSU recently has enjoyed rising graduation and retention rates, the University is committed to further improving graduation and retention rates. Admission standards, student growth and resources to support student success also are addressed in the LSU 2010 plan.

**Graduate Education:** As the state's flagship university, LSU has the greatest breadth of graduate programs, especially doctoral programs. To attract and better serve more and higher quality masters and doctoral students, LSU must provide a nationally competitive graduate experience.

**Research/Scholarship/Economic Development:** Research is what distinguishes LSU from other public universities in the state. Through LSU 2010, the University will look to improve the environment and culture for research, while attracting the best research faculty and graduate students. LSU will work to dramatically increase its research funding, enabling the University to further enhance its income and prestige.

**Faculty and Staff Recruitment and Retention:** People drive the success of the University. Through LSU 2010, the University must recruit and retain the best faculty and staff. LSU must increase the number of PhD faculty by 150 to become competitive with its peer institutions.

**Facilities/Quality of Campus Life:** LSU is acclaimed worldwide for the beauty of its architecture and landscape. However, also reflective of the University's quest for excellence are facility improvements and additions of new facilities that dramatically improve the quality of its academic programs and student quality of life. According to the LSU 2010 plan, the University will be investing in many exciting renovation projects and new construction, reclaiming formerly unused space and adding state-of-the-art classroom and laboratory capacity.

In conjunction with LSU 2010, the Office of University Relations has identified major strategic goals for its 2003-2005 Integrated Marketing Plan. These goals are designed to support the greater aspirations of LSU 2010, but also were selected in conjunction with the Chancellor, the Provost, TEAM LSU, and as a result of important key findings revealed through the LSU Image Study commissioned by University Relations and completed in August 2002. The goals and strategies have been prioritized according to their achievability given current human and financial resources.

**Major Strategic Goals/Executive Summary**

**Prioritized Strategic Goals of the 2004-2006 Integrated Marketing Plan**

- (1) To position LSU as a nationally competitive flagship institution by the year 2010, by achieving Tier 2 status in the USN&WR rankings. (Year 1)
- (2) To increase recruitment of super-top-tier undergraduate students, both in-state and out-of-state. (Year 1)
- (3) To increase recruitment of top-notch graduate students in key areas of specialization for master's students and prospective doctoral students. (Year 2)
- (4) To assist in increasing recruitment of additional faculty in key disciplines (Math/English) by 50 by the year 2006. (Year 2)
- (5) To increase public knowledge and awareness of the outstanding quality of LSU research, scholarship, facilities and economic development impact. (Year 1)
- (6) To increase levels of internal communication among students, faculty and staff on the LSU campus. (Year 2; acquire benchmark data; measure progress longitudinally)

LSU operates in a turbulent, competitive and uncertain marketplace. Challenges we face as the state's leading flagship institution include:

- changing student demographics,
- competing for exceptional students and faculty,
- competing for funding and private support,
- mounting operating costs,
- rising demands for accountability by taxpayers and governmental bodies
- escalating expectations among students, parents, alumni, faculty and staff and
- increasing federal and state regulation.

This plan specifies proactive integrated marketing actions University Relations must take in the next 12-18 months to help guide and positively influence the perception of LSU, targeting messages to convince not only prospective high-achieving students, but important, influential key audiences that LSU is competitive with the best in the nation. University Relations **must** be funded appropriately to take a strong leadership role in seeing that these goals are achieved, working cooperatively with every constituency, both internal and external, who is supportive of LSU's future.

### **Situational Analysis**

LSU is the flagship institution of the state of Louisiana and one of 102 public universities in the United States designated as “research extensive” by the prestigious Carnegie Foundation. In addition, the University is one of only 25 universities nationwide holding both land- and sea-grant status. With many nationally-ranked academic programs, LSU is Louisiana’s only university poised to compete on a national scale with universities such as Auburn University, North Carolina State University, Texas A&M University, University of Florida, University of Georgia, University of Kentucky, University of Maryland, University of South Carolina, University of Tennessee and Virginia Tech.

LSU has made impressive progress during the last five years. The quality and performance of students, the success of faculty and staff and the overall image and standing of LSU have improved greatly. LSU is distinctive, with special marketing opportunities that arise from its unique campus culture, traditions, history and geographic location.

Particularly now, as LSU basks in the limelight afforded by its 2003 football national championship victory, the University has the extraordinary opportunity to garner even more attention and further raise the profile of its nationally competitive academic programs and faculty. To achieve its vision as a national player, LSU must

- Recruit the best, most academically-qualified students, both undergraduate and graduate,
- Enhance the research environment, and
- Attract and retain top-caliber faculty researchers/scholars, as well as support staff.

During the past five years, the Office of University Relations has worked to transform itself from that of an office of public information into a much more aggressive strategic marketing operation for the University. Already, UR staff are working more closely together internally in project teams as well as more collaboratively with departmental marketing representatives from across campus. These partnerships, fueled by both quantitative and qualitative research, are producing communication programs based on data and facts resulting in more highly integrated and, therefore, more successful campaigns. This approach has been significantly more effective for the University. In conjunction with the implementation of graphic standards, a new marketing and advertising policy statement (PS-10), and closer working relationships with the Offices of Recruiting Services and Trademark Licensing, UR’s efforts to market and brand the University are stronger, clearer, more cohesive and consistent, resulting in increased attention for LSU, as well as a higher perception of the University.

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To influence perceptions of LSU as a national player, the University must look and act the part. Here is where aggressive, targeted marketing can play an integral role in bringing recognition to the University, further enhancing its reputation. Already this year, University Relations has had major success in positioning the University's academic successes through its "Great Game Plan" campaign. Given adequate financial resources and staff, we can further parlay that awareness on an even greater level nationally. It is absolutely critical that we obtain administrative support for our work in terms of dollars and staff if we are truly serious about our pursuit of nationally competitive stature by 2010.

The Major Strategic Goals mentioned in the previous section comprise the heart of **LSU 2010: A National Flagship Agenda**. LSU 2010 is a seven-year plan intended to fulfill LSU's vision of becoming a leading national research university. Through LSU 2010, the University will develop a world-class knowledge base transferable to educational, professional and business enterprises; produce a competitively-educated workforce that attracts cutting-edge industries; provide education and training that is economical, effective and immediate and stimulates idea generation and development of new products and technologies.

As Louisiana's flagship research institution, LSU clearly must lead the state in its intellectual, cultural, social and economic advancement. With appropriate support and a clear vision, LSU can count itself among the leading public research universities in the nation. LSU has a history of excellence, offers programs designed for students' personal goals and interests, provides extensive graduate research opportunities, offers strong outreach programs and makes a major contribution to the state's economy.

SWOT Analysis:

Strengths	Weaknesses	Opportunities	Threats
<p><b>LSU Leadership</b></p> <ul style="list-style-type: none"> <li>• Chancellor Emmert</li> <li>• Faculty, staff, and administration</li> <li>• The level of vision and leadership at an all time high</li> </ul>	<p><b>Lack of Funding for</b></p> <ul style="list-style-type: none"> <li>• Deferred maintenance problems</li> <li>• Faculty/Administrative retention</li> </ul>	<p><b>Educate audiences on what we do at LSU</b></p> <ul style="list-style-type: none"> <li>• Business Leaders</li> <li>• Community</li> <li>• Legislature</li> <li>• Donors</li> </ul>	<p><b>Funding formulas do not reflect challenges of a research institution</b></p>
<p><b>The Spirit of LSU</b></p> <ul style="list-style-type: none"> <li>• The traditions, pride in LSU</li> <li>• Unique culture of LA</li> <li>• Beautiful campus</li> </ul>	<p><b>Lack of Communication</b></p> <ul style="list-style-type: none"> <li>• Among university units</li> <li>• Unclear roles and expectations</li> </ul>	<p><b>Research Mission</b></p> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Information Technology</li> <li>• Return on Investment</li> </ul>	<p><b>Lack of Funding</b></p> <ul style="list-style-type: none"> <li>• Faculty, Admin., Staff, and student recruiting</li> <li>• Deferred maintenance programs</li> </ul>
<p><b>Athletic Programs</b></p> <ul style="list-style-type: none"> <li>• Nationally-ranked sports teams</li> </ul>	<p><b>Poor Customer Service</b></p> <ul style="list-style-type: none"> <li>• Students feel they get the run around</li> <li>• Poor counseling and advising</li> </ul>	<p><b>Distance Learning</b></p>	<p><b>Don't deliver what we promise to students</b></p> <ul style="list-style-type: none"> <li>• Word-of-mouth could scare away new students</li> <li>• Poor customer service reconfirms that LSU is big and impersonal</li> </ul>

The SWOT analysis above was conducted in 2001 and represents the perceptions of TEAM LSU.

**LSU Points of Pride/Key Messages**

**Points of Pride**

LSU is recognized worldwide for academic quality and faculty research. During the TEAM LSU planning process, three “Points of Pride” about the University emerged consistently among team members.

- (1) The spirit, traditions, pride, diversity and unique culture of LSU and Louisiana.
- (2) The ability of LSU to offer students a nationally competitive undergraduate/graduate academic experience, with the uncommon opportunity to participate in undergraduate research projects in many curricula.
- (3) Programs and faculty with world class stature and strength, such as those LSU academic units that were identified as Foundations of Excellence: Biological Sciences, Chemical Engineering, Chemistry, English, French Studies, Geography and Anthropology, Geology and Geophysics, Information Systems and Decision Sciences, Mass Communication, Mathematics, Music, Physics and Astronomy. Additionally, other unique LSU facilities, programs, and partnerships, such as SuperMike, the Cox Communications Academic Center for Student Athletes, etc., can play an important part in showing the world that LSU is a University on the move.

It will be critical for administrators, faculty, staff and students across campus to keep these Points of Pride in mind at all times, particularly when communicating with external audiences, when creating new integrated marketing plans, new marketing materials, etc. The focus of the Points of Pride and Key Messages below should be aimed at influencing key audiences. We must continue to take advantage of every opportunity to showcase LSU’s academic excellence and its outstanding research in order to reach the goals of LSU 2010.

**Key Messages**

Key messages are facts that must be stated consistently in any and all formal campus communication. They form the critical underpinnings, the backbone, of the integrated marketing communication effort and must be repeated, both internally and externally. TEAM LSU recommends the following as LSU’s key messages:

- (1) LSU is a nationally-competitive public research university, known for high levels of academic and research excellence. (National)
- (2) LSU serves as the state’s primary generator of economic, cultural and social development. (State)

**Target Audiences (These will be prioritized carefully based on the specific marketing goal/project.)**

There are many target audiences with whom LSU must communicate with, inform and influence. These audiences, carefully selected by TEAM LSU, are of strategic importance. This integrated marketing plan focuses primarily on influencing those people who will quickly and significantly impact LSU's future as a nationally competitive flagship institution. Our goal first and foremost is to position LSU as having academic excellence comparable to that found at the best public research universities in the country. The Office of University Relations can do this by sending targeted messages that work to counter regional bias while focusing on LSU's many outstanding student and faculty accomplishments.

**Audiences (Not Prioritized)**

- (1) The highest tier of academically qualified prospective students age 14-18 years in Louisiana and key out-of-state markets.
- (2) Key influencers (peer institutions) and other similar stakeholders.
- (3) Competitive graduate students in targeted disciplines.
- (4) The Office of the Governor and Louisiana state legislators.
- (5) Business and opinion leaders.
- (6) LSU's internal audiences, (students, staff, faculty and alumni).
- (7) Donors and potential donors.
- (8) Prospective new faculty.

**Target Geography (Not Prioritized)**

Certainly, Louisiana citizens are a target for several strategic goals outlined in this plan. Important areas are the major metropolitan areas of the state, including:

- (1) Baton Rouge metropolitan area
- (2) Greater New Orleans metropolitan area
- (3) Houma/Thibodaux area
- (4) Lafayette
- (5) Lake Charles
- (6) Alexandria
- (7) Monroe
- (8) Shreveport

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There are some specific cities/states related to recruitment of prospective out-of-state undergraduate students that are of prime importance to meeting the goals of this plan. Those locations are:

- (1) Texas
  - Houston
  - Dallas
- (2) Florida
  - Tampa
  - Orlando
  - Fort Lauderdale
- (3) Tennessee
  - Memphis
  - Nashville
- (4) Mississippi/Alabama
  - Jackson
- (5) Georgia
  - Atlanta
  - Alpharetta
- (6) California
  - San Diego
  - Los Angeles

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### **Major Strategic Goals**

All of the following major strategic goals are intended to ultimately support LSU's transformation into a nationally acclaimed and nationally competitive research institution.

- (1) To reposition LSU as a nationally competitive flagship institution by the year 2010, by achieving Tier 2 status in the USN&WR rankings.
- (2) To increase recruitment of super-top-tier undergraduate students, both in-state and out-of-state.
- (3) To increase recruitment of top-notch graduate students in key areas of specialization for master's students and prospective doctoral students.
- (4) To assist in increasing recruitment of additional faculty in key disciplines (Math/English) by 50 members by the year 2006.
- (5) To increase public knowledge and awareness of outstanding quality of LSU research, scholarship, facilities and statewide economic impact.
- (6) To increase levels of internal communication among students, faculty and staff on the LSU campus.

## MARKETING ACTION PLANS

Marketing Action Plans are tactics that help to achieve the Major Strategic Goals---they are the means by which the goals are accomplished. Following are Major Strategic Goals and their associated actions.

- **MAJOR STRATEGIC GOAL ONE:**

To reposition LSU as a nationally competitive flagship institution by the year 2010, by achieving Tier 2 status in USN&WR rankings.

### ACTIONS TO ACHIEVE GOAL

Increase visibility, perception, ranking of LSU by launching ambitious integrated multi-media communication plan.

Determine internal/in-state communication strategy

Provide talking points to key spokespersons

The Reveille

LSU Wire

Websites, Web links

Web Highlights

LSU 2010 forums

LSU 2010 banners

Football programs

Chancellor's Postcards to highlight incremental FA progress

Boilerplate paragraph re: LSU 2010 on all publications, ads, etc.

Editorials, media relations

Billboards

Highway signage

Radio spots/PSAs

Airport signage

Newspaper inserts in key markets, primarily highlighting R & ED

LPB spots

Cox spots (6/yr.)

Provide public relations strategies for Provost's statewide faculty bus tour

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- Determine external/out-of-state communication strategy
  - Form committee to determine how to communicate and change perception of key influencers
  - Research other schools who have been successful in moving ahead in the rankings
  - Websites, Web links
  - Chancellor's Report to highlight FA goals/activities; aggregate progress
  - AA pubs, Foundation pubs
  - Editorials by Emmert for national placement
  - National football spots
  - Prepare national media tour itinerary for Chancellor to discuss LSU 2010
  - Continue to aggressively seek national media coverage of LSU, focusing on FA, developing closer working relationship with national media outlets, soliciting stories on major LSU programs and people while working through Gehrung Associates.
  - Develop stronger ties with Washington, D.C. liaisons working on LSU's behalf
  - Make selective national advertising placements in Chronicle of Higher Education, Science, Scientific American, and other targeted publications
  - Assist key academic leaders with placement of by-lined articles in their scholarly and professional publications
- Select 4 key Foundation programs to market with the intention of garnering national attention, higher-level recruiting prospects
  - Assign responsibility to UR Marketing Strategists
  - Work with leadership/staff to craft marketing /promotional plans, write strategies

Regularly benchmark Flagship progress against peer institutions.

**Target Audiences:** (2), (4), (5), (6), (7)

**Timeline:** Year 1

**Assigned to:** UR, Chancellor's Office

- **MAJOR STRATEGIC GOAL TWO:**  
To increase recruitment of super-top-tier undergraduate students, both in-state and out-of-state. (See Appendix A.)
- **MAJOR STRATEGIC GOAL THREE:**  
To increase recruitment of top-notch graduate students in key areas of specialization for master's students and prospective doctoral students.

### **ACTIONS TO ACHIEVE GOAL**

- Begin dialogue with ORGS to determine best ways to recruit students
- Write marketing plan for ORGS
  - Work with key departments; conduct research to determine how LSU's graduate

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programs are perceived against major competitors and to determine key attributes important to prospective students.

Include situation assessment, target market assessment, competitive analysis, and positioning and communication strategy.

Aggressively work to recruit academically-qualified graduate students

- Participate in visitation programs

- Create and foster welcoming atmosphere for all students

- Educate/recruit students as undergraduates about graduate opportunities

- Have current graduate students assist in recruitment process

- Evaluate available financial aid, mentoring and peer support for students

Consider a program to involve African-American students and faculty

Join National Minority Graduate Feeder Program (NMGFP) if not member already

Utilize GRE Locator

Advertise in college guides re: specific programs

Participate in recruiting fairs, forums and conferences

Design graduate recruiting Web site with helpful index and welcome page

- Highlight benefits of LSU and specific departments

- Academic quality

- Faculty quality

- Geographical location, etc.

Communicate often and well with all prospects and admitted students

Utilize current graduate students in recruiting process

- Phoning

- Campus tours

Design/produce colorful, interesting, informative application packets with deadline dates, checklists of items to accomplish, opportunities at LSU, etc.

**Target Audiences: (2), (3)**

**Timeline: Year 2**

**Assigned to: UR, ORGS, AA**

▪ **MAJOR STRATEGIC GOAL FOUR:**

To increase recruitment of additional faculty in key disciplines (Math/English) by 50 members by the year 2006.

**ACTIONS TO ACHIEVE GOAL**

Assist HRM in recruiting star faculty by creating new high-quality, personalized information packets for prospective faculty that create outstanding first impression. include benefit info., campus info., real estate and local grammar and high school information

Create bold, attractive, coordinated recruitment advertisements with dynamic, inviting copy and visuals for insertion in CHE and other high-impact publications

Design/build coordinated, interactive Web site specifically for prospective faculty members

Provide support to departmental recruiting efforts as permitted by available resources

**Target Audiences: (2), (8)**

**Timeline: Year 2**

**Assigned to: UR, HRM, AA, Chancellor's Office, Departmental Units**

▪ **MAJOR STRATEGIC GOAL FIVE:**

To increase public knowledge and awareness of outstanding quality of LSU research, scholarship, facilities and statewide economic impact.

**ACTIONS TO ACHIEVE GOAL**

Work cooperatively with ORGS to write integrated marketing communication plan.

Promote key research faculty stars and achievements through LSU pubs.,  
Chancellor's Report, etc.

Create and publish semi-annual LSU research magazine.

Plan Chancellor's Media Luncheons that focus primarily on research  
and its contributions to economic development for LA.

**Target Audiences: All**

**Timeline: Year 1**

**Assigned to: UR, ORGS, AA, Chancellor's Office**

▪ **MAJOR STRATEGIC GOAL SIX:**

To increase levels of internal communication among students, faculty and staff on the LSU campus.

**ACTIONS TO ACHIEVE GOAL**

Put together strategic internal communication plan in coordination with HRM.

Create new culture of communication where everyone knows University goals

Identify communication tools.

Paper-based-use "LSU Today", "In Relation To" to better  
inform internal audiences of key messages,  
strategic information, POPs, customer service  
messages, marketing goals, successes

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Electronic- Intranet

Forums- become part of new faculty orientation; LSU 1001  
Management-dissemination of messages through meetings, etc.

Conduct media relations training for key faculty, administrators.

Participate actively in LSU 1001/orientation.

Educate campus about integrated marketing; marketing to the Millennials.

Create UR Road Show presentation and deliver to key audiences.

Re-launch TEAM LSU as an internal mktg. advisory committee  
include individuals from across campus; meet twice annually.

Present regularly to D&D and AD&D to keep them informed of  
marketing goals and progress.

Use "LSU Today" to educate employees about marketing, customer service,  
goals, successes.

**Target Audiences: (6)**

**Timeline: Year 2**

**Assigned to: UR, HRM, Chancellor's Office, AA**

**Note: Important internal audiences include:**

UR, Chancellor's Cabinet, Deans & Directors, Associate Deans & Directors, Faculty Senate, Staff Senate, Faculty and Staff, Students, Student Media, Alumni Association, Foundation, Student organizations, Switchboard, LSUPD, Parking and Traffic, Building and Grounds staff, Athletics, Res. Life, Visitors Center

**APPENDIX A**



**The LSU 2004  
Integrated Marketing Communications Plan  
for  
Undergraduate Recruiting**

**Written by  
The Office of University Relations  
in conjunction with the  
Office of Recruiting Services**

**Robin Dunkin, Marketing Strategist, Office of University Relations  
Andy Benoit, Associate Director, Office of Recruiting Services**

## **MISSION STATEMENT**

It is the overall mission of the Office of University Relations and the Office of Recruiting Services to create, produce, and execute a comprehensive, data-driven integrated marketing communications plan to recruit prospective students to LSU who have displayed academic and extracurricular excellence from a wide range of geographic areas and diverse demographic backgrounds.

## **POSITIONING STATEMENT**

LSU is the public, research extensive university in the Gulf Coast that offers exceptional academic opportunities, with the guidance of renowned faculty and the support of a caring campus community, in a culturally unique atmosphere.

## **EXECUTIVE SUMMARY**

This is a time of immense growth and change for LSU, as well as higher education. With changing high school student demographics, stagnant state funding, and intense competition from other colleges and universities, higher education has become more market driven in order to compete for the same prospective students. With the increase in LSU's admissions requirements in 2005 and our status as the state's flagship institution of Louisiana, LSU positions itself to compete in the national marketplace of higher education by focusing targeted messages to a select student population.

Since 1999, the LSU Unique Campaign has done a great deal to help communicate and attract prospective students. Using the lessons learned over the last four years, the Office of Recruiting Services (ORS) and the Office of University Relations (OUR) determined that a revised and more integrated approach to our communication efforts would be required starting in the fall of 2004.

Using the new Recruiting Plan written by the ORS, the results of the 2003 Prospective Student Recruitment survey, input from student focus groups, and in anticipation of a new recruiting software system that will greatly enhance the student tracking capabilities of the ORS, this plan will address four major goals to achieve for the 2004- 2009 recruiting season.

According to research, LSU must focus key messages to the interests of prospective students that include specific and practical information on majors and programs, scholarship and financial aid, residential housing, and student life. These key messages should pervade all communications efforts with an emphasis on academics, research, and extraordinary student life opportunities.

In the past, communicating with prospective students has been a scattered effort with various units sending brochures and information that did not have a common theme or design. With the 2004 campaign, a new integrated approach will apply so that prospective students receive key messages that resonate throughout every communications piece and belong to a family look that will be created and managed by the Office of University Relations.

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From our research we know that prospective students are looking for specific information on their major or area of study. Currently, each academic department is responsible for contacting students who show an interest in their program. Unfortunately, this method has proven to be very unstructured. A more centralized effort through the ORS must be implemented in order to track and maintain positive relationships with prospective students, and to ensure appropriate delivery and reinforcement of key messages.

Since LSU is entering a new phase of growth, the mass recruiting efforts of the past will no longer be appropriate nor successful for the future. LSU's communication methods must be more targeted to a select group of students who can meet or exceed our academic standards. LSU will provide information to students from all backgrounds and capabilities; however, special attention will be paid to groups of students who represent the best and brightest of their high school classes.

This marketing communications plan is a roadmap to the future of LSU and its student body. At any given point, this plan can be amended and/or updated to respond to changes in the marketplace. This targeted recruiting push is an opportunity to learn new methods of communication that may change during the recruiting year or at the conclusion of each recruiting year.

## **SITUATIONAL ANALYSIS**

### **OPPORTUNITIES**

- **Internal to LSU**
  - National Flagship Agenda
  - Academic programs and faculty
  - Joint partnership between University Relations, Office of Recruiting Services, and various campus units.
  - Focused recruiting plan supported by Chancellor Emmert and the LSU Administration
  - Students recognizing LSU and the existing “Unique” campaign.
  - Timing is right to execute an organized integrated marketing communication plan across campus units involved in recruiting.
  - Educating the campus regarding LSU's marketing efforts to recruit top-notch prospective students.
  - Focus placed on diversity efforts

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- **External to LSU**
  - National Flagship Agenda
  - TOPS
  - Increased student interest from Louisiana and outside the state
  - Increase in admissions standards
  - Change in yield rate factor by U.S. News rankings
  - Culturally unique area of Louisiana
  - Support from alumni
  - Research and leadership opportunities for undergraduate students
  - Increased national attention for our academic programs and faculty
  - Services and residential college opportunities for undergraduates
  - Focus placed on diversity efforts
  - Strength of nationally known athletic programs

## **CONCERNS**

- **Internal to LSU**
  - Budget issues for the Office of Recruiting Services and Office of University Relations
  - Academic department involvement in the integrated marketing communication plan
  - Resources in staffing for both University Relations and Office of Recruiting Services
  - Deteriorating physical plant

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- **External to LSU**
  - Lack of scholarship opportunities
  - Losing Louisiana kids - even with TOPS
  - Increase in admission standards
  - Competitors keep raising the stakes
  - Party school image
  - U.S. News rankings
  - Academic reputation
  - Number of majors or fields of study
  - Class availability
  - Retention after the 2nd year
  - Student/teacher ratio - Need more faculty.
  - Diversity on campus

## **PRIORITIZED COMPETITORS FOR UNDERGRADUATE STUDENTS**

1. Texas A&M
2. University of Texas
3. University of Florida, Florida State University
4. Mississippi State
5. University of Mississippi (Ole Miss)
6. Auburn, University of Alabama
7. University of Georgia
8. University of Tennessee

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## **Peer Markets**

North Carolina State

University of North Carolina at Chapel Hill

Virginia Tech

University of Maryland

University of California

University of South Carolina

University of Kentucky

## **PRIORITIZED TARGET AUDIENCES**

1. Prospective students from in-state and out-of-state
  - Freshmen
  - Sophomores
  - Juniors
  - Seniors
  - Transfer students - Phi Theta Kappa (Honor society for transfer students)
2. National Merit Semifinalists, National Achievement Semifinalists, National Hispanic Semifinalists
3. Minority students, predominantly African American with an additional emphasis and growth in the Hispanic population.
4. High school counselors
5. Parents of prospective students
6. Alumni who recruit on LSU's behalf
7. Academic departments and various units on campus involved in recruiting prospective students.

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**PRIORITIZED GEOGRAPHIC REGIONS**

1. Texas
  1. Houston
  2. Dallas
  3. San Antonio
  4. Austin
2. Mississippi/Alabama
  1. Jackson, MS
  2. Mobile, AL
3. Tennessee
  1. Memphis
  2. Nashville
  3. Knoxville
4. Florida
  1. Tampa
  2. Orlando
  3. Fort Lauderdale
  4. Tallahassee
  5. Miami
5. Georgia
  1. Atlanta
  2. Alpheretta
6. California
  1. San Diego
  2. Los Angeles (Greater Orange County area)
  3. Oakland
7. Midwest Region
  - Missouri
  - Illinois

**KEY MESSAGES FOR PROSPECTIVE STUDENTS**

- LSU has attractive fields of study, exceptional faculty, with research and leadership opportunities.
- LSU has small school academics in a large school atmosphere. LSU's Honors College, Residential Colleges, and Academic Departments give students individual attention while benefiting from a major research-extensive university.
- LSU's academic environment is supportive due to its family-like community and student services.
- LSU's graduates are prepared for the real world by finding good careers or pursuing advanced degrees.
- LSU is located in one of the most culturally rich areas in the country. LSU provides social opportunities and life experiences that are a bonus to a student's academic experiences.

## **POINTS OF PRIDE**

- Academic Units/Research Centers - Music, Basic Sciences, Engineering, Architecture, Mass Communication, Art/Design, Business, Coastal Studies, Vet Med, Agriculture, Arts & Science, Education, FACES, Earth Scan Lab, LSU CAPITAL
- Center for Freshman Year
- Career Services
- Honors College/Residential Colleges
- Spirit and traditions of LSU
- Culturally-unique location
- LSU community-like atmosphere
- Culturally diverse campus

## PRIORITIZED MARKETING GOALS

### GOAL #1

Develop and maintain an integrated communications campaign to prospective students using the combined efforts of:

1. Office of Recruiting Services
2. Office of Admissions
3. Scholarship and Financial Aid
4. Residential Housing
5. Honors College
6. Campus Dining
7. Spring Testing and Orientation
8. Center for Freshman Year
9. Academic department recruitment efforts

### GOAL #2

Maintain moderate levels of growth in undergraduate enrollment by targeting communications to top-notch students who can meet or exceed LSU's academic standards.

For 2004:

In state – 80%

Out of state – 20%

Enrollment goal for the freshman class in the following fall semesters:

Fall Semester	Goal
Fall 2004	4,900
Fall 2005	4,500
Fall 2006	4,625

### Minority Enrollment\*

Fall Semester	Goal
Fall 2004	150 additional
Fall 2005	150 additional
TOTAL	300

\* Predominantly African American, while at the same time pursuing Hispanic students

**GOAL #3**

Maintain positive attitudinal perceptions and effectively manage the relationship between LSU and high school counselors by enhancing and sustaining communication through personal visits, web, and print.

**GOAL #4**

Increase the attitudinal perceptions parents have of LSU by enhancing and sustaining communication through web and print.

**MARKETING ACTION PLANS**

This marketing communications plan will be in effect from the **fall of 2004 to the fall of 2009**. This extensive time frame is necessary to truly evaluate the progress of the plan and to create a manageable production schedule encompassing two phases.

**Phase I** – June 2003 to August 1, 2004

Complete publication pieces for Goals #1 and #2

Complete web sites for Goals #1, #2, #3, and #4

**Phase II** – September 2004 – March 2005

Complete research projects and publication components for Goals #3 and #4

Revise Spring Testing and Orientation and Center for Freshman Year publications

Create “Your Admitted” Senior CD

*Louisiana State University*

**PHASE I June 2003 to August 1, 2004**

**GOAL #1**

Develop and maintain an integrated communications campaign to prospective students using the combined efforts of:

Office of Recruiting Services  
 Office of Admissions  
 Scholarship and Financial Aid  
 Residential Housing  
 Honors College

Campus Dining  
 Spring Testing and Orientation  
 Center for Freshman Year  
 Academic department recruitment efforts

**Communications Audit**

Department	Current Number of Publications/Web	New Campaign	Contact Person
Office of Recruiting Services/Admissions	Flash Card 15 printed pieces 5 envelopes 6 postcards/birthday card Multiple events Web site	See plan below	Rebecca Cannon/Andy Benoit
Scholarship and Financial Aid	1 brochure produced with help from ORS Web site		Rebecca Cannon
Residential Life	6 pieces including folder, Res. College brochure, Live It Up brochure, 3 paper inserts Web site		Mimi LaValle
Honors College	1 brochure with CD; Website		Jodi Kinnard
Campus Dining	2 brochures and a poster		April White

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Spring Testing and Orientation	4 brochures	4 brochures but needs major organizational revision	Bonnie Alford
Academic Colleges	Career Fliers Individual brochures	New Career Fliers to be distributed by ORS	PR representatives for each unit
Center for Freshman Year			

**COMMUNICATION FUNNEL**

In an effort to minimize the chances of a student receiving the same piece multiple times, we suggest the following:

**Visitors to Campus**

Plastic Bag

LSU Unique folder for inserting:

- LSU Walking Tour (finished by December)
- Bumper sticker/promotional item
- Important dates
- Fast Facts Pennant

**Road Travel**

“Road Piece” brochure - 1 lightweight brochure with marked reply card  
 This piece is never to be mailed, only used on the road  
 Contents will be very basic information that will encourage interested students to want more information.  
 Can be given to freshmen, sophomores, juniors, and seniors.

**Communication Funnel:**

**Freshman – This contact should peak the interest of freshmen and introduce them to LSU and its possibilities.**

3-4 communication contacts per year with the use of post cards and emails

Address Source: Home/email addresses from collected LSU prospect cards.  
 Purchase freshman addresses and emails from out of state.

1. Use 2 post cards as a way to receive continuous contact in the fall and spring semesters.
2. One e-mail message sent using existing or additional web highlight.

**Sophomores – This is the beginning of more serious information gathering stage.**

4-5 communication contacts per year using a variety of methods

Address Source: PSAT scores, EOS scores,

1. Postcard wishing them luck in their sophomore year of school.

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2. Flash card – the flash card is used to drive these students to the web where they can receive more information on LSU  
(Potential audience of 40,000 sophomores)
3. E-mail with a link to a web highlight
4. Campus visit form
5. A possible sophomore event on campus

### **Juniors – Heavy information gathering stage. LSU must be noticed in order to become one of their top 3-4 choices.**

12-13 communication contacts per year (one a month) using a variety of methods.

Address Source: Names and addresses are taken from purchased and sent scores from ACT or SAT.

1. E-mail campaign using the web highlights or to notify the senior of an upcoming deadline.
2. Events – Preview LSU (July), Tiger Day (October/November)
3. Junior Gate Fold Brochure with reply card sent to students whose test scores were purchased.
4. Main “Sales” Piece – sent to students who have sent in a reply card from the Junior Gate fold Piece. This piece will contain more detailed information including inserts about academic programs.
5. Birthday card/Christmas card
6. Phone calls
7. Campus visit form

### **Seniors – Making their final decision. Not a time to let up communication!**

12 – 13 communication contacts per year (one a month)

Address Source: Names and addresses come from existing databases and new prospects.

1. Senior piece – similar to junior gatefold piece but focused on closing the deal. Beginning of Senior year or summer
2. Fast Facts brochure with pennant
3. E-mail campaign using reminders and web highlights
4. Honors College will target high achievers. Dates must be pushed as their deadline dates are earlier than admission dates
5. Campus visit form
6. Residential Life/Dining Packet
7. DVD – “You are Admitted to LSU”
8. Events - Spring Testing and Orientation, Foundations of Excellence events (National Merit kids)
9. Admittance letter – Possible UPS delivery
10. Post card campaign
11. Birthday card/Christmas card

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**Top Scholars** (National Achievements, National Merits, National Hispanic)

These students need a more personalized message. In addition to receiving the LSU Unique pieces, this group of students should be recruited with additional pieces.

1. E-mail campaign
2. Personalized posters/post cards
3. Phone calls
4. Foundation of Excellence event
5. Scholarship information/Boyd Scholarship Information
6. Honors College

## COMMUNICATIONS ROADMAP

### PSAT

Description of Student	Correspondence
JRS/1260-1600	Jr. gate fold piece with reply card
JRS/990-1250	Jr. gate fold piece with reply card
SOPH1260-1600	Flash card and campus visit push
SOPH/1140-1250	Flash card and campus visit push
SOPH/(LA)/990-1250	Flash card and campus visit push

### EOS (Cycle 4 – June/Juniors rising to Seniors)

Description of Student	Correspondence
JRS/28-36	Flash Card and campus visit push
JRS/21-27	Flash card and campus visit push

### EOS (Cycle 5 – September of Junior year)

Description of Student	Correspondence
JRS/28-36	Jr. gate fold piece with reply card
JRS/21-27	Jr. gate fold piece with reply card

### Plan EOS

Description of Student	Correspondence
SOPH/26+	Flash Card with campus visit push
SOPH PRT ST/21-25	Flash Card with campus visit push

“SENT” SCORES

ACT

Grade Level	Criteria	Letter	Correspondence
Senior	English & composite 65+		Letter, senior piece
	English & composite 53+		Letter, senior piece
	English & composite ≤ 53 and composite ≥ 26		Letter, senior piece
	Composite 20-25		Letter, senior piece
	Composite ≤ 20		Postcard
Junior	English & Composite 65+		Letter, Jr gate fold piece with reply card, push the visit
	Composite 20-26		Letter, Jr gate fold piece with reply card, push the visit
	Composite ≤ 20		Postcard
Sophomore or younger	English & composite 65+		Flash card, push the visit
	Composite 20-26		Flash card, push the visit
	Composite ≤ 20	SOP3	Postcard

SAT

Grade Level	Criteria	Letter	Packet
Senior	1170+ composite, 730+ verbal		Letter, senior piece
	1170+ composite, 610-720 verbal		Letter, senior piece
	Composite $\geq$ 970		Letter, senior piece
	Composite $\leq$ 960		Postcard
Junior	1170+ composite		Letter, Jr gate fold piece with reply card, push the visit
	970-1160 composite		Letter, Jr gate fold piece with reply card, push the visit
	Composite $\leq$ 960		Postcard
Sophomore or younger	1170+ composite		Flash card, push the visit
	970-1170 composite		Flash card, push the visit
	Composite $\leq$ 960		Postcard

**ESTIMATED TIMELINES FOR SCORE CORRESPONDENCE**

Correspondence will be sent to score reporters (solicited and unsolicited) based on the following timeline:

JULY 2004	PSAT June SAT
AUGUST 2004	Senior Job (All Seniors with test scores 20+) – PK 80
SEPTEMBER 2004	EOS Cycle 5 PLAN EOS
OCTOBER 2004	TBA
NOVEMBER 2004	October SAT
DECEMBER 2004	October ACT November SAT
JANUARY 2005	December ACT December SAT
FEBRUARY 2005	January SAT
MARCH 2005	February ACT
APRIL 2005	PSAT
MAY 2005	PSAT April ACT
JUNE 2005	PSAT May SAT EOS Cycle 4 June ACT

**Information Request packets (all packets include a letter)**

**Must get enough information so that they can be placed into the system and then follow the funnel**

LT10	Letter requesting admissions information	Fast facts, Jr brochure and app card
LT11	Letter requesting admissions information plus additional information	Fast facts, Jr brochure and app card
PH10	Phone requesting admissions information	Fast facts, Jr brochure and app card
PH11	Phone requesting admissions information plus additional information	Fast facts, Jr brochure and app card
WW50	Web requesting admissions information	Fast facts, Jr brochure and app card
WW51	Web requesting admissions information plus additional information	Fast facts, Jr brochure and app card
WW01	Web-Sr-need application	Fast facts, Sr brochure and app card
WW02	Web-Sr-admitted	CV form
WW03	Web-Sr-application pending	CV form
WW05	Web-Sr-HS student inquiry (no Sr.)	Jr. brochure
WW11	Web-Transfer-needs application	CV form and app card
WW12	Web-Transfer-admitted	CV form
WW13	Web-Transfer-application pending	CV form
UG	American mail request	App card and return envelope
FUG	Foreign mail request	App card, info. sheet, return envelope Flash Card
TUG	Transfer mail request	App card
RC01	Reply Card-Sr	CV form and app card
RC02	Reply Card- all but Sr	CV form

**PHASE II September 2004 – March 2005**

**GOALS #1 and #2 continued**

Develop and maintain an integrated communications campaign across campus lines with moderate growth in the freshmen class.

Develop new set of Spring Testing and Orientation materials following the new design concept.

Develop new “You Are Admitted” Senior CD.

Develop new set of materials for Center for Freshman Year.

**GOAL #3**

Maintain positive attitudinal perceptions and effectively manage the relationship between LSU and high school counselors by enhancing and sustaining communication through personal visits, web, and print.

Counselors:

Counselor’s brochure

Web component completed in Phase I

Counselor’s newsletter – read only

Improve counselor packets

**GOAL #4**

Increase the attitudinal perceptions parents have of LSU by enhancing and sustaining communication through web and print.

Parents:

Conduct research to determine attitudinal perceptions of parents.

Create parent’s brochure “What to Expect”

Web component completed in Phase I

Post cards

**APPENDIX B: LSU AND ITS COMPETITORS AT A GLANCE**  
(Data taken from universities' web sites, the "Fiske Guide to Colleges" and "Peterson's")

## **Louisiana State University**

Louisiana State University (LSU), the state's oldest and largest institution of higher learning, was founded in 1860 and moved to Baton Rouge in 1869. The campus occupies 2,000 acres on the southern edge of the city, just east of the Mississippi River. More than 250 buildings make up the central part of the campus.

From its initial emphasis on agriculture and engineering, the University has evolved into a major research institution, the state's public only Carnegie Research Extensive University. LSU also holds the distinction of being one of a select number of universities in the country with both land-grant and sea-grant status.

The campus community offers a wide variety of social, cultural, and recreational opportunities and is enriched by the presence of a number of nationally recognized writers, musicians, and artists who serve on the humanities faculty. The University has a predominantly Louisianan student community, but many of LSU's more than 31,000 students come from all fifty states and 120 other countries. Numerous extracurricular activities range from billiards to sailing. LSU fields NCAA Division I men's and women's teams in basketball, golf, swimming, tennis, and track and field; women's teams in gymnastics, soccer, softball, and volleyball; and men's teams in baseball and football. Club sports include karate, rugby, soccer, tae kwon do, volleyball, and water skiing. LSU supports one of the largest coeducational intramural sports programs in the country. The LSU Union's facilities provide areas for eating and studying, meeting rooms, two theaters, an art gallery, a bookstore, and a U.S. post office. More than 250 student organizations serve as focal points for specific interests and social activities. There are social fraternities and sororities on campus as well as churches, religious centers, and nondenominational units. LSU residence halls and apartments offer a variety of accommodations.

Louisiana State University is located in Baton Rouge, Louisiana, the state's capital and second-largest city. Baton Rouge has a rapidly growing metropolitan area population of 500,000. The mild Baton Rouge climate makes it possible for students to enjoy outdoor sports and activities all year long. The city of New Orleans is within an hour's drive.

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LSU participates in a cross-registration program with Southern University in Baton Rouge and Baton Rouge Community College. Up to one fourth of the number of hours required for the bachelor's degree may be taken through the Division of Continuing Education by correspondence study, extension courses, or both.

The University libraries offer students and faculty members strong academic support through collections that contain more than 3 million bound volumes, more than 5 million microform holdings, and a manuscript collection of more than 12 million items. The library catalog is computerized and accessible from terminals around campus.

The LSU museum complex includes the LSU Museum of Art, the Museum of Geoscience, and the Museum of Natural Science. The University has extensive studios and practice rooms for the art and performance disciplines and two theaters for performances.

## **Auburn University**

Auburn University, a land-grant institution and the Alabama's largest university, was chartered in 1856 as the East Alabama Male College, a private liberal arts school established by Alabama Methodists to foster Christian education.

Auburn University has been ranked among the best colleges and universities in the United States in *The Princeton Review's* annual college reference publication.

The conservative tone of this Bible Belt campus fosters many fundamentalist Christian groups, and Auburn is home to one of the largest branches of the Campus Crusade for Christ movement in the United States.

Auburn University is the first university in the Southeast to offer the bachelor of software engineering degree and the master of software engineering degree. Aubie, the mascot of Auburn University, was named the nation's No. 1 collegiate mascot in 1999 for the fourth time in nine years.

## **North Carolina State University – Raleigh**

The university has an annual budget of approximately \$820 million and an endowment valued at more than \$312 million. It is ranked 8th among national research universities in non-federal funded research, 13th among national research universities in industry-funded research, and 31st nationally in total expenditures for research and development. NC State's expenditures for research and sponsored programs exceed \$440 million.

The university is ranked 17th in the nation for launching start-up companies, and has received more than 350 patents. Students interact with and learn from industry, government and business partners at NC State's acclaimed Centennial Campus, which is widely modeled for how universities can construct academic partnerships with the private sector.

Located in North Carolina's capital city, NC State anchors one corner of the Research Triangle Park, which houses more than 140 organizations dedicated to innovative research and development. This fast-growing area consistently ranks as one of the nation's best places to live and do business.

An important feature of NC State's approach to education is the cooperative-education program, through which students in all schools can alternate semesters of on-site work with traditional classroom time. There are also domestic and international exchanges with over 97 countries and a Residential Scholars program in which academic standouts live together and participate in weekly activities such as guest lectures.

## **Texas A&M University**

Texas A&M University is a land-grant, sea-grant and space-grant institution located in College Station, Texas. The university is centrally located, approximately equidistant from three of the 10 largest cities in the United States (Houston, Dallas and San Antonio) and the state capitol (Austin). The university's enrollment includes approximately 44,000 students studying for degrees in 10 academic colleges.

## *Louisiana State University*

Texas A&M, the state's first public institution of higher education, was opened in 1876 as the Agricultural and Mechanical College of Texas. The school owes its origin to the Morrill Act of 1862, which established the nation's land-grant college system.

In 1963, the name of the institution was changed to Texas A&M University to reflect more accurately its expanding role as a leader in teaching, research, and public service for the state, nation and world. The initials "A" and "M" are a link to the university's past; they no longer represent any specific words as the school's curriculum has grown to include not only agriculture and engineering, but architecture, business, education, geosciences, liberal arts, medicine, science, and veterinary medicine.

Since its inception as a military academy, Texas A&M has become known for its top-notch engineering program and its unsurpassed school spirit. Texas A&M is best known for its agriculture and engineering colleges, and for veterinary medicine, although the university is cultivating a strong liberal arts program and an even stronger business school. Technical programs of virtually all kinds are heartily supported at A&M, especially nuclear, space, and biotechnical research. A&M has become a sea-grant college due to its outstanding research in oceanography, and is a "space-grant" college.

## **University of Florida**

The University of Florida is the state's oldest, largest and most comprehensive university. It is one of only 17 public, land-grant universities that belong to the Association of American Universities. With more than 46,000 students, Florida is one of the five largest universities in the nation.

In 2000-2001 University-of-Florida-based technologies brought in a record \$28.7 million in royalty and licensing income. Florida ranked seventh among all universities for licensing income.

More than two dozen faculty are members of the National Academies of Science and/or Engineering, the Institute of Medicine or a counterpart in another nation. In 1985, Florida became a member of the Association of American

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Universities, the prestigious higher-education organization comprised of the top 63 public and private institutions in North America.

A land-grant university, Florida has a 2,000-acre campus and more than 900 buildings. The northeast corner of campus is listed as a Historic District on the National Register of Historic Places.

A founding member of the Southeastern Conference, Florida finished first in the 2003 SEC All-Sports Trophy competition for the 12th consecutive season.

The university has approximately 226,000 alumni in all 50 states and 130 foreign countries. Some outstanding alumni include: Faye Dunaway, actress; Marshall Nirenberg, Nobel Prize winner in medicine and physiology; Forrest Sawyer, ABC News; Eleanor Smeal, former NOW president; and Bob Vila, home repair personality.

Near the campus are many recreational lakes and rivers, including university-owned Lake Wauburg. The beaches of the Gulf of Mexico and the Atlantic Ocean are just a short drive away.

The University of Florida is among the largest universities in the nation and promotes itself as: thirteenth among all universities - public and private - in number of U.S. Patents awarded in 2000; fourth among public universities and 10th among all universities in number of National Merit Scholars in 2001 freshman class; second among public universities and fourth among all universities in number of National Achievement Scholars in 2001 freshman class.

## **University of Georgia**

Chartered in 1785, the University of Georgia (UGA) is the oldest state-chartered public university in the United States. UGA, a land-grant and sea-grant university is the state's flagship institution of higher education.

*U.S. News & World Report's 2002 Best Colleges* edition ranks The University of Georgia 18th among national public research universities. *Kiplinger's* magazine ranks UGA 6th among the nation's top 100 public schools in the nation in

## *Louisiana State University*

terms of getting the best “bang for the buck.” It is home to the Peabody Awards, the Georgia Writers Hall of Fame, and ranks 12th nationally in the number of students studying abroad.

Famous alumni include: former U.S. Sen. Phil Gramm of Texas; Pat Mitchell, president of Public Broadcasting Service; Hala Moddelmog, president of Church’s Chicken; and Deborah Norville, television journalist.

The University's main campus, in Athens, Georgia, covers 605 acres and includes 313 buildings. Athens, considered one of the nation's best college towns, is home to a vibrant and popular music scene.

The University of Georgia offers study-abroad programs in more than thirty different countries. More than 20 percent of UGA students spend some time studying abroad during their undergraduate career.

The faculty of the University of Georgia includes numerous leading researchers and scholars in various fields, 1 Pulitzer Prize recipient, 9 members of the National Academy of Sciences, 2 members of the National Academy of Engineering, and 7 members of the American Academy of Arts and Sciences.

## **University of Kentucky**

The University of Kentucky lists among its faculty and alumni, two Nobel Prize winners, three Pulitzer Prize winners, and numerous recipients of Fulbright scholarships.

The University of Kentucky's supercomputing capacity ranks eighth among American public and private universities. The H-P Superdome supercomputer handles 700 billion calculations per second, enabling researchers across campus to obtain results more quickly.

UK is a member of the Academic Common Market, which provides students in 14 Southern states with the opportunity to pay in-state tuition at any of these states' schools if they want to enroll in a program not offered in their home state.

## **University of Maryland**

The flagship university of the state, the University of Maryland is currently listed as No. 17 in the rankings for U.S. Public Universities in this year's *U.S. News & World Report* ratings. Maryland is designated as a NASA University Research, Engineering and Technology Institute (one of only seven in the country).

At the University of Maryland, in the last four years freshman admission applications increased 37 per cent from 17,000 to 23,000. Six students applied for every spot in the Fall 2002 entering class. The university generates \$5.63 of economic activity for every dollar appropriated by the Maryland General Assembly, providing a statewide impact of nearly \$1.8 billion annually.

Maryland students step off the campus and into one of the world's most vibrant centers of government, business, research, and culture. The University is situated just minutes from the heart of Washington, D.C., and within half an hour of both Baltimore and Annapolis. Students at Maryland have the opportunity to formally study abroad for credit; and internships and cooperative education opportunities are plentiful in and around the nation's capital.

Maryland has a full-time teaching faculty of 2,766 and a part-time teaching faculty of 825 members. Ninety percent hold a Ph.D. or terminal degree in their fields. Faculty honors recipients include Fulbright Scholars, Guggenheim Fellows, NSF Presidential Young Investigators, Sloan Fellows, and members of the National Academy of Sciences and the American Academy of Arts and Sciences.

The University of Maryland is currently facing a shortfall of approximately \$81 million in funds available to support their academic and statewide missions for FY 2003-04. This is the severest budget deficit the University has experienced since its designation as the flagship campus.

## **University of South Carolina**

Chartered in 1801 as South Carolina College, the University of South Carolina remains on its original site in downtown Columbia, the state capital. Columbia is in the center of the state, a 3-hour drive from the scenic Blue Ridge Mountains or Myrtle Beach and the Grand Strand.

USC's University 101 program, which is designed to acquaint new students with the University and its academic resources, was recently ranked number one in "Programs That Really Work" by *U.S. News & World Report*.

There are 1,099 full-time faculty members at the University, all of whom hold a Ph.D. or other terminal degree. Faculty members are engaged in teaching, research, student advising, and working with student organizations.

Famous alumni of the university include: Jim Hoagland, *Washington Post* senior foreign correspondent and two-time Pulitzer Prize winner; Hootie and the Blowfish, Grammy Award-winning musicians; Robert C. McNair, entrepreneur, philanthropist, and owner of the Houston Texans NFL team; and Marva Smalls, Executive Vice President, Nickelodeon.

## **University of Tennessee**

Founded in 1794, the University of Tennessee is one of the largest universities in the Southeast United States. In FY 2001-2002, UT's more than 250,000 alumni gave more than \$79 million to the university. A land-grant institution, the school's research expenditures in 2003 exceeded \$195 million.

The school counts as its famous alumni, Howard Baker, Ambassador to Japan and former Senate Majority Leader; Ali Hussein Abu Ragheb, Prime Minister of Jordan; and Lindsey Nelson, sportscaster.

Tennessee has a cooperative arrangement with nearby Oak Ridge National Laboratory – the federal government's largest non-weapons lab – bolsters science and technology offerings and involves more than 400 students and faculty in majors as diverse as English and physics.

## **Virginia Tech University**

From a meager beginning in 1872, Virginia Polytechnic Institute and State University, popularly known as Virginia Tech, has evolved into a comprehensive university of national and international prominence and is Virginia's largest university.

With annual research expenditures of about \$170 million, Virginia Tech consistently ranks among the top 50 research universities in the United States. With more than 100 research centers, the university also consistently ranks among the top institutions in industry-supported research and near the top 10 in the number of patents issued each year.

The university's faculty and students are involved in more than 3,700 research projects in fields ranging from biotechnology to materials, from the environment and energy to food and health, and from transportation to computing information.

Virginia Tech manages more than \$30 million in funded economic development projects in 27 countries and encourages faculty to develop global course content and study abroad opportunities for students.

Virginia Tech produces 40 percent of the state's Ph.D.s. It is one of two universities in the country that offers the combined advantages of a military-style leadership development program and a traditional academic and social life through the Virginia Tech Corps of Cadets. Virginia Tech consistently ranks among the top 15 schools in the nation in number of patents received