MARKETING IN PHARMACY ACADEMIA

Establishing the Marketing Function within a College

Kelly Schmidt

Contents

UF | **College of Pharmacy**
UNIVERSITY *of* FLORIDA

OBJECTIVE

Focusing on the role of marketing in higher education, this project uses the College of Pharmacy at the University of Florida to determine the best way to introduce marketing as a function within a college. The deliverables of this project aim to define the role of marketing, clearly communicate services, foster client relationships and position the office to succeed long-term.

SITUATION ANALYSIS

The University of Florida's College of Pharmacy is home to three degrees and is currently serving 1,047 Pharm.D. students, 1,100 online students, and 116 graduate students. Housing five academic departments as well as five research centers, the college is recognized for its pharmacy education, research, and service in the field. A decrease in applications in academic and continuing education programs as well as previously successful annual conferences lead the college to establish a marketing team in 2016. This situation analysis addresses the current state of the College of Pharmacy and industry trends in pharmacy and higher education.

The College

Since it first opened its doors to pharmacy students in 1923, the University of Florida has trained over 13,000 students from across the world in the pharmaceutical sciences. A nationally accredited and top-10 pharmacy school in the U.S., the College of Pharmacy at UF is currently ranked No. 1 in the state of Florida and No. 9 nationally, according to U.S. News & World Report. For four consecutive years, it has also been ranked first nationally for total number of residency matches. Rankings are based on the Doctor of Pharmacy (Pharm.D.) degree and released every four years, with the next to be released in spring of 2020.

Pharm.D. students have the option to study at campuses in Gainesville, Orlando, or Jacksonville. All three campuses boast world-class facilities, faculty, and innovative curriculum. In addition to its flagship Pharm.D. program, the college offers an in-person doctoral degree (Ph.D.) option where students work with faculty researchers and specialize in one of the college's five prominent research departments: Medicinal Chemistry, Pharmaceutical Outcomes and Policy, Pharmaceutics, Pharmacodynamics, and Pharmacotherapy and Translational Research. Internationally recognized as a leading academic institution of research, the College of Pharmacy is home to five research centers nestled under each of the given research departments.

The College

Online graduate program options are also available and well-received. Students can pursue master's degrees and graduate certificates in Forensic Sciences, Pharmaceutical Chemistry, Clinical Toxicology, Pharmaceutical Regulation and Policy, Pharmacoeconomics, or Medication Therapy Management. Additionally, the college is a resource for pharmacists across the country to receive continuing education courses required to maintain their licenses.

The college defines its vision as "Preeminence in education, pharmaceutical sciences research, and patient care that optimizes the health and wellness of individuals and communities." Its mission is to "improve the lives of others locally and globally through a climate of discovery to develop future leaders in pharmacy practice and science, support research across the spectrum from drug discovery to medication use in society, advance pharmacy practice to optimize patient-centered care and healthcare delivery, and foster lifelong learning."

With goals emphasizing "high impact research" and training, the College of Pharmacy looks to influence the pharmacy world by spearheading "high quality, cost-effective, patient centered care" and molding future leaders in the field.

Current Marketing & Communication

Website

Clean and bright in design, the College of Pharmacy's website homepage presents navigation that categorizes programs in three buckets: Pharm.D., Ph.D., and Online Graduate Programs. It uses prominent and candid images of students with the tagline "Pursue Greatness." News articles and press releases are front and center, touting the most recent stories as a focal point. Boxes focused on numbers showcase rankings, research funding, and alumni statistics.

Email Campaigns

Many email campaigns are sent by the College of Pharmacy, and the content and tone of each marketing email varies by the topic and department. The most recently sent mass emails contain a large banner graphic or image followed by text-heavy content. Overall, the tone of these are formal and informative. Application-focused email campaigns (Pharm.D., residential Ph.D. programs, and online programs) revolve around program deadlines and upcoming webinars. Event-related emails heavily encourage the reader to register for an event, but they often highlight information about speakers or conference topics as well.

Current Marketing & Communication

Advertising

Paid advertising is currently outsourced to an advertising agency. These ads focus on the Pharm.D. program with the goal of generating leads who are likely to apply for pharmacy school. Digital display and search ads target potential applicants of the program, and they run annually from May until the end of January. These messages highlight rankings (#1 in Florida, top-ten nationally), are simple, and use white text on a blue or orange graphic. Ads click through to landing pages with encouraging messages to fill out a form to receive more information from the College of Pharmacy about the Pharm.D. application process.

Social Media

The college has active social media accounts to keep audiences engaged. On Facebook, content focuses on events and news. Posts are added daily, and the tone is friendly, energetic, resourceful, and driven. The messages are caring and playful, promoting deadlines and events often using emojis. The cover photo states, "Being ranked number one in Florida is an honor. Caring for 7 billion people around the world is a privilege." Its Twitter account is more active, with posts multiple times a day. These posts have a news-like tone, highlighting faculty presentations at conferences, quotes from speakers, and less intentional photos than on Facebook. On Instagram, the College of Pharmacy posts a few times a week, mirroring content posted on the other two main channels.

Consumer

The College of Pharmacy employs 231 full-time staff and faculty members across all three campuses. 53 percent of these employees are faculty while the other 47 percent are staff. Faculty members lead the research departments, centers, and academic programs. Staff work closely with faculty to administer programs, execute events, and manage other day-to-day tasks.

Primarily, these departments aim to reach and create promising prospective students through marketing channels. There are two types of students who are most important to the college: leads for the flagship, reputation-building Pharm.D. program and prospects for the revenue-generating online master's programs. Students who enroll in Pharm.D. programs are younger, typically enrolling around age 20 after completing two years of undergraduate studies. Demographically, AACP reports that 63 percent of Pharm.D. students were women and 16.2 percent were underrepresented minorities in 2018 while 54.4 percent of master's and Ph.D. students were women (2018).

Consumer

Secondly, constituents of the college look to market the research generated and continuing education opportunities to pharmacists in the United States in order to serve as a resource to the community, particularly in the state of Florida. The Bureau of Labor Statistics reports 314,300 pharmacists in the United States, most of which are employed in health and personal care stores or general medical and surgical hospitals. Of all states, Florida has 20,510 pharmacists, the fourth highest number of pharmacists by state (Bureau of Labor Statistics). The United States Census Bureau reports that the average age of pharmacists in the United States is 41.7, and women are the more common gender with 59.7 percent of the workforce being female pharmacists. 69.2 percent of pharmacists are white (2018).

Competition & Trends in Industry

In late 2019, the Association of Colleges of Pharmacy (AACP) reported 143 schools of pharmacy within the United States that meet the standards for the Accreditation Council for Pharmacy Education (ACPE). Through U.S. News & World Report, rankings on the ACPE-accredited pharmacy schools are released every four years. The methodology is based on the results of "peer assessment surveys sent to deans, other administrators and/or faculty at accredited degree programs or schools" where respondents rate the academic quality of an institution on a one to five scale (Morse, Krivian & Martin, 2019). Additionally, U.S. News reports a 40 percent response rate to these surveys in 2016. Currently, 15 schools comprise the top-ten pharmacy schools in the country:

Rank	University
1	UNC Chapel Hill
2	University of Minnesota
3	University of Michigan
3	University of Texas – Austin
3	UC – San Francisco
6	University of Illinois
6	Ohio State University
6	University of Kentucky
9	Purdue University
9	University of Florida
9	University of Pittsburgh
9	University of Wisconsin
9	University of Maryland
9	University of Washington
9	University of South California

Competition & Trends in Industry

Of these schools, in-state tuition costs range from $9,208 to $58,836 while out-of-state tuition ranges from $27,000 to $58,836. Pharmacy degrees conferred range from 81 to 245. The number of full-time pharmacy faculty numbers has been steadily increasing since 2006, according to AACP.

When compared to these peers, University of Florida is the second most affordable college in the top-10 for both in-state and out-of-state tuition rates. It reported 245 pharmacy degrees conferred in 2019, the most degrees of any of the top-10 schools. Additionally, between the 2016-17 and 2018-19 reported years, the number of full-time pharmacy faculty increased by 40 percent, 30 percent more of an increase than any of its peers.

The oversaturation of pharmacists in a plateauing job market is looming for both pharmacists and pharmacy schools. Research from Lebovitz & Edington suggests that in the last decade, "the number of pharmacy schools in the US increased 38% from 100 to 138; PharmD enrollment increased 25% from 50,691 to 63,464; and PharmD graduates rose 48% from 9,812 to 14,556" (2019). The U.S. Department of Labor predicts little or no change in job outlook for pharmacists in the next 10 years, with a slight decrease in employment.

Competition & Trends in Industry

UNC Chapel Hill Eshelman School of Pharmacy

The UNC Chapel Hill Eshelman School of Pharmacy is considered University of Florida's strongest competitor. It is the number one ranked school of pharmacy in the country, and it offers a breadth of research and program options comparable to University of Florida's College of Pharmacy. Extremely consistent in the use of its brand, UNC threads its branding elements and tone throughout its website and social media platforms.

UNC's website prominently features videos, using movement on the page to keep users engaged. It highlights the tagline "Advancing Medicine for Life" and displays rankings numbers on the homepage as well as up-to-date news and events. Candid and posed photos are used throughout the site, and none of these appear to be stock images. The site navigation is clear and simple. In the education section, each heading has an about page with a correlating "contact us" and "apply" page.

Competition & Trends in Industry

Its Facebook page is active, and posts are added at least four times a week. It presents research updates, news articles, student testimonials, and faculty news often accompanied with #UNCPharmacy. The tone is informational and steady. Similarly, its Twitter account is more active and leans toward more casual. Posting at least once a day, UNC's Twitter features fewer calculated images and often retweets content. Used consistently but less often, its Instagram account is conversational and informal. Most photos posted are posed images of students from around campus with application deadline reminders, well wishes, or congratulatory messages to current students.

From information on its website, UNC School of Pharmacy's Marketing and Communications department is a team of six full-time staff members. This team promotes the school to "a wide range of external and internal audiences including prospective students, prospective donors, prospective research partners, faculty, staff, students, alumni and the general public."

Trends in Higher Education

In recent years, overall university and college application numbers have declined. According to Inside Higher Ed, admissions directors report that their institutions are struggling to meet enrollment goals, the majority saying they were "extremely concerned" about meeting student enrollment goals for 2019-20 (Jaschik, 2019). Many higher education institutions are turning to marketing tactics to lessen their growing concerns.

In their most recent annual Trends in Higher Education report, Hanover Research predicts that institutions will increase brand awareness in 2020 by leveraging inbound marketing, incorporating analytics into social media strategy, opting for digital marketing, proving their value, and using digital technologies such as augmented and virtual reality (2020). As they target a younger, technology-savvier generation, universities are moving toward revamping tactics like the college visit experience by making access to campuses available virtually.

Trends in Higher Education

For instance, Southern New Hampshire University (SNHU) is a non-profit university that grew from a modest regional institution to one of the three largest U.S.-based institutions. It attributes its success to prioritizing customer service, improving processes, and using data efficiently. It now steers away from stock images and actors and instead opt to market real stories from "brand ambassadors:" its students. It works to personalize their students' journeys, even on the website. Everything it does, from digital advertising to traditional marketing, is based on data (McKenzie, 2019).

Similarly, the University of Sydney increased applications with a smaller budget through an intricately personalized application approach. Using online and programmatic display, search marketing, and social media, tailoring messaging to their prospects made a big impact. It heavily relied on data to "understand and define the digital consumer journey," which increased applications by 384% the first year alone (Pearce, 2017).

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SWOT ANALYSIS

Using research findings and results, the SWOT analysis categorizes the College of Pharmacy's strengths, weaknesses, opportunities and threats in the context of marketing.

Strengths

- High rankings nationally and state-wide & good reputation among peers
- Breadth of program offerings
- State-of-the-art facilities
- Connection to health systems
- Faculty numbers
- Campuses that span the state of Florida
- Mobile friendly website
- High placement rates

Weaknesses

- Low application numbers in all programs
- Siloed departments
- Unclear college-wide marketing goals
- Lack of marketing budget

Opportunity

- Influence peers through rankings
- Few competitors in the state of Florida

Threat

- Oversaturation of pharmacists in the job marketing
- Low application numbers for pharmacy programs across the country
- Increase in numbers of pharmacy schools
- U.S. News rankings methodology based on public perception, most recently with a 40% response rate
- Rising tuition costs and debt among pharmacy school graduates

PRIMARY RESEARCH

Interviews were conducted with faculty and staff representing departments within the University of Florida's College of Pharmacy who serve as current and future marketing clients. This research helps identify the core objectives of marketing and evaluate the needs, habits and limitations of each department. This section outlines the research method and findings organized by themes.

Primary Research Method

The primary research was conducted using the following qualitative interview guide.

Qualitative Interview Guide

This research will serve to get a deeper understanding of how each department within the college works and evaluate the marketing needs of the College of Pharmacy at the University of Florida. As a whole, the purpose of this project is to clearly define the role of marketing within the college and delineate a clear path for other staff and faculty members to work with this office. As application numbers have declined and the need for communication efforts has increased, the administration identified a need for marketing within the college. This project seeks to evaluate best practices, speak to its stakeholders, and develop a strategy and measurable process to operate a college-wide service.

Information collected during this research will compiled and used for educational purposes aggregately. There are no right or wrong answers, and specific details given will remain anonymous and used for education purposes within this project. The interviews conducted will be semi-structured and will focus on the role of the interviewee within the college and their perspective as an employee with likely marketing needs. Each session will be held in a comfortable location of the participant's choosing, last less than an hour, and will be recorded if the participant agrees.

Primary Research Method

Sample Interview Questions

Understand their role in their department and the college

Tell me about your role in this department.
> How long have you been working here?
> What does your typical day look like?

What are some strengths you bring to this role?

What is your favorite part about working here?

What are your biggest day-to-day struggles at work?

If you could change one thing about your role, what would it be?

Tell me about your experience with College of Pharmacy staff?
> Students?
> Faculty?

Understand what their office does

Tell me about your office and how it operates.

How many people are on your staff?
> What are their roles?

How does your office define success?

Do you have competitors?
> Who are they?
> Why are they considered competitors?

Do you have peers?
> Who are they?
> Why are they considered competitors?

What other departments does your office interact with the most?

What value does your office bring to the college?
> To the university?
> To prospective students?
> To current students?
> To alumni?

Primary Research Method

Sample Interview Questions

Understand how they currently use and define marketing

When I say the word marketing, what comes to mind?

Talk to me about what marketing is.

Tell me about the last time you requested marketing assistance.
    What did you do first?
    Who, if anyone, did you ask for help?
    What happened?

Tell me about a time marketing succeeded.
    What made it succeed?
    How did you measure success?

Tell me about a time marketing failed.
    What should have been done differently?

Understand how they want to use marketing moving forward

What marketing initiatives are you hoping to try?

How do you see your office working with the marketing office moving forward?

How do you see your office's needs evolving in the next year?
    In the next five years?

Describe an ideal conversation with the marketing team.

Conclude

What else would you like to tell me?

Are there any questions I can answer for you about this project?

Thank you for your time.

Stakeholder Interviews

In total, ten interviews with internal stakeholders were conducted with a variety of staff and faculty.

Emely McKitrick
Assistant Director
Office of Continuing Pharmacy Education and Precision Medicine Graduate Program

Dr. Ian Tebbett
Associate Dean
Entrepreneurial Programs

Joe Nicholson
Associate Director
Lifelong Learning Creative Works

Kim Mahoney
Academic Programs Coordinator
Office of Graduate Programs

Katie McFarland
Academic Program Specialist
Office of Graduate Programs

Michelle Farland
Clinical Professor, facilitator for TBL workshop event
Pharmacotherapy and Translational Research

Monica Delaorra
Marketing Manager
College of Pharmacy

Sarah Barker
Associate Director Student Support
Entrepreneurial Programs

Dr. Teresa Cavanaugh
Assistant Dean & Clinical Associate Professor
Pharm.D. Programs

Dr. Tyisha Hathorn
Assistant Director of Admissions
Pharm.D. Programs

Theme 1

The priority and definition of marketing success for academic programs varies greatly by department. Additionally, the parameter of success is highly influenced by funding sources.

Stakeholders who represent the online graduate and entrepreneurial programs repeatedly stressed the importance of tuition revenue. While the quality of leads and applications are important, the focus for marketing these programs should push awareness of niche programs and aim to increase applications.

Clients in the Pharm.D. program are most focused on quality of applications, despite the decreasing number of pharmacy school applicants across the United States. This department is concerned about the downward trend in applicants but remains most focused on application quality. Additionally, diversity in upcoming classes is a priority. CRM tracking and process is particularly important to this group as they have expanded their use of the CRM for recruiting, admissions, and student affairs purposes.

Staff members representing the residential graduate programs are the least concerned about the number of applicants and students they receive. Their focus is on creating an applicant pool with more domestic applicants since their student base is currently dominated by international candidates. These programs are not revenue generating, and CRM tracking is not a priority.

"…using it to drive registrations to support the office. Everything we do is registration-driven, and we rely on marketing for this. If we don't market properly, we don't increase our revenue. Everything comes down to money."

"In relation to marketing, I realized a long time ago that we have no idea what we're doing. We hired [an outside marketing agency] and we've moved to digital marketing. It's been successful, but we are generating so much money, and it's going outside the university, so we wanted to bring it in house."

Theme 2

Departments are working in silos.

Each academic department is unaware of the innerworkings of other departments within the college despite working with many overlapping faculty members. Staff members who work with more than one department struggle to unify tactics to create consistency in initiatives like college-wide CRM platforms, branding standards, and messaging.

"[Another department within the college] has very different business practices than us. We are more similar in daily business practice to HR than we are to [another program] because we are dealing with faculty and administration 90% of the time."

"There are a lot of politics involved."

Theme 3

SEO, SEM, and market research are all imperative for online master's programs.

Repeatedly, SEO and SEM were mentioned by entrepreneurial online master's programs staff. These programs currently work with an outside marketing agency on these initiatives under a contract that will end soon. They hope to bring this function in-house, and the marketing team will likely be tasked with spearheading these tactics. Additionally, stakeholders identified a growing need to identify the viability of new potential graduate programs in the market.

"It's all SEO [with a currently used external marketing agency]. We were originally doing print ads and all that, but we've done away with it because we were getting nowhere compared to what we could do with SEO and SEM marketing. We need to have the digital piece because that's not going anywhere."

Theme 4

No consistent pathway to request marketing assistance is currently used. Marketing and communications functions are blurred.

When asked how they currently request marketing assistance, clients expressed few consistencies. Most mentioned emailing the director of communication, marketing manager, marketing specialist, or communications specialist. Some noted emailing all marketing and communications staff members, and some expressed that they stop by the marketing office hoping to talk to a staff member. Interviewees see marketing and communications as one function and job duties that fall consistently in one category over the other internally are indistinguishable from client's perspective.

"It's usually a casual email to [marketing manager]. Maybe this is something we need to set more of a structure. I don't feel like our needs are that great."

"I walked over to your office and asked."

"If I need something, I shoot [communications director] an email. I don't know what [they] do on [their] end."

"Usually when I ask, it's last minute like the sky is falling."

"We have an internal marketing group that doesn't have the authority to say, 'we're the marketing group, and this is what's going to happen.'"

Theme 5

Departments have limited budget for marketing tactics and fees. They are frustrated by the funding model.

Departments are required to fund their own marketing tactics in addition to fees to cover marketing staff members' salaries due to requirements from the College of Pharmacy's fiscal office. Stakeholders, especially those responsible for off-book and continuing education programs, expressed seeing inconsistencies in how they are billed for marketing services. From their perspectives, billing seems to be sporadic and unplanned.

"We have to break even because we're self-funded. That's difficult because that includes everything from keeping the lights on to faculty salary to my salary."

Theme 6

Stakeholders are unaware of marketing opportunities but excited to explore more options and master current initiatives.

When asked about what marketing tactics they would like to try, constituents were unsure how to answer and deferred to the marketing team to identify ideas. Overall, they seemed excited about the possibility of trying new tactics to reach their goals, but individually, they were unclear about identifying what those could be with limited resources and time.

"We don't need anything new. We're really getting more established about what we're already doing but with more of a structure. It's hard to establish a process and procedure when things are constantly changing."

"I don't know enough about what other tactics there are. It seems like we do a lot of email marketing, but I don't know why."

"Part of the challenge for me is that I really don't know what marketing could be doing. I really rely on you coming to me and saying, 'what do you think about doing this?' If I don't live in that marketing space, I don't know what is innovative."

GOALS, OBJECTIVES, STRATEGIES, TACTICS

The goal of this initiative is to use communication tactics to bring awareness to the marketing team and what it can do for departments within the College of Pharmacy. Using free platforms, this project will provide the tools for the marketing team to position themselves as experts within the college while highlighting successes, addressing deficiencies and measuring success.

Objective 1

Bring awareness to the marketing team's expertise

Strategy: Address awareness issues by using digital tools to highlight abilities and define who the marketing team is, stressing that it a resource designed to assist departments in reaching their enrollment and registration goals

Tactic 1: Website

- This website will be specific to UF College of Pharmacy marketing and will provide a platform to clearly define our presence, expertise, and services. It will use the UF Health WordPress template and adhere to all UF, UF Health, and UF College of Pharmacy branding standards.

- Deliverables: site map, live website

- Measuring success after implementation: web traffic, focusing on new and recurring users

Tactic 2: Email campaigns

- Investing time in building an ongoing, monthly email campaign will establish ourselves as an approachable and ongoing resource in the college. Distributing regular email communication to faculty and staff (current and potential clients) will bring awareness to the team and open a dialogue for us to build relationships.

- Deliverables: email template, example email with content

- Measuring success after implementation: track open, click through, and unsubscribe rates

Objective 2

Create a roadmap for clients to work with the marketing team

Strategy: A guide to make requesting marketing work simple and clear using the web and free tools to track marketing work and time spent on projects

Tactic 1: Webpage
- On the marketing website, a step-by-step guide on its own webpage will define how to work with the marketing team. This address the confusion and inconsistencies clients expressed through primary research about how to go about requesting marketing assistance.
- Deliverable: live webpage
- Measuring success after implementation: page views, usage

Tactic 2: Forms
- Gravity forms will be created and implemented to streamline where requests come from. These forms will have completion actions put in place to confirm that the form was submitted and will funnel into a system to alert the marketing team.
- Deliverables: implemented Gravity forms on the webpage, completion actions that feed into tactic 3
- Measuring success after implementation: number of uses

Tactic 3: Trello board
- In the interest of transparency, a public Trello board will be created to alert the marketing team that a request has been made. New inquiries will be funneled into a list, and once the marketing team addresses the request, a staff member will be assigned as the point-of-contact for that initiative.
- Deliverables: branded Trello board with lists, tags, and timelines; documentation of process
- Measuring success after implementation: consistent use

Objective 3

Measure success of projects and relationships with clients, evaluate work and ask for feedback

Strategy: Survey and check in with clients regularly to ensure their expectations are met

Tactic 1: Surveys, post project and pulse check

- Surveying clients regularly will assist the marketing team in ensuring that expectations are being met. This will give clients a platform to express any concerns and make suggestions. Checking in post-project will help conclude the project, and annual pulse check surveys will help us get a sense of success bigger picture.

- Deliverables: two branded Qualtrics survey templates: post project and pulse check

- Measuring success after implementation: response rate, positive and insightful feedback

Tactic 2: Regular face-to-face check in meetings

- Primary research suggested that many clients are unfamiliar with people on the marketing team as a whole. Making a brief annual meeting a priority will contribute to growing relationships and familiarity while giving the marketing team an avenue to talk with clients about survey responses and upcoming initiatives.

- Deliverable: agenda overview recommendation/guide

DELIVERABLES

The following deliverables align with the outlined objectives and tactics. They were designed to be user-friendly and responsive on any device.

Objective 1 Tactic 1: Website

Home

- About
  - How to Work With Us
- Resources
  - Style Guide
  - Logos
  - PowerPoint Templates
- Services
  - Advertising
  - Email Marketing
  - Salesforce Tracking
  - Social Media Campaigns
  - Web Assistance
- Contact Us
  - Request a Project

Objective 1 Tactic 1: Website

Objective 1 Tactic 1: Website

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Objective 1 Tactic 1: Website

Objective 1 Tactic 1: Website

Objective 1 Tactic 1: Website

Objective 1 Tactic 2: Email Campaigns

Objective 2 Tactic 1: Webpage
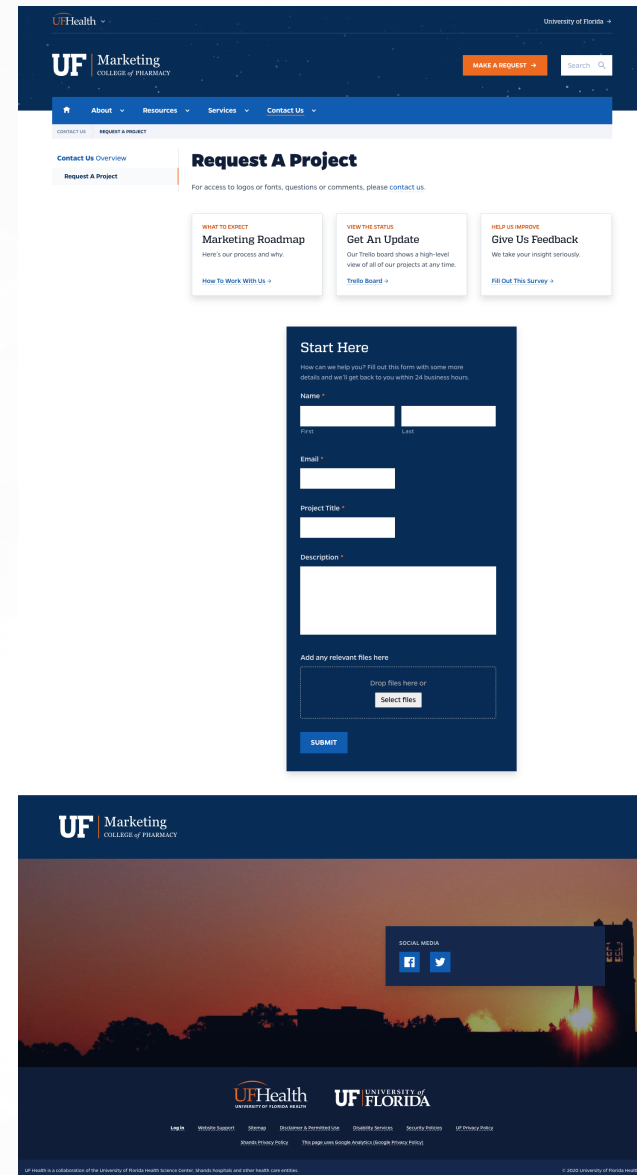
Objective 2 Tactic 2: Forms

Objective 2 Tactic 3: Trello board

Objective 2 Tactic 3: Trello board

About This Board

Description Edit

We're the marketing team at the University of Florida College of Pharmacy.
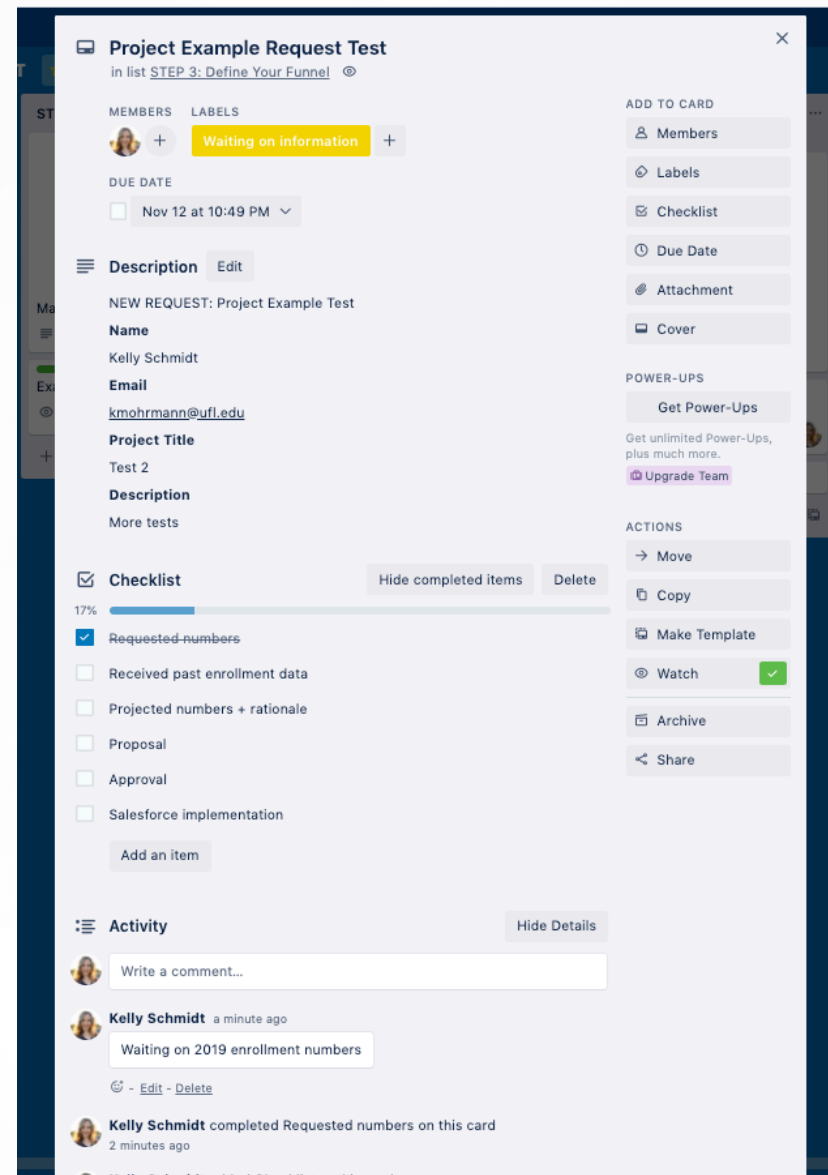
We use Trello as a tool to maintain transparency with our clients.

Clients can track the status of their projects as they progress through our seven marketing steps. *It's our very own pizza tracker.*

A couple things:

- This is organized in lists and cards. Lists are the steps or categories. Cards are individual projects.
- Click on cards for more information, including the original request submission.
- New requests are automatically added as a card under "STEP 1."
- Once we address your requests, a marketing team member will be assigned to lead your project. You will see their face appear on the card once your lead is assigned.
- Click on each a card for more details. Please note that the details in these cards are high level. No sensitive data will be shared here, including confidential information protected by FERPA and HIPPA laws.

Read more about our process here.

Project Example Request Test

in list STEP 3: Define Your Funnel

MEMBERS   LABELS
Waiting on information

DUE DATE
Nov 12 at 10:49 PM

Description Edit

NEW REQUEST: Project Example Test
Name
Kelly Schmidt
Email
kmohrmann@ufl.edu
Project Title
Test 2
Description
More tests

Checklist   Hide completed items   Delete
17%
- Requested numbers
- Received past enrollment data
- Projected numbers + rationale
- Proposal
- Approval
- Salesforce implementation

Add an item

Activity   Hide Details

Write a comment...

Kelly Schmidt a minute ago
Waiting on 2019 enrollment numbers
Edit - Delete

Kelly Schmidt completed Requested numbers on this card
2 minutes ago

ADD TO CARD
- Members
- Labels
- Checklist
- Due Date
- Attachment
- Cover

POWER-UPS
Get Power-Ups
Get unlimited Power-Ups, plus much more.
Upgrade Team

ACTIONS
- Move
- Copy
- Make Template
- Watch
- Archive
- Share

Objective 2 Tactic 3: Trello board

Objective 3 Tactic 1: Surveys, post project and pulse check

Objective 3 Tactic 1: Surveys, post project and pulse check

Objective 3 Tactic 2: Regular face-to-face check in meetings

Annual Marketing/[Program/Department] Meeting Agenda

[Date], [Time]: [Location]
Facilitator: [Marketing Team Lead]

Objective: Review marketing initiatives for the past year and plan for upcoming year

Agenda Items:

Review program's performance over the past year

- Has this been a successful year? Why/why not?
- Did you meet your enrollment goals?

Review big picture of past marketing tactics and initiatives

- What went well?
- What initiatives fell short?
- Did marketing meet your expectations?
- How can we improve?

Address the vision of the program or department's upcoming year

- Has anything changed?
- Calendar planning
- Define upcoming goals and next steps

MARKETING IN PHARMACY ACADEMIA

Establishing the Marketing Function within a College

Kelly Schmidt