



Marketing and Communications Plan

January 2018-June 2019

By: Brooke Vlasich
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Executive Summary

This marketing plan for the Southern Utah Museum of Art (SUMA) is structured for January 2018-June 2019. Contained in this plan are specific company and marketing goals as well as strategies and tactics for attaining these goals. Resources about SUMA's past and current programs, its ties to Southern Utah University (SUU), and information about the museum's location in Cedar City, Utah are all used to determine key audiences, messages, and methods to attract visitors. SUMA's partnerships with the SUU College of Art and Design and artsFUSION are also included for programs like Family Day: An Afternoon with Art, Create Playdate, and Art Insights. SUMA's staff members, including Museum Director/Curator Jessica Farling and SUU College of Visual and Performing Arts (CPVA) Public Relations & Information Coordinator Ashley Pollock were consulted for future tactics and observations about SUMA's current situation.

This plan begins with SUMA's current mission statement with possible revisions and a SWOT analysis that illustrates the museum's present state. The situational analysis also shows SUMA's current and future offerings and how they are valuable to museum visitors. This includes but is not limited to free admission and parking, prominent location, variety of exhibits, and the museum gift shop. From these analyses, specific marketing strategies and tactics, both online and offline, are presented to assist SUMA with marketing exhibits, events, and programs. Key audiences include the following: (1) SUU students, (2) southern Utah educators, and (3) young families. Demographic information regarding age, ethnicity, income, education level, financial situation, and issues they face are evaluated with messages and channels for each audience. A timeline and budget for this plan are the final element that includes tasks and responsibilities assigned to SUMA staff members.

The marketing plan concludes with suggestions to improve and maintain SUMA's marketing efforts. From the evaluation of SUMA's current state, consultations with staff members, and analysis of key audiences, a series of recommendations will be given to conclude and carry out the plan.

Company Review

Company Premise

The Southern Utah Museum of Art (SUMA), on the campus of Southern Utah University (SUU), features the artwork of regional artists known for their landscapes, faculty and student artists from the SUU Department of Art & Design, as well as emerging and distinguished artists from around the country. Strengths of the nearly 2,000-object permanent collection include the body of work by Jimmie Jones that exemplifies his notable career in the region, as well as a robust collection of prints featuring well-known artists such as Pierre-Auguste Renoir, Salvador Dalí, Katsushika Hokusai, Thomas Hart Benton, and others. Part of the Beverley Taylor Sorenson Center for the Arts, which also includes the Utah Shakespeare Festival, SUMA is free and open to the public.¹ The building itself is unique not only for its architecture that was inspired by the slot canyons in southern Utah's National Parks, but also for its HVAC system that monitors the temperature to protect the artwork inside the building.² Another feature that makes SUMA stand out is its commitment to providing hands-on learning opportunities for the SUU Students who assist in various departments including collections, education, development, and marketing.

Original Mission Statement

The Southern Utah Museum of Art is a student-centered experiential learning environment that collects, preserves and exhibits the visual arts of southern Utah and surrounding Colorado Plateau. The Museum's exhibitions and educational programs expand the collecting focus by connecting regional art, culture and interests with the larger world.³

Revised Mission Statement

The Southern Utah Museum of Art is a student-centered learning environment that fosters engagement and excitement for the students of Southern Utah University as well as communities across the state through its permanent collections, diverse exhibitions, and participatory experiences.

Updating the original mission statement for SUMA provides further clarification about the museum's purpose and activities. The original mission statement strives to provide hands on learning, but it is unclear as to whom is being served. Are future arts leaders being served? Is the community being served? Which community is the original mission statement referring to? There is also no reference to SUU, SUMA's parent organization. The revised mission statement answers these questions by stating who SUMA is (a museum that focuses on students' education and training), what SUMA does (the museum engages students and Utah communities through art experiences), and why SUMA exists (to serve SUU and Utah with the museum's collections, exhibits, and experiences). Museum Director/Curator Jessica Farling has indicated that the museum should include the phrase "student-centered" to highlight the museum's educational goals and not "student run" since she would like to hire more full-time positions in the future. These additional staff positions will continue to train and mentor students to fulfill SUMA's mission of experiential learning. It is also important to make sure that SUU is included in the mission statement both as a museum to train SUU students and to also engage SUU students.

¹ Southern Utah Museum of Art (2017). Retrieved from <https://www.suu.edu/pva/suma/>.

² Southern Utah Museum of Art (2017). The Building. Retrieved from <https://www.suu.edu/pva/suma/building.html>.

³ Southern Utah Museum of Art (2017). About. <https://www.suu.edu/pva/suma/about.html>

SUU faculty is an important audience, but students are the primary focus. The final part of the mission statement is also in line with artist Jimmie F. Jones' purpose for funding the museum. According to SUU College of Performing and Visual Arts (CPVA) Public Relations & Information Coordinator Ashley Pollock, Jones specifically wanted rural Utah communities to have the opportunity to enjoy museums since he did not have the experience as a child.

SWOT Analysis

Strengths

- SUMA has a dedicated and collaborative staff to meet visitors' needs.
- SUMA is the only art museum in Cedar City.
- SUMA has strong partnerships with SUU's Art and Design Department, the Utah Shakespeare Festival, the Garth & Jerri Frehner Museum of Natural History, Cedar Breaks National Monument, and artsFUSION.
- SUMA's architecture makes the building stand out.
- The museum has free parking nearby.
- SUMA is free and open to the public.
- The museum has a unique temperature regulation system to preserve artwork and moveable walls that can be adjusted to fit various types of exhibits.
- SUU student fees go towards maintaining facilities and operations.
- Visitors indicate that they enjoy the museum's variety of exhibits and gift shop products.

Weaknesses

- All staff are part-time except for the Museum Director/Curator Jessica Farling. This leaves the museum with limited resources and staff to pursue programming and exhibits to provide for the public.
- The museum is missing some key staff members including a Marketing Director, Exhibitions Designer, Development Director, and Collections Manager. Marketing is currently overseen by SUU CPVA Public Relations & Information Coordinator Ashley Pollock who also has to oversee other marketing tasks within SUU's theatre, dance, and visual art departments.
- Limited parking when school is in session.
- Limited hours for visitors; no morning or late night hours.
- SUMA is a fairly new organization. The museum's target audiences are not fully determined and some community members and SUU students are uncertain about the museum.
- SUMA staff members have heard from SUU students that they find the building to be intimidating and do not feel welcome.
- SUMA has an unclear mission statement and does not have a vision or values statement.
- The roles between SUMA and other current partners for exhibits, events, and educational programs can be unclear, which leads to delays and last-minute communication with audiences.
- The Point-of-Sales system in the gift shop requires many steps and is inconvenient for customers.

Opportunities

- Cedar City has opportunities for SUMA to partner with local businesses and non-profits including Frontier Homestead State Park, Artisans Gallery, Iron Gate Winery, and Artworks.
- SUU has organizations on campus for SUMA to partner with, including SUUSA, SUU Outdoors, and the Gerald R. Sherratt Library.
- Regional and local advertising opportunities at events, in newspapers, and online that the museum has not yet utilized.
- SUMA is located next to USF, which can bring in potential visitors.
- Utah has the highest attendance for arts events (84.5%) according to the NEA.⁴

Threats

- Other established organizations in Cedar City have full-time staff members who can assist their companies with more programming, educational, and marketing opportunities.
- SUMA is fairly new, which means the museum will be challenged in communicating who SUMA is and what it provides.
- Since admission is free, the museum will have to find other finance methods in order to remain solvent and prominent among other rural Utah events and organizations.
- The current political climate in the United States does not support the arts.
- Some staff members report that members of the conservative majority in rural Utah may be apprehensive to visit SUMA because they are concerned over whether or not the artwork will be offensive.
- Keeping up with new technology, equipment, and services could put a strain on SUMA's budget. Changes to SUMA's technology and systems, such as Point-of-Sales, also takes time for approval from SUU.

SMART Company Goals

1. Increase overall visitation by 10% to reach a total of 20,000 visitors during FY 2018. Expand visitation from Washington County, Utah County, Salt Lake County, Nevada, California, Arizona, Idaho, and Colorado by 10% during FY 2019.
2. Increase educational tour attendance of K-12 students from 2,193 in FY 2017 to 3,000 by FY 2018. Expand visitation in Iron County from 41.8% to 50% in FY 2019.
3. Increase awareness of SUMA and brand recognition by FY 2019.

⁴ Means, Sean P. (2016 Sept. 1). *Utah tops the nation in attending arts events*. Retrieved from <http://archive.sltrib.com/article.php?id=4295155&itype=CMSID>

Situational Analysis

Product/Customer Value

Product: SUMA currently offers many different opportunities to experience art. These opportunities include:

- A variety of exhibits ranging from landscape paintings to sculpture to quilts. In the future, SUMA will be offering six exhibits in the spring 2018, two during summer 2018, and three in fall 2018. Depending on available space, a selection of Jimmie F. Jones' artwork is on display throughout the majority of the year. Usually, SUU's Art & Design students have a showcase each semester except the summer semester. Faculty members have also had exhibits displaying their art and artwork from specific classes they teach. Exhibits typically run for about one month although there have been exhibits that run for a couple of months like *A Legacy of Love: The Thread that Binds Us* and some as short as three weeks such as *Summer of Love*.⁵
- K-12 school tours feature both SUMA and the museum's partnerships. Museum Practices and Art & Science tours for SUMA and the Garth & Jerri Frehner Museum of Natural History are available in the fall and spring semesters Tuesday-Friday 9:30 am-11:30 am and Tuesdays and Thursdays 1:00 pm-3:00 pm. During the fall 2017 semester, there were also tours between SUMA and the Utah Shakespeare Festival for *A Legacy of Love: The Thread that Binds Us* to show the connection between fashion design and costumes. These tours were only in the mornings until November 10th, 2017.⁶
- Family programming in partnership with artsFUSION that includes SUMA Family Art Nights Series (FANS) and Create Playdate. FANS events are free and open to the public and were offered specific Monday nights during the spring and fall 2017 semesters from 6:00 pm-7:00 pm. Starting the spring 2018 semester, FANS will be renamed to Family Day: An Afternoon with Art. Dates and times will also be switched to every other Saturday for two hours and participants can join anytime during the two hour time frame. These family activities will continue to provide activities in both visual and performing arts. Create Playdate is a new event for preschool children (ages three to five) that takes place monthly on certain Tuesdays from 11:30 am-12:15 pm and is also free. All art activities for these events are led by SUU students.⁷ A future family program for spring 2018 is spring Breakout, an event with hands-on art activities for elementary students on spring break.
- Future spring 2018 programs include Gallery Talks and Opening Receptions for exhibits, SUMA Happenings activities for SUU students, Art Adventures for outdoor and art enthusiasts, Lunch and Learn for those wanting to find out more about art history and appreciation, and Melody in the Museum. These programs are for SUU students and adults.
- Art Insights, a free art lecture presented on Thursdays from 7:00 pm-8:00 pm twice a month during the fall and spring semesters, are a part of SUMA's partnership with SUU's Art & Design Department. The discussions feature guest artists who discuss their work

⁵Southern Utah Museum of Art. (2017). Past Exhibits. Retrieved from <https://www.suu.edu/pva/suma/exhibits/past.html>.

⁶ Southern Utah Museum of Art. (2017). K-12 Programs. Retrieved from <https://www.suu.edu/pva/suma/education/k12-programs.html>.

⁷ Southern Utah Museum of Art. (2017). Family Programs. Retrieved from <https://www.suu.edu/pva/suma/education/family-programs.html>.

and career with SUU art students and community members. Some artists have also had exhibits at SUMA including Lynn Gaines and Nathan Florence.⁸

- A gift shop that features local vendors and global artists such as Ker-ij Jewelry, Sincerity Bath & Body, and NOVICA.⁹ The gift shop also hosts “A Very SUMA Holiday,” an event in November and December that features a Wishing Tree for the Iron County Care & Share, FANS events planned by SUMA’s education department and artsFUSION, and a Mystery Sales Event on Small Business Saturday.
- Friends of SUMA, the museum’s memberships, have different price options for staff, families, SUU Students, and adults that include benefits such as gift shop discounts, free or reduced admission to institutions in the North American Reciprocal Museums, invitations to a special Collectors trip, and private museum tours.¹⁰

Customer Value: SUMA’s products are valuable to customers because the museum is free and open to the public and it is the only art museum in Cedar City, Utah. Stay-at-home parents and families can bring their children to visit the museum without financial strains of having to pay for parking, admission, and a babysitter. Family programs like Family Day: An Afternoon with Art and Create Playdate as well as activities in the Rocki Alice Gallery provides additional opportunities for parents and children to socialize with one another. Families, retired senior citizens, and out-of-town visitors can all enjoy the museum for entertainment and enrichment to their lives through the arts. SUMA also gives SUU students a break from studying, a place to enjoy social activities together, and the opportunity to admire artwork from fellow students. SUMA’s gift shop products provide visitors with one-of-a-kind gifts and bring awareness to local and global artisans. Friends of SUMA memberships give visitors the potential to become involved with SUMA through funding of specific programs. They can also experience additional benefits such as personalized tours with the Museum Director/Curator and exclusive access to key events.

Pricing/Cost

Pricing: Admission to the museum is free and most events are free and open to the public. Some fundraising events are ticketed, including the annual Art Auction returning in the spring 2018. Some future spring 2018 programs are free or priced at lower rates for attendees only if they are members. The gift shop features products ranging in price from \$2-\$250 that include SUMA custom products, jewelry, accessories, and children’s art projects. Friends of SUMA memberships are currently priced between \$25-\$1,000.

Customer Cost: Although the museum has free admission and many of the events are free and open to the public, customers may incur other costs including fitting a museum visit into their limited time and schedules. To encourage people to spend their free time at SUMA, admission and nearby parking are free. The museum is close to affordable restaurants and shops downtown Cedar City if visitors are looking for more activities before or after a museum visit. Many events and exhibits are for the whole family so visitors do not incur extra costs for arranging a babysitter. The museum gift shop also provides a range of prices to fit many different budgets.

⁸ Southern Utah Museum of Art. (2017). Art Insights. Retrieved from <https://www.suu.edu/pva/suma/education/art-insights.html>.

⁹ Southern Utah Museum of Art. (2017). Gift Shop. Retrieved from <https://www.suu.edu/pva/suma/gift-shop.html>.

¹⁰ Southern Utah Museum of Art. (2017). Friends of Suma. Retrieved from <https://www.suu.edu/pva/suma/friends.html>.

Place/Convenience

Place: SUMA is located at the Beverley Taylor Sorenson Center for the Arts on a prominent corner of the SUU campus next to the Utah Shakespeare Festival at 13 South 300 West in Cedar City, Utah. Free parking is also adjacent to this corner in a SUU lot that is also set aside for Utah Shakespeare Festival visitors and SUU students. The exterior architecture is designed to resemble the slot canyons of southern Utah's National Parks and stands out to visitors. Check-in for visitors is located at the front desk situated near the front entrance.

Convenience: SUMA is next door to the Utah Shakespeare Festival, making it easy for visitors to attend the museum, see a show, and participate in play seminars and orientations during their time at the Beverley Taylor Sorenson Center for the Arts. Since SUMA is open year-round, visitors can also participate in arts activities throughout the year even when the Utah Shakespeare Festival is not performing. The museum's campus location also makes it easy and convenient for SUU students to visit in between or after classes. SUMA is closely located to downtown Cedar City, which enables visitors to engage in other activities before or after they go to the museum. SUMA follows ADA regulations for doors and space in between exhibit walls to make the museum more accessible to those with disabilities.

Promotion/Communication

Promotion: Various online and print media are used to market SUMA's offerings. A quarterly e-newsletter (which will become monthly in January 2018), webpage on SUU's website, online community calendars (SUU, Visit Cedar City, and Cedar City Arts Council), Facebook, and Instagram are all online methods used to promote SUMA. SUMA also uses Trip Advisor and Google My Business to monitor online reviews and rankings. Press releases, paid advertisements, direct mail postcards, rack cards, business cards, posters, and flyers are the traditional methods currently being used to promote the organization's events and exhibits.

Communication: Museum visitors are greeted by front desk staff members who ask attendees about the purpose of their visit and record visitation demographics. Visitors can share about their comments and sign up for SUMA's e-newsletter with a guestbook form at the front desk. Docents are available to give tours and answer inquiries about the museum. According to IMPACTS Chief Market Engagement Officer Colleen Dilenschneider, this communication is important because 29.7% of visitors talk to docents and security guards and 8% of visitors have a higher satisfaction rate from these interactions.¹¹ SUMA also encourages attendees to share their experiences on Facebook, Instagram, Trip Advisor, and Google My Business and responds to all comments on these platforms. SUMA wants customers to know they belong at the museum through a variety of programs that benefit the community. Visitor surveys and surveys for SUU students and faculty are also being arranged to send out during the spring 2018 semester to gather feedback and develop two-way communication between visitors and SUMA. This communication can show visitors how SUMA considers and implements visitors' comments so they are aware their voices are heard.

¹¹ Dilenschneider, Colleen (2017, October). *Utah Museums Association 2017 Conference Keynote*. Presentation.

Marketing Goals, Strategies, and Tactics

Goal #1: Increase overall visitation by 10% to reach a total of 20,000 visitors during FY 2018. Expand visitation from Washington County, Utah County, Salt Lake County, Nevada, California, Arizona, Idaho, and Colorado by 10% during FY 2019.

- Diversify and develop marketing tactics to increase overall visitation.
 - Prepare a monthly, quarterly, and annual attendance report to track visitation trends and segment audiences.
 - Send out press releases and information to the Cedar City Arts Council Calendar, Visit Cedar City Calendar, Artists of Utah's 15 Bytes, Iron County Today, the Daily Spectrum, Deseret News, and the SUU Journal.
 - Research offline and online outlets in Washington County, Utah County, Salt Lake County, Nevada, California, Arizona, Idaho and Colorado to target during July 2018-June 2019.
 - Continue coloring pages in the Iron County Today Coloring Book.
 - Distribute posters for exhibits and events to local community centers including the Cedar City Aquatic Center, the Cedar City Public Library, and Visit Cedar City offices as well as restaurants such as The Grind, Tae's Teas, Great Harvest Bread Company, The Pastry Pub, Centro Woodfired Pizzeria, Starbucks, The Pizza Cart, Lupita's, Brody's, Evan's Hairstyling College, and Pisco Peruvian Rotisserie Grill & Fusion Cuisine.
- Encourage repeat visitors.
 - Keep track of new and returning visitors to see where they are coming from and why they visit the museum.
 - Establish a sign-up method at the front desk for the e-newsletter and offer a quarterly drawing for prizes.
 - Create a new monthly e-newsletter through Constant Contact, establish a template for e-mails, and divide contact groups into visitors, families signed up for memberships, SUU students, and educators.
 - Distribute information about upcoming events with members via e-mail and direct mail. Encourage them to bring friends and families to the museum.
 - Display current membership information at the front desk and post online.
 - Survey current museum visitors and members to segment this audience further. Determine what encourages them to attend the museum, see what they enjoy about the museum, decide where any improvements need to be made, and find where they discovered information about SUMA.
 - Record comments in guest book and keep track of any concerns that need to be addressed.
 - Meet with SUMA's education and development departments, artsFUSION, and CPVA staff to schedule calendars for exhibits and events at SUMA. Once arrangements have been finalized, make updated flyers and rack cards for the front desk, schedule due dates for press releases, and arrange online distribution in an editorial calendar.
 - Have membership materials and information about upcoming events and programs at the front desk to distribute to visitors.

- Drive traffic from new unique visitors and increase engagement from current followers on Facebook, Instagram, and SUMA’s website.
 - Update website design and track visitation with Google Analytics.
 - Use editorial calendar to arrange enough time to communicate information about upcoming exhibits, events, and programs on Facebook, Instagram, Trip Advisor, Google My Business, Now Playing Utah, e-newsletter, the website, and What’s Happening in Cedar City and Iron County.
 - Keep Facebook, Instagram, Trip Advisor, and Google My Business accounts updated with consistent posts and respond frequently to comments.
 - Increase Instagram followers by 50 each semester and Facebook followers by 100 each semester.
 - Track ratings and overall placement in Trip Advisor and Google My Business.

Goal #2: Increase educational tour attendance of K-12 students from 2,193 in July 2017 to 3,000 by June 2018. Expand visitation in Iron County from 41.8% to 50% in July 2018-June 2019.

- Develop online marketing tactics to reach southern Utah teachers.
 - Generate an e-newsletter specifically for teachers and principals.
 - At least one month before tours begin, contact teachers and principals with tour information, bus funding, and sign-up instructions.
 - Distribute an e-newsletter with information on current exhibits so teachers are aware of what to expect from the art on display.
 - Keep website updated with current educational tour and bus funding information.
 - Communicate tour information on Facebook when new sign-ups are available.
 - Put new tour photos on the website and Facebook.
- Use traditional marketing materials to notify teachers.
 - Design and print flyers to advertise educational tours.
 - Distribute flyers at the Iron County School District offices, Cedar City Library, and the Cedar City Aquatic Center.
 - Write a press release about tour and sign-up information.
- Continue to connect with arts coordinators in southern Utah.
 - Maintain communication with Iron County District Arts Coordinator Emily Pereira to see when SUMA’s education staff can attend district and school meetings and other opportunities to share educational tour information.
 - Sustain relationship with artsFUSION and SUU Assistant Professor of Elementary Arts Education Alisa Petersen and to maintain and expand outreach to teachers.
- Boost repeated visitation from past school groups.
 - Resume surveys of past teachers to determine successful features of tours and address any areas of concern.
 - Work with schools who have not returned to determine why these schools are not attending and what SUMA can do to improve arrangements with the schools.
 - Maintain training of SUU students leading tours and work with them to see if there are any gaps in tours and lesson plans.

Goal #3: Increase awareness of SUMA and brand recognition by June 2019.

- Utilize SUU campus marketing outlets to expand outreach to SUU students.
 - Survey SUU students to determine what this audience knows about the museum, why they do or do not visit the museum, and where they receive information.
 - Make arrangements to attend and participate in SUU events.
 - Prepare flyers featuring exhibits and activities and business cards to hand out at SUU events.
 - Place posters about exhibits and events on campus.
 - Order promotional products such as t-shirts, stickers, and pencils to distribute at SUU events.
 - Allocate information about exhibits and events on the SUU Calendar, sidewalk chalk advertisements, digital signs, app notifications, and Toilet Times.
- Create an online communications plan to assist with establishing brand.
 - Include SUMA's logo in Facebook videos and Facebook and Instagram posts where deemed appropriate.
 - Generate a brand persona to keep voice and identity prominent and consistent online.
 - Keep track of analytics and post engagement on Facebook and Instagram to see if new unique users are becoming more familiar with SUMA and connecting with SUMA's content.
- Employ traditional forms of marketing to further brand recognition.
 - Update rack cards with current information on exhibits, activities, maps, parking, information and hours.
- Inquire audiences about their perceptions of SUMA.
 - Arrange a focus group to survey in July 2018 to see if they are familiar with SUMA's logo and the organization. Survey the same group in July 2019 to see if they have a better understanding and recognition of SUMA.
 - Survey new and returning visitors to determine how they perceive SUMA and if it matches up with how the museum wants to be seen.

Audience Segmentation and Messages

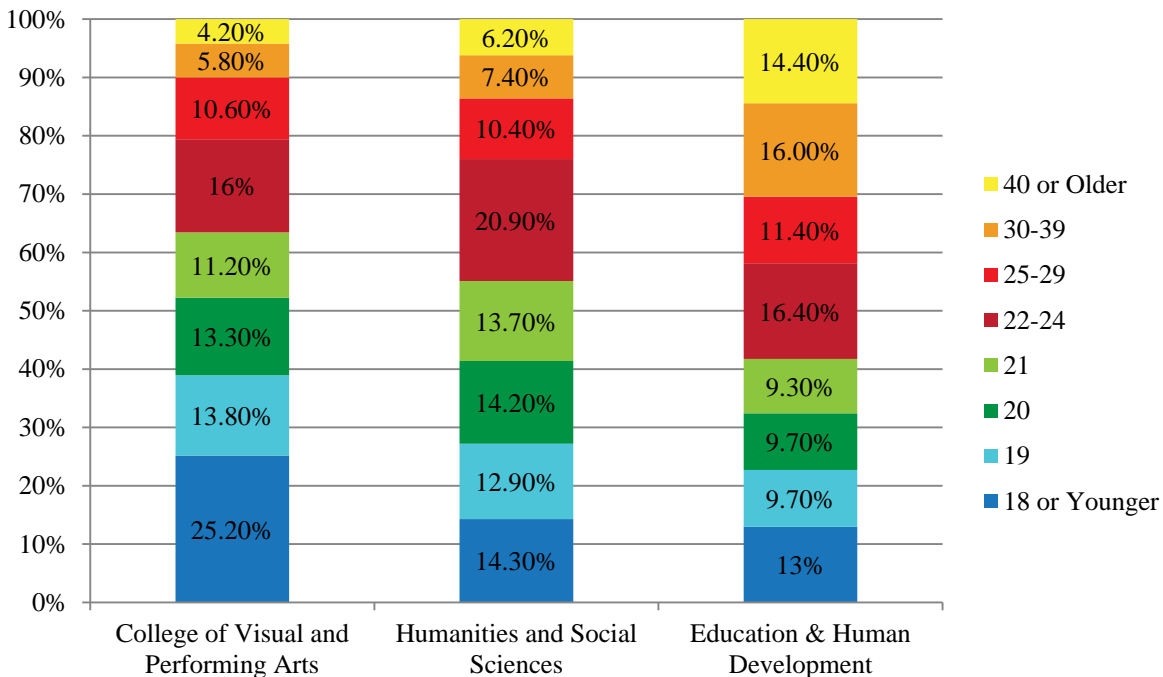
Audience Identification

Based on SUMA’s mission, company goals, and location, the museum’s key audiences are: SUU Students, southern Utah educators, and young families.

Audience Profiles

SUU Students

About this audience: The primary focus in this audience is students who are in the College of Visual and Performing Arts, the College of Humanities and Social Science, and the Beverley Taylor Sorenson College of Education and Human Development. These audience members are mainly traditional students and have at least a high school education. As shown in SUU’s Institutional Research & Assessment¹² most students in these departments are aged 18 or Younger and between the ages of 22-24:

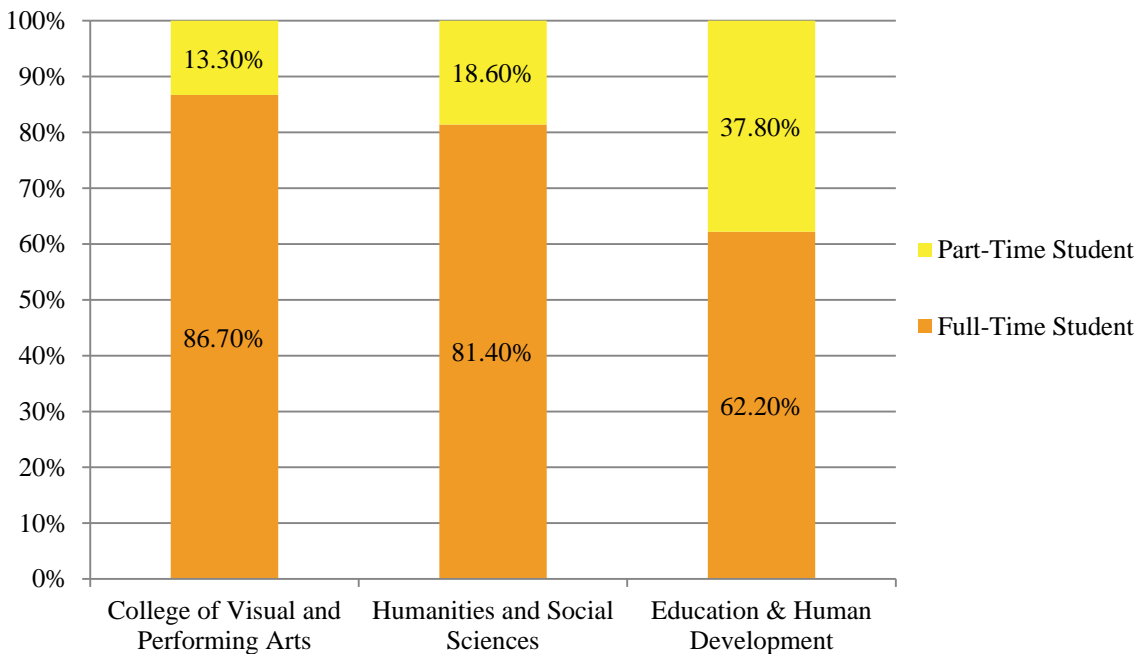


Students in these colleges are mostly women (59%-71%), single (42.3%-63.6%), and white (74%-86.7%). These factors indicate that there are potential audiences for SUMA in each of these colleges since more women attend the arts as shown from the Survey of Public Participation in the Arts (SPPA).¹³

¹²Southern Utah University. (2017). Institutional Research & Assessment. Retrieved from <https://www.suu.edu/general/ir/factbook/>.

¹³ National Endowment for the Arts. (2015 January 12). *Surprising Findings in Three New NEA Reports on the Arts*. Retrieved from <https://www.arts.gov/news/2015/surprising-findings-three-new-nea-reports-arts>.

Another important factor about these students includes their status as Full-Time or Part-Time students:



Since most students are Full-Time, their concerns are focused on balancing work/internships, classes, student loans, and leisure time. Because they have to manage these activities, their primary concerns are expenses, money, and time. They will want to know how visiting SUMA will benefit them and why they should spend their time outside of their academic, financial, and internship commitments to attend the museum’s exhibits and events.

Why this audience is important to SUMA: The museum serves SUU students according to the mission statement (both current and revised). Since student fees pay for SUMA’s maintenance, the museum wants to show students what their fees support and how the museum is beneficial to them.

Why this audience should care about SUMA: This audience should care about SUMA because their student fees assist the museum, SUMA can give them a place to take a break from study and work obligations, and SUMA provides them the opportunity to socialize with other students through museum events. Art students, specifically, should care about SUMA because it is a place for them to showcase their work. It also allows students who value the arts and humanities the opportunity to enjoy artwork of fellow students. Thus, SUMA can develop a mutually beneficial relationship for both those who enjoy the arts and those who are artists looking for an audience. Some barriers this audience faces includes not being aware of museum hours or events, having limited time to visit SUMA, and choosing to spend time on other leisure activities.

Where this audience spends most of its time: SUU students spend a great deal of their time in classes, studying for exams, and preparing class projects. Places they study and complete homework include the SUU Library, local coffee shops and restaurants, and at their home, apartment, or campus dorm. A portion of their time may also be spent working at jobs or

internships that could be on or off campus. If they take time off campus they visit local restaurants or shopping at local stores for items like toiletries and groceries.

How this audience receives information: SUU students can receive information from a variety of SUU campus marketing procedures both online and offline. This includes the SUU Calendar, social media, sidewalk chalk advertisements, digital signs, app notifications, and Toilet Times.¹⁴ Students also receive information from campus events and announcements as well as their own personal social media and emails. Students in arts, humanities, and education may learn about opportunities through their professors.

Who can assist with reaching this audience: Individuals and staff members who can assist with reaching SUU students include but is not limited to staff and faculty members listed below:

- **College of Performing and Visual Arts:** Dean Shauna Mendini, Assistant to the Dean Clarisse Lunt, Public Relations & Information Coordinator Ashley Pollock, Program Director of Arts Administration Rachel Bishop, Director of Development Donna Law, and Academic Advisor Steven Wagner.¹⁵
- **Department of Art & Design:** Associate Professor of Graphic Design/Department Chair Jeffrey Hanson, Professor of Art Eric Brown, Professor of Art History Andrew Marvick, Assistant Professor of Illustration Hala Swearingen, Assistant Professor of 3D/Sculpture/Foundations Russell Wrangle, and Administrative Assistant Sunni Jackson.¹⁶
- **College of Humanities and Social Science:** Professor of English James M. Aton and his wife Emerti Professor of Art Carrie Trenholm, Department Chair Jessica Tvordi and Professor of English Kurt Harris.¹⁷
- **History, Sociology, and Anthropology:** Department Chair Emily Dean and Professor of History Earl Mulderink are SUMA Friends members.¹⁸
- **Beverly Taylor Sorenson College of Education and Human Development:** Associate Professor of Early Childhood Education Rea Gubler and Assistant Professor of Elementary Arts Education Alisa Petersen.¹⁹

Message: Financial aid is where you go for student loans. The cashier's office is where you go to pay tuition. The Southern Utah Museum of Art is where you go to unwind without paying a dime!

Channels to use to reach this audience: SUU marketing channels can be utilized such as the SUU Calendar, sidewalk chalk advertisements, digital signs, app notifications, and Toilet Times.

¹⁴ Southern Utah University. (2017). Campus Marketing Procedures. Retrieved from <https://www.suu.edu/mc/brand/marketing-procedures.html>.

¹⁵ Southern Utah University. (2017). CPVA Dean's Office. Retrieved from <https://www.suu.edu/pva/dean.html>.

¹⁶ Southern Utah University. (2017) Faculty & Staff in the Department of Art & Design. Retrieved from <https://www.suu.edu/pva/art/faculty.php>.

¹⁷ Southern Utah University. (2017). Department of English Faculty & Staff. Retrieved from <https://www.suu.edu/hss/english/faculty.php>.

¹⁸ Southern Utah University. (2017). History, Sociology, and Anthropology Faculty and Staff. Retrieved from <https://www.suu.edu/hss/hsa/faculty.php>.

¹⁹ Southern Utah University. (2017). Faculty and Staff in Teacher Education/Family Development. Retrieved from <https://www.suu.edu/ed/tehd/faculty.php>.

SUU events including SUU Homecoming can be other opportunities to reach students. Other channels outside of SUU include SUMA's website, Facebook, and Instagram accounts and affordable restaurants near campus such as The Grind, Tae's Teas, and The Pastry Pub.

Materials to use to reach this audience: Specific online materials to assist with reaching this audience are posts for SUMA's website, Facebook, and Instagram accounts. For SUU's marketing channels materials include digital posters for digital signs, listings on the SUU Calendar and Toilet Times, drawings for sidewalk chalk advertisements, and individual phone notifications through the SUU app. Posters for SUU bulletin boards and restaurants mentioned above are other traditional marketing options. Flyers and promotional items (i.e. custom SUMA pencils, stickers, and t-shirts) can also be used to distribute at SUU campus events.

Southern Utah Educators

About this audience: According to the Utah State Office of Education's 2011-2012 Education Population Analysis, 74.6% of active teachers are female and 25.3% are male. 89.5% of Utah educators identify as white and other ethnicities include 1.7% Hispanic, 0.9% Asian, 0.4% American Indian, and 0.3% Black. Utah's Student-Teacher Ratio during 2015-2016 is also higher than the national average of 16:1 at 22:1.²⁰ Given this information, educators in southern Utah grades K-12 have concerns on reaching all students in their large class sizes and on teaching their students all of the Utah Core standards. These requirements range from studies in math, health, science, and technology.²¹

Most active teachers are between the ages of 55-59 (12.9%), 50-54 (12.6%), 30-34 (12.2%), or 25-29 (12%). Educators who are leaving the teaching field also tend to be between the ages of 25-29 (20.8%) or 60-64 (17.8%). Educators entering teaching tend to be younger and between the ages of 20-24 (22.4%) or 25-29 (25.5%).²² Based on this information, depending on where an individual teacher is in their professional career may affect how they approach curriculum and teaching strategies. Newer teachers may be encouraged to find new experiences and outlets to reach their students, while those who are closer to retirement may not be looking for these new opportunities. Teachers may also have concerns over how they will travel to field trips with limited buses, constrained bus schedules, and gathering permission slips from parents.

Low salaries, long work hours, and other employment factors have also led to a shortage of teachers nationwide that is starting to reach Iron County. The National Commission on Teaching and America's Future reports that 50% of new teachers will leave the profession after five years.²³ Having to juggle teaching many students at different comprehension levels combined with many curriculum requirements and low pay are important factors that influence this audience's attendance at SUMA. Convenience is also a concern for educators since they may choose to have their students participate in other activities that are closer to or at the school.

²⁰ Utah State Board of Education. (2016). Utah's Student-Teacher Ratio and Class Size, School Year 2015-16. [PDF] Retrieved from <https://www.schools.utah.gov/file/11f4a3cf-254e-4267-b317-2f56cbb1216c>.

²¹ Utah Education Network. (2017). Utah Core Standards. Retrieved from <http://www.uen.org/core/>.

²² Utah State Office of Education. (2012). 2011-2012 Educator Population Analysis. [PDF] Retrieved from <https://www.schools.utah.gov/file/f222188a-bd0f-457a-94a8-5a5a8559bf52>.

²³ Reina, Holly. (2016 August 1). *Teacher shortage in southern Utah? Districts, educators, respond to new state board rule*. Retrieved from <https://www.stgeorgeutah.com/news/archive/2016/08/22/hsr-teacher-shortage-in-southern-utah-districts-educators-respond-to-new-state-board-rule/#.WegT71tSziU>.

Why this audience is important to SUMA: This audience matters to SUMA because they are a part of the organization's company goals. Having younger students visit the museum can foster a lifelong learning of the arts. Research from Education Week indicates that exposure to the arts not only improves students' knowledge about the arts but also develops their desire to become consumers of art in the future.²⁴ Encouraging educators to bring their students to SUMA will not only gain the appreciation of teachers, but also inspire younger generations to continue to visit the museum.

Why this audience should care about SUMA: Educational tours give teachers and students an advantage to visit SUMA before the museum opens. The museum also provides more opportunities for students to experience art and meet Utah Core standards. Education Week points out the benefits of art education include increases in critical thinking, tolerance, and empathy. Connections have also been made between art, math, and science and how studying all of these subjects mutually benefit one another.²⁵ Barriers educators may face include bus schedules and funding. They may also struggle with matching their classroom schedules to days and times currently offered for SUMA's educational tours.

Where this audience spends most of its time: Educators spend a great deal of time planning for the classroom both at school and after work at home. They also utilize their time to participate in and host events at school after class hours are over. Outside of their work life, they also spend time running errands at local stores, catching up with their families at home, and following up with friends on social media or at local restaurants.

How this audience receives information: Educators receive information via e-mails and newsletters, websites, social media, and print advertisements in their communities. They may also gain awareness from principals who distribute information from other parties.

Who can assist with reaching this audience: SUMA has gained the attention of southern Utah Educators through Iron County District Arts Coordinator Emily Pereira to make arrangements to meet with Principals and attend staff meetings at local schools.²⁶ The museum also utilizes its partnership with artsFUSION, specifically SUU Assistant Professor of Elementary Arts Education Alisa Petersen to arrange more connections with southern Utah teachers and schools. Alisa's work with artsFUSION has helped her build relationships with many different types of arts teachers whom SUMA can utilize to determine where to spend resources to connect with more educators.

Message: Stressed about meeting Utah Core standards? Book a tour with the Southern Utah Museum of Art and the Garth and Jerri Frehner Museum of Natural History to help you cover core requirements and foster your students' creativity, curiosity, and love of learning!

²⁴ Green, Jay P. et al. (2 December 2014). *Arts Education Matters: We Know, We Measured It*. Retrieved from <http://www.edweek.org/ew/articles/2014/12/03/13greene.h34.html>.

²⁵ Green, Jay P. et al. (2 December 2014). *Arts Education Matters: We Know, We Measured It*. Retrieved from <http://www.edweek.org/ew/articles/2014/12/03/13greene.h34.html>.

²⁶ Utah State Board of Educators (USBE). (2009-2017). Teaching and Learning Directory. Retrieved from <https://www.schools.utah.gov/curr/finearts/directory?mid=1559&aid=4>.

Channels to use to reach this audience: SUMA can continue to work with Emily Pereira and Alisa Petersen to arrange more connections with southern Utah teachers and schools. SUMA can also use the company e-newsletter, Facebook, and Instagram account to share information about upcoming education tours. Teachers can also be reached when they are home after work through Iron County Today, Deseret News, and The Spectrum. Outside of these connections local restaurants including The Pizza Cart, Centro Woodfired Pizzeria, Lupita's, and Brody's Mexican Restaurant and the Cedar City Public Library are key channels that can be used to reach these individuals.

Materials to use to reach audience: E-mails and e-newsletter sent to teachers, principals, and Emily Pereira are specific marketing materials. Other possibilities are posters for local community centers and restaurants mentioned previously. Press releases can also be utilized in Iron County Today, Deseret News, and The Spectrum to inform teachers. Releasing updates about tours on SUMA's website, Facebook, and Instagram can also reach educators when they are off work and enjoying social media in their personal time.

Young Families

About this audience: Data USA, notes that Iron County has a younger population with a median age of 28 and a higher poverty rate of 21% that is more than nearby counties including Washington County (15%) and Beaver County (12.5%).²⁷ The age range of this audience is around 21-34 years old and has an average household of three people. Most southern Utah segments are young families with children.²⁸ These factors indicate that this group seeks family-friendly activities that are for a variety of age ranges. They may also want activities that do not require a great deal of commitment since they might have to adapt their schedules last minute for their children. According to the American Community Survey (ACS), 50.9% of the population is female and 89.9% of the population is white. Most children are under the age of five (9.6%) or between the ages of 15-19 (9.5%).²⁹ This variety of age ranges means this audience is looking for places that have different activities for many different age groups.

Cedar City specifically has a per capita income of \$18,887, a median household income of \$41,632, and nearly 23% of the population lives below the poverty line.³⁰ Nearby audiences like Washington County show a positive job growth gain of 5.4%³¹, however Beaver County shows a different story with a job loss of 4.2%.³² Because of these factors young families in southern Utah are concerned with finances and finding activities that do not cost them extraneous expenses like money for transportation and hiring a babysitter. If they live in areas like

²⁷ Data USA. (2017). Iron County, UT. Retrieved from <https://datausa.io/profile/geo/iron-county-ut/#economy>.

²⁸ Claritas My Best Segments. (2017). ZIP Code Look-up. Retrieved from <https://segmentationsolutions.nielsen.com/mybestsegments/Default.jsp?ID=20&menuOption=ziplookup&pageName=ZIP%2BCode%2BLookup>.

²⁹ American Fact Finder. (2011-2015). American Community Survey (ACS) Demographics and Housing Estimates. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

³⁰ United States Census Bureau. (2017). Quick Facts: Cedar City, Utah. Retrieved from <https://www.census.gov/quickfacts/fact/table/cedarcitycityutah/PST045216>.

³¹ Utah Department of Workforce Services. (2016). Local Insights—Washington County Snapshot. Retrieved from <https://jobs.utah.gov/wi/regions/county/washington.html>.

³² Utah Department of Workforce Services. (2016). Local Insights—Beaver County Snapshot. Retrieved from <https://jobs.utah.gov/wi/regions/county/beaver.html>.

Washington and Beaver County, they may also opt to stay at home or travel to places closer because of cost and convenience.

In terms of education, 91.3% of Cedar City residents have a high school degree, but only 33.6% have a bachelor's degree.³³ Education levels, as illustrated in a report from the National Endowment for the Arts, correlate to arts attendance. 8% of those with only a high school diploma attended art exhibits and 17% attended both visual and performing arts.³⁴ Another important characteristic regarding this population includes the predominant religion, the Church of Jesus Christ of Latter-Day Saints. Although the Mormon population has been the main faith in the area and the new Cedar City Temple is expected to bring 100,000-200,000 visitors, The Spectrum reported that Mormon practitioners have declined over the years to 65% of the population.³⁵ Because of religious and educational factors, some families may be apprehensive to visit SUMA because they are concerned about offensive artwork or they may feel intimidated by art. This information about education and religion shows that this audience is looking for activities that are accessible and appropriate for the whole family.

Why this audience is important to SUMA: Young families are important to the organization because they are the bulk of southern Utah's population and they can become potential repeat visitors through specific programming, events, and exhibits. As shown in the revised mission statement, this audience is also important to SUMA because Jimmie F. Jones funded the museum to provide opportunities for families and children in rural Utah to experience art.

Why this audience should care about SUMA: The main reason this audience should care about SUMA is because it provides family-friendly events and exhibits that are free and open to the public for local audiences to enjoy art. As shown in a NEA report, 68% of parents attend arts event to socialize with their children, and SUMA can provide those opportunities to parents.³⁶ Potential barriers young families may face include transportation costs and limited time to fit a museum visit into their schedule. They may also not be aware of SUMA's offerings since the museum is in its initial growth stage.

Where this audience spends most of its time: If the children in the family are not old enough to attend school, this audience spends a lot of time at home and at places where group activities are available like the library and local community centers. They also spend time running errands at local shops and grocery stores. If they practice a certain faith, they also visit church once a week. 65% of the population identifies as Mormon with Catholicism, Episcopalian, and Presbyterian as other prominent faiths in the area.³⁷

³³ United States Census Bureau. (2017). Quick Facts: Cedar City, Utah. Retrieved from <https://www.census.gov/quickfacts/fact/table/cedarcitycityutah/PST045216>.

³⁴ National Endowment for the Arts. (2015 January). *When the Going Gets Tough: Barriers and Motivations Affecting Arts Attendance*. [PDF] Retrieved from <https://www.arts.gov/sites/default/files/when-going-gets-tough-revised2.pdf>.

³⁵ Passey, Brian. (2014 October 25). *Religious diversity expands with area's growth*. The Spectrum. Retrieved from <http://www.thespectrum.com/story/news/local/2014/10/25/religious-diversity-expands-areas-growth/17944305/>.

³⁶ National Endowment for the Arts. (12 January 2015). *Surprising Findings in Three New NEA Reports on the Arts*. Retrieved from <https://www.arts.gov/news/2015/surprising-findings-three-new-nea-reports-arts>.

³⁷ Passey, Brian. (2014 October 25). *Religious diversity expands with area's growth*. The Spectrum. Retrieved from <http://www.thespectrum.com/story/news/local/2014/10/25/religious-diversity-expands-areas-growth/17944305/>.

How this audience receives information: Young families receive information through a variety of online and traditional marketing channels. This includes websites, social media, e-mail, newspapers, direct mail, and posters at local shops, grocery stores, restaurants, the Cedar City Library, and the Cedar City Aquatic Center. This group may rely on certain news outlets like Iron County Today and The Spectrum to look for events as well as Facebook groups such as What’s Happening in Iron County and local websites such as Visit Cedar City, Cedar City Arts Council, and Now Playing Utah.

Who can assist with reaching this audience: Key individuals who can assist with reaching this audience include SUMA’s own staff members, board members, and volunteers who are parents and have children. These individuals are already connected to local families and can give SUMA ideas of where to post and share information both online and offline. They can also give potential ideas for positioning when marketing events and exhibits.

Message: The Southern Utah Museum of Art is more than an art museum. It’s a family-friendly place where you can make memories with your kids by enriching your life with our variety of exhibits and free art activities. See why you belong here.

Channels to use to reach audience: This group may rely on certain news outlets like Iron County Today, Deseret News, and The Spectrum to look for events as well as Facebook groups such as What’s Happening in Iron County. Other online websites include Visit Cedar City and Now Playing Utah. The Cedar City Public Library and the Cedar City Aquatic Center are additional community centers where this audience can be reached.

Materials to use to reach audience: Specific materials include posts on SUMA’s Facebook and Instagram, SUMA’s monthly e-newsletter, and listings on Visit Cedar City’s online calendar, Now Playing Utah, and What’s Happening in Iron County. Traditional marketing materials include news releases in Iron County Today, Deseret News, and The Spectrum. Posters featuring events and exhibits at the Cedar City Public Library and Cedar City Aquatic Center and direct mail postcards are additional components that can be used to connect with young families.

Audience	Why this audience is important	Desired Action
SUU Students	This a key audience the museum serves according to the mission statement. Because student fees pay for SUMA’s maintenance, the museum wants to show students what their fees support and how the museum benefits them.	Visit and participate in SUMA’s exhibits and events.
Southern Utah Educators	Southern Utah educators are important to SUMA because of the organization’s company goals. They also determine whether or not to book education tours for their students. Having younger students visit the museum can foster a lifelong learning of the arts and encourage them to continue visiting SUMA.	Schedule SUMA’s education tours every year.
Young Families	Young families are important to the organization because they are the bulk of southern Utah’s population. They can become potential repeat visitors through specific programming, events, and exhibits and help the arts continue to flourish in southern Utah.	Attend special events, engage with family programming, and sign up for SUMA’s Family/Kids membership.

Timeline and Budget by Audience

Audience Segment: SUU students

Objective	Strategy	Channels/Tactics	Timeline	Point Person(s)	Cost	Payment
Increase overall visitation by 10% to reach a total of 20,000 visitors during FY 2018.	Diversify and develop marketing tactics to increase overall visitation.	-Send out press releases and information to the SUU Journal and the SUU Marketing Communications department.	Send press releases two weeks prior to exhibits and events.	Ashley Pollock, SUMA Public Relations and Marketing Associate, CPVA Marketing Assistant	N/A	N/A
	Encourage repeat visits from students.	-Establish a sign-up method for students at SUMA Happenings for an e-newsletter about future SUU and community events including Arts Adventures and Yoga. Set-up monthly newsletter with Constant Contact.	Start sign-ups during January 2018 and continue as events happen in the future. Send e-mails on a monthly basis.	SUMA Public Relations and Marketing Associate	Constant Contact: \$95/month for 2,501-5,000 contacts, first 60 days free	SUMA
		-Keep Facebook and Instagram updated with upcoming and current exhibits and events.	Create Facebook events two weeks prior to events and follow-up with reminder posts two days prior to events on Facebook and Instagram. Post any recap photos and videos the evening of the event or one day after.	SUMA Public Relations and Marketing Associate	N/A	N/A
		-Share information with CPVA, Humanities and Social Sciences, and Education Department professors.	Send event information to professors at least two weeks before events.	SUMA Public Relations and Marketing Associate	N/A	N/A

Audience Segment: SUU students (Continued)

Objective	Strategy	Channels/Tactics	Timeline	Point Person(s)	Cost	Payment
Increase awareness of SUMA and brand recognition by FY 2019.	Utilize SUU campus marketing outlets to expand outreach to SUU students.	-Survey SUU students.	Write surveys in January 2018 and send out in February 2018. Have information gathered and reported by March 2018.	SUMA Public Relations and Marketing Associate	N/A	N/A
		-Prepare flyers featuring exhibits and activities to hand out at SUU events and SUMA Happenings.	Have flyers ready at least three weeks before events.	Jessica Farling, CPVA Graphic Designer	Print flyers at SUMA: \$0.05 per color copy. Total for 50 flyers: \$2.50.	SUMA
		-Design and print posters about exhibits and events to place on campus.	Have posters ready and distributed at least three weeks before events.	SUMA Public Relations and Marketing Associate	*Included in price for posters for young families.	SUMA/CPVA
		-Order t-shirts, stickers, and pencils to distribute at SUU events.	Order by June 2018.	Whitney Staheli, SUMA Public Relations and Marketing Associate	T-shirts: \$1,108 for 288. Stickers: \$427.50 for 250. Pencils: \$170 for 500.	SUMA
		-Advertise on SUU Calendar, sidewalk chalk advertisements, digital signs, app notifications, and Toilet Times.	Have materials ready and delivered at least two weeks prior to events.	Jessica Farling, Ashley Pollock, CPVA Graphic Designer	Chalk: \$5.99 for 48 count washable chalk.	SUMA

Audience Segment: southern Utah educators

Objective	Strategy	Channels/Tactics	Timeline	Point Person(s)	Cost	Payment
Increase educational tour attendance of K-12 students from 2,193 in FY 2017 to 3,000 by FY 2018. Expand visitation in Iron County from 41.8% to 50% in FY 2019.	Develop online marketing tactics to reach southern Utah teachers.	-Create e-newsletter specifically for teachers and principals.	E-mail teachers at least one month before tours begin.	School and Family Program Associate, Public Relations and Marketing Associate	*Included in price for e-newsletter for SUU students.	SUMA
		-Update website with educational tour sign-up and bus funding.	Post information at least two months before tours begin.	School and Family Program Associate, Public Relations and Marketing Associate	N/A	N/A
		-Facebook post about tour information.	Post information at least months before tours begin.	Public Relations and Marketing Associate	N/A	N/A
		-Add new tour photos on the website and Facebook.	Arrange times and day during February-April 2018 tours with teachers to take photos. Add photos by April 2018 to website and social media.	School and Family Program Associate, Public Relations and Marketing Associate	N/A	N/A
	Use a variety of traditional marketing materials to notify teachers.	-Design and print flyers to advertise educational tours and distribute at Iron County School District offices, Cedar City Library, and the Cedar City Aquatic Center.	Prepare and deliver posters at least two months before tours begin.	Jessica Farling, CPVA Graphic Designer	Print flyers at SUMA: \$0.05 per color copy. Total for 50 flyers: \$2.50.	SUMA
		-Press release about tour and sign-up information.	Distribute at least one month before tours start.	Jessica Farling, Ashley Pollock, Public Relations and Marketing Associate	N/A	N/A
	Boost repeated visitation from past school groups.	-Survey past teachers about tours and e-mail teachers about upcoming tours.	Start surveys two weeks after tours begin. Compile and report information two weeks after tours end.	School and Family Program Associate, Public Relations and Marketing Associate	N/A	N/A

Audience Segment: Young families

Objective	Strategy	Channels/Tactics	Timeline	Point Person(s)	Cost	Payment
Increase overall visitation by 10% to reach a total of 20,000 visitors during July 2017-July 2018.	Diversify and develop marketing tactics to increase overall visitation.	-Send press releases about family events to the Cedar City Arts Council Calendar, Visit Cedar City Calendar, Artists of Utah's 15 Bytes, Iron County Today, the Daily Spectrum, and Deseret News.	Send press releases two weeks prior to exhibits and events.	Ashley Pollock, SUMA Public Relations and Marketing Associate, CPVA Marketing Assistant	N/A	N/A
		-Continue coloring pages in the Iron County Today Coloring Book.	Prepare pages for major holidays: Halloween, Thanksgiving, Valentine's Day, 4th of July	Jessica Farling, Whitney Staheli	\$256.50 per coloring book page.	SUMA
		-Distribute posters and postcards for exhibits and events.	Create and send postcards at least 1 month prior. Design, print, and distribute posters at least 2 weeks prior.	SUMA Public Relations and Marketing Associate	Posters: \$46.89 for 60. Postcards: \$181.01 for 200. Catalogs: \$654.61 for 100.	SUMA/CPVA
	Encourage repeat visits from families.	-Establish a sign-up method at family art activities for the e-newsletter.	Start during January 2018 and continue as events happen in the future. Send e-mails on a monthly basis.	SUMA Public Relations and Marketing Associate, artsFUSION	*Included in price for e-newsletter for SUU students	SUMA
		-Design and print flyers about family activities and memberships for front desk and to hand out at family programs.	Have flyers ready at least three weeks before events.	Jessica Farling, Michael Lee	Print flyers at SUMA: \$0.05 per color copy. Total for 50 flyers: \$2.50.	SUMA/artsFUSION

Audience Segment: Young families (Continued)

Objective	Strategy	Channels/Tactics	Timeline	Point Person(s)	Cost	Payment
Increase overall visitation by 10% to reach a total of 20,000 visitors during July 2017-July 2018. (Continued)	Encourage repeat visits from families. (Continued)	-Post on Facebook, Instagram, Trip Advisor, and Google My Business accounts about family programs. Share Facebook posts on What's Happening in Cedar City and Iron County and ask SUMA staff to share on Cedar City parenting Facebook pages.	Create Facebook events two weeks prior and follow-up with reminder posts two days before on Facebook and Instagram. Post any recap photos and videos in the evening or one day after.	SUMA Public Relations and Marketing Associate	N/A	N/A
Increase awareness of SUMA and brand recognition by June 2019.	Employ traditional forms of marketing to further brand recognition.	-Update rack cards for the front desk with current information on exhibits, activities, maps, parking, information and hours.	Complete by February 2018.	Jessica Farling, Michael Lee	Rack Cards: \$654.00 for 20,000.	SUMA

Budget January-June 2018

Event/Company	Materials	Cost	Total	Payment
Constant Contact e-newsletter	2,501-5,000 contacts for E-mail Plus option (\$95/month, first 60 days free)	\$95.00	\$285.00	SUMA
Iron County Today	Coloring Book page	\$256.50	\$256.50	SUMA
Foster Printing	Rack card (20,000 cards)	\$654.00	\$654.00	SUMA
Spring 2018 Art Insights (9 Total)	Posters (60)	\$46.89	\$422.01	CPVA
	Facebook and Instagram posts, website/online posts, press releases	\$0.00	\$0.00	N/A
Spring 2018 Exhibits (6 Total)	Posters (60)	\$46.89	\$281.34	CPVA
	Postcards (200)	\$181.01	\$1,086.06	CPVA
	Catalogs (100)	\$654.61	\$3,927.66	CPVA
	Facebook and Instagram posts, website/online posts, press releases	\$0.00	\$0.00	N/A
Family Art Nights Series (FANS) and Create Playdate	Flyers (50, \$0.05 each SUMA printer)	\$0.05	\$2.50	artsFUSION/SUMA
	Facebook and Instagram posts, website/online posts, press releases	\$0.00	\$0.00	artsFUSION/SUMA
SUMA Happenings, Yoga, and Art Adventures	Flyers (50, \$0.05 each SUMA printer)	\$0.05	\$2.50	SUMA
	Facebook and Instagram posts, website/online posts, SUU advertising	\$0.00	\$0.00	SUMA
Educational Tours	Flyers (50, \$0.05 each SUMA printer)	\$0.05	\$2.50	SUMA
	Facebook and Instagram posts, website/online posts, press releases	\$0.00	\$0.00	SUMA
4 Imprint	Promotional t-shirts (288)	\$3.85	\$1,108.80	SUMA
	Promotional stickers (250)	\$1.45	\$427.50	SUMA
	Promotional pencils (reorder 500)	\$0.34	\$170.00	SUMA
Wal-Mart	Chalk (48 count, estimated need: 3)	\$5.99	\$17.97	SUMA

SUMA TOTAL EXPENSES	\$2,927.27
CPVA TOTAL EXPENSES	\$5,295.06
ARTSFUSION TOTAL EXPENSES	\$2.50

January-June 2018 Timeline

Event	Event Dates	Event Titles, Dates, and Descriptions for Website Due	Event graphic design, online images, and artist headshots Due	Press Release Due	Assigned to	Social Media Due	Assigned to	Exhibit/Event Photos and Videos	Assigned to
Art Insights: Becca Clason	1/11/2018	12/15/2017	12/15/2017	12/23/2017	Tracy Solimeno	12/28/2017	Tracy Solimeno and Brooke Vlasich	1/11/2018	Brooke Vlasich
Art + Design Faculty Show	1/16-2/24	12/15/2017	1/13/2018	12/30/2017	Tracy Solimeno	1/2/2018	Tracy Solimeno and Brooke Vlasich	1/16/2018	Brooke Vlasich
Create Playdate	1/16/2018	12/15/2017	On website	N/A	N/A	1/1/2018	Tracy Solimeno and Brooke Vlasich	1/16/2018	Brooke Vlasich
Art Insights: Sam Chung	1/25/2018	12/15/2017	1/13/2018	1/6/2018	Tracy Solimeno	1/11/2018	Tracy Solimeno and Brooke Vlasich	N/A	
Family Day: An Afternoon with Art	1/27/2018	12/15/2017	On website	N/A	N/A	1/13/2018	Tracy Solimeno and Brooke Vlasich	1/27/2018	Brooke Vlasich
K-12 Educational Tours	2/1/2018	12/15/2017	On website	12/15/2017	Brooke Vlasich	12/15/2017	Tracy Solimeno and Brooke Vlasich	Complete by 4/1/2018	Brooke Vlasich and Nikki Lewis
Gallery Talk	2/1/2018	12/15/2017	N/A	N/A	N/A	1/15/2018	Brooke Vlasich	2/1/2018	Brooke Vlasich
Art Insights: Kimberly Shelby	2/8/2018	12/15/2017	1/13/2018	1/20/2018	Tracy Solimeno	1/25/2018	Tracy Solimeno and Brooke Vlasich	2/8/2018	Brooke Vlasich
Art Adventures	2/10/2018	12/15/2017	1/13/2018	N/A	N/A	1/27/2018	Brooke Vlasich	2/10/2018	Brooke Vlasich
Lunch and Learn	2/14/2018	12/15/2017	1/20/2018	N/A	N/A	2/1/2018	Brooke Vlasich	2/14/2018	Brooke Vlasich
SUMA Happenings	2/15/2018	12/15/2017	1/20/2018	N/A	N/A	2/1/2018	Brooke Vlasich	2/15/2018	Brooke Vlasich
Melody in the Museum	2/20/2018	12/15/2017	1/27/2018	N/A	N/A	2/6/2018	Brooke Vlasich	2/20/2018	Brooke Vlasich
Create Playdate	2/20/2018	12/15/2017	On website	N/A	N/A	2/6/2018	Tracy Solimeno and Brooke Vlasich	N/A	

January-June 2018 Timeline (Continued)

Event	Event Dates	Event Titles, Dates, and Descriptions for Website Due	Event graphic design, online images, and artist headshots Due	Press Release Due	Assigned to	Social Media Due	Assigned to	Exhibit/Event Photos and Videos	Assigned to
Art Insights: Student Speakers	2/22/2018	12/15/2017	1/27/2018	2/3/2018	Tracy Solimeno	2/8/2018	Tracy Solimeno and Brooke Vlasich	2/22/2018	Brooke Vlasich
Family Day: An Afternoon with Art	2/24/2018	12/15/2017	On website	N/A	N/A	2/10/2018	Tracy Solimeno and Brooke Vlasich	2/24/2018	Brooke Vlasich
NASAD Exhibition	2/27-3/15	12/15/2017	2/3/2018	2/10/2018	Tracy Solimeno	2/10/2018	Tracy Solimeno and Brooke Vlasich	2/27/2018	Brooke Vlasich
Art Insights: Ron and Vanessa Lemen (Lecture: 3/8)	2/27-3/15	12/15/2017	2/3/2018	2/10/2018	Brooke Vlasich	2/13/2018, Lecture: 2/22	Tracy Solimeno and Brooke Vlasich	2/27/2018	Brooke Vlasich
Art Insights: Erika Schultz	3/1/2018	12/15/2017	2/3/2018	2/10/2018	Tracy Solimeno	2/15/2018	Tracy Solimeno and Brooke Vlasich	N/A	
24th Art Auction	3/7/2018	12/15/2017	1/8/2018	1/16/2018	Brooke Vlasich	2/21/2018	Tracy Solimeno and Brooke Vlasich	3/7/2018	Tracy Solimeno and Brooke Vlasich
Create Playdate	3/20/2018	12/15/2017	On website	N/A	N/A	3/6/2018	Tracy Solimeno and Brooke Vlasich	N/A	
Art + Design BFA Capstone Show	3/20-5/5	12/15/2017	2/24/2018	3/3/2018	Tracy Solimeno	3/6/2018	Tracy Solimeno and Brooke Vlasich	3/20/2018	Brooke Vlasich
Jumpstart Photography Class	3/20-5/5	12/15/2017	2/24/2018	3/3/2018	Brooke Vlasich	3/6/2018	Tracy Solimeno and Brooke Vlasich	3/20/2018	Brooke Vlasich
Art Insights: David Emitt Adams (Lecture: 4/19)	3/20-5/5	12/15/2017	2/24/2018	3/3/2018	Tracy Solimeno	3/6/2018	Tracy Solimeno and Brooke Vlasich	3/20/2018	Brooke Vlasich
Family Day: An Afternoon with Art	3/24/2018	12/15/2017	On website	N/A	N/A	3/10/2018	Tracy Solimeno and Brooke Vlasich	3/24/2018	Brooke Vlasich

January-June 2018 Timeline (Continued)

Event	Event Dates	Event Titles, Dates, and Descriptions for Website Due	Event graphic design, online images, and artist headshots Due	Press Release Due	Assigned to	Social Media Due	Assigned to	Exhibit/Event Photos and Videos	Assigned to
SUMA Happenings	3/28/2018	12/15/2017	3/10/2018	N/A	N/A	3/14/2018	Brooke Vlasich	3/28/2018	Brooke Vlasich
Spring Breakout	4/2-4/6	12/15/2017	3/10/2018	N/A	N/A	3/19/2018	Brooke Vlasich	4/2-4/6	Brooke Vlasich
Art Insights: Stuart Robinson	4/5/2018	12/15/2017	3/10/2018	3/17/2018	Tracy Solimeno	3/22/2018	Tracy Solimeno and Brooke Vlasich	N/A	
Lunch and Learn	4/10/2018	12/15/2017	3/24/2018	N/A	N/A	3/27/2018	Brooke Vlasich	4/10/2018	Brooke Vlasich
Gallery Talk	4/12/2018	12/15/2017	N/A	N/A	N/A	3/29/2018	Brooke Vlasich	4/12/2018	Brooke Vlasich
Art Adventures	4/14/2018	12/15/2017	3/24/2018	N/A	N/A	4/1/2018	Brooke Vlasich	4/14/2018	Brooke Vlasich
Create Playdate	4/17/2018	12/15/2017	On website	N/A	N/A	4/3/2018	Tracy Solimeno and Brooke Vlasich	N/A	
Melody in the Museum	4/24/2018	12/15/2017	3/31/2018	N/A	N/A	4/10/2018	Brooke Vlasich	4/24/2018	Brooke Vlasich
Family Day: An Afternoon with Art	4/28/2018	12/15/2017	On website	N/A	N/A	4/14/2018	Tracy Solimeno and Brooke Vlasich	4/28/2018	Brooke Vlasich
Create Playdate	5/15/2018	12/15/2017	On website	N/A	N/A	5/1/2018	Tracy Solimeno and Brooke Vlasich	N/A	

Conclusion/Recommendations

Implementing and maintaining marketing strategies and tactics to achieve SUMA's company goals is only the beginning of this marketing and communications plan. This plan not only develops strategies and timelines, it also places SUMA's purpose of serving the arts through experiential learning, art education, and engaging the local community in the arts at the center of the museum's marketing efforts. This plan provides ways to attract new audiences to further SUMA's purpose, but it is also established to continue reaching out to current visitors so they make return visits to the museum. As more programs are developed for spring and summer 2018 semesters, it is vital for SUMA to stay on-task with CPVA, SUU's Art and Design Department, and arts FUSION to establish roles and timelines that will ensure accurate and timely communication with audiences.

As SUMA continues to pursue more partnerships with non-profit and for profit organizations in Cedar City and surrounding areas, the museum needs to assess the capabilities and time limitations of its student staff members. This will also require SUMA to evaluate where there may be possible internships between SUU CPVA students and the museum and where more full-time staff members will be needed in the future. In terms of marketing, these new partnerships can assist with reaching more audiences, and SUMA should weigh potential benefits and weaknesses when it comes to approaching these new opportunities.

Because summer semester exhibits are very different in scale and focus from fall and spring exhibits, it is advisable that an additional marketing and communications plan be written for this specifically for summer exhibits. Using attendance records, online analytics of audiences, and consulting nearby tourist attractions for partnerships and advertising can assist SUMA with reaching expanded summer audiences. Separate timelines and budgets also need to be created to expand and uphold marketing efforts outside of Utah specifically in Nevada, California, Arizona, Idaho, and Colorado.

Overall, SUMA has a great deal of work to accomplish over this proposed timeline, especially with many new promising programs and events. Spring semester 2018 will be very important to establish new tasks such as setting up a new monthly e-newsletter and surveying audiences while maintaining previous tasks of updating SUMA's social media and website and keeping up with traditional marketing procedures. Staying focused on timelines, setting priorities, and continuing to interact with and engage audiences will be essential to the success of SUMA's marketing efforts and the sustainability of the museum.

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APPENDICES

Appendix 1: Press Release for Educational Tours



FOR IMMEDIATE RELEASE: 11/12/2017

Ashley H. Pollock, Public Relations & Information Coordinator
College of Visual and Performing Arts
Southern Utah University

Office: (435) 865-8667
Cell: (435) 590-0961
pollocka@suu.edu

Southern Utah University Museums to Offer K-12 Educational Tours

Written by Brooke Vlasich

Southern Utah University, Cedar City, Utah: Beginning February 1, the Southern Utah Museum of Art (SUMA) and the Garth and Jerri Frehner Museum of Natural History are offering K-12 educational tours. These tours, led by Southern Utah University student volunteers, include a visit to both museums and educational activities that reinforce creative learning through art and science..

“SUMA’s educational tours provide hands on opportunities for K-12 students from all over southern Utah. Our tours bring young students into a museum environment for the first time to show them that the arts are for everyone and encourage their creative thinking,” said SUMA School and Family Programs Associate Nikki Lewis.

Museum Director of the Garth and Jerri Frehner Museum of Natural History, Dr. Jacqueline Grant added, “The collaboration between these two museums is unique because it pairs art and science. At the Frehner Museum we love the challenge of finding the science hook that links our programming to SUMA's. This challenge keeps each year's programming fresh and stimulating to our staff. These tours are important to students and teachers in southern Utah because they expand our awareness and our ways of thinking about science, art, and Utah's amazing natural resources.”

Tours have been offered since September 2016 and are available during both the fall and spring semesters. Last year, tours served 2,193 students in Iron and Washington County. Teachers who have reviewed the tours find them to be beneficial resources for their classrooms.

“It was great to show students some of the wonderful things that are in our community while being able to reinforce core curriculum. I loved how easy it was for me to connect what was being taught in the class to what was being taught by the museum guides,” said Becca Esplin, a teacher from Fiddlers Canyon Elementary.

Two types of educational tours are available. For grades K-6, the Art & Science Museum Tour teaches students about the connections between art and the natural world. Afterwards, they create artwork based on their visit. The Museum Practices Tour, for grades 6-12, features a behind-the-scenes tour of both museums to show students the best practices and tools to run their own

museum. Upon completing the tour, students will work in groups to design their own museums and curate an exhibit from their museum design.

Teachers can sign up their classes for tours starting now. Tours are Tuesday-Friday 9:30 a.m.-11:30 a.m. and Tuesday and Thursday 1:00 p.m.-3:00 p.m. and run from February 1st to April 13th, 2018. To sign up for tours or for more information, please visit <https://www.suu.edu/pva/suma/education/k12-programs.html>.

Schools in Iron County are also eligible to apply for transportation waiver to SUMA. Only one application per teacher will be funded for each school year (September-May). Applications are due one month before a tour visit. For more information on transportation funding, please visit <https://www.suu.edu/pva/suma/education/bus-fund.html>.

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About the Southern Utah Museum of Art

The Southern Utah Museum of Art, on the campus of Southern Utah University, features the artwork of regional artists known for their landscapes, faculty and student artists from the SUU Department of Art & Design, as well as emerging and distinguished artists from around the country. Strengths of the nearly 2,000-object permanent collection include the body of work by Jimmie Jones that exemplifies his notable career in the regions, as well as a robust collection of prints featuring well-known artists such as Pierre-Auguste Renoir, Salvador Dalí, Thomas Hart Benton, and others. Part of the Beverley Taylor Sorenson Center for the Arts, which also includes the Utah Shakespeare Festival, SUMA is free and open to the public. For more information about SUMA, visit <http://suu.edu/suma>.

About the Garth and Jerri Frehner Museum of Natural History

The Garth and Jerri Frehner Museum of Natural History is housed on the Southern Utah University campus in Cedar City, Utah. The museum houses taxidermy specimens, shells, plants, minerals, dinosaur tracks, and fossils. The museum opened to the public on April 2, 2012, and is free and open to the public. For more information about the Garth and Jerri Frehner Museum of Natural History, visit: <https://www.suu.edu/cose/museum/>.

For Calendar Editors: SUMA and Frehner Museum of Natural History K-12 Education Tours

What: The Southern Utah Museum of Art (SUMA) and the Garth and Jerri Frehner Museum of Natural History will begin tours for K-12 students on February 1st. Two tour options are available. The Art & Science Museum Tour for K-6 students shows the connection between art and sciences. The Museum Practices tour for 6-12 students teaches best practices for running a museum and curating exhibits. All tours are free and transportation funding is available for Iron County schools.

Who: Southern Utah Museum of Art and the Garth and Jerri Frehner Museum of Natural History

When: February 1st-April 13th

Time: Tuesday-Saturday 9:30 a.m.-11:30 a.m. and Tuesday and Thursday 1:00 p.m.-3:00 p.m.

Where: Southern Utah Museum of Art, 13 S. 300 W., and the Garth and Jerri Frehner Museum of Natural History, 351 W. University Blvd., Cedar City, Utah

Tickets: Free admission

Info: Visit <https://www.suu.edu/pva/suma/education/k12-programs.html> for more info. To learn about bus funding visit <https://www.suu.edu/pva/suma/education/bus-fund.html>.