



UNIVERSITY
OF WYOMING

Courting a Cowboy Controversy

THE WORLD NEEDS MORE COWBOYS.

Who We Are

- 12,500 students
- Only 4-year institution in the state
- Located in Laramie, Wyoming



Chad Baldwin
AVP of Marketing and
Communications

Jenny Petty
Director of Enrollment
Marketing

Michelle Eberle
Director of Creative
Services

Before the Campaign

- Department was growing rapidly, while building a strong foundation and earning reputation for being a valuable campus resource
- Prior campaign tagline: "Go For Gold"
- University had not engaged an agency for any previous campaign

2017

RFP OPENS

Agency RFP submissions are reviewed.

OCT. 1

WE BEGIN

Team is tasked with launching a new brand campaign, focused on increasing enrollment.

AUG. 1

AGENCY IS SELECTED

Victors and Spoils is unanimously chosen.

NOV. 30

2018

Creating More than a Campaign

Creative Brief & RFP

“The people of Wyoming are defined more by what we do than what we say. With quiet humility, we move forward, pushing boundaries, challenging convention, breaking barriers and rising to meet the challenges of today. We are shaped by the open plains, deep valleys and breathtaking mountain ranges that characterize our landscape.

With a history of bucking convention, the University of Wyoming represents and serves the state of Wyoming while educating students from Wyoming and beyond. We develop resilient, independent thinkers who graduate ready to solve problems and contribute to a global economy. The state of Wyoming has a strong history of removing and breaking through obstacles; the university keeps that tradition alive. Located on the great open plains of the American West, where cowboys still ride to this day, we don’t believe in barriers.”

Victors & Spoils

- Known as an industry disruptor
- Used “The Crowd” for research
- Worked primarily with private sector clients

A person wearing a cowboy hat and dark clothing is walking away from the camera in a field. The background is a warm, golden sunset with a silhouette of a herd of cattle in the distance. The overall mood is nostalgic and evocative of the American West.

THE WORLD NEEDS
MORE COWBOYS.

Redefining a Cowboy

- Brand attributes: grit, courage, determination, optimism, creativity, integrity
- Choice of Blackhawk font
- Diverse imagery
- “Bucking the system since 1886”
- Embracing legacy of American Cowboy while modernizing
- Campaign pitch material caused emotional response

Doing Our Due Diligence

- Presented preliminary campaign creative and anthem video
Board of Trustees, Executive Council, Foundation Board, Student Government, Alumni Association members, Faculty and Staff Senate meetings, and Diversity Council
- Created KPIs and measurements
- External research of campaign slogan and language conducted simultaneously on a national scale
- Planned for campus-wide Brand Camp

Audience Research

- Before the survey respondents viewed the campaign video, 36 percent of the overall sample (41 percent of ethnic students) agreed that UW is “a university rich in diversity.”
- After viewing the video, those numbers rose to 58 percent for both sets of students.
- Research firm representative’s description of that change in perception: “really amazing.”

But a Storm Was A-Brewin'

- Small number of faculty led by one particularly disgruntled professor began an internal dialogue
- Faculty WordCloud Survey
- Called for a peaceful protest at Brand Camp

A more counterproductive branding campaign is difficult to imagine. No university branding campaign can rework such widespread cultural images as “the cowboy” to mean things they simply haven’t meant.

Change the word from “cowboy” to “ballerina.” At least it would include women, and the men would have to redefine themselves to fit a stereotype they don’t relate to. Tell the guys that the word “ballerina” is not gendered and doesn’t imply a race and that it isn’t a stereotype. It’s the same leap they are asking us to make, just in the other direction. Ballerinas ... inclusive by design!
Come to UW and become a ballerina!

This campaign slogan is idiotic, and cowboys have nothing to do in any intrinsic way with a university.

The myth of the cowboy is, honestly, pretty ridiculous as a representation of anything but white nationalism, Wyoming-style.

In addition to bringing to mind a white male, “cowboy” also connotes someone who is sloppy and slapdash — “cowboy driver,” “cowboy plumber.” Hardly the image we want to project for an institution of higher learning that seeks to enhance its academic credentials.

The obvious exclusion of this slogan is mind boggling. It simply cannot be seen as anything but sexist, racist, homophobic and ablelist. It is difficult to imagine a slogan that would offend more individuals and groups in so few words.

I truly do not have the words to convey how repugnant an idea this is.

2017

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JAN. 1

Campaign development begins

March 1

Creative work begins

2018

Meanwhile in Institutional Marketing

- Creative was in production and marketing strategy was being finalized
- Proposed campaign launch date was September 2018
- “Previous use” legal concern
- Creative differences with Ad agency

And then...



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NEWS

New UW slogan draws criticism from faculty

By JEFF VICTOR | jvictor@laramieboomerang.com | Jul 10, 2018 | 14



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 Chargers without LB Drew Rosen: Ravens make QB Young practice
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 Colts use balanced attack to down Texans 21-7 in wild card
 Chargers Powers in wild card to rematch of last season game

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ADMINISTRATION

A Flagship's Proposed Slogan — 'The World Needs More Cowboys' — Draws Fire Out West

By Claire Hansen | JULY 10, 2018



The U of Wyoming has proposed a new tag line. "The world needs more cowboys," for a promotional campaign that seeks to spend the stereotype. Above, a sculpture called "Wyoming Cowboy" stands at the university's Legacy Hall.

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In early April, Eileen Carrano got an email from the University of Wyoming's marketing department asking if she'd appear in a promotional video for a newly proposed marketing campaign. She was surprised, then angry. It wasn't the idea of being in a promotional video that Carrano objected to, but the slogan on which the entire campaign hinges: "The world needs more cowboys."

"Honestly, I thought it was a joke at first," said Carrano, an associate professor in the department of geology and geophysics. "I thought it was a joke. And then I looked it up on the university web page and saw that no, this was, in fact, serious."

The tag line has incited a battle on the flagship campus, in Laramie. On one side are faculty members who say it excludes women, people of color, and Native Americans. On the other is the administration, which says the slogan is part of a purposefully inclusive campaign that seeks to dismantle the traditional image of a cowboy and that plays on the university's mascot. (The university calls its male sports teams the Cowboys, and its female teams the Cowgirls.) In prospective campaign materials, the slogan is accompanied by images of women and minorities, and messages declaring that cowboys are "every sex, shape, color, and creed."

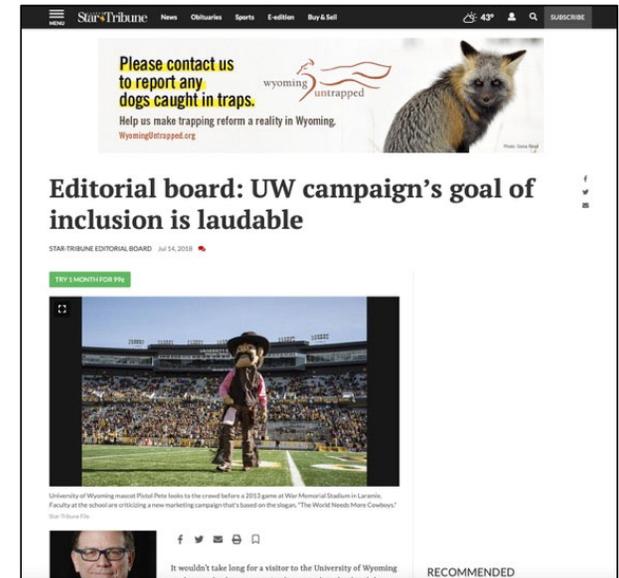
Conversations about the campaign have centered not only on the popular image of a cowboy but also on the history of Wyoming and the West, where cowboy culture and myth are deeply entrenched. And some faculty members say that on a campus where diversity efforts have been inaugurated by a new university president — particularly with Native Americans — inclusivity in messaging should be paramount.

The campaign, created by the firm Victors & Spoils, based in Boulder, Colo., isn't final yet, said Chad Baldwin, director of institutional communications and leader of the marketing effort, who added that the Board of Trustees could decide on it as soon as this week. If it goes ahead, the campaign will be formally unveiled in the early fall.

'It's Very 1950s'
 The university introduced the campaign to the trustees, staff, and faculty in March and April. The backlash was quick.

Backlash to the Backlash

- Over 300 emails sent in support to UW president
- Support from key Wyoming media outlets
- Became rallying call for state of WY
- Quickly gained social media traction



Earned Media

- Stories in dozens of print, broadcast and digital outlets
- Video posted on dozens of news sites at no cost!
- Extensive social media chatter

The screenshot shows the top of a webpage with a navigation bar including 'News & Views', 'Careers', 'Events', 'Reports & Data', and 'Admissions Digital Learning Fund-Raising Diversity'. The main article title is 'Wyoming Sticks With Cowboy Theme for Marketing' by Scott Jaschik, dated July 13, 2018. The article text discusses the University of Wyoming's marketing campaign with the theme 'The World Needs More Cowboys' and mentions that some faculty members and others have suggested the theme is sexist. A small image of the campaign logo is visible on the right side of the article.

The screenshot shows a WSJ OPINION article titled 'Higher Ed Needs More Cowboys' by The Editorial Board, dated July 12, 2018. The article text states: 'Wyoming is known as both the Cowboy State and the Equality State. But it can't be both, at least according to some progressive faculty at the University of Wyoming who claim the word "cowboy" is inherently racist and sexist. Thankfully, administration isn't buying the politically correct grousing.'

The screenshot shows a FOX NEWS article titled 'University of Wyoming's 'cowboy' slogan rustles up some controversy' by Amy Lee, dated July 13. The article features a large image of a cowboy on a bucking horse. The text below the image reads: 'University of Wyoming faces backlash over 'cowboy' slogan' and 'The world needs more cowboys,' the University of Wyoming says in a new marketing slogan.'

News Coverage

- Fox News
- Wall Street Journal
- Chronicle of Higher Ed
- Inside Higher Ed

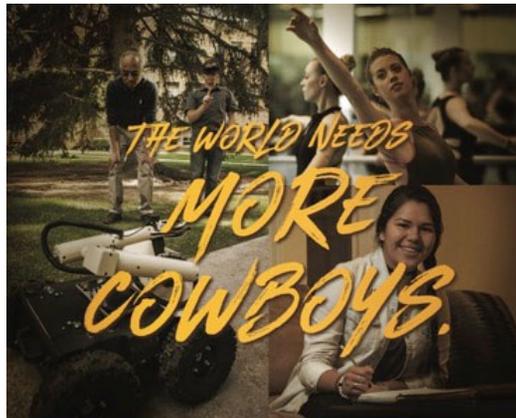


Early Rollout

In July, we sought approval from Board of Trustees to launch campaign to:

- Take advantage of unpaid media opportunities
- Provide context for tagline, primarily through video
- Introduce correct typography and visual elements
- Give green light to licensing office for merchandising

Examples of the Creative



*THE WORLD NEEDS
MORE
COWBOYS.*

The world needs more wonder. More curiosity.
More people willing to stand on the perimeter
and embrace the unknown.

At the University of Wyoming, our students
come from all 50 states and over 90 countries.
They're doers, thinkers and not afraid to
roll up their sleeves and get to work. We have
small class sizes, world-class professors and
facilities, international opportunities and
Division 1 athletics.



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WILL YOU ANSWER THE CALL? learn.uwyo.edu/morecowboys



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MORE COWBOYS.*



AISHA BALOGUN
Computer engineering,
spring 2020



*THE
WORLD
NEEDS
MORE
WONDER.*



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OF WYOMING

UWYO

THE MAGAZINE FOR ALUMN AND FRIENDS OF THE UNIVERSITY OF WYOMING
Volume 20, Number 3, Fall 2018

THE WORLD NEEDS MORE COWBOYS.

More Wonder • More Curiosity • More Adventure



THE WORLD NEEDS MORE COWBOYS.



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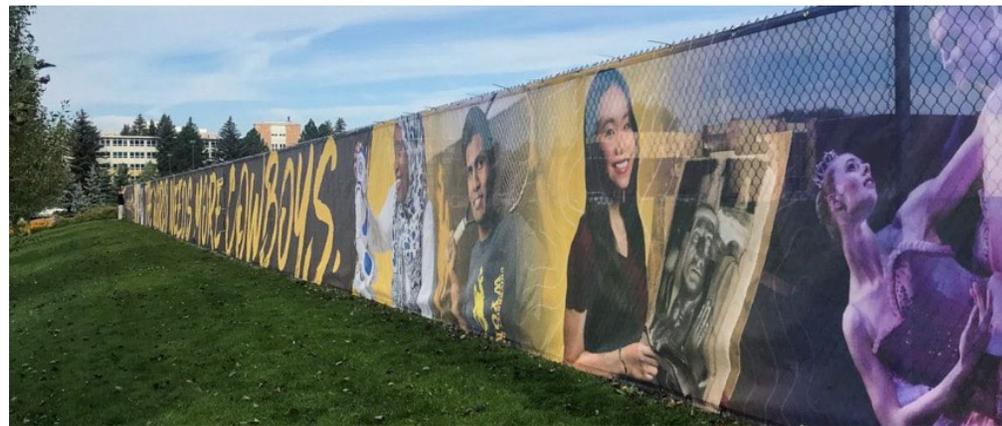
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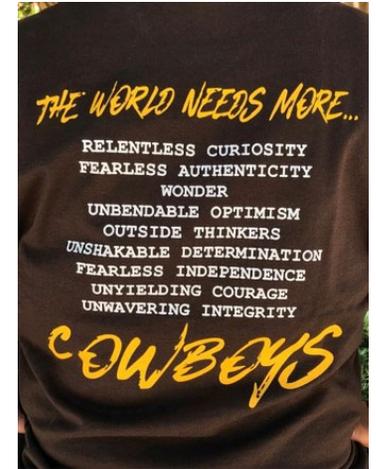
Non-resident first-year admission

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Bookstore Merchandise



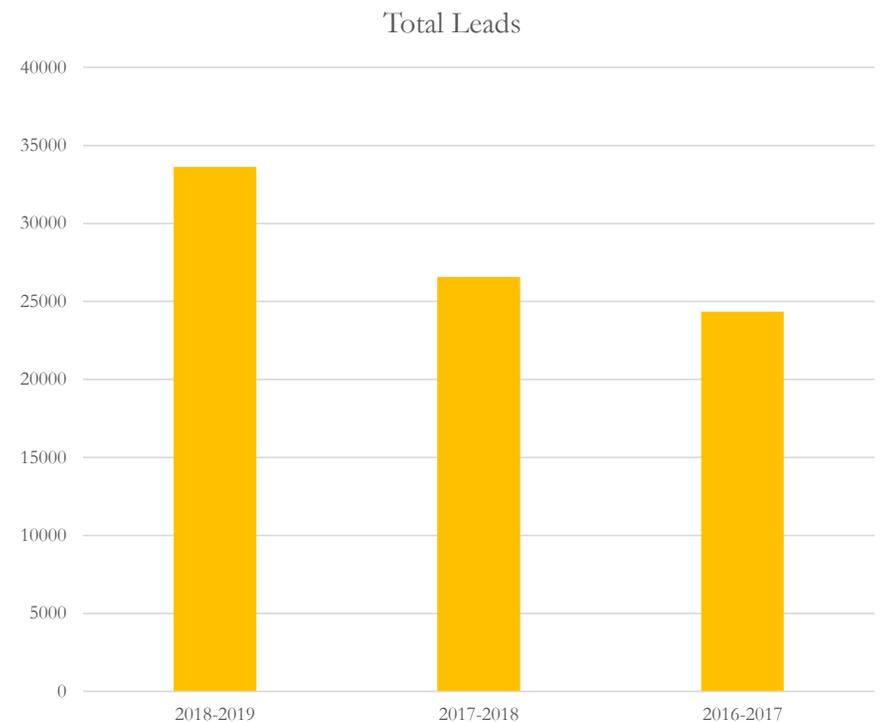
What does a Movement Look Like?

- Anthem video viewed over a million times
- Continuing flow of positive responses from students, prospective students, alumni and others
- Diverse applicants increased in every category
- First-ever partnership with Athletics
- Fundraising Boost
- Record year for annual giving through the UW Foundation, which used “The World Needs More Cowboys” extensively
- Total annual giving \$7.06 million (up 7 percent), topping \$7 million for the first time ever
- Academic annual giving \$2.4 million (up 20 percent)



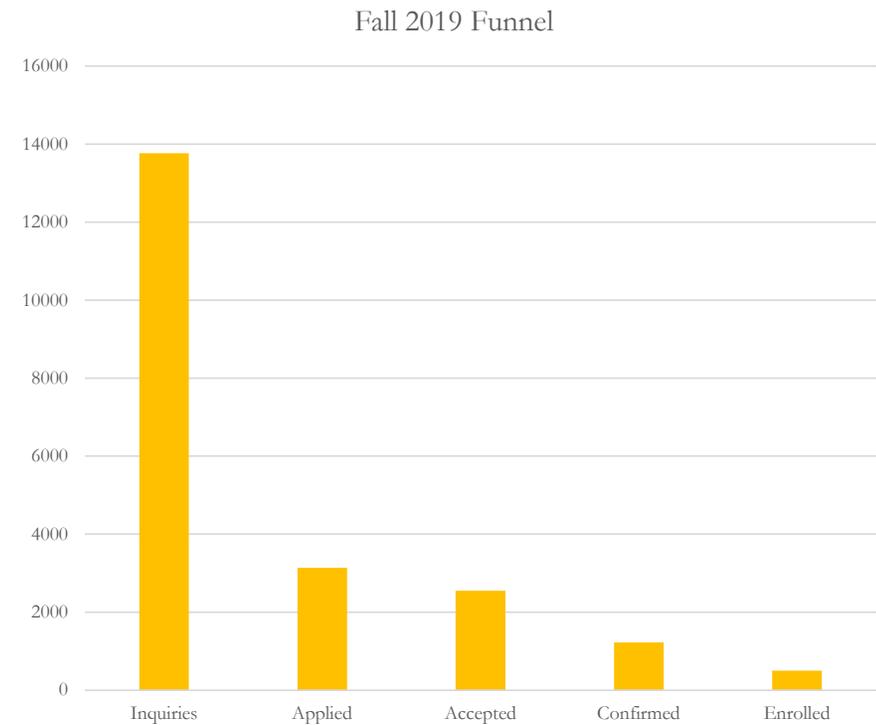
Lead Performance

- 33,631 prospective student leads
- An increase of 26% in lead volume YoY
- Conversion rate increased to 18% YoY



Filling the Funnel

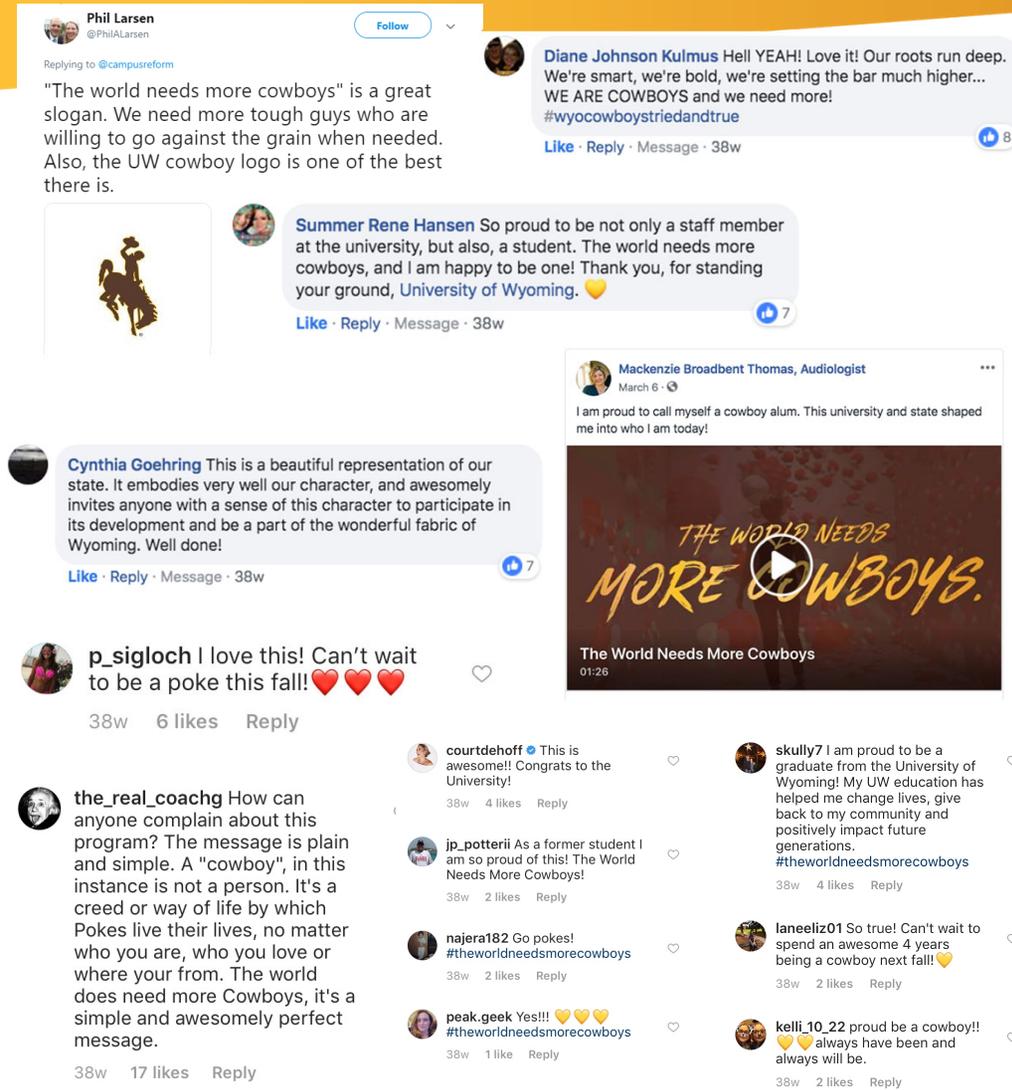
- Cost per inquiry has decreased 41%
- Landing page views: increased 452%
- Cost per Acquisition: decreased 7%
- 60% of marketing-driven inquiries resulted in confirmed students for the Fall 2019 semester



Social Media Growth and Conversion

- Facebook Growth: Increased 8% to 62,000 followers
- Instagram Growth: Increased 77% to 13,326 followers

Sentiment	Univ of Wyoming ...
Negative	4,733
Neutral	15.4k
Positive	9,974
Total	30.1k



The image shows a collage of social media content. At the top left is a tweet from Phil Larsen (@PhilLarsen) replying to @campusreform, praising the slogan "The world needs more cowboys" and the University of Wyoming cowboy logo. To its right is a Facebook post from Diane Johnson Kulmus expressing pride in the slogan and the university. Below these are more tweets: Summer Rene Hansen, Cynthia Goehring, and p_sigloch, all expressing support and pride. On the right side, there is a video player for "The World Needs More Cowboys" with a play button overlay. Below the video are several Facebook comments from users like courtdehoff, jp_potterii, najera182, peak.geek, skully7, laneeliz01, and kelli_10_22, all sharing their positive experiences and pride in being part of the university.

143

Items licensed for

*THE WORLD NEEDS
MORE COWBOYS.*

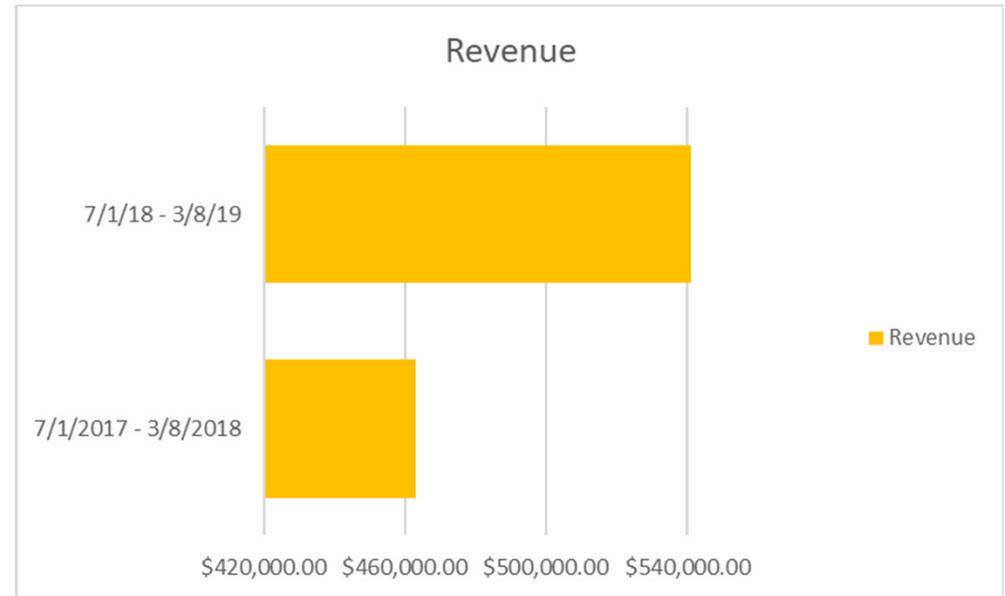


Licensing and Trademark

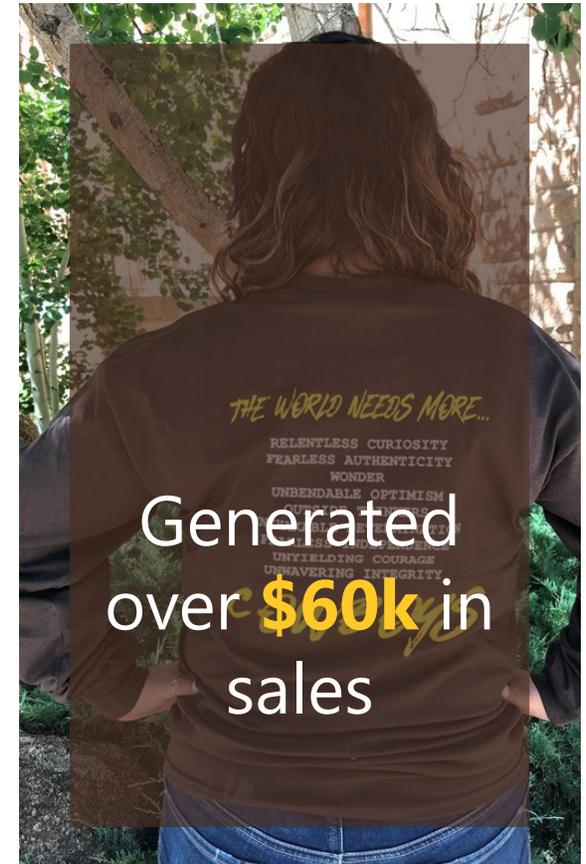
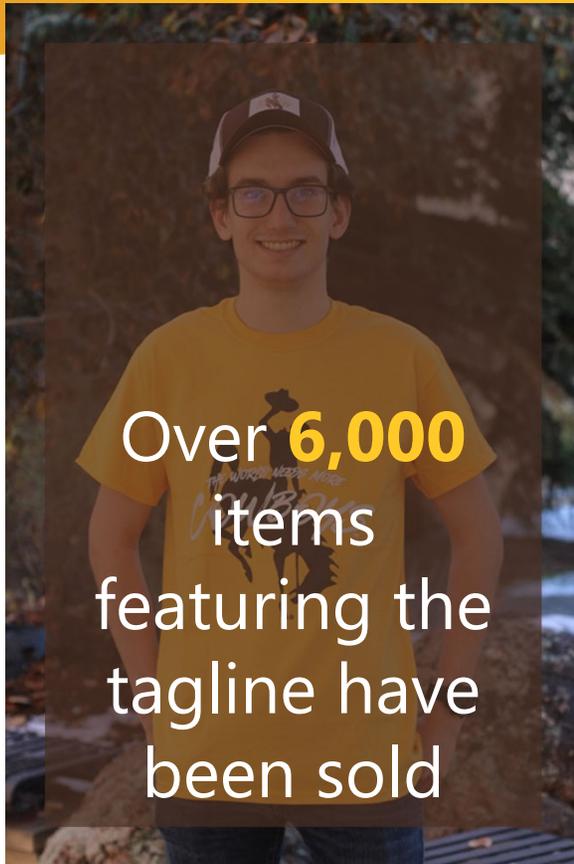
- License and trademarking for The World Needs More Cowboys increased revenue by \$51,000 YoY



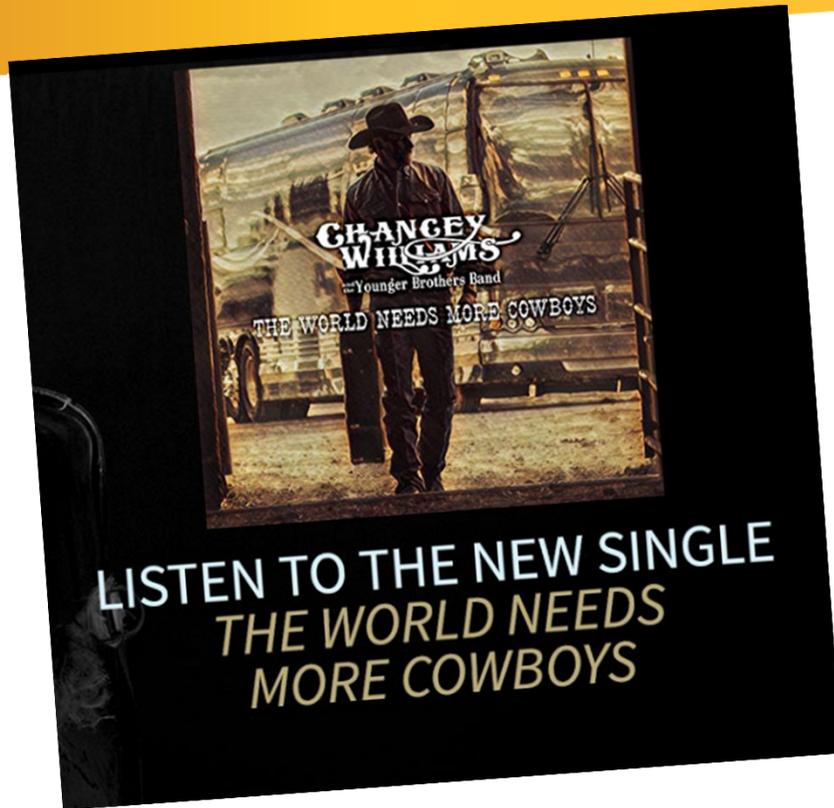
Royalties Received



University Store Sales



Delightfully Unexpected



The funeral home would like to offer licensed caskets to their customers on a regular basis.



What's Next?

- Year 2 – Brand Attribute Videos
- Extended messaging to in-state students
- Increased marketing budget and headcount
- Outreach and public relations events





Key Takeaways

- A strong campaign can overcome obstacles
- Brand needs to resonate with “smallest viable market”
- Gaining early buy-in is key to launching a brand shift



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