Maturity Model Matrix

	LEVEL 1: Initial	LEVEL 2: Progressing	LEVEL 3: Consistent	LEVEL 4: Accelerating	LEVEL 5: High-Performing
Messaging	Fragmented with a lack of consistency across channels	Organizationally focused and guided by organization needs, not audience needs	Communications are clear and targeted to appropriate audiences	Research-driven messaging is distinct for each audience	Personal journeys are designed for segmented audiences
Metrics	Efforts are not guided by data or research	Pockets use data to inform decisions	Data is leveraged, but there are no universal KPIs	Data is leveraged, and KPIs are global	Near real-time data allows for campaign optimization
Operations	Practices are ill-defined and continually shifting	Practices are improved but adherence is sketchy	Operational practices are in place and largely followed	Operational practices are in place and trust exists	Operational practices are in place and so well understood that agility is possible
Technology	Modern marketing technology is not in use	Some marketing technologies are in place but are relatively unleveraged	The marketing technologies that are in place are leveraged	More advanced marketing technologies are in place	Advanced marketing technologies are in place and leveraged
Expertise	Most team members are generalists	Expertise exists in pockets	T-shaped individuals provide depth of expertise across most areas	Majority of staff bring a depth of expertise	Team has deep expertise, including in emerging areas
Priorities	Projects are not connected to university priorities	Some campaigns are connected to institutional priorities	Most campaigns are connected to institutional priorities	Campaigns are connected to measurable institutional goals	Campaign outcomes inform decisions across the institution
Planning	Projects are reactive	Less than 60% of projects are reactive	Projects are planned in advance and begin with goals vs. tactics	Projects are proactively planned and proposed	Projects are proactive, effective, and measured
Culture	Clear silos exist and trust is low	Collaboration is task-focused	Cross-team collaboration is commonplace	Collaboration extends beyond the department	True campus-wide collaboration exists
Alignment	Communications do not follow brand standards and are siloed	Basic brand standards are followed but coordination is limited	Brand standards are followed and some coordination exists	Brand position is well understood and coordination is commonplace	Brand position is well understood and communications plans are interconnected