



**DATE:** January 5, 2017

**TO:** Columbia Association Board of Directors  
Milton W. Matthews, President/CEO

**FROM:** Norma Heim, Director, Department of Communications and  
Marketing

**SUBJECT: Overview of the Department of Communications and Marketing**

As part of the initiative to provide a big-picture overview of each CA department to CA's Board of Directors, the second departmental overview is scheduled for the January 12, 2017 Board work session.

The overview will feature the Department of Communications and Marketing, which includes the divisions of Branding and Marketing, Customer and Member Services, Design and Production, Media Relations and Communications, and Website and Digital Media.