

Strategic Initiative Project Work Plan Summary

Project Name:	Strategic Integrated Marketing Plan	Academic Year:	2017 –2018 / Version 5.0 (3-5-18)
Strategic Priority:	#4: Promote the brand through an integrated marketing communication program	Project Leader:	Maritza E. Ferreira
Team Members:	Tim Duncan; Allie Reese; Stephen Schultheis; Rosalind Williams; Elizabeth Taylor; Stephen Jenkins; Mario Norman; Chase Moore		
Project Description:	Implement an integrated marketing plan to promote and strengthen the brand of the University and support strategic enrollment goals.		
Success Measure(s)	Quantitative (Campaign Performance Metrics): Video Views (X); Ad Engagement (X); Click Through Rates (X); Web traffic to campaign landing page (X) Quantitative (Admissions Impact): Increase in Web Inquiries for Undergrad and Grad Programs (X) Qualitative: Perception (X); Awareness (X)		

#	MAJOR TASKS / Action Steps ⁱ	Target Date	Responsibility	Deliverable(s) / Notes
1	ESTABLISH SCOPE AND PURPOSE			
	○ Alignment with institutional goals	June 16, 2016	Team	COMPLETE - Ensuring we are always in line with our mission, values and strategic goals of the university and stakeholder units
	○ Determine the scope	June 16, 2016	Team	COMPLETE – In line with strategic goals, identify appropriate sub projects and keep focus on the development of the paid advertising campaign. Remain aware of project creep.
	○ Determine what is not included in the scope	June 16, 2016	Team	COMPLETE – Although the MarComm team is accountable in the implementation of other ‘campaigns’ such as is relates to fundraising, internal programs (PACE, EDGE), etc. The charge of this Strategic Planning project is focused on the paid campaign and efforts that will also impact enrollment.
2	ESTABLISH GOALS			

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	<ul style="list-style-type: none"> ○ 1. Promote the brand 	June 16, 2016	Team	COMPLETE - External (Initiate a comprehensive integrated marketing campaign to create greater awareness of the University and it's brand.
	<ul style="list-style-type: none"> ○ 2. Strengthen the brand 	June 16, 2016	Team	COMPLETE – Identify key messaging points and address misperceptions among external and internal audiences to shape desired brand.
	<ul style="list-style-type: none"> ○ 3. Support strategic enrollment goals 	June 16, 2016	Team	COMPLETE – Create web traffic that will convert into inquiries and increase prospective student pool.
3	DETERMINE ASESMENT METRICS & MEASUREMENT			
	<ul style="list-style-type: none"> ○ Quantitative: Identify Performance metrics for the ad campaign as well as enrollment impact. 	June 15, 2017		<p>COMPLETE – Quantitative (Campaign Performance Assessment Metrics): Video Views (X); Ad Engagement (X); Click Through Rates (X); Web traffic to campaign landing page (X) <i>(Meeting set to review performance of the campaign's first flight. This assessment will be ongoing as we make modifications to artwork and strategy)</i></p> <p>Quantitative (Admissions Impact): Increase in Web Inquiries for Undergrad and Grad Programs <i>(55% increase)</i></p>
	<ul style="list-style-type: none"> ○ Qualitative: Measure brand awareness and market perceptions of Clayton State University 	June 15, 2017	Team	COMPLETE – Qualitative: Perception <i>(increase net promoter score by 2%. Current 38); Awareness (Increase by 2 – 3% Aided Familiarity of Clayton State in the Atlanta DMA, excluding Clayton and Henry County.</i>

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				<p><i>Current is 50%</i></p> <p>Clayton State University Research Objectives</p> <ul style="list-style-type: none"> • Capture aided and unaided awareness of Clayton State University • Capture verbatim responses about the Clayton State University brand • Measure brand association with key areas of gain (e.g., strengths, primary areas of customer interest) • Test creative executions for effectiveness <p>Value: The pre- and post-campaign research project with the above specifications is valued at \$95,000.</p>
	<ul style="list-style-type: none"> • Identify vendor 	April 2017	Maritza	<p>COMPLETE – Cox Media Group – Research negotiated with vendor as part of value add of specified ad campaign.</p>
	<ul style="list-style-type: none"> • Phase I: Discovery/Planning – Timing varies by client (1.5+ weeks) 	October 2017	Maritza	<p>COMPLETE –</p> <ul style="list-style-type: none"> • Questionnaire development and approval • Design survey • Draft revisions (per client feedback) • Creative assets – submission for testing
	<ul style="list-style-type: none"> • Phase II: Implementation – Approximately Four (4) Weeks 	November/December 2017	Maritza	<p>COMPLETE –</p> <ul style="list-style-type: none"> • Custom survey build/programming • Quality control • Survey fielding

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	<ul style="list-style-type: none"> Phase III: Analysis/Reporting Results – Approximately Three (3) Weeks 	December 2017	Team	COMPLETE – <ul style="list-style-type: none"> Data extraction Detailed results creation Results presentation to client
	<ul style="list-style-type: none"> Survey #2 (Post Campaign Survey) 	October 2018	Team	PENDING - Will repeat phases I to III. The post-campaign survey will be a repeat of the same questions from the pre-campaign survey and can include updated creatives, if so desired.
4	TARGET AUDIENCE			
	<ul style="list-style-type: none"> Internal - Define target audience groups 	June 16, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE - Current students, faculty and staff. Reinforcing brand and shaping perception.
	<ul style="list-style-type: none"> External - Define target audience groups 	June 16, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE - Those interested in pursuing an educational program offered by CSU. May or may not be aware of CSU yet. Potential donors, corporate partners and local community.
	<ul style="list-style-type: none"> Influencers - Define target audience groups 	June 16, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE - Those that influence decisions. Parents, business community and community leaders.
	<ul style="list-style-type: none"> Audience analysis study 		M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE - Using newly enrolled student data and conducting an analysis to gain an understanding of the psychographics, lifestyle factors, media consumption habits and life stages of incoming students. The goal is to have

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				an understanding of our incoming students population so that we look at the market and target look-a-likes. An aspect of this analysis is to employ the Nielson, PRISM Customer Segmentation tool for this study.
	<ul style="list-style-type: none"> • Identify focus of study sample and provide data sets to vendor 	June 20, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE -
	<ul style="list-style-type: none"> • Review results of study 	August 19, 2016	Team	COMPLETE - Scheduled & room reserved - UC board room. Groups invited to see results are Strategic Planning Committee, Marketing Advisory Council, Marketing & Communications, and Academic Affairs.
	<ul style="list-style-type: none"> ○ Define undergrad student target 	TBD	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE - Profiles already exist by admissions - Demographics, Geography
	<ul style="list-style-type: none"> ○ Define grad student target 	TBD	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	COMPLETE - Profiles already exist - Demographics, Geography
5	KEY MESSAGE POINTS			
	<ul style="list-style-type: none"> ○ Working draft completed 	August 3, 2016	K. Petty	COMPLETE - Review findings of strategic planning process, STAMATS research, meetings with stakeholders. Develop document that can be shared with campus communicators to establish consistent messaging and tone. Writing workshop also provided to campus by STAMATS on writing for various technology platforms. Brand voice was finalized, messaging points document completed. Is now implemented into marketing, internal and media communications.

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6	AUDIT IDENTITY MARKS AND VISUAL STANDARDS			
	<ul style="list-style-type: none"> ○ Logo audit 	July, 20, 2016	A. Reece	COMPLETE Logo audit presented to the committee. Discussion on logos and importance of enforcing logo standards for maintaining brand integrity. Also, the role of athletics logos and usage as athletics is an opportunity to create brand awareness via licensing and apparel.
	<ul style="list-style-type: none"> ○ Logo “Clean Up” 	Ongoing	M. Ferreira	WORK ONGOING As a result, we worked with various groups on campus to reduce the number of “logos” and work to establish cohesive visual standards.
	<ul style="list-style-type: none"> ○ Review, update brand standards. Develop comprehensive University brand guide 	July 2018	H. Weathersby	IN PROGRESS - Visual brand elements have gone under review with feedback from faculty, staff, students and leadership. Updated elements are being implemented into new admissions materials and brand campaign. Final comprehensive document will include logo, visual, voice/editorial, video and photography standards.
7	IDENTIFY CURRENT COMMUNICATION CHANNELS			
	<ul style="list-style-type: none"> ○ Audit of current marketing activities, channels and tools being used 	August 3, 2016	E. Fender	COMPLETE - Purpose is to review what is currently being done so that we can improve upon messaging, branding and conversion.
8	IDENTIFY SUPPORTING STRATEGIES AND TACTICS	TBD	Team	
	<ul style="list-style-type: none"> ○ Short term – Undergraduate Email Campaigns 	August 2017	Marketing/ Undergraduate Admissions	IN PROGRESS - Working with admissions to update email communication plans so that messaging is appropriate to target group. Teams

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				have reviewed the current campaign and modified communication plan. Copy and wireframes have been developed, reviewed and approved by admissions for first comm flow. Admissions currently building out first flow for implementation. Goal is to increase open and click through rates to drive more traffic to the Admissions page.
	○ Short term – Admissions Print Materials	August 2017	M. Ferreira	COMPLETE –Update admissions recruitment and enrollment materials to be in line with updated brand standards
	○ Short term - University Content Calendar	August 3, 2016	MarComm	COMPLETE –University content calendar established. Regular meetings to coordinate editorial calendar, happenings, information and visual assets needed to manage the information distributed via various channels.
	○ Short term - Assess Undergrad Search Strategies (List purchase)	2016	S. Jenkins	COMPLETE – Review of data from PRIZM analysis as well as University data to modify list purchase strategies for more efficient spending and strategy in these efforts.
	○ Short term – Laker Connection	August 2016	M. Ferreira	COMPLETE – Redesign of the University publication, increase feature stories, shift the style of story writing. Launch digital and e-newsletter version of the magazine to reach more audiences and increase engagement with stories. Stories are also pitched as expert or human interest stories.
	○ Short Term – Media/PR strategy	September 2016	M. Ferreira/Kelly Petty	COMPLETE – Redefine focus and strategy for more effective media pitching.

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	<ul style="list-style-type: none"> ○ Short Term – PRIZM Nielson Mailing 		M. Ferreira/S. Jenkins & Schultheis	COMPLETE – Working from the data uncovered in our audience analysis. Budget provided to fund a targeted mailing. Funds recently received so the mailing can be executed in the new year.
	<ul style="list-style-type: none"> ○ Short Term - Virtual Tour 	September 2016	E. Fender & B. McKeown/S. Jenkins & S. Schulthies	COMPLETE – Analyze traffic and determined that virtual tour drives a 100's of potential students per month to the admissions page. Working with Admissions to produce 6 more videos so VT speaks to additional audiences such as grad students and parents.
	<ul style="list-style-type: none"> ○ Mid term – University Website Project 	August/September 2017	M. Ferreira	COMPLETE – Currently in content development phase. Also, close to finalizing contract with AMAC to ensure accessibility compliance. Once accessibility phase is complete, STAMATS will be able to begin building out the site and flowing content into the first section of the new website
	<ul style="list-style-type: none"> ○ Mid term – Assess and optimize web conversion 	August/September 2017	M. Ferreira/S. Jenkins	COMPLETE – Will work with admissions to revise current inquiry capture forms to prospective student inquiry pools for both graduate and undergraduate programs. Addressed during the web redesigned.
	<ul style="list-style-type: none"> ○ Short term – MarComm Internal Communications 	December 2017	MarComm	IN PROGRESS - Have streamlined channels of communication. Established clear definitions for usage for various channels and updated processes for requests. Developed a campus newsletter that indicates strong open and click through rates. Consolidated various channels

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				<p>into a modified Inside Clayton State structure, which greatly increased traffic to these sites and targeted content to the appropriate audiences. Implemented an open form for University calendar submissions.</p> <p>Still pending - Working with Internal Communication Audit team to finalize Mass Email Guidance Policy.</p>
	<ul style="list-style-type: none"> ○ Mid term - SWAN Portal 	January 2016	M. Ferreira/ITS	<p>COMPLETE – Working with ITS on restructuring of SWAN portal for better user experience for internal communication and processes. Streamlined interface that includes information feed. Testing completed and committee launched in January 2016.</p>
	<ul style="list-style-type: none"> ○ Mid term – DNN Upgrade and Migration 	11/11/16	M. Ferreira/ITS	<p>COMPLETE – Bring stability and bandwidth to the University website. Funds secured in FY16. Implementation completed November 2016.</p>
9	BUDGET AND RESOURCES			
	<ul style="list-style-type: none"> ○ Conduct analysis of current spending trends 	May 2017	M. Ferreira/ S. Schulthies	<p>COMPLETE – Worked with procurement on reports that show expenditures on items categorized as “Marketing” and “Advertising”. Purpose of spending analysis was to gain insight on possible reallocation of current spending and budget efficiencies. Findings show that although there has been marketing activity in recent years, there is not and consistent, sustained ‘pool’ of advertising resources. Most has come from one-time</p>

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				funding opportunities. Also, spending levels are not sufficient to launch a University paid brand campaign in the Atlanta metro market.
	<ul style="list-style-type: none"> ○ Content development resource needs 	July 2017	M. Ferreira	COMPLETE – Funds secured in FY16 to develop campaign assets for launch of advertising campaign for external audiences Dreams. Made Real. Story board and concept complete. Pre production occurred throughout September and October. Production began October 26 th and is currently in progress. Post-production for video assets will be completed in July 2017. This also included assets for the website project.
	<ul style="list-style-type: none"> ○ Establish Budget for Integrated Marketing Communication Plan 		M. Ferreira	COMPLETE
	<ul style="list-style-type: none"> ○ Identify Budget Resources 		M. Ferreira/S. Schulthies	IN PROGRESS - Working with Admissions and various groups across campus
10	DEVELOP INTEGRATED MARKETING COMMUNICATION PLAN			
	<ul style="list-style-type: none"> ○ Development of integrated marketing plan that will also include the “re-launch” and “re-invigoration” of the Dreams. Made Real. brand campaign. Goal is build on the good work that has been established and take this message out to market while still re-enforcing the brand internally. 		M. Ferreira	COMPLETE – Plan developed and presented to Dr. Hynes, Cabinet members, Administrative Council and Marketing Advisory Council and Committee.
	<ul style="list-style-type: none"> ○ Launch 	January 2018	M. Ferreira	COMPLETE – The campaign officially launched January 15, 2018

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Some 2017 highlights from the plan include:

Launch of University Website

The launch of the university website was a critical component to launching a successful advertising campaign. The 2-year project was a campus-wide collaborative effort and focused on a revised architecture, improving Search Engine Optimization, achieving ADA compliance, incorporating branding standards and consistency, improve integration with various channels (social media, homepage, newsroom, Laker Connection and newsletter) and optimizing the site for inquiry conversions. Below are some metrics on the performance of the new site.

- i. Launch date – December 14, 2017
- ii. 200 pages redesigned
- iii. 34.35% of web traffic impacted
- iv. Top 3 levels of navigation
- v. 4th level of navigation was addressed for specific departments
- vi. Seven department sites were completely updated, including the undergraduate admissions site
- vii. Homepage analytics shows overall improvement in traffic quality. Users are engaging more with the site and exploring more areas of the site.
 1. Page Views up 32.11%
 2. Unique page views up 32.06%
 3. Average time on page up 32.17%
 4. Entrances up 31.83%
 5. Bounce rate improved by 20.85%
 6. From the homepage, we have increased traffic to the following areas: About Clayton State (2,051.63%), Housing (14.87%), Campus Life (177.73%), and Alumni (57.82%)
 7. Comparison dates (Dec. 14, 2017 – Jan. 31, 2018 vs Dec. 14, 2016 – Jan. 31, 2017)
- viii. Online inquiries as of Jan. 31, 2018 - 1114 inquiries, i.e. 32% to goal (inquiry goal 3,466)

Determine assessment metrics and measurement

Metrics were identified in 2016, however actual baselines and goals were established in 2017.

- i. Web inquiries – Calculations based on current industry conversion averages measured against current web traffic on the undergrad

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admissions and school of graduate studies pages. It was estimated that the newly designed site and launch of the campaign would increase inquiries by **55%**.

- ii. Qualitative metrics – In Oct. – Dec. 2017, a qualitative study was conducted to establish a baseline to measure the campaign’s impact on awareness and perception in the Atlanta DMA. The study produced the following metrics.
 1. Net Promoter Score of 38 – The goal is to increase this by **2%**
 2. Aided Familiarity of Clayton State in the Atlanta DMA, excluding Clayton and Henry County is 50% - The goal is to increase this by **2-3%**.

Goal tracking:

As of today, the web and campaign have generated 1,640 inquiries. 47% to goal. This puts us on track to exceed initial calculations based on industry averages. Once we complete a full year, we will have hopefully established a new baseline for the University on inquiry levels.

ⁱ Use verb-noun combination to focus activity, e.g., research variables, design survey, pilot survey, etc.