

Strategic Initiative Project Work Plan Summary
Last Updated 1.18.17

Project Name:	Strategic Integrated Marketing Plan	Academic Year:	2016 –2017 / Version 3.0 (11-10-16)
Strategic Priority:	#4: Promote the brand through an integrated marketing communication program	Project Leaders:	Maritza E. Ferreira
Team Members:	Tim Duncan; Allie Reese; Stephen Schultheis; Rosalind Williams; Elizabeth Taylor; Stephen Jenkins; Leila Tatum; Mario Norman; George Nakos		
Project Description:	Implement an integrated marketing plan to promote and strengthen the brand of the University and support strategic enrollment goals.		
Success Measure(s)	Brand: Perception (X); Awareness (expand geography and increase frequency to target market); Web traffic (Increase traffic to key sites); Enrollment Management: Attendance to events (X); Inquiries (X); Ability to measure enrollment impact		

#	MAJOR TASKS / Action Steps ⁱ	Target Date	Responsibility	Deliverable(s) / Notes
1	<input type="checkbox"/> ESTABLISH SCOPE AND PURPOSE			Team will set clear guidelines to help keep our work focused on the strategic goals of the committee.
	○ Alignment with institutional goals	June 16, 2016	Team	Ensuring we are always in like with our mission, values and strategic goals of stakeholder units
	○ Determine the scope	June 16, 2016	Team	Clearly identifying the deliverables and keeping activities in line. Remain aware of project creep.
	○ Determine what is not included in the scope	June 16, 2016	Team	Communication and marketing strategies that will be addressed through other projects included in the strategic planning process. Ie. Fund raising campaigns, PACE, EDGE, etc.
2	<input type="checkbox"/> ESTABLISH GOALS			Three overarching goals.
	○ Promote the brand	June 16, 2016	Team	External (Initiate a comprehensive integrated marketing campaign to promote and strengthen the brand of the University, and support strategic enrollment goals over the

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				next five years.)
	○ Strengthen the brand	June 16, 2016	Team	External and internal
	○ Support strategic enrollment goals	June 16, 2016	Team	Web traffic on clearly defined areas that are aligned with supporting success metrics.
3	DETERMINE ASESMENT METRICS & MEASUREMENT			Data and research will be incorporated into decision making and media placement. Once media is determined, performance metrics can be assessed.
	○ Increase awareness by XX%	TBD	Team	Study needed to measure current market awareness of CSU to determine baseline and establish measures for increasing awareness based on results and market potential.
	● Identify vendor	July 29, 2016	Maritza	STAMATS – Vendor selected because of historical work and knowledge of the University
	● Develop proposal for study	August 4, 2016	Maritza	Proposal has been received. Initial estimate \$110,200. Committee discussed ways to reduce the cost by leveraging internal expertise and human resources. Maritza following up on feedback and will work with vendor on a revised quote. Revised quote \$87,000. Study is intended to provide data on Awareness and Perception.
	● Funding identified	TBD	Maritza	Conversations regarding possible external funding sources with Dr. Hynes and Chase Moore.
	● Execute Study	TBD	Team	
	● Review of results	TBD	Team	

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	<ul style="list-style-type: none"> • Establish baseline 	TBD	Team	
	<ul style="list-style-type: none"> ○ Shape perceptions/sentiment (XXX) 			Study needed to measure current external and external perceptions and sentiments of CSU to determine baseline and establish measures for increasing awareness based on results and market potential.
	<ul style="list-style-type: none"> • Identify vendor to conduct study 	July 29, 2016	Maritza	STAMATS – Vendor selected because of historical work and knowledge of the University
	<ul style="list-style-type: none"> • Develop proposal for study 	August 4, 2016	Team	Proposal has been received. Initial estimate \$110,200. Committee discussed ways to reduce the cost by leveraging internal expertise and human resources. Maritza following up on feedback and will work with vendor on a revised quote. Study is intended to provide data on Awareness and Perception.
	<ul style="list-style-type: none"> • Funding identified 		Maritza	
	<ul style="list-style-type: none"> • Execute study 	TBD	Team	
	<ul style="list-style-type: none"> • Review of results 	TBD	Team	
	<ul style="list-style-type: none"> • Identify key messaging points and baseline 	TBD	Team	
	<ul style="list-style-type: none"> ○ Improve baseline analytics for web traffic. 			Implementation of new University website and increased and revised marketing strategies should increase traffic to specific pages of the CSU website. However, this is an assumption. We looked at historical data and our web traffic has been decreasing. It is difficult at this point to understand if this

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				could be external factors. Ie. Competition, lower numbers of college bound individuals within our targets... Therefore, we are going to monitor and work on overall optimization. Paying attention to the overall performance of the pages. The University web project also addresses needs for improving traffic flow.
	<ul style="list-style-type: none"> • Establish baseline metrics for web traffic on key sites 	July 7, 2016	Maritza	Because we are measuring other metrics on a fiscal year, we will also be pulling web traffic reports on the fiscal year to that metrics are aligned as much as possible. Baseline numbers have been pulled and documented.
	<ul style="list-style-type: none"> ○ Increase attendance to tent-pole recruitment events 	Ongoing	S. Jenkins	Tent-pole events are those identified by Undergraduate admissions and Graduate Studies to be the focus of marketing activities and will generally be consistent from year-to-year. Great conversation among the committee determined that in-person events yield highest conversion and greatly impact decision making. Focus is on bringing more prospective students to campus.
	<ul style="list-style-type: none"> • Establish current baseline for events 	July 7, 2016	S. Jenkins/E. Taylor	Attendance Numbers received from undergrad admissions. Graduate is sending attendance numbers shortly.
	<ul style="list-style-type: none"> • Determine target increases 	December 2016	S. Jenkins/S. Schultheis/E. Taylor	This is a shared goal with Strategic Enrollment Management committee. Metrics will be provided as they are established through the work of this committee.

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	○ Increase inquiries/applicants			Increases in inquiries are needed to continue to impact final enrollment increases.
	• Establish current inquiry counts	August 4, 2016	S. Jenkins/E. Taylor	Applications have been tracked. Recently undergrad admissions have established processes to track inquiries. Graduate Studies may not be tracking inquiries similarly, but we will work on establishing this metric and record data available.
	• Determine target increases	December 2016	S. Jenkins/S. Schultheis/E. Taylor	This is a shared goal with Strategic Enrollment Management committee. Metrics will be provided as they are established through the work of this committee.
	○ Establish processes and measures to determine marketing impact on enrollment	S. Jenkins, M. Ferreira		Currently processes and measured are not fully in place to measure the effectiveness and impact of marketing and specific tactics and campaigns that are used to impact enrollment. However, there have been some significant progress from Undergraduate Admissions in this area recently.
	• Determine current opportunities to measure	TBD	Team	
	• Identify additional processes and measure needed	TBD	Team	
	• Implement tracking and measurement	TBD	Team	
	○ Develop analytics dashboard	July 12, 2016	Maritza	Draft in motion. Evolving as metrics are being compiled.
4	TARGET AUDIENCE			Define target audience groups
	○ Internal	June 16,		Current students, faculty and staff.

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		2016		Reinforcing brand and shaping perception.
	○ External	June 16, 2016		Those interested in pursuing an educational program offered by CSU. May or may not be aware of CSU yet.
	○ Influencers	June 16, 2016		Those that influence decisions. Parents, business community and community leaders.
	○ Audience analysis study		Maritza	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 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.
	• Identify focus of study sample	June 20, 2016	M. Ferreira/ S. Jenkins/ S. Schultheis/E. Taylor	
	• Provide data sets to vendor	June 20, 2016	M. Ferreira/S. Schultheis	
	• Review results of study	August 19, 2016	Team	Scheduled & room reserved - UC board room. Groups invited to see results are Strategic Planning Committee, Marketing Advisory Council, Marketing & Communications, and Academic Affairs.
	○ Media consumption study	TBD	Team	Discussion on how we can expand upon questionnaire already done during recruitment events to capture additional data.

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	○ Define undergrad student target	TBD	Team	Profiles already exist by admissions - Demographics, Geography
	○ Define grad student target	TBD	Team	Profiles already exist - Demographics, Geography
5	IDENTIFY CURRENT COMMUNICATION CHANNELS			
	○ Audit of current marketing activities, channels and tools being used	August 3, 2016	E. Fender	Purpose is to review what is already being done so that we can improve upon messaging, branding and conversion.
6	KEY MESSAGE POINTS			
	○ Working draft completed	August 3, 2016	K. Petty	Review findings of strategic planning process, STAMATS research, meetings with stakeholders. Develop draft of document that can be shared with campus communicators to establish consistent messaging and tone.
	○ “Final” draft	December 2016	K. Petty	This is a living document and will continuously evolve.
7	AUDIT IDENTITY MARKS AND VISUAL STANDARDS			
	• Logo audit	July, 20, 2016/Ongoing	A. Reece	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.
	• Logo “Clean Up”	Ongoing	M. Ferreira	Being working with various groups on campus to reduce the number of “logos” and work to establish cohesive visual standards

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				throughout campus.
8	□ IDENTIFY STRATEGIES AND TACTICS	TBD	Team	The following are projects that have been impacted and/or identified through the work and research of the committee that will support the goals of the strategic plan and this project.
	○ Short term – Undergraduate Email Campaigns	TBD	Marketing/ Undergraduate Admissions	Working with admissions to update email communication plans so that messaging is appropriate to target group. Teams have reviewed the current campaign and modified communication plan. Copy and wireframes have been developed, reviewed and approved by admissions. Final revisions are pending so that the updated communications can be implemented. Goal is to increase open and click through rates.
	○ Short term - University Content Calendar	August 3, 2016	M. Ferreira/E. Fender/S. Grant/K. Petty	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)	Current	S. Jenkins	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 – Media/PR strategy	Current	M. Ferreira/Kelly Petty	Define focus and strategy for more effective media pitching. Strategy has been outlined. Pitching and placement metrics set for 2017 goals. Editorial calendar developed.
	○ Short Term – PRIZM Nielson Mailing	Current	M. Ferreira/S. Jenkins	Working from the data uncovered in our

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			& Schultheis	audience analysis. Budget provided to fund a targeted mailing. Funds recently received so the mailing can be executed in the new year.
	○ Short Term - Virtual Tour	Current	E. Fender & B. McKeown/S. Jenkins & S. Schulthies	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.
	○ Mid-Term – Internal Communications			
	○ Mid term – University Website Project	March 2017	M. Ferreira/L. Bradberry/S. Grant	Currently in process. Full budget needed to complete the project secured in FY16. DNN upgrades as well as AMAC initiatives have caused additional delays recently, however in the next few weeks these should all come to completion. Areas of the project that are moving forward is the content development. All templates and plans have been approved ready to move forward on HTML development
	○ Mid term – Assess and optimize web conversion	TBD/STAM ATS and Admissions	M. Ferreira/S. Jenkins	Addressed during the web redesigned. However, additional work on this for the admissions and college sites is needed. Will be addressed during the follow up redesign projects
	○ Mid term – Internal Communications	Current	M. Ferreira/K. Petty/E. Fender	Working with committee on mass email policy. Have streamlined channels of communication. Established clear definitions for usage and updated processes for requests. Developed a campus newsletter that

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				indicates strong open and click through rates. Consolidated various channels and purposes into a modified Inside Clayton State structure, which greatly increased traffic to these sites and targeted content to the appropriate audiences.
	○ SWAN Portal	Current	M. Ferreira/B. Gruzka and ITS	Working with ITS on restructuring of SWAN portal for better user experience for internal communication and processes. Streamlined interface that includes information feed. Testing has just completed and committee is in final steps for launch estimated in January.
	○ Mid Term – DNN Upgrade and Migration	11/11/16	M. Ferreira/L. Bradberry/C. Read (ITS)	Bring stability and bandwidth to the University website. Funds secured in FY16. Implementation in progress. Goal to be completed by 11/11/16
	○ Mid term – Program Brochures	Current & OnGoing	M. Ferreira	Updated template for program sheets designed. Working with departments to update brochures.
	○ Long term – Campus Signage	TBD	M. Ferreira	Meeting with Facilities to see opportunities to create cohesive look across campus as signage is updated.
9	BUDGET AND RESOURCES			
	○ Conduct analysis of current spending trends	Complete	M. Ferreira	Working with procurement on reports that show expenditures on items categorized as “Marketing” and “Advertising”. Analysis of spending to gain insight on possible reallocation and efficiencies. Findings show that most spending happened in recent years,

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				however with budget cuts there is not an apparent ‘pool’ of advertising spending happening to consolidate without impacting operational needs.
	<ul style="list-style-type: none"> ○ Content development resource needs 	January/February 2017	M. Ferreira	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 to begin in two weeks to develop video and still assets. This also includes assets for the website project.
	<ul style="list-style-type: none"> ○ Material development needs 	April 2017	M. Ferreira	Campus signage and banners
	<ul style="list-style-type: none"> ○ External marketing needs 	April 2017	M. Ferreira	Establish external marketing needs. Initial recommendation is \$200,000 for a paid ad plan.
	<ul style="list-style-type: none"> ○ Internal marketing needs 	April 2017	M. Ferreira	Identify additional materials or resources to advance the brand internally. Ie. Campus banners
10	DEVELOP INTEGRATED MARKETING COMMUNICATION PLAN (PAID/NON-PAID)		M. Ferreira	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.
	<ul style="list-style-type: none"> ○ Branding 	April 2017		
	<ul style="list-style-type: none"> ○ Direct 	April 2017		

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	○ Internal	April 2017		

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