

Marketing Plan

Recruit Working Group

August 19, 2014

Executive Summary

The Bush Foundation, in conjunction with Haberman, a Minnesota-based marketing firm, delivered a Recruitment Road Map to each of its 14 institutions of higher education in 2013. The Recruit Working Group has been developing a Marketing Plan to improve our recruitment practices. We aligned the Marketing Plan with the Recruitment Road Map delivered by Haberman to identify gaps in the plan and move toward implementing new methods and strategies to reach a diverse pool of candidates.

The Marketing Plan consists of three strands: (1) Media, (2) Face to Face Messaging, and (3) Incentives. Media includes effective use of Websites, social media, and new technology. Face to Face Messaging includes activating internal resources and partnerships to build capacity and foster a culture of recruitment. Incentives includes scholarships and other financial resources to increase candidates in high needs areas. The Recruitment Roadmap delivered by Haberman included an Implementation Guide; it certainly guided the efforts of the Recruit Working Group. The roadmap has been presented to our leadership and generated support. Next, we will need to extend this buy-in to all faculty and professional staff and develop internal relationships that support recruitment. We will need to delegate responsibilities, determine priorities, identify resources, and develop a specific implementation timeline for the Marketing Plan and improved recruitment practices.

Need

After an all-day session on campus with key players in the School of Education, Haberman delivered a Recruitment Road Map for St. Cloud State University (SCSU), the School of Education (SOE), and the Teacher Education Unit (TEU) in 2013.

NEED	HABERMAN RECOMMENDATION	TPI - NEXT STEPS
Messaging	<ol style="list-style-type: none"> 1. Answer potential students' most basic question: "Why teach?" Give altruism and big-picture reasoning a spotlight in all TEU messaging. Highlight the Return on Investment (ROI). 2. Then answer, "Why train to teach at SCSU?" <ol style="list-style-type: none"> a. SCSU offers a strong sense of community and a welcoming atmosphere. It has a small-school feel with the benefits of a large University. 	<p>FIRST STEP: Get differentiator consensus through TEU leadership and faculty; solidify key messages with internal marketing department.</p> <p>SECOND STEP: Revise website content and weave in key messages and differentiators.</p>

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	<ul style="list-style-type: none"> b. The SOE maintains strong connections with its partner school districts. c. The value of the experience makes for a strong ROI. d. Field experience happens early once an Education major is declared. 	
Capacity, Resources and Partnerships	<ol style="list-style-type: none"> 1. Build Recruitment by Activating Internal Resources <ul style="list-style-type: none"> a. Begin to create and foster a culture of recruitment by encouraging everyone in the Education department to see themselves as recruiters. b. The recruitment “wins” or successes need to be communicated to faculty both within the TEU and in other departments to recognize their efforts and give them motivation to continue to engage. c. The SCSU internal marketing department is ready to help when Schools/Colleges reach out. Schedule an annual planning strategy session to discuss process and content for social media and public relations efforts. d. Work closely with STEM departments to recruit students who demonstrate and embody the altruistic nature to teach. e. Align internal process and continue to work closely with admissions to identify education-interested students and how to develop strategies for reaching them. f. Look for non-traditional outlets across campus, outside of setting up tables or participating in fairs/events, to promote the teacher education programs. (i.e. clubs, sports, social media, student centers, etc.) g. Leverage the Future Educators Club members. 2. Activate Alumni Networks 	<p>FIRST STEP: Schedule meeting with internal marketing department to establish complete an annual plan strategy session and to discuss ongoing communication plans between the two departments.</p> <p>SECOND STEP: Look into providing faculty with incentives.</p> <p>FIRST STEP: Meet with the SCSU Alumni Association to gather information from systems and databases already in place that would aid in developing an alumni strategy.</p>

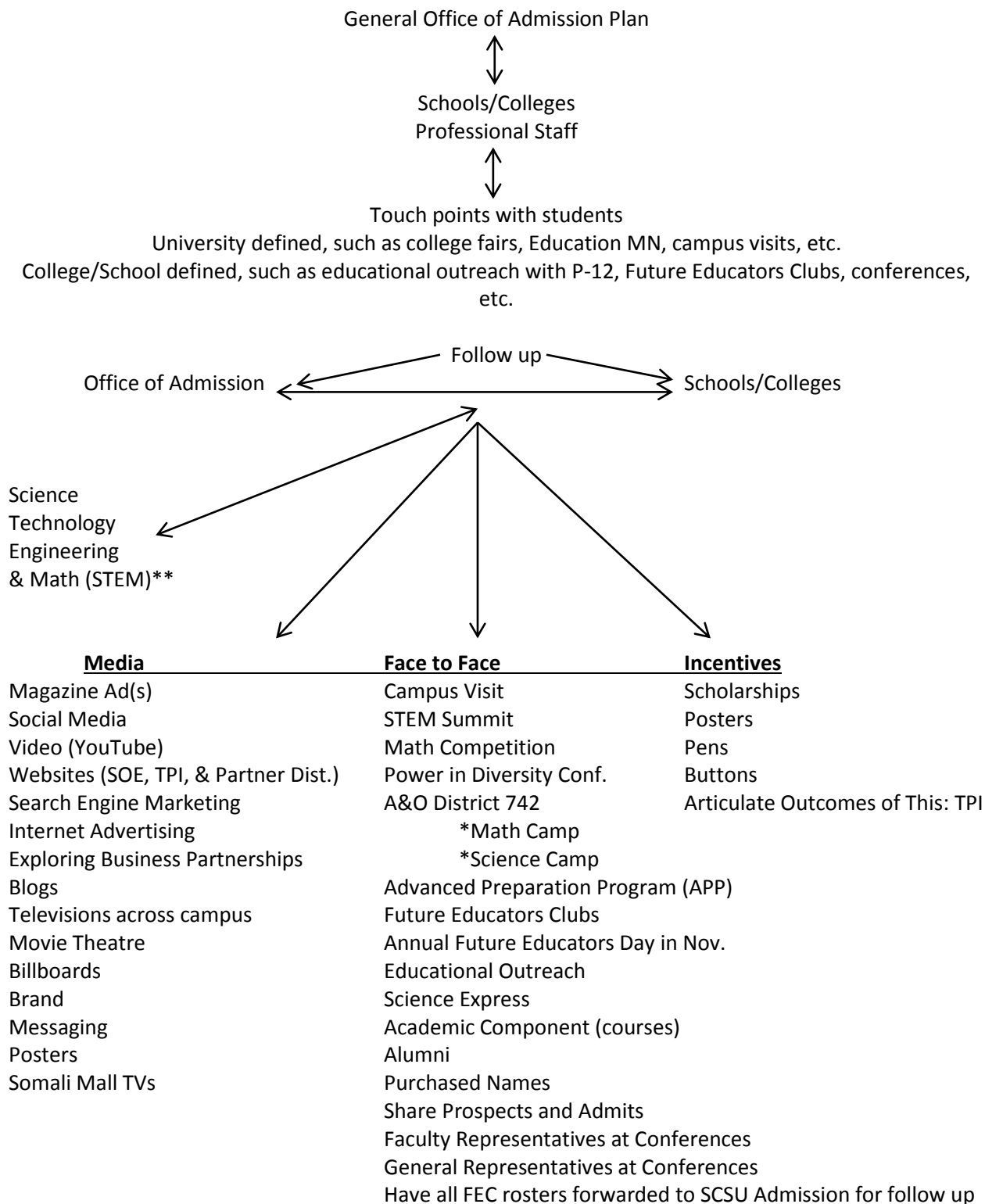
NEED	HABERMAN RECOMMENDATION	TPI - NEXT STEPS
	<ul style="list-style-type: none"> a. Develop a strategy for activating alumni including creating an alumni board or advisory group that would help gain insight into alumni perspectives, employment environment, etc. b. Determine process, messaging and tactics for communicating with alumni on a regular basis. c. Gather and utilize alumni stories as leverage for recruitment. d. Share key messages to make advocacy easier for alumni. 	
Organizational Development and Programmatic Changes	<ul style="list-style-type: none"> 1. Foster a Culture of Recruitment <ul style="list-style-type: none"> a. After meeting with the internal marketing team and University leadership, align internal department resources to see the idea of recruitment as a collaborative department responsibility. Reiterate that everyone feels the effects of recruitment and should have a stake in the process. <ul style="list-style-type: none"> i. Identify incentives and resources for faculty. ii. Itemize opportunities for engagement down to two or three things that faculty can accomplish immediately. iii. Review key messages with faculty and ensure they are versed in recruitment Q&A, tips and marketing materials. iv. Share stories and lift up faculty who have helped with recruitment, no matter how small their work may seem. v. Encourage faculty to reconnect with former students 2. Address Internal Challenges <ul style="list-style-type: none"> a. Within some campus circles there is an internal culture of “you don’t want to be a teacher”. This mind-set 	<p>FIRST STEP: Meet with faculty to inform them about the future approach for recruitment. Answer questions and encourage further discussion. Focus the conversation on information sharing, rather than requesting increased time or resources.</p> <p>SECOND STEP: Itemize opportunities for engagement down to two or three things that faculty can accomplish immediately.</p> <p>THIRD STEP: Identify recruitment faculty leaders, profile their stories and present progress to University leadership to maintain extra faculty resources.</p> <p>FIRST STEP: Provide “Why Teach?” key messages to these circles that are bringing the profession down. Work to change their perception of teaching by sharing the impact teachers make, and the life changing experiences that occur.</p>

NEED	HABERMAN RECOMMENDATION	TPI - NEXT STEPS
	<p>needs to change in order to allow prospective candidates to draw their own conclusions about the profession of teaching, as well as position SCSU as an attractive place to obtain a teaching degree.</p> <ol style="list-style-type: none"> 3. Transfer Student Opportunities <ol style="list-style-type: none"> a. There is an opportunity to attract transfer students to the Education programs and discussions are in place to create a special committee focused on this audience. b. Work with Admissions to discuss a plan on how these transfer students can learn about the courses needed to make the choice to pursue and Education major. 4. High Need Areas <ol style="list-style-type: none"> a. Areas of growth have been determined to be diversity, special education, ELL, STEM and men in early grades. b. Establish relationships with the STEM departments at SCSU and develop plans on how to reach the students that aren't making it through those programs. c. Continue the successful efforts to recruit ELL students with Jim leading the charge, but expand efforts beyond Jim to target groups that are likely to have a profound experience related to the field such as religious groups and international programs. 	<p>IS there a recommendation for Transfer Student Opportunities?</p> <p>FIRST STEP: Meet with content departments to introduce the idea of collaboration.</p>
<p>Marketing Strategies and Tactics</p>	<ol style="list-style-type: none"> 1. Enhance the Digital Ecosystem <ol style="list-style-type: none"> a. Leverage the University's vast social media audiences by providing the marketing department with relevant Education content for their social channels. b. Work towards design consistency between web and hard-copy materials. c. Work with the University web master or Admissions to encourage a faster path to the Education landing page from the Admissions section. 	<p>FIRST STEP: Create a work plan and content calendar for the SOE social media channels including content that will be shared with University Marketing.</p>

NEED	HABERMAN RECOMMENDATION	TPI - NEXT STEPS
	<ul style="list-style-type: none"> d. Create Facebook and Twitter pages for the SOE. e. Explore digital advertising including Google Search, Google Display, Banner ads and Facebook ads. <p>2. School of Education</p> <ul style="list-style-type: none"> a. After updating web content and streamlining the user experience, begin search engine optimization for the SOE main page. Ensure the website is equipped with Meta tags, titles and descriptions and that they are optimized in the copy of the public facing web pages. <p>3. Recruit from Within</p> <ul style="list-style-type: none"> a. Utilize on-campus opportunities. <ul style="list-style-type: none"> i. Talk to clubs and organizations in other caring fields of study. ii. Advertise at sporting events. iii. Distribute information in high-traffic student areas like the union, eating establishments and residence halls. iv. Target social media advertising to SCSU students. 	<p>FIRST STEP: Submit SOE website to search engines and directories to optimize search.</p> <p>FIRST STEP: Create a list of all on-campus opportunities you would like to pursue in 2013.</p>

Recommendation

Marketing Plan



Face to Face (cont.)

Improve consistency of messaging across campus relative to recruiting future teachers

HS Classroom Packets

Recruitment Coordinator

*Access & Opportunity programs facilitated by Dr. Robert Johnson. A&O in District 742 represents staff hired by Dr. Johnson located at Technical and Apollo High Schools.

**STEM — The recruitment efforts into the STEM fields at SCSU need more collaborative efforts from all areas involved in order to create increased efficiency and opportunities for more interaction with our Target Groups. We need to emphasize the high need for science, technology, and math teachers.

Marketing Plan: Activities/Definitions

The following provide additional description and definitions of the activities listed above.

Media

Brand: This is the working taglines, messaging, images, etc. officially used by the University. Be sure to adhere to the University Graphic Standard Manual.

Messaging: Work to make sure all messages are consistent with those developed and used by the University. Additionally, make every effort to be sure our messages address the Why Teach?; and Why train to teach at SCSU?

Magazine Ad(s): This is best represented by the advertisement in *Seventeen* magazine. This effort, if continued, should be expanded to more than one issue, to more magazines to target the groups we are seeking to impact, expand our geographic reach, and to reinforce existing messages.

Social Media: This should include, but not be limited to, Facebook and Twitter. We need to investigate the best use of existing pages (e.g., University Facebook page, Admission Facebook page, Schools/Colleges Facebook pages, and TPI Facebook page) as well as creating a new page/group. Maybe a GA could create pages for specific Target Groups. Make use of Google AdWords to elicit interest and also use Google Analytics to track that interest.

Video: Continue to make use of video to capture events. Posting videos to YouTube is an easy way to convey the vibrancy and excitement of campus (school specific) activities. Involve University Communications.

Website(s): Review and update all University website pages that impact our sought after Target Groups. This would not only include the University's webpage but also the SOE, TPI, and partner district's websites. What do we need to provide that will 1) encourage a student to go to the page; 2) come back to the page; and 3) enroll. Use the pages to track and count student engagement.

Search Engine Marketing: Investigate and invest in Search Engine Marketing so as to reach specific markets in specific regions. Tracking engagement is critical.

Internet Advertising: Investigate the possibility of advertising on the Internet. This may or may not be part of the Search Engine Marketing and would be targeted to students' search specific topics. Examples of this are using Google to search MBA and receiving a select set of links on the sidebar or using Facebook in targeted zip code areas.

Exploring Business Partnerships: Which businesses/school districts/others will allow us to have a link on their Website? Perhaps next to the cancellations and announcements.

Blogs: Expand blogs found on TPI or SOE site to include current students (personas) majoring in our target areas.

Posters: General purpose posters specific to the high needs areas. Could duplicate the Seventeen magazine ad into a poster. Strongly encouraged to produce the poster in both English and Spanish. Photos/personas should reflect the types of students we would like to attract to the high needs areas.

Televisions across Campus: Tap into existing technology to have the Teach! Message run on all TVs across campus.

Television Advertising: Develop advertisements targeting our high needs areas to run on Univision in an effort to attract Latino students. All advertisements should be done in Spanish. This may be a future effort. Infuse ways to track the advertisement.

Movie Theatre: Explore placing advertising at local (and other markets) theatres reinforcing the Teach! message

Billboards: Work with UComm to develop a billboard that incorporates University messaging as well as the Teach! message.

Somali Mall TV: Work with local vendor to produce videos of current Somali students in the SOE and show those videos at the Somali Malls (2 in Mpls. & 1 in St. Cloud). These videos would highlight Somali students currently attending and thus allow prospective students and parents to see the University in a positive light in an effort to encourage their enrollments.

Purchased Names: Collaborate with the Office of Admission to develop plans to follow up with students from purchased lists. ACT EOS would be rising seniors who took the ACT and match with majors offered at SCSU while PLAN names are 10th graders who match with majors. The 10th graders would need a separate communication plan. Provide names from the State 24/7 page to a designate within SOE for additional follow up.

Consider campaigns within Hobson's Naviance and the MCIS to further attract students into Education.

Face to Face

Campus Visit: Coordinate more closely with the Office of Admissions to see students/parents who are visiting campus as part of the decision process. What current students groups could help to enhance this function?

STEM Summit/Math & Science Camps/Math Competition/Geography Bee: Increase participation in the annual events to provide information to participating students. Better utilize content area staff to promote their programs. Capture names and addresses for targeted follow up.

Power in Diversity Conference: Participate in the annual conference so as to put our message in front of a targeted population. This effort would be a more generalized approach with an eye toward getting the right faculty/opinion leader in front of the interested student.

A&O in District 742: Meet with the employees of the Access & Opportunity Grant to explain TPI and the Target Groups we are trying to reach. Provide programming (on their campus or ours) to the students participating in the A&O program. Are there mentorships to be established with the participants?

Advanced Preparation Program (APP): Work with the staff in Multicultural Student Services to create opportunities for TPI to present to the participants of APP. These are students who are admitted to SCSU and will most likely enroll and therefore a likely population to describe TPI to. This may be a simple presentation but may also require a sponsored lunch or break in their activities.

Future Educators Clubs: Further establish relationships between the students/faculty/staff at St. Cloud State University and their peers at the high schools. Provide programming that will enhance engagement between the two groups. Develop process by which the roster form each FEC (in partner districts) is provided to the Office of Admission for follow up.

Future Educators Outreach: Develop a program whereby current students at SCSU who are members of the FEC travel to high schools and present to local FEC chapters. The purpose of the visit would be to discuss TPI and what it is trying to accomplish, promote SCSU, discuss what being an Education major is all about and to demonstrate in a positive way the life of a college student.

Annual Future Educators Day in November: Create a committee to make this a big event. The event could be to encourage current students (particularly undeclared students) to consider majoring in Education but could also be an event to invite local and/or targeted high schools to campus to see for themselves what campus is like and specifically what possibilities exist relative to majoring in an education field.

Educational Outreach: This would be trips to local and/or targeted K-12 schools to meet with and present to students about considering a career in education. The target populations of these visits would be younger students (grades 4-9) in an effort to encourage them early to think about 1) going to college; 2) majoring in education; and 3) attending SCSU.

Recruitment Coordinator: Add a position to the SOE or TPI that would have responsibilities related to recruitment. Tasks are but not limited to: coordinating FEC travel, assistance at Office of Admission recruitment functions, responding to email questions, assist faculty at conferences, etc. (Note. The job description has not yet been developed for this position). Anticipating .5 - .75 position.

Science Express: Make a more coordinated use of the Science Express. Map out locations and dates and coordinate activities. Make University promotional (and School of Education) materials available inside the Science Express.

Academic Components: Offer introductory/human development courses in the high schools and community colleges. Make use of existing Senior to Sophomore relationships to offer courses. Make certain courses available to PSEO students. Offer appropriate courses at the community colleges so as to generate interest as well as facilitate transfer.

Share Prospects and Admits: Collaborate with the Office of Admission to develop plans to follow up with those students who have expressed an interest in the University. Work to further cement interest on the part of admitted students.

Dare to Dream participation: Work closely with the Office of Admission to have representation at programs reaching out to underrepresented populations. The most recent Somali Dare to Dream in St. Cloud is an example of a population that would be served by TPI.

Transfer Visits: Partner with the Office of Admission to travel to community college with high populations of underrepresented students. During the visits connect with Diversity Staff, student organizations, and advisors to discuss TPI initiatives and explain the reasons their students might be served by SCSU TPI.

Faculty Representatives at Conferences: Develop a mechanism for rewarding faculty who present/judge at conferences at which our Target Groups are participating.

General Representatives at Conferences: Coordinate with the Office of Admissions and other schools/colleges so as to have general representation at an increased number of events. The intent would be to “put the right person” at the conference. For example: an education conference would beg for an expert from the School of Education while a general college fair would require an Office of Admission staff member.

Alumni: Create strong relationships with the SCSU Alumni Office so as to reach out to alumni who are in the education field. This would be vital in identifying prospective students whether traditional or those we might target for Residency type programs.

Incentives

Scholarships: Use scholarships to attract students into the education fields while being mindful of our target audiences. A proposal for Recruitment Scholarships is pending.

Scholarships might be in the form of Tuition Waivers. The tuition waivers would be most advantageous for the MTLE test prep courses, but should also be considered for the Intro to Education course as a way to attract more students to taking the course to explore a career in education.

Posters: Utilize the developed posters (*Seventeen Ad and Teach!*) to announce Education at SCSU in more and more prevalent locations. Examples could include the SCSU Science Express, the American Association of School Counselors national conference (Office of Admission Booth), bill boards, etc.

Pens/Buttons: Make use of lower cost promotional items to promote the TPI to targeted audiences.

Clearly Articulate the Positive Outcomes: This is critical and inexpensive. All messaging needs to clearly and overtly stress the positive outcomes of this program. We need to be very clear that being a teacher

is a GOOD THING and is its own best reward. We must not be upper-Midwest about our pride in this area. We need to brag.

Budget

Item (prioritized)	Description	Cost
Social Media	Facebook, Twitter, etc.	\$3000
Partner District Websites SCSU Websites & Monitors	Stills & videos highlighting TPI recruitment initiatives https://www.youtube.com/user/NExTteacherorg	\$0
Search Engine Optimization	Google ad “word buys” focusing on those interested in education	\$5000
Movie Theater Ads	Emphasize high needs, scholarships, image-building (Teach!), Partner Districts	\$4000+
Somali Ads	Video to specifically target this population at Somali mall in St. Cloud and Twin Cities	\$5000-\$7000
Scholarships (separate proposal)	Recruitment Scholarships	(\$10,000-\$40,000)
Support FECs (already in implementation phase)	Reach out activities and training (high needs areas, scholarships, admission info). Current SCSU FEC students out to partner districts for Q&A and presentations (guest speakers) food/transportation	\$1000
Partner District Classroom Presentations to support career and college readiness (new legislation)	Current SCSU FEC students out to partner districts for Q&A and presentations (guest speakers) e.g. career classes stipend/transportation	\$1000
Print Ads (posters, flyers, etc.)	Recommend the Seventeen Ad (we own this) and the Teach! items from recent SOE initiatives https://www.youtube.com/user/NExTteacherorg	\$2000

Supporting Materials

Haberman. (2013). NExT Strategic Roadmap

Network for Excellence in Teaching. <http://nextteacher.org>