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<tr>
<td>7:30AM – 7:00PM</td>
<td>CONFERENCE REGISTRATION</td>
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<td>7:45AM – 9:00AM</td>
<td>CONTINENTAL BREAKFAST FOR PRE-CONFERENCE TUTORIALS REGISTRANTS</td>
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<tr>
<td>8:00AM – 12:00PM</td>
<td>MORNING PRE-CONFERENCE TUTORIALS</td>
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<td><strong>Tutorial A:</strong></td>
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<td><em>SEO + Analytics: Unlock the Power of the Web</em></td>
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<td>Kelly Cutler, CEO, Marcel Media</td>
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<td><strong>Tutorial B:</strong></td>
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<td><em>Basic Marketing for Higher Ed</em></td>
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<td>Tom Hayes, Professor of Marketing, Xavier University and VP, SimpsonScarborough</td>
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<td>1:00PM – 5:00PM</td>
<td>AFTERNOON PRE-CONFERENCE TUTORIALS</td>
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<td><strong>Tutorial C:</strong></td>
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<td><em>Digital Marketing Strategy: Building Brand Strength and Enrollments</em></td>
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<td>Bob Johnson, Bob Johnson Consulting LLC</td>
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<td><strong>Tutorial D:</strong></td>
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<td><em>Developing an Integrated Marketing Communication Plan</em></td>
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<td>Bob Sevier, Senior VP Strategy, STAMATS</td>
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<td><strong>Tutorial E:</strong></td>
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<td><em>Branding Essentials</em></td>
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<td>Tony Proudfoot, Associate VP for Marketing and Communications, Ball State University</td>
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<td>Tom Taylor, VP, Enrollment, Marketing &amp; Communications, Ball State University</td>
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<td>5:00PM – 7:00PM</td>
<td>OPENING RECEPTION</td>
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<td>7:00AM – 7:45AM</td>
<td>MORNING YOGA SESSION</td>
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<td>7:45AM – 7:00PM</td>
<td>CONFERENCE REGISTRATION</td>
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<td>7:45AM – 8:15AM</td>
<td>CONTINENTAL BREAKFAST</td>
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| 8:15AM – 9:30AM | MORNING KEYNOTE

*The Value Gap*
Jeffrey Selingo, Editor at Large, The Chronicle of Higher Education

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<th>Time</th>
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<td>9:30AM – 9:45AM</td>
<td>SESSION SNAPSHOTS</td>
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<tr>
<td>9:45AM – 10:15AM</td>
<td>MORNING BREAK</td>
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</table>
| 10:15AM – 11:45AM | ADVANCED MARKETING SESSION 1

*Integrating Quantitative and Qualitative Insights Plus Intuition to Evolve Both a Brand and an Institution*
David Perry, CMO, Bentley University; John Connors, CEO, Boathouse Group; Elizabeth Scarborough, CEO and Partner, Simpson Scarborough

<table>
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<tr>
<th>Time</th>
<th>Session/Activity</th>
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</table>
| 10:15AM – 11:00AM | BREAKOUT SESSIONS

**Track 1: Brand Strategy**
*How Branding Helped Transform A 2-Year Institution Into A 4-Year Success: The Young Harris College Story*
Mark Nelson, Senior Vice President, Lipman Hearne
Jay Stroman, Vice President for Advancement, Young Harris College
Denise Cook, Director of Communications and Marketing, Young Harris College

**Track 2: Marketing Intelligence**
*A View from the Dome: Opinion Leaders’, Influencers’, Donors’ and Funders’ Perspectives on Your Brand*
Linda McAleer, President, The Melior Group
Ellen Stokes, Associate Vice President of University Marketing, Towson University

**Track 3: Digital Marketing**
*A Steady Diet of Nothing: Dialing Back the Geekery and Focusing on What Your School REALLY Needs*
Jake Daniel, Senior Consultant, The Brenn-White Group

**Track 4: Brand Alignment**
*Brand fragmentation: When a Brand Splinters, It Hurts*
Kelly Shannon, Vice President, University Marketing and Communication, Loyola University Chicago
Katie Hession, Director of Brand Marketing, Loyola University Chicago
Track 5: Enrollment
*Cause Marketing in Higher Education: A Roadmap for Relevance*
Nancy Brennan, SVP, MSLChicago
Donna Schaults, Director, Communications & Public Relations, DeVry University

Track 6: All That Jazz
*Managing Brand Consistency Through Presidential Transitions*
Paul Redfern, Executive Director of Communications & Marketing, Gettysburg College
Peter Holloran, Co-founder & President, Cognitive Marketing
Janet Riggs, President, Gettysburg College

11:15AM – 12:00PM
BREAKOUT SESSIONS

Track 1: Brand Strategy
*Small School. Big Story. Evolving the Albion Brand.*
Joshua D. Merchant, Vice President for Institutional Advancement, Albion College
Sarah Briggs, Associate Vice President for Communications, Albion College

Track 2: Marketing Intelligence
*No Budget? No Problem! Use Social Media Analytics to Achieve Institutional Goals*
Melissa Whetzel, Director of Media Relations and Video Services, College of Charleston
Marcia White, Senior Director of Marketing for Admissions and Academics, College of Charleston

Track 3: Digital Marketing
*Discover How The University of Miami is Using a Mobile App to Control Their Brand*
Wendy Chun, Director of Online Communications, The University of Miami

Track 4: Brand Alignment
*Finding your Voice: Developing a Strategic Sub-Brand to Bring Your Academic Experience to Life*
Peggy Conway, Director of MBA Admissions, TCU - Neeley School of Business
Shane Shanks, Senior Communications Strategist and Editorial Director, Zehno Cross Media Communications
Karen Buck, Vice President, Zehno Cross Media Communications

Track 5: Enrollment
*Central Marketing & Admissions Office – A Perfect Pairing in Higher Ed*
Roseanna Stanton, Ph.D., Senior Associate Dean and Chief Strategy & Communications Officer
Laura Mancillas, Director of Strategic Marketing & Planning
Kathy Dodd, Marketing & Communications Manager

Track 6: All That Jazz
*Evolving the MarComm Operation to Engage the Demands and Fun the World of New Media Offers Us (On a Dime)*
Mark W. Van Tilburg, Executive Director of Marketing & Communications, Youngstown State University
Ross Morrone, Creative Director for New Media & Web Development, Youngstown State University

12:00PM – 1:45PM
LUNCH AND KEYNOTE

*Game Changer: The Impact of A New NYC Campus on Cornell’s Positioning Strategy*
Tommy Bruce, VP, Communications and Media Relations, Cornell University
2:00PM – 3:30PM  
**ADVANCED MARKETING SESSION 2**

*IN THEIR OWN WORDS: High School Seniors Talk About Their College Search Process – A Live Focus Group*  
Barbara Ealim, Associate Director of Research, Lipman Hearne  
Bill Faust, Chief Strategy Officer, Ologie

2:00PM - 2:45PM  
**BREAKOUT SESSIONS**

**Track 1: Brand Strategy**  
*Fear the Turtle: Balancing Academic and Athletic Brands*  
Brian Ullmann, Assistant Vice President, Marketing and Communications, University of Maryland

**Track 2: Marketing Intelligence**  
*Planet of the Apps: New Research on the Dangers and Opportunities of Communicating in a Print and Digital World*  
Jerold Pearson, Director of Market Research, Stanford University;

**Track 3: Digital Marketing**  
*Flip this site: Five Essentials to Website Redesign*  
Sarah Preuschl Anderson, Director, Alumni Marketing, Indiana University Alumni Association

**Track 4: Brand Alignment**  
*Get It Right from the Start – How to Organize for Positive Impact*  
David Brond, Senior Vice President for Communications and Marketing, Georgia Health Sciences University

**Track 5: Enrollment**  
*Be the CATALYST: Revolutionize Your Campus Environment for Adult and Distance Students*  
Stacy Snow, Director of Marketing, University of Missouri/Mizzou Online

**Track 6: All That Jazz**  
*Extending your Brand Communication to Segmented Audiences*  
Sarah Partin, Director of Marketing Communications, DePaul University  
Kelly Komp, Partner and Creative Director, Tandemodus

3:00PM – 3:45PM  
**BREAKOUT SESSIONS**

**Track 1: Brand Strategy**  
*Case Study: An Integrated Marketing Revolution at Ithaca College*  
Rachel Reuben, Associate Vice President, Marketing Communications, Ithaca College

**Track 2: Marketing Intelligence**  
*Students. Does any Other Audience Really Matter?*  
Robin Meeks, Senior Associate Director, Student Affairs Marketing, University of Arizona  
Magan Alfred, Associate Director, Student Affairs Marketing, University of Arizona  
Kyle Oman, Manager of Social Media for Student Affairs, University of Arizona
Track 3: Digital Marketing
Governance: How the 5 Rs Protect You from the ‘Frankenstein-ing’ of Your Website
Tony Poillucci, Vice President, Strategy & Creative, VisionPoint Marketing
Laurie Clowers, Associate Vice President of Communications, Wake Tech Community College

Track 4: Brand Alignment
Learnings from the Other Big Revenue Generator on Campus: What Advancement Can Adopt from Successful Student Marketing Strategies
Charles Bacarisse, Vice President for Advancement, Houston Baptist University
James Steen, Vice President for Enrollment and Student Affairs, Houston Baptist University
Chris Pritcher, Vice President, Advancement Services and Senior Strategist, Royall & Company

Track 5: Enrollment
Inside the Mind of a High School Guidance Counselor
Gerard J. Rooney, PhD, Senior Vice President, Enrollment Management & Planning, St. John Fisher College
David Mammano, Founder/CEO, Next Step Publishing, Inc

Track 6: All That Jazz
How to Protect Your Brand from Your Students
Todd Cohen, Director, University Relations, University of Kansas
Jay Blanton, Exec Director for Public Relations/Marketing, University of Kentucky

3:45PM – 4:15PM
AFTERNOON BREAK

4:15PM – 5:00PM
ROUNDTABLE DISCUSSIONS

5:00PM – 7:00P
NETWORKING RECEPTION

DAY THREE  I  TUESDAY, NOVEMBER 13, 2012

7:00AM – 7:45AM
MORNING YOGA SESSION

7:45AM – 5:00PM
CONFERENCE REGISTRATION

7:45AM – 8:15AM
CONTINENTAL BREAKFAST

8:00AM – 5:00PM
BLOOD DRIVE
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Description</th>
<th>Speakers</th>
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<tbody>
<tr>
<td>8:15AM – 9:30 AM</td>
<td>MORNING KEYNOTE</td>
<td>Overnight Celebrity&lt;br&gt;Walter Kimbrough, President, Dillard University</td>
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<tr>
<td>9:45AM – 10:15 AM</td>
<td>MORNING BREAK</td>
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<tr>
<td>10:15AM – 11:45 AM</td>
<td>ADVANCED MARKETING SESSION 3</td>
<td>Creating Thought Leadership Platforms for Your Institution's Leadership&lt;br&gt;Teresa Valerio Parrot, Principal, TVP Communications&lt;br&gt;Debra Lukehart, Executive Director of Marketing and Communications, Drake University</td>
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<td>10:15AM – 11:00 AM</td>
<td>BREAKOUT SESSIONS</td>
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<tr>
<td>Track 1: Brand Strategy</td>
<td>Taking a LEEP of Faith: Branding as a Driver of Institutional Change</td>
<td>Paula R. David, Chief Brand Officer, VP of Marketing and Communications, Clark University&lt;br&gt;David P. Angel, President, Clark University</td>
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<tr>
<td>Track 2: Marketing Intelligence</td>
<td>The Clueless Marketer: Building a Brand When You Have No Idea How</td>
<td>Joe Lunardi, Assistant VP for Marketing Communications, Saint Joseph's University&lt;br&gt;Dana Edwards, Senior Consultant, SimpsonScarborough&lt;br&gt;Lisa Jordan, President, Mindpower</td>
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<tr>
<td>Track 3: Digital Marketing</td>
<td>Handing over the Reins: Giving Students Control Without Giving Up Control of Social Media</td>
<td>Edward Osborn, Director of University Relations, Eastern Connecticut State University&lt;br&gt;Gwendolynne Larson, Assistant Director of Marketing and Media Relations, Emporia State University</td>
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<tr>
<td>Track 4: Brand Alignment</td>
<td>Lessons Learned: 10 Steps to Discover, Develop and Sustain an In-House Integrated Marketing and Communications Culture</td>
<td>Dr. Jeanette DeDiemar, AVP, University Relations/Director of Integrated Marketing and Communications, Florida State University&lt;br&gt;Shirley Armbruster, Associate Vice President for University Communications, California State University, Fresno</td>
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<tr>
<td>Track 5: Enrollment</td>
<td>The Practice of “Strategic Creative”: Moving from “Good Idea” to “Great Execution” on Your Campus</td>
<td>Ted Spencer, Executive Director and Assistant Vice Provost, Office of Undergraduate Admissions, University of Michigan&lt;br&gt;Erica Sanders, Managing Director, Office of Undergraduate Admissions, University of Michigan&lt;br&gt;Becky Morehouse, Vice President for Client Services, Stamats</td>
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<td>Track 6: All That Jazz</td>
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<td><em>Street Smart: How Indiana University's Student Safety Campaign Is Resonating with Students</em></td>
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<td>Rebecca Salerno, Director, Creative Services, Indiana University Communications</td>
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<td>Tim Keller, Assistant Director, Creative Services, Indiana University Communications</td>
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<td>Cindy Miller, Director, Public Relations and Campus Initiatives, Indiana University Communications</td>
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<tr>
<th>Track 1: Brand Strategy</th>
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<tr>
<td><em>THE FAITH FACTOR: Finding the Right Balance in Your College’s Story</em></td>
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<td>Carey Schmitt, Chief Client Officer, Ologie</td>
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<td>Michael A. Fazio, Vice President for Advancement and External Affairs, Saint Peter’s University</td>
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<td>Deby K. Samuels, Vice President of Communications and Marketing, Lipscomb University</td>
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<th>Track 2: Marketing Intelligence</th>
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<tr>
<td><em>The Importance of On-Campus Brand Reinvigoration to the Brand Lifecycle</em></td>
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<td>Melissa Richards, Director of Marketing and Publications, Virginia Tech</td>
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<td>Cecelia Crow, MBA, Brand Marketing Manager, Virginia Tech</td>
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<th>Track 3: Digital Marketing</th>
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<td><em>Beyond Facebook: Leveraging Other Key Channels for Social Marketing</em></td>
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<td>Michael Stoner, President, mStoner</td>
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<td>Patrick J. Powers, Director of Digital Marketing and Communications, Webster University</td>
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<td><em>Silos, Soapboxes &amp; Strategy - Why Facebook Doesn’t Work (Unless You Do)</em></td>
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<td>Liz Gross, Director of University Marketing &amp; Communications, University of Wisconsin-Waukesha</td>
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<td>Brandon Croke, Community Manager, Inigral</td>
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<td><em>Thrive – Lessons from a Digital Campaign that Changed Everything</em></td>
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<td>Sandra Elliott, Director of Communications and International Relations, Cardiff University</td>
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<td>Lindsay Herbert, Head of Digital Marketing, Precedent</td>
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<td><em>The Boston University Annual Report: When a Yearly Summary Becomes Yearly Entertainment</em></td>
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<td>Amy Schottenfels, Creative Director, Print, Boston University</td>
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<td>Amy Hook, Assistant Vice President, Strategic Communications, Boston University</td>
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<td><strong>LUNCH, KEYNOTE &amp; AMA HIGHER EDUCATION MARKETER OF THE YEAR AWARDS PRESENTATION</strong></td>
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| Higher Education Under Attack: Why Doesn’t Anybody Like Us and How Should We Respond? |
| Don Heller, Dean, College of Education, Michigan State University  |
## ADVANCED MARKETING SESSION 4

**Spanning Silos: Building an Integrated University Brand**

- Jason Simon, Director of Marketing and Communication Services, University of California System
- Vanessa Correa, Creative Director, University of California System
- Katherine Edwards, Director of Integrated Communications, University of California System

## BREAKOUT SESSIONS

### Track 1: Brand Strategy

**Painting a Portrait of the Intangible: Images of Higher Education in Bowl Game Commercials**

- Beth Wolfe, Director of Recruitment, Marshall University
- Dr. Corley Dennison, Dean, School of Journalism and Mass Communications, Marshall University

### Track 2: Marketing Intelligence

**The Most Valuable Research You May Have Never Done**

- W. Kent Barnds, Vice President of Enrollment, Communication and Planning, Augustana College
- George Dehne, President, GDA Integrated Services

### Track 3: Digital Marketing

**Loyola Marymount University: Rethinking Recruitment with a Mobile App**

- John Kiralla, Executive Director, New Media and Design, Loyola Marymount University

### Track 4: Brand Alignment

**Turning Your In-House Talent Into Branding WONKs**

- Deborah M. Wiltrout, Assistant Vice President of Marketing, American University

### Track 5: Enrollment

**Using more Effective Search Techniques to Build your Brand One Student at a Time**

- Gabe Welsch, Vice President for Marketing and Advancement, Juniata College

### Track 6: All That Jazz

**To Tagline or Not to Tagline: What to do About Taglines—An Analysis of Higher Education Taglines**

- Rick Bailey, Principal, RHB/The Agency
- Melissa Morriss-Olson, Provost and Vice President of Academic Affairs, Bay Path College
- Paul Pegher, Creative Director of University Communications, Denison University

## BREAKOUT SESSIONS

### Track 1: Brand Strategy

**10 Insights for Presenting an Authentic Global Brand & Avoiding “Globaloney”**

- Jessica McWade, Executive Vice President, Maguire Associates, Inc.
- Matt Schlientz, Director of Marketing, University of Michigan
Track 2: Marketing Intelligence
Gain Insight and Stay Connected with Your Students and Alumni through a Market Research Panel
Poul Overgaard, Manager, Market Insight & Analytics, SAIT Polytechnic
Zac Ryan, Senior Research Analyst, SAIT Polytechnic

Track 3: Digital Marketing
Optimizing University Websites for International Audiences
Laura Montgomery, Director, Editorial and Globalization Services, The Brenn-White Group
Catherine Holderness, Interim Director of the University of North Carolina System Exchange Program Office

Track 4: Brand Alignment
University Branding on a Decentralized Campus
Jamie Ceman, Executive Director, University of Wisconsin Oshkosh
Alex Hummel, Director, News and Public Information, University of Wisconsin Oshkosh

Track 5: Enrollment
Education Trends Through the Eyes of the Web
Melissa Lane, Sales Development Manager, Google
Michael Mascott, Head of Industry-Education, Google

Track 6: All That Jazz
Using Gamification to Engage Alumni and Students
Andrea Mohamed, Director of Marketing, Duke University's Fuqua School of Business
Susan Barker, Assistant Director of Marketing, Duke University's Fuqua School of Business

3:45PM – 4:15PM
AFTERNOON BREAK

4:15PM – 5:00PM
ROUNDTABLE DISCUSSIONS

DAY FOUR | WEDNESDAY, NOVEMBER 14, 2012

7:45AM – 11:15AM
CONFERENCE REGISTRATION

8:15AM – 9:15 AM
MORNING KEYNOTE
Leveraging Marketing to Transform a Service Organization: The PNC Story
Deborah Van Valkenburgh, SVP, Strategic Brand Management-Corporate Marketing, PNC Financial Services Group

9:15AM – 10:45AM
MORNING BREAK
<table>
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<tr>
<th>Time</th>
<th>Session Title</th>
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| 9:45AM – 11:15AM | ADVANCED MARKETING SESSION 5                      | *Investigative Analytics: Deciphering the Mystery of Data-Driven Decision Making*  
Ann Oleson, Founder, Converge Consulting  
Fritz McDonald, Assistant VP for Communications and Marketing, Mount Mercy University |
|              | ADVANCED MARKETING SESSION 6                      | *Elevating and Preserving Your New Brand*  
Beth DeMauro, Director, Strategic Communications, Rutgers                       |
| 11:15AM      | CONFERENCE ADJOURNMENT                             |                                                                           |
OPTIONAL PRE-CONFERENCE TUTORIALS

Tutorial A: SEO + Analytics: Unlock the Power of the Web
Kelly Cutler, CEO, Marcel Media

Kelly Cutler, CEO of Marcel Media an online marketing agency in Chicago, will present an in-depth look into Search Engine Optimization and Web Analytics. Kelly speaks and teaches across the country with the goal of helping marketers understand and utilize best practices for online marketing. In her session you will learn basic and advanced strategies of Search Engine Optimization and how it can help increase traffic and conversions to your higher ed website. She will also introduce easy and actionable steps to increasing your websites natural rankings and organic value with Google. Kelly will also demonstrate several free and easy to use tools to help monitor your website traffic. Finally, Kelly will take you on a deep dive into Google Analytics proving the valuable role analytics will play within your SEO strategy. Key take home value:

1. What is SEO and why is it important?
2. Simple and effective action items to improve your site's organic traffic
3. Free tools to give you the upper hand on your digital marketing efforts and insight into competitors
4. Web Analytics: how to navigate through the data and identify the most relevant and important reports
5. New reports, including multi-channel funnels, Real Time Analytics, Visitor Flow and more
6. How SEO and Web Analytics work together

Tutorial B: Basic Marketing for Higher Ed
Tom Hayes, Professor of Marketing, Xavier University and Vice President, SimpsonScarborough

This session is a “must” for those new to higher education or new to marketing. It covers the principles of marketing as they apply to colleges and universities in a highly interactive and fast paced format. These principles include marketing research, positioning, and integration of the marketing effort across campus. For almost twenty years, this has been one of the best attended and highest rated tutorial sessions, attendees are sure to come away with applicable insights.

Tutorial C: Digital Marketing Strategy: Building Brand Strength and Enrollments
Bob Johnson, Bob Johnson Consulting LLC

The marketing challenge is clear: how to best integrate diverse online marketing opportunities (official websites, social media, mobile platforms, video, email and more) with more traditional marketing channels (print, person-to-person contact, television) into a new, cost-effective strategy.

The solution is not quite as clear. In this tutorial, we explore expert opinion about what’s most likely in the near term (from now until 2015), do an in-depth online advertising for brand strength and lead generation, consider what works best at different points in the enrollment conversion process, and speculate about what’s likely to happen in the 5 years or so after 2015.
We’ll include the allocation of resources among different channels, how marketers will measure success, effective content strategies, the impact of continuing technological change, and the ability (or lack of it?) of organizations to “shape the brand” in this new world. And of course we’ll use college and university examples... and a few from outside higher education as well.

Our goal: leave the tutorial with an understanding of the major issues at play, the best resources to use to stay ahead (or at least abreast) of the digital revolution, and an outline you can adapt to craft an effective marketing strategy for the future.

**Tutorial D: Developing an Integrated Marketing Communication Plan**  
*Bob Sevier, Senior Vice President Strategy, STAMATS*

This is an in-depth review of integrated marketing communication (IMC) with an emphasis on developing an IMC strategy and plan. This session will examine the pitfalls and possibilities of integrated marketing communication and explore how IMC differs from integrated marketing and promotion. We will “deconstruct” IMC into its three component parts: brand marketing, direct marketing, and internal communication and then review the sequential steps for writing and implementing an integrated marketing communication plan. Information on conducting a situation analysis, setting goals, audience definition, identifying target geographies, creating action plans, and, budgeting. We will also look at options for increasing faculty support of marketing will also be presented.

**Tutorial E: Branding Essentials**  
*Tony Proudfoot, Associate Vice President, Marketing and Communications, Ball State University  
Tom Taylor, Vice President, Enrollment, Marketing & Communications, Ball State University*

"We need a new brand strategy." "This postcard needs to be branded." "The visual design does not meet our brand guidelines." "Branding" is tossed around campus as casual banter and as a fighting word. Can you articulate with confidence your university's brand architecture, while defining it for a dean? Can you explain to a designer why her visual concept is beautiful, but does not sufficiently articulate your brand position? Can you stand before any professor on campus and express with clarity what a brand is and what it is not, what it can do and what it cannot, and why it is a mission critical matter for both your institution and for his or her department? A sure footed and quick-witted command of the brand lexicon is a must-have for every marketing professional. Experienced professionals will learn new ways to advocate for branding and their brands while new professionals will experience a boot camp that could make them indispensable teammates.
ADVANCED MARKETING SESSIONS

Monday, November 12 | 10:15 am – 11:45 am
Integrating Quantitative and Qualitative Insights Plus Intuition to Evolve Both a Brand and an Institution
David Perry, CMO, Bentley University
John Connors, CEO, Boathouse Group
Elizabeth Scarborough, CEO and Partner, Simpson Scarborough

As Bentley University evolved, a new CMO sought to reposition the institution by employing quantitative and qualitative research. It required working with a strategic minded ad agency and a skilled marketing research firm. Research results were used to not only to define awareness levels and attributes but also to inform brand identity, messaging, and advertising creative. In this session, Bentley University CMO, David Perry, Boathouse (ad agency) CEO, John Connors, and Simpson Scarborough (research firm) CEO, Elizabeth Scarborough, will share how both data and intuition drove the rebranding of Bentley University.

Monday, November 12 | 2:00 pm – 3:30 pm
IN THEIR OWN WORDS: High School Seniors Talk About Their College Search Process – A Live Focus Group
Barbara Ealim, Associate Director of Research, LipmanHearne
Bill Faust, Chief Strategy Officer, Ologie

How do students really decide which college is right for them? What influences their choices along the way? And which communications truly make an impact? Join two higher ed marketers as they share emerging industry insights and talk candidly with three to four high achieving high school seniors and their parents about the college search process. This live session will allow you to hear first-hand how today’s college-bound students are navigating the maze to find the right school for them. The moderators will cover a range of topics such as:

- What media they consume and how
- How consideration sets change over time
- The role of friends, parents, and other influencers in the decision-making process
- What campus tour experience or memory differentiates one college from others

Each topic within the session will be introduced by video clips capturing the candid opinions from students across the country. And finally you’ll have the opportunity to ask your questions about what else these students think. But be forewarned, they’re going tell it like it is.
Creating Thought Leadership Platforms for Your Institution's Leadership

Teresa Valerio Parrot, Principal, TVP Communications
Debra Lukehart, Executive Director of Marketing and Communications, Drake University

We've all received requests from our presidents to make the institutions more visible among their peers, therefore increasing its image and reputation. Learn how by creating thought leadership platforms for cabinet members to share their ideas through written pieces in the media, online outlets, national presentations and boards and more.

Spanning Silos: Building an Integrated University Brand

Jason Simon, Director of Marketing and Communication Services, University of California System
Vanessa Correa, Creative Director, University of California System
Katherine Edwards, Director of Integrated Communications, University of California System

If you’ve ever said, “We’re different. We’re decentralized. No, I mean really decentralized,” in describing your university brand challenge, then this session will be like biting into one of Café DuNord’s beignets. Higher education is in the midst of troubling times. Colleges and universities are being asked to do more with less while protecting their brands more fiercely than ever. And products, customers, brands, marketing, and media now span silos.

In the past, brands were built with strong positioning repeated over and over in advertising and PR. So what’s a brand to do? Centralization and standardization are the wrong outcomes. And saving money isn’t enough. Keys to building a successful, silo-spanning brand lie in:

1. Commitment: to success at the highest levels
2. Resources: to involve key players, to probe relevant issues, to provide thinking time
3. A big idea: that is differentiating, compelling, relevant and motivational

But, most importantly:

The session will focus on insights, learnings and outcomes from the University of California System’s effort to build a brand that spans 10 world-class universities, five medical centers, three national laboratories, 58 Nobel Prize winners, 235,000 students, 1.6 million living alumni and plenty of know-it-all marketing experts. And after facing nearly $1 billion dollars in state funding cuts, UC can share how to do it all in the midst of a crisis that has reshaped the institution.

Key examples will be derived from UC's significant market research, brand positioning and visual identity, and an innovative outreach effort that mixes advertising, grassroots events, licensing and business partnerships. Particular attention will be given to examples of how the system supports campus and medical center brands with strategic services and direction, resources and other tools that aid in building a successful “house of brands.”
ADVANCED MARKETING SESSIONS, CONT...

Wednesday, November 14 | 9:45 am – 11:15 am
Elevating and Preserving Your New Brand
Beth DeMauro, Director, Strategic Communications, Rutgers

Ever seen a red Starbucks logo? Or a green Target bulls eye? Protecting a brand takes time and effort. And guess what? Every member of a university community plays an important role in bringing a new brand to life and protecting its integrity. At Rutgers, we protect our brand with a number of tools, some not so conventional. Among them are:

- Guidelines and Website Support
- Training: Communicator Certificate Program
- Policy and (required) Review Process for Placing Paid Advertising
- Policy and (required) Review Process for Sponsorships and Accepting Paid Advertising Policy
- Collaboration between University Relations, University Brand Manager, and Purchasing re: Communications Commodities

In this session, we'll explore how to find the right mix for your community and move forward to implementation.

Wednesday, November 14 | 9:45 am – 11:15 am
Investigative Analytics: Deciphering the Mystery of Data-Driven Decision Making
Fritz McDonald, Assistant Vice President for Communications and Marketing, Mount Mercy University
Ann Oleson, Founder, Converge Consulting

Who is visiting your web site? Are they arriving from social media sources, search engines, or targeted campaigns? Are they engaging with your site and completing desired actions? How can your Analytics data help you achieve your web site goals (increasing the number of inquiries, applications, and visits) as well as engage your audience more effectively?

In this session, you will learn:

- What web site metrics you should analyze
- How often and to what extent you should be reporting on your web site usage patterns
- How to set up goals using Google Analytics
- How proper utilization of Google Analytics can help you achieve your web marketing goals

Join Fritz McDonald, Associate Vice President for Communications and Marketing at Mount Mercy University and Ann Oleson from Converge Consulting, as they present a compelling case study that depicts how Mount Mercy enhanced their marketing efforts by developing analytics-based user personas, tracking the effectiveness of email campaigns, and determining which of their site visitors arrived via social media channels.
BRAND STRATEGY

How Branding Helped Transform A 2-Year Institution Into A 4-Year Success: The Young Harris College Story

Mark Nelson | Senior Vice President, LipmanHearne
Jay Stroman | Vice President for Advancement, Young Harris College
Denise Cook | Director of Communications and Marketing, Young Harris College

Young Harris College (YHC) first offered classes in a storefront in 1886, in a beautiful yet isolated section of Georgia’s Blue Ridge Mountains. For most of its 125 year history YHC operated as a two-year junior college, primarily attracting students from the local area and providing limited educational offerings. In 2007, following years of discussion, the YHC Board of Trustees made a bold decision: to transform the College from a two-year institution into a four-year one. The Board charged incoming president Cathy Cox with developing and implementing a plan to do so. President Cox and her team knew that part of their challenge, beyond establishing new academic programs and building out campus facilities, would be to create new meaning for Young Harris College, to redefine the brand. They had to find a way of making YHC a fresh, attractive and exciting new opportunity for prospective students from near and far to consider, while also maintaining the foundational principles that the College held dear – an approach to social justice, and an emphasis on empowering students for success in future careers. With the help of LipmanHearne, the Young Harris team created a powerful, meaningful new brand definition for the College, literally from the ground up. They adopted a truly unique positioning – one that incorporates a traditional liberal arts perspective, emphasizes YHC’s extremely personal educational style, and layers on a contemporary, environmental context. As a result, YHC was able to set itself apart as one of the most unique educational opportunities in the region. The Young Harris transformation is yielding results, even as the College continues to evolve. The College recently graduated its first class of seniors, and its forward momentum continues on a positive trajectory with increased enrollment and new facilities.

In this seminar you will learn the process and steps that YHC took to redefine its brand, and you will learn how to apply those lessons learned to the transformations that you may have in process at your own institutions – transformations like campus makeovers and the addition of new buildings, the addition of online offerings, introduction of new schools, mergers, the establishment of new satellite campuses or the implementation of a new brand campaign. We will specifically cover how to redefine your brand while staying true to your institution’s foundational beliefs; how to leverage the best of the old with the necessities of the new; and how to generate new interest in your brand from audiences unfamiliar with your mission. *(Mon, Nov 12, 10:15-11 am)*


Joshua D. Merchant | Vice President for Institutional Advancement, Albion College
Sarah Briggs | Associate Vice President for Communications, Albion College

Albion College is a private liberal arts college in south-central Michigan with about 1,500 students. And if that were all Albion is, it would be largely indistinguishable from countless other small Midwestern liberal arts schools, including many of its competitors in the region. But we at Albion knew that our real story was bigger, bolder, and more distinct than the one we had been telling. We wanted to set Albion apart from the competition by showing some personality. We wanted to inspire students, engage a range of audiences, and basically make the world take notice. The first step toward getting Albion noticed was to determine how our school is indeed different. Because the Albion story isn’t simply about a solid foundation in the liberal arts, experiential learning
opportunities, and rich campus life. It’s about how all of this activity is directed toward one very real, purposeful goal: preparing students for rewarding careers and meaningful lives. That’s the difference.

In this case-study-based presentation, we will share how we set about developing a bold new story. We will talk about how we first determined the appetite on campus for provocative messaging and then went on to define what bold meant for us. We will also discuss how we chose a partner to work with in developing and, most importantly, telling our story.

The presentation will include:
- Preliminary thoughts, findings, and implications
- Brand strategy frameworks
- Creative development
- Strategy, execution and tactics
- Return on investment

But our new brand story isn’t told just through new marketing materials. It’s communicated every day on campus by a diverse group of faculty, staff, students, and more. So, finally, we will discuss perhaps the most critical aspect of our work: empowering brand ownership and supporting teams across the campus in carrying out the new brand story. The result is that Albion now stands tall among its peers, with strong visuals and bold messages that command attention. *(Mon, Nov 12, 11:15-12pm)*

**Fear the Turtle: Balancing Academic and Athletic Brands**

*Brian Ullmann | Assistant Vice President, Marketing and Communications, University of Maryland*

In 2001-02, the Maryland men's basketball team completed a remarkable run through the NCAA tournament, culminating with a national championship. During that run, a Maryland fan coined the phrase 'Fear the Turtle', a clever play on Maryland’s nickname, Terrapins. The phrase was quickly adopted by Maryland’s athletic department as its brand tagline for all teams. Fear the Turtle-branded merchandise became best sellers and the tagline became a rallying cry for Terrapins everywhere. Fear the Turtle is now an internationally-recognized brand, imitated by many, including 'Fear the Deer' (for the NBA’s Milwaukee Bucks), 'Fear the Leaf' (for the Canadian Winter Olympic team), and even 'Fear the Zips' (by the University of Akron). Capitalizing on the phrase's popularity, the University of Maryland adopted 'Fear the Turtle' in 2004 as the tagline for its academic and research brand. Though the tagline is widely loved by students, faculty and staff, there are some who questioned its appropriateness to academics. Balancing the popular tagline and distinct athletic and academic brands became the challenge for University Marketing and Communications.

This session will tell the story of the rise of 'Fear the Turtle' and how the University of Maryland adapted a prominent athletics brand to make it work for the academic and research side of the institution. The presenter, Brian Ullmann, is the former Senior Associate Athletics Director at Maryland, where he was responsible for marketing all 27 varsity sports and managing the 'Fear the Turtle' brand for athletics. He is now the Assistant Vice President of Marketing and Communications for the university, where he is ultimately responsible for managing the academic and research brands. *(Mon, Nov 12, 2:00-2:45pm)*

**Case Study: An Integrated Marketing Revolution at Ithaca College**

*Rachel Reuben | Associate Vice President, Marketing Communications, Ithaca College*

What started as an evolution has turned out to be a full scale marketing revolution for Ithaca College. We’ll walk you through our recent branding effort, which included quantitative and qualitative research, brand identity development, concept testing, a three-phase implementation plan, and a dramatic "before" and "after." In order to support this branding effort, learn how we launched an advertising campaign, established a licensing and trademark enforcement program, reconfigured our staff, and employed a strategic marketing plan to set priorities and measure results. Our hope is that you will walk away with actionable ideas for your campus and will discover how tackling all of this at once is not only manageable, but very rewarding. *(Mon, Nov 12, 3:15-4 pm)*

**Taking a LEEP of Faith: Branding as a Driver of Institutional Change**

*Paula R. David | Chief Brand Officer, VP of Marketing and Communications, Clark University*  
*David P. Angel | President, Clark University*
Branding is more than a marketing imperative. It is a business strategy that must be embraced at the highest levels of an institution. Implementing sustainable change demands strong leadership beginning with a compelling vision and the courage to lead the way forward. Today, challenges and opportunities for higher education are intensifying in a world marked by continual flux, and many are questioning its value and relevancy.

At Clark University, we re-affirm the enduring value of liberal education. But we also believe liberal education must advance, must become more deeply attuned to the profound changes that are underway in our economy, our society, and our democracy. Three years ago, a faculty taskforce delivered the framework for a new model called liberal education and effective practice, or LEEP. A high-profile conference, co-sponsored by AAC&U, positioned Clark with other thought leaders in education and generated good visibility. Drawing from its expertise in the learning sciences and inspired by the work of the AAC&U, the University focused on the essential learning outcomes of a 21st-century education and began structuring an experience and a re-aligned organizational model. LEEP presented the first significant change to the curriculum in over 30 years and is central to Clark’s five-year strategic plan. Other schools, however, were aggressively implementing and marketing their own new undergraduate programs. Clark was at risk of being left behind and losing its chance to differentiate and distinguish its academic experience. With the support of President Angel, we developed an aggressive go-to-market plan and began to mobilize the University with a branded change campaign. On Leap Day 2012, Clark University officially unveiled LEEP at a campus-wide event that brought together faculty, staff and students to engage in conversations and celebrate its promise for the future of higher education. Today, we are actively engaging and recruiting students through LEEP.

This paper will present the experiences and methods that moved the LEEP initiative forward, providing a roadmap to the development of a brand strategy and messaging platform, creative concepts, and change management communications and events that achieved buy-in across all key constituencies—faculty, students, alumni and trustees—challenges recognized by all who work in higher education. Clark is nationally renowned as a small, liberal arts-based research university that changes lives. LEEP aims to help it emerge as one of the most innovative, transformative forces in higher education today. (Tues, Nov 13, 10:15-11:00am)

THE FAITH FACTOR: Finding the Right Balance in Your College’s Story

Carey Schmitt | Chief Client Officer, Ologie

Michael A. Fazio | Vice President for Advancement and External Affairs, Saint Peter’s University

Deby K. Samuels | Vice President of Communications and Marketing, Lipscomb University

According to the U.S. Department of Education, about 900 U.S. colleges and universities describe themselves as “religiously affiliated.” At these institutions, the role of faith in the culture varies significantly: it can be something that undergirds a university’s core values, or an idea that pervades every classroom experience. As we work at distilling our story to attract the best-fit students for our organization, how should we talk about faith as part of our offer? As you might guess, there is no singular answer. What’s most important is to tell the story so that the outbound marketing message aligns with the “up close and personal” experience a prospective student will have later on. At most institutions, this story has several interdependent parts, each of which makes the others stronger and more remarkable. In the end, the key is balance: an intentional integration and arranging of the essential elements—including the manifestation of faith for the institution.

In this session, Ologie’s associate director of strategy, Colleen Meszaros, will talk with representatives from two such institutions about their efforts, where finding that balance and understanding the role of faith was critical to success. Deby Samuels is vice president of communications and marketing at Lipscomb University in Nashville, and Mike Fazio is vice president for advancement and external affairs at Saint Peter’s University in Jersey City, New Jersey. These two marketing pros will each share the process they undertook with Ologie and how they achieved the right balance in their particular cases. The discussion will draw on elements from these case studies, including an exploration of strategy frameworks and tools for managing the story, such as messaging hierarchies and brand personality traits. We will also analyze and discuss additional examples of stories with a faith component. The goal is to encourage participants to consider the central parts to their own brands and how their stories can be delivered more powerfully and intentionally. (Tues, Nov 13, 11:15-12:00pm)

Painting a Portrait of the Intangible: Images of Higher Education in Bowl Game Commercials
During the college football bowl season of 2011-12, seventy institutions of higher education competed in 35 bowl games, most of which were broadcast on the ESPN family of networks. One of the benefits of a bowl appearance is the complimentary airing of a 30-second institutional commercial. Each institution must decide which of its many constituent groups to target with the ad, as well as what images and themes to use to define itself to the intended audience. Krachenberg (1972) identified students (both prospective and current), alumni, policy makers, and the public as potential market groups for higher education. Each of these segments has its own set of needs and is subject to different types of appeals, creating a significant challenge for institutions as they develop messaging. This study examines the commercials that aired during these bowl games by analyzing image subjects, transcribing scripts, categorizing themes and calls to action, determining targeted audiences, and identifying trends in messaging.

This study began with the assumption that most institutional ads would fail to target a specific market and would lack differentiation, trying to be all things to all people. Further, it was assumed that most ads would not include a specific call to action, but would identify the URL for a university website or social media page. The study began with the collection of the ads (64 of 70 were obtained), coding (image format and subjects, the use of music, voiceovers, and/or spokespeople), recording of tag lines and URLs, and transcriptions of voiceovers. Three volunteer reviewers were asked to identify what they perceived as the target audience. Basic information about the ad budget and development, intended market, and additional airing was collected from 29 institutions. Extended follow-up interviews with select marketing and communications officers were conducted to determine the goals for the ad, how the goals were measured, and whether the ad was part of a larger campaign. Using Anctil’s (2008) framework of higher education tangibility being obtained through academics, amenities, and athletics, I propose that there is significant overlap and duplication in the imagery and messaging in institutional ads, with few breaking through into a truly unique presentation of a university’s image. Further, a disconnect between the perceived target audience and the intended target demonstrates a lack of clear messaging through the ads. *(Tues, Nov 13, 2:15-3:00pm)*

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**10 Insights for Presenting an Authentic Global Brand & Avoiding “Globaloney”**

Jessica McWade | Executive Vice President, Maguire Associates, Inc.

Matt Schlientz | Director of Marketing, University of Michigan

Everybody is talking about “going global” these days as institutions aspire to present authentic global brands. With so many programmatic as well as marketing choices for globalizing, however, the challenge is to choose the right ones for the right reasons. Otherwise, without substantive, credible and integrated globalization efforts, institutions risk diluting their brands by offering what appears to be little more than global “window dressing” – or what observers have labeled “globaloney.” The American Council of Education (ACE) put this concern in sharp relief in 2008, advising that global activities need to “become a central and guiding feature of the ethos or identity of an institution, rather than a set of marginal activities disconnected from one another.” Olson, Green and Hill (2005) identify many ways for institutions to build global programs through, for example, curriculum and learning outcomes, diversity, study and internships abroad, and even the campus radio station.

So, how can branding, marketing and communications professionals help drive these globalization choices? How can they help cohere a meaningful global brand image in which the whole of an institution’s international story exceeds the sum of so many parts? The authors use the Olson et al. prescription to present a 10-point framework for linking globalization activities with the development of more vigorous global brands. They argue for carefully aligning internal identity on globalization with external image, advocating that a truly authentic global brand – or even a small college brand that is spiced with international elements – must first be embedded in institutional vision and championed by sufficient numbers of faculty and staff. They address how best to portray global dimension in an institution’s media and materials without overplaying that card and have some fun with how food, music and other multicultural branding tools that appeal to all the senses can be put to work. Ultimately, the authors suggest that the globalization view offered by Olson et al. requires marketing professionals to think holistically in global, not international, terms. These two words, so often used interchangeably, reflect two very different mindsets. Global branders, marketers and writers, for example, see the world as a whole and do not see it only as the United States and everyone else and see diversity as a global phenomenon and not merely a domestic consideration. This paper will provide and generate vigorous conversation on some very new and fresh ways of conceiving and implementing globalization and global branding programs. *(Tues, Nov 13, 3:15-4:00pm)*
MARKETING INTELLIGENCE

A View from the Dome: Opinion Leaders’, Influencers’, Donors’ and Funders’ Perspectives on Your Brand

Linda McAleer  |  President, The Melior Group
Ellen Stokes  |  Associate Vice President of University Marketing, Towson University

Towson University recognizes that to be competitive, it must not only look inside itself, but take on a view of how it is seen by the constituencies it serves. In order to assure its place in today’s ever-more-complex higher education world, it has to assure that its “brand promise” is appropriately articulated – that the simplest expression of what it is and what it pledges to provide to all constituencies is clear and relevant. It further has to assure that it is positioned for its evolving role within the market.

As marketers in higher education we are responsible for both promoting and assessing our brand. At times, the way we measure success in branding efforts has more to do with anecdotes and campus “good feelings” than with quantifiable results. To better understand whether a multi-year, multi-media branding campaign had actually improved perceptions among target audiences, The Melior Group and Towson University undertook a market research project that measured change against a benchmark survey six years before. Towson’s goal was to understand the perceptions of key stakeholders, those who impact the University’s public image, funding, and its relationship with local industries. Interviews with alumni, community, business and political leaders exposed perceptions of the University’s brand, gaps between their expectations and what they understood about the University. It contributed to shaping actions to close the gaps and to focus on meeting constituencies’ actual expectations. Understanding whether your branding campaign has had a positive effect over time, and whether it is reinforcing your value to your stakeholders, is key to the development of future plans. Zeroing in on stakeholders’ expectations and your university’s aspirations can help guide the strategic direction of your institution. This session will describe how best to measure brand impact, how to successfully integrate the perceptions of hard-to-reach constituency groups, and how ‘brand’ is evaluated by those with various perspectives about a university. *(Mon, Nov 12, 10:15-11:00am)*

No Budget? No Problem! Use Social Media Analytics to Achieve Institutional Goals

Melissa Whetzel  |  Director of Media Relations and Video Services, College of Charleston
Marcia White  |  Senior Director of Marketing for Admissions and Academics, College of Charleston

Social media is a critical component of any successful university marketing strategy. At very little cost, it can help achieve institutional goals. But how do you identify where the use of social media can have the greatest impact, determine measurements, and create content that engages participants and inspires the desired outcome – all within the context of limited resources?

In this session, we’ll give specific examples of how we used social media to tackle certain problem areas, and the concrete tactics that effectively used limited staff time, dollars and resources to move the needle. Do you want to increase young alumni giving? Do you want to push more males to apply? Do you want to help your admissions staff grow new markets? You’ll learn how to use analytics to identify characteristics of your target audiences and then generate the type of social media content that will engage them. And, you’ll learn how to determine whether you’re using the right channels to reach your goals. You may have shied away from video or created videos that have a low view rate. We’ll explain how to create the videos that will have the biggest impact on your institutional goals and how to increase the number of people watching your videos – without hiring a professional videographer. We’ll reveal how our mid-sized university’s: YouTube channel increased the number of male applications and surpassed 500,000 video views; Facebook fan base increased to nearly 40,000 with no budget, gimmicks or campaigns; and Twitter following doubled because we used a specific strategy that also resulted in a dramatic increase in engagement of our target audience. Through this session, you’ll gain a better understanding of how to pick the sweet spots with social media channels and tools, how to make successful content choices, and how to use video for maximum advantage. You can reach your goals and more with a focused, outcomes-based social media program! *(Mon, Nov 12, 11:15-12:00pm)*
**Planet of the Apps: New Research on the Dangers and Opportunities of Communicating in a Print and Digital World**

Jerold Pearson | Director of Market Research, Stanford University

Alumni relations and communications budgets are more constrained than almost ever before. Printing and postage costs are increasing. iPads, e-readers, tablets, and other mobile communication devices are rapidly proliferating. Alumni are beginning to ask for mobile apps instead of the print version of their alumni magazine. So it’s not surprising that universities and colleges are more and more tempted to reduce circulation of their magazines and distribute them electronically instead. But is it a good idea to do so? What are the potential upsides and downsides? Will this do more harm or more good? First of all, do alumni who download their magazine app actually use it? Are they more likely or less likely than other alumni to read the magazine? How, if at all, does readership differ between electronic readers and print readers in terms of time spent with an issue, recall, enjoyment, and desired outcomes? Is there a difference in what they read, when they read it, how deeply they read, and the extent to which the magazine achieves its editorial objectives? To help answer these questions, I am conducting focus groups and a survey with Stanford alumni, who have now had access for more than a year to the app version of Stanford Magazine (8 issues).

In this session, I will present the results of this research. The survey won’t be completed until the end of April, but I know the data and implications will be of great interest and importance to many who attend this conference – many of whom are already facing these questions and will soon be making decisions that need to be informed by hard data rather than by anecdote, hunches, anxiety, or hope. *(Mon, Nov 12, 2:00-2:45pm)*

**Students. Does any Other Audience Really Matter?**

Robin Meeks | Senior Associate Director, Student Affairs Marketing, University of Arizona

Magan Alfred | Associate Director, Student Affairs Marketing, University of Arizona

Kyle Oman | Manager of Social Media for Student Affairs, University of Arizona

Students: They’re the reason we’re all here. So much of our marketing efforts center around messaging to them, educating them, and eventually growing those students into alumni, donors and lifelong advocates of our beloved institutions. But how much do we strategically integrate students into our work? Harnessing the power of student involvement, if used properly, dovetails with institutional goals. And perhaps most significantly, it produces quality work. At the University of Arizona (UA), Student Affairs Marketing takes a unique approach: student input informs virtually every step of our process. Whether the project is branding, creative design, web development, content creation, media production or assessment, UA students touch it. The result has produced Best in Show recognition from the Educational Advertising Awards, and American Advertising Federation’s ADDY’s (currently competing at the national level), as well as the Association of College Unions International. How it works: Students are notoriously fickle. Creating marketing campaigns that actually trigger their actions takes time, effort, and knowledge. That’s why we use students to reach students. Measuring the results: It’s critical that marketers research and assess constantly, and UA Student Affairs Marketing is no different. We can be found in high schools conducting focus groups to judge admissions materials, and we can be found in the Student Union gathering quick-and-dirty feedback about a new dining concept or even how a peer-mentoring program helps students graduate. Bridging the gap: Serving as the Rosetta Stone between staff’s “higher-ed speak” and students’ “too cool to care” styles is challenging. With the help of student writers and designers, divisional units have benefited from our expertise through increased use of their programs and ever-larger incoming freshman classes. Getting buy-in: If a marketing team consistently demonstrates that it feels the pulse of its target audience, it builds credibility among decision makers and earns buy-in at critical points from institutional partners who are used to “knowing best.” Institutional positioning: In the long term, growing these student relationships becomes increasingly beneficial as they enjoy increased exposure to key constituents. Students work with your other key audiences: donors want to talk to them, legislators and institutional stakeholders listen to their opinions. Your end product: Embedding student input into the DNA of our practices keeps our institutional brand alive. Whether design, copy, or web, students inform brands and can breathe fresh life into traditionally stuffy programs such as academic support, retention, and college outreach. If something rings false, we hear about it, and it informs our programming. They help us move the university in the right direction.

Session attendees will witness the transformation in marketing efforts at the University of Arizona. Admissions campaigns that began with very institutional, corporate aesthetics became more dynamic, young and engaging once students were brought into the
process. Attendees will see the evolution of marketing materials across all platforms from staid and formal to their current, fresh iteration. *(Mon, Nov 12, 3:00-3:45pm)*

**The Clueless Marketer: Building a Brand When You Have No Idea How**

**Joe Lunardi |** Assistant VP for Marketing Communications, Saint Joseph's University  
**Dana Edwards |** Senior Consultant, SimpsonScarborough  
**Lisa Jordan, President, Mindpower**

For Saint Joseph’s, what started out as a simple market research project evolved into a two-year, full-blown institutional branding process. This session will provide intel and insights into a University that didn’t know what it didn’t know about the need to build a brand. And, true to its educational mission, is still learning.

In 2010, Saint Joseph’s commissioned market research to gauge recall of the University’s advertising and image campaign. Specifically, it was interested in what Philadelphia business leaders thought about its reputation among competitors. When the initial research showed significantly low recall, it prompted the University to question perceptions by all stakeholders. Over the next year, the University surveyed prospective students and their parents, current students, faculty, staff, and alumni on awareness and existing advertising. While some signs pointed to strengths in areas such as moral and character development (unfortunately, not attributes that prospects considered motivating), other data pointed to challenges. A lack of knowledge of the University’s strong academics and graduate school preparation, and unfamiliarity with the University as a whole were central issues. For Saint Joe’s, it was clear that although the University had great elements of success, those successes weren’t evident outside, or even inside, the campus. With research in hand, the SJU Marketing Communications team got to work. Members of the team started generating interest and buy-in internally. Senior leadership reviewed examples of successful branding campaigns. And the Board of Trustees got involved (and motivated). Within the span of a few months, the University administration approved funding for additional research to inform a branding platform. And, to hire a creative agency to translate that platform into a powerful campaign. Today, more than two years later, based on solid research and an inclusive internal process, Saint Joseph’s is unveiling the creative expression of its brand. A media campaign kicks off this fall, alongside the launch of a new website. In spite of the bumps and bruises sustained along the way, Saint Joe’s is achieving what they didn’t know they wanted or needed. A lot less clueless now, they’re ready to share the learning with other institutions that may be as clueless about branding as they once were.

Note: The central goal of this session is to give participants a roadmap on the process of branding without a clue. Although each campus has its own culture and politics, we’ll provide participants with an outline on where to start, what to ask, who to involve, and what to dodge. *(Tues, Nov 13, 10:15-11:00am)*

**The Importance of On-Campus Brand Reinvigoration to the Brand Lifecycle**

**Melissa Richards |** Director of Marketing and Publications, Virginia Tech  
**Cecelia Crow |** MBA, Brand Marketing Manager, Virginia Tech

Launched in 2006 and now in the maintenance stage of the brand lifecycle, the Virginia Tech brand needed reinvigorating with key internal audiences. Virginia Tech’s Marketing team spent six months conducting focus groups with internal stakeholders – including students, faculty, and staff – and working with an external agency to develop a strategic approach and creative concepts. The theme “I invent” was selected to communicate that the “Invent the Future” brand is a part of everyday life at Virginia Tech.

Objectives of the campaign included identifying new expressions of the brand, aligning internal and outward brand expressions, and rewarding model brand adopters. A photo booth was hosted around campus during the spring semester to capture new stories for “I invent.” Students got to keep the photo strips and University Relations posted the hundreds of digital pictures and stories to a Facebook page where participants willingly tagged themselves. Student volunteers served as brand ambassadors to help manage the photo booth, hand out t-shirts, put up posters, and spread awareness. Other tactics included advertising in the student newspaper, door hangers for offices and residence halls, stickers, pocket cards that outline the brand platform, and a new recognition program called the “Illuminator” award.

Because Virginia Tech is already known for high performance in research, engineering, and science, a special emphasis was placed on collecting non-science and non-engineering stories of invention. The campaign utilized keywords such as leadership, cures,
solutions, art, creativity, and communities to promote the application of invention. Unique stories will be selected for an external advertising campaign that will begin in fall 2012. *(Tues, Nov 13, 11:15-12:00pm)*

**The Most Valuable Research You May Have Never Done**

**W. Kent Barnds | Vice President of Enrollment, Communication and Planning, Augustana College**

**George Dehne | President, GDA Integrated Services**

“Prove it” is the battle cry of this century. In the era of Big Data, consumers expect advertisers to prove their claims. So do college bound students and their parents. Augustana College worked with GDA Integrated Services to develop Recent Outcomes Index (ROI) that shows prospective students that this liberal arts college can deliver interesting entry level positions after college and put alumni on the path to personal and professional success. ROI focuses on those questions that students often ask and few colleges can give a quantitative answer. ROI gives college recruiters the ability to sort the data by 20 categories ranging from college major and starting salary out of college to job satisfaction and attitudes toward college experience. With ROI, colleges can contrast and compare multiple subgroups, such as “women graduates in law living in the Northeast” or “English majors working in communications.” ROI can find the number of alumni who attended top rated graduate schools and determine the entry income level of virtually all careers. The data can be sorted countless ways. In addition to assisting in the student recruitment effort, ROI allows career services to improve the networking among alumni, empowers the development and alumni relations efforts, improves retention by removing the perceived view that their liberal arts college does not prepare students for a career and reassure the accreditation agency who seek this kind of assessment information from colleges.

Kent Barnds, Vice President for Enrollment, Communication and Planning at Augustana, will describe how the College has put the ROI information to work. George Dehne, President of GDA Integrated Services, will explain the thinking behind the development of ROI, demonstrate the sorting device and describe potential uses for college and university partners. *(Tues, Nov 13, 2:15-3:00pm)*

**Gain Insight and Stay Connected with Your Students and Alumni through a Market Research Panel**

**Poul Overgaard | Manager, Market Insight & Analytics, SAIT Polytechnic**

**Zac Ryan | Senior Research Analyst, SAIT Polytechnic**

How can we understand our student and alumni if we aren’t actively listening? Our presentation takes a look at how SAIT Polytechnic transformed passive listening into active listening by implementing an online Market Research Panel for students and alumni. As one of the first post-secondary institutions in North America to develop an internal Market Research Panel, numerous departments across the SAIT campus have benefited from this innovative tool. This presentation will generate significant interest among post-secondary institutions that regularly conduct Market Research with students and alumni.

Our session will cover the following three topics:

a) Evaluation: When to establish a student and alumni Market Research Panel  
b) Implementation: How to establish a student and alumni Market Research Panel  
c) Insights: The value of a Market Research Panel to post-secondary institutions based on SAIT Polytechnic’s experiences after two years of operation

The presentation will review the criteria that should be met within a post-secondary institution prior to establishing a student and alumni Market Research Panel. Unless these criteria are met the likelihood of operating a successful Panel will be diminished. We will review factors such as executive support of market research within the organization and the structure of the marketing and market research department. Following this review an overview of the rationale behind SAIT Polytechnic’s decision to establish a Market Research Panel will be provided including the use of innovative software, shorter surveys, quick feedback mechanism without over-surveying of respondents, and student and alumni engagement. The second part of the presentation will focus on the practical aspects of establishing a student and alumni Market Research Panel based on SAIT Polytechnic’s experiences. The presentation will review the process of vendor evaluation, Panel set-up, Panel recruitment, and the simplicity of ongoing Panel management as well as the required time commitment to each of these steps. The presentation will illustrate the importance of each of these steps as they are critical to the ongoing success of a Market Research Panel. *(Tues, Nov 13, 3:15-4:00pm)*
A Steady Diet of Nothing: Dialing Back the Geekery and Focusing on What Your School REALLY Needs

Jake Daniel | Senior Consultant, The Brenn-White Group

As the zealots at Apple have trained us to parrot, there’s an app for that – whatever “that” may be. In fact, between social networking, CRM, engagement monitoring, and that queasy feeling you get whenever Klout rears its ugly head clutching the latest data about your inner doubts, there seem to be more tools available for higher ed web marketing than there are troubles to fix. How are we supposed to master them all?

At the University of New Orleans, we simply don’t have the resources to double as marketing communicators and product experts. When faced with a post-Katrina deluge of setbacks (dramatically reduced enrollment; a vexing political environment; a break-up with our parent body, Louisiana State University), UNO had to cut away the excess bells and whistles and focus on those tools and applications that solve our most pressing problems. We learned to work around the intransigent issues (an understaffed and dogmatic IT group, clockwork budget cuts, a 30% post-Katrina population drop in New Orleans) and began to focus on those key areas we could use to create tangible success stories (a friendlier CMS to make the most of our assets, a new CRM tool to revitalize our recruitment, and a brand overhaul that required the UNO marketing and communications staff to stretch above and beyond). And most importantly we’ve done it while staying focused on meeting student needs and showcasing their best work. Public (and private) universities will continue to operate with tighter purse strings for the foreseeable future. At UNO we realize there are countless ways to feature and augment student experience, and we agree it would be swell to utilize them all. For now, however, the necessity of slimming down has made us reconsider what really matters for our students and our institution, and we’re happy to share our story. (Mon, Nov 12, 10:15-11:00am)

Discover How The University of Miami is Using a Mobile App to Control Their Brand

Wendy Chun | Director of Online Communications, The University of Miami

Last year, the University of Miami was the only school in the ACC without an official mobile presence. What’s more, several unofficial mobile apps were supplying information over which we had no control. To provide a mobile solution for our 15,000 students from around the world on our five campuses, we needed to have an official presence in the international app stores. We also wanted to maximize existing resources such as our Parking Website, Starbucks Cam, and Find a UM Doc. Now, with UMiami Mobile, we have seen almost all of the unofficial apps disappear from the App Store and implemented an app that our students use on a daily basis. Our total downloads equate to almost 90% of our student body. (Mon, Nov 12, 11:15-12:00pm)

Flip this site: Five Essentials to Website Redesign

Sarah Preuschl Anderson | Director, Alumni Marketing, Indiana University Alumni Association

Your website is clunky, cluttered, and needs a facelift. And you’ve been asked to assemble the remodel crew — in the form of a committee. Enter panic. You know that stripping a dated site to its bones and rebuilding for today’s market takes more than a committee, maybe even more than a skilled designer or project manager. With so many blogs and conferences and bibles with steps and processes and best practices for this undertaking, it’s hard to determine what’s realistic.

Based on real experience and recommendations from industry leaders, here is what a higher education interactive marketer needs to consider before breaking ground.

1) More than hardware – Take a broad view of “website.” Strategy should include interactive media as a whole. Social media, online tools, and emails are equally relevant to the audience and to your brand.
2) Create the blueprint – All homes need a foundation and a plan. Determine the right tone and persona for your site. Let this personality inform your strategy, brand development, and content curation.

3) Convince owners to remodel – Although the marketing and IT teams may build and design, every stakeholder in the organization is an owner and contributor. Buy-in is critical.

4) Don’t skip inspection – User-centered research and information architecture support strategy. Keeping your audience in mind will help you educate insiders, empower brand evangelists, and serve target audiences.

5) Open house and upkeep – Finally, you’re live. But this is just the beginning. In what is often a launch-it-and-leave-it culture, an online environment needs continual upkeep, analysis, and reinvention.

Guided by these five real-world essentials, the Indiana University Alumni Association successfully launched a new online environment that has been recognized with a regional top honor and a Webby Honoree designation. Using real examples from the IU Alumni Association project and citing peer examples and the best practices outlined by industry leaders such as Brain Traffic and Forrester, we’ll workshop practical challenges like voice and tone before-and-afters, show how usability testing informs site design, and talk straight about what it takes to survive the post-launch blahs.

Governance: How the 5 R’s Protect You from the ‘Frankenstein-ing’ of Your Website

Tony Poillucci | Vice President, Strategy & Creative, VisionPoint Marketing
Laurie Clowers | Associate Vice President of Communications, Wake Tech Community College

You’ve launched a new website! Now what? Who will add and update content? What will the approval processes and publishing workflow look like? Do you have clear rules and style guidelines for content contributors to follow? Do units publishing to your website have a clear content strategy to follow? Have you thought about protecting your investment with a plan that safeguards the integrity of your website? By creating a governance policy that establishes the rules and procedures around how your organization manages and publishes content to your website, you’ll be closer to ensuring your new site doesn’t suffer the same unfortunate fate as its predecessor. Join Wake Tech Community College and VisionPoint Marketing as we explain the 5 Rs of website governance (Roles, Responsibilities, Relationships, Rules and Review) and how you can put them into play in your organization.

You can expect these takeaways, among others:

• A step-by-step approach on how to create your own governance plan.
• Sample workflows for publishing content in centralized and decentralized website management models.
• How to get internal stakeholders to not only buy into the policy, but to truly own it.
• Gain a clear understanding as to why governance is so critical to the long term success of your website

Handing over the Reins: Giving Students Control Without Giving Up Control of Social Media

Edward Osborn | Director of University Relations, Eastern Connecticut State University
Gwendolynne Larson | Assistant Director of Marketing and Media Relations, Emporia State University

As social marketing evolves, communicators in higher education are looking beyond the number of ‘Likes’ on their Facebook fan page, and instead turning stakeholders into brand advocates by supplying them with branded, personalized content to share with their friends and family on social networks. Eastern and ESU will share how creating social media content based on the activities and achievements of their students, and promoting them via a structured badge strategy has changed the way they engage stakeholders online and in social media. The presentation will show how both universities are turning students into brand ambassadors online by giving them control of social media. Additionally, Eastern and ESU will explain how they’ve changed the way they manage parents’ expectations by communicating positive outcomes online and in social media.

This session will share the approaches that Eastern and ESU took to achieve compelling increase in social media engagement over a 12-month period. Both Universities generated a combined total of more than one million Facebook newsfeed impressions and created content that generated engagement rates on Facebook of more than 75%. Attendees will learn how Eastern and ESU are using an innovative social media strategy to promote online reputation marketing for post-graduation success and develop strong
relationships with stakeholders. Eastern and ESU will describe the technologies and internal workflow process they use to receive engagement online and in social media. *(Tues, Nov 13, 10:15-11:00am)*

**Beyond Facebook: Leveraging Other Key Channels for Social Marketing**

**Michael Stoner | President, mStoner**  
**Patrick J. Powers | Director of Digital Marketing and Communications, Webster University**

Honestly, we don’t believe Facebook is going to collapse tomorrow. Or even next week. But we do believe that there’s trouble ahead for the biggest social network as it prepares for its IPO. Many analysts—including us—believe that the brandification of Facebook will result in growing consumer apathy; departure of some very desirable demographics for cooler, more private networks; declining usage across the board; and fewer opportunities for nonprofit brands to expose content and engage followers on Facebook. Our hypothesis is that as Facebook begins chasing profits to satisfy its shareholders, it will ramp up its ad sales and attempt to attract funding from brands with big budgets. That means less attention to smaller businesses, including education and nonprofits, and fewer services for higher education marketers. You should prepare for declining engagement on Facebook and adjust your marketing strategy accordingly.

This session, offered by two seasoned marketers with their fingers on the pulse of the social media landscape, offers a sobering reality check. In the midst of all these changes, what’s a higher ed marketer to do? This session isn’t just about gloom and doom. We offer substantial, thoughtful advice that will enable you to survive an implosion of the world’s largest social network, including:

- Enhancements to your .edu site that make it your marketing hub
- Social media aggregation
- Mirroring social platform functionality through gamification, comments, trending topics
- Strategies for driving people from Facebook to your website
- Custom applications
- Driving Facebook engagement outside of Facebook
- Building your own private social network

Our examples draw on our own work; research and observation of what many colleges and universities are doing with their social marketing initiatives; case studies of successful campaigns (branding, fundraising, friendraising, student recruitment, institutional marketing); and survey research. We’ll offer best practices and point attendees to useful resources. *(Tues, Nov 13, 11:15-12:00pm)*

**Loyola Marymount University: Rethinking Recruitment with a Mobile App**

**Heather Ferreyra | Web and New Media Manager, Loyola Marymount University**

In 2010, we began looking into developing a mobile strategy. At the time, less than 25% of universities in the US had a mobile presence, and we wanted to be among the first. Our need for a mobile app was driven by their desire to increase our recruitment rates - we wanted to have a way of reaching beyond our local community to prospective students and parents. We also realized the potential to reach a more diverse pool of prospective students. Even though our initial interest in mobile was driven by the desire to reach prospects, we fully understood how valuable a mobile app could be to their current students - on many levels. Our vision was to be among the first universities using mobile to meet the needs of people on campus as well as extend our message to prospective students and parents. We launched campus Tours in 2011 and it has already proven very useful. Prospective students can take a self-guided virtual tour of our beautiful campus (with audio and video), and current students can use the map to find places on campus and see how to get there. No more excuses for getting “lost” on the first day of school - we've got an app for that. After launching our Official LMU app in October 2010, we've seen over 5,000 downloads, increased application rates by 15%, and watched the 15 uncontrolled, unofficial apps disappear from the App Store. *(Tues, Nov 13, 2:15-3:00pm)*
Optimizing University Websites for International Audiences

Laura Montgomery | Director, Editorial and Globalization Services, The Brenn-White Group
Catherine Holderness | Interim Director of the University of North Carolina System Exchange Program Office

At times it seems there is simply not enough time, money or expertise on hand to build and manage a website that effectively addresses the needs and interests of international audiences. The focus will be on providing an overview of the latest trends, recommended practices, and tips for working with small budgets and staff -- all participants should walk away with concrete steps to improve their website for the purpose of informing and recruiting international audiences. Topics covered will include best practices in design and navigation, content optimization (goals, audiences, tone, localization, and "transcreation"), creating content in "international" English, and measuring results and making appropriate adjustments. The session will be conducted by one speaker with wide-ranging insights from working on more than 40 university websites throughout North America and Europe, and one with experience in launching several academic program websites designed to appeal to international audiences who has just “inherited” a site in need of some work. This session will be relevant for professionals responsible for online marketing, website content creation and or management, and anyone else who wants to improve their website or the specific parts that address international audiences in particular. *(Tues, Nov 13, 3:15-4:00pm)*

Paper Presentations, cont...

**BRAND ALIGNMENT**

Brand Fragmentation: When a Brand Splinters, It Hurts

Kelly Shannon | Vice President, University Marketing and Communication, Loyola University Chicago
Katie Hession | Director of Brand Marketing, Loyola University Chicago

A brand is much more than a product, service, logo, name, or tagline. It's the promise that we make to those we serve, educate, employ, partner with. A great brand serves a need, is consistent, and distinct, and the brand’s promise is integrated in every action, interaction, and communication.

**Types of Brands:** Typically there is an umbrella brand - the University. Under that are sub-brands - athletics, a museum, a campus, a school within the university. And, there is what we call splinter brands that are smaller than sub-brands. A splinter brand could be a center of excellence or institute within a school, a program within a department, a department within a school, and an event within a program. A splinter brand that is part of the whole is intact, solid, fits well. When splintered, it is sharp, can be painful, and may need treatment to fix. You get the picture. Trouble arises when sub-brands are not well managed under the umbrella. The biggest problem is when a sub-brands is viewed as important, if not more important, than the overarching brand; in this case that is the university. There are ways to manage a portfolio of brands without compromising the larger goal, which is the University gets credit for everything that happens on its campuses.

**Managing the Portfolio:** As marketers, we advocate for THE brand on a daily basis, yet we acknowledge that sub and splinter brands all are capable of lifting or damaging THE brand. So how does marketing manage the portfolio of brands in a sea of comments such as, "I need my own logo," "I need to stand out," "Everything you do looks the same." There are no sure answers and certainly there are different ways to approach the challenges posed by the natural tension between the macro brand and the micro desire to be different. At Loyola University Chicago, we continue to wrestle with the issue and we do not always succeed. That said, we fight the good fight by setting a strong brand philosophy, being intentional, and educating others. And, we work creatively to helping units, program leaders, departments, and others make their mark in ways that are fresh, differentiated, and compelling for their intended audiences. In the end, we want everyone to succeed as we know believe the axiom: the whole truly is greater than the sum of its parts! *(Mon, Nov 12, 10:15-11:00am)*
Finding your Voice: Developing a Strategic Sub-Brand to Bring Your Academic Experience to Life

Peggy Conway | Director of MBA Admissions, TCU - Neeley School of Business
Shane Shanks | Senior Communications Strategist and Editorial Director, Zehno Cross Media Communications
Karen Buck | Vice President, Zehno Cross Media Communications

Is your campus tongue-tied when it comes to talking about the student experience? A sub-brand can give your signature programs a voice, but how do you know if a sub-brand is the right strategic move? This session will present a framework for evaluating whether a sub-brand makes sense, share tips about how to communicate your school’s learning experiences in a meaningful way, and offer advice for developing a content strategy that gives your marketing messages impact. We’ll examine successful sub-brand campaigns with varying strategies. By focusing on its extensive experiential learning, TCU’s full-time MBA program builds on the university brand with a bold sub-brand campaign that stands out from the MBA crowd. To solidify its market position as a Top 10 school of education, Peabody College (a part of Vanderbilt University for 30+ years) seeks greater affiliation with the university brand. So is a strategic sub-brand the right solution for you? We’ll walk you through the key considerations—from audience segmentation to necessary budgets. *(Mon, Nov 12, 11:15-12:00pm)*

Get It Right from the Start – How to Organize for Positive Impact

David Brond, Senior Vice President for Communications and Marketing, Georgia Health Services University

One of the most crucial roles of the leader of a marketing and communications department is hiring, training, motivating and organizing staff to build and protect the organizational brand both internally and externally in order to maximize positive impact. This session is for communications professionals who currently lead, or aspire to lead, a marketing and communications department. The University of Delaware (UD) has created a brand management philosophy and role for communications specialists that are shared between a central office of communications and marketing and more than seven colleges and units across the university. UD has been able to build and enhance its brand by focusing on communications efforts at both an organizational and functional level.

Attendees of this session will learn how to configure, fund and measure a marketing and public relations structure to enhance communications efforts across all media. Specific areas to be covered include:

- Organizing staff to match organizational strategic plan goals
- The importance of creating a functional as well as organizational staffing chart
- Implementing shared positions among departments and funding sources
- Leveraging central resources across multiple clients
- Creating a one-stop-shop internal advertising agency
- The need to PLAN BIG CHANGE
- How to justify an expense budget to colleagues and the Board
- How to establish a brand, communicate brand standards and protect the brand
- Addressing the latest trends in marketing communications (e.g., social media platforms) within the organization
- Incorporating retail philosophies in traditional higher education marketing communications
- Building a team capable of handling crisis and situational communications

Tangible takeaways and resources from this session will include: a marketing and communication department program plan; list of guiding principles for effective internal communications; comprehensive list of standard goals for communications positions; sample marketing and communications department process and output measures; and an external communication procedure. *(Mon, Nov 12, 2:00-2:45pm)*

Learnings from the Other Big Revenue Generator on Campus: What Advancement Can Adopt from Successful Student Marketing Strategies

Charles Bacarisse | Vice President for Advancement, Houston Baptist University
James Steen | Vice President for Enrollment and Student Affairs, Houston Baptist University
Chris Pritcher | Vice President, Advancement Services and Senior Strategist, Royall & Company
Institutions that thrive are healthy in the two revenue-generating areas on campus: Admissions and Advancement. Today’s Admissions offices have made significant progress by using informed data and proven enrollment marketing methodologies to attract smarter, more diverse students and grow classes to maximum capacity. What’s exciting is how these strategies are being applied just as effectively to Advancement, with a focus on driving engagement from never-givers, upgrading the existing donor base, and building a bridge to major gifts.

This session will discuss how Enrollment strategies have evolved in recent years, then illustrate and compare how these same principles are now working for them in Advancement. The written and oral presentation will feature real-life examples that convey:

- New, customized strategies that communicate more effectively with high school students and their parents from sophomore to senior year, and with alumni and friends across the entire fundraising year.
- New approaches in copy and design that deliver targeted, personal communications to both students and alumni – their similarities and differences.
- New technologies that allow for segmented mail and email communications that are versioned by constituency, and in the case of Advancement, each individual’s giving history.
- Examples of custom websites and corresponding mobile sites for “wherever, whenever” connectivity.
- Progress through new marketing to achieve greater success in inquiry, retention, reactivation and upgrades.
- New delivery mechanisms using new technologies and social media as well as traditional mail approaches – what’s working most effectively in undergraduate recruitment, as well as in alumni relations.
- New measurement tools that help predict outcomes, course-correct and communicate campaign results to their presidents and boards.

Royall & Company, the marketing partner for these and many other four-year, private and public non-profit colleges and universities, will be on hand to bring illustrate with further examples and give a holistic perspective to how this university’s strategy is also working at other institutions around the country. All three presenters are leaders in their fields who have a thorough understanding of Enrollment and Advancement practices and a desire to share their success stories with their peers.

(Mon, Nov 12, 3:00-3:45pm)

Lessons Learned: 10 Steps to Discover, Develop and Sustain an In-House Integrated Marketing and Communications Culture

Dr. Jeanette DeDiemar | AVP, University Relations/Director of Integrated Marketing and Communications, Florida State University

Shirley Armbruster | Associate Vice President for University Communications, California State University, Fresno

When “doing more with less” is no longer an option, creating and sustaining an effective and comprehensive university marketing strategy remains critical in managing institutional reputation. How a university evolves its culture and “lives” an integrated marketing and communications strategy is at the core of a sustainable and measurable plan.

This session provides 10 “lessons learned” to discover resources, develop the strategy and build an integrated marketing and communications culture within the higher education environment, impacting advancement opportunities and success. It examines the role of leadership and offers practical examples and strategies for those tasked with developing the culture of integration, including the components of an integrated marketing and communications strategy, change management techniques, case studies and measurable objectives and results. Learn from two experienced higher education integrated marketing and communications strategists who successfully shepherded public university models from “buy-in” to execution to sustaining momentum. A brief overview of integrated marketing and communications and relevance to today’s higher education environment, including various successful models (mini case studies), including establishing benchmarks, monitoring outcomes and relevant reporting; an understanding of changing management strategies that contribute to a comprehensive, university-wide shift in culture; and role of leadership in the change management strategy and strategy to sustain an effective model. (Tues, Nov 13, 10:15-11:00am)
A successful Facebook strategy that impacts both recruitment and retention has four components: institutional buy-in, content strategy, community engagement, and paid advertising. How you use with Facebook has both online and off-line implications. The world does not live in silos, and people don’t expect that type of interaction online. In decentralized organizations, this means that internal buy-in is necessary to execute an effective Facebook strategy. First, we will present strategies used by a variety of organizations to engage internal stakeholders. After gaining institutional buy-in, it’s important to focus on your content strategy. What are you posting to your Facebook page? How are you using other aspects of Facebook, such as groups and applications? How can you create content that results in engagement and conversation? We’ll present examples from institutions that are excelling in this area, and provide some tips to improve your content. Without participation from your student community, your Facebook strategy will become stale before it’s even launched. To this end, we will present strategies campuses have used to market their Facebook presence—noting that many of these strategies are executed offline. This is where the majority of good institutional Facebook pages stop. The missing piece in this picture is paid advertising. Particularly for institutions with hyper-local or segmented demographics, Facebook ads are a targeted, cost-effective way to reach prospective students and their parents. Recent changes to Facebook’s ad platform require a new approach to ad creation. Facebook ads cannot be approached in the same way as other advertising - even online advertising. Great Facebook ads come from great page or application content, and they are enhanced by a well-developed network of fans that provide a social component to paid media. They differ from other advertising media in many other ways - they have a shorter lifespan and can therefore be refreshed more often, they can be monitored in real time, and the suite of assessment tools provided allow marketers to truly assess their effectiveness. Facebook advertising allows your campus to maximize the authentic engagement of current students in a way that gives prospective students and their families a look into the institution they can’t get from a viewbook.

In summary, we’ll jump right onto our soapbox and present the key components to a successful Facebook strategy that serves multiple ends - both recruitment and retention. Readers of this paper and attendees of this session will see exemplars from a variety of two-year and four-year campuses across the United States, and be equipped to improve their campus’ Facebook strategy immediately. *(Tues, Nov 13, 11:15-12:00pm)*

### Turning Your In-House Talent Into Branding WONKs

**Deborah M. Wiltrout** | Assistant Vice President of Marketing, American University

American University's internal Communications and Marketing Department is much like your own—talented and skilled at delivering solutions for the school's diverse needs. But prior to 2010, AU's team had no experience developing and executing a research-based, integrated, institution-wide branding campaign—especially not under ambitious time restraints and significant institution-wide scrutiny. How do you inspire your in-house talent to deliver award-winning work worthy of the best advertising agencies? This presentation will show you how AU developed the KNOW/WONK campaign using in-house talent and share insights into the process that may help you can achieve similar results.

Many universities turn to advertising and branding agencies for their experience developing large-scale campaigns. But when you think about it, who understands your brand better than your internal team? Learn from AU's experience developing in-house creative and see how you can duplicate their processes, including:

- Assembling the right brand team from the marketers, writers, designers, editors, webmasters and other professionals you have on staff.
- Developing concepts to present to university leadership. Within one month, AU’s team developed two diverse concepts and showed how each could be adapted to reach the university's different market segments.
- Strategizing tactics for campaign rollout on a limited budget. AU took a grassroots approach to introducing audiences to their bold, distinct campaign. See how they did it.
- Stretching resources. By doing the work in-house, AU saved the costs of everything from creative time to media markups, allowing them to do more with a limited budget.
- Unifying AU’s marketing communications.

Today, AU's institutional brand is being leveraged for the university's individual schools, undergraduate enrollment, development
and alumni relations among others--increasing the brand's impact. The credibility of University Marketing has significantly increased throughout the institution. And team members now have a greater sense of pride and ownership in the brand work. As AU's WONK campaign enters its third year, its bold approach is working. Recognition is strong among target markets. Competing institutions are rallying to respond with their own brand campaigns. And the campaign has won numerous awards from CASE, UCDA and Higher Education Marketing. Learn to how to achieve similar results in your institution. *(Tues, Nov 13, 2:15-3:00-pm)*

**University Branding on a Decentralized Campus**  
**Jamie Ceman** | Executive Director, University of Wisconsin Oshkosh  
**Alex Hummel** | Director, News and Public Information, University of Wisconsin Oshkosh

A strategic approach to integrated marketing and communications has become essential in higher education. As the landscape becomes more competitive, a university or college needs a strong brand to differentiate itself. Maintaining a strong and consistent brand when communication is coming out from all corners of campus is a challenge. The Chancellor of the University of Wisconsin Oshkosh uses the phrase “transformative change” when describing the work done by the Office of Integrated Marketing and Communications (IMC) over the past several years. The team had to reinvent itself to evolve from a traditional University Relations office to an office that supports a campus-wide integrated marketing communications strategy. This effort took more than just learning new professional skills; it also involved the creation of a brand identity along the tools and infrastructure to support a more centralized communication strategy. IMC then needed to support campus through this time of great change and work through the educational process for, and in many cases the resistance of campus to, a new model of communication. The IMC team has quickly grown from a University Relations office that focused on press releases and university publications to a regional and national award-winning, data-driven, multichannel communications office that has been described as setting the bar for marketing and communications in the University of Wisconsin System.

University of Wisconsin Oshkosh’s Integrated Marketing and Communications department implemented six new strategic initiatives designed to provide better service and accountability to campus colleges, units and departments, and to transform marketing and communications across a campus with a historically decentralized approach:

- Account liaison system  
- Project manager system  
- Plan-Act-Assess-Improve  
- IMC Web site with an online toolbox for campus communicators  
- IMC Workshops  
- Brand Review

Learn about the tools put in place and the ongoing on-campus collaboration that is keeping the UW Oshkosh brand consistent and impactful, and earned them the inaugural AMA Higher Education Marketer of the Year – Team award. *(Tues, Nov 13, 3:15-4:00pm)*

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**Paper Presentations, cont...**

**ENROLLMENT**

**Cause Marketing in Higher Education: A Roadmap for Relevance**  
**Nancy Brennan** | Senior Vice President, MSLChicago  
**Donna Schaults** | Director, Communications & Public Relations, DeVry University

Career opportunities across a number of fields are on the rise, however, widespread concern exist amongst educators, policy makers and the public at large over the readiness and ability of Americans to secure and garner success in such careers. This concern is validated by consistent data from around the country, in addition to job statistic on growing career opportunities:
• 60 percent of teens girls interested in STEM don't know what careers are available in those fields.
• 67% of 6-12 graders interested in pursuing STEM are concerned about obstacles, as are 54% of their parents
• Two-thirds of teens feel discouraged from pursuing STEM because they didn't know anyone in these fields or didn't understand career options

DeVry University saw an opportunity to address a key issue that had an impact on prospective students, students and graduates as well as to give back to the community by advancing interest in STEM careers. HerWorld - a daylong event that takes place on more than 30 DVU campuses across the country and in Canada, introduces young women in high-school to different STEM career opportunities, engages the students in a hands-on STEM-related exercise and introduces real-life STEM role models. This multi-city event, unique on each campus to meet local interests and needs, also provided a great opportunity to advance the reputation of the University in each community and locally by showcasing this "doing well by doing good" effort." Our session will focus on DVU's HerWorld Program to demonstrate

• Why cause marketing is relevant in higher education today
• Finding the right cause -- aligning to strategy, internal filters and success metrics
• Activating key stakeholders - how to you involve administration, staff, students, prospects, community, etc.
• Successfully promoting the effort - where and how to merchandise the effort

(Mon, Nov 12, 10:15-11:00 am)

Central Marketing & Admissions Office – A Perfect Pairing in Higher Ed

Roseanna Stanton | Ph.D., Senior Associate Dean and Chief Strategy & Communications Officer, Georgetown University School of Continuing Studies
Laura Mancillas | Director of Strategic Marketing & Planning, Georgetown University School of Continuing Studies
Kathy Dodd | Marketing & Communications Manager, Georgetown University School of Continuing Studies

How many of you know your admissions director’s name? Do you have regular meetings, or even alert them to a large campaign your marketing department is about to launch? In a typical consumer lifecycle, the function of a marketing department is to acquire leads. Through gathering inquiries, website traffic, social media hits, and events, the role of marketing is to ensure that the sales department has a steady stream of well-qualified leads. Once the pass-off from marketing to sales has occurred, the sales department is responsible for maintaining the customer relationship through acquisition and retention. In higher education, when marketing doesn’t collaborate with admissions (our version of a sales department) the consequences could be catastrophic resulting in mixed messages, poorly executed events or worse – not meeting enrollment targets.

With increasing competition, colleges and universities require a more coordinated approach to enrollment marketing. Each office involved with the student lifecycle needs to know what each other is doing to offer one coherent message to the “consumer” – whether it is a current student, prospective student or alumni. Each department would own their function, but collaboration between key groups on campus – marketing, admissions, and operations – provides a more streamlined effort, especially when enrollments are increasing year over year. Over the course of FY11-12 Georgetown University School of Continuing Studies (SCS) decided as an organization to place an emphasis on enrollment management. Using the student lifecycle model, SCS reengineered the admissions process through a collaboration between marketing, enrollment management, and admissions. Through this collaboration, the newly designated task force implemented new technology, admissions advisors, structural changes and revamped marketing techniques. The results included a 15% increase in converting started applications into submitted applications. This collaboration has not only improved the student lifecycle and enrollment management, but has lent itself to a higher level of trust and understanding amongst the departments. Our presentation will examine this collaborative student lifecycle strategy and discuss our process for implementing this successful model. (Mon, Nov 12, 11:15-12:00pm)
Be the CATALYST: Revolutionize Your Campus Environment for Adult and Distance Students

Stacy Snow | Director of Marketing, University of Missouri/Mizzou Online

Factoring in the needs of adult and distance students doesn’t always come naturally to the typical enrollment management team at a large public institution. As the University of Missouri moved online programming from University Extension to the main campus under the Provost, we faced every imaginable challenge to the status quo. From business processes, to revenue share to PeopleSoft student coding, we’ve re-imagined the way the growing population of adult and distance students are served by the University of Missouri. Stacy’s unit served as the catalyst for change at our institution. Using an approach that I call the CATALYST movement, we forged relationships on campus that have resulted in improved student services and enrollment growth of over 35 percent in one year.


This presentation will cover repeatable and adaptable strategies for each phase of a CATALYST movement at any institution. We will examine steps to re-brand a child brand while capitalizing on the equity of the parent brand. We'll talk about advertising budgets and how the market for online programs differs from the traditional student recruitment sector. We'll also examine how the seemingly lowest level of staff member in a service unit can impact the way even the longest-serving faculty think about certain issues.

Take-aways include:

• Identifying the more subtle differences in recruiting and retention that exist between the disparate populations of traditional and nontraditional students
• Pairing each lesson learned with the inter-campus relationships that should be considered when an institution wants to grow their adult and distance education programs.
• Methods to improve the reputation of non-teaching staff among the faculty and institution administrators.
• Ideas for making your campus more welcoming to adult and distance students.

(Mon, Nov 12, 2:00-2:45 pm)

Inside the Mind of a High School Guidance Counselor

Gerard J. Rooney | PhD, Senior Vice President, Enrollment Management & Planning, St. John Fisher College
David Mammano | Founder/CEO, Next Step Publishing, Inc.

What does it take to get the attention of a high school guidance counselor? It is well accepted that many high school guidance counselors have a mental list of 25-50 colleges which they recommend to most of their students. This list is compromised based on familiarity with the college over a number of years. So, how do you get on this list?! NextStepU.com recently conducted a poll in conjunction with Crux Research to 680 school counselors nationwide. This study was conducted to provide a picture of the college selection and application process from the viewpoint of the school counselor. It builds on a study of students and admissions staff conducted in the spring of 2011.

The primary goal of the study is to provide college admissions personnel with a better perspective on the needs of their counselors. This includes:

• How counselors view the college process, student concerns, and the current information they receive from colleges.
• What counselors feel college admissions personnel could do to help them better support students.
• How the counselor viewpoint might differ from that of the student or the college admissions office.
• How do counselors like to receive marketing? Is it in person, mail, e-mail, online options, other?

This session will be a short presentation of the results of the poll (a full summary will be provided to session attendees), followed by reactions and the college admission perspective. Session attendees will take part in a question and answer session.

(Mon, Nov 12, 3:00-3:45pm)
The Practice of “Strategic Creative”: Moving from “Good Idea” to “Great Execution” on Your Campus

Ted Spencer | Executive Director and Assistant Vice Provost, Office of Undergraduate Admissions, University of Michigan

Erica Sanders | Managing Director, Office of Undergraduate Admissions, University of Michigan

Becky Morehouse | Vice President for Client Services, Stamats

Why does a world-renowned institution only able to admit less than 40 percent of over 40,000 applicants every year to the more than 200 undergraduate majors it offers (two thirds of them ranked among the nation’s best)—and a freshman retention rate of 96 percent—choose to re-evaluate and rethink its recruitment communication strategy? And how do they go about it, particularly in an age of continually shrinking budgets and competing institutional priorities? For the admissions team at the University of Michigan in fall 2010, the answer to both questions came down to three words: “The Michigan Difference”. It wasn’t simply a phrase that sought to capture and differentiate the University of Michigan. They firmly believed it was a lived legacy of excellence and innovation—an aspiration that should, and does, fundamentally inform every aspect of life and work within a community of “leaders and best”… including its recruitment communication strategy, tactics, and material. Accordingly, the admissions team began to focus on building and maintaining a long-term recruitment communications strategy able to showcase “The Michigan Difference” both in substance and messaging as well as in its innovation of form, expression, and integration across channels. The five broad pillars of this strategy? Embracing innovation to establish early and consistent relationships with prospects; personalizing communication based on demographic and geographic data; leveraging the University’s brand in relevant and consistent ways to reinforce key messages; integrating all forms of print and electronic communication in innovative and effective ways; and consistently analyzing the return on investment of all recruitment communication initiatives while remaining cognizant of the fluid, ever changing media, modes, and expectations of prospects in how they chose to engage with recruitment communication material.

In this session, the University of Michigan’s Ted Spencer, Executive Director and Assistant Vice Provost, Admissions, and Erica Sanders, Managing Director, Admissions, join Stamats’ Vice President of Client Services, Becky Morehouse, and Director of Creative Strategy, Vinu Warrier, to reflect upon the specific challenges encountered over the course of their fascinating journey together. Participants can expect to discover the nuts and bolts of what it takes to successfully address the breadth, depth, and diversity of organizational, financial, cultural, strategic, tactical, resource, and logistical issues that emerge in the implementation of creative recruitment strategy within a large, complex, world-renowned, decentralized albeit collaborative institution like the University of Michigan. They can also expect to leave with a sound understanding of best practices and processes used by one of the world’s best-known institutions while transforming creative recruitment strategy backed by qualitative and quantitative data into the kind of relevant, audience-specific, print and digital executions that both help achieve institutional objectives as well as win Best of Shows and Golds at award competitions nationwide. (Tues, Nov 13, 10:15-11:00am)

Thrive – Lessons from a Digital Campaign that Changed Everything

Sandra Elliott | Director of Communications and International Relations, Cardiff University

Lindsay Herbert | Head of Digital Marketing, Precedent

We’ll present THRIVE as a step-by-step model any university can use to turn marketing at teens into engaging with them. In addition to its extensive use of social media, we’ll explore the concept of THRIVE and its unique mission to provide students with a genuine inside look at life in the University through a custom website and a host of digital channels. We’ll also detail how social media and SEO were used as part of a branded scholarship competition that earned national press coverage and celebrity endorsement along with mass engagement from our target audience. Finally, we’ll share how we achieved internal buy-in across the University’s own departments and senior management.

The top critical objective of the campaign was to fight the projected decrease in accepted offers by domestic undergraduate students. The entire higher education landscape had changed: tuition fees had almost tripled and our position as a research intensive university that usually selected students rather than actively recruited them was under threat. Adding to this, the global recession had made students more critical of the value of a degree and even more skeptical of traditional university marketing techniques. We needed to increase engagement and grow brand awareness and we had just 6 months to do it before the deadline for students to accept their offers. With the help of specialist digital agency Precedent, we created the THRIVE digital campaign to
lead all recruitment marketing – even offline work – something unprecedented at a traditional institution like Cardiff. THRIVE’s outputs have been overwhelming: over 2500 prospective students signing up within 24-hours of the first email sent, more than double average dwell time on the THRIVE site, over 1000 subscribers to Cardiff student representatives on Facebook, nearly 100 video essays submitted via YouTube, and most importantly, unlike counterparts in the UK whose applications are down 7%, Cardiff’s figure only dropped to 4% despite predictions it would be worse than the national average. Stiff competition and recession are something all university marketers face and getting teens to engage with us online in a valuable and measurable way is the most effective way to overcome these obstacles – regardless of whether they’re American or British. For this reason, we would love to share the lessons from THRIVE, which is now our permanent recruitment brand, along with the strategic thinking that fuelled it and how others can achieve the same. (*Tues, Nov 13, 11:15-12:00pm*)

**Using more Effective Search Techniques to Build your Brand One Student at a Time**

*Gabe Welsch, Vice President for Marketing and Advancement, Juniata College*

With limited marketing resources, it is important that all outreach efforts get the maximum effect. Balancing brand messages with relevant personalization happens most visibly within student search marketing. Key brand points are introduced to the students through personal messaging only after they’ve expressed an interest. This change in approach from having the entire same-to-all brand messaging has led to the largest ever applicant pool. When a student is unfamiliar with a school, all of the branding in the world is probably not enough to attract them to explore. Small to mid-sized colleges must find a different method of getting the student to look at their offerings. Juniata College used customized quotes and content based on the information obtained from search data to gain the attention of the prospects. Those points were echoed throughout every touch point of the campaign. The communication strategy is designed to invite the prospect to visit a personalized microsite where we could learn about their specific interests. The direct response section allows Juniata to target their branded message based on the way the individual responded. So, if you are interested in studying biology, you would have seen specific messages, quotes, videos, and content that fit the Juniata brand, but are aligned to the specific interests of that student. The competitive advantage that Juniata gained in the eyes of the prospective student is immeasurable. Most schools focus on brand messaging as a first contact. After a while, most schools start to sound the same to a 17 year old... In this year’s scenario, Juniata focused on messaging that would appeal to each individual student before delivering branded messages. Very few colleges (and Juniata’s competitors) take this approach. It’s working well. Applications are at an all-time high and expectations for growth in this year’s class have everyone from the President to the folks in the office of admission buzzing about Juniata’s new approach to selling the Juniata story one kid at a time. (*Tues, Nov 13, 2:15-3:00pm*)

**Education Trends Through the Eyes of the Web**

*Melissa Lane, Sales Development Manager, Google  
Michael Mascott, Head of Industry-Education, Google*

Google’s third-annual research analysis of the higher education online landscape tells the story of the Education Seeker and the 8 elements of their journey toward an enrollment decision. Using the actual clickstream behavior of those in market for higher education, we provide a unique glimpse into where and when the journey begins and the various touch points that steer the journey toward a specific higher education institution. Themes within the journey include: the role of search engines, the proliferation of online devices used, the growth of video to get to know a school at a deeper level and form perceptions, and the types of information they seek at various stages of the journey. The 8 elements are not meant to draw a linear path, but rather highlight commonalities within the scattered and highly unique paths of each user. Ultimately, Google seeks to demonstrate that the industry is still struggling to convert all of the existing interest into students. And one of the biggest opportunities to do so is by doing a better job of matching the marketing message to the mindset. Too many schools force a user down a path before they’re ready. When a researcher searches online for "should I get my MBA degree" and the result is ad copy encouraging them to "Apply Now!" or driving them straight to a lead form, they end up frustrated and dropping out of the journey altogether. Google presents proof that by providing utility in marketing messages according to the stage of research, the user is more likely to consider a school and remain engaged. Beyond capturing more of the demand that exists today, Google’s findings show that slowing growth in the education category foreshadows an uncertain, and much more competitive, future for education marketers. How can schools get ahead of the issue to win in the longer term? We present our perspective on the "new demand equation" every education marketer needs to adopt now to remain successful. (*Tues, Nov 13, 3:15-4:00pm*)
ALL THAT JAZZ

Managing Brand Consistency Through Presidential Transitions
Paul Redfern | Executive Director of Communications & Marketing, Gettysburg College
Peter Holloran | Co-founder & President, Cognitive Marketing
Janet Riggs | President, Gettysburg College

When the president of an institution leaves his or her post, will his or her successor build on the brand strategy the institution has implemented, or change course, and discard the current brand work? If it is discarded, will this be a loss or a gain to the institution? In 2001, about the time that one Vice President at Gettysburg College convinced the President that it might be time for the College to consider this thing called "branding," the word would send shivers up the spines of most faculty and high level administrators. It sounded to many as something commercial, unsavory perhaps, and certainly inappropriate to the academy. Every college and university that has managed to get a handle on its institutional identity by the use of tools of brand development has had to evolve its collective thinking along a similar path—moving from abhorrence to at least begrudging respect for the value to the institution of codifying, elevating, and celebrating its brand. At Gettysburg, the President held a workshop at his home that involved representatives of every major constituency on campus, and started the brand building process. A decade later, Gettysburg College is an unusual case among its peers: it not only has a brand which has been accepted throughout the internal college community and one that has worked well to support the institution’s external goals, it is a brand, the core messages and signature of which have now been embraced by a third president.

In this paper we will present a counter argument to the prevailing wisdom that institutional brands can't realistically survive the presidency in which they are formed. We will analyze what makes a strong brand strong enough that new leadership decides to retain it. We will discuss how the process of institutional brand building itself affects the likelihood that a brand can serve an institution through multiple changes in leadership. And we’ll make the case for why it’s better to seek a long-term brand strategy, than to continually turn out the old for the new. (Mon, Nov 12, 10:15-11:00am)

Evolving the MarComm Operation to Engage the Demands and Fun the World of New Media Offers Us (On a Dime)
Mark W. Van Tilburg | Executive Director of Marketing & Communications, Youngstown State University
Ross Morrone | Creative Director for New Media & Web Development, Youngstown State University

Transformational change at colleges and universities, whatever the arena, is a daunting experience that requires nerves of steel, dogged determination, and, often times, cunning. And this is perhaps nowhere more obvious than in marketing and communications operations, where words like “brand marketing,” “return on investment” and “customer communications” are non-starters for most traditional academics who frequent our hallowed halls. Exploring and embracing the incredible pace of change inherent in social and new media environments demands a new paradigm of thinking and doing, and a radical re-thinking of timelines, skill sets and organizational structures.

This presentation will chronicle some of the highlights (and low-lights) of creating an environment conducive to managing a staff of technically savvy and "out-of-the-box" creative thinkers, writers and artists. The process of identifying, assembling, providing the right professional development, and motivating a hybrid staff of this nature is the systemic driver for a successful transformation. And in most higher education venues (particularly those with strong employee unions, like our institution) conflict and resolution are a daily challenge which we must learn to navigate with great tact and patience. At Youngstown State University, the three-year “tear-down and re-build” involved virtually every facet of the institution, including top administrators and other staff from (but not limited to) the offices of the president, admissions, alumni & advancement, student affairs, athletics, facilities, all six college deans, information technology and computing services, to a plethora of outside experts, members of our Board of Trustees and city, county and state officials. During this time, like nearly all colleges and universities in America, Youngstown State was experiencing
significant cuts in state and federal funding, which necessitated thoughtful financial strategies to accomplish our transformational goals without any increase in the department’s budget or the hiring of new personnel from outside the university. In addition to a brief overview of the processes and obstacles encountered along the way, we will also share examples of new-media productions, software and hardware acquisitions and analytical tools, elements of our website’s evolution, social media procedures and policies, and campus education and outreach activities. This will be a lively, interactive format that will inform, engage and entertain as we encourage audience questions and participation. *(Mon, Nov 12, 11:15-12:00pm)*

**Extending your Brand Communication to Segmented Audiences**

**Sarah Partin** | Director of Marketing Communications, DePaul University  
**Kelly Komp** | Partner and Creative Director, Tandemodus

In 2011, DePaul University launched a new university-wide marketing campaign reflecting the university’s refreshed brand. The “greater perspective” campaign was a result of in-depth research, strategy and planning that communicate how DePaul graduates are uniquely prepared to contribute, collaborate and succeed in a competitive and diverse global marketplace. So how do you extend an existing campaign but narrow your focus and message for a graduate level audience?

In this session, we will share our process of how we took an updated brand, new advertising campaign and new agency to extend the brand to recruitment communication involving various DePaul graduate colleges with unique audiences. We will present samples of the Brand Research, Graduate Core Identity, Editorial Thematics, and Creative Communication Flow and Touch Points. *(Mon, Nov 12, 2:00-2:45pm)*

**How to Protect Your Brand from Your Students**

**Todd Cohen** | Director, University Relations, University of Kansas  
**Jay Blanton** | Exec Director for Public Relations/Marketing, University of Kentucky

The day after Kentucky beat Kansas for the 2012 NCAA title, an industry blog on branding posted an entry, "Rioting Kentucky Fans Negatively Impact University's Brand." "When a school wins a sports championship, no matter what sport, the outside views that school positive. However, when fans take the celebrating too far, the audience forgets how hard the team worked or how the university prides itself for its full range of academic excellence. It goes against everything the university believes and shares. It leaves parents wondering if (the university) is an out-of-control, dangerous and not necessarily a good place for a young student." A single paragraph shows how all the work done to successfully nurture and build a strong brand can, at a moment of triumph, be badly tarnished in a matter of minutes. Kentucky is not alone. Schools like Maryland, Ohio State and Michigan State have had riots after football and basketball games; the University of Minnesota students rioted following a national hockey championship. Penn State's reputation was further sullied by student riots following Coach Joe Paterno's firing. At Kansas, police arrested 14 for civil disturbances following the 2012 title game loss, a tally considered good considering previous experience: In 1991, following a title game loss to Duke, thousands converged on central campus, damaging buildings and injuring 85. A common feeling about such events is "there's nothing you can do." But university brand managers must play offense before the game to avoid being put in a defensive position afterward, and spend years repairing an institution's image. And experience says there is something universities can and should do to at least make that college try. That means being insistent with university and athletic leaders that advance planning is necessary - you are not a jinx! -- and that yes, your brand is at stake.

At Kansas, as soon the NCAA tournament schedule is announced a task force meets quietly in an athletics department board room. At the table are the police, community tavern owners, students, university and athletics leadership, student affairs personnel and the marketers. Police focus on being a benevolent presence; tavern owners trade glass bottles for plastic cups, and marketers craft the campaign to encourage safe celebration using the most powerful person on campus: a popular, winning coach. At Kentucky, the president's staff worked with the city to plan for security prior to the Final Four, and deployed a video, email, social media postings and a blog entry to set expectations for students. The staff then spent a busy weekend in the trenches, staying in the command center and continuing to send messages to students encouraging good conduct An email survey of Kansas students after the title game showed 90 percent recognition of the school's "Celebrate safely" theme. Those who recognized the theme took steps to avoid
problems with alcohol - alternating alcoholic and non-alcoholic drinks, for instance - at a higher rate than those who did not. There is in fact something you can do. *(Mon, Nov 12, 3:00-3:45pm)*

**Street Smart: How Indiana University’s Student Safety Campaign Is Resonating with Students**

**Rebecca Salerno** | Director, Creative Services, Indiana University Communications  
**Tim Keller** | Assistant Director, Creative Services, Indiana University Communications  
**Cindy Miller** | Director, Public Relations and Campus Initiatives, Indiana University Communications

Undergraduate focus groups at Indiana University revealed that students were largely unaware of existing safety resources. Some were confused about what action to take when faced with a potentially dangerous situation. And all students were instinctively resistant when they felt they were being “talked down to” by the university. From these insights, we realized it was important that the campaign feel as though it came from students, not the administration. It needed to be fun and accessible. It also needed to offer concrete advice on making smarter choices.

**Challenges:** We faced two primary challenges: ensuring students would be exposed to our message and ensuring they would listen. To make sure the campaign reached students in the places where its messages were most timely; we took the campaign beyond campus bus wraps and ads in the student newspaper and actually went into local bars. We designed special posters and mirror clings to put in the bathrooms, as well as a drink coaster and napkins. We also launched a social media campaign and gave the four party animals with the biggest personalities their own Twitter accounts. For instance, Fred, a Holstein cow, tweets insider tips about surviving tornado season in Bloomington, special promotional events going on around campus, and more. To make the campaign accessible, we asked our student design and editorial interns to take the creative lead. That ensured the campaign would speak in the same voice as the audience it was trying to reach.

**Strategy:** Based on what we learned from our research, we decided our language should be direct and concise, but not preachy. Our interns came up with the idea of having plastic animal figurines pose in dangerous situations. Enter the Street Smart party animals. The party animals make this campaign more appealing because they're, well, plastic. And cute. But there's substance behind the cuteness, because, no matter how absurd the dilemma the party animals face, there is a clear call to action and a link to the Street Smart website. Throughout the campaign, the Street Smart party animals cover topics ranging from bike safety to suicidal thoughts. We chose a low-budget look for the campaign, with plastic figurines placed against plain craft paper backgrounds. The language of the campaign is the same every day, ironic language that students use. Considering the gravity of the material we were presenting (i.e., sexual assault, alcohol poisoning, STIs), we felt it was important to balance out the campaign’s messaging with a lighthearted tone. We built an accompanying website to offer further resource on personal health, social life, campus safety, and mental health.

**Results:** When the goal of a campaign is prevention, it can be difficult to quantify its impact. It’s impossible to count the bike accidents that didn’t happen because someone was reminded to signal before crossing an intersection or the sexual assault that didn’t occur because a student refused to let a friend walk home alone. What we can say with confidence is that students are aware of the campaign and receptive to its message. Collectively, the Street Smart and its party animals attracted more than 1,000 followers on Twitter in the first two months. During the same period, Street Smart videos were viewed nearly 8,000 times on IU’s YouTube channel. Even the party animals’ images are cheered when they show up at sporting events. *(Tues, Nov 13, 10:15-11:00am)*.

**The Boston University Annual Report: When a Yearly Summary Becomes Yearly Entertainment**

**Amy Schottenfels** | Creative Director, Print, Boston University  
**Amy Hook** | Assistant Vice President, Strategic Communications, Boston University

How do you create a university annual report without boring the daylights out of the reader? Can you get a university president to read about another institution for more than a couple of seconds? To entertain, to be serious, to engage—the goal is to make what the accountants dish out into something more than just facts and figures. Most annual reports suffer from the “me syndrome”—the copy and visuals drone on in corporate double-talk, and people just zone out. No one really reads them except the CFOs. To do something different, first you need to recognize that the reader is looking for a good read. Stories that inform as well as entertain, numbers that go beyond the expected. For instance, every college and university has research grant figures, but what do those
dollars buy? Brain research that helps change the way the game of football is played? A study on the roots of addiction that explores the parallels to diabetes, epilepsy, or other diseases?

At Boston University we produce a huge volume of print and multimedia content every year. We sift through this content for good stories, draw on senior leadership for significant highlights, and forage for data that intrigues. All of this shapes our annual report to make it much more than just a traditional printed report. In our presentation, we’ll explore our target audiences and look at all the uses for this kind of publication beyond the traditional. We’ll discuss where we find the material. And we’ll outline our process of working with the smartest people in the University—the President, the VPs, the Provost, the Deans—and show you how to engage your leadership without giving up your creative veto power or sounding like the auditor’s report. Finally, we’ll look at the complementary relationship of web and print. How to creatively reuse your existing videos and stories, and how the web and print serve different purposes, one more emotional, the other more rational. If you’ve ever wondered how to talk about your institution, come see how we’ve talked about ours for the past five years. *(Tues, Nov 13, 11:15-12:00pm)*

**To Tagline or Not to Tagline: What to do About Taglines—An Analysis of Higher Education Taglines**

*Rick Bailey | Principal, RHB/The Agency*

*Melissa Morriss-Olson | Provost and Vice President of Academic Affairs, Bay Path College*

*Paul Pegher | Creative Director of University Communications, Denison University*

The session will be divided into four parts.

1. HigherEdTaglines.com is a crowd-supported initiative to gather and maintain a database of higher education taglines and mottos, available to anyone. The database houses over 3,500 college and university taglines and mottos and has been live for four years. What does the database tell us? What are the most frequently used words and phrases? What themes are most common? Does geography influence the language we use?

2. Why do we use taglines? Do we use taglines to position our college or university? Do they set themes for our marketing? Are tagline enablers for creativity in marketing? Do they muddy the waters?

3. “We intentionally don’t use a tagline.” The perspective of Paul Pegher Creative Director at Denison University. Paul will share with us the thought process behind intentionally excluding a tagline from the marketing mix and how that has helped Denison focus on maintaining a highly-respected brand.

4. “We intentionally and thoughtfully use a tagline.” The perspective of Melissa Morriss-Olson, Provost at Bay Path College. Melissa will share with us how the employment of a tagline, "The New American Women's College" has changed the face of their institution, breathing new life into a women's college poised to stay relevant in higher education.

*(Tues, Nov 13, 2:15-3:00pm)*

**Using Gamification to Engage Alumni and Students**

*Andrea Mohamed | Director of Marketing, Duke University's Fuqua School of Business*

*Susan Barker | Assistant Director of Marketing, Duke University's Fuqua School of Business*

In just 25 days, alumni and students of Duke’s Fuqua School of Business took over 11,000 actions to volunteer for, learn about, or otherwise support the school. In this session, presenters will teach a session on gamification and detail a case study about how an online application of a popular tradition, Duke Basketball Campout, achieved these results using the principles of gamification, a relatively new marketing and communications tool that can engage audiences and achieve desirable outcomes. The objectives of this session including understanding the mechanics and principles of game-based tactics in non-game environments to engage audiences and to explore gamification further via a Duke case study and several examples.

This session would be relevant to your conference attendees because engagement is the key to sustained productive relationships with students, alumni and other stakeholder groups. Gamification is one way to achieve the highest levels of engagement in a fun, interactive way – and it’s a unique new tactic to add to any school’s marketing mix. *(Tues, Nov 13, 3:15-4:00pm)*