



**Saint Mary's College of California
Institutional Marketing Plan
Fiscal 2010–2012**

OUR VISION

We envision an even more distinguished future for Saint Mary's College of California. We envision a future that builds on our strengths, our tradition of academic excellence and the vibrancy of our community while identifying and articulating our unique place in the emergent environment of higher education in the 21st century.

Our vision serves as the foundation for our plan of action. The real measure of our success will be whether by 2012 Saint Mary's College has:

- A liberal arts education that is **recognized as a model** for cultivating the whole person
- Faculty, students and programs, both undergraduate and graduate, that are **well-known for their impact** on the social fabric of the local, national and international community
- A **faculty body renowned as experts** in their fields and as an essential resource for the media
- An **alumni body that knows Saint Mary's strengths and is more engaged** in the life of the College
- A **community that is admired** for graciously welcoming all people
- A **strong and stable financial position** supported and sustained through our alumni, friends, community and increasing endowment
- An athletics program recognized not only for its winning record, but also for its athletes **achievements in the classroom and the community**

OVERVIEW OF THE PLAN

The marketing plan that follows was created as a collaborative work of the Institutional Marketing Plan Committee, a diverse group representing a wide array of our community's constituents. It aims to strengthen the reputation and enhance the visibility of Saint Mary's College of California by supporting its mission and the fulfillment of the College's Building On Strengths strategic plan, in particular goals related to greater philanthropic support and increased enrollment.

Activities of the plan support and enhance the ongoing work of the alumni, admissions, development and school-based marketing offices and aim to set the stage for the College's 2012-2013 sesquicentennial academic year and public launch of the comprehensive campaign. The positive impact of the plan will not be the result of one tactic or strategy, but

rather from the sum total of all the tactics and the contributions of many individuals from all areas of our community.

The College holds a unique position within the higher education marketplace in California, and the Bay Area in particular. While other colleges and universities share certain attributes of the College, no one institution in our sphere holds the complete set of characteristics it offers: a warm, welcoming community; a values-based education; a focus on inquiry and the liberal arts; transformative experiences – intellectually, socially and spiritually; personalized education based on a student’s own learning journey; and an emphasis on responsibility and accountability as keys to citizenship and leadership.

Saint Mary’s also needs to address several vulnerabilities through future marketing activities. The College historically has not clearly articulated its unique position among competitors, a position that is the result of the fusion of its three important traditions: Catholic, Lasallian and Liberal Arts. Research showed that our constituents would like Saint Mary’s to express its identity more clearly, rather than relying on labels that are open to widely varying interpretations. The College also grapples with a lack of understanding around its approach to student selectivity, its place in the global framework and the value of the education it provides versus its cost.

An effective articulation of Saint Mary’s unique identity and strategic implementation of the institutional marketing plan will act as a catalyst for College efforts in critical areas—from recruiting top students and faculty to securing recognition and financial resources to engaging our alumni, parents and friends.

Articulating clear, compelling and integrated institutional messages to a broad range of audiences through an excellent creative approach will raise general awareness about the institution, its strengths and mission. In addition, it will encourage key constituents – alumni, donors, parents, students, prospective students, faculty and staff – to cherish their association with Saint Mary’s College while inspiring those who are not directly connected with the College to take notice of its rigorous academic program and contributions to the region and beyond.

POSITION STATEMENT

The following position statement is the foundation upon which much of the institutional marketing plan will be built:

The Saint Mary’s College of California experience inspires learning that lasts. The College’s rigorous education engages intellect and spirit, and awakens the desire to transform society. We are all learners here—together, working to understand and shape the world.

Our community is centered on a set of beliefs:

- We believe that conversations, focused on essential questions and classic texts, foster critical thinking and ignite a lifelong passion for learning.
- We believe our approach to excellent teaching, scholarship and service transforms society and ourselves.
- And, we believe that the essential human dialogue between faith and reason nurtures each person along a spiritual journey.

OBJECTIVES

1. Raise the local, state and national profile of and positive awareness for Saint Mary's College of California.
2. Strengthen the academic reputation of the College among key constituents, including alumni, donors, parents, students, prospective students, faculty and staff.
3. Build loyalty to the College and increase motivation for desired actions, such as:
 - Giving by alumni, parents and friends
 - Positive responses from the academic community in national reputational surveys
 - Increase the number of highly qualified students who apply to the College
 - Participation by alumni and friends in College activities and events
 - Successful recruitment and retention of talented faculty and staff
4. Foster a College-wide culture of data-driven marketing and outreach strategies.

STRATEGIES

1. Implement an institutional marketing plan for the College.

Tactics

- a. Develop "brand book" that provides guidelines for institution-level messaging, visual identity and creative execution. (Summer 2009)
- b. Review and revise institutional publications and Web sites, such as the home page and magazine, to ensure support of the creative execution in both editorial and visual content. (Fall 2009 and ongoing)
- c. Develop an ongoing internal communication effort for students, faculty and staff to build excitement around the identity messages and feelings of pride in Saint Mary's. Evaluate the Bulletin to ensure its effectiveness amid other informal communication vehicles, such as staff and faculty lists. (Spring 2010)
- d. Illustrate the institutional identity through a creative execution and media placement strategy that centers on the achievements of successful alumni and reflects the College's distinctive character and competitive advantages to reach key constituents. (Spring 2010)
- e. Utilize the additional investment in communications and marketing allocated in the strategic plan to create a central pool of resources that supports institutional marketing and funds activities within departments that support the institutional marketing plan. (Spring 2010)
- f. Craft a "stump speech" and quarterly messaging update for College leadership and communications colleagues that assists in integrates the institution's position and key activities into speaking opportunities. Develop

a set of core presentation slides and talking points for use in speeches and event scripts with both external and internal audiences. (Fall 2009)

- g. Ensure identity messages and visual identity is being carried in core outreach vehicles such as the visitor guide, digital signage, the switchboard and campus signage. (FY2011 Summer)
- h. Create an institutional boilerplate that incorporates identity messaging in 50, 100 and 200 word increments for use in various applications, including press releases. (Fall 2009)
- i. Create a Web-based marketing tool kit that includes messaging and other tools in support of the messaging position, such as a photo bank, story banks, etc. (Spring 2010)
- j. Complete the Saint Mary's business system with the creation of branded letterhead, fax cover sheets, memo templates, PowerPoint templates, flyers and note cards. (Fall 2009)
- k. Work to significantly increase the amount of institutionally branded merchandise in the College bookstore and in regional retail outlets. (FY2011 Fall)

2. Advance the pre-public goals of the comprehensive campaign, prepare for the public launch and sesquicentennial commemoration and leverage both events as reputation-building opportunities for the College.

Tactics

- a. Implement the comprehensive campaign communications plan in support of fundraising goals. (began FY2009 Fall)
 - i. Build on the work of the institutional identity initiative to create consistent campuswide fundraising communications and raise awareness about Saint Mary's distinctions.
 - ii. Position the College as a sound investment for philanthropic support and build confidence within the donor base.
 - iii. Inspire and motivate alumni, parents and friends to support the College by developing communication strategies for key segments within the alumni and donor audiences.
 - iv. Support the direct solicitation of prospects through the development of communications tools and high-level communications.
 - v. Leverage existing communication vehicles, ensure fundraising messages are appropriately integrated into all institutional communications.

- vi. Incorporate learning from quiet phase to create a public phase marketing and messaging plan and accompanying materials.
 - b. Create and fund a new Marketing Communications Manager position to support the implementation of the campaign communications plan, ongoing development communications and institutional marketing communications. (Spring 2010)
 - c. Develop and implement sesquicentennial communications and volunteer engagement plan. (FY2012 Fall)
 - d. Explore joint marketing opportunities with regional entities to promote Saint Mary's contributions and connections to the region. (FY2012 Fall)
 - e. Develop a commemorative sesquicentennial issue of the Saint Mary's magazine. (FY2013 Summer)
- 3. Create cohesive campuswide communications, leveraging collective communications efforts and resources to achieve marketing and fundraising goals.**

Tactics

- a. Convene an institutional Marketing Committee to provide guidance, better coordinate efforts and to assist in implementing the institutional marketing plan. (Fall 2009)
- b. Conduct an institutional communications and marketing audit that analyzes campuswide marketing activities, messaging and resource expenditures. Seek greater efficiencies while still achieving institutional and programmatic marketing goals. (Fall 2009)
- c. Coordinate marketing efforts College-wide through the review of programmatic and departmental marketing and communications plans. (Spring 2010)
- d. Coordinate advertising across the College to achieve greater efficiency and a better use of resources. Develop central ad placement calendar to share information about advertising results. (Spring 2010)
- e. Create a slate of audience-specific messages to be utilized in communications. Collaborate with key programs and departments to translate institutional messaging framework into a core set of messages for use in unit-specific communications and events. (Fall 2009)
- f. Integrate identity messages into "first touch" events, programs and communications, including new employee/new faculty orientation, campus tours, and new student orientation. (Spring 2010)
- g. Collaborate with Annual Fund to ensure solicitations carry institutional messages while achieving fundraising goals. (Fall 2009)

4. Develop and implement a comprehensive media relations plan that highlights Saint Mary's academic strengths and increases awareness about the College.

Tactics

- a. Update existing and develop new faculty expert and issues source lists. Create a printed at-a-glance source directory for media. (Spring 2010)
- b. Create a twice-yearly analysis, including key metrics that can be measured over time, of media coverage to identify successes and areas for expanded coverage. (Spring 2010)
- c. Develop and disseminate faculty experts lists that address current issues being covered in various media. Proactively identify opportunities for placement of Op-Eds by College leadership and faculty. (Fall 2009)
- d. Develop and implement a media training program for faculty and College leadership. (Fall 2009)

5. Utilize technology and new media to create audience-based marketing strategies that support fundraising, admissions and alumni relations goals.

Tactics

- a. Develop a strategy for and instruction in search engine optimization so that it can be implemented throughout College Web properties. (FY2011 Fall)
- b. Collaborate with Alumni Relations, Admissions, Athletics and school communicators to solidify institutional promotion and engagement strategies among social media channels, in particular Linked In and Facebook. Launch an iTunes U site. (Spring 2010)
- c. Expand the college's e-mail marketing execution and analysis capabilities. Investigate a College-wide agreement with Constant Contact to ensure appropriate management of alumni contacts and e-mail preferences. (Spring 2010)
- d. Develop a creative, viral e-mail campaign to increase top-of-mind awareness about the College, harvest e-mail addresses from alumni and increase our fan base on Facebook. (FY2011 Fall)
- e. Expand video capabilities within College Communications to better support the needs of the campus and integrate more video into the new version of the Web site, the YouTube Channel and iTunes U. (FY2011 Fall)
- f. Plan and implement a new institutional Web site supported by a robust content management system. (FY2011 Fall)
- g. In support of an internal communications strategy, evolve the current SMCNet site into a portal that facilitates single sign-on to College Web properties. (Spring 2010)

- h. Conceive and implement a virtual tour for prospective students that is in keeping with the current undergraduate admissions campaign. (Spring 2010)
- i. Create an e-mail marketing campaign to prospective students that builds on the new admissions materials and leverages the College's position relative to the current climate for public higher education in California. (Spring 2010)
- j. Utilize Hobson's software to implement substantial online communication flows for recruitment of graduate and undergraduate students. (Summer 2009)

6. Better utilize the College's network of alumni, supporters and friends to raise awareness about Saint Mary's strengths.

Tactics

- a. Showcase alumni "outcomes" in a variety of vehicles to engage alumni and illustrate to others the impact of our alumni carrying Saint Mary's values into the world. (FY2011 Fall)
- b. Collaborate with Alumni Relations to revamp the Alumni Update to better support institutional, alumni relations and fundraising objectives. (Spring 2010)
- c. Develop and implement an undergraduate parent engagement and communication plan that addresses communication, student life and fundraising goals. (Summer 2010)
- d. Develop suite of Web content cataloging Saint Mary's distinctions, including rankings, alumni achievements/famous alumni, discoveries and artistic accomplishments, public service/outreach outcomes, athletic achievement, statistics the exemplify our stature and faculty accolades. (Spring 2011)
- e. Collaborate with CaTS, Advancement Services and Admissions to implement an institutional data collection strategy that aims acquire more and better constituent data, in particular e-mail addresses. (Summer 2010)
- f. Develop a Web-based advocacy program to engage constituents in political and social issues related critical to the College's continued growth and success. (Summer 2010)
- g. Expand faculty and staff participation and presence in regional organizations, such as the Bay Area Council and Contra Costa Council. (Fall 2010)

7. Create a centralized marketing research function to serve institutional and programmatic marketing needs.

Tactics

- a. Develop an engagement index for alumni and donors to assist in monitoring engagement factors over time. Expand data collected and entered into Colleague to support measurement. (Summer 2011)
- b. Develop strategy for ongoing and ad hoc constituent research and message testing. (Summer 2010)

MEASUREMENT

1. Complete quantitative research to serve as a benchmark for constituent and regional attitudes about the College. Repeat after two years to measure attitudinal shifts among students and alumni. (Spring 2010 and Spring 2012)
2. Create a Web analytics framework and provide monthly reports for key areas of the Saint Mary's Web site. Monitor and report on each e-mail solicitation or communication and provide quarterly reports on key benchmarks. (Spring 2010)
3. Develop a dashboard of benchmarks upon which to annually measure institutional success, including but not limited to:
 - Increases in philanthropic support including giving by alumni, parents and friends and grants awarded from national and international organizations
 - Rankings, service honor rolls and awards, as well as positive responses from the academic community in national reputational surveys
 - Increase the number of highly qualified students who apply to the College
 - Participation by alumni and friends in College activities and events
 - Successful recruitment and retention of talented faculty and staff
 - Use of and participation in online communication vehicles, including Saint Mary's Web site traffic, YouTube downloads, Facebook fans, followers on Twitter, and LinkedIn Network expansion
 - Quantities of publications and scholarly work among faculty
 - Graduate school acceptance rate and locations
 - Positive external news placements, including hits in national publications

Budget Estimate Fiscal 2010-2012

From Existing Resources

Brand book production, Sesquicentennial marketing	500
Redesigned institutional Web site and content management system	150,000
E-mail marketing campaign to prospective students	2,000
Subtotal	152,500

Additional Investment Required

Internal communications initiative	2,000
Creative execution and promotional campaign (2010-2012)	140,000
Central pool of resources that supports institutional marketing and funds activities within departments that support the institutional marketing; Media planning to coordinate advertising across the College (2010-2012)	100,000
Implement campaign communications plan (2010-2012)	60,000
Salary and benefits for marketing communications manager (2010-2012)	180,000
Joint marketing opportunities with regional entities for sesquicentennial	15,000
Additional investment in a commemorative sesquicentennial issue of the Saint Mary's magazine	10,000
Expanded e-mail marketing execution and analysis capabilities (2010-2012)	11,000
Viral e-mail campaign to increase top-of-mind awareness about the College	5,000
Search engine optimization strategy and training of campus constituents	2,000
Expand video capabilities within College Communications (2010-2012)	25,000
Evolve the current SMCNet site into a portal that facilitates single sign-on to College Web properties (2010-2013)	90,000
Virtual tour for prospective students	85,000
Undergraduate parent engagement and communications (2010-2012)	30,000
Web-based advocacy program (2010-2012)	10,000
Ongoing and ad hoc constituent research and message testing (2010-2012)	20,000
Quantitative benchmarking and analysis	60,000
Subtotal	845,000
Total (2010-2013)	997,500

Timeline

Activity	Deadline
1. Implement an institutional marketing plan for the College.	
Develop brand book	Summer 2009
Review and revise institutional publications and Web sites to carry marketing plan messages	Fall 2009
Craft a "stump speech" for College leadership, set of core presentation slides and talking points	Fall 2009
Create an institutional boilerplate that incorporates marketing plan messaging in 50, 100 and 200	Fall 2009
Complete a comprehensive Saint Mary's business system	Fall 2009
Develop training sessions for staff on new visual identity	Fall 2009
Develop an ongoing internal communication effort	Spring 2010
Evaluate Bulletin effectiveness and revise based on findings	Spring 2010
Articulate a well-defined identity position through a creative execution and media placement strategy	Spring 2010
Create a Web-based marketing tool kit	Spring 2010
Create a central pool of resources that supports institutional marketing and funds activities within departments that support the institutional marketing plan	Summer 2010
Ensure the marketing messages and visual identity is being carried in core outreach vehicles	Summer 2010
Increase the amount of institutionally branded merchandise	Fall 2010
2. Advance the pre-public goals of the comprehensive campaign, prepare for the public launch and sesquicentennial commemoration and leverage both events as reputation-building opportunities for the College.	
Implement the comprehensive campaign communications plan	Fall 2009
Develop and implement sesquicentennial communications and volunteer engagement plan	Fall 2011
Explore joint marketing opportunities with regional entities	Fall 2011
Develop a commemorative sesquicentennial issue of the Saint Mary's magazine	Summer 2012
3. Create cohesive campuswide communications, leveraging collective communications efforts and resources to achieve marketing and fundraising goals.	
Conduct an institutional communications and marketing audit	Fall 2009
Create a slate of audience-specific messages	Fall 2009

Translate institutional messaging framework into a core set of messages for use in unit-specific communications and events	Fall 2009
Incorporate institutional identity messages into Annual Fund solicitations	Fall 2009
Review of programmatic and departmental marketing and communications plans	Spring 2010
Coordinate advertising across the College	Spring 2010
Integrate identity messages into "first touch" events, programs and communications	Spring 2010

4. Develop and implement a comprehensive media relations plan that highlights Saint Mary's academic strengths and increases awareness about the College.

Update existing and develop new faculty expert and issues source lists	Fall 2009
Proactively identify opportunities for placement of Op-Eds	Fall 2009
Develop and implement a media training program	Fall 2009
Create a printed at-a-glance source directory for media	Spring 2010
Create a twice-yearly media relations analysis	Spring 2010

5. Utilize technology and new media to create audience-based marketing strategies that support fundraising, admissions and alumni relations goals.

Utilize Hobson's software to implement substantial online communication flows	Summer 2009
Create an e-mail marketing campaign to prospective students	Spring 2010
Solidify institutional strategies for social media channels	Spring 2010
Expand the college's e-mail marketing execution and analysis capabilities	Spring 2010
Evolve SMCNet site into a portal	Spring 2010
Implement a virtual tour for prospective students	Spring 2010
Develop and implement a strategy for and instruction in search engine optimization	Fall 2010
Develop a institutional viral e-mail campaign	Fall 2010
Expand video capabilities within College Communications	Fall 2010
Plan and implement a new institutional Web site and content management system	Fall 2010

6. Better utilize the College's network of alumni, supporters and friends to raise awareness about Saint Mary's strengths.

Revamp the Alumni Update	Spring 2010
Expand the suite of Web content cataloging Saint Mary's distinctions	Spring 2010
Showcase alumni outcomes in a variety of vehicles	Fall 2010
Develop and implement an undergraduate parent engagement and communication plan	Summer 2010
Expand faculty and staff participation and presence in regional organizations	Fall 2010
Implement an institutional data collection strategy	Summer 2010
Develop a Web-based advocacy program	Summer 2010

7. Create a centralized marketing research function to serve institutional and programmatic marketing needs.

Develop strategy for ongoing and ad hoc constituent identity research and message testing	Summer 2010
Develop an engagement index for alumni and donors	Summer 2011

Measurement

Monitor and report on each e-mail communication	Summer 2009
Develop a set of benchmarks upon which to measure institutional success	Fall 2009
Complete quantitative research to serve as a benchmark	Spring 2010
Create a Web analytics framework and provide monthly reports	Spring 2010