

AALS 2019

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mStoner

Communications & Advancement

OPPORTUNITIES FOR PARTNERSHIP

Hello AALS!



Michael Stoner
Co-Director and Co-Founder
mStoner, Inc.

+1.312.622.6930
michael.stoner@mstoner.com
[@mstonervt](#)

The Assertion:



We're at an inflection point in higher ed as the CMO gains respect & prominence and as the CAO faces a new set of challenges.

Marts & Lundy

“It often goes back to the evolution and maturity of the marketing role – the reason there’s tension is because they’re running headlong into each other. Often there aren’t clear lines of cooperation or separation – and a lack of clarity – about who’s being held responsible for what.”

— *Charlie Melichar, Senior Consultant*

The Corollary:



**Both leaders must do their best work
and learn to work together effectively
for the benefit of their institution.**



Challenges
for CMOs & CAOs

More with less



Shrinking staff & budgets

There's less money and fewer staff to do the work in a time when there are many important needs across the institution.



Rapid change

Keeping up is hard enough but especially when institutional priorities & organization are shifting so much. Not to mention keeping up with stakeholder needs & expectations.



Maintaining a strong brand

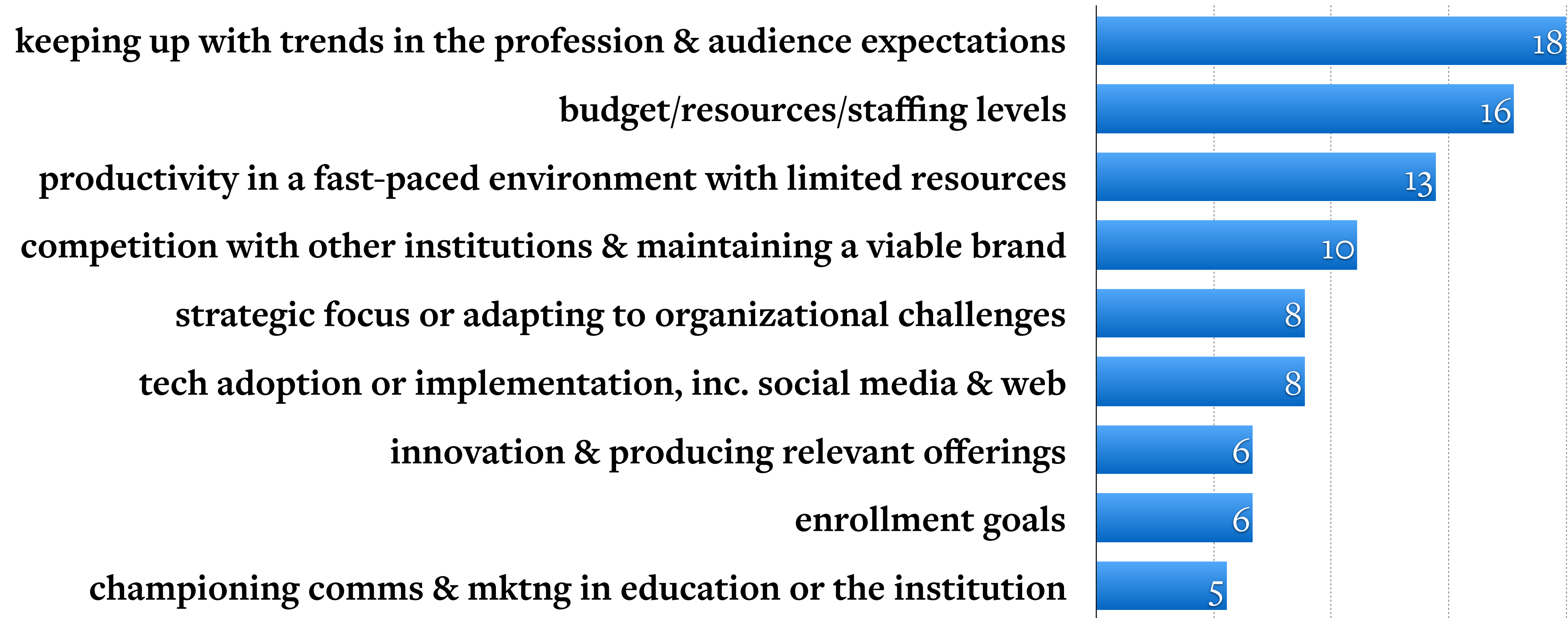
Maintaining a viable brand in the attention economy is difficult.



Tech still a challenge

Rapid changes, growing impact, attention of stakeholders raise the stakes for web/digital/social.

Greatest marcom challenges



Source: Table 15, “Greatest communications and marketing challenge in the next five years,” from the 2015 CASE Educational Communications and Marketing Trends Survey, January 2017.

New reality: more, more, more



Permanent campaigns

There's no more down-time between campaigns: institutions are always in campaign mode



Bigger campaigns

Campaigns have more goals, larger goals, and more ambitious goals



More resources required

These new campaigns require more resources and staff



Ubiquitous fundraising

Your institution is raising money and so is everyone else. That means competition for dollars, mindshare, and for experienced staff

Advice for the next campaign



Become more relevant

Show donors how your institution improves lives, enhances access/diversity, medical research, the environment — causes they care about.



Personalize outreach

Deliver content that is relevant to them, in channels they follow.



Embrace new channels for engagement

Explore digital advertising & retargeting along with giving days, crowdfunding, micro-campaigns to build a new donor pool & enthusiasm.



Where we are

Brand is a major .edu priority



One institutional brand

Slightly less than half of institutions use one brand for *all* communications; just over half use a slightly different brand for Advancement purposes



Even in a campaign

At a majority of institutions, the .edu brand and the campaign brand are largely identical



Brand is a key goal for social media initiatives

At nearly two-thirds of institutions, “creating, sustaining improving brand image” is a major goal for social media



Brand is a driver for video

Enhancing the .edu brand is the major goal for video at institutions that are creating and deploying video

Marketing priorities



Enrollment

At majority of institutions, enrollment was ranked as the #1 goal for the central marketing team from among seven options.



Brand & reputation

These goals were ranked among the top three.



Fundraising & alumni are not goals

Fundraising and alumni engagement goals are not key priorities for central marketing teams.

Priorities for marketing

	1st	2nd	3rd	4th	5th	6th	7th	Not ranked*
Enrollment goals	57	13	14	5	2	1	6	2
Institutional brand management	25	37	25	5	3	1	3	<1
Overall institutional reputation goals	16	36	30	3	6	5	2	2
Alumni engagement	0	5	10	20	28	15	10	11
Stakeholder fundraising	<1	2	3	12	16	23	32	12
Alumni fundraising	<1	5	5	13	17	26	22	11
Stakeholder engagement	1	3	12	31	16	17	13	8

In response to the question: “Q35. How would you, personally, rank the priority areas that your institution’s central marketing team is most focused on currently?”; n = 241. Note: *Some respondents only ranked a few items; therefore the base percentage is slightly different for each priority area. This will be re-formatted at a later date, and the percentages may change slightly. Source: mStoner/CASE Survey of Digital Advancement 2018.

Who does what?



Market research

At a majority of institutions, marketing is responsible for market research.



Digital marketing & video

At two-thirds of institutions, marketing produces the website and video production and manages digital marketing.



Campaign identity & communications shared

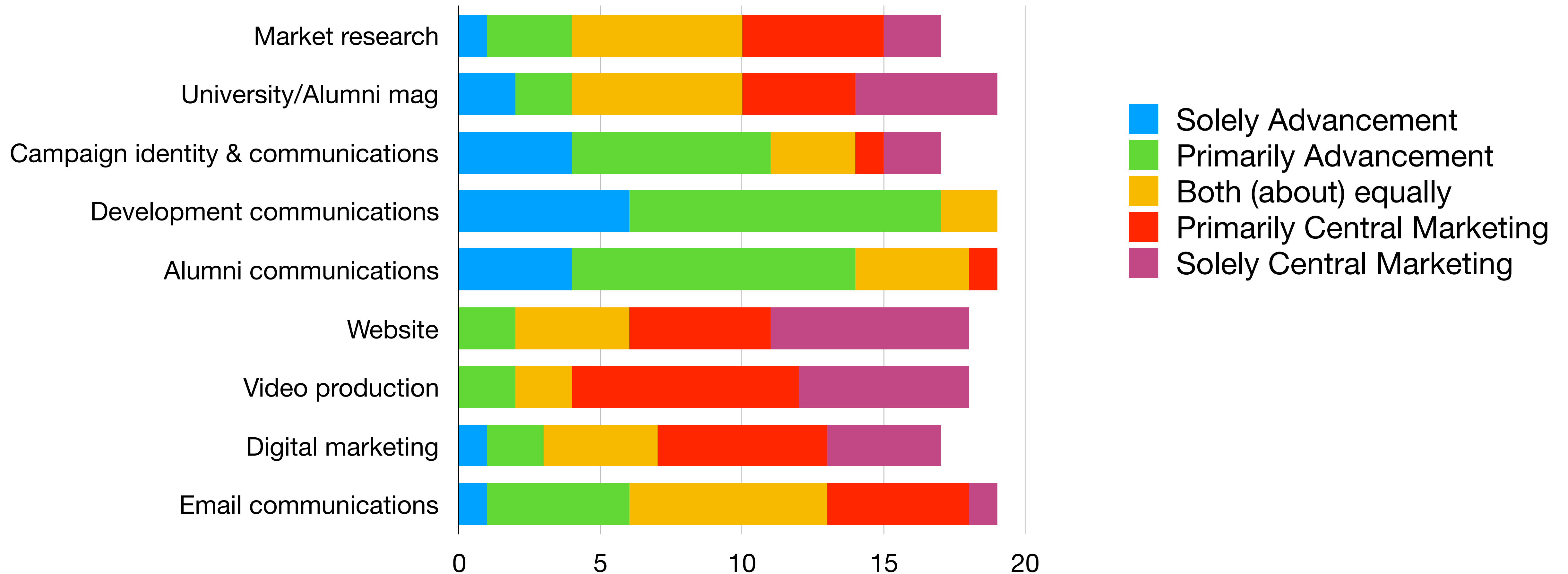
At about a third of institutions, Advancement handles campaign identity and communications; at a third, it shares them with marketing; and at a third, marketing leads them.



Alumni & development communications

Not surprisingly, perhaps, Advancement leads on alumni and fundraising communications

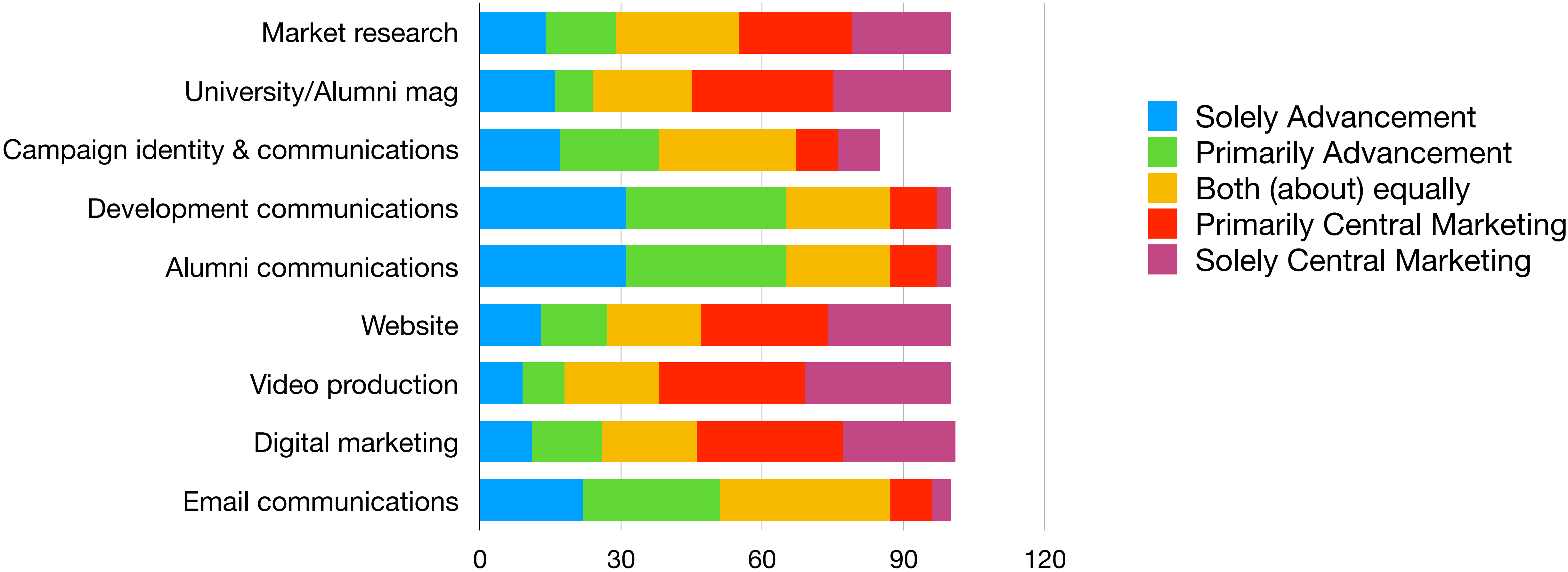
Who does what? Professional schools only



In response to the question: “In response to the question, “Please select the degree to which advancement handles each of the following areas or functions on its own (through its own marketing staff, resources and/or outside partners), or relies on the institution’s Central Marketing team: [RANDOMIZE ROWS].” n = 17-19 (professional schools only). This will be re-formatted at a later date, and the percentages may change slightly.

Source: mStoner/CASE Survey of Digital Advancement 2018.

Who does what? Entire institution



In response to the question: “In response to the question, “Please select the degree to which advancement handles each of the following areas or functions on its own (through its own marketing staff, resources and/or outside partners), or relies on the institution’s Central Marketing team: [RANDOMIZE ROWS].” n = n = 610-636 (entire institution). This will be re-formatted at a later date, and the percentages may change slightly.

Source: mStoner/CASE Survey of Digital Advancement 2018.



Working together

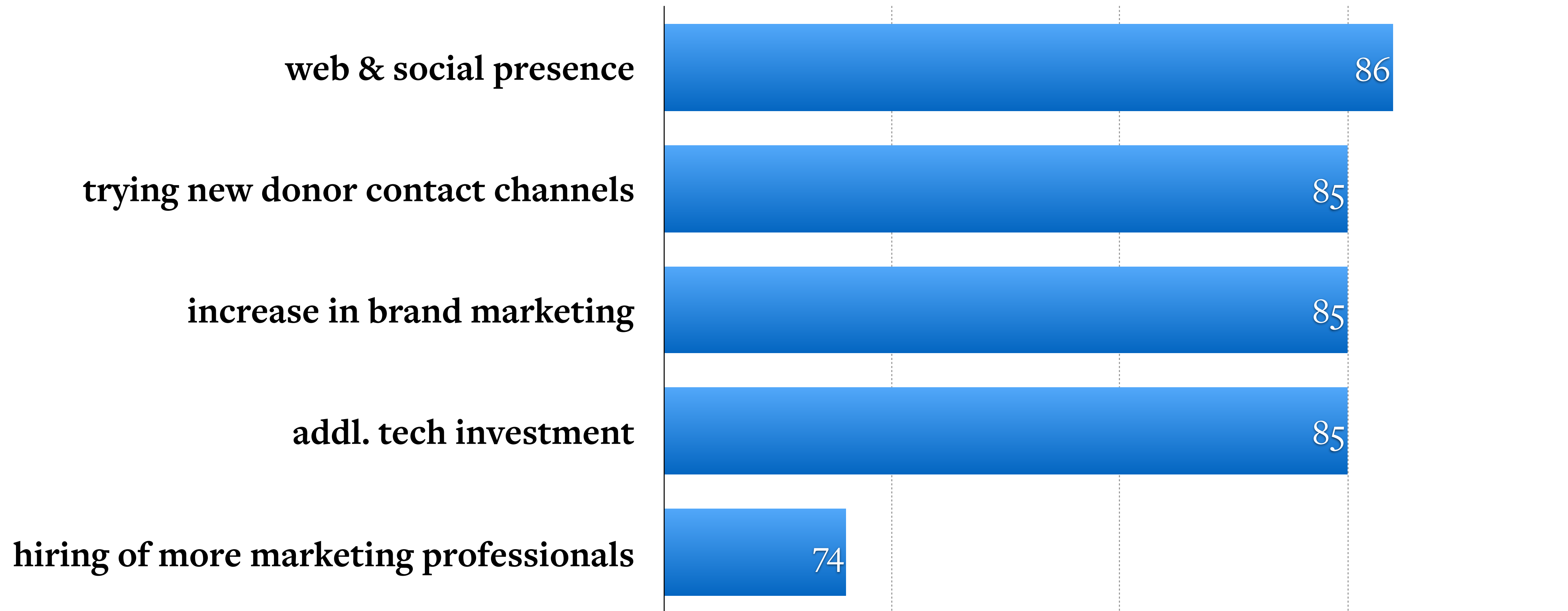
Idea #1: Focus on your audience

Focus on the experience of your stakeholders and what they need from your institution.

Idea #2: Digital first

Ensure that you and your team embrace the power of digital and online media.

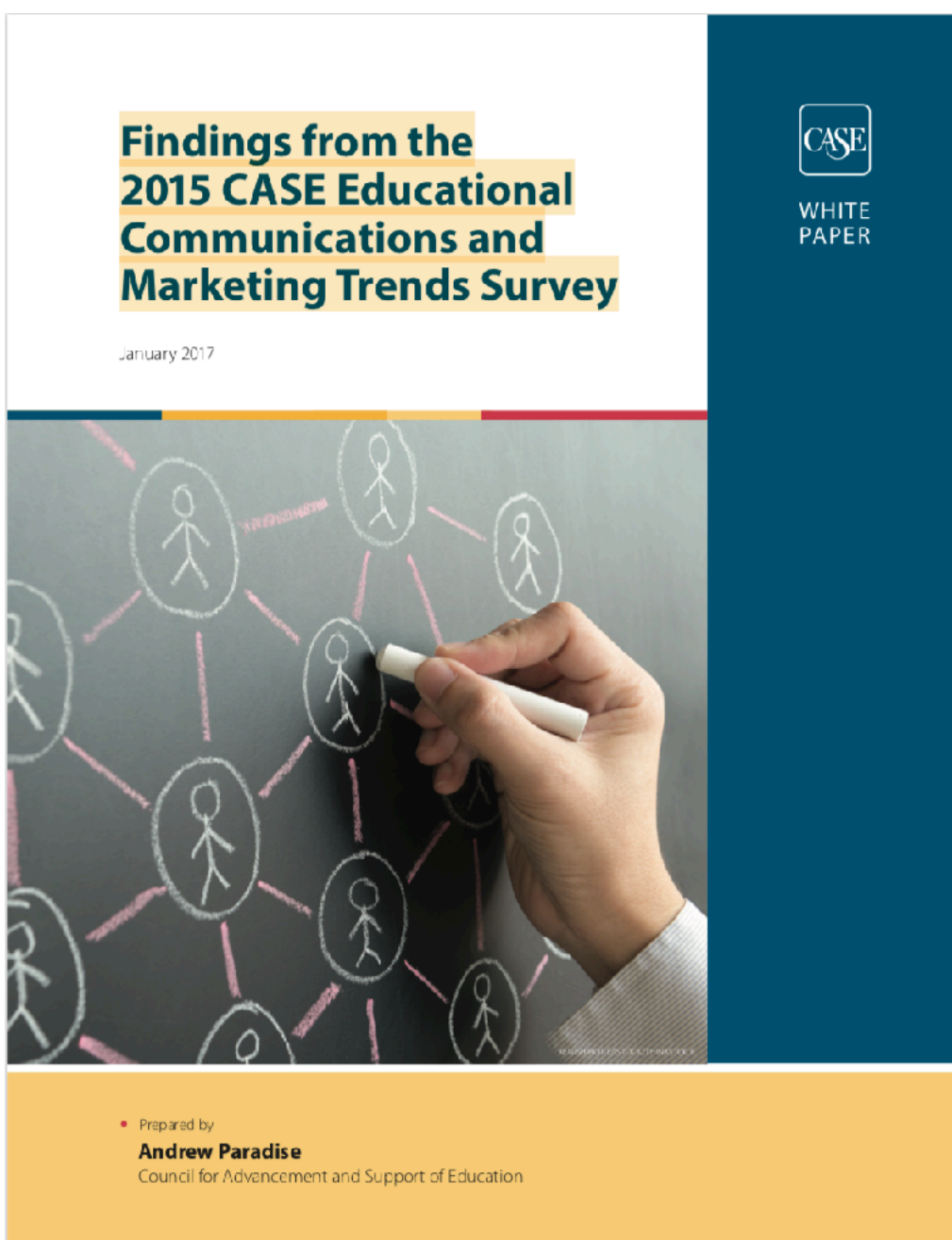
Our next campaign will feature ...



Source: Data from Ruffalo Noel Levitz (2018). Advancement Leaders Speak: The future of higher education fundraising campaigns. Cedar Rapids, Iowa: Ruffalo Noel Levitz. Selected responses to the question “Which [of the following investments] do you expect to be part of your current or next campaign?”

Idea #3: Cultivate humility

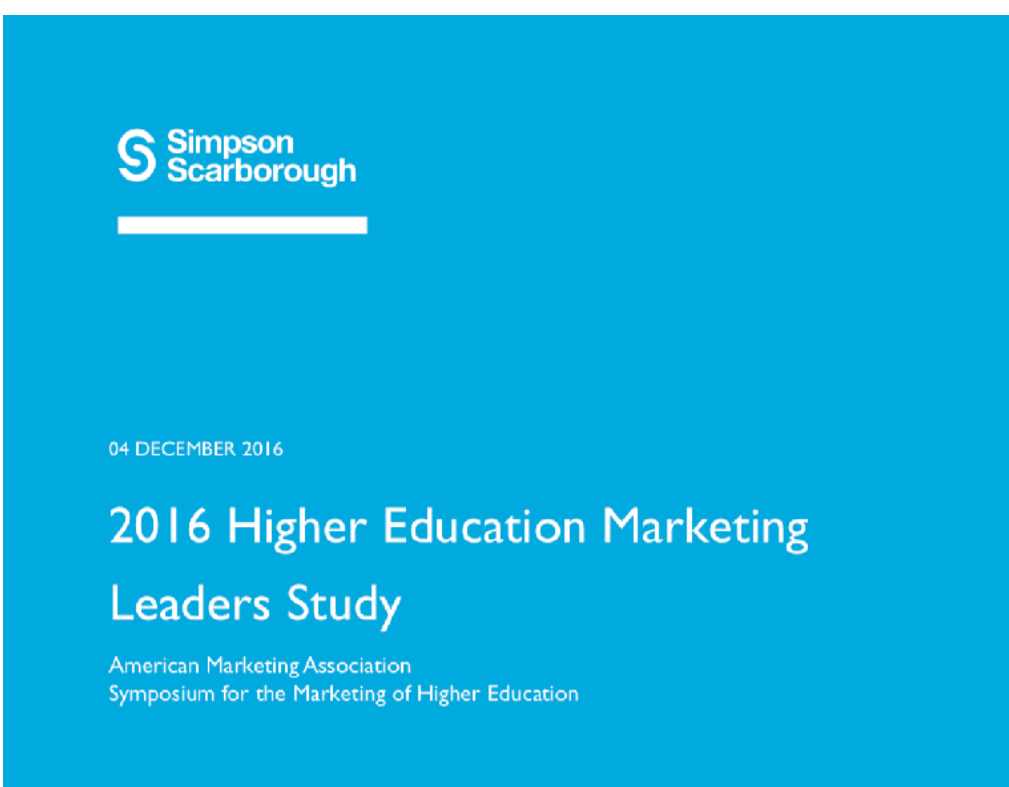
Be humble, listen, and always question your perceptions, especially when you're sure you're "right."



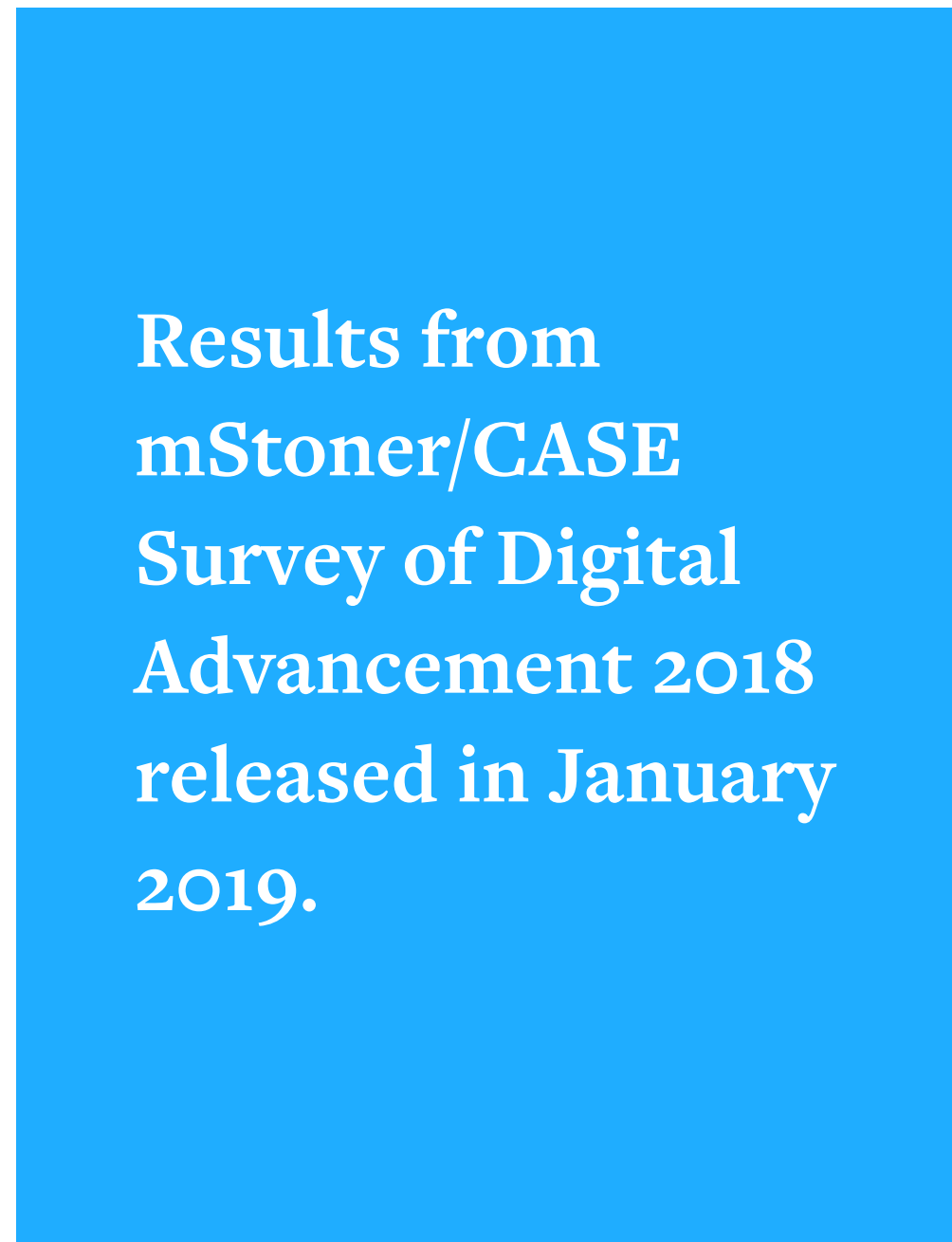
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For a copy, contact
Kristin Ingels
(ki@simpsonscarborough.com)



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