Communications & Advancement

OPPORTUNITIES FOR PARTNERSHIP
Hello AALS!

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

The Corollary:
Challenges for CMOs & CAOs
CMO challenges

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

- Keeping up with trends in the profession & audience expectations: 18
- Budget/resources/staffing levels: 16
- Productivity in a fast-paced environment with limited resources: 13
- Competition with other institutions & maintaining a viable brand: 10
- Strategic focus or adapting to organizational challenges: 8
- Tech adoption or implementation, inc. social media & web: 8
- Innovation & producing relevant offerings: 6
- Enrollment goals: 6
- Championing comms & mktng in education or the institution: 5

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 downtime 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
Topline takeaways from CASE/mStoner data

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
Topline takeaways from CASE/mStoner data

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

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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.”
Topline takeaways from CASE/mStoner data

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.
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.
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 ...

- web & social presence: 86%
- trying new donor contact channels: 85%
- increase in brand marketing: 85%
- addl. tech investment: 85%
- hiring of more marketing professionals: 74%

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.”

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

To receive a copy, sign up at mstnr.me/DA2018AMA

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