

MARKETING STRATEGY PURPOSE GROUP REPORT
June, 2003

THE MARKETING STRATEGY PURPOSE GROUP

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Meetings

The Marketing Strategy Purpose Group met on ten different occasions between February 22, 2002 and May 29, 2003.

Purpose

The goals of the Marketing Strategy Purpose Group are to:

- a) Define target student populations for UM-Flint
- b) Determine academic programs to be promoted
- c) Establish a marketing plan that focuses on increasing enrollment

INDEX

Executive Summary – Page 4

Section I

Marketing Plan Guiding Principles – Page 6

Section II

Findings – Page 8

- Stamats Teens Talk 2002 Survey
- National Center for Education Statistics – Non-Traditional Student Analysis
- Student Poll
- Areas of Interest for Potential Students from the U.S. Department of Labor, Michigan Career Development Center, National Association of Colleges and Employers, and the University Relations Marketing Database
- UM-Flint Student Satisfaction Inventory
- Advertising Budgets of Comparable Universities

Section III

Recommendations – Page 15

- Funding
- Research
- Recruitment Geographic Range
- Image Building/Promotion of the University as a Quality Institution
- Web Site/E-recruiting
- Target Audiences – Traditional Freshmen
- Target Audiences – Community College Transfer Students
- Target Audiences – Non-Traditional Students
- Target Audiences – Graduate Students
- Target Audiences – Diverse Student Body
- Other Target Audiences
- Direct Mail
- Promotion of Academic Programs and Halo Programs
- Scholarship Development
- Enrollment Advisory Group
- Internal Communication
- Internal Marketing
- Television and Radio
- Media Relations
- Visit Programs
- Alumni
- Community Involvement

EXECUTIVE SUMMARY

Enrollment growth is of strategic importance to the future of the University of Michigan-Flint. Marketing is an integral element of any recruitment activity. The Marketing Strategy Purpose Group (Purpose Group) has spent the last year and a half examining a variety of marketing and enrollment issues facing the University. Prior to the creation of the Purpose Group, there has been a concentrated effort by the Office of University Relations, the Office of the Vice Chancellor of Student Services and Enrollment Management and the Office of Admissions to create and implement marketing tools to support the endeavor of increasing enrollment at UM-Flint. The three offices have pooled resources and funding in order to reach a broader audience of potential students. This partnership has been a positive step in achieving enrollment goals, and must continue in the future with the support of other departments across the campus.

With the Marketing Plan Guiding Principles as a starting point, the Purpose Group began to determine actions that must be taken in order to improve enrollment and strengthen the overall image of the University of Michigan-Flint.

Using research from a number of sources, the Purpose Group identified a pool of academic programs for promotion to potential students. The programs include Communication; Computer Information Systems and Computer Science; Criminal Justice; Biology; English; Psychology; all programs within the School of Health Professions and Studies; all programs within the School of Management; Education and Social Work; and all programs within Graduate Programs. The programs were chosen based on demand from prospective students and growth potential and employment trends. Halo Programs were decided based on the positive effect of these quality programs on the overall image of the university. The Halo Programs include Theatre; Music; Africana Studies; the Honors Program; and Physical Therapy. It was decided that there will be overall promotion for academic programs, however, the Chancellor in consultation with the Deans, will determine which concentrations from the pool will be chosen for special promotion.

Research was also used to ascertain which marketing tools were the most effective for promotion to UM-Flint's primary target audiences. The top five recruiting strategies for attracting traditional freshmen according to national data include the campus visit; information about majors; the campus web site; the high school visit; and faculty contact. Non-Traditional students are attracted to campuses based on convenience and support services.

Finally, it is recommended that funding be increased for promotion, including funding for new research to be implemented that will assist in the marketing effort for UM-Flint. The most recent data is three years old, and the marketplace has changed significantly during that time. In order to make the most effective marketing decisions, research will be needed.

MARKETING PLAN GUIDING PRINCIPLES

The Marketing Strategy Purpose Group was given a set of marketing principles by Chancellor Juan Mestas to use as a guide in creating a marketing plan for the university.

MARKETING PLAN GUIDING PRINCIPLES

2003-2005

1. Strengthen our connection to the University of Michigan without diminishing our Flint identity. For instance, use the sobriquet “the University of Michigan’s Riverfront Campus” under or next to the block M with “Flint” underneath.
2. Reinforce the university’s image as:
 - a. An institution of academic excellence
 - b. A comprehensive university with the intimacy of a small college.
 - c. A campus where the student is the center of the universe
3. Focus on our target population, which consists of five prospective groups:
 - a. First-time freshmen
 - b. Community college transfers
 - c. Graduate students
 - d. Non-traditional students
 - e. Diverse student body

In addition to the general marketing approach for the university, each of these groups requires its own marketing approach, based on the following assumptions (to be used flexibly):

- a. First-time freshmen rarely select a university for a particular major, program, or academic field. They are attracted by image, reputation, cost, campus location, campus life, etc.
- b. Community college transfers and graduates, on the other hand, have a more focused reason for selecting a campus: career, programs, convenience, etc.
- c. Graduate students have a clear career purpose and seek an institution for the strength of specific graduate programs and their reputation in the field.
- d. Non-traditional students are more difficult to categorize, because each is non-traditional in a different way. Nevertheless, we can focus on offering them:
 - opportunity (UM-Flint as a place where they can pursue their dreams)
 - comfort (about half of our students are non-traditional)

- e. “Diverse Student Body” is a broad category that includes minority students and students from other countries. Our primary focus should be on minority students, who fall in all the categories above. Our emphasis should be on showing that our campus values cultural diversity and is responsive to the specific needs of its students. While we should continue to be very receptive to international students, our support infrastructure is not solid enough at this time to make this group a primary marketing target.
4. Concentrate on promoting a small number of academic programs, selected on the basis of these considerations:
 - a. Extraordinary quality and/or reputation: *halo programs*.
 - b. High demand.
 - c. Enrollment flexibility (e.g., online, evening and weekend courses)

While capacity should be a factor in certain cases, the choice of programs should not be driven by considerations of excess or insufficient capacity. Some “prestige” programs may not have the capacity to absorb more students, but they create a “halo effect” that makes the university as a whole attractive to prospective students. At the same time, increased demand for a limited-capacity program would create the need to expand it.

5. Package online, evening and weekend courses as “the flexible curriculum” and promote it to non-traditional and non-local students.

FINDINGS

The Office of University Relations has assisted the Marketing Strategy Purpose Group throughout the past year by providing research for several key areas. The research is an integral part of formulating a marketing plan that will reach the intended audience. Using studies that track the interests of high school students, the issues of non-traditional students, career tracking data, and the latest research on UM-Flint students, the Marketing Strategy Purpose Group has formed a set of recommendations based on this information.

Since the last research for UM-Flint was conducted in 2000, more current, albeit mostly national surveys were used as part of the report. Statistics were collected from several sources:

- Stamats
- National Center for Education Statistics
- Student Poll
- U.S. Department of Labor
- Michigan Career Development Center
- National Association of Colleges and Employers
- University Relations Marketing Database
- UM-Flint Student Satisfaction Inventory
- Advertising Budgets from Comparable Universities

These studies provided valuable insight for the purposes of developing a marketing plan.

Stamats Teens Talk 2002 Survey

In this annual survey, the higher education marketing consultant Stamats polled 800 high school students across the country (including a sample in southeastern Michigan) about several factors that are part of their decision-making process for choosing a college campus. The survey found that of the 800 teens surveyed:

- The average number of colleges they had applied to was 4.3
- 61% began seriously looking for a college/university starting in their junior year of high school; 19% began in their sophomore year
- 78% plan to work while attending school
- 84% plan to attend full time
- Students are not understanding terms many universities use such as “humanities,” “liberal arts” and “prospective student”
- 70.1% say their parents are the top “influencer” on their decisions

The survey also shows that the top five recruiting strategies for attracting traditional college freshmen in rank order are:

- 1) Campus visit
- 2) Information about major
- 3) Web site
- 4) High school visit
- 5) Faculty contact

National Center for Education Statistics – Non-Traditional Student Analysis

According to a 2002 survey on non-traditional undergraduate students by the NCES , there are more older students enrolled on college campuses across the country than ever before. 39% of all postsecondary students were 25 years or older in 1999, compared with 28% in 1970. In fact, the study shows that traditional undergraduate students are the exception rather than the rule:

In 1999-2000, only 27% of undergraduate students were characterized as having enrolled full time in college immediately after high school, depending on parents for financial support, and working part-time or not at all. This means that 73% of all undergraduates were in some way “non-traditional.”

The study goes on to show that older students, especially single parents, cannot devote all of their energy to their studies. Older students find they need to balance even a part-time class load against the responsibilities of a job and family, while also having to carry the full burden of financing an education. The study cites that the toughest challenges facing non-traditional students when it comes to school is finding adequate childcare and class schedules that are convenient, especially around work hours. In addition, some non-traditional students did not pursue a college degree immediately after high school because they were not ready academically.

The NCES study also tracked enrollment patterns of non-traditional students. Older students were more likely to enroll at a two-year institution than traditional students. Two-thirds of non-traditional students consider themselves primarily employees as opposed to college students.

Student Poll

Student Poll, a newsletter published by the Art & Science Group completed a study in 2002 on web usage by high school seniors. The study found that computer access has changed dramatically in the span of four years. In 1998, 30% had Internet access. In 2002, that number increased to 94%. Of the 500 students interviewed, 100% reported access to a computer and 93% had access at both home and at school.

The Student Poll had some interesting statistics regarding minority students and web usage. 99% of minority students have Internet access, compared with 94% of Caucasian students. The survey also found that minority students use their e-mail more frequently than their Caucasian counterparts. 79% of minority students said they use the Internet “almost every day” or at least once a day compared to only 62% of Caucasians.

When it comes to learning about colleges and universities, the Student Poll showed that web sites are among the most influential sources of information for students in rank order:

- 1) Visit to school
- 2) Parents and other family
- 3) Current students
- 4) College admissions staff
- 5) College web site
- 6) Catalogs, viewbooks
- 7) Graduates of school
- 8) Friends
- 9) College guidebooks
- 10) Rankings
- 11) Guidance counselor or teacher

Television and radio advertising did not leave a lasting impression on the students who took part in the survey. Only one percent indicated that broadcast advertising was very influential.

Although guidance counselors ranked low as an influential source of information, guidance counselors are seen as having the most significant impact over web use in the admissions process. 68% of the students surveyed said their guidance counselor recommended using the web for the admissions process. 35% of the students said they applied to a college or university using some form of an online application.

The most important content to students who use university web sites is in rank order:

- 1) Courses and majors
- 2) Cost breakdown
- 3) Academic programs
- 4) Admission information/catalogs
- 5) General feel of school
- 6) Request to be mailed information
- 7) Housing information
- 8) Financial aid application
- 9) Campus life/student information
- 10) Financial aid estimator
- 11) Campus pictures
- 12) Online application
- 13) Online campus tour
- 14) Faculty information

Areas of Interest for Potential Students from the U.S. Department of Labor, Michigan Career Development Center, National Association of Colleges and Employers, and the University Relations Marketing Database

In an effort to better serve potential students seeking information about UM-Flint, the Office of University Relations has been tracking information about these students. When information about the university is sent to a prospective student, there is usually a reply card that is attached. Students fill out the information and return it to UM-Flint. A number of questions are asked on these cards including:

- Name of high school
- Grade point average
- Area of interest for study
- Ethnicity

Using this information, we have learned which areas are of primary interest to this group of students. On the following page is a chart that shows the areas of interest for this group of students from the 2002/2003 University Relations Marketing Database as compared with similar findings from the 2002 Stamats Teens Talk Survey, the U.S. Department of Labor, and the National Association of Colleges and Employers.

UM-Flint April 2003 Potential Students Top Majors	Stamats July 2002 Survey of Students (16 yrs. old m/f) Top Majors	U.S Dept. of Labor Statistics 2001 Top National Occupations	National Association of Colleges and Employers (NACE) Top Majors based on job offers
1. Undecided	1. Undecided	1. Management	1. Accounting
2. Business	2. Computer Science	2. Business and Financial Operations	2. Management
3. Health Professions	3. Business	3. Computer and Mathematical	3. Engineering
4. Education	4. Pre-Med	4. Architecture and Engineering	4. Education
5. Computer Science	5. Education	5. Life, Physical, and Social Science	5. Sales
6. Engineering Science	6. Engineering	6. Community and Social Services	6. Finance
7. Communications	7. Nursing	7. Legal	7. Computer Science
8. Social Sciences	8. Psychology	8. Education, Training, and Library	8. Information Systems
9. Psychology	9. Others	9. Arts, Design, Entertainment, Sports, and Media	

As the table shows, there are many similarities between the areas of interests of potential UM-Flint students compared to the national Stamats survey. Those similarities are also evident when compared against top national occupations in the United States.

Since UM-Flint attracts the majority of its student base from Genesee County and surrounding communities, it is important to get a sense of which job markets will be expanding in the next few years. This information will guide decision-making processes as promotion for academic programs is prioritized over the next two years. Below is the list of the 25 fastest growing occupations requiring a bachelor's degree of higher education in the state of Michigan.

Fastest Growing Occupations **Requiring a Bachelor's Degree or Higher - Michigan**

Listed below are the 25 occupations projected to grow the fastest during the 1998-2008 time period that generally require bachelor's degree or higher.

Ranking	Occupation	1998	2002	% Change
1	Computer engineers , which also incorporates: Computer Hardware Engineers Computer Software Engineers, Applications Computer Software Engineers, Systems Software	8,900	17,900	101%
2	Systems analysts , which also incorporates: Computer Systems Analysts Network Systems and Data Communications Analysts	23,200	44,650	93%
3	Database administrators	2,150	3,400	58%
4	Engineering, natural science, and computer and information systems managers	13,150	17,850	36%
5	Electrical and electronics engineers , which also incorporates: Computer Hardware Engineers Computer Software Engineers, Applications Computer Software Engineers, Systems Software Electronics Engineers, Except Computer	8,550	11,150	31%
6	Securities, commodities, and financial services sales agents	5,650	7,200	28%
7	Physician assistants	2,150	2,700	26%
8	Management analysts	4,700	5,850	24%
9	Biological scientists , which also incorporates: Biochemists and Biophysicists Biological Scientists, All Other Microbiologists Zoologists and Wildlife Biologists	1,300	1,600	23%
10	Medical scientists , which also incorporates:	400	450	22%

	Epidemiologists Medical Scientists, Except Epidemiologists			
11	Architects, except landscape and naval	2,150	2,650	21%
12	Public relations specialists	2,450	2,950	21%
13	Mechanical engineers	15,550	18,600	20%
14	Speech-language pathologists and audiologists,	3,050	3,650	20%
15	Teachers, preschool	6,850	8,250	20%
16	Civil engineers	3,800	4,500	19%
17	Designers, except interior designers, which also incorporates: Commercial and Industrial Designers Fashion Designers Floral Designers Graphic Designers Set and Exhibit Designers	18,400	22,000	19%
18	Geologists, geophysicists, and oceanographers	650	750	19%
19	Loan counselors and officers	7,550	9,000	19%
20	Teachers, special education	12,400	14,750	19%
21	Advertising, marketing, promotions, public relations, and sales managers	15,600	18,350	18%
22	Interior designers	1,950	2,300	18%
23	Medical and health services managers	7,700	9,150	18%
24	Occupational therapists	2,800	3,300	18%
25	Urban and regional planners	1,050	1,200	18%

* **Note:** The national average percent change is 14% for the 1998-2008 employment projection series.

Source: Michigan Department of Career Development

UM-Flint Student Satisfaction Inventory

The Noel Levitz SSI survey was conducted at UM-Flint in fall, 2002. In the survey of 1002 randomly selected students, several important issues were highlighted:

- The overall level of satisfaction at UM-Flint is significantly higher than the national average satisfaction level for other 4-year public universities in the United States.
- UM-Flint students place a high level of importance on academic quality of faculty, content of courses within their major, campus safety, parking and academic advising.
- The least important things to UM-Flint students are intramural sports and leisure activities, which reflect the nature of the commuter campus.
- UM-Flint students continue to express concern that they cannot always easily get the classes they need to graduate on time.

UM-Flint students report significantly high satisfaction levels for:

- Quality of UM-Flint faculty and academic institution
- Reputation of the University of Michigan-Flint
- Bookstore staff
- Library resources
- Recreation facilities
- Campus Safety

The area that improved the most according to the students is campus safety. The study concluded that students find UM-Flint safe and secure; the amount of student parking space on campus is adequate; parking lots are well lit and secure; and security staff responds quickly in emergencies.

Advertising Budgets of Comparable Universities

It is difficult to accurately estimate the percentage of funds devoted to advertising and promotion at UM-Flint. Although University Relations is the department that has funding specifically allocated for advertising and promotion, many units across the campus are spending funds from their budgets on marketing projects. Sometimes departments work with University Relations to combine funds to produce a brochure or project. University Relations has collaborated with Student Services and Enrollment Management, Graduate Programs, the School of Management, The College of Arts and Sciences, University Outreach and the Women's Educational Center to pay for marketing for several programs.

Although the UM-Flint Accounting Department is unable to provide an accurate total of money spent on advertising and promotion across the university due to inconsistent coding of expenditures across the units, it is estimated that in Fiscal Year 2002/2003, an estimated \$1.2 million was spent campus-wide. Similar inaccurate accounting practices occur at comparable universities including Wayne State, Oakland University and UM-Dearborn. There are several departments at those campuses engaged in marketing activities, and there is not an accurate record of money spent on advertising and promotion.

RECOMMENDATIONS

Funding

In order to adequately address the five target populations and to strengthen the image of the university, more funds must be allocated to marketing. Understanding that the university is facing challenges during the next fiscal year, for the sake of the institution's future, marketing to prospective students is needed more than ever to stop the downward enrollment trend at UM-Flint.

Other public universities in close proximity to UM-Flint are spending substantially more money on marketing and advertising. That assumption is based on the large amount of radio, television and direct mail advertising that is in the marketplace from these institutions. UM-Flint's message is getting lost quickly in a flood of advertising from such institutions as Davenport University, Oakland University, Baker College, Mott Community College, University of Phoenix and others. While some of these institutions are not direct competitors, nevertheless, potential students are choosing these schools instead of UM-Flint.

It is recommended that departments continue to work with the Office of University Relations to pool funds marketing projects and special events in order to maximize the amount of advertising and cost savings.

Research

New research will be needed to track the results of the marketing effort at UM-Flint. With the most recent enrollment study completed in 2000, it will be time to re-evaluate the impact of the latest marketing and promotion plans. It is difficult to measure the success or failure of any plan without research. Although it is expensive, research can also protect the institution from costly mistakes.

Recruitment Geographic Range

A geographical recruitment range has been defined to attract students. UM-Flint students are primarily Genesee County residents. An area of growth for UM-Flint is Northern Oakland County followed by Lapeer County. By focusing marketing efforts on a 60-mile radius to include these three areas, marketing efforts can have a greater impact on potential students. This range would obviously change when student housing becomes a reality on the UM-Flint campus.

Image Building/Promotion of the University as a Quality Institution

There must be a two-prong approach to marketing. Image building is the first step. This will be done through the creation of television, radio and print ads. Several ads need to be created to speak to each of the target populations. Some of the advertising should showcase more of our most notable/successful alumni. They are the best proof UM-Flint has of people achieving their goals through education. This campaign can be expanded to include alumni with their favorite/most influential UM-Flint professor. This will help potential students make the connection that one-on-one attention from faculty is an important quality, and a unique attribute of UM-Flint.

The second prong of image building is promotion. Promotion includes all public relations and media relations activities. The accomplishments of students and faculty

must be highlighted for the public whenever possible. University Relations will keep in regular contact with all departments on campus in an effort to publicize the positive contributions of faculty and students. These positive stories will be posted on the UM-Flint Today web site, printed in newsletters, sent out as press releases, and used in promotional material as necessary.

An important resource for image building is the recent Student Satisfaction Inventory. By using the results of a survey by UM-Flint students, this information can be sent to potential students, parents, alumni and others. It is a strong statement about the quality of the institution.

Image building requires time. While UM-Flint is already thought of as a quality university, this perception can be strengthened through promotional efforts that show the actions of the campus community. The goal is to be a top consideration for students pursuing higher education.

Web Site/E-recruiting

As shown in the Student Poll survey as well as the Stamats 2002 Teens Talk survey, college web sites are a key factor in attracting students. UM-Flint is nearing the completion of a re-designed, interactive web site that will serve potential and current students in a more professional manner. The new site will have an updated application form, a financial aid calculator, and an improved catalog component. Members of the University Relations staff will monitor all aspects of the web site weekly.

The web site must also be promoted through an image campaign. Potential students and their families should view the new UM-Flint web site as a useful resource, no matter which college they choose to attend. By having positive experiences on the web site will help to build good word-of-mouth references for UM-Flint.

With a strong web site presence, more emphasis can be placed on recruitment techniques through the UM-Flint web site. One recommendation from is to hold online open houses for students. Other considerations include e-mail alerts about campus events and establishing a dialogue with admissions counselors and faculty. In the long run, a stronger web site and e-recruitment plan can add up to substantial cost savings by eliminating the need for printing and postage.

Target Audiences – Traditional Freshmen

Traditional students are the most sought-after group of potential students. Over the past few years, there has been a decline in the registration of traditional freshmen students due to the competition from other higher education institutions. This is a difficult group to engage, since many of them want to pursue a traditional college experience, which includes living in student housing and getting away from home.

UM-Flint stands out from other universities by offering small class size and a caring, involved faculty. While UM-Flint cannot offer student housing at this time, it does provide a beautiful, appealing campus atmosphere with some of the newest university buildings in the state of Michigan. In addition, UM-Flint offers a wide variety of academic programs.

While the Office of Admissions has always focused recruitment efforts on the Flint Community Schools, it would be helpful to develop a specific promotion plan for attracting more students from the Flint Schools. Currently, there are fewer students from

the Flint Community Schools attending UM-Flint than in years past. Developing a strong marketing plan targeting this group of students has the potential to increase both enrollment and diversity on the UM-Flint campus.

Since there is such a large potential student population that is undecided about their course of study, we need to develop a marketing campaign that solely addresses the need to provide this group with options and assistance in plotting a course for their future. As a purpose group member observed, “We (UM-Flint) have success with the ‘I Can’ts.’ We need to empower them.” This could be a unique marketing campaign by identifying the “undecideds” and offering them support and solutions as they find their way to a major.

In a UM-Flint focus group done in April 2002 with local high school students to test marketing images and slogans, there was nearly universal response for images and ideas that provided the perception of “choice and possibility.” This is a theme that can be used to address traditional freshmen in marketing materials.

Target Audiences – Community College Transfer Students

Community college transfer students are an area of enrollment growth at UM-Flint. The easy access from Mott Community College to the UM-Flint campus makes for an easy and nearly seamless transition for these students. The Office of Admissions is having great success with regularly scheduled “On The Spot Transfer Days” at UM-Flint. These events have brought in an average of 50 students per session. These events are promoted through advertisements in community college newspapers, posters, e-mails, letters, and whenever the budget allows, radio.

Target Audiences – Non-Traditional Students

While we have spent a great deal of time targeting first-time freshmen, we should consider the benefits of targeting groups that typically do not receive the same amount of marketing from higher education institutions. A large number of students who currently attend UM-Flint are non-traditional. With its commuter campus status, it is only natural for non-traditional students to be drawn to UM-Flint.

Using the NCES study as a guideline, a marketing campaign can be developed and tailored to fit the needs of the potential non-traditional student population. By emphasizing faculty support and guidance, as well as the many services UM-Flint provides students, it will be likely that non-traditional students will be drawn to the campus. Furthermore, if online, evening and weekend classes are expanded, it will be a another marketing opportunity to reach this group with a message of convenience.

The surveys on job trends are another important factor in developing a marketing message for non-traditional students. With courses being offered in almost every top career field, UM-Flint can easily look appealing to a non-traditional student that considers herself/himself an employee first and a student second. UM-Flint should promote the services of the Career Development Center to this group.

Target Audiences – Graduate Students

The Office of Graduate Programs has done outstanding work in the area of marketing. An extensive series of brochures promoting each of the programs has been produced. The new promotion coordinator in that department has developed a marketing

plan that is already showing strong results. The plan includes events such as open houses, graduate college fairs, radio and newspaper promotion and the creation of promotional items. In addition, they have contracted with the higher education marketing firm Stamats to assist in developing a recruitment plan as well. Graduate Programs should receive additional funding to sustain and increase the current marketing efforts.

Target Audiences – Diverse Student Body

More needs to be done to recruit a diverse student body to UM-Flint. New initiatives by the Office of Admissions are seeking to reach out to students through the Flint churches. Contacts have been made with the Urban League of Flint to try to engage the Black Scholar Award recipients in the coming year as well.

The Office of Educational Opportunity Initiatives does outstanding work with the Flint Community Schools. Throughout the year, EOI brings hundreds of middle school and high school students to campus to introduce them to campus life. These programs should be supported with strong promotion whenever possible. It is also recommended that Admissions, EOI and University Relations meet on a regular basis to find new ways to market and promote these programs.

A new initiative to attract International Students to UM-Flint is in the beginning stages. This will require a broader marketing reach that will also result in enhancing diversity and promoting enrollment growth. While there are a large number of international students attending community colleges in Michigan, attracting these students to UM-Flint could take on a regional approach. A brochure has been developed for international students, but that is not enough. Specific advertisements addressing their needs should be run in student newspapers as well as some magazines. Again, this will be an expensive venture.

Other Target Audiences

Although five target populations have been chosen, there are associated groups, who have great influence over these potential students, that need to be marketed.

- First-time Freshmen & Diversity Students – Parents, Guidance Counselors, Teachers, Alumni
- Graduate Students and Non-traditional Students – Employers, Alumni
- Community College Transfers – Parents, Teachers, Alumni

A marketing initiative needs to be developed to recruit not just the potential students, but also these groups that are influencing factors in their decision to pursue a degree.

Direct Mail

While e-mail can help to save on printing and postage costs, it cannot be used alone, especially in efforts to attract non-traditional and graduate students. In fact, the Office of Admissions recently obtained a new database of potential students who took their PSAT's. More than 500 e-mail addresses were incorrect in that database. The problem is many people change e-mail addresses often, or they do not check their e-mail on a regular basis. E-mail is simply not the most reliable form of communication.

Direct mail continues to offer the most accurate response. Throughout the 2002/2003 academic year, several direct mail campaigns were launched with great success. It is also easy to track the results of direct mail, since most of the pieces created have a reply card. That information is entered into the University Relations marketing database. This provides insight into which promotional pieces were well-received, and which had very little impact.

Promotion of Academic Programs and Halo Programs

Work has already begun to promote specific academic programs. Using input from the Marketing Strategy Purpose Group, the Deans and statistics from the Marketing Database, the following areas were selected to become part of a pool from which programs will be selected for special promotion. Each of the programs chosen for advertising were selected based on three factors: interest from prospective students, growth potential and employment trends.

The programs identified for the promotion pool include:

- Communication
- Computer Information Systems and Computer Science
- Criminal Justice
- Biology
- English
- Psychology
- School of Health Professions and Studies (all programs)
- School of Management (all programs)
- Education
- Social Work
- Graduate Programs (all programs)

Beyond marketing material development, detailed marketing plans need to be developed for each program. With the unique needs of each area, plans must be tailored to address specific attributes of each program, and the needs of various target audiences.

Halo programs are an important component for helping to build the image of UM-Flint as a quality academic institution. Members of the Marketing Strategy Purpose Group identified the following academic programs as UM-Flint halo programs:

- Theatre
- Honors Program
- Music
- Africana Studies

- Physical Therapy

As with some academic programs, Halo Programs are being used to promote the university. Halo Programs are essential ingredients in mounting a successful public relations campaign.

A good example of a Halo Program contributing to the image building process is the visit of Wole Soyinka that was arranged by Africana Studies. Continuing to use Africana Studies as an example, the outstanding credentials of the Chair of the Department, Ernest Emenyonu, Ph.D., can help to enhance the image of the university as a place that attracts top faculty in their field.

Physical Therapy is another outstanding halo program. With the distinction of being the physical therapy program for the entire University of Michigan system, the halo effect is nearly automatic. Physical Therapy should be showcased as a top program taught by dedicated faculty in a brand new, state-of-the-art facility. By promoting such a high quality program, prospective students will perceive UM-Flint as a leader in an important area of health studies, which then reflects positively on the entire University.

Scholarship Development

With rising tuition costs at public universities in Michigan, it is recommended that scholarship development continue at an accelerated pace to help potential students offset the price of pursuing a degree. Furthermore, a concentrated effort should be made to develop more opportunities for minority scholarships to create a diverse campus environment.

Enrollment Planning Committee

The Enrollment Planning Committee shall be chaired by the Vice Chancellor for Student Services and Enrollment Management. The purpose of the Enrollment Planning Committee is to establish goals, make recommendations to the Chancellor, suggest strategies and assist in setting enrollment targets for various areas of the University. The EPC will engage in the discussion and provide support and a framework for the following:

- An Admissions Plan which identifies strategies and enrollment targets
- A clear marketing plan that is tied to established enrollment goals
- The Enrollment Planning Committee is tied to the Purpose Group Reports (in their final and accepted forms) and the mission of the institution.

The EPC shall meet on a quarterly basis to discuss, recommend and move forward enrollment related issues. Membership of this committee would include but not be limited to: Provost, Vice Chancellor for Institutional Advancement, Vice Chancellor for Administration, Associate Provost, Dean of the College of Arts and Sciences, Dean of the School of Management, Dean of the School of Health Professions and Studies, Dean of Education and Human Services, Director of Admissions, Director of Educational Opportunity Initiatives, Director of ITS, Director of Facilities, Director of Financial Aid,

Institutional Analysis, Director of Academic Advising, and the Director of the Women's Educational Center.

Internal Communication

Communicating the marketing initiatives to the campus community will be a major undertaking in the next few months. This can be done through a series of workshops, e-mails, and the formation of a Marketing Representatives Group. This group would be made up of designees from each unit on campus. The group would meet monthly to review marketing initiatives across units, and to coordinate efforts. Each representative would report back to their unit on the ongoing promotional efforts across the university.

Internal Marketing

Many of UM-Flint's employees have children or are themselves considering going to school to get a degree. We should offer a Faculty/Staff Family night with information on admissions, tuition, and financial aid. Many UM-Flint faculty/staff members have children in high school, but never receive information from us. This will help solve part of that problem.

For faculty and staff members, marketing is part of routine everyday business. Marketing is in the form of responding in helpful ways to phone calls or e-mails, assisting students with problems or questions, and being involved in the community. A continued emphasis must be placed on services to students at the institution. If a student or alum talks about their experience at UM-Flint as positive, it is one of the most believable and affordable forms of advertising.

Media Relations

UM-Flint has benefited in the last year from a strong relationship with the media. Mounting a media strategy campaign can help position the university as the ideal place to receive a liberal arts education in southeastern Michigan. Through the proper use of the media, UM-Flint can receive free advertising and promotion of positive campus events and the accomplishments of students, faculty and staff.

In an effort to take advantage of media attention, UM-Flint should implement a media strategy including:

- Identifying events/information that are appropriate for press conferences
- Keep an updated list of all media contacts
- Establish a contact with each department to find out newsworthy events
- Work with local media in the creation of public service announcements that promote events on campus
- Meet with the community relations leaders of media outlets to form partnerships that can provide free promotion of events
- Maintain an up-to-date media resource guide for providing experts to various media outlets

Visit Programs

According to the 2002 Stamats survey of college-bound teenagers, the most important recruiting strategy is the campus visit. With this in mind, the Office of University Relations along with the Office of Admissions and the Office of Graduate Programs is launching a new visitors center on campus. The primary purpose of the visitors center is to have a central-meeting point on campus for large groups. This room will be geared to hosting new visitors to the UM-Flint campus. It will be a meeting point for tours, a room used for open houses and receptions, and general “starting point” for all visitors to the campus.

In cooperation with the Admissions Office and University Relations, the campus will host several visit programs beginning in June 2003. These programs will be at times convenient for potential students and their families. Individuals who seek personalized attention will still be directed to the appropriate offices for service.

Alumni

Participation by UM-Flint alumni has increased during the last 18 months; however, they are still one of the most underutilized resources of the campus. In an effort to re-engage alumni, it is important to make them part of the public relations activities at UM-Flint. Alumni should be used for recruitment at events or through phone-a-thons as well as for mentoring programs and job shadowing opportunities. They can be featured as success stories in publications or commercials. By using alumni as part of the marketing effort, it will also have the side benefit of increased contributions for UM-Flint.

Community Involvement

UM-Flint should lead the way in community involvement. By opening the campus to the community for events, new visitors will be brought to the campus. This can leave a lasting, favorable impression. The campus should continue to support and open the doors to such events as Destination Imagination. During the annual Crim Festival of Races, University Pavilion should be opened as a resource for the community. An effort should be made to attract other academic and community events to campus such as science fairs, competitions, health fairs, business expos and others. By this gesture of goodwill to area organizations and businesses, it will build positive momentum for UM-Flint.