

## Institutional Marketing Plan

### January 2023

**STRATEGIC GOAL** | To be a nationally recognized leader in public higher education known for its caring and rigorous academic environment where lives are transformed through education. To build and strengthen Buffalo State's legacy as a campus that prepares leaders and strives for justice, equity, diversity, and inclusion. To grow our enrollment portfolio and revenue to secure a financially stable and sustainable future. (*Buffalo State Vision Statement, Strategic Plan, and Sustainability Plan*)

**THE INSTITUTIONAL MARKETING PLAN** is designed to increase Buffalo State's visibility, strengthen the institution's reputation, and align the marketing and communications efforts across campus. This plan will identify strategic positioning, key differentiators, strategies and tactics, and individualized Integrated Marketing Communications plans for various initiatives, including:

- Visibility and Awareness
- Admissions
  - Undergraduate
  - Graduate
- School of Education
- School of the Professions
- School of Arts & Sciences
- Revenue-Generating Initiatives (TBD)

This plan is ultimately informed by the institution's Strategic Plan and Sustainability Plan. The strategies, tactics, and messaging will be further guided by a forthcoming brand study and brand guide to encompass Buffalo State's multiple audiences:

- Alumni
- Community & Community Leaders
- Current Parents/Family
- Current Students
- Donors
- Employers
- Faculty & Staff
- Media & Influencers
- Prospective Parents/Family
- Prospective Students

**POSITION STATEMENT** | Buffalo State delivers a broad array of high-quality and distinctive academic programs infused with diversity, creativity, and hands-on learning opportunities for hardworking students who seek a personalized and affordable education that engages their minds and advances their careers. (*Brand Promise*)

Key Differentiators strengthen our position statement, while reinforcing our messaging and uniting our campus.

DIFFERENTIATORS (current *Brand Attributes* – need to be refined and expanded to reflect elements that exist ‘only at Buffalo State’ – Through brand project)

- A broad array of high-quality and distinctive academic programs
- A diverse and creative environment
  - We are a voice for social justice
  - Located in the heart of Buffalo’s cultural corridor
  - Buffalo, New York’s second largest city, is our classroom
- Hands-on learning opportunities that empower students to turn ideas into action
  - Undergraduate research opportunities
  - Emphasis on service to community (community partnership opportunities)
- A smart educational investment
  - Affordability (Value)
  - Scholarship \$\$ available

## OBJECTIVES | STRATEGIES

*Tied to Strategic/Sustainability Goals*

### INSTITUTIONAL PRIORITY | Grow Enrollment – Strategic Plan - Pillar 1, Goal 1; Sustainability Plan - Priority 1

#### MARKETING OBJECTIVES (MO)

MO 1 - Increase brand awareness in primary, secondary, and tertiary markets with key audiences.

MO 2 - Improve efficiency in brand/enrollment advertising.

Outcome/Strategy	Responsibility	Assessment Method	Timeline
RFP for brand research, discovery, establish brand standards and creative elements	MarCom Directors, AVP	Successful process and agency identified	Early summer 2023
Brand initiative to include: name and differentiation research and direction	MarCom Directors, AVP	Completion of brand project	Fall 2023 – Spring 2024
Optimize digital marketing efforts with digital agency	MarCom Directors, AVP	As identified by agency metrics	On-going
Streamline advertising efforts – develop comprehensive plan	AVP/Dig. Marketing	Completion of workable plan, which outlines tactics across campaigns	On-going
Establish enhanced brand awareness campaign in primary market	MarCom Directors, AVP	# of impressions Digital engagement Admissions data (if applicable)	Fall 2023
Establish brand awareness campaign for secondary markets	MarCom Directors, AVP	# of impressions Digital engagement Admissions data (if applicable)	Fall 2024
Establish brand awareness campaign for tertiary markets	MarCom Directors, AVP	# of impressions Digital engagement Admissions data (if applicable)	Fall 2024
Support retention efforts campus-wide	ALL	Retention #s	Annual
Establish integrated marketing communications plan for UG admissions	MarCom/Admissions	Completed plan w/ measurable tactics	Winter 2023-24
Establish integrated marketing communications plan for Grad admissions	MarCom/Grad	Completed plan w/ measurable tactics	Winter 2023-24
Establish integrated marketing communications plan for schools – Professions, Arts & Sciences, Education	MarCom/Deans, Acad. Affairs	Completed plan w/ measurable tactics	Fall 2024
Establish integrated marketing communications plan for other revenue-generating initiatives	TBD	Completed plan w/ measurable tactics	TBD

MO 3 - Increase and improve engagement, involvement, and affinity through storytelling.

Outcome/Strategy	Responsibility	Assessment Method	Timeline
Expand social media engagement (social media strategy document to be further implemented and formalized)	Content Team	Audience size and engagement based quarterly social media analytics	On-going   Formal plan Fall 2023
Increase video library of testimonial and storytelling videos (prioritized by a prospect-first approach)	Content Team	Views and engagement	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Curate news/features that support a prospect-first approach (emphasis on evergreen content)	Content Team	Views and engagement	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Review, align, and coordinate internal (campus) comms to inform key constituents	Content Team	Views and engagement	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Review, align, and coordinate support of IA via alumni communications	Content Team/Alum Relations	Communication methods	Identify comms priorities Fall/Winter 2023
Increase photo library of representative images (prioritized by a prospect-first approach)	Content Team	Photo library metrics	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Curate student content (with assistance from appropriate areas)	Content Team/ Student Affairs	Content created/curated featuring students	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Coordinate content for publications for various audiences	Content Team	Content planning	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Intentional placement of positive stories in local/national media	Media relations	# of stories	On-going

MO 4 - Optimize and improve prospect journey to increase conversion rates (prospect through enrolled).

Outcome/Strategy	Responsibility	Assessment Method	Timeline
Review and optimize user experience on website for prospect journey	Web team	UX and usability metrics	On-going   UX planning Fall 2023
Manage landing pages and registration pages to optimize for conversion	Web team/dig marketing	Conversion rate	On-going
Organize and align digital content for prospect journey	ALL	Content & UG IMC plan	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
Organize and align printed content for prospect journey	ALL	Content & UG IMC plan	On-going   Specific goals to be determined (see Content Strategy plan under MO 6)
CRM Comm flow review (graduate and undergraduate)	Directors/AVP /Admissions	Content & UG/GR IMC plans	TBD – IMC planning for admissions

MO 5 – Explore enrollment growth opportunities.

Outcome/Strategy	Responsibility	Assessment Method	Timeline
Establish online learning enrollment goals	Administration	TBD (depending on if this is a priority)	TBD
Investigate partnership opportunities for online programs (if necessary)	AVP/Admin	TBD	TBD
Establish timeline and plan for implementation (if necessary)	AVP/Admin	TBD	TBD

INSTITUTIONAL PRIORITY | Promote collaboration – Strategic Plan - Pillar 4, Goal 3; Sustainability Plan - Priority 3

MO 6 – Coordinate and collaborate on departmental goals and strategies.

MO 7 – Promote community (internal and external) collaboration and partnerships.

Outcome/Strategy	Responsibility	Assessment Method	Timeline
Implement content strategy plan and process (tied to objectives, strategies, and tactics above)	ALL	Develop content plan	Fall/Winter 2023
Improve collaboration amongst writers, designers, etc.	ALL	Content plan activation	On-going
Leverage and promote location and access	ALL	Tied to content plan and media pitching	On-going

INSTITUTIONAL PRIORITY | Support the Office of the President and Strategic Initiatives that emerge

MO 8 – Provide necessary resources and expertise for new initiatives that may materialize.

Outcome/Strategy	Responsibility	Assessment Method	Timeline
Remain nimble in project management and resources	ALL	Project fulfillment	TBD – on-going

APPENDIX

**IMC Plans (To Be Created – collaborative effort)**

UG Admissions

Grad Admissions

School of Professions

School of Arts & Sciences

School of Education

Other revenue generating initiatives

*IMC Plan Template:*

*Situation Analysis*

*Marketing Objectives*

*Strategies*

*Tactics*

*Scheduling/Budgeting*

*Implementation/Monitoring/Assessment*