Developing a Comprehensive Strategic Marketing Plan for Your Program

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Marketing plans should be strategic.
"Strategic planning is deciding where you want to be in the future (the goal) and how to get there (the strategy). It sets the organization's direction proactively, avoiding drift and routine repetition of activities."

Step 1: Research
Marketing plan outcomes and determining which approach to take.

RACE Model
- Results
- Assigning responsibilities
- Communication
- Evaluation

Step 2: Action Planning
Strategies: How an objective will be achieved
Principles of strategic effectiveness:
- Quickly formulates a "good enough" plan
- More immediately to implementation
- Review, propose regularly
- Make real-time adjustments
- Focus on results, not activities

Communication Implementation
- Objectives
- Audience
- Message
- Timeline

Step 3: Communication
Principles of effective implementation:
- Effective leveraging of time and space
- Content
- Context
- Check before result-based assessment
- Engage is the focus on the goal and not the process

What We Learned
- Strategy formulation can be a process of discovery
- Communication can be a challenge
- Assessment can be subjective

Step 4: Evaluation
Objectives must be measurable to demonstrate that the program accomplished its purpose.
Common evaluation methods:
- Website traffic
- Advertising equivalency
- Media impressions
- Audience attendance
- New applications for admission

The Big Picture
- Collaboration between faculty, staff, students, and administration
- Part of a larger school-wide strategic plan
Marketing plans should be strategic.

"Strategic planning is deciding where you want to be in the future (the goal) and how to get there (the strategies). It sets the organization's direction proactively, avoiding 'drift' and routine repetition of activities."

RACE Model

A process for setting goals and objectives and determining ways to meet them:

- Research
- Action (program planning)
- Communication (execution)
- Evaluation
Step 1: Research

- Assess situation: Why is the plan needed? To overcome a problem, conduct one-time project, reinforce ongoing effort?
- Determine objectives
- Determine target audience
- Understand your market (competition, Magnet hospitals, RN needs)
Step 2: Action/Planning

Strategies: How an objective will be achieved

Principles of strategic effectiveness:
- Quickly formulate a "good enough" plan
- Move immediately to implementation
- Review progress regularly
- Make real-time adjustments
- Focus on results, not activities
Step 3: Communication

Principles of effective implementation:
- Effective leadership in three critical roles
- Strong teams staffed with the right people
- Clearly defined, result-based implementation plans
- Aligned human and financial resources
Communication/Implementation

- An effective approach to monitoring implementation and making appropriate adjustments
- Well-defined indicators/measures of success
- A clear line of sight that lets each person see "how I make a difference"
## Implementation Planning Worksheet

**Track of Work/Strategic Map Priorities:**

*D5: Expand and strengthen marketing of SON distinctiveness and programs.*

<table>
<thead>
<tr>
<th>Result</th>
<th>Deadline</th>
<th>Accountability</th>
<th>Activities</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement a plan for the coordination of SON program recruitment and distinctiveness marketing through the Office of Student Affairs.</td>
<td>Jan. 1, 2013</td>
<td>1. Coordinator of Student Recruitment and Marketing 2. Associate Dean for Academic Affairs and Accreditation 3. Program directors</td>
<td>1. Revise the current policy for the review of online/print materials to include practice sites and research. Also, add newsletters, advertisements and social media to list of items to be reviewed. 2. Develop written policies and processes outlining the coordination of all recruitment events and the approval of all recruitment item purchases through the Office of Student Affairs; disseminate to faculty and staff.</td>
<td>1. Office of Student Affairs 2. Office of Academic Programs 3. Office of Academic Affairs and Accreditation</td>
</tr>
<tr>
<td>2a. Develop specific, tailored marketing plans that address individual program needs.</td>
<td>Jan. 1, 2013</td>
<td>1. Coordinator of Student Recruitment and Marketing 2. Program directors</td>
<td>1. Develop and disseminate a needs-assessment survey to program directors addressing enrollment, diversity, future trends and anticipated needs. 2. Identify and compare the use of the campus-wide resources most beneficial to program marketing (Multicultural Affairs, Public Affairs) from school to school. Analyze the extent to which the SON is taking advantage of these resources and opportunities to increase their utilization.</td>
<td>1. Office of Student Affairs 2. Office of Academic Programs 3. Office of the Dean</td>
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<tr>
<td>2b. Implement individual program marketing plans.</td>
<td>July 1, 2013</td>
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<tr>
<td>Objectives</td>
<td>Deadline</td>
<td>Accountability</td>
<td>Strategies/ Tactics</td>
<td>Resources</td>
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</tbody>
</table>
| 3. Identify and participate in specific outreach and recruitment activities through SON practice sites. | July 1, 2013   | 1. Coordinator of Student Recruitment and Marketing  
2. Associate Dean for Academic Affairs and Accreditation  
3. Associate Dean for Academic Programs | 1. Identify faculty and staff willing to participate in community outreach.  
2. Participate in recruitment at SON practice sites, as well as in elementary/high schools, by providing signage and literature and participating in open houses and career fairs. | 1. Office of Student Affairs  
2. Hearst grant funds  
3. Manpower (students, faculty/staff)  
4. SON Multicultural Affairs recruitment sub-committee |
| 4. Increase use of web-based and non-traditional recruitment tactics, including increased utilization of alumni. | July 1, 2013   | 1. Coordinator of Student Recruitment and Marketing  
2. Graphic Designer/DIS  
3. Associate Dean for Academic Affairs and Accreditation | 1. Develop a slogan for recruitment materials.  
2. Create recruitment videos and post online.  
3. Participate in recruitment of veterans (VA Yellow Ribbon Initiative).  
4. Create an alumni testimonial booklet.  
5. Consider events like a “legacy” open house for increased alumni involvement, as well as a summer institute for prospective students (FEE participants and/or high school students).  
6. Begin using digital signage as a means of communication with faculty, staff, students and SON visitors. | 1. PAPN and MECDNP grant funds  
2. Manpower (students, faculty/staff)  
3. Office of Student Affairs  
4. Center for Instructional Technology  
5. SON practice sites  
6. SON Multicultural Affairs recruitment sub-committee  
7. Alumni Affairs Nursing Chapter |

**Result:** “what”—a specific outcome to be achieved  
**Deadline:** “when”—the date by which the result will be achieved  
**Accountability:** “who”—the person or group responsible for achieving the result.
Step 4: Evaluation

Objectives must be measurable to demonstrate that the program accomplished its purpose.

Common evaluation methods:
- Website traffic
- Advertising equivalency
- Media impressions
- Audience attendance
- New applications for admission
What We Learned

- **Strategy:** Identify/compare campus resource utilization. **Result:** Some resources were not being fully utilized (i.e. Division of Information Security: vanity URLs).
- **Strategy:** Develop a needs-assessment survey and disseminate to faculty. **Result:** Going straight to the source to talk about program needs was a great way to get creative feedback and ensure buy-in.
The Big Picture

- Collaboration between faculty, staff, students and administrators
- Part of a larger school-wide strategic plan
UMMC School of Nursing Strategic Map: 2011-2013

Strengthen Impact on Health by Improving SON Outcomes and Enhancing Distinctiveness

**Mission**

To develop nurse leaders and improve health within and beyond Mississippi through excellence in education, research, practice and service.

**Core Values**

Respect
Excellence
Accountability
Diversity
Integrity

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<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
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<tbody>
<tr>
<td>Deliver a Distinctive Program Portfolio</td>
<td>Provide an Outstanding Student Experience</td>
<td>Improve the Faculty and Staff Experience</td>
<td>Strengthen Organizational Adaptability and Resilience</td>
<td>Improve Resource Acquisition and Allocation</td>
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<td>Clarify/Use Distinctiveness to Determine the Optimum Future Program Offerings</td>
<td>Provide Innovative Learning Methods Based on Best Practices</td>
<td>Improve SON Communication Processes &amp; Procedures</td>
<td>Align Organizational Practices &amp; Accountabilities With Core Values</td>
<td>Increase Faculty/Student Ratio Using Cross-Program Faculty Allocation</td>
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<td>Create Multiple Entry Points to Graduate Programs</td>
<td>Improve Student Services &amp; Environments</td>
<td>Clarify &amp; Update Roles &amp; Responsibilities</td>
<td>Continuously Improve &amp; Implement the Comprehensive Technology Plan</td>
<td>Increase Sharing of Interprofessional Faculty Expertise and Resources</td>
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<td>Provide State-Level Leadership in Nursing Education</td>
<td>Foster an Atmosphere of Respect and Civility</td>
<td>Redefine Student Evaluation Methods: Classroom &amp; Clinical</td>
<td>Develop &amp; Implement Succession Planning</td>
<td>Increase Extramural Funding for Collaborative Programs &amp; Research</td>
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<td>Create Flexible, Interdisciplinary Plans of Study &amp; Approaches to Delivery</td>
<td>Foster an Environment of Multiculturalism</td>
<td>Expand and Strengthen Professional Development</td>
<td>Develop a Culture of Flexibility &amp; Accountability: People &amp; Processes</td>
<td>Align Faculty Recruitment with Key Program Priorities</td>
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<td>Utilize &amp; Promote Interprofessional Education, Practice, Research &amp; Service Opportunities</td>
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<td>Implement an On-boarding Orientation &amp; Mentoring Program</td>
<td>Expand &amp; Strengthen Marketing of SON Distinctiveness &amp; Programs</td>
<td>Expand and Strengthen SON Development Efforts</td>
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<td>Expand and Strengthen Key Strategic Partnerships &amp; Buy In of Key Stakeholders</td>
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Reference: TSI Consulting Partners

4/25/11, Revised 2/27/12
Thank you!

Questions?