

1. Mission/Vision – Integrated Marketing Communications Group

Briefly explain how your plans relate to your college's mission/vision.

The Tseng College's Integrated Marketing Communications Group (IMCG) is responsible for all aspects of the College's communications, both internal and external. These communications are designed to inform all constituencies about the purpose and mission of the College and its initiatives and activities, including what programs it offers and how those programs can benefit individuals and organizations from within the University to the community, the region and beyond.

IMCG's marketing and public relations strategies for the next five years will focus on two areas: market research and digital media.

Market Research

IMCG will use advanced market research and data analysis as the basis for the design and implementation of marketing, advertising, public relations and communications programs that will create high levels of interest and enrollment in Tseng College advanced professional education programs. IMCG envisions

- Ensuring that significant market research and data analysis is performed before any marketing plan is proposed, developed or implemented. This market research and data analysis may be done in-house or by an outside research firm.
- Creating integrated marketing programs that are innovative, efficient, cost-effective, distinctive in an extremely competitive market place, and representative of best practices in the field.
- Positioning The Tseng College as a premier provider of degree and nondegree professional advancement programs for midcareer professionals.

Digital Media

Marketing and advertising through use of "mass media" no longer generates large responses because audiences can no longer be reached *en masse*. Rather, the increasingly rapid fragmentation of audiences as a result of "new media" demands a dramatic shift away from traditionally broad marketing approaches to ever-more-targeted digital media marketing. In response, the ever-agile IMCG envisions

- Using the newest forms of digital marketing – online directories, search engines, streaming video, pod casts, Web-inars, blogs, social Websites (e.g., Facebook, LinkedIn, My Space, and YouTube).
- Optimizing The Tseng College Web site for search-engine placement.
- Managing marketing campaigns dynamically through the use of ad and key words.

2. Academic Quality

a) Assessment

Explain how the college intends to assess the outcomes of the planning initiatives: setting benchmarks, assessing against them, using results, etc.

The Tseng College is fast becoming a leading force in continuing higher education regionally, nationally and internationally. Its programs, marketing and organizational strategies are regularly recognized for their excellence and distinction.

What makes The Tseng College a distinctive provider of advanced professional education to midcareer professionals? How do we know that we have set standards with our carefully and innovatively designed programs and that each educational offering provides a valid and valuable learning experience?

We answer these questions through the use of several assessment tools. Through surveys, small focus groups, and face-to-face meetings with representatives from key businesses and organizations in the greater Los Angeles area, we learn how The Tseng College – through its excellent and distinctive programs and services – makes a positive impact on the professional lives of participating individuals and the success of the organizations and communities with whom we work.

Looking ahead, the Integrated Marketing Communications Group (IMCG) plans to continue benchmarking the College's process both by employing the tools mentioned above and, possibly, introducing others as appropriate. For example, in order to track how students find out about the College, we are proposing that a "mandatory stop" that poses this question be added to the Easy App enrollment application screen.

Clearly, concrete achievements in the assessment area are vital to the success of the many programs offered by the College. In addition, IMCG regularly analyzes and assesses the effectiveness of prior marketing efforts for each program to determine what is and isn't working in its marketing plan.

2. Academic Quality (continued)

b. The Learning-Centered University

CSUN faculty and staff have developed pedagogies and learning objectives that take into account the different ways and paces by which students learn, as well as the different media and formats that suit different disciplines and levels of instruction. Recently, we have especially encouraged the replacement of seat time—hours as a measure of learning—with indices and supplementary experiences which allow students to proceed faster, if they can. Record the major ways in which the college has implemented—and will implement—several principles of a learning-centered and/or innovative university. Indicate, too, the extent to which funds have been redeployed to these ends.

The Tseng College focus is on the future, offering a growing array of programs that prepare today's working professionals to play important roles in defining and achieving productive futures for themselves and their organizations. The Integrated Marketing Communication Group (IMCG) works closely with both internal programming units and University faculty to construct and refine marketing strategies designed to create awareness of and interest in each CSUN advanced professional education program offered through The Tseng College.

While many who study with The Tseng College already hold degrees, they recognize that learning throughout the career span is a necessary part of professional life in all sectors of today's economy. It is to these individuals and their employers that virtually all marketing communications generated by IMGC are addressed.

Looking ahead, IMCG plans to work with both Tseng College staff and University faculty in building "compelling cases" that will make the marketing of each new program most effective to this highly motivated and discriminating audience. The aim is to generate – for each CSUN program offered through the Tseng College – a compelling, one-of-a-kind case that will persuade as many individuals in the targeted audience as possible to respond affirmatively to the program's Web site and printed promotional materials. The success of these marketing efforts will rely to a large degree on the quality and comprehensiveness of the information essential to the crafting of these compelling cases that is supplied by those who know the programs best: namely, the departmental faculty members.

Such collaborative practices will become increasingly important to the success of the College's marketing efforts as its program portfolio continues to grow.

2. Academic Quality (continued)

c. Research and Creative Activity

Colleges and other units should report initiatives that will: (1) “incentivize” research, (2) require matches, in-kind support, or enhancements to facilities, (3) respond to regional needs, (4) revamp the delivery of the curriculum and/or the involvement of students as research/creative apprentices, and (5) or require reforms in RPT that, for instance, clarify the standards for early promotion and specify how alternatives to publication will be appraised. (6) Pay special attention to opportunities, through grants and contracts, to enhance the General Fund support of units and the total compensation of faculty.

The Integrated Marketing Communications Group (IMCG) is in a constant research mode to determine how best to reach our targeted audiences with information about specific programs. This effort involves engaging in continual Internet research to identify organizations, professional groups and individual practitioners who would benefit from our programs; staying in contact with community leaders and leading professionals in various fields; and maintaining a consistent “presence” with community and business groups, so that they know they can turn to us to create programs that meet their needs.

Within the next three to five years, IMCG will continue to build on best practices in our field and apply those to our many projects. We will disseminate information on Tseng College programs and capabilities using the most effective, cost-efficient and up-to-date methodologies available.

Because IMCG has earned a reputation (and numerous awards) for being “out ahead” of most other university marketing organizations in its innovative and creative approaches to program marketing, we are frequently invited to make presentations at professional conferences as well as to our colleagues in the CSU. We plan to continue our participation in these events. We also envision increased participation in professional associations in the fields of marketing and communication. In connection with these activities, we will provide the unit’s marketing, public relations and graphic design staff with professional development opportunities to ensure that continue to possess the most up-to-date knowledge in their particular areas of specialization.

2. Academic Quality (continued)

d. Ongoing Programs

What changes do you anticipate? In particular, how will change to existing programs support growth and quality improvement? How will the proposed change be supported: with new and/or repurposed resources? Will it entail experiential learning, reduce seat time, reinforce GE, and/or respond to regional needs or accreditation reviews? Will it reflect an entrepreneurial direction to enhance General Fund and total compensation?

Evolving technologies, coupled with dynamic global shifts in consumer demands, threaten even the most successful brands and established producers of consumer products. Similarly, today's most popular educational programs can become tomorrow's distant memories almost overnight in a marketplace overcrowded with new learning options for the midcareer professional.

In spite of budget constraints, the three advertising campaigns created by Fourth Wall, the advertising agency retained by Integrated Marketing Communication Group (IMCG) since 2004, have done much to build and maintain The Tseng College's "brand" in a rapidly changing and highly competitive marketing environment. Because this environment is so fluid and dynamic, IMCG must focus on the next two years – rather than the next five – when making plans for upcoming advertising campaigns. During the next two years, the continuation of its highly successful campaign series will be extremely important in impressing on the minds of current and future students the unique value of the CSUN advanced professional education programs offered through The Tseng College.

According to its current plan, The Tseng College will initiate over the next two years nearly a dozen new degree and certificate programs. Each of these programs will have its own target audience and particular benefits, but all must have one thing in common – the distinctive (and award-winning) Tseng College brand, expressed in our ads and marketing materials by a unique, easily identifiable "look" together with attention-grabbing "copy" that succinctly and successfully communicates not only the value of the programs we create but also the value of the institution that created them.

Because of an increasing focus on national and international as well as local markets, the places, The Tseng College's Web site is assuming greater importance with each passing year. Over the next three to five years, IMCG will see to it that the Web site will continue to reflect the distinctive strengths and capabilities of the College and its programs through the use of the most current Web technology available.

As noted in Section 1 (Mission/Vision), IMCG envisions a much stronger use of digital marketing – the practice of promoting our degree and nondegree programs using digital distribution channels to reach potential students in a timely, personal and cost-effective manner. We will use the Internet to "push" messages to individuals – e.g., via e-mail, instant messaging, real simple syndication (RSS) or voice broadcast – as well as to "pull" content such as banner ads or a pay-per-click search item. Because the technology

is digital, we can layer reporting capability into a campaign, allowing us to track campaign performance in real-time.

As appropriate, many traditional forms of promotion – including radio, print and television advertising, brochures, flyers, collateral materials, posters and program specific products.

3. Student Engagement

Describe how your unit will contribute to the CSUN effort to engage, retain, stimulate, and graduate its students. Specifically, concentrate on plans to improve first to second year retention, reach out to K-12 pupils and teachers, make advising more consistent in practice and policy, and improve the support structures for students in courses with high failure rates. Finally, if pertinent, describe plans to mentor and channel undergraduates into post-baccalaureate study.

The Tseng College's success depends heavily on its ability to build strong working relationships and sustained, mutually beneficial partnerships within the University and among its many off-campus constituencies. The Integrated Marketing Communications Group (IMCG) is committed to a significant relationship-marketing program with the College's current students and alumni.

Our experience has shown that relationship marketing is a practical, cost-effective and appropriate approach when dealing with midcareer professionals. IMCG will continue to identify shared benefits and create new value for our clients over a lifetime of association.

Over the next three to five years, IMCG will systematically establish a communication- and relationship-building model for each Tseng College program. These models will include events such as seminars, commencement celebrations, and other group activities. We will also continue to keep all constituents informed of Tseng College developments through the *ExL Insider*, a monthly online newsletter, and the *ExL Report*, a multiple-award-winning, semi-annual print publication that is posted on the College's Web site and from which articles on specific topics of interest can be easily downloaded.

4. Shared Values

Discuss how proposed initiatives reflect the shared values of the university and your college's core values. What philosophy—what thread—ties together these efforts? Indicate how they respond to assessment reports.

The Integrated Marketing Communications Group (IMCG) understands and respects the unique culture of The Tseng College and the University. We have built our reputation and those of the programs we promote through a disciplined, data-driven approach based on this fundamental understanding.

With more than 26 years of experience as an unit in the organization now known as The Tseng College and a dedicated staff of top-notch marketing, public relations and graphic design professionals, IMCG consistently creates highly successful communications programs that position the College as the region's preeminent provider of professional advancement education for the midcareer professional.

In order to build and maintain core capabilities in the disciplines of marketing and graphic design and keep abreast of changes in the marketing arena, IMCG will continue to provide professional development opportunities for its staff.

We will also embrace “change management” – i.e., a proactive approach to making sense of transformational changes in the communication setting – by

- Constantly surveying the “customer space” we inhabit to see what is “out there” and how it can be used to our advantage.
- Using both growth metrics (e.g., new-market penetration, customer profitability, retention-levels) and efficiency metrics in order to measure marketing effectiveness.
- Changing our metrics if our data doesn't support our approaches.
- Developing a new brand culture that communicates values and back this up with value the client can see and feel.
- Considering how our competitors can be turned into collaborators.
- Appreciating “inspired ideas” for their potential to impact the enterprise beneficially.
- Developing a relationship-leverage strategy, and discovering untapped values in clients, collaborators, vendors, partners, and others.
- Promoting trust in future directions by engaging others in exchanges of knowledge and experience.