

The Secret to Effective Marketing

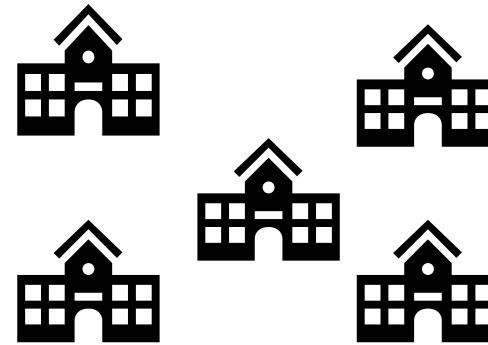
**Council of Independent Colleges
Chief Academic Officer Institute
November 5, 2023**

**Terry Flannery, Ph.D.
Executive Vice President & COO
CASE**

Two Seemingly Contradictory Acts



Stand out from others



Stand with many others



Heard at a recent board meeting:

“We are the region’s best
_____.”

“Our light is
_____.”

“

Heard at a recent faculty meeting:

“We just need to do a better job of
-----.”

Changing the Narrative About the Purpose of Higher Education

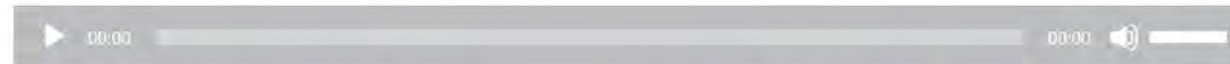
FORBES > LEADERSHIP > EDUCATION

Why Higher Ed Must Recapture The Narrative Around Tuition, Cost And Value In The Post-Pandemic World

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EPISODE 247

RECLAIMING THE NARRATIVE ON THE VALUE OF HIGHER EDUCATION

WITH C. EDWARD WATSON | MARCH 7, 2019 | [Twitter](#) [Facebook](#) [LinkedIn](#) [Email](#)[PLAY IN NEW WINDOW](#) | [DOWNLOAD](#) | [TRANSCRIPT](#)Subscribe: [APPLE PODCASTS](#) | [SPOTIFY](#) | [RSS](#)

If efforts to change perceptions and motivate stakeholders are limited to telling your story more effectively, you are missing most of the power of marketing.

The first thing I
think of when I hear
the word marketing
is ...?



The analysis, planning, implementation and control of carefully formulated programs designed to bring about voluntary and satisfying exchanges of values with target markets for the purpose of achieving organizational goals.

--Philip Kotler, 1975, Kellogg School of Business, Northwestern University

Marketing strategy = Institutional strategy

Marketing Mix – the 4 Ps



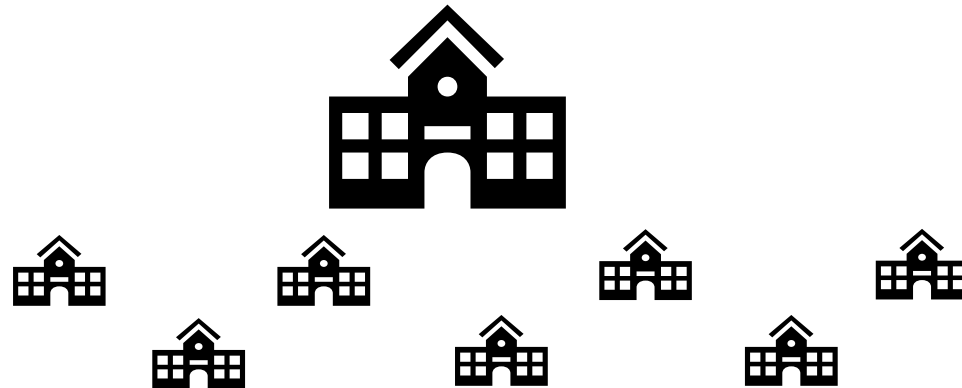
Elements of Brand Strategy

- Tied to strategic goals, mission, vision, values
- Positioning (the 3 Rs)
- Brand Expression
 - Campaign
 - Slogan
 - Personality
 - Visual identity
 - Editorial voice

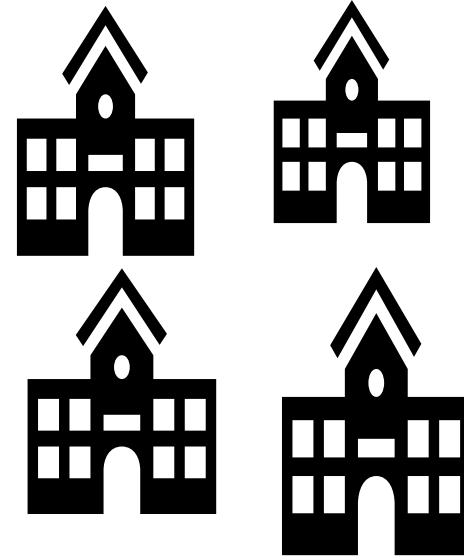
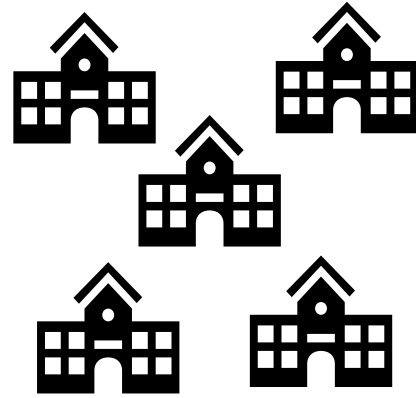
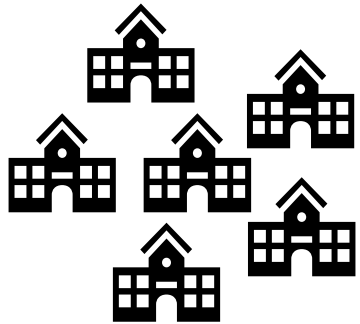
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The Secret of Effective Marketing...

... is its strategic purpose.



When to Stand Together



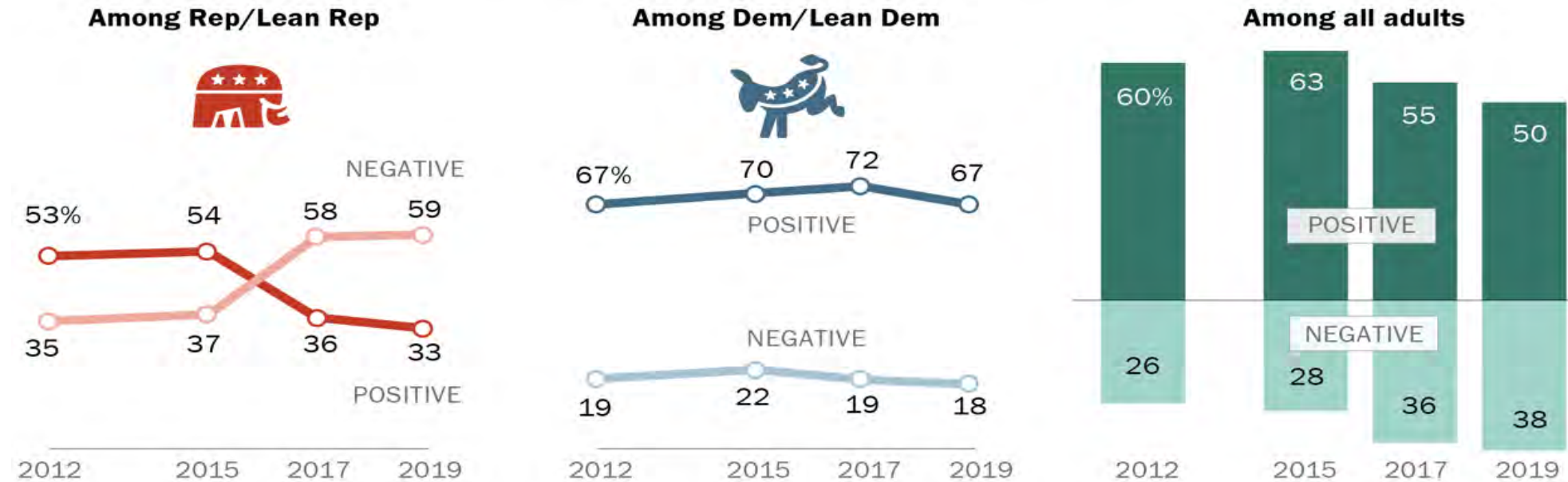
Overall, do you think colleges and universities are having a positive or negative effect on the way things are going in this country today?

% Positive	Total	Democrats	Republicans	Partisan Gap
2020	69%	80%	60%	20%
2021	58%	68%	40%	28%
2022	55%	73%	37%	36%

Source: New America, Varying Degrees 2020-2022

Increase in the share of Americans saying colleges have a negative effect on the U.S. is driven by Republicans' changing views

% saying colleges and universities have a positive/negative effect on the way things are going in the country

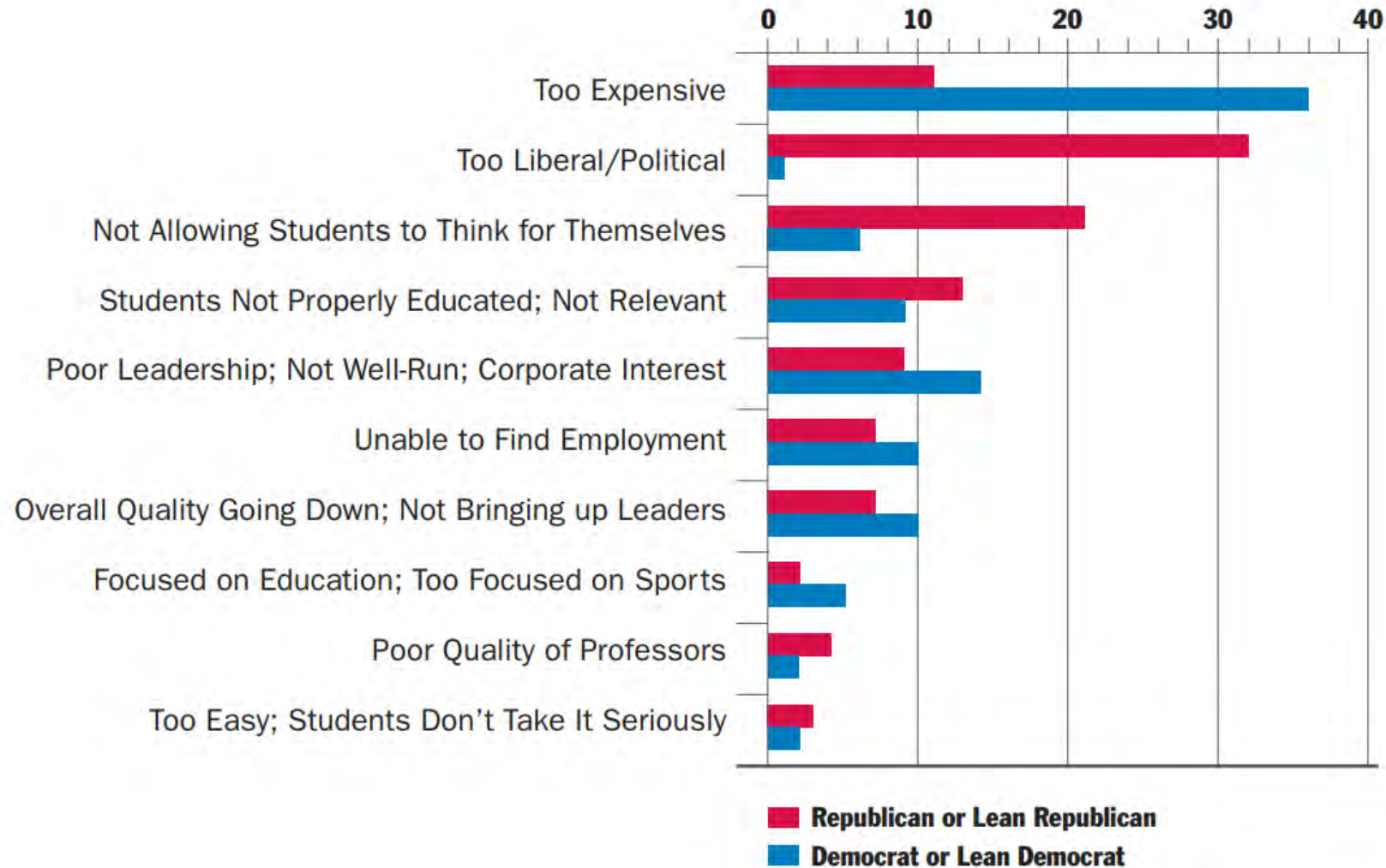


Note: Share of respondents who didn't offer an answer not shown.

Source: Pew Research Center surveys of U.S. adults conducted by telephone July 10-15, 2019, June 8-18, 2017, Sept. 16-Oct. 4, 2015, and Feb. 8-12, 2012.

PEW RESEARCH CENTER

What's Driving the Decline



The Stories Not Being Heard

Perceptions About Higher Education



80

Percent of Americans who feel comfortable recommending higher education to a child or close relative. (New America, 2021)



82

Percent of Americans that say states should spend more tax dollars on education opportunities after high school to make them more affordable. (New America, 2021)



4

Rank of higher education when asked how much confidence the public has in 16 major institutions in American society, higher education ranks behind military, small business, and police. (Gallup, 2018)



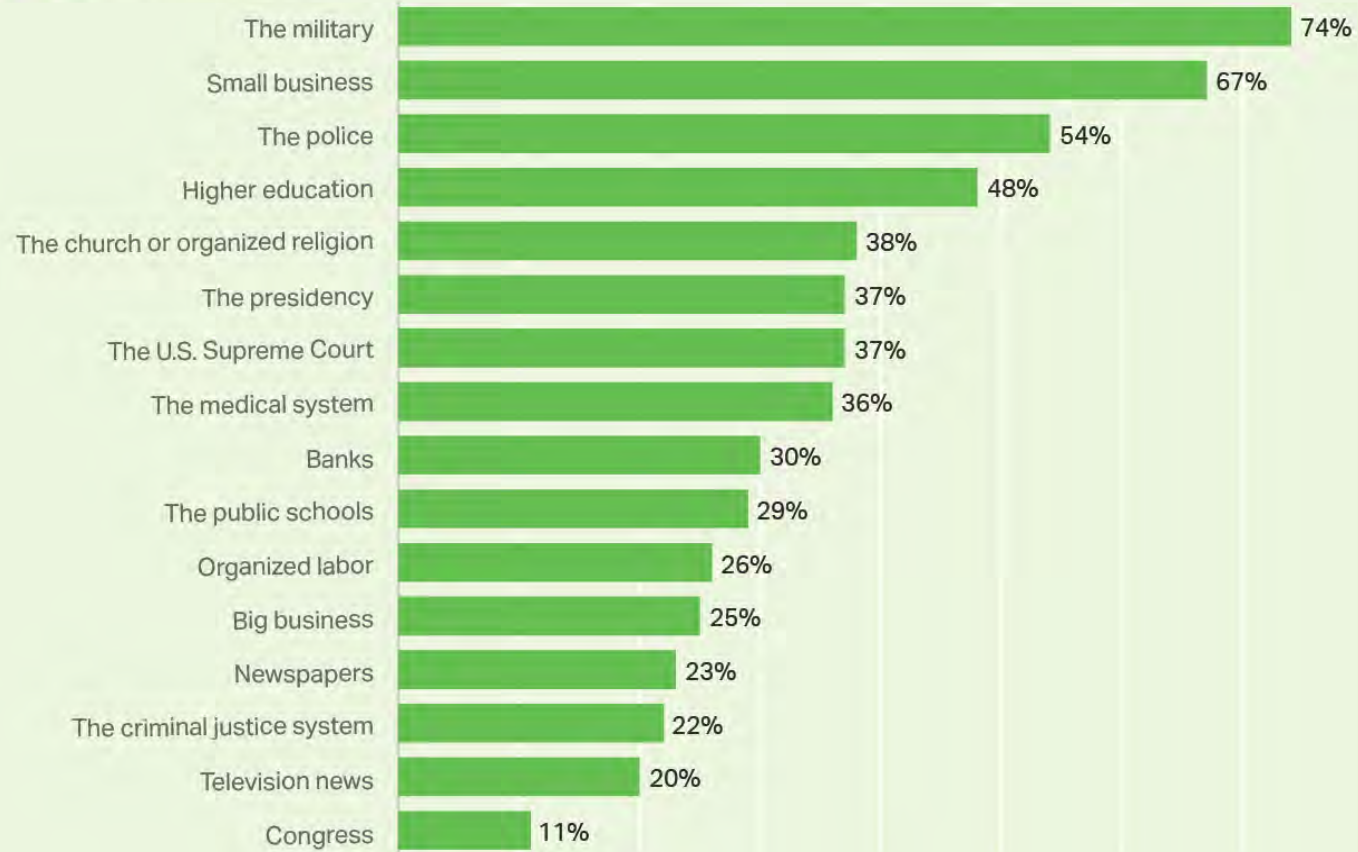
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Times increased chances of moving out of poverty by going to college. (Postsecondary Value Commission, 2021)

Confidence in Institutions, 2018 Survey

Now I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some or very little?

■ % Great deal/Quite a lot

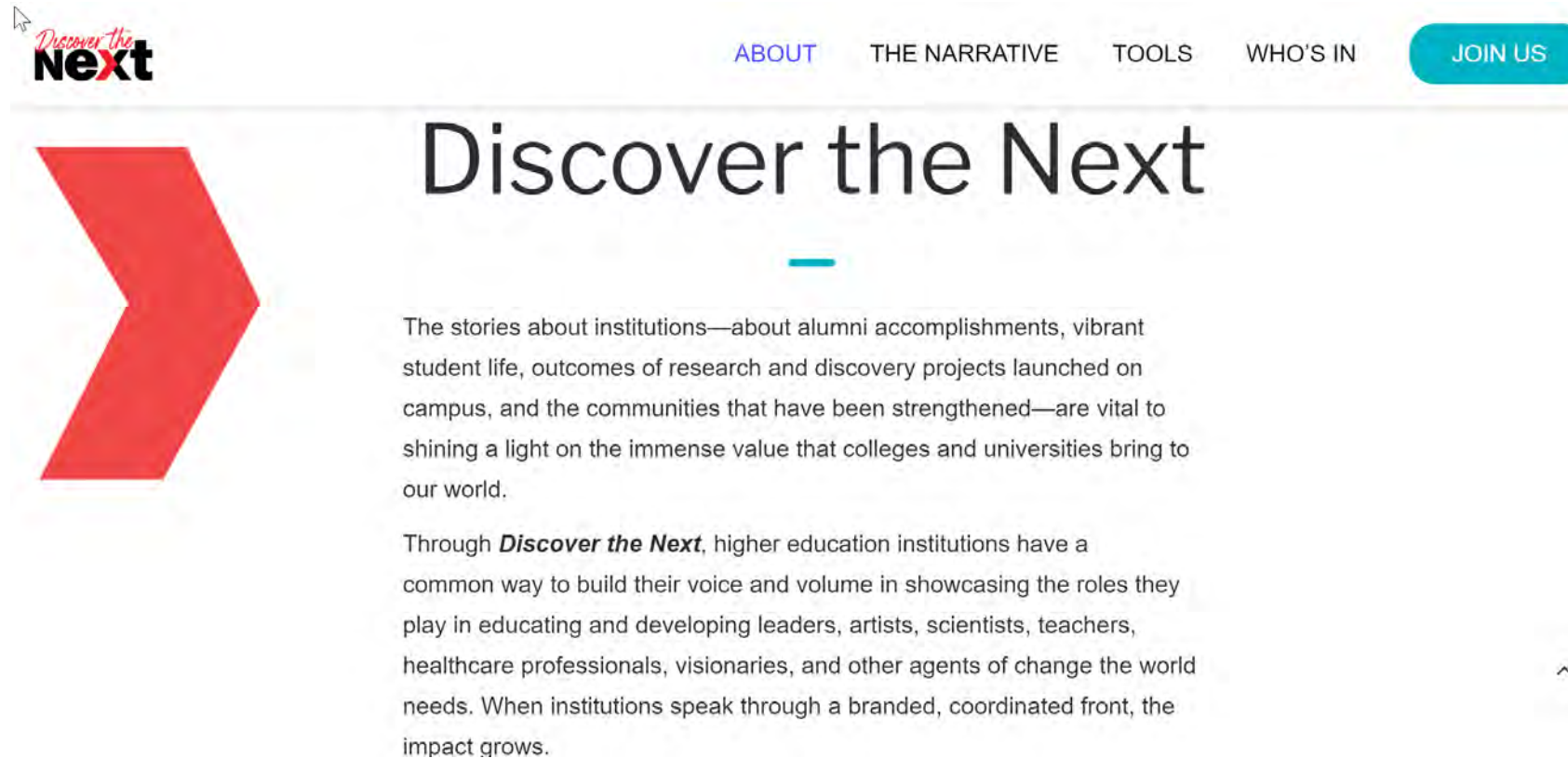


GALLUP, JUNE 1-13, 2018

It's Not Just What We Say, It's What We Do

- Affordability
- Access
- Completion
- Social Mobility
- Free expression and inclusion

Discoverthenext.org

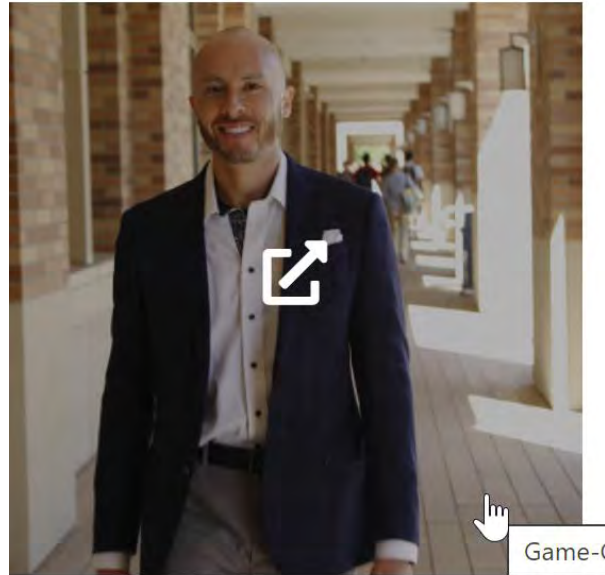


Stories About What We've Done



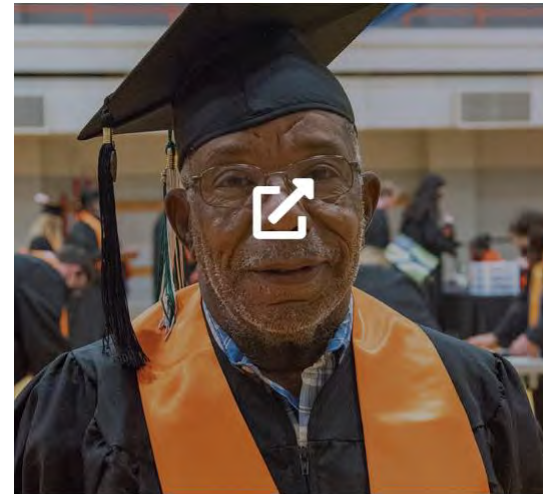
Who are we? A pressing question for today's educational institutions

Gettysburg College



Game-Changing Potential Food Security

Chapman University



Lifelong Dream Achieved

Sam Houston State University

 READ THE STORY

HESAUS.org



Council on Higher Education
as a Strategic Asset

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A banner image featuring a background of a modern glass skyscraper. In the foreground, the silhouettes of a group of people are visible, looking towards the building. The text is overlaid on the right side of the image.

**Strengthening America's global competitive
position by developing new approaches to
higher education policy, funding, and
collaboration.**

Who has the tools to lead positioning and storytelling?

Advancement professionals **champion their institutions** to build value in the form of revenue, reputation and relationships.

Integrated advancement is a strategic, integrated method of managing relationships to increase understanding and support among an educational institution's key constituents, including alumni and friends, government policy makers, the media, members of the community and philanthropic entities of all types.

Summary

- An effective story is important, but it's not sufficient.
- Strategy creates an effective position – real, rare and relevant.
- A differentiated position will motivate exchanges that build value.
- Strategy *and* collaborative storytelling are necessary to change the higher ed narrative.
- The people in this room have all the tools you need to be successful.

We can walk and chew gum at the same time.

- Have the courage to stand out.
- Recognize the necessity of standing together.
- Storytelling follows strategy.
- Let's get to it.