



Missouri State™

U N I V E R S I T Y

DIVERSITY MARKETING PLAN

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INTRODUCTION

Cranford Johnson Robinson Woods (CJRW), and Penn, Schoen & Berland (PSB) have been Missouri State University's marketing partners since 2012. The partnership started with a thorough research study implemented by PSB, which gathered insight from a variety of constituencies such as key administrators, faculty, staff, alumni, graduate students, undergraduate students, prospective non-traditional students, prospective transfer students, admitted students who did not enroll, all prospective high school students, and parents of prospective students.

In addition to the campus-wide study, MSU also commissioned a diversity study. The study consisted of qualitative online surveys among historically excluded audiences. Feedback gathered includes insights from current MSU under-graduate students and prospective high school students.

The in-depth findings of the diversity research study can be found in the "Phase IV – Diversity Study" report, dated June 2013. Below, are the five key findings from the report.

1. MSU is viewed positively and performs well among historically excluded groups (HEG).
 - Scores are consistent with scores among current audiences surveyed in the full report.
2. Prospective HEG students are initially less familiar with MSU offerings than current HEG students, with high unawareness across metrics.
 - Additionally, scores among prospective HEG students are lower than scores among prospective audiences surveyed in the full report, with higher unawareness among HEG students.
3. Awareness of MSU's brand, mission statement, and tagline is low, particularly among prospective students.
4. However, when utilized, these tools effectively boost favorability and interest.
5. Messages resonate across audiences and move the needle on key metrics.
 - The key messages emphasize MSU's quality, affordability, and range opportunities.
 - Additionally, top messages themes are consistent with factors that respondents view to be the most important to a college experience.

Research findings from the diversity study were used to develop a marketing plan targeted to specific HEG audiences. The plan focuses on strategies and tactics aimed at raising awareness of MSU among prospective students from historically excluded groups. Recommendations concerning awareness of MSU's current mission statement and tagline are addressed in the overall marketing plan for the institution. The issues and recommendations provided on these topics should be applied across audiences.



GOALS

MISSOURI STATE

During the discovery process, Missouri State University established two main goals for the marketing plan:

- Develop a plan to increase awareness of MSU among prospective African-American students from the St. Louis and Kansas City markets;
- Develop a plan to increase awareness of MSU among prospective Hispanic students from the southwest Missouri area.



TARGET AUDIENCES

MSU's overall diversity and inclusion goals include a wide variety of audiences. However, a successful diversity marketing plan can't be drafted with an all-things-to-all-people approach. In order to maximize the available funds for the marketing plan development, target audiences were selected based on the largest ethnic groups in the state of Missouri. Once those groups were identified, geographic markets were assigned to each group in order to focus implementation of all marketing efforts within relevant markets.

THE FOLLOWING ARE THE TARGET AUDIENCES FOR THE MARKETING PLAN:

- Prospective high school students
- Parents of prospective high school students
- Current students
- Alumni
- General public



MARKETING STRATEGIES

BRANDING

The “Phase II Quantitative Report” demonstrated there is a lack of awareness within the campus of the university’s current tagline and mission statements. CJRW prepared a comprehensive marketing plan with recommendations on how to overcome those obstacles. The lack of awareness on the university’s brand identity is primarily caused by inconsistencies in the marketing process. As MSU follows the recommended strategies to achieve consistent integrated marketing materials across the campus, it’s important that materials developed for diversity marketing initiatives follow these same branding guidelines.

MESSAGING

MSU’s marketing plan establishes main guidelines outlining how to develop a well-defined brand for the university. These guidelines are:

- Develop a brand that focuses on MSU’s unique academic opportunities
- New brand should still capitalize on competitive advantages identified by the target audience: location, affordability, value, campus offerings, and facilities
- Provide credibility to the brand image through the success of academic programs

The core of each brand should not change based on the target audience. MSU’s priority should be sharing its brand with culturally relevant executions for each target audience identified.

Culturally relevant marketing goes beyond traditional efforts. Ethnic marketing materials require thorough research and implementation. If the only efforts taken are changing photos from an existing ad and replacing them with photos of African-American students, then those materials will not be successful. Culturally relevant materials include the right visuals, the right text, and are set within a relevant cultural background. These efforts are particularly important in the implementation of materials for English-as-a-second language audiences. Taking an existing ad and translating to Spanish will never be successful. Concepts developed for this audience should highlight relevant cultural experiences for this audience. Depending on the level of English proficiency, sometimes language may not be barrier, but the concept’s relevance within that culture could be a major communications roadblock.



MARKETING STRATEGIES



Fortunately, the top performing messages for HEG prospective students already fit in with the recommendations for the overall brand.

- **Affordability:** HEG prospective students are especially sensitive to the topics related to affordability. The overall messaging recommendations for MSU include validation of brand by providing rankings or measurable results. This holds true for the affordability message within the HEG prospective student group. Some of the top-performing messages include: most affordable, overall lower costs, and lowest room and board rates.
- **Programs:** The diversity study also shows that Ozarks Technical Community College already owns the “cheap” division category. MSU should not focus on demonstrating that it can be “cheaper.” The university should focus on promoting the best value offer based on consistently affordable costs, unique and highly recognized programs, and a wide variety of academic disciplines.
- **Community:** HEG students want to know that choosing MSU means choosing an active community with student organizations, volunteer opportunities, and Division I athletics.
- MSU recommends highlighting the importance of marketing the university as a safe educational environment focused on providing far-reaching opportunities – opportunities not bound by geographic borders.

When looking at competitors, prospective HEG students have well-established pre-conceived opinions:

- **Mizzou:** Mostly associated with athletics, a large campus, higher costs, and parties
- **OTC:** Identified as “cheap” and a community/technical college
- **Drury:** Primarily known as an expensive private option

On the other hand, the overwhelming word associated with MSU is unknown. This word doesn’t have to be a negative connotation. This word means we are working with a blank canvas. Additionally, the institution has already identified the top performing messages for this audience. MSU has the opportunity to build its brand from the ground up without well-established preconceived notions about the institution. Unfortunately, this also means special attention and a robust budget will be needed in order to increase awareness. MSU should also consider that messages identified as top performers match the brand image that MSU is building within the general market. General market is defined as the entire population of the university’s overall target audience. This means HEG groups can be an extension of that messaging, as long as **culturally relevant** executions are implemented.



PAID MEDIA

In regard to a freshman recruitment paid media plan focused on diversity, MSU should concentrate the support in the markets with high African-American and Hispanic populations. Additionally, markets with close proximity to the university were also included. The paid media suggestions include the Hispanic teen population in Springfield/southwest Missouri, and African-American teens in the metro areas of St. Louis and Kansas City.

The plan would include a mix of radio, online, and mobile to reach the target audiences as efficiently and effectively as possible.

MediaMark Research media usage data indicates that both Hispanic and African-American teens are heavy users of online/mobile and radio, but are light users of television. Hispanic teens are highly likely to consume Spanish language media including television.

MEDIA USAGE INDICES	HEAVY TV	HEAVY RADIO	HEAVY ONLINE/MOBILE	VIEWED SPANISH TV	LISTENED TO SPANISH RADIO	VISITED SPANISH WEBSITES
HISPANIC AGE 18	14.3	115	141.6	455.9	458.8	588.8
AA AGE 18	82.6	142	152.2	117.7	9.2	12.3

Based on the MRI 2013 Doublebase study.

HOW TO INTERPRET MEDIA USAGE INDICES:

For example, African-American teens index 142 in heavy radio usage. Therefore, they are 42 percent more likely to be heavy radio listeners than the average person. Conversely, this same audience generates an 82.6 index against heavy TV usage, meaning they are 17.4 percent less likely to be heavy viewers of television.

Spanish-Language Television

While we would certainly recommend using Spanish-language television to target the Hispanic teen population in southwest Missouri, at this time there are no Spanish-language television networks in the Springfield or Joplin markets offering local insertions.

Online and Mobile

We recommend using ad networks to reach both Hispanic teens in southwest Missouri and African-American teens in the St. Louis and Kansas City markets. We would use desktop sites and apps via mobile devices.



PAID MEDIA

MISSOURI STATE

These networks are able to target audiences demographically and geographically and include Spanish-language sites and apps. We recommend using a video component for each platform for dynamic creative in addition to static banners.

Ideally, online and mobile ad elements targeting these teens would run throughout the freshman recruitment season - continuously from October through March. However, depending on budget available, timing may need to be concentrated into one quarter in order to have a stronger media presence.

• Online Video & Banners:	\$25,500
• Mobile Video:	\$18,000
• Mobile Banners:	\$6,000
• Spanish-Language Online Video & Banners:	\$11,000
• Spanish Language Mobile Video:	\$8,825
• Spanish Language Mobile Banners:	\$3,500
• Total	\$72,825

Radio

Both of these teen audiences are heavy consumers of radio. Radio stations would be selected using the latest Nielsen Audio ratings data in each market with special consideration given to formats such as Urban, Urban AC, and Spanish/Latino to best reach our targets.

We would recommend a minimum of 100 Gross Rating Points per week in each market with at least two weeks of radio presence in each month.

Based on a Persons 12-24 demographic:

• St. Louis MSA: One week @ 100 GRPs =	\$25,400 (6 weeks = \$152,400)
• Kansas City MSA: One week @ 100 GRPs =	\$22,000 (6 weeks = \$132,000)
• Springfield MSA: One week @ 100 GRPs =	\$4,800 (6 weeks = \$28,800)
• Joplin MSA: One week @ 100 GRPs =	\$3,500 (6 weeks = \$21,000)
• Total	\$55,700



PAID MEDIA

Streaming Radio

Pandora Internet radio provides a combination of online, mobile, and radio media, where we are also able to pair the audio component of a radio spot with the visual of a banner ad on both the online and mobile platforms.

Pandora is the most popular streaming music service among teens and young adults.

A 15 percent share of voice per market is recommended to generate an efficient amount of impressions against a target audience.

- Springfield DMA: \$16,500 over 6 months
- St. Louis DMA: \$25,000 over 6 months
- Kansas City DMA: \$30,000 over 6 months
- Joplin DMA: \$10,800 over 6 months
- Total: \$82,300

Outdoor

We can identify outdoor locations in each market that specifically reach the communities made up of our target audiences, tailoring the creative message as needed.

African-American Targeted

St. Louis

- Bulletins (large billboards – 14' x 48')
 - 100 GRPs per month requires 14 units
 - Monthly rate \$41,230
 - Production fee for 14 units \$14,112
- Posters (street-level billboards – 10'5" x 22'8")
 - 100 GRPs per month requires 14 units
 - Monthly rate \$9,100
 - Production fee for 14 units \$1,400

Kansas City

- Bulletins
 - 100 GRPs per month requires 8 units
 - Monthly rate \$28,240
 - Production fee for 14 units \$8,064
- Posters
 - 100 GRPs per month requires 29 units
 - Monthly rate \$16,240
 - Production fee for 14 units \$3,200



PAID MEDIA

Hispanic Targeted

Springfield

- Bulletins
 - 100 GRPs per month requires 7 units
 - Monthly rate \$10,185
 - Production fee for 14 units \$7,056
- Posters
 - 100 GRPs per month requires 7 units
 - Monthly rate \$4,970
 - Production fee for 14 units \$800

Joplin

- Bulletins
 - 100 GRPs per month requires 4 units
 - Monthly rate \$7,940
 - Production fee for 14 units \$4,032
- Posters
 - 100 GRPs per month requires 5 units
 - Monthly rate \$3,400
 - Production fee for 14 units \$600

Total – Placement: \$75,789. Production: \$39,264

Summary of Potential Media Expenses:

Online and Mobile Banners and Video	\$ 72,825
Radio	\$ 55,700
Streaming Radio	\$ 82,300
Outdoor (Placement and Production)	\$115,053
Total Media Placement	\$325,878



RECRUITMENT OUTREACH



MSU currently implements a variety of recruitment events. From campus tours, Showcase, and schools visits, students and their families have a wide variety of options to discover what MSU has to offer.

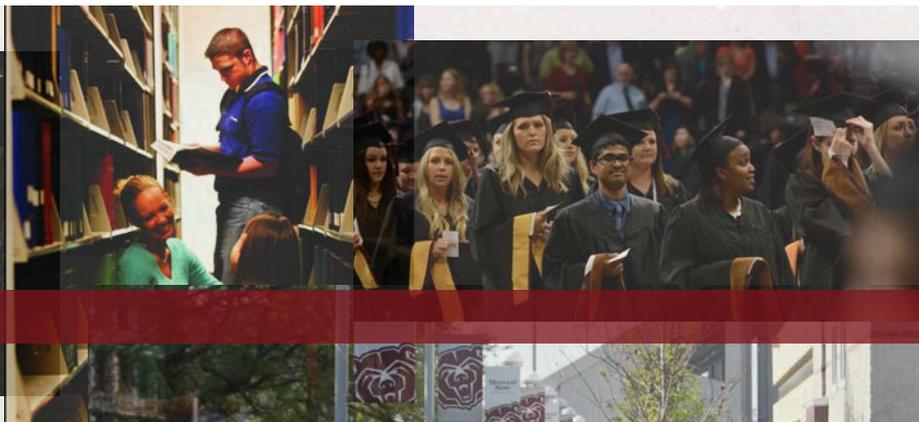
When reaching to audiences within the African-American and Hispanic communities, it is important to know that family members tend to be heavily involved during the college application process.

While the traditional approach is to motivate prospective students and their families to visit the campus during a recruitment event, MSU should not assume that a one-size-fits-all strategy would work for every audience. Moving forward, the university should emphasize the development of strategies that attract each target audience to the campus, even if it's not during a "true" recruitment event. MSU could provide the opportunity of connecting with university staff at different venues such as faith-based organizations, community centers, or local events.

Currently, MSU's Division for Diversity & Inclusion participates in a large number of community events. It is important that these events be managed by the Diversity & Inclusion Division, in partnership with Enrollment Management. Ideally, staff attending the events should be able to answer questions about the application process, scholarships, and financial aid options. Below are specific suggestions on recruitment events:

HISPANIC RECRUITMENT EVENTS

- **After-School/Evening Family Sessions:** Identify school districts with high Hispanic populations, and host financial aid and scholarship seminars for families. It is important to be able to make these presentations in Spanish. While prospective students applying to MSU will be proficient in English, Missouri's Hispanic population is fairly young. This means some parents might need to communicate in Spanish, and would benefit from leave-behind literature in Spanish.
- **Financial Aid/Scholarship Application Assistance:** Many times, publicly funded universities focus exclusively on educating parents on scholarships offered by the university. Many times publicly funded scholarships have restrictions that limit applicant eligibility. While most parents within the general market audience are responsible for researching private scholarship options for their children, members of our target audience might not be familiar with those options. MSU should be ready to provide additional assistance by having a list of private scholarships or private financial aid opportunities available. While MSU doesn't control or manage those private funding sources, parents will consider the MSU staff as a resource, and they will associate MSU with a university that's friendly and goes the extra mile in order to help them. Having bilingual staff, knowledgeable in admissions, financial aid, and scholarships, will be key to the success of these initiatives. The only target audience in this plan that requires bilingual assistance is Hispanics. MSU should assess whether the volume of prospects that speak languages other than Spanish or English justifies adding additional positions.



RECRUITMENT OUTREACH

- **Admissions/Financial Aid Blended Positions:** Consider hiring bilingual staff members who can manage the application process, the financial aid process, and who are also knowledgeable in the scholarship process. This team would guide Hispanic families who need language assistance during the entire application process. The team should also be knowledgeable in private scholarship and financial aid resources.

AFRICAN-AMERICAN RECRUITMENT EVENTS

- **Greek Community Alumni:** MSU has stated goals of improving relationships with alumni and increasing overall recruitment in the St. Louis and Kansas City markets. While these goals are important to the university's general market efforts, partnering with key MSU alumni can also be an asset in African-American outreach programs. MSU has five active chapters out of the nine National Pan-Hellenic Council organizations. Alumni from these organizations should be utilized when possible in the recruitment process. These alumni can provide three different top messaging strategies: 1) Showcase success stories from alumni who experienced MSU's unique academic programs. 2) Share their Greek life experience, which demonstrates the culturally relevant social setting available at MSU. 3) Connect with parents and discuss MSU's diverse community, and their experience in Springfield during their college years. It's important to note that in order to use the Greek community as a recruitment asset, MSU needs strong fraternities and sororities. To achieve this, the university should commit support and resources to empower Pan-Hellenic council students to grow their respective groups.
- **Enlist African-American Students as Admissions Mentors:** Develop a mentorship program where current high-achieving African-American students become mentors for prospective students. These students can provide guidance on the application process, how to prepare for college academically, and help prospective students learn more about specific programs. This mentorship program would help prospective student identify MSU as an institution vested in their success.
- **ACT Training Sessions:** MSU recruiters build relationships with high school counselors throughout the school year. These relationships could be leveraged in a diversity marketing plan approach. In order to start the familiarization process with MSU, during the spring semester recruiters could work with counselors to identify minority students who are juniors who could benefit for additional preparation for the ACT. Since the major African-American recruitment markets are several hours from Springfield, MSU could host a week-long ACT training session on campus. These training sessions would be promoted when MSU recruiters visit school districts with high population numbers of the desired target audience. MSU would provide housing and meals for the students. The university could also provide activities for the students during the evenings so they can feel part of the community.

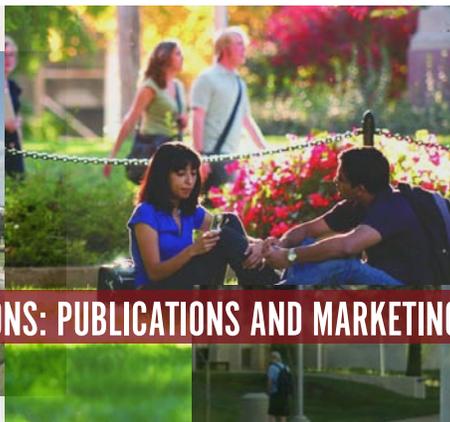


BECOME A HOST TO THE COMMUNITY: INSIDE AND OUTSIDE SPRINGFIELD

MISSOURI STATE

The Division for Diversity & Inclusion already hosts statewide events that take place at MSU. For example, the Collaborative Diversity Conference provides a venue for MSU to be a host to the community within a relevant context. While the statewide conference attracts professionals in the diversity integration field, MSU needs to add events that attract the general public as well.

- **Yard Show/Step Show:** MSU could expand the popularity of the Yard Show by opening it beyond the university and the city of Springfield. The Yard Show could become a yearly event where chapters from other universities in Missouri and neighboring states are able to participate. Attendance to the event would be promoted statewide, and it could be a fundraising activity for the Greek council or the Diversity & Inclusion Division. Similar Step Shows at other universities in neighboring states result in the attendance of thousands of people. Fraternities and sororities from across the nation participate in this type of contest.
- **Provide University Sponsored Entertainment in Other Cities:** MSU could host events in St. Louis and Kansas City. Since MSU has a popular gospel choir, MSU could host concerts at popular venues in these cities. The concerts could be tied to key holidays, popular activities, or festivals already taking place in those cities. The program could be promoted through the alumni network, social media, public relations, and traditional advertising.
- **Access to Athletics Facilities:** Many times, Hispanic youth and college-age adults don't have access to sports venues. MSU could make its facilities available to this community. This outreach might not be a conventional recruitment event, but it would build awareness and relationships by showcasing an institution that welcomes them. This program could be done in two different ways. MSU could open its facilities to an already-existing league within southwest Missouri. If the university has the capacity to manage a larger event, it could host a soccer tournament during a weekend. While expectations of recruiting a large number of students at this event should not be too steep, MSU could have staff members on site to educate people on the admissions process, financial aid, and scholarships. These tournaments usually attract entire families, so they could be a venue to recruit prospective freshmen and non-traditional students.



CREATIVE RECOMMENDATIONS: PUBLICATIONS AND MARKETING MATERIAL

Spanish-Language Publication: As it was stated previously in this plan, prospective students will be able to get the necessary information from traditional publications such as the Viewbook and the travel piece. On the other hand, Missouri's Hispanic population is young, which means many parents are first-generation Hispanics who are not proficient in English. MSU should develop a parent piece in Spanish that could be used during recruitment events, or sent home with prospective students who would appreciate native-language materials for their parents. The piece could include an introduction to MSU; a summary of the different academic disciplines available; information on tutoring, mentoring and advising resources for students; details on student health options, campus safety, housing, food options, student organizations, sports and physical health; detailed information on scholarships, and resources for private funding for scholarships and financial aid; and a guideline to the application process. Additionally, if the university does add a bilingual admissions/financial aid staff member, the piece should include contact information for this person so families can get assistance in Spanish, if needed.

Photography and Visuals: The university-wide marketing plan includes details on how to use visuals on marketing materials. While all publications should strive for a diverse representation of the student body, it is of the utmost importance that publications developed for minority recruitment pay special attention to photography selection. MSU should not overcompensate by including only African-American students on an ad for this target audience, or only Hispanic students on an ad for this audience. This type of image selection could be counter-productive since it could translate as a campus with a divided student body, or a dishonest representation of the brand since MSU does not have a predominately African-American or Hispanic campus. Hero shots or featured student stories should focus on appropriate ethnicity, depending on the outreach effort.



DIVERSITY IN GENERAL MARKETING MATERIALS

The overall marketing plan for the university is a marketing plan for the general market. It's important to note that general market plans are meant to reach a representative sample of the entire population. These marketing materials should depict MSU's diverse community since they will be targeted to all prospective students and their families. MSU should also strive to continue to expand diversity on current marketing materials. For example, a quick review of the student Spotlights section reveals that only six percent of the students featured are Hispanic and only three percent are African-Americans. A diverse representation of the campus community is not exclusive to the execution of this diversity marketing plan.



MEASURABLE OUTCOMES

MISSOURI STATE

Measuring outcomes for this initiative should be completed in stages. The lack of knowledge on any positive or negative MSU attributes will be a challenge. MSU is currently conducting a Climate Study that could be beneficial to this plan. Feedback from the study could provide additional insight relevant to marketing and recruitment efforts. Below are steps the university can use to track results throughout the process.

- Establish a timeline for planning and early implementation
- Track information inquiries, events' attendance, participation of alumni, and community engagement
- Monitor applications, campus visits, interest levels after hosting on-campus programs
- Track website traffic for all online minority advertising and website usage driven from those ads
- Conduct an ad recall survey on the targeted markets where the media buy took place to benchmark awareness
- Analyze results from the Climate Study and incorporate feedback into future marketing efforts. Based on the level of awareness benchmarked in the Climate Study, consider conducting a second diversity study to assess change in awareness of MSU among HEG students

Based on the current level of awareness, goals for increased enrollment for each target audience should be staggered. Building awareness and community participation should be the first-year goals. Success in these areas should translate into increased enrollment for each target audience once they become more familiar with MSU and what the institution can offer.