

CNM Marketing System

The purpose of the CNM marketing system is to coordinate marketing efforts to influence and inform students, faculty, staff and the community about opportunities at CNM.



**Increased Knowledge, Awareness,
Enrollment and Buy-In**

CNM Marketing System

AQIP Marketing Team Final Report Fall 2008 (1/20/09)

Problem Statement:

- The AQIP Team was formed to address the following problems which interfered with effective marketing at CNM.
- Many departments, campus sites and schools across the college did their own marketing without the support and guidance of departments designed to do marketing.
- Marketing efforts were duplicated and not utilized to the best advantage.
- CNM did not have a shared understanding of the role of the Marketing & Communications Office (MCO).
- CNM did not have clear mechanisms for determining marketing priorities.

Team Goal:

- Determine, design, implement, and evaluate a college marketing system for CNM to establish a clear channel for schools and departments to “market” efficiently, effectively, and timely, in alignment with CNM marketing guidelines and processes. The system will connect marketing efforts resulting in cost effectiveness and improved communication both internally and externally (sic).

The marketing team began its work in the spring of 2007. The team identified existing marketing strategies across the college and determined that a comprehensive marketing system was necessary to align marketing efforts with college goals, to attract and retain students and establish internal marketing communication.

The process included team-building activities, quality tools, and process improvement methods. The team held regular meetings, communicated through email and employed sub-teams to address special problems. The team used library resources to disseminate helpful information through the use of E-reserves.

In the development of the marketing system, the team created a Statement of purpose to guide future marketing efforts:

The purpose of the CNM marketing system is to coordinate marketing efforts to influence and inform students, faculty, staff and the community about opportunities at CNM.

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Research Process:

The team collected initial samples of marketing efforts and determined that greater depth of understanding was needed. This activity inspired what became the “inquiry & interview” process. We invited various departments to present their marketing strategies to our team using the following template as a guide:

- Organizational Chart – include list of people/titles and roles
- What is your mission? What do you do?
- What services do you provide?
- Do you have a yearly calendar? What is it?
- Provide your strategic planning document/goals/etc.
- Do you have documented processes and forms that you use for marketing? How do you do your work? Please provide.
- Communication:
 - With whom do you primarily communicate at CNM?
 - How do CNM faculty and staff know about what you do (website, advisory committee, calendar of events)?
- What are your strengths?
- Where do you see opportunities for development or improvements specifically related to marketing your department/school/program etc?
- What do you value?
- How do you know you are effective?
- How do you measure success?

Departments interviewed (in order of appearance): Marketing & Communications Office; Recruitment, Orientation and Transitional Services; School Relations Office; Organizational Learning/Emeritus Academy; Workforce Training Center; School of Applied Technologies; School of Business & Information Technology; School of Health, Wellness and Public Safety; School of Adult & General Education; School of Math, Science & Engineering; School of Communication, Humanities and Social Sciences; Montoya Campus; South Valley Campus; Westside Campus; CNM Libraries; and the Distance Learning Department.

To better understand college marketing systems the team surveyed several peer institutions to determine best practices. Responses from the colleges indicated that most are struggling with systematic marketing. One institution provided a detailed marketing plan that contained valuable examples of marketing strategies.

As a result of the research process, some departments made immediate changes to improve their marketing processes. Among the many changes that have been made, here are a few examples:

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Business and Information Technology program made the following changes:

- Proposed to hire an Outreach Specialist
- Shamelessly borrowed from AT's presentation to develop new marketing materials for BIT: We created banners, posters, pens, pencils, clocks, table cloths, and handouts. All things we never had before.
- Worked with MCO to develop brochures for each program.

The **CNM Libraries** formed a Library Marketing and Outreach Team. They established membership, purpose, goals, timelines and processes. They are developing forms, calendar, criteria and a marketing plan to bring to MCO. The libraries have changed the no food/drink policy to allow for this activity within the libraries. This change was a result of feedback from the marketing team, patrons and the college. They've created a webpage to provide support for students taking hybrid, internet and video courses (<http://www.cnm.edu/library/dls.htm>). The Libraries are collaborating with MCO on all of our outreach publications.

CNM Marketing Communications Office (MCO) implemented changes both philosophical and functional to increase MCO responsiveness and efficiency. These changes include:

- Creating the position of marketing coordinator.
- Creating the position of CTE marketing manager.
- Hiring a new director of marketing and public relations.
- Creating MCO Standard Operating Procedures (SOPS).
- Implementing workflow management procedures including master calendar, job bags, production schedules and weekly production meetings.
- Development of a collateral template to more efficiently produce materials.
- Organization of photography for ease of reference.
- Developing a customer service mentality throughout MCO.

School Relations started creating process documents to help others understand what they do, how they do it and when tasks need to be completed. They began semester "Work Summary" reports to outline office efforts that align directly with the CNM mission as well as School Relations' mission and vision statements. They sent CNM information packets to all APS middle schools, along with a letter about presenting to students and providing CNM tours. They developed and printed a new dual credit brochure aimed towards parents. They applied for and received a grant from ABQ Community Foundation to develop a dual credit website for parents and obtain outreach materials/giveaway items for recruitment of middle school and high school students. With the help of the Recruitment Office, they tailored the student interest card to dual credit students and created a database of names and interests. They worked with Institutional Research to obtain matriculation data (from dual credit to full-time CNM student status after HS graduation) for '07-08 HS graduates.

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Recruitment, Orientation, & Transitional Services (ROTS) is the central clearing house for all traditional and non-traditional requests for outreach services via verbal, written or electronic means of communication. A department flyer has been designed by MCO. Its purpose is to communicate to internal & external audiences what we do, our areas of responsibilities, etc. An on-line Recruitment Event Form has been operational since October 2008. Outreach Specialists are now devising a marketing plan to inform all Guidance Counselors in our service district to use this form to request our attendance. ROTs will be launching the new E Newsletter in January '09; this e-letter will be used to communicate with area high school seniors encouraging them to apply to CNM as well as to announce the CNM Open House, in an effort to have more high school senior participation in the Open House.

Communication, Community and Outreach Team (CCO) was formed to coordinate outreach events and share information between programs and campuses to support growing communities and relationships with secondary and post secondary institutions.

Recommendations:

The team's work in 2007-2008 resulted in the creation of the following recommendations for future actions:

1. **Interactive Marketing System** – create an interactive website to foster institution-wide knowledge of the marketing system and to facilitate effective engagement and interaction with the system. The website will include tools, forms, processes, policies, tutorials and templates. (Appendix I)
2. **CNM Website Support** (Appendix II)
3. **Marketing Plan Process & Tool** (Appendix III)
4. **CNM Way Messages** – develop Top 10 “CNM Way” messages for use by all employees when describing CNM publicly. (Appendix IV)
5. **Marketing Event Calendar** – a calendar of marketing/recruitment/outreach events for multiple departments, campuses and academic schools. (Appendix V)
6. **CNM Ambassadors Program** – a team of trained CNM ambassadors to represent CNM to the general public. (Appendix VI)
7. **Marketing Feedback Team** – a team of CNM staff, faculty and students who meet quarterly to brainstorm marketing ideas, provide feedback on marketing materials, share best practices, review campaigns and disseminate information to the CNM community. (Appendix VII)

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Team Sponsor:

Katherine Bercaw, Vice President for Planning and Budget.

Team Members:

Jeremy Agor (MCO)	Candace Guerrero (SS)
Amy Ballard (AT)	Kat Gullahorn (LIB)
William Barr (MCO)	Sydney Gunthorpe (BIT)
Mary Bates-Ulibarri (CHSS)	Alexis Kerschner (MCO)
Dorothea Bluehorse (ROT)	Lynne Lucero (SAGE)
Samantha Bousliman (Pres Ofc)	Mary Martinez (MSE)
Michael Campbell (ROT)	Jennifer McDonald (MCO)
Kayleigh Carabajal (Org Lrn),	Mary Jane McReynolds (JMMC)
Sonia Crawford (BIT)	Vickie Ratliff (HWPS)
Johnnee Cunningham (AT)	Eric Van (WS)
Evelyn Dow-Simpson (WTC)	Erica Volkers (CHSS)
Paula Fisher (AA)	Martin Waller (WTC)
Sionna Grassbaugh (EP)	

Conclusion:

As the team began its work, it was apparent that individuals, programs and departments passionately marketed our college to many audiences in a variety of ways. Marketing processes and products were inconsistent in content, visual quality and effectiveness, resulting in inefficiency and confusion and interfering with CNM's efforts to project a strong identity as a comprehensive community college.

The desire to market consistently and respond in a timely manner was paramount. We began with the notion that we would design marketing campaigns but quickly realized that we needed a marketing system. A purpose for the system was created and a process of "inquiry and interview" began. As departments, schools and campuses presented to the team, suggestions for improvements were provided. Improvements began immediately. The power of communication and support provided from the team to the college resulted in process improvement, improved customer service, a clear vision of our marketing and communication office and several recommendations to strengthen our purpose.

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Appendix I
CNM AQIP Marketing Team
Sub-task team report (Samantha Bousliman, Alexis Kerschner)

Recommendation # 1 – Interactive Marketing System

Need – Why is this important?

- Research indicated that marketing work was being conducted in the institution in isolation.
- Marketing tools were perceived as inaccessible or hard to understand.
- Marketing process at institution lacked transparency.
- Lack of knowledge of how to interact with marketing functions of institution.

Goal/Outcome

Create an interactive website to foster institution-wide knowledge of marketing system and to facilitate effective engagement and interaction with the system. The website will include:

Tools

- Forms
- Processes
- Tutorials
- Templates
- Policies

Who will be responsible?

- MCO and ITS will coordinate and develop site. Development of a content manager position to coordinate overall CNM website and AQIP Marketing System website is highly recommended.

Timing

- Launch in Spring of 2009

How will the website be evaluated?

- The CNM Marketing System website will be constantly evolving and improving. Ongoing evaluation tools include:
 - Heat Maps for gauging most popular site features
 - Google Analytics to evaluate site traffic.
 - Conduct an initial perception e-mail survey and a follow-up survey in six months.

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Appendix II

CNM AQIP Marketing Team

Sub-task team report (Paula Fisher, Alexis Kerschner, Elliott Konetzni, Norma Barney, Jolita Barnes, Mary Bates-Ulibarri)

Recommendation #2 - CNM Website Personnel Support

Need – Why is this important?

- The website is the No. 1 marketing tool of the college.
- There is need for consistency in content management, design standards and frequency of updates for the overall cnm.edu website.
- Due to a lack of website-dedicated personnel, there has been a struggle to maintain web page consistency because so many different pages are handled by so many people that there has been a lack of coordination and structure.
- There are time and cost inefficiencies due to lack of coordination and workflow management.

Goal/Outcome

Create positions for dedicated website personnel.

- These personnel will ensure that the website has consistent messaging, consistent design, timely updating.
- These personnel will develop and implement a system whereby they will work with all college stakeholders to ensure that all aspects of the site are consistent, coordinated and serve the marketing purposes of the college.

Current Resources

- Senior Web Architect
- Three (3) Web Developer Positions
- Marketing Director
- Media Relations Director
- Student Services Web Content Coordinator/Manager

Additional Needed Resources

- General Web Content Coordinator/Manager (FT) – Administrative Division
- Academic Affairs Web Content Coordinator/Manager (FT)

Funding Recommendation

Re-allocate personnel responsibilities within administrative and academic affairs divisions.

- Manager for the administrative division.
- Executive Director for Academic Affairs Processes will supervise Academic Affairs Content Coordinator/Manager.

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Who will be responsible?

- Administrative and academic affairs divisions to reallocate personnel and create job postings.
- Director of Marketing and Public Relations will supervise General Content Coordinator/Manager for the administrative division.
- Executive Director for Academic Affairs Processes will supervise Academic Affairs Content Coordinator/Manager.

Timing

- Reallocation for funding for positions to occur in Spring of 2009.
- Job announcements will be developed and posted in Summer of 2009.
- New positions to begin in Fall of 2009.

Evaluation

- Website has consistent, student-friendly design and messaging.
- Submit website for marketing communications awards.
- Processes are in place to respond in a timely fashion to needs.
- Evaluate success by Summer of 2010 through college and community surveys.
- Evaluate website analytics.

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Appendix III

AQIP Marketing Team

Sub-task team report (Sydney Gunthorpe and William Barr)

Marketing Planning Process and Tool

Recommendation #3

This document is intended to serve as a modular template for CNM schools, campuses and departments to develop marketing plans through a step-by-step process. For example, a school would identify areas that would benefit from organized marketing efforts (i.e., programs under review or those with room to grow) and collaborate with MCO to fill in the information for each section of that template.

The marketing activities prescribed by the collection of templates in effect over a specific time period, along with a general overview document, would make up the marketing plan for that time period. Then MCO and the client would execute stages of the marketing plan after gaining administrative approval.

See Appendix IIIa for **Marketing Plan Worksheet**

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Appendix IIIa Marketing Plan Worksheet

School/Dept.	<input type="text"/>	Program	<input type="text"/>
		School Year	<input type="text"/>
Goals Intentions in choosing this program to market.	<input type="text"/>		
Target Audience(s) Who are you interested in reaching with this marketing plan?	<input type="text"/>		
Message What do you want your audience to know about your program?	<input type="text"/>		
Strategies How will the message be aimed at your audience?	<input type="text"/>		
Campaign/Schedule/Timeline How long? Exact time frame.	Begin Date <input type="text"/>	End Date <input type="text"/>	
	Other Considerations <input type="text"/>		
Vehicles/Venues What media will be used? i.e. print, radio/TV, outdoor, events, website, e-mail, US mail, etc.	<input type="text"/>		
Collateral What support materials are needed? Brochures, flyers, banners, video, website content, PR releases, etc.	<input type="text"/>		
Program Data Get this data from the CNM Fact Book published by PBIR.	(PBIR) Enrollment <input type="text"/>	Degrees Awarded <input type="text"/>	Certificates Awarded <input type="text"/>
Budget What money will be used to pay for marketing costs? School? Perkins? MCO?	<input type="text"/>		
Other Information	<input type="text"/>		

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Appendix IV
CNM AQIP Marketing Team
Sub-task team report (Alexis Kerschner, Samantha Bousliman)

Recommendation # 4 – CNM Way Messaging

Need – Why is this important?

- Build consensus and create buy-in from every member of the CNM community that they have a role in carrying CNM’s message forward.
- To ensure consistency of messaging across community.

Goal/Outcome

- To develop Top 10 “CNM Way” messaging for use by all CNM employees when describing CNM publicly.

Who will be responsible?

- MCO and President’s Office

Timing

- Launch in Spring of 2009

How will the team’s impact be evaluated?

- Messaging will be distributed on MCO website and through President’s council
- Impact will be evaluated by six-month, post-implementation survey of end-users to evaluate relevance and usefulness of messaging.

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Appendix V
CNM AQIP Marketing Team
Sub task team report (Paula Fisher, Cynthia Gallegos, Daniel Harmount, Jennifer McDonald)

Recommendation # 5 – Marketing Event Calendar

What? – A calendar of marketing/recruitment events for multiple departments, campuses or academic schools.

- The calendar is a communication tool, not a process or procedure. The use of this tool could support a process or procedure to better coordinate marketing/recruitment efforts across the campus.
- Internal calendar – not accessible by external audience
- This calendar would be separate from the current calendar for CNM events.
- A software tool is being evaluated that may be used for a variety of calendars at the college.

Need – Why is this important?

- Increased internal communication
- Coordinated efforts
- Minimize duplication of efforts
- Real time information
- Accurate information about events
- Increased enrollment/retention/student success

Customers

- CNM – Students, Faculty, Staff
- External customer indirect benefits– high schools, home schools, employers, general public, parents

Type of events included on calendar – major events for marketing and recruitment. At this time, it would not be feasible to list all high school events, employer fairs or events such as a presentation to the VA or dept of labor. Date, time, location, type of event and contact person included on calendar.

- Fall registration events for dual credit
- School to World
- CNM Open House
- Explore the Majors Day
- Home School Event
- High School Events – career or college days, parent nights
- MCO marketing campaigns (prior to each term start)

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Who will be responsible?

- The Communication, Community and Outreach Team (CCO) team will develop the process for updating the calendar and create evaluation criteria to measure effectiveness of process and calendar.

Timing

- Spring Term 2009 – create process
- Summer 2009 – implement process/calendar
- Fall 2009 – evaluate process/calendar

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Appendix VI

CNM AQIP Marketing Team

Sub Task Team Report (Kat Gullahorn, Jennifer McDonald, Dee Bluehorse,
Kayleigh Carabajal, Sionna Grassbaugh)

Recommendation #6 CNM Ambassadors Program

- **Need**

Currently, CNM Faculty & Staff assist Recruitment & MCO at outreach events upon request; therefore, finding the need to provide training to better facilitate communication between CNM and with potential or current CNM community members. It is important for all CNM employees to know how to use information resources and provide quality customer service at the point of contact for any event.

- **Goal or outcome**

- An effective training program to prepare ambassadors for CNM events.
- Create a team of ambassadors who have a broad knowledge of CNM and can be utilized for identified pilot projects and larger events. (ex. Welcome Back Days, Parking Campaign, School to World, NMAA events, Cottonwood Mall CNM Day, NM State Fair Education Day, etc) Upon completion of this program, give them a CNM Ambassador Pin.
- Provide tools and techniques to tell the CNM story, including CNM Way Top 10 or CNM Fast Facts

- **Who or what department will be responsible for carrying out this recommendation?**

- MCO & Recruitment will be responsible for the content and organization of this training
- Organizational Learning will host the workshop and have a central role in development and implementation of the program.
- The maximum 2 hour workshop will be offered twice each semester particularly at the end of Summer Term and the beginning of Fall Term. The primary (pilot) workshops offered more frequently for key players to attend and provide feedback.

- **What is a recommended timeline to implement this recommendation?**

- Spring Term 2009
- Develop content and work with Organizational Learning to create the workshop.
- Summer 2009
- Host the pilot workshops for key players and adjust the content for more effective learning.
- First open trainings will be hosted in late summer in time to apply the information for Welcome Back Days and Parking Campaigns.

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- **Resources needed:**
 - The presenter(s) will be a current full time CNM Recruitment or MCO staff whose capacity is to represent CNM to the public and recruit new students.
 - Reference resources will be made available at the training and subsequent events which will organize the information for the ambassador: the Viewbook, Start Smarts, CNM bookmarks, a current program matrix, current catalog and course schedules, informational flyers, bookmarks and brochures from various departments, schools, support services, and distance learning. MCO will provide these resources.
 - The budget for providing the workshop will come from each department and organizational learning. MCO will provide a reference copy of the View book and a packet of training materials (org learning will provide training tools)
- **How will we know it is successful?**
 - Workshop evaluation cards at the end of the training session.
 - The CNM Ambassador recently through training should not attend an outreach event solo; the trainee will be teamed up with a veteran outreach specialist.
 - MCO will market this program through Newslink, New Employee Orientations, Organizational Learning, Presidents Council; and through Academic Schools to support marketing plans.
- **Follow up after event:**
 - An electronic survey of the trainee's experience in the workshop and how it was useful at the event.
 - Selection of random samples of trainees who we will call after the event to ask for their input.

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Appendix VII CNM AQIP Marketing Team Sub-task team report (William Barr, Paula Fisher)

Recommendation # 7 – Marketing Feedback Team

What? – A team of CNM staff, faculty and students, who meet quarterly to brainstorm marketing ideas, provide feedback on marketing materials, share best practices, review campaigns and disseminate information to the CNM community.

Need – Why is this important?

- Increase internal communication
- Coordinate marketing efforts between MCO, schools and departments
- Reduce duplication of effort
- Provide input and suggestions for existing & new marketing projects
- Provide feedback on campaigns
- Use feedback for quality improvement

Membership

- Academic School representation (12) – either faculty or staff
- Representation from different campuses – including WTC
- Students (3)
- Administration (2)
- Community Members (2) Include an alum
- MCO
- Student Services (5) Enrollment, Job Connection Center, ROT, Advisement, Financial Aid
- School Relations (1)
- Library (1)
- Distance Learning (1)
- Invited guests as appropriate

Who will be responsible?

- MCO will coordinate, invite members and facilitate meetings

How will the team's impact be evaluated?

- Survey MCO, team members and the stakeholders they represent

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Appendix VIII
 CNM AQIP Marketing Team
 AQIP Marketing Recommendations Matrix

Title	Goal/Outcome	Who is responsible?	Timeline	Evaluation
Interactive Marketing System	Create an interactive website to foster institution-wide knowledge of marketing system and to facilitate effective engagement and interaction with the system.	MCO ITS	Launch in Spring 2009	Heat Maps for gauging most popular sites. Google analytics to evaluate site traffic E-mail surveys Anecdotal responses
CNM Website Support	CNM Website Personnel Support	MCO Marketing Director Ex Dir AA Process	Fall 2009	Funds reallocated Jobs Posted Personnel Hired – Fall 2009 Website evaluated – Summer 2010
Marketing Plan Process and Tool	Create process and tool for designing marketing plans	MCO	Spring 2009	Pre & post-surveys of MCO Clients
CNM Way Messaging	Develop Top 10 “CNM Way” messaging for use by all employees when describing CNM publicly.	MCO President’s Office	Launch Spring 2009	Impact evaluated by 6-month, post-implementation survey of end-users
Marketing Event Calendar	Calendar of marketing/recruitment/outreach events for multiple departments, campuses and academic schools	Communication, Community and Outreach Team (CCO)	Create process – Spring 2009 Implement Process/calendar tool – Summer 2009 Evaluate – Spring 2010	Use of tool Coordination between departments Upkeep of calendar - timeliness
CNM Ambassadors Program	A team of trained CNM ambassadors to represent CNM to the general public.	MCO Recruitment/ Outreach Office Organizational Learning	Develop content – Spring 2009 Pilot workshops – Summer 2009	Workshops evaluation Use of “Mystery Shoppers”
Marketing Feedback Team	A team of CNM staff, faculty and students, meeting quarterly to brainstorm marketing ideas, provide feedback on marketing materials, share best practices, review campaigns and disseminate information.	MCO	Summer 2009	Survey MCO, team members and stakeholders they represent