



MARKETING PLAN 2002



Texas Association of College and University Student Personnel Administrators

INTRODUCTION

A marketing plan is "an arranged structure to guide the process of determining the target market(s) for a product or service, detailing the target market's needs and wants, then fulfilling these needs and wants better than the competition" (Cooper and Hiebing 1992). A marketing plan implements strategies by providing integrated marketing mediums and tactics to sell products and/or services. Since markets and marketing techniques change constantly, a step-by-step system is needed to ensure accuracy.

This systematic approach involves strategic analysis of information such as the Business Review (mission, background, and current market); Market Profile (target market, product/service usage, heavy users, and awareness); Key Issues (SWOT analysis); Marketing and Business Objectives and Strategies; Positioning; Marketing Mix (product/service, pricing, distribution/penetration, and promotion); Marketing Research, Budget; Calendar; Implementation; and Evaluation.

Execution of the marketing plan should flow naturally from its strategic framework.

Marketing evaluation measures the level of success of the plan's execution and provides learning that is incorporated into the development of future strategic plans.

I. BUSINESS REVIEW

A. Current Situation

1. Mission

The Texas Association of College and University Student Personnel Administrators (TACUSPA) is an association of *administrators, staff, students and others interested in the professional administration of student affairs programs in higher education.*

TACUSPA focuses on the broad issues and administration of the total student affairs program while recognizing that many members have interests or responsibilities in specialized areas.

TACUSPA seeks to enhance the profession of student affairs by supporting research, articulating contemporary issues, supporting graduate training programs and introducing students to the profession.

2. Background

i. Overview

TACUSPA is made up of volunteer student affairs administrators and practitioners in the two-year and four-year colleges and universities of Texas. Current membership includes professionals at all levels and in all positions in student development fields. Counselors, deans, student activities, residence life, vice presidents, faculty members in preparation programs, and many other fields are represented in this organization. The association normally meets twice yearly, at a summer conference focusing on legal issues affecting students and professionals, and a fall conference that includes the annual meeting of all members.

ii. Philosophy

TACUSPA is an inclusive, issues-oriented organization which celebrates the diversity of its membership; values open, friendly, supportive and affirming personal and professional interactions; and embraces the worth of mentoring and role modeling relationships between veteran leaders and new professionals, all in the context of the culture and issues unique to Texas.

iii. Purpose

- To discuss and study the most effective methods of aiding students in their intellectual, social, moral, and personal development.
- To provide and stimulate leadership among all persons engaged in the administration of student personnel programs.
- To maintain and improve professional standards in the field of student personnel administration in the State of Texas.
- To serve as a central clearing agency for information pertinent to present or contemplated student personnel programs in Texas.
- To stimulate creative and experimental programs in the student personnel field.
- To promote research in student personnel work and related works.
- To enhance the role student personnel administrators play in higher education.

iv. Membership

- *Professional*: Membership shall be open to all student personnel administrators, to those persons employed within the area of student affairs, to educators who train student personnel workers, and others interested in student development.
- *Student*: Membership shall be open to all matriculated students (undergraduate or graduate) who are interested in student personnel work upon the recommendation of a professional member.

3. Current Market

TACUSPA services 194 members. Seventy two-year and four-year Texas colleges and universities are represented.

i. Gender Demographics

- 58.8% Women
- 41.2% Men

ii. Regional Demographics (Texas)

- 21.4% Central
- 17.1% Coastal
- 8.6% East
- 5.7% High Plains
- 25.7% North
- 10% West Texas
- 11.4% Valley

iii. Professional Level Demographics

- 25.3% Senior Student Affairs Officers
- 55.2% Mid-Level Student Affairs Professionals
- 3.1% Administrative
- 4.1% Academia
- 8.2% Students (Undergraduate or Graduate)
- 4.1% Other

iv. Membership Level Demographics

- 2.6% Institutional Members Two-Year Schools
- 16% Institutional Members Four-Year Schools
- 0% Institutional Professional Members Two-Year Schools
- 39.2% Institutional Professional Members Four-Year Schools
- 8.2% Professional Members Two-Year Schools
- 20.6% Professional Members Four-Year Schools

- 0% Student Members Two-Year Schools
- 9.3% Student Members Four-Year Schools
- 4.1% Unknown

B. Market Profile

1. Target Market

An analysis of the target market for TACUSPA reveals primary and secondary markets.

i. Primary Market

The primary market consists of student affairs administrators and practitioners in the colleges and universities of Texas, including senior student affairs officers, mid-level student affairs professionals, administrative personnel, and members of academic systems.

ii. Secondary Market

The secondary market consists of students (undergraduate and graduate) who are interested in student personnel work upon the recommendation of a professional member.

2. Product/Service Usage

Student affairs personnel become members of TACUSPA in order to aid students in their intellectual, social, moral, and personal development; enhance the profession of student affairs; and for professional development, interaction, and leadership opportunities.

Professional member benefits include: nominating and voting privileges; participation in meetings and conferences; use of placement services; subscriptions to all TACUSPA publications and communications; membership on committees and commissions; research grant opportunities; and holding an elected TACUSPA office.

Student member benefits include: participation in conferences; use of placement services; subscriptions to all TACUSPA publications and communications; membership on committees and commissions; and research grant opportunities.

Institutional member benefits include: a listing of all the institution's student affairs staff in the annual TACUSPA Directory; reduced cost on individual, professional membership fees for the institution's student affairs staff; the opportunity to

apply for funding and co-sponsorship with TACUSPA for regional conferences, drive-in workshops, seminars, and the like; and annual information from the Graduate Education and Research Commission on graduate education opportunities within the state.

3. Heavy Users

The heavy users of TACUSPA are generally female; reside in North Texas; are mid-level student affairs professionals; and hold Institutional Professional Memberships from Four-Year Schools. Information was not available to cross-tabulate the data.

4. Awareness

According to a market survey, 72.7% of colleges and universities are not aware of TACUSPA.

II. KEY ISSUES

A. Strengths

- Leadership opportunities
- Diverse memberships
- Professional development opportunities
- Placement opportunities
- Mentoring relationships
- Support of students
- Fellowship opportunities
- Reasonable membership dues
- Financial stability (May 2001 Financial Report)

B. Weaknesses

- Low awareness levels
- Lack of brand identity
- Low student membership

C. Opportunities

- Institutional memberships
- Student memberships
- Administrative level personnel
- Academia
- East Texas representatives
- High Plains representatives
- West Texas representatives
- Valley representatives
- Member benefits
- More member diversity

D. Threats

- Competitors
- Awareness levels

III. MARKETING AND BUSINESS OBJECTIVES AND STRATEGIES

A. Marketing Objectives

Marketing objectives of TACUSPA include creating an integrated marketing program; developing brand identity; maintaining the relationship between the organization and its members; and targeting the less populated groups of the target market.

B. Marketing Strategies

1. Current Marketing Strategies

- Online newsletter, *The Student Affairs Chronicle*
- Web Site
- E-Mails

2. Proposed Marketing Strategies

- Eye-catching, professional brochure
- E-Newsletter
- Integrated marketing mediums (online and print publications)
- Specialty branded items (give-aways to current and prospective members)
- Personal letters
- Booths at conferences, etc.
- Brand identity/logo

C. Business Objectives

Business objectives of TACUSPA include increasing individual memberships by 25%; recruiting every Texas college and university to at least the \$100 membership level; maintaining senior officers as mentors to new professionals; producing a cost effective marketing program; hosting statewide housing and/or dining directors meetings; establishing a new professionals group to provide training for the skills necessary to be middle-upper management; and to establish partnerships with entities such as the Coordinating Board and the University of North Texas (Spring Legal Conference).

IV. POSITIONING

TACUSPA positions itself as an inclusive, issues-oriented organization which celebrates the diversity of its membership; values open, friendly, supportive and affirming personal and professional interactions; and embraces the worth of

mentoring and role modeling relationships between veteran leaders and new professionals, all in the context of the culture and issues unique to Texas.

V. **MARKETING MIX**

A. **Product/Service**

Student affairs personnel become members of TACUSPA in order to aid students in their intellectual, social, moral, and personal development; enhance the profession of student affairs; and for professional development, interaction, and leadership opportunities. Benefits are provided on professional, student, and institutional membership levels.

B. **Pricing**

Membership options are available in levels as follows:

1. **Professional Memberships**

This class of membership is open to all student personnel administrators, to those persons employed within the areas of student affairs, to educators who train student personnel workers, and to others interested in student development. Dues for this class of membership are set at \$40.00 annually (2001-02 membership year).

2. **Student Memberships**

Student membership is open to all undergraduate and graduate students who are interested in student personnel work (upon the recommendation of a professional member). Student membership dues are \$20.00 annually (2001-02 membership year).

3. **Institutional Memberships**

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| i. | Membership Option 1 | \$100.00 |
| | • 3 memberships included | |
| ii. | Membership Option 2 | \$200.00 |
| | • 6 memberships included | |
| iii. | Membership Option 3 | \$300.00 |
| | • 9 memberships included | |
| iv. | Membership Option 4 | \$400.00 |
| | • 12 memberships included | |
| v. | Membership Option 5 | \$500.00 |
| | • 15 memberships included | |

C. Distribution/Penetration

TACUSPA currently utilizes online marketing mediums such as the web site, a newsletter, and e-mails to members.

D. Promotion

TACUSPA should develop an integrated marketing program, develop a brand identity, and utilize diverse marketing mediums in order to position and promote itself as the premier student personnel administrators' organization.

VI. MARKETING RESEARCH

A. Primary Research

Texas Tech University's Division of Student Affairs Marketing and Promotions Department conducted a survey of non-members in order to conduct an environmental/marketing scan. The results revealed:

1. 54.5% of surveyed non-members are members of professional organizations.
2. 63.6% of surveyed non-member colleges and universities support involvement in Texas-wide organizations.
3. 54.5% of surveyed non-member colleges and universities finance professional organization memberships.
4. 27.3% of surveyed non-members are aware of TACUSPA.
5. 90.9% of surveyed non-members are satisfied with their student affairs environments.

B. Annual Research

TACUSPA should conduct annual market research to determine member satisfaction and potential target market modifications.

VII. MARKETING BUDGET

According to the 2001-2002 TACUSPA Budget, \$5,000 is delegated to marketing efforts.

Acknowledgements

Shonrock, Michael D. Personal Interview. 25 October 2001.

TACUSPA Web Site. (2002, January 24). Retrieved October 25, 2001 through January 30, 2002 from <http://www.tacuspa.org>.

Compiled by: Tiffany Enderson, Director, Marketing & Promotions, Division of Student Affairs, Texas Tech University [January 2002]