



**Texas A&M University-Kingsville**  
**THE FIRST CHOICE**

**MARKETING PLAN 2002-2005**

**Prepared by Jim Dalglish**

**October 11, 2002**

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**INTRODUCTION – MARKETING BACKGROUND**

**Introduction**

The purpose of this document is to provide a concise, easily accessible plan as a distillation of extensive studies and documentation done by the STAMATS consulting firm and by committees of A&M-Kingsville since 1999.

This plan is oriented toward mass marketing. The traditional methods of conducting a search and recruiting remain valid, but it would be difficult to accomplish A&M-Kingsville's immediate goals without developing an image, branding its product, and reaching far more people with its message. These are the immediate needs.

For this reason, this Marketing Plan is not complicated with a lot of the ongoing processes. That does not mean that the ongoing marketing projects should necessarily be discontinued. It means that they are already happening, and are not new initiatives. For example, the June 2000 STAMATS report details some excellent strategy for mailings to prospective students. That is already documented and in process, so there is no need to repeat it here. In fact, many activities that were initiated by STAMATS or that A&M-Kingsville offices initiated on their own may continue. These initiatives must be in place for a number of years before their effectiveness can be thoroughly evaluated..

This marketing plan should serve as the core activity, into which all other marketing efforts must fit. It also represents priorities, for when decisions must be made for the allocation of scarce staff and resources. All student services offices should study this plan and write a response, detailing how their offices will support it.

STAMATS offered more good suggestions than A&M-Kingsville is likely to accomplish. This plan attempts to outline what can be done, realistically, and what would yield the most return. In that context, it should be considered how much can be added to the existing staff workload, if staff is expected to continue to be effective.

## *A&M-Kingsville marketing background 2*

The most intense activity of this plan is in the second year. That is because the first year began Sept. 1, 2002, and much of the planning and budgeting is set. Still, enough of the year remains that the Marketing Plan should not be postponed until next Fall. By Year 3, much of what was begun in Years 1 & 2 will need to be continued and refined, and new initiatives will arise.

The progression of this plan is logical: 1) Establishment of an Image; Branding the Institution, 2) Increasing Enrollment, 3) Institutionalizing the Marketing Function, 4) Improving Research, and 5) Developing the Alumni Association. "Goal 1: Increasing Enrollment" is the primary objective for this three-year plan. It is necessarily the largest part of the Marketing Plan.

There needs to be a stronger connection between all marketing efforts at A&M-Kingsville. Indeed, marketing is one continuous effort, which needs to be performed in unison. Often the division of staffs and budgets under different leadership, works against effective marketing.

This plan belongs to the offices and staff who will implement it. Its approval provides administrative support for their professional activities. But, it should be a dynamic document. Changes should be made officially, through the associate vice president for enrollment management and the university's integrated marketing committee, so that the document remains valid and useful to the entire institution.

Jim Dalglish  
Education Marketing Consultant

### **Review / Research**

Research was conducted in 1999 by Stamats Communications, Inc., to measure attitudes and opinions of current students, parents and alumni. This data was analyzed by the university's Integrated Marketing Team, its Executive Marketing Committee, and an independent consultant. A compilation of the research results is available in the Stamats report dated June 2000.

A&M-Kingsville will pursue some new research and updates each year, as part of the annual review process for updating and modifying this Marketing Plan.

### **Situational Analysis**

Texas A&M University-Kingsville has a long tradition of providing affordable, accessible higher education to students in South Texas. Formerly Texas A&I University, the institution was most noted for a highly competitive NCAA Division II athletic program and for producing outstanding graduates in engineering and agriculture. Regionally, it was also noted for preparation of teachers, business professionals, and band directors. It offers a broad variety of undergraduate and graduate programs. A&M-Kingsville's primary service area is the three counties of Kleberg, Nueces, and Jim Wells. However, it has traditionally also drawn many students from the areas around San Antonio, Victoria, and The Rio Grande Valley.

Since A&M-Kingsville became part of The Texas A&M University System, and changed its name in 1993, its identity has suffered. Many of the university's alumni opposed the name change and felt disenfranchised. No external campaign promoted the name change or made it known. And, no marketing effort has attempted to re-establish the old identity, or create a new one. In this same environment, competition for students has increased from community colleges and universities throughout South Texas, while universities from other parts of the state and nation are increasing their recruitment efforts in South Texas as they attempt to increase their minority enrollments.

In recent years, A&M-Kingsville's enrollment has declined. It has, however, seen increases in the two most recent Fall classes, putting enrollment above the 6,000 level for the Kingsville campus. And the San Antonio System Center grew from 246 in Fall 2001 to 480 in Fall 2002. Still, enrollment is significantly lower than desired.

While recruitment is getting more difficult, keeping students is also a problem. Currently, fewer than two-thirds of A&M-Kingsville's entering freshmen are still enrolled a year later. Part of this problem is due to the fact that, while A&M-Kingsville has seen an increase in applications, the yield of matriculants has not seen a parallel increase. In addition, the majority of applicants that do matriculate are under-prepared to succeed at the university level. This is indicated by their entrance test scores and high school rankings. In 1997, 3,035 potential students applied, 2,100 were accepted and 1,250 enrolled. In 2001, 2,680 applied, 2,650 were accepted and 1,297 enrolled. Even so, these numbers represent a significant recovery from a big dip in all areas in 1998 and 1999. Also, currently, A&M-Kingsville's entering freshmen average 18.1 on the ACT and 921.2 on the SAT.

The university's accessibility supports its mission to serve the region, especially underserved ethnic minority students; but, this also tends to make retention more challenging. Additionally, the concept of "open admissions" creates a stigma of poor quality to all the university's audiences, including students, alumni, guidance counselors, A&M-Kingsville faculty and others.

### **The Challenges**

The three-county area, from which A&M-Kingsville draws most of its students is not growing. And, competition from other institutions of higher learning is increasing in all the primary areas from which A&M-Kingsville recruits. This includes competition from other A&M universities. The marketing messages are similar among smaller universities that boast small classes and personal attention. The exceptions are the universities that have found and promoted a marketing niche, such as the “Island University,” and the “International University.”

### **The Opportunities**

There is growth, and an increasing need for higher education throughout South Texas, especially among the traditionally underserved Hispanic population. A&M-Kingsville’s open enrollment provides opportunities, as well as challenges. The university also has a beautiful and relatively safe campus; a wholesome, small-town community; and unique programs, including engineering, wildlife management, music education, and pharmacy. It boasts a competitive intercollegiate athletic program. Although Kingsville does not have many activities for college students, it is centrally situated for easy access to the Gulf Coast beaches; Mexico; and outdoor activities, including hunting, fishing and bird watching. Additionally, all the offerings of larger cities are within driving range for a day or weekend trip.

A&M-Kingsville welcomed a new president on August 15, 2002, providing opportunities for new ideas and a general renewal of hope and positivism for the university. It is also opening a pharmacy school ... one of only five in Texas. That, combined with being 12th in the state for research opportunities, gives A&M-Kingsville a very competitive message about quality.

### Assumptions

This plan is developed in consideration of certain assumptions. Those are:

- That additional staff does not necessarily have to be added, but the possibility of redirecting some staff should be explored.
- That some additional budget can be made available for marketing each year.
- That these goals are consistent with quality academic standards.
- That goals are consistent with the state “Closing the Gaps” plan.
- That the System Center San Antonio is to be marketed separately from the Kingsville campus.
- That A&M-Kingsville’s colors, mascot, logo, and name will remain substantially unchanged.
- That certain activities in the areas of recruitment, retention, alumni affairs, and internal and external communications are ongoing. To avoid clutter, this report focuses on new initiatives. It is assumed that other activities will continue, unless otherwise noted.
- That A&M-Kingsville’s best marketing opportunities are in the South Texas region, from where it has traditionally drawn students.
- That there are many great ideas that have come from internal planning, as well as other sources. But, they can’t all be implemented at once. A&M-Kingsville must choose those things that its staff is most able to do well, and which have the greatest potential to yield positive results.

### Objectives

The primary objective of this three-year marketing plan is to increase traditional undergraduate enrollment. Other goals will support this one, while also strengthening the university overall. These will be achieved through external and internal communications, which begin to establish an identity for A&M-Kingsville, while the overall marketing program will help the university fulfill its promises.

External communications must be directed at both creating and improving A&M-Kingsville's image, while also recruiting students. Internal communications must be directed at establishing the image internally, improving staff morale, instilling pride in students, and ultimately improving retention. A secondary result of both internal and external communications will be to build pride in alumni, grow membership in the alumni association, and increase gifts to the university.

Finally, A&M-Kingsville must become more strategic in targeting both traditional and non-traditional students. While growing the traditional undergraduate enrollment is the primary goal, other growth is also desirable and will help the university become more selective in its admission of traditional undergraduate students. Further, growth of the graduate program will benefit the undergraduate programs and help them to grow, while likely imparting a positive effect on retention, both by encouraging more graduates to continue into graduate school and by attracting stronger undergraduate students and giving them higher levels of education to set their sites on. Strengthening participation from non-traditional populations – such as working adults – is desirable but secondary, since that will probably require more resources than will expanding the full-time undergraduate population to capacity.

Texas A&M University-Kingsville

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## THREE-YEAR GOALS & OBJECTIVES 2002-2005

**Goal 1: Increase Enrollment**

**Goal 2: Develop an Image for Texas A&M-Kingsville**

**Goal 3: Institutionalize Marketing Function**

**Goal 4: Review and Improve Research**

**Goal 5: Increase Alumni Association Membership**

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**THREE-YEAR GOALS & OBJECTIVES**  
2002-2005

**Goal 1: Increase Enrollment**

Objectives:

- Increase Total Enrollment from 6076 to 6897
- Increase First-Time Freshman Enrollment from 900 to 1,062
- Increase New Transfer Enrollment from 334 to 425
- Increase Retention to 65%
- Promote Graduate Programs
- Increase Non-Traditional Opportunities & Enrollment

**Goal 2: Develop an Image for Texas A&M-  
Kingsville**

Objectives:

- Upgrade and Enforce Graphic Standards; Create Brand
- Improve Morale
  - Improve Information and Access
  - Improve Employee Orientation, and Conduct Annual Refreshers.
  - Conduct Internal Marketing Campaign
  - Increase Recognition and Involvement
- Integrate Internal and External Communications

### **Goal 3: Institutionalize Marketing Function**

#### **Objectives:**

- **Add or appoint a Marketing Officer, and have that person report directly to the highest level possible.**
- **Continue the Integrated Marketing Team for recommendations and evaluation.**
- **Increase coordination among Key Marketing Components, and require that their efforts support each other.**

### **Goal 4: Review and Improve Research**

#### **Objectives:**

- **Regularly conduct surveys of all key Internal and External constituents.**
- **Obtain more information about the attitudes and opinions of high school counselors and seniors in the region.**
- **Conduct an annual Climate Study of all Internal Constituents, with an eye toward specific improvements each year.**

### **Goal 5: Increase Alumni Association Membership**

#### **Objectives:**

- **Increase Membership from 400 to 1650**
- **Increase Clerk to full-time status.**
- **Add a full-time Assistant.**
- **Revise and manage mailing list database.**
- **Conduct Consistent Communications.**
- **Develop Formal Alumni Chapters in Key Cities.**
- **Increase Alumni Giving from \$50,000, annually.**
- **Ultimately, the Alumni Association should again become an Independent Organization.**

### Legend

- \$** - Activity which may require additional dollars
- Eng** - Engineering
- Ag** - Agriculture
- Phar** - Pharmacy
- K** - Kingsville  
(To include Jim Wells & Kleberg Counties)
- CC** - Corpus Christi
- V** - Rio Grande Valley
- Vct** - Victoria
- H** - Houston
- 3-County Area** - Kleberg, Jim Wells & Nueces Counties

**Texas A&M University-Kingsville  
THREE-YEAR GOALS AND OBJECTIVES**

**Goal 1: Increase Enrollment**

**Objectives:**

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- **Promote Graduate Programs**
- **Increase Non-Traditional Opportunities & Enrollment**

**PHILOSOPHY AND STRATEGY:**

Texas A&M University-Kingsville has capacity for significantly more full-time undergraduate students than it currently enrolls. Enrollment is healthy, at 6,076 for Fall 2002; however, considerations of mission and budget demand growth. The university serves a large Hispanic population, and will continue to do so. It is an open-access institution. In order to serve as many students as possible, A&M-Kingsville provides for probationary/conditional admissions.

Currently, more than a third of the freshmen who enter A&M-Kingsville do not continue into their sophomore year. This is seen as a problem, both to enrollment and to fulfillment of the mission to provide educational opportunity.

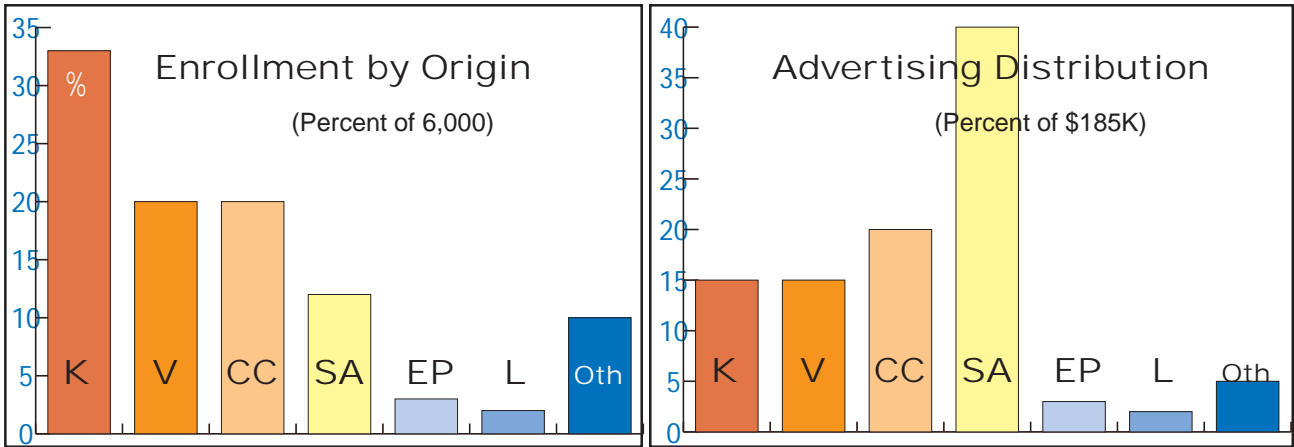
Competition has increased, from community colleges as well as other universities. This university must improve its recruiting function in its traditional area, while also expanding the area where it actively recruits students. Since recruiting students who are more likely to persist can improve retention, and thereby improve enrollment, efforts should be made to attract more community college transfer students, as well as high school graduates who are better prepared academically.

## Year 1 – 2002-2003

**Goal 1: Increase Enrollment**

<b>EXTERNAL COMMUNICATIONS</b>
--------------------------------

<u>ACTION PLAN:</u>	<u>AREA / DESCRIPTION</u>	<u>COMPLETION</u>	
First Time Freshmen Focus on HS Counselors	Outreach & Public Affairs to prepare CD-Rom and Counselor Notebook.  (Outreach to carry out direct mail campaign & distribute counselor kits ... to include Viewbook, brochures, CD-Rom, Notebook & Gift [clock, calculator, coffee cup ...])	Feb. 15, 2003  April 1, 2003	\$
	Public Affairs to prepare an abbreviated version of Viewbook for general distribution. (Save costs.)	Feb. 15, 2003	
Transfer Focus on Community Colleges	Outreach to carry out direct mail campaign & distribute counselor kits	April 1, 2003	
Advertising Continue as 2001-2002	Charts below show distribution of dollars. Radio should be used for registration messages. All other media should be used for image and awareness.	Aug. 1, 2003	



K = Kingsville area | V = Rio Grande Valley | CC = Corpus Christi  
 SA = San Antonio | EP = Eagle Pass | L = Laredo | Oth = Other & Contingency

## Year 1 – 2002-2003

### Goal 1: Increase Enrollment

<b>INTERNAL COMMUNICATIONS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Retention Internal Marketing and Communication Campaign	Outreach, Financial Aid, & Public Affairs will utilize Website, posters, email, and flyers to communicate Financial Aid and Retention Scholarships.  A secondary message will be sources of help -- Faculty advisors, Tutors, etc.	Nov. 1, 2002
First Time Frosh and Transfer Train all areas in Customer Service	On the telephone or in person, every individual presents an opportunity for enrollment. Train frontline people to be customer-service oriented, and to sell.  This must be done with annual training and refresher sessions by the Associate Vice President for Enrollment Management.	March 1, 2003
Graduate Programs Internal Campaign	Graduate Studies & Public Affairs will utilize Website, posters, email and flyers to support Graduate Dean's efforts to provide opportunities for Graduate Studies.  Market higher earning capabilities, career possibilities ... Research, tuition, financial aid, scholarships, loans ... <b><i>"Take It to the Next Level."</i></b>	March 1, 2003

## Year 1 – 2002-2003

**Goal 1: Increase Enrollment**

<b>RECRUITMENT</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA RESPONSIBLE</b></u>	<u><b>COMPLETION</b></u>
First Time Frosh Focus on HS Counselors	Outreach to carry out direct mail campaign & distribute counselor kits ... to include Viewbook, brochures, CD-Rom, Notebook & Gift [clock, calculator, coffee cup ...]  Message should be about Quality. Let them know about the <u>Pharmacy School</u> . Remind them about Engineering, Agriculture, Music, Bilingual Education and Teacher Education. Emphasize <u>Research Opportunities</u> .	April 1, 2003
Coordinate Advertising & Recruitment	Public Affairs & all areas of Enrollment Management should develop a common calendar for marketing.	July 15, 2003

<i>Marketing Message:</i>		<b>QUALITY</b>		
===== RESEARCH =====				
PHARMACY	ENGINEERING	AGRICULTURE	MUSIC	TEACHER EDUCATION
<i>NEW</i>	<i>Tradition</i>	<i>Values</i>	<i>Culture</i>	<i>The Future</i>

## Year 1 – 2002-2003

**Goal 1: Increase Enrollment**

<b>RETENTION</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
First Time Frosh & Transfer Advising	<p>Director of Advising/Deans will carefully track advising to assure that every student is receiving proper advising.</p> <p>Establish a task force of deans, faculty, and administrators to assess findings in Year 2 toward refining Retention Action Plan for Year 3. Director of Student Advising to chair.</p>	Aug. 15, 2003
Retention Tools:	<p>Assure availability of Financial Aid for continuing students. Maintain scholarship levels and, possibly, offer additional scholarships for upper classmen.</p> <p>Open all services during class times - including Bookstore, Snack Bar, Child Care, Switchboard, and key offices (Consider “night dean” concept*).</p> <p>Increase non-traditional opportunities and enrollment, ie, evening classes, weekend classes, online classes.</p>	Continuing

\$

*\* Night Dean concept is the idea of having a single office that is cross-trained in all relevant student services areas. This may be more cost efficient than keeping all offices open at all times.*

# Year 1 – 2002-2003

## Goal 1: Increase Enrollment

<b>ALUMNI AFFAIRS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
<p>First Time Frosh &amp; Transfer Ask ex-students to recruit</p>	<p><i>“Recruit a Javelina”</i> Campaign - Alumni Office will conduct a campaign with mailings, email and phoning to encourage member and non-member alums to recruit a student to A&amp;M-Kingsville.</p> <p>The secondary benefit is positive contact with Alums, asking for their help, giving them positive information about A&amp;M-Kingsville, and encouraging them to share that information with others, while also recalling and sharing their own positive experiences at A&amp;I or A&amp;M-K.</p>	<p>Apr. 1, 2003</p>

## Year 2 – 2003-2004

### Goal 1: Increase Enrollment

<b>EXTERNAL COMMUNICATIONS</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
First Time Frosh Refine Messages for various mar- kets	Public Affairs and Agency will prepare radio and TV campaigns that focus on specific majors for different target areas: Eng - CC, K, SA Ag - CC, V, K, SA Phar - All, including Houston	Sept. 15, 2003  <i>Create :15 second spots to run together as one :60... Q&amp;A with common tag on <u>Re- search</u>.</i>
Advertising Focus on Quality	Ad message should begin to suggest “First Choice.” Mention should be made of Pharmacy School, Engineering, Agri- culture, Music, and <u>Research</u> .	Sept. 1, 2003  <i>Agency should make media buy to match goals. Consider budget increase.</i>
	Radio buys should include area high school football games. It should also begin to reach an older audience with NPR and other formats skewed toward ages 27-45.	\$
Retention Develop media products	Director of Student Advising & Public Affairs will produce a Retention Video, outlining all services available to help students succeed. Video should be distributed by Enrollment Management to all new students, as well as to their parents.	Sept. 1, 2003  <i>Use internal capabili- ties to keep costs down, but contract an outside firm to plan and execute.</i>
	Director of Student Advising & Public Affairs should develop a section of the university website to target retention. This should include all the information in the video, as well as links to additional help.	Feb. 1, 2004

(Continued Next Page)

## Year 2 – 2003-2004

### Goal 1: Increase Enrollment

<b>EXTERNAL COMMUNICATIONS</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Graduate Programs Target Local Area	Graduate Studies will package their product to appeal to working adults and military. Product should include cohorts, which will assure completion within three years, with classes available at night and/or on weekends. Classes should also be offered at remote sites (naval base) and online, to allow completion when students' circumstances change. This should not exclude continuing students in traditional formats.	Jan. 15, 2004  <i>Special attention should be paid to Naval Base, School Districts, Large Employers, Hospital Systems, and the university itself.</i>
	Graduate Studies and Public Affairs will use direct mail and radio to promote Graduate Programs in the three-county area.	March 1, 2004
Target Businesses & Military	Focus on guaranteed completion - with brochures, Website, and radio.  Outreach will conduct a direct mail campaign and visits. They will also visit every business and government agency to establish what tuition help is available to their employees.	March 1, 2004
	Public Affairs will promote tuition assistance programs with individual flyers, which Outreach will distribute.	March 1, 2004
Target Schools & Hospitals	Outreach will gather pay schedules and career incentives from every school district and health system in the three-county area and The Valley.  Public Affairs will produce flyers for Outreach to distribute, touting the benefits of a Graduate Degree.	

## Year 2 – 2003-2004

### Goal 1: Increase Enrollment



Current Primary Recruitment Area



Areas of Opportunity

## Year 2 – 2003-2004

### Goal 1: Increase Enrollment

<b>INTERNAL COMMUNICATIONS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
First Time Frosh and Transfer Improve Telephone Etiquette and Response	All offices need to be trained in proper telephone protocol, and cross-trained on all areas relevant to student recruitment, including admissions, financial aid, student affairs, and academic programs.	Nov. 1, 2003
<External & Internal>	Offices need to do away with automated answering machines, and assure that a person answers every call by the third ring.	<i>This has staff implications, but is very important for good customer service.</i>
	Every call and request for information must be responded to within 48 hours.	<i>This should not be at the expense of those who are physically in the office.</i>
Introduce New Graphic Standards	Public Affairs will conduct a Rollout workshop to introduce the campus to the new Graphic Standards, and to familiarize them with policies regarding their use.	Aug. 2003
	Templates for new graphics will be available on the Intranet for internal use. Some graphics will also be online for general use.	
Employees Internal Campaign	Public Affairs with Agency will develop an Internal Campaign to promote image, boost morale, and support external marketing campaign.	May 1, 2004

## Year 2 – 2003-2004

### Goal 1: Increase Enrollment

<b>RECRUITMENT</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
First Time Frosh Target Teachers in San Antonio	Outreach will stuff San Antonio Teacher Credit Union statements with 3.5 X 8.5 card, to inform all teachers and counselors of the advantages of A&M-Kingsville.	Oct. 2003  \$ <b>“Did You Know?”</b> Value   Research   Programs
Target Businesses & Military	Outreach will conduct a direct mail campaign and visits. They will also contact every business and government agency in the three-county area to establish what tuition help is available to their employees. Distribute Flyers.	March 1, 2004
Target Schools & Hospitals	Outreach will gather pay schedules and career incentives from every school district and health system in the three-county area and The Valley. Distribute Flyers.	March 1, 2004
Simplify Message for System Center	“Attend Texas A&M in San Antonio. Classes at Palo Alto College. Phone number. Website.” Focus on Community Colleges in San Antonio area. There is no housing, so your target area is very small.	

*(continued)*

<b>Marketing Message for Kingsville: VALUE</b>			
===== TUITION / SCHOLARSHIPS =====			
PHARMACY  <i>Unique</i>	RESEARCH  <i>Quality</i>	PROFESSIONAL STUDIES  <i>Opportunity</i>	GRADUATE STUDIES  <i>Advancement</i>



## Year 2 – 2003-2004

### Goal 1: Increase Enrollment

<b>RETENTION</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Assess existing retention programs	<p>Establish a task force to assess all existing retention programs - including Honors program, mentors, tutoring, probationary admissions, exit interviews, etc. - with an eye toward recommending improvements and eliminating non-effective programs.</p> <p>By the completion date for the process, the task force should recommend which retention efforts should continue, how they should be strengthened and what new retention programs should be added/deleted+.</p>	<p>March 15, 2004</p> <p><i>A&amp;M-Kingsville tends to do a little of everything, but some of it is ineffective. Choose the best programs and focus your resources on them.</i></p>
Assess Student Services	Develop a strategy to review the effectiveness of all Student Affairs activities.	March 15, 2004

## Year 2 – 2003-2004

### Goal 1: Increase Enrollment

<b>RETENTION</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Track Recruitment	<p>By this time, communications and recruitment efforts are targeting students more likely to persist: Community College transfers, top 50% of the class, students interested in certain majors ... Other continuing retention efforts are targeting meeting student needs with services, guidance, scholarships ...</p> <p>Institutional research should continue to provide reports on the source of students, their demographics and academic preferences, and show their progress. This report will show which students leave, which complete, which excel, which change majors, etc.</p> <p>Reports should go to all faculty and administrators. The president may wish to review the results in a university-wide forum each Spring. An administrative response could be published and used to revise the Marketing Plan.</p>	April 15, 2004

## **Year 2 – 2003-2004**

### **Goal 1: Increase Enrollment**

<b>ALUMNI AFFAIRS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Engage Alums in Communications Efforts	Include Alums in “What is a Javelina?” campaign. Purpose should be to, again, encourage pre-name change alums to “get over it” and support their university.  See Goal 5: Alumni Affairs	March 15, 2004

## Year 3 – 2004-2005

### Goal 1: Increase Enrollment

<b>EXTERNAL COMMUNICATIONS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Target First Time Frosh & Transfer	Public Affairs will develop programmatic CD-ROM for Engineering, Pharmacy, Agriculture, Music, Wildlife Management, Bilingual Education and Teacher Education.	Jan. 15, 2004 \$
	Modify website for marketing purposes. Offer services, such as homework assistance, college entrance study guides, scholarship resource guides ... Make A&M-Kingsville site the one all high school seniors go to.	Jan. 15, 2004 \$ Some ideas at: <a href="http://www.queendom.com/tests/alltests.html">www.queendom.com/tests/alltests.html</a> <a href="http://www.2h.com/personality-tests.html">www.2h.com/personality-tests.html</a>
Advertising Use TV to enhance image in San Antonio	Introduce a television campaign in San Antonio. Possibly find some of the money by pulling out of theaters and bus signs, which have been good but have become commonly used by other colleges and universities. Television should be used to reach families, and to advance a quality image of A&M-Kingsville.	March 15, 2004 \$ <i>Figure \$40K for production and \$100K for the annual buy. Cut a deal with one station, possibly one that can give the most bonus.</i>
Extend Advertising Area	Utilize radio to begin reaching Southwest Houston and the area southwest of Houston... including Brazosport, Richmond-Rosenberg, El Campo, Friendswood, Angleton, West Columbia, Dickenson, Wharton and other cities.	March 15, 2004 \$ Budget \$40K - Find stations that cover the area. (May postpone to Year 4, due to cost)
Target Hispanic Families and Mexico	Create a Spanish mirror site of selected pages for the Web.	May 1, 2004

## Year 3 – 2004-2005

### Goal 1: Increase Enrollment

<b>INTERNAL COMMUNICATIONS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Employees Internal Cam- paign	Public Affairs will rollout Internal Cam- paign, with a university-wide kickoff event, and introduction of all peripherals. An- nounce series of lectures/workshops ... other activities, contests, etc.	Sept. 1, 2004
First Time Frosh and Transfer Improve Cus- tomer Service	Enrollment Management will continue telephone and customer service training.	May 1, 2005

## Year 3 – 2004-2005

### Goal 1: Increase Enrollment

<b>RECRUITMENT</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Recruit College Station Non-Accepts	A&M-Kingsville can help to keep more good students in the A&M System, while providing greater opportunities for a variety of prospects. Work with the A&M System to refine the system for redirecting area students who apply but are not accepted by A&M-College Station. Many of these should be targeted for enrollment in A&M-Kingsville programs.	Oct. 15, 2004  <i>Target these students with direct mail, touting programs, tuition, scholarships and other opportunities.</i>
Target Community Colleges	Establish on-site registration at SAC, PAC, St. Philip's, Northwest Vista, Del Mar, STCC, and Coastal Bend. Expand visits to include Southwest Houston and areas southwest of Houston.	March 15, 2004
Target Guidance Counselors	Public Affairs will put Guidance Counselor notebook on the Website	
Target Non-Traditional Students	Promote institutional initiatives with brochures and mailings focused on career changes, area job market, employer tuition funding, and adult completion programs.	Jan. 15, 2004  Feb. 15, 2004

<i>Marketing Message:</i>		<b>TRADITION</b>	
===== DURABLE QUALITY =====			
PHARMACY  <i>Elite Opportunity</i>	ENGINEERING  <i>Heritage/ Respect</i>	RESEARCH  <i>Enhanced Quality</i>	LEGACY  <i>Long Term/ Javelinas</i>

## Year 3 – 2004-2005

### Goal 1: Increase Enrollment

<b>RECRUITMENT</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Coordinate all Publications with Advertising	Outreach and Public Affairs will assure that all publications are consistent, both in graphics and theme, with the university's advertising program.	Sept. 1, 2004
Target Pharmacy Students	Purchase national lists for Pharmacy prospects. Outreach and Dean will conduct direct mail campaign with letters, brochures, and CD-Rom.	Oct. 15, 2004
Expert List on Web	Public Affairs will update its Expert Resource List, including email links, for the Media. This Resource will be promoted with a mailing and visits.	Nov. 15, 2004
Target Hispanics	Utilize Spanish-language media to promote messages of "Elevate your family," "Make your family proud", and push programs, including bilingual education.	Feb. 1, 2005 <i>Radio and some newspaper</i>
Target Mothers	A&M-Kingsville should contract with a telemarketing firm to reach the mothers of every high school student in South Texas. Marketing should be done in the form of an opinion survey, with information provided about A&M-Kingsville. Effort should be made to have additional materials requested. This outreach method is a compromise between personal visits, which we can never do enough of, and mailings, which are too easily ignored. Effectiveness will be measured by requests for additional information.	Feb. 15, 2005 <i>New Initiative</i> <i>Possibly "Calling Solutions"</i> <i>Envelope should say: "Here is the college information you requested."</i>

## **Year 3 – 2004-2005**

### **Goal 1: Increase Enrollment**

<b>RETENTION</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Institutionalize Advising	<p>Each college should have one dedicated Freshman adviser, who is a full-time, 12-month employee. (2 or 3 for the College of Arts &amp; Sciences). This person will be held accountable for tracking every student, until they are assigned to another adviser or until they graduate or withdraw.</p> <p>Advisors must be full -time, 12-month employees. It is imperative that they are available in June, July and August.</p> <p>Advising for non-freshman transfer students, as well as other sophomore and upper class students will be done by faculty members in their discipline.</p>	Aug. 15, 2004

## **Year 3 – 2004-2005**

### **Goal 1: Increase Enrollment**

<b>ALUMNI AFFAIRS</b>		
<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Alumni Appeal	Organize Alum data base by majors and initiate a campaign to ask Alums to help recruit a student. Additionally, this time ask for financial support to their school or college. Send programmatic CDs.	Mar. 15, 2005
	See Goal 5: Alumni Affairs	

**Texas A&M University-Kingsville  
THREE-YEAR GOALS AND OBJECTIVES**

**Goal 2: Develop an Image for A&M-Kingsville**

**OBJECTIVES:**

- 1. Upgrade and Enforce Graphic Standards; Create Brand**
- 2. Improve Morale**
  - a. Improve Information and Access**
  - b. Improve Employee Orientation, and Conduct Annual Refreshers.**
  - c. Conduct Internal Marketing Campaign**
  - d. Increase Recognition and Involvement**
- 3. Integrate Internal and External Communications**

**PHILOSOPHY AND STRATEGY:**

As discussed in the introduction, A&M-Kingsville has not developed an image since it changed its name. It lacks the image of a “first choice” university, and it doesn’t have a clear identity, either externally or internally.

The strategy will be to develop a brand, and consistent graphic standards, that will help simplify and solidify marketing efforts, giving all the various marketing activities a more effective cumulative result.

In the process, the Marketing Team will create an image for Texas A&M University-Kingsville, consistent with its proud tradition and posturing it as a “First Choice” university for the years to come. The image should be projected in all internal and external communications, and all staff will be provided with materials and training to support this image campaign.

The advertising firm of Roger Christian and Company has been retained for creative, campaign development and media placement. They have provided new graphics for this campaign, which have been accepted by the university. These graphics should be incorporated into the existing Graphic Standards Manual, and staff should be familiarized with the standards, and the standards should be enforced.

## Year 1 – 2002-2003

### Goal 2: Develop an Image for A&M-Kingsville

<b>EXTERNAL COMMUNICATIONS</b>
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Upgrade Graphic Standards	Public Affairs, with Agency, will completely upgrade existing Graphic Standards Manual, utilizing elements of the new external advertising campaign.	March 15, 2003  <i>Rollout Jan. 15, 2002</i>
Develop Brand Campaign	Public Affairs, with Agency, will develop a Brand for the University. This Brand will be carried out in all internal and external communications, and advertising programs.	March 15, 2003

<b>INTERNAL COMMUNICATIONS</b>
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Improve Information and Access	<p>Begin to include information about Administrative Goals in existing internal media. Find new ways to point out people or programs that do an exceptional job of advancing those goals.</p> <p>Hold frequent social gatherings, at least one per semester, where all staff and faculty are invited to gather casually with the President and his chief Executives.                      Recognize outstanding employees at gatherings. The public recognition from a top administrator is worth more to them than a certificate.                      Consider “sack lunches with the President” where any 12 employees can reserve a place.</p> <p>Invite criticism in a formal process and offer rewards for outstanding solutions. The reward may be a dinner for two contributed by a restaurant or a reserved parking space.</p>	<p>Continuous</p> <p>Continuous</p>
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## Year 2 – 2003-2004

### **Goal 2: Develop an Image for A&M-Kingsville**

<b>EXTERNAL COMMUNICATIONS</b>
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Create Brand for Texas A&M-Kingsville	Public Affairs, with agency, will introduce Brand and imagery for the university that will be perpetuated throughout all communications.	Sept. 1, 2003
Integrate Internal & External Communications	Public Affairs, and all other university offices, will adopt the common Graphic Standards and Brand for the institution.	Dec. 1, 2003
	Initiate in-service programs for all faculty and staff, near the beginning of every semester, to inform everyone of the external communications plan.	Jan. 15, 2004

<b>INTERNAL COMMUNICATIONS</b>
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Integrate Internal & External Communications	Public Affairs, and all other university offices will adopt the common Graphic Standards and Brand for the institution. Make templates available on Intranet.	Dec. 1, 2003
Improve Orientation	Orientation should teach new employees about what it means to be a Javelina. Customer Service should be a prime requisite. HR details should be secondary and summarized. Make it fun.	
Improve Information and Access	Increase frequency of top-down communications in any form. Some suggestions are email, mass phone messages, memos ... or a combination to assure coverage.	

<b>ALUMNI AFFAIRS</b>
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Target Alums	Include all alums in communication of Brand and Administrative goals in their newsletter, special mailings, and email. They are part of the family.	Jan. 15, 2004
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## Year 3 – 2004-2005

### Goal 2: Develop an Image for A&M-Kingsville

<b>EXTERNAL COMMUNICATIONS</b>		
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Integrate Internal & External	Assure that all internal and external materials, including brochures, advertising, posters, letterhead, etc, are part of the Brand marketing scheme.	Jan. 15, 2005 <i>...or as soon as practical, as materials are replaced.</i>

<b>INTERNAL COMMUNICATIONS</b>		
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Launch Internal Pride Campaign	Launch internal “pride” campaign, utilizing campus radio station, posters, banners, T-shirts, workshops, lecture series, mixers, newsletter, email bulletins ... Play the fight song from the Bell Tower.	Oct. 1, 2004
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<b>RECRUITMENT</b>		
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Target Alums	Utilize Alumni communications for recruitment and fundraising. Also, to advance Administrative goals.	Aug. 15, 2004
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<b>ALUMNI AFFAIRS</b>		
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Target Alums	Include Alums in “pride” campaign. Set up mail campaign, as well as html format for email communications.	Oct. 1, 2004
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**Texas A&M University-Kingsville  
THREE-YEAR GOALS AND OBJECTIVES**

**Goal 3: Institutionalize Marketing Function**

**Objectives:**

- **Add or appoint a Marketing Officer, and have that person report directly to the highest level possible.**
- **Continue the Integrated Marketing Committee, with fewer members, for Recommendations and Evaluation.**
- **Increase Coordination Among Key Marketing Components, and require that their efforts support each other.**

**PHILOSOPHY AND STRATEGY:**

It is the new direction of colleges and universities to become marketing oriented. Not every situation is the same, but for many institutions - such as A&M-Kingsville - the landscape has changed, and current marketing methods have not defined and articulated the unique selling points of the university.

Effective marketing is both simple and complex. Simple, because those familiar with A&M-Kingsville can easily see it's strengths and weaknesses. Complex because the university's primary service region is large and diverse, and its audience is hearing many higher education messages.

This plan is about focusing on key strengths and targeting the most likely audiences in the most cost-effective and efficient ways. This has to be done as a joint effort of several different offices within the institution. Currently, those offices report to different areas and are not well coordinated.

Institutionalizing the marketing function will mean acknowledging that our efforts will be most effective if they are pulled together, so that everyone is working off the same sheet of music. It means that all areas will have oversight, so that a complex plan can be tactically administered, with resources allocated efficiently and all the components in unison.

Each year, the situation must be re-evaluated, incorporating new results and research data, so that the plan can be revised and extended.

Certainly, South Texas is big enough for several universities; however, more and more, there is a close correlation between an institution's marketing and its health.

## **Year 1 – 2002-2003**

### **Goal 3: Institutionalize Marketing Function**

<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Orient Toward Marketing	President should assert his commitment to this plan, and marketing in general. In a speech to all employees, and/or in a special publication, he should define the situations, lay out his goals, and spell out the process for getting there.	Nov 1, 2002
Redefine Marketing Committee	Reduce the committee to a manageable size. The function of the committee should be defined as being strictly for evaluation and recommendations. The committee should be chaired by a top-level administrator.	
Increase Coordination	A sub-committee should be formed of all offices that perform marketing functions. The purpose should be to coordinate all their efforts, and assure consistency and quality. I recommend that the Director of Public Affairs chair this committee.	

## **Year 2 – 2003-2004**

### **Goal 3: Institutionalize Marketing Function**

<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
Marketing Leader	<p>Add or appoint a chief marketing officer. Position should have the clout and direct access to the President, in order to provide leadership for university-wide initiatives.</p> <p>All marketing functions should coordinate efforts with this position, including public affairs, publications, recruiting, student affairs ...</p> <p>This officer should chair the Marketing Committee. He or she will be responsible for defining research parameters, evaluating research, and revising the marketing plan.</p>	Sept. 1, 2003

## **Year3 – 2004-2005**

### **Goal 3: Institutionalize Marketing Function**

<b><u>ACTION PLAN:</u></b>	<b><u>AREA / DESCRIPTION</u></b>	<b><u>COMPLETION</u></b>
5-Year Plan	Chief marketing officer, agency, recruiting, public affairs, and research should establish a 5-year plan for marketing beyond this 3-year plan.	Feb. 1, 2005

**Texas A&M University-Kingsville  
THREE-YEAR GOALS AND OBJECTIVES**

**Goal 4: Review and Improve Marketing Research**

**Objectives:**

- **Internal and External surveys of all key constituents should be conducted regularly.**
- **More information is needed about the attitudes and opinions of high school counselors and seniors in the region.**
- **A Climate Study of all Internal Constituents should be conducted annually, and the report should be studied with an eye toward specific improvements each year.**

**PHILOSOPHY AND STRATEGY:**

Marketing activities cannot be successful if they are not based on good information. A&M-Kingsville needs information about many constituents, internal and external, and that information needs to be updated periodically.

By surveying parents, high school students, guidance counselors, alumni, students and faculty, and others, we will learn about their perceptions and preferences. This will help set effective priorities. A&M-Kingsville needs better information to determine which activities are most likely to succeed and yield the best results in the shortest time.

With the constant reality of limited human and financial resources, there is not much opportunity for a “scatter gun” approach, or for “shooting from the hip.” Objectives and methods must be clarified, so that every effort is coordinated and directed at a more and more precise target.

The more research we can do each year, the better and sooner we will reach our objectives. Planning will be done in close consultation with Institutional Research to determine the purpose of each study and to design the instrument that will be used. Most of the research should be quantitative; however, qualitative research - such as focus groups and in-depth interviews - can be especially useful toward understanding and affecting the perceptions of students, faculty and alumni.

## Year 1 – 2002-2003

### Goal 4: Review and Improve Research

<b>ALL AREAS</b>
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Reveiw Marketing Research	Catalog and assess all marketing re- search being done by the various areas on campus. Pull together and re-evaluate all research that is to be used for market- ing.	Apr. 1, 2003

<b>EXTERNAL COMMUNICATIONS</b>
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Survey High School Guidance Counselors	Purpose of survey should be twofold: to measure their attitudes and to educate them. Offer a reward for their participa- tion.	May 1, 2003
Survey Community College Students	Focus on sophomores in math and sciences courses.	

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<b>INTERNAL COMMUNICATIONS</b>
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Conduct Intensive Exit Interviews	Outreach & Institutional Research con- tinue to learn why students leave. Cat- egorize by major, city of origin, hours completed, etc.	Ongoing
Survey Freshmen at end of first year	Also, continue to study why freshmen persist. Categorize by major, city of origin, hours completed, etc.	May 1, 2003

<b>RECRUITMENT</b>
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Survey High School Seniors	Randomly survey students in the top half of their class, in cities that are primary recruitment targets. Try to learn what their college leanings are, and their attitudes toward and specific knowledge about A&M-K.	April 1, 2003
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## Year 2 – 2003-2004

### **Goal 4: Review and Improve Research**

<b>EXTERNAL COMMUNICATIONS</b>
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Survey Parents	Update data on values, concerns and preferences.	Nov. 1, 2003
Survey Non-Matriculants	Find out why students who considered A&M-K chose not to enroll.	

<b>INTERNAL COMMUNICATIONS</b>
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Survey Faculty	Focus on Retention and Student Services issues. Use the opportunity to learn about career opportunities from each discipline for marketing purposes.
Climate Study	Measure what employees feel is good and bad about the university. Publish a report that is made available to everyone. Hold a university-wide workshop to review and make suggestions. Formulate and publish an administrative response.

<b>RECRUITMENT</b>
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Survey New Students	Find out why they chose A&M-K. Update and improve accuracy of STAMATS study.
Survey Continuing Students	Learn why they stay. What they like and dislike. Report by major, class and city of origin.

<b>ALUMNI AFFAIRS</b>
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Survey Alums	Ask them what they think, what they'd like to see happen, what would make them want to become active, what they would give for ...
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## Year 3 – 2004-2005

### Goal 4: Review and Improve Research

<b>EXTERNAL COMMUNICATIONS</b>		
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<u>ACTION PLAN:</u>	<u>AREA / DESCRIPTION</u>	<u>COMPLETION</u>
Survey Parents	Show an interest in them and their children while ranking attitudes and preferences.	Sept. 1, 2003
Survey High School Juniors	First year we did seniors. Once we have a baseline, it is more important to target students earlier.	

<b>INTERNAL COMMUNICATIONS</b>		
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Survey Faculty	<p>Focus on mission fulfillment and open-access admissions. Also, ask them about marketing directions ... Where new students might be.</p> <p>Rollout administrative response to Climate Study, and present solutions that will be implemented.</p> <p>Where appropriate, include in internal and external communications.</p> <p>Plan to do a Climate Study every second year.</p>	
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<b>RECRUITMENT</b>		
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Survey Graduating Students	Again, we are showing an interest in them, informing them about alumni involvement, and getting an exit interview.	
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<b>ALUMNI AFFAIRS</b>		
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Survey Alums	Do this annually, or even more frequently. It's a good way to engage Alums. Ask their opinion on anything, but try to zero in on local and university issues.	
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**Texas A&M University-Kingsville  
THREE-YEAR GOALS AND OBJECTIVES**

**Goal 5: Increase Alumni Association Membership**

**Objectives:**

- **Increase Membership from 400 to 1650**
- **Increase Clerk to full-time status.**
- **Add a full-time Assistant.**
- **Revise and manage mailing list database.**
- **Conduct Consistent Communications.**
- **Develop Formal Alumni Chapters in Key Cities.**
- **Increase Alumni Giving from \$50,000, annually.**
- **Ultimately, the Alumni Association should again become an Independent Organization.**

**PHILOSOPHY AND STRATEGY:**

Former students are the heart and soul of a university. They are the people who have the greatest vested interest in the continuing quality and reputation of their alma mater. A&M-Kingsville had very devoted alumni until its name was changed from Texas A&I University in 1993. Until that time, it had an independent alumni association, with about 2,500 members. After 1993, membership and involvement dropped radically.

It is actually testament to the strength of A&M-Kingsville that it has done so well, without much alumni support in recent years. However, rebuilding that support will make the university even stronger, as your former students again contribute with their referrals, their involvement and their dollars.

The current director of the alumni association has a good plan, and has made a good start on rebuilding the organization. However, resources need to be allocated to that office in order to accelerate the process. Mostly, what is needed is manpower. One day soon, the alumni association may again be self-sufficient.

For now, the university should target two classes of alums: Those who graduated before 1993, and those who graduated after. They should be afforded quality and consistent communications, and offered opportunities on many levels to get involved and to provide financial support. Those “levels” should include breakouts by geographic regions, colleges and schools, and other interest areas.

## Year 1 – 2002-2003

### Goal 5: Increase Alumni Association Membership

<b>EXTERNAL COMMUNICATIONS</b>
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<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Revise Database	Database for mailings and email must be completely revised. If this is too much for staff, then find a mailing house to do it. It is imperative to any progress.	May 15, 2003
Focus on New Graduates	These must be kept current, as recent graduates tend to move around. Throughout the process, there will be campaigns that target pre-93 grads and post-93 grads. Most communications should include both.	
Bi-Monthly News-letter	“The Tusk” should go out to the full list of Alums every two months. If that is not possible, then make it quarterly, or twice a year ... But, commit to it. Make sure it is high quality, has interesting and relevant content, and reflects the Quality, Branding, and Graphic Standards of this campaign.	

<b>INTERNAL COMMUNICATIONS</b>
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Target Seniors	Begin to interest prospective members before they leave school. Sponsor a job fair in the Spring, with Alums and Seniors. Offer incentives, such as free membership in the first year.
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<b>RECRUITMENT</b>
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Homecoming	Use homecoming - building on last year's successful 75th anniversary - to recruit new members. Plan a major event, with an important guest. Honor as many as 10 outstanding alums, and make sure they are from a variety of cities. Do a lot of advance publicity in the form of mailings, notices to media, and email contacts.
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## Year 2 – 2003-2004

### Goal 5: Increase Alumni Association Membership

<b>EXTERNAL COMMUNICATIONS</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Update Website	Make the Alumni section of the Website interesting and informative. Keep it current. Make it interactive, with email exchanges, and allow online transactions, such as purchasing products, renewing membership, or RSVPing for events.	Sept. 1, 2003  <i>See UT PanAm site for a good example.</i>
Establish Chapters	Establish Alumni Chapters in McAllen, Kingsville, San Antonio, Corpus Christi, Austin, Houston and Laredo.	
Set up Email Directory	Utilize groupings of email - by graduation year, by city, by major, etc. - to communicate frequently with Alums.	<i>Create challenges between cities, majors or years.</i>
<b>INTERNAL COMMUNICATIONS</b>		
Target Seniors	Conduct a Senior campaign and an event every Spring. Invite Alums.  Give deans goals for membership and fundraising. Avoid negative incentives. Promote challenges and rewards for successful efforts.	May 1, 2004  <i>Make appeals specific to students and the schools.</i>

**Continued next page.**

## **Year 2 – 2003-2004**

### **Goal 5: Increase Alumni Association Membership**

<b>RECRUITMENT</b>
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Student Recruitment	Conduct a campaign, with other A&M-K offices, to encourage Alums to recommend students. If they will give us the name and address, we will send a letter telling the prospect that the Alum has recommended them to us as a good college prospect.
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<b>RETENTION</b>
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Chapter Parties	Plan one gathering per year in each of the following cities: San Antonio, Houston, Dallas, Corpus Christi, Austin, Laredo, McAllen.
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## Year3 – 2004-2005

### **Goal 5: Increase Alumni Association Membership**

<b>EXTERNAL COMMUNICATIONS</b>		
<u><b>ACTION PLAN:</b></u>	<u><b>AREA / DESCRIPTION</b></u>	<u><b>COMPLETION</b></u>
Pride Campaign	Incorporate the “What is a Javelina?” internal campaign into the Alumni Website.  Also, include in external communications	Sept. 1, 2004
Initiate Financial Appeal	Organize Alum data base by majors and initiate a campaign to ask Alums to help recruit a student. Additionally, this time ask for financial support to their school or college. Send programmatic CDs..	
Graphic Standards	By this time, all publications and communications should be consistent with university graphic standards. Invest in quality materials.	\$
New Chapters	Establish Chapters in four new cities, possibly Laredo, Dallas, Victoria ...	
<b>INTERNAL COMMUNICATIONS</b>		
Target Seniors	Continue programs to engage Seniors.	
Target Deans	Continue to encourage involvement of schools. Invite Deans and Faculty to Chapter events.	