

Case Study Part 2

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Double Loop Analysis

To engage in double loop learning, there must be an emphasis on the collection of feedback from internal sources to evaluate the collaboration of departments and teams and their ability to work together. This feedback could come from both identified and anonymous sources and could utilize a 360 degree feedback/Evaluation approach, ITS currently has systems available which, with modification, could work to evaluate how teams work together in order to confront the assumptions on the perceptions and interests of other departments or individuals.

Significant cultural development must be made in order to allow for double loop learning to occur. The current university structure inhibits risk taking and can prevent learning opportunities because of the feeling that it is imperative that all departments must conserve resources. This is then used as an excuse for why certain projects can't move forward. The budgetary implications are a very large part of the limitations to double loop learning and contribute further to the siloed working departments. In addition, political movement on campus and those individuals holding power in faculty senate may make it difficult to express contentions in order to carry out double loop learning.

The president leaving offers a great degree of uncertainty and the leaves questions about the distribution of power as well as the direction of the university and how it chooses to carry out its mission. This offers a prime opportunity to confront issues and could serve as a learning opportunity for the university on how it could better utilize and incorporate methods for double loop learning to occur within its structure and operations.

In addition, it could provide a new perspective of operating norms generated from above once the new president is in office and has made their own interests clear.

Strategies

Think. Feel. Do. - Project Teams

As a Liberal Arts Institution, its imperative that we innovate from an interdisciplinary perspective. As Regina Morin suggested, “everyone has a role to play” and it is certainly a task that will take as much help as possible. There are numerous existing resources on campus and its imperative that they are all utilized to the best of their ability. Base on the Orchestration Model outlined in De Swaan Arons and Van der Driest’s “The Ultimate Marketing Machine,” its important that teams are constructed and human resources are assessed using a ‘Think. Feel. Do.’ model when employing individuals in the organizational structure to accomplish tasks and implement strategy (2014). Keeping this model in mind helps with the conservation minded approach that the university finds itself operating under. Further, increasing departmental involvement presents opportunities for cultural development where departments are presented with opportunities to work together. These orchestration groups should consist of primarily internal resources but also external talent when needed as well to incorporate additional perspectives.

Think

According to De Swaan Arons and Van der Driest (2014), the “Think” part of the organizational triangle ought to be constructed from a perspective, and involve

constituents who are focused on data and analytics. While certain departments on campus already engage in data collection and analysis, its important, as suggested by the university blueprint team, that a location be constructed where data can be centralized and accessed by multiple departments/facilitators of this component. In viewing this marketing organization as a brain, Morgan suggests that it is imperative that a networked intelligence exist to allow for sustained learning as an organization. The ability to harness data in pursuit of the marketing objectives along each step of the process is imperative for the organization's success and the reliance of the campaign and implementation/ marketing strategy.

Key Campus resources for “Think” Orchestrators

ITS- (Donna Liss C.I.O)

Institute for Academic Outreach

Assessment

Registrar

Enrollment

Admissions

Stats Department

Computer Science Department

Data Science Certificate

Grants and Research

Marketing Content Manager

Feel

According to De Swaan Arons and Van der Driest (2014), the “feel” group ought to be constructed from a perspective, and involve constituents who are focused on engagement. The primary focus would be on creating the campus atmosphere and environment. It ought to be made up of departments that have direct interaction with students and faculty and those that provide resources, services, and events for the campus community on a daily basis. In many ways, these constituents are the implementers and the group that provides possibilities for touchpoint interaction for the university audience. Considering Morgan’s (2006) recommendations on creating a learning organization, the feel orchestrators serve to ensure that the marketing organization has effective “requisite variety” and has representation from appropriate departments across campus and in the external environment (p.108). It also should be focused on ensuring that there is a good match between input and outputs. This group ensures that we create and communicate a unique Truman experience.

Key Campus resources for “Feel” Orchestrators

Human Resources

Advancement/Alumni Relations

Public Relations

Institute for Academic Outreach

Deans of Schools

Athletics

Disability Services

Campus Planning

Admission/Enrollment

Student Affairs

Center for Student Involvement

Multi-Cultural Affairs

Student Government

Career Center

Social Media Team

Marketing Content Manager

Do

According to De Swaan Arons and Van der Driest (2014), the “Do” part of the organization ought to be constructed from campus departments and resources who are focused on content development and production. Several representatives from this group may work together on campaign development in order to generate content that is unique and creative and can be formatted to serve different target audiences.

Key Campus resources for “Do” Orchestrators

Publications

Printing Services

Public Relations

Admissions

Social Media Team

Todd Kuhns - Video

Athletics - Kevin White

Art: Visual Communications

Communication Department

ITS - Website Development - Greg Marshall

Tim Barcus - Campus Photographer

TMN

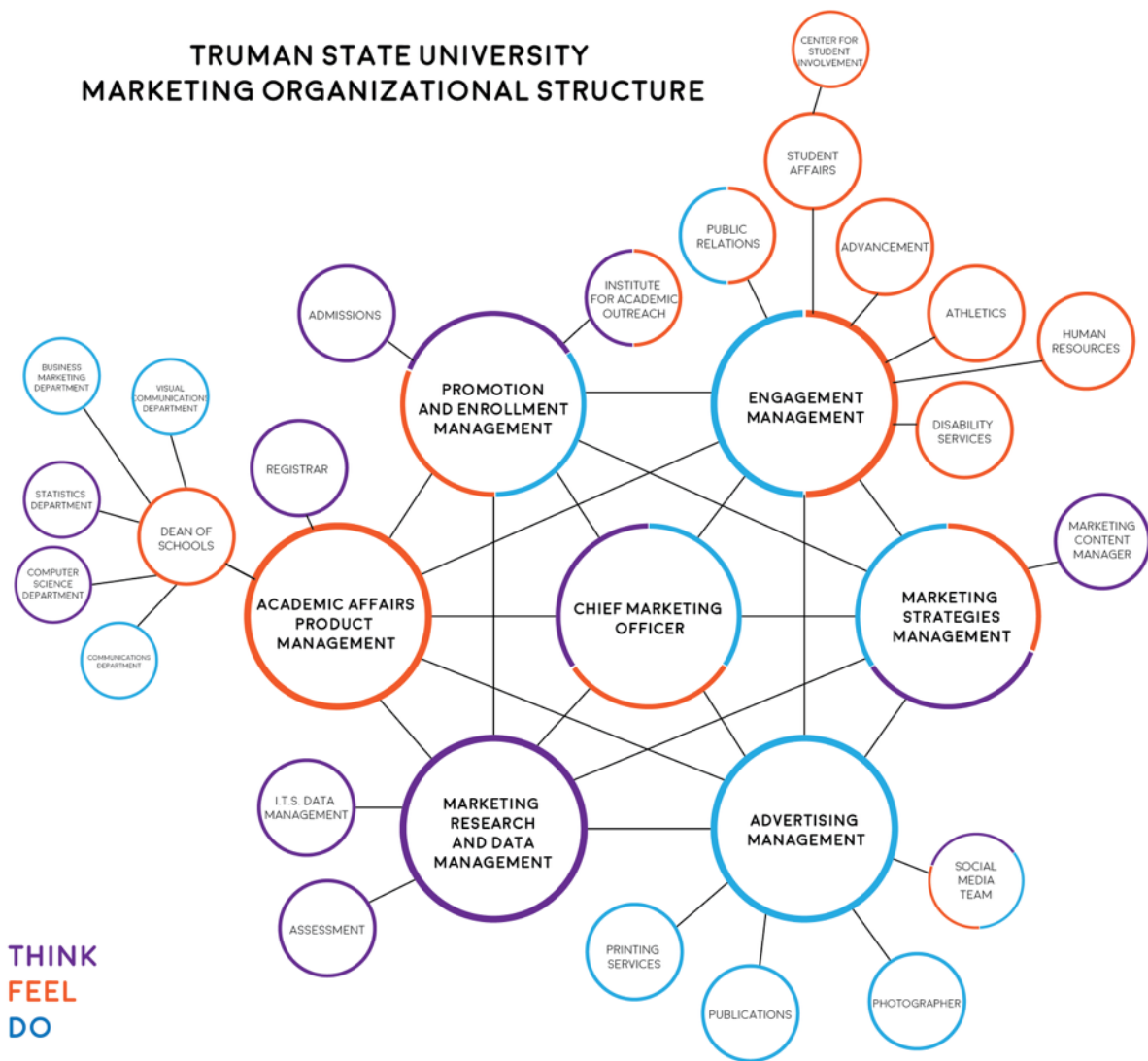
Marketing Content Manager

Tactics

Networked Structure

The networked structure proposed allows talent to be hand picked to construct the right project team as dictated by the project situation and requirements. Leading the groups organized in this fashion allows the university to maintain a fluid marketing structure. Rather than a strict hierarchy dictating specific responsibilities, the networked structure allows for generalists to shine as tasks are assigned to the right constituents to complete the project at hand. If the university is unable to create a dedicated marketing staff, this structure allows organization of the available resources to consider when putting teams together in an effort to complete certain marketing objectives.

While categorizing the university’s marketing resources allows for a more fluid structure, there would still need to be a structure for oversight and accountability. A traditional structure doesn’t allow for the fluidity needed to operate within a the current university system. A new structure must be developed to organize the marketing human resources that is based on a highly connected and networked approach.



Students

One of the opportunities that this structure presents is the ability to utilize students as resources for the marketing efforts of the university. In addition to the potential benefits this could provide for individual students, it would allow for different talent levels to be matched to projects of differing complexity and could help create a balanced workload from the orchestrators. It also provides a general guide for oversight and accountability by the leaders of the orchestration departments listed.

Utilizing student resources has several potential benefits for both students and the university as a whole. It could provide students an opportunity to work as part of a project team to develop real world marketing solutions for the university. This would be a great example of Liberal Arts and Interdisciplinary thinking in action as individuals with multiple perspectives come together to produce content and events to support the marketing and ultimately the mission objectives of the university. Students could utilize this work in their portfolios and utilize the experience on their resumes but also explore future interests and gain perspectives on how teams interact and how marketing efforts develop and implement their strategies.

There are already methods in place to get students involved with the work. Some additional intentionality may need to be had when developing the positions or re-assigning/allotting them. Systems that would be beneficial in utilizing a student workforce would be trpositions. It would be ideal if students were able and interested to receive class credit for their work. However, the cutest student employment system could facilitate work study, scholarship, and institutional incentives as well. There are already

programs available on campus for students to get experience in their field that provide a great example for the structure of the proposed student involvement in the marketing efforts. One of these programs, Fine Arts Design, where a professor has oversight but the students served as designers and art directors and work with clients in the community offers a great example. One of the unique features of Fine Arts Design is the prestige of being selected by one's professor to be part of the program. Utilizing a similar strategy could entice students to assist with the marketing efforts of the university while working with faculty and staff in an enriching out of class educational experience. In addition it would let the student body know that their voice is important to the future of the university.

Brand Managers

Because of the necessity of developing a fluid structure as a marketing organization, there comes a need for brand/campaign managers to ensure that the university's personality and voice is kept consistent and that attributes of the marketing strategy are understood by all members of the marketing effort. These individuals must have a thorough understanding of the brand and particular campaign. It would be their responsibility to ensure that all marketing efforts and content were backed by or included the key elements of the strategy in order to remain consistent. They would help give the appropriate voice to content generated for specific audiences. They would also help communicate the brand guidelines to the different departments across campus and ensure that they were operating under best practices and integrating the university marketing strategy into their own departmental communication efforts.

Leadership

Ultimately, none of these efforts proposed are possible without a leader in charge of the university's marketing efforts. For that reason, a Chief Marketing Officer should be hired, appointed, or identified in order to take charge of the marketing efforts and implement the marketing strategy of the university. This individual's primary role would be to work to harness the power of the university's diverse campus resources and unify the marketing efforts and communication that the university as a whole provides to its audience. This individual would need to ensure that the marketing efforts/communication by the university are strategy driven and are aligned with the business objectives and mission of the university. It would be this individual's responsibility to utilize the talent orchestration framework to structure teams for specific projects to execute the marketing plan. This individual would direct the efforts of all internal talent groups and collaborate with external firms when necessary. The individual would serve as a leader for innovation and ensuring that the university continuously scanned its environment for opportunities and developed strategies on the most updated and relevant data available. In addition, this individual would need to develop a direction for the marketing efforts and devise a plan for its implementation.

Team Based Project Approach

The social media team, while currently lacking direction in terms of a university wide marketing strategy, is actually a decent starting point for a team based approach that the university ought to take in accomplishing its marketing efforts. Currently, the team is "Feel and Do focused" as the representatives who attend that meeting are the ones in charge of generating the social media use within their individual offices. An ideal approach to this team would bring together perspectives from both the Think and Feel

groups to help provide research backed approaches to directing engagements for both departmental efforts and university wide social media integration.

Metrics

When considering organizational strategy, it is difficult to develop immediate measures of success. There are certainly key metrics that would provide insight relating to the marketing strategy and those would be helpful in providing insight to whether or not implementation efforts were successful. As far as a gauge for performance, 360 degree feedback systems that were modified to address project teams would provide opportunities to confront growth areas and identify successes while gaining insight from team members and other individuals in the campus community who may have interacted with that team. Goal setting relating to implementation that occurs within these teams as far as scheduled number of meetings or accomplishment of a specific set of tasks would be advisable in conjunction with the direction provided for the teams from a CMO.

Once an official marketing strategy were identified and adopted, some of the metrics that would help to drive the strategy would be as follows:

Enrollment Data

- Quantity of Applications
- Students who meet threshold for acceptance
- students who receive scholarships
- students who enroll
- yield rate

- students who don't apply but meet the threshold - ACT
- Students who meet threshold but don't enroll - other interests/offerings
- Attendance to showcase
- attendance to campus visit
- Attendance to regional events

Internal Data

- Response to surveys
- social media engagement
- truman today engagement
- attendance of campus events

Student Outcomes

- Portfolio
- Job Placement
- Application for positions - Interest

Social Media Metrics

- Sprout Social
- Engagement Trends

Conclusion

This strategy proposal is intended to provide suggestions on how the university could organize its resources to begin implementation of a university wide marketing strategy. It is important to recognize that this structural proposal must be accompanied by an official Integrated Brand Promotion Marketing Campaign. Some responsibilities and

job duties would most likely need to be redefined across the university or recombined to incorporate marketing specific duties for both faculty and staff and student workers. The main point of the proposal is to encourage the university leaders to consider the utilization of resources readily available to them and how to structure their human resources to deal with the rapidly changing marketing environment while considering the system that the proposed teams would operate in. These resources have the potential to aid in the unification of the marketing strategy that would serve to unify the university community and alumni, strengthen the Truman brand, and attract prospective students and their families. Without a framework of organizational structure, the attempt to implement a marketing strategy would most likely result in similar outcomes as the decentralized efforts that the university currently faces.

References

De Swaan Arons, M., Van der Driest, F., & Weed, K. (2014). The Ultimate Marketing Machine.

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Morgan, G. (2006). Images of Organization. Thousand Oaks: Sage Publications.