



**St. Cloud Technical and Community College**

*Education that works*

**Brand Implementation Plan**

**May 11, 2011**

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## Situation Analysis

St. Cloud Technical and Community College (SCTCC) has completed a thoughtful process to reposition the college among its key stakeholders. Through strategic research and brand analysis SCTCC has developed a clear understanding of the college's current and desired brand perceptions as well as the barriers that must be addresses in order for the college to achieve its desired positioning and reach desired growth objectives.

The result of this work is the development of a new brand platform and brand identity that addresses perception barriers and aims to best align the evolving brand to resonate with current and prospective students, faculty and the community and position the college for growth. The brand platform and identity have been approved by SCTCC leadership for implementation.

This plan outlines Tunheim's top line recommendations for strategic implementation of the new SCTCC brand over the next twelve months.

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## **Brand Implementation Goal: Shift Audience Perceptions**

The brand implementation plan will help SCTCC shift key audience mindsets from current perceptions to desired perceptions.

### Current Perceptions:

- SCTCC provides a Technical degree at a great value
- Fear stands in the way of meeting the long-term goal – Top community college
- College atmosphere is warm and inviting – But sense of community does not extend beyond specific programs

### Desired Perceptions:

- Provide “education for life”
  - Technical degrees and Liberal Arts degrees
  - Continuing education at a 4-year university
- Premier regional college
  - Move beyond focus of only Technical
  - View 4-year universities as “competition”
  - Expand view to broader region
- Important community asset

### Barriers to achieving the shift:

- Fear of losing Technical credibility
- Limited Community College offering
- College and mission is unknown entity
- Internal competition creates confused identity

## Strategic Recommendations Review

To review, Tunheim Partners recommended the following four strategic recommendations to begin to elevate the new SCTCC brand and to shift perceptions from current perceptions to desired perceptions among key stakeholder groups.

### 1. Strengthen your name

You didn't ask us this question, but there simply was no way of avoiding it. We believe the name, as it stands, is in constant battle with itself. It's regularly reduced to SCTCC which is impossible to say, tough to type, certainly is not an acronym and doesn't reflect the brand well.

We recommend that you consider modifying, not changing entirely, the name of the college. And while the modification we are recommending is subtle, it lifts this institution to higher ground – St. Cloud College.

St. Cloud College is more aspirational. It clearly defines what you are and who you are and it wouldn't get confused with St. Cloud Technical High School.

However, we understand the legacy that the Technical College heritage brings to the organization, that's why we would also recommend using a subtle clarifying descriptor with the name – something that would stand with the name everywhere.

## St. Cloud College

A Technical & Community College

### 2. Embed the Technical College's values into the Community College's growth

As the college continues to find its way through the integration of its Technical College history while adding the Community College component, it is the prime opportunity to modify existing branding to better reflect the future and where the college wants to be versus where it is today. Use the strength of the Technical College heritage and its values to help promote, grow and develop the Community College. Though different degrees, both Colleges need to reflect the same overall brand, vision and values.

### 3. Establish a brand champion

For St. Cloud Technical and Community College the brand champion is not a single demographic. It's a type of person with a shared mindset that crosses generational and demographic differences. Your brand champion shares five key mindsets:

Relevance – What does this investment mean to me, to my life, to my family, my future?

Access – Can I get what I need?

Assistance – If I can't, can I get help when I need it?

Support – Does this school “get” me? Understand why I'm here and what I need?

Flexibility – Things change; life calls.

Positive risk – Big steps, big reward.

Financial – Investing in my future.

In the evolution of the new brand, St. Cloud Technical and Community College needs to stay true to that champion and focus communications on reaching this critical target audience.

### 4. Build a stronger sense of community

Build a stronger sense of community among all students and faculty, as well as the broader community to increase pride in the college from students, alumni and the community. How?

- Rethink the college's physical space to allow for more areas for students to mingle, study and socialize with each other.
- Re-evaluate your extra-curricular opportunities, including athletics, and better promote them to students and prospective students.
- Consider hosting several events each year to engage the broader community and actively market these opportunities to drive attendance.
- Evaluate the frequency and messages of external communications to better reach core audiences.
- Look for low-cost sponsorship or volunteer opportunities to engage with the broader community.
- Expand the college's communication efforts to include a broader audience – both for recruitment as well as to engage this group.

## Brand Platform

The brand platform provides an aspirational overview of the brand positioning that SCTCC is aiming to achieve. The brand platform should provide the overarching framework for brand implementation and ongoing communication strategy.

### BRAND PERSONALITY

The human characteristics or personality traits that help differentiate the brand amongst stakeholders

Engaged  
Approachable  
Credible

### BRAND VALUES

The code by which the brand lives within the hearts and minds of all employees and serves as a benchmark to measure performance

Passionate  
Authentic  
Connected

### VISION

The story a leader tells about where the organization is going; the aspirations that drive future growth

To become a regional treasure by creating a best-in-class college of applied learning.

### MISSION

A concise statement of purpose or aspiration for the organization

We are a technical and community college that is invested in the success of every student – no matter where they are on their learning journey.

### BRAND PROMISE

The essence of what the brand stands for

College that works



## Brand Identity

SCTCC has approved the following brand identity for implementation:

Tagline:

**Education that works**

Education that works clearly defines the school's mission of helping students succeed. It also deftly addresses the disparate goals of the Technical and Community College. For Technical College students SCTCC is truly where they will get the hands-on training for their chosen field. For Community College students it's a start to their education that most likely will continue at a four-year school. It also is a strong consumer-facing representation of your internal brand promise.



## Brand Implementation Plan

St. Cloud Technical and Community College (SCTCC) has completed a thoughtful process to reposition its brand. The following are implementation recommendations to help implement and elevate the brand to the next level.

### Implementation Phase 1: May – August 2011/Summer 2011

The goal of the initial implementation phase is to roll out the new identity across the campus in advance of the 2011-2012 school year. The main focus of this phase is updating the look and feel of the campus and informing key stakeholders of the new identity. When the new school year starts next fall it is important for the new brand to be the ONLY brand experienced by your students, faculty, staff and community visitors and that these audiences feel excitement and pride around the new identity.

#### **1. Integrate SCTCC's new brand platform and logo into all identification pieces and communications vehicles.**

For SCTCC's new brand to resonate with stakeholders, it needs to be uniformly implemented throughout the campus and across all communications vehicles. To do this, we recommend updating the following communications vehicles with the new logo and tagline:

- All campus signage (interior and exterior)
- Printed and electronic communications templates (letterhead, memos, business cards, presentations, student forms, screen savers, staff communications, etc.)
- Collateral materials (course materials, brochures, posters, etc.)
- Create a temporary “skin” for the SCTCC website homepage that introduces the new brand. {Additional website recommendations are included below.}
- Parking passes and other student and staff merchandise/collateral
- Campus store items (shirts, mugs, school supplies, etc.)
- Interior design/decor (floor clings, banners, wall/locker paint, murals, etc.)
- Community presence (any place your logo shows up in the community including signage and printed materials)

(See Phase II design implementation recommendations on page 13 for specific recommendations.)

## 2. Introduce the new brand to priority stakeholders including students, parents, faculty/staff, donors and alumnae.

You don't need to wait until the school year starts to surprise your key audiences with your new brand. Build excitement and generate engagement during the summer by introducing your new brand to your stakeholders through targeted outreach.

- May 6, 2011: “Soft launch” – Unveil at Orientation. Share logo, colors, tagline. [Complete]
- Marketing Protocol: Develop a brand use and marketing materials development protocol. Share guidelines with all key staff and host training sessions to ensure all staff understand protocol and are comfortable using the brand.
- Announcement “Gift:” Send a window decal with the new logo and tagline to all current students, parents, faculty, staff, alumnae, donors, community leaders, local businesses and other relevant stakeholders. Include a compelling postcard with messaging that reinforces the brand platform.
- Welcome Packet: Create a “welcome packet” for staff and faculty that includes updated business cards, information on how to use the new brand and a small branded giveaway (coffee mug, notepad, pen, etc.).
- Back-to-School Event: Host a “Back-to-School Night” event at the end of the summer for students and faculty/staff (e.g., bbq dinner or concert) to generate school spirit and elevate the profile of the brand.
- Facebook: Launch an official SCTCC Facebook page and invite all stakeholders to join to learn about upcoming events and announcements. Attempt to transition fans of the various current Facebook pages to one “official” page.

## 3. Inform the community of your new brand.

In order to achieve your desired position it is important to reinvigorate your engagement with the broader St. Cloud and regional community.

- Media Outreach:
  - Secure a news story in the *St. Cloud Times* and regional publications documenting the identity changes and brand platform.
  - Send a news release more broadly to higher education trades and regional consumer and business outlets to announce your new identify.
  - Invite local media to tour the school and attend the “Back-to-School Night” event.
  - Submit a letter from the President to local papers based on the new brand platform.
- Community Outreach:
  - Identify key community leaders (civic, business, philanthropic, education) to meet with for a reintroduction to the SCTCC brand.

## Implementation Phase 2: September 2011- May 2012

### **1. Develop content that supports the brand and builds on the brand platform and desired positioning.**

Following the launch of the new brand identity it will be important to continuously develop content and identify “proof points” to support your brand and reinforce your platform. A perception shift will not occur immediately or solely based on a new identity, you will need to continuously build the brand through effective storytelling and engagement in order to achieve your desired perceptions.

- **Viral Videos:** Create short videos showcasing the SCTCC experience under the theme “Education that works” to bring forth the core attributes of the brand platform.
  - Create a system for ongoing identification and collection of stories and proof points.
- **Student Sentiment:** Capture anecdotes from students that support the core elements of the mindset of your brand champions.
- **Update all Language:** Revamp language on all SCTCC collateral materials to reflect the brand platform and desired positioning.
- **Website Revamp:** Of all of the recommendations, this should be considered a high-priority for SCTCC as it is one of the most used communications vehicles you have. SCTCC’s website will need to be updated from a visual and content standpoint to better reflect the new brand and to elevate the status of the college. An initial design “skin” can be put on the website temporarily (see Summer 2011 recommendation) until a complete overhaul can be completed. Included in this effort should be the review and development of search engine optimization, social media efforts, etc.

### **2. Reinforce the brand and build on the brand platform through enhanced communication with priority stakeholders including students, parents, faculty/staff, donors and alumnae.**

Your priority stakeholders need to believe in SCTCC’s new identity and brand platform. Building and maintaining that trust will require ongoing and enhanced communications that supports the new brand and your relationships.

**Quarterly Newsletter or Refresh of Existing Communication Tool:** Launch or refresh a quarterly electronic newsletter (September, December, March and June). Ensure relevant information for target audiences by creating various

- “editions” with a section of content specifically targeting each audience (students, alumnae, faculty/staff, donors and community).
- Facebook: Continue to build SCTCC’s Facebook presence by using the page as a tool to share information and solicit input from “fans.”
- SCTCC Blog: Launch a SCTCC blog and enlist various “authors” to develop content that reinforces the brand platform and proactively communicates with target audiences.

### **3. Increase your community presence.**

Our research identified the need to more proactively engage the broader St. Cloud and regional community in order to shape perceptions and drive enrollment, employment, donations and community good will. Your community needs to understand your value proposition and view SCTCC as a critical asset to the community as a whole.

- Proactive media relations – tell your story to the media, invite media to attend events, share compelling data on your students and programs, place opinion pieces on topics of relevance, share expert information on education trends, etc.
- Community signage
- Sponsor community events (focus: business, education, jobs, tech, medical)
- Paid media across the region (billboard ads, newspaper/magazine ads, radio ads, targeted online ads)
- College fairs

### **4. Integrate the brand throughout all student recruitment efforts to drive enrollment.**

With the population of traditional incoming students on the decline, it is more important than ever for SCTCC to effectively market itself to prospective students – students of all ages and backgrounds. Using the mindset of your brand champion as your framework, implement tactics to reach and engage prospective with your message.

- Storytelling – illustrate the brand promise through effective story telling that is compelling to your brand champion.
- Paid media
- Direct marketing
- Targeted events
  - Local high schools
  - Employment centers



## **5. Enhance engagement of the local and regional business community to position SCTCC as a vital community resource.**

The support and engagement of the local business community is essential to fulfilling the promise of the new tagline. The local and regional business community should be one of your strongest and most vocal advocates. This group should see SCTCC as vital to their business success and a critical competitive advantage for the community.

- Host a business forum to engage local businesses in a discussion around critical skills and training. Include faculty/staff and students/prospective students in a series of sessions.
- Actively participate in local and regional Chamber of Commerce events.
- Host community events on campus to encourage unlikely audiences to interact with the college.

## **6. Take steps to address barriers and perceived issues among various stakeholders.**

The research undertaken to develop SCTCC's new identity and brand platform unearthed and confirmed several barriers to achieving your desired positioning. Over time, identify specific ways to break down barriers and counter unsatisfactory perceptions that hinder your ability to achieve your desired perception among all audiences. These are additional suggestions to help you do so.

- Assess possibilities for redesign and/or expansion of campus to include additional space for student and community interaction and activities.
- Assess appetite for strengthening the college's name and determine a timeline for transition.
- Expand Community College course offerings and publicize value of program through breadth of opportunities and outcomes for students.
- Identify ways to expand communications and presence throughout the region to be seen as a regional asset.
- Launch an alumnae fundraising campaign to support a specific element of the desired positioning as a means to engage alumnae.
- Hold a contest for alumnae to submit their SCTCC story for a chance win a prize.

## Visual Identity Phase II Budget Estimates

The estimates below are from Liz J. Design (Nancy Hauck):

**Cover designs for Programs** \$1,200 (first one)  
Design, production, photoshop, PDF proofs \$400 - \$500 (each additional)  
\*This has been approved and is in progress now.

**Inside Design and Layout for Collateral** \$1,200 - \$1,500  
Includes two design and layout options for a two-page spread for various collateral pieces, both large and small format, photoshop, PDF proofs

**Production of Collateral Pieces** \$1,200 - \$1,500 (8-page)  
Includes one hour of copy revisions/PDF proofs/print-ready files \$600 - \$800 (4-page)

**Business System Production** \$80 per hour  
Produce business cards, various sized envelopes, labels, etc.

**Signage Consultation** \$80 per hour  
Work with vendors to ensure proper display of the new logo both inside and outside

**PowerPoint Presentation** \$400 - \$600  
Design and produce PowerPoint coverage page and template page options

**Website “Skin” Temporary Update** \$800 - \$1,200  
Temporary design “skin” for landing page and internal pages

**E-mail Signature** \$40  
Produce e-mail signature template

**\*\*Note:** All fees include meetings, phone calls, etc. Additional costs will be incurred for printing, press check, photos, etc. Copy revisions are billed at \$80 per hour past the first hour of initial copy revisions. Design revisions are billed at \$120 per hour once design is approved. High-end proofs for color accuracy is an additional cost, if required.



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## Overall Budget & Next Steps

The budget for each phase of implementation (outside of the Phase II design elements listed above) is dependent on your prioritization of recommendations, the scale to which you choose to execute as well as internal resources. Tunheim would be happy to have the privilege to partner with you to execute on the recommendations included in this plan and we can provide detailed plans, timelines and cost estimates for each recommendation you choose to implement, as needed.

