

CASE InsightsSM

A Framework for Brand and Reputation Metrics in Education

Measures for Marketing and Communication
Performance and Benchmarking

2024 REPORT

COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION



© 2024 Council for Advancement and Support of Education
Original publication date: June 2024

All rights reserved. No part of the material protected by this copyright may be reproduced or used in any form, electronic or mechanical, including photocopying, recording, or using any information storage and retrieval system, without written permission from the Council for Advancement and Support of Education.

Limit of Liability/Disclaimer: While the publisher has used its best efforts in preparing this document, it makes no representations or warranties in respect to the accuracy or completeness of its contents. No liability or responsibility of any kind (to the extent permitted by law), including responsibility for negligence, is accepted by the Council for Advancement and Support of Education, its servants, or its agents. All information gathered is believed correct at publication date. Neither the publisher nor the author is engaged in rendering legal, accounting, or other professional services. If legal advice or other expert assistance is required, the services of a competent professional should be sought.

AUTHORS

Terry Flannery, CASE, lead author
Joe Devo, Birmingham City University
Dan Dillon, University of Florida, writer
Cara Giacomini, CASE
Dan Griffin, Brunswick School, writer and editor
Carly Kite Lapinski, Brown University

Adrienne Nazon, University of Illinois System
Christy Lea Moss, University of Illinois Alumni Association
Jonathan Sabarre, Newcastle University
Jason Simon, SimpsonScarborough
Teresa Valerio Parrot, TVP Communications
Chris Walker, University of Southern Queensland, writer

FOR MORE INFORMATION, CONTACT:

insights@case.org



CELEBRATING FIFTY YEARS
COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

Advancing education to transform lives and society.

case.org

London Mexico City Singapore Washington, D.C.

CONTENTS

- Foreword** 4
 - Notes About Global Considerations: Spelling, Language, and Context 5
 - Why CASE? 6
- Introduction** 7
 - Definitions 8
- Framework for Measurement** 9
 - The Foundation of Brand and Reputation: Six Broad Categories of Functions. 9
 - Three Levels of Measurement 10
 - Examples of Measures 11
 - Challenges 13
 - How to Start Your Data Journey 13
 - Opportunities 14
 - Next Steps 14
 - Why Measure?..... 15
- Conclusion** 16
- Appendix A** 17

Foreword

During the course of my career, I have had a front-row seat as marketing and communications practices in the education sector developed from their nascent beginnings to increasingly professional and sophisticated strategic functions that build value for their schools, colleges, and universities.

These practices in a corporate environment must be adapted and translated to be effective in the culture of the Academy. One of these adaptations is to make them work in a highly decentralized environment with great departmental autonomy. This structural characteristic makes leading and influencing marketing and communications investments historically challenging to track and measure. Moreover, because investments in marketing and communication are necessarily tied to specific institutional goals and priorities, measures designed to evaluate them at one institution are not necessarily relevant at another. Because of these and other challenges, it has been notoriously difficult to develop a set of shared professional metrics by which performance can be measured and benchmarked in the education sector.

However, in an increasingly competitive and challenging educational landscape, the pressure to perform and have real impact on strategic goals is increasing, and ability to measure and evaluate marketing and communications performance is essential.

For 50 years, the Council for Advancement and Support of Education (CASE) has been the professional home for educational advancement, serving the needs of those who engage stakeholders and champion their institutions, including fundraising, alumni engagement, and marketing and communications professionals.

CASE [Global Reporting Standards](#) in educational philanthropy, first published in 1982 and updated in 2024, are the foundation for our reporting on performance and benchmarking. CASE Alumni Engagement Metrics, conceived in 2018, just reported on the fifth year of data collection, and similarly enable standard reporting and benchmarking. Now, CASE is uniquely positioned and qualified to help education professionals begin developing standard measures of performance and benchmarking for marketing and communications efforts.

CASE used its global convening power to call together a diverse group of marketing and strategic communication thought leaders (see Appendix A) from around the world. They represent marketing and strategic communication professionals working at colleges, universities, independent schools, and agencies located in North America, Europe, and Australia. During more than 12 months, this thought-leadership group worked to develop a comprehensive framework for measuring and evaluating marketing and communications performance in independent schools, colleges, and universities. The measurement framework offers the basis for practical guidance to improve performance for marketing and strategic communication professionals in higher and independent-school education worldwide.

The Framework for Brand and Reputation Metrics in Education should be seen as a beginning. While it is not comprehensive in terms of measures applying in all aspects of educational marketing and communication, nor does it provide an exhaustive set of exemplary measures, it does include examples of measures in six major categories, in three increasingly sophisticated levels of measurement.

We will use the framework in two ways:

1. To launch conversations with marketing and communication colleagues convened by CASE to socialize, refine, and build on the framework's initial design.
2. To enable CASE Insights to begin designing the platform for collecting data from educational institutions on an initial set of measures that, as participation grows, will become increasingly robust and valuable in benchmarking performance.

This is a turning point for education marketing and communication, and I am grateful to the thought leaders who stepped up to bring us to this moment. The famous management consultant

Peter Drucker is credited with the expression that “You can’t manage what you can’t measure.” The ability to adopt and apply performance measures to our work will build confidence in institutional investments and establish professional standards for measurement. We invite constructive feedback as we build on this initial framework and take critical next steps to manifest its use.

With great appreciation and anticipation of the work ahead,

Terry Flannery, PhD

Executive Vice President and
Chief Operating Officer, CASE

Notes About Global Considerations: Spelling, Language, and Context

CASE operates in four global regions including the United States and Canada, Latin America, Europe, and Asia-Pacific. It serves more than 90,000 educational advancement professionals in 80 countries. This report uses spelling in American English. To be as inclusive as possible, versions of this report using English spelling as it is used in all regions except for the United States is available. One in Spanish will be soon available in July 2024.

Further, the global span of CASE operations sets the stage for the Thought-Leadership Group’s discussion and conclusions –

recognizing that education marketing and communication challenges worldwide may differ substantially from region to region and culture to culture.

Consequently, the group deliberately conducted its work with a focus on three, broad forms of value that we aim to build through our work— revenue, reputation, and relationships – one or more of which might apply in all regions, at all institutional levels.

The goal in developing recommendations for marketing and communication metrics has been to devise a basic, flexible, and expandable framework that can apply, as all solid measurements do, as universally as possible.

Executive Summary

Creation of a framework for Brand and Reputation Metrics in Education represents a significant milestone in the field of marketing and communications in the sector. Stemming from a global collaboration led by the Council for Advancement and Support of Education (CASE), this framework highlights and addresses a critical need for consistent measurement and evaluation practices in marketing and communications.

The thought leadership group established the following parameters to guide their work:

Mission: Develop an industry-wide framework to measure marketing and communications performance.

Vision: Create a framework as the industry standard.

Goals: Develop tools to measure, guide, and strengthen member services to support marketing and communications efforts.

The framework was developed in response to growing recognition among educational institutions of the strategic importance of marketing and communication functions, combined with the gap in availability and

consistency of measures and benchmarking.

The process included regular online meetings and a two-day, intensive in-person workshop, drawing on the expertise of marketing and communication professionals from diverse backgrounds. The goal was to devise a simple and basic framework that could be easily implemented by institutions of all sizes and resource levels.

The framework encompasses six key categories of measurement, including brand development, recruitment and retention, strategic communications, alumni engagement, philanthropy, and external engagement/public affairs. Each category addresses specific aspects of marketing and communication performance, providing institutions with examples of actionable metrics to guide their strategies.

The foundation proposed in this framework is geared to empowering and encouraging institutions to establish measurable goals, assess progress, and create continuous pathways to success.

By providing a standardized approach to measurement and evaluation, this framework seeks to serve as a cornerstone for the future of marketing and communications in education.

WHY CASE?

As a catalyst for advancing education worldwide, CASE inspires, challenges, and equips communities of professionals in each advancement discipline to act strategically and with integrity to champion the success of their institutions. CASE's Strategic Intent, identified in its current plan, [Championing Advancement](#), is to define the competencies and standards for the profession of advancement, and to lead and champion their dissemination and application across the world's educational institutions. CASE has a long-established track record of establishing [Global Reporting Standards that set measures for philanthropy](#) and, more recently, for developing Alumni Engagement Metrics, but has not yet developed similar guidance for marcom professionals in education. By building standards for other professionals in our work, we seek to enable institutions to make informed choices that provide a return on investment and prove the impact of their marketing and communications efforts.

Introduction

Over the last decade, the role of marketing and communications (marcom) in educational institutions has grown in importance and influence. Long misunderstood as mere promotion, the true purpose of marcom functions are increasingly recognized by boards and institutional leaders as those that build value in the form of revenue, reputation, and relationships. The expertise marcom professionals provide is essential to achieving key strategic goals.

The lead role that marcom professionals played throughout the global pandemic and in responding to the headwinds the education sector currently faces — including the challenges of shrinking, traditional enrollment pipelines, increasing political headwinds, and declining perceptions of value — have only heightened the desire to build and enhance marcom performance in an exceptionally demanding and evolving competitive environment.

With this rise in importance has come a seat at the leadership table. Reporting directly to the president, vice chancellor, rector or head of school and serving as a member of the executive team, marcom professionals not only communicate critical decisions, but also influence them. Decisions about strategies that shape a differentiated position, influence the student and employee experience, and strengthen relationships with key stakeholders all benefit from marcom data and expertise and maximize the full potential of these functions.

As leaders of colleges, universities, and independent schools lean into the power of these functions, there is a palpable need to understand how best to organize, resource, and measure the effectiveness of marcom investments. Accountability is key to strategic and sustained investment.

Our development of Brand and Reputation Metrics aims to address this imperative by providing a framework for performance measurement and benchmarking tailored to the distinct needs of educational institutions. At the heart of this framework is a set of assumptions that address the complexity of our work in the education sector:

- **Marketing and communications are related functions, optimized when they are integrated.** Each approach relies on specific expertise, strategies tools, and activities requiring different measures. The framework embraces measures for both areas of expertise.
- **Institutions operate at varying levels of organizational development, related to understanding the strategic purpose of marcom functions, or investing in marcom expertise and technology, which may result in different levels of measurement readiness.** The framework aims to develop and recommend measures allowing an institution to begin or enhance performance evaluation, no matter where it may be in terms of organizational maturity of marcom functions, and to provide guidance on how to develop over time.
 - Those at earliest stages of readiness will begin by adopting the simplest measures of reporting.
 - Those engaged in more advanced strategies will be ready to produce measures that analyze data and produce strategic insight.

- **Organizational structures vary widely. The ability to collect and report data for a given activity may be difficult, depending on access to information about marcom activity and investment.**

Educational institutions whose marketing and communication is more centralized may have easier access to information that will facilitate data collection and reporting, while those that are decentralized may be more challenged. The framework includes a small number of standard metrics that can be embraced across the entire sector, and that can be most easily collected, along with a few measures that may be more aspirational for some and highly relevant for others.

- **Development of professional standards of measurement and performance benchmarks will take time.** As measures

are adopted, collected, and reported, the framework will enable benchmarks of performance and encourage development of an increasing number of standards for measurement.

What follows is a framework that provides meaningful examples of metrics that professionals can rely on to measure success. It is intended to shape a conversation among marcom professionals about the most relevant measures of performance, beginning with what's possible and building over time to include a more comprehensive set of standards and guidance. It will also inform the next phase of work at CASE to select the most promising examples of measurement in each category and develop a platform for collection of institutional performance measures in a manner that can be shared, refined, and built upon.

Definitions

Marketing is the analysis, planning, and implementation of programs designed to engage target audiences in exchanges of value, that build revenue, reputation and relationships, for the purpose of meeting strategic goals. Promotion, through a variety of approaches and channels, is one component of marketing strategy. Positioning through the shaping of products and services, as well as access or delivery and pricing, are other elements of marketing strategy.

Strategic communication is purposeful communication designed to advance institutional mission, achieved through approaches and strategies that include public relations, advertising, and management communication.

One or both approaches may be used in education marketing and communication to influence important strategic goals.

Framework for Measurement

Our Brand and Reputation framework consists of six broad categories of activity within marketing and communications, three levels of measurement across the categories, and examples of measures that could serve each category and level.

THE FOUNDATION OF BRAND AND REPUTATION: SIX BROAD CATEGORIES OF FUNCTIONS

These six categories capture the most common functions across the education sector globally. We recognize they are not comprehensive, but as a beginning, they capture the great majority of our work.



- 1. Brand Development:** Measures include brand awareness, brand health, brand equity, and brand loyalty indicators such as likelihood to recommend and willingness to advocate.
- 2. Recruitment and Retention:** Metrics focus on lead generation, applicant nurturing, behavioral outcomes (enrollment conversion and retention rates), with a keen emphasis on return on investment and cost of acquisition.
- 3. Strategic Communications:** Evaluation criteria relate to internal communication that promotes internal culture and community connection, crisis-management effectiveness, proactive outreach and awareness, internal adoption and alignment with standards, the impact on funding, emphasizing cross-channel metrics and time-to-adoption of behavioral change.
- 4. Alumni Engagement:** Indicators include alumni participation, satisfaction, and engagement, with a focus on correlating engagement with giving behavior and the overall perceived value of the educational experience.
- 5. Philanthropy:** Metrics cover funds received, donor-engagement levels, and giving-day participation, aiming to measure the effectiveness of communications/marketing campaigns and the time to transformational gifts.
- 6. External Engagement and Public Affairs:** Evaluation criteria include advocacy metrics, economic-development partnerships, and corporate-relations effectiveness, emphasizing cross-channel awareness and outcomes-oriented advocacy.

THREE LEVELS OF MEASUREMENT

The framework also defines three levels of measurement, starting with the most basic and building in sophistication:

Reporting: Includes a distillation of data into a format that is relatively easy to understand but less actionable in informing marketing and communication strategy. These measures typically generate an understanding of “what is happening” but not the “why” behind it.

Analysis: Builds on reporting and adds interpretation of data in ways that are useful to evaluating a specific approach. Well-interpreted data explain behaviors, perceptions, and relationships between data that inform the next steps.

Insight: Builds on reporting and analysis. These measures derive insights, predict behavior, and inform strategy.

EXAMPLES OF MEASURES

The charge to the CASE Thought-Leadership Group on Marketing and Communication Metrics was to develop a measurement framework, not to recommend a comprehensive set of defined measures. However, examples were developed by the group to pressure-test our design and determine if it provided a roadmap to selection of recommended measures. These examples provide the basis for CASE and its marcom members to consider and drill down on specific measures that can be defined and practically reported and collected, leading to the establishment of the first standard measures for our practice.

Broad Marcom Activities and Typical Functions	Reporting	Analysis	Insight
BRAND DEVELOPMENT	BRAND AWARENESS	BRAND HEALTH	BRAND EQUITY
Enhance Brand Loyalty	Likelihood to recommend to prospective student	Net promoter score	Willingness to advocate and refer by a variety of audiences
Improve Perceived Quality	Aided awareness	Rating among peer set for high academic quality	Perceived quality and strength of overall reputation and/or specific academic programs or experience
Strengthen Brand Associations	Recall of applicable brand associations and message testing	Perceived strengths and weakness and resonant messaging	Product or messaging focus that moves perceptions or awareness for the brand
RECRUITMENT AND RETENTION			
Generate High Quality Leads	Paid media reach/engagement, third party placements, website visitors, leads generated, event attendance	Understand behaviors across audiences (prospective students, regions, parents, teachers, influencers) to enable channel/content optimization	ROI across each metric (cost of website visitor, cost per subscriber, cost per application)*
Nurture Applicants	All of the above, email engagement, subject specific content, admitted student day	Understand behaviors across audiences (prospective students, regions, parents, teachers, influencers) to enable channel/content optimization	ROI across each metric plus (cost per engaged subscriber, event attendee)*
Enhance Engagement With Students	Email engagement, engagement with services, NPS, intranet/ app engagement, mini pulse surveys, completion rates	Engagement across all platforms, awareness of services and support	Behavioral change, segmentation opportunities, cost per graduate, changes in perception, transition to an engaged alumni
*SUGGESTION: The 'Investment' should be the entire cost of the unit i.e. staff and operating expenses.			
STRATEGIC COMMUNICATION			
Foster Culture and Community Connections	Internal audience (faculty, staff, students, and parents) participation in events, communication open rates, employee and student retention rates, climate and culture evaluation results	Sense of belonging and desire to contribute to the community	Growth in brand ambassadors, influence on community behavior through culture

Maintain Reputation in a Crisis	Media hits, social sentiment in the moment	Length of time in the news cycle; sentiment analysis month-over-month	Dashboard of declining average time spent in the news cycle over multi-year period; YOY public perception improvements
Increase Internal Compliance	Cross-channel comms metrics	Compliance rates	Time to adoption of behavioral change
Proactive Outreach and Awareness	Earned media placements, website traffic, email clickthroughs, social engagement	Reporter/editor engagement, inbound media queries, stakeholder engagement, thought leadership invitations	Association with reputational attributes, leadership platforms, academic programs, expertise and/or experiences
Increase Agency Funding	Cross-channel comms metrics	Understanding of areas of excellence and funding needs	Funding secured and renewed over time
ALUMNI ENGAGEMENT			
Track Engagement and Satisfaction of Young Alumni	Participation in and outcomes on first destination surveys	Correlation with alumni networking opportunities percentage who would recommend/enroll if they had the chance to do it all over again.	Role of alumni networks in securing first destination - percentage who say that their degree/experience was worth the investment of time and money.
Enhance Engagement of and Developing Loyalty Among Alumni Segments	Track and report frequency for four modes of engagement	Repeated engagement/engagement per year	Correlation between repeated engagement and modes of engagement (e.g., giving, volunteering, participation)
Promote Participation in Giving Days	Number of donations on giving day	Response to specific giving challenges	Value of a donor acquired on a giving day over next five years
PHILANTHROPY			
Raise Funds	Funds Received/ New Funds Committed	Segmentation by particular areas of giving/repeat giving by donors over time	Time to a transformational gift
Donor Engagement	Donors/donations by segment (parents, alumni, non-alumni, etc) in response to communications/marketing campaigns	Segment penetration of communications/marketing campaigns	Thresholds of anticipated giving by segment to measure success rates of communications/campaigns
Giving Days	Number of donations on giving day	Response to specific giving challenges	Value of a donor acquired on a giving day over next five years
EXTERNAL ENGAGEMENT AND PUBLIC AFFAIRS			
Increase Advocacy of Legislators/Policy-makers (local/national)	Cross-channel comms metrics; awareness of key priorities, positions and messages; action-oriented advocacy	Understanding of the political and legislative landscape and how to partner around key priorities for mutual benefit	Outcomes and success of shared legislative agenda YOY
Increase Economic Development Opportunities	Cross-channel comms metrics	Understanding of how to partner around key priorities; number of partnerships launched; number and variety of economic development levers activated	Outcomes and quality of partnerships YOY
Strengthen Employer/Corporate Relations	Cross-channel comms metrics; awareness of areas of excellence; identification of areas of need/opportunity	Understanding of areas of excellence and how to partner directly and indirectly for mutual benefit	Outcomes and successful career placements YOY; upskilling/reskilling

NOTE: Categories and examples are not exhaustive.

© 2024

CHALLENGES

Implementing the Framework for Brand and Reputation Metrics in Education presents several challenges. The main challenge is striking a balance between relevance for institutions at varying levels of marketing and communications sophistication. We aimed to provide an inclusive roadmap, starting with simple measures that could be collected and reported by schools, colleges, and universities, large and small institutions, those that rely more on marketing, and those that focus more strongly on strategic communications.

However, limiting our scope to the simplest measures would have had an undesirable side effect. We did not want to reinforce common misperceptions of the purpose of brand building and reputation management as tactical, rather than as strategic functions that produce value. Therefore, we included measures that would be more challenging to address for all except those whose sustained investment in this work requires more advanced measures. Consequently, there are both practical and aspirational elements for marcom professionals to consider.

How to Start Your Data Journey

By Dan Dillon, University of Florida

*“Start where you are. Use what you have.
Do what you can.”
—Arthur Ashe*

All organizations are at different stages of adopting a data-driven mindset: Some are still talking about what that means; some are using existing data to explain the past. Others are collecting data that they think they will need to elevate their sophistication in using data. And a precious few are leveraging data, analytics, predictive modeling and derived insights to make decisions on what to do next.

Each organization’s data journey begins, evolves, accelerates, decelerates, and progresses on its own unique path. Organizational culture will dictate this. If your organization’s data journey is not on the path it needs to be, look for opportunities to create cultural change that will remove the roadblocks to success.

Regardless of where your organization is in its “data and analysis maturation,” here are a few principles to get you started, accelerate your pace or reinforce your conviction:

- Know what you are solving for. Clearly outline the goals and objectives of your organization and determine how data will help you achieve them.
- Inventory what data you have today, determine what data you can get easily, and identify what data will be complicated to compile.
- Create a data dictionary. Make sure everyone is clear on what a “report” is and is for. Define what “data analytics” means. Be clear what constitutes “strategic insights.”
- Ensure data quality and consistency can be maintained.
- Understand the technology requirements you need based on the level of data analysis you will be doing. Ensure you have the systems and processes necessary to store and access data.

- Determine who will be your data “team.” Who has the capacity and competency to do the data reporting, analysis, and modeling your organization needs?
- Establish governance. Who can access, report, edit or manipulate the data?
- Be nimble and flexible. Data will become available at various times and levels of completeness. Take what you can get today and begin; you will never have all the data that you desire or need.
- Embrace new technologies, techniques and data sources.
- Centralize data collection, storage, management, and governance. Avoid “dueling data” scenarios where multiple groups across the organization/ institution have the same data but manipulate it and report it individually.
- All data is not created equally; don’t treat it as if it is.

In the end, nothing productive happens until you start: Design. Deploy. Redesign.

OPPORTUNITIES

The framework presents numerous opportunities for educational institutions to enhance their marketing and communications efforts. Even as we seek feedback on the framework, the categories of marcom activity, the levels of measurement, and the sample measures provide a structure for institutions to plan more deliberate and disciplined measurement and investment.

As CASE starts to build toward a standardized approach to measurement and evaluation, its member institutions and marcom professionals will gain valuable insights into their performance, identify areas for improvement, and make informed decisions to drive success.

NEXT STEPS

CASE will play a pivotal role in facilitating implementation and evolution of the framework. In its 50th anniversary year, 2024, CASE will support the socialization and feedback process, engaging with stakeholders at various levels through commissions, meetings, and conferences. By fostering collaboration and knowledge-sharing within the educational community, CASE will ensure that the framework begins and remains relevant, adaptable, and impactful.

The challenge ahead rests with CASE research staff, who will begin to select measures having the potential to offer meaningful benchmarks for similar schools or institutions, informed by feedback from marcom professionals. They will also seek to create definitions that will standardize the data collected in a manner that ensures apples-to-apples comparisons.

Why Measure?

By Dan Griffin, Brunswick School

It's educational. And, like all education, it's empowering.

Measurement uncovers meaning. It deepens understanding and informs direction. It helps to build consensus. It offers an ever-unfolding roadmap to higher achievement, stronger performance, and enduring results.

It's smart, strategic, aspirational — and increasingly essential.

Measurement is the fundamental antidote to a simple and universal truth of all marketing and communications:

Distance increases resistance.

The farther away prospects and constituents are — geographically, demographically, financially, experientially — the less likely they are to engage, and the greater the challenge of persuading them.

Measurement is the key to defining and responding to those critical distances, to unlocking gateways to “get closer” to prospects

and constituents, to decreasing resistance and naturally encouraging greater receptiveness.

Measurement increases the magnetic power and return of CASE's “three R's” — reputation, relationships, and revenue.

It builds trust, heightens brand awareness, and ultimately serves as a cornerstone of enhanced reputation. It shapes and refines message, confirms understanding and empathy, and helps to start, sustain, and strengthen relationships.

And, by carefully and deliberately cultivating enthusiasm and disposition to engage, it can lead to increased revenue.

Measurement matters: It can prompt new beginnings and identify more thoughtful and rewarding ways forward.

In education, the market for savvy and articulate marcom professionals continues to emerge, and quickly. The stakes are high, and getting higher.

Marketers who measure — consistently, strategically, cumulatively — are likeliest to succeed and prevail.

Conclusion: Reinforcing The Strategic Power of Marketing and Communications

From shaping perceptions to driving growth, the strategic power of marketing and communications has never been more apparent. One of the impacts of COVID was to give marketing and communications leaders a genuine seat at the leadership table.

The disruptions caused by the pandemic emphasized the need for agile and impactful communication strategies, particularly in the education sector, as institutions navigated challenges, shared changes, and maintained engagement with stakeholders.

Educational leaders in schools, colleges, and universities have become increasingly aware that effective marketing and communications play a pivotal role in the success of their institutions.

At its core, marketing is about understanding, reaching, and engaging the right people. Through strategic marketing, educational institutions can identify their target audience, differentiate themselves from competitors, and craft compelling messages that resonate with prospective students, alumni, donors, and the community.

Communications is the art of connecting meaningfully with stakeholders. Whether it's internal communications to engage students and staff or external communications to reach prospective students, parents, alumni, donors, or the media, effective communication is essential for building trust and credibility.

While marketing and communications teams are having their moment in the sun, it won't last if they can't justify a return on investment.

The Council for Advancement and Support of Education (CASE) champions the strategic importance of marketing and communications in the education sector, recognizing the pivotal role

of these functions in driving institutional success and fostering stakeholder engagement.

CASE is taking its support a step further by developing a comprehensive framework for measuring and benchmarking marketing and communications activities.

There is no shortage of challenges in this undertaking, from varying budgets and resources to the different levels of sophistication in marketing and communications functions across schools, colleges, and universities around the world.

But the opportunities are significant. Having access to standardized measurement practices will allow institutions of all sizes and resource levels to adopt a common approach to evaluating the impact of their marketing and communications efforts.

Institutions will be able to set ambitious goals in marketing and communications and better track progress. This data-driven approach promotes more informed decisions and optimized resource allocation.

Marketing and communications professionals will be empowered to demonstrate the value of their work more effectively.

The ability to benchmark marketing and communications efforts may also open doors to an improved exchange of best practices and innovative strategies, which is one of the fundamental goals of CASE.

The strategic importance of marketing and communications within the education sector has become increasingly important for institutional success and stakeholder engagement. The new CASE framework offers a promising pathway toward optimizing resources and demonstrating tangible outcomes.

Appendix A: Members of the CASE Marketing & Communications Thought Leadership Group

Joe Devo

Director of Marketing and Communications
Birmingham City University, Birmingham,
England, United Kingdom (U.K.)

Dan Dillion

Vice President for Marketing and Senior Advisor
University of Florida, United States (U.S.)
Formerly CEO of Arizona State University
Enterprise Partners*

Dan Griffin

Director of Institutional Communications
Brunswick School, Connecticut, U.S.

Carly Kite Lapinski

Vice President for Marketing Communications
and Content Strategy
Brown University, Rhode Island, U.S.

Adrienne Nazon

Vice President of External Relations and
Communications
University of Illinois System, Illinois, U.S.

Christy Lea Moss

Vice President Marketing and Membership
University of Illinois Alumni Association,
Illinois, U.S.

Jonathan Sabarre

Director of Marketing and Communications
Newcastle University, Newcastle upon Tyne,
England (U.K.)

Jason Simon

CEO and Partner
SimpsonScarborough, Oakland,
California (U.S.)

Teresa Valerio Parrot

Ed. D, MPA, APR Principal
TVP Communications, Boulder,
Colorado (U.S.)

Chris Walker

Director of Media and Strategic Communications
University of Southern Queensland, Brisbane,
Queensland, Australia
Formerly Director of Marketing and
Communications, Brisbane Grammar School*

Terry Flannery, Ph.D.

Executive Vice President and Chief
Operating Officer
CASE, Washington, District of Columbia (U.S.)

Cara Giacomini, Ph.D.

Vice President for Data, Research and Technology
CASE, Seattle, Washington (U.S.)

CASE is the home for advancement professionals at not-for-profit education and education-related institutions. It inspires, challenges, and equips institutions to pursue success effectively and ethically. CASE defines the competencies and standards for the profession of advancement and champions their dissemination and application through its network of more than 90,000 advancement professionals at 3,100 member institutions in 80 countries.

Broad and growing communities of professionals gather under the global CASE umbrella. Currently, the CASE network includes professionals who work in alumni relations, development and advancement services, communications, fundraising, government relations, and marketing. These professionals are at all stages of their careers and may work at universities, schools, colleges, cultural institutions, or other not-for-profit organizations. In addition to the expertise of its staff, CASE uses the intellectual capital and professional talents of a community of international volunteers to advance its work. Its membership also includes many educational partners that work closely with the education sector, further enriching the CASE experience.

As the world leader in offering data about advancement outcomes provided through its CASE InsightsSM division, CASE helps professionals in the education sector achieve their objectives by making data-driven decisions. CASE provides detailed benchmarking data that enable colleges, universities, and independent schools to compare themselves with peer and aspirant institutions as well as with themselves over time. In addition, CASE publishes research reports about emerging issues and summary information relative to advancement.

Headquartered in Washington, D.C., CASE works across all continents from its regional offices in London, Singapore, and Mexico City to achieve a seamless experience for its stakeholders, particularly its members, volunteers, and staff.

CASE InsightsSM



COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION