6 Sigma Project Charter

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Project Name: Allocation of Marketing Resources

Executive Deployment Champion: Dr. Vicky Stewart

Project Sponsor: Dr. Vicky Stewart

FREP: Ed Babcock

Process Owner: Dr. Cheryl Fliege

Black Belt: Pat Schmillen

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<th>Team Members</th>
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<td>Dr. Cheryl Fliege, Marketing</td>
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<td>Michael Sloan, Associate Dean</td>
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Opportunity (Purpose or Primary Reason for Project): The current process to allocate marketing resources is loosely defined and does not consider the bigger scope of potential untapped markets, employer needs, employment opportunities and prospective student needs. Without consideration of these factors and a defined marketing strategy, allocations are made with little justification. Additionally, current allocations are not supported by data or business cases, the results of marketing campaigns are infrequently measured and tracked, and the college can not adequately assess the return on investment of marketing dollars, both in terms of staff time spent and actual dollars spent.

Business Case (Budget Information): Typically the college allocates between $90,000 and $100,000 for program specific marketing (as opposed to general enrollment marketing). If markets (pockets of untapped or otherwise potential student pools) and programs can be identified and prioritized for allocation of marketing resources such that the resource investment is tied to a strategic need and a desired outcome, the college can realize and quantify a return on the marketing resource expenditure. This would provide a mechanism to determine a return on the investment.

Goal (Expected Outcomes, Deliverables, and/or Results): Create a process whereby the college develops marketing strategy, relates marketing strategy to college strategy and establishes criteria to serve as the basis for allocation of marketing resources for specific initiatives as appropriate. The project would address issues such as when it is valid to request marketing resources, what basis exists for the expenditure, how the outcome will be assessed, and a process to request marketing resources. Other factors to consider are specific customer requirements, competition, and other alternatives to consider prior to a marketing resource request.

Scope (Constraints, Boundaries, and/or Key Risks): The project only involves non-routine marketing/web services expenditures. It includes marketing campaigns for recruitment of students or participants but does not include retention strategies. It may include internal marketing programs if they are related to the marketing strategy. It does not include projects, events, publications, etc., that are within the purview of student activities or student services (for example, student orientation). The project will exclude an analysis of the effectiveness of specific marketing tools such as brochures, newspaper and radio advertisements, etc. These measures will be quantified by a green belt team.

Timeline (Define, Measure, Analyze, Improve, and Control): This project should be completed by January 2008 to be incorporated into the next budget cycle.
Primary Measures:

Measures that could be established include:
1. Return on investment of marketing/web services resources
2. Cost per start (in general and by program)
3. Response rates for campaigns (leading indicators)
4. Market potential (demand, for example)
5. Conversion rate
6. Percent of marketing dollars spent strategically vs. other expenditures

Other (Additional Resources Needed, Critical Considerations, and/or Initial Concerns):
The team should consider using the Creveling, Hambleton, and Burke (2006) text to develop this project. This project is a very high level project in the organization but will affect the implementation of many other projects. It may serve as a pilot project for other areas that have similar problems. It might be worthwhile to include Susan Wheeler and Will Muirhead from time to time with the team, especially at Gate Reviews. A Green Belt team will work on the actual commercialization side of this project. That team will not be effective without this problem being resolved.