



# Strategic Marketing Platform for Campus Village

February 5, 2004

**THUNDER**  
FACTORY

San José State





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*“Weave the campus and the city into one unbroken mesh of involvement and abolish the distinction, which I think is a false one, between life and preparing for life.”*

- Ernesto Galarza, San Jose Citizen and Educator

# Project Objectives

## Campus Village Research

### Primary

- Better understand the needs and expectations of SJSU's key audiences
- Assess how SJSU currently communicates across the university
- Determine how peer universities are positioning and communicating their housing
- Articulate the Campus Village Strategic Value Chain
- Develop the positioning platform for Campus Village

### Secondary

- Establish the initial framework for developing the Campus Village marketing plan





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## What we did

- Existing research and materials review
- Key stakeholder interviews
- Peer group assessment
- Qualitative research
- Quantitative research

# Assessment Findings

## Existing Research and Materials Review

# Existing Research and Materials Review

## Research



- 2003 ACUHO – I/EBI Resident Study
- Campus Village Project: Market Demand Study, January 2002

# Existing Research and Materials Review

## 2003 ACUHO – I/EBI Resident Study



- An assessment of factors contributing to overall resident hall “**satisfaction**” among students within an individual universities as well as within a specific peer group of universities.
- San Jose State was grouped with and compared to the following six universities:
  - George Mason University
  - Florida State University
  - University of California Riverside
  - University of North Carolina at Charlotte
  - San Francisco State University
  - University of Central Florida
- A total of 218 universities participated in the program (246,458 students)
- 1,231 students were surveyed at SJSU
- 8,161 students were surveyed in the 6 universities selected for comparison

# Existing Research and Materials Review

## 2003 ACUHO – I/EBI Resident Study - Predictors

- Factor 1: RA or Advisor - **NOT A PREDICTOR**
- Factor 2: Information provided by RA - **SJSU predictor #3**
- Factor 3: Opportunities to participate in hall - **NOT A PREDICTOR**
- **Factor 4: Interactions with others in hall - SJSU predictor #1**
- Factor 5: Ability to manage time and solve problems - **NOT A PREDICTOR**
- Factor 6: Understand self and develop leadership skills - **NOT A PREDICTOR**
- Factor 7: Fellow Residents - **NOT A PREDICTOR**
- Factor 8: Roommates - **NOT A PREDICTOR**
- **Factor 9: Personal space or room in the hall - SJSU predictor #4**
- Factor 10: Floor or hall facilities - **NOT A PREDICTOR**
- **Factor 11: Residence hall services - SJSU predictor #5**
- **Factor 12: Room assignment or change process - SJSU predictor # 6**
- Factor 13: Safety and Security - **NOT A PREDICTOR**
- **Factor 14: Dining Services - SJSU predictor #2**
- Factor 15: Overall Resident Satisfaction - **Dependent variable**



# Existing Research and Materials Review

## 2003 ACUHO – I/EBI Resident Study



### Key Findings – Individual university (SJSU)

- “Interaction with others” and “dining services” were scored as moderate factors in determining “satisfaction.”
- “Personal space” or “room in the hall”, “residence hall services” and “room assignment or change process” scored as slight factors in determining satisfaction.

### Key Findings – Comparison among 7 universities (SJSU and 6 selected universities)

- SJSU scored 6<sup>th</sup> or 7<sup>th</sup> out of 7 universities for all of the satisfaction factors except dining (3<sup>rd</sup>).

### Key Findings – Comparison among all 218 universities

- SJSU scored in the bottom 20% for all the satisfaction factors except dining (114<sup>th</sup> out of 218).

# Existing Research and Materials Review

## Campus Village Project: Market Demand Study, Jan 2002



### Background

This study involved an assessment of local market conditions and trends in housing programs and development. It was designed to assist SJSU in addressing the housing and cost issues associated with living in the local area.

### Study Recommendations

Recommendations are based on three distinct markets within San Jose – students, faculty and staff, and conference guests.

#### *Students*

- Build a new Student Village that will increase the housing capacity system
- Create a variety of different living configurations for the different types of occupants
- The facility can be utilized by a number of traditional and non-traditional audiences, while maintaining separation of each audience based on interests, needs and lifestyle.

# Existing Research and Materials Review

## Campus Village Project: Market Demand Study, Jan 2002



### Study Recommendations (cont'd)

#### *Faculty/Staff*

- Create a pool of affordable housing for faculty and staff without requiring additional financial subsidy
- Explore developing partnerships
- Create programs for financial assistance

#### *Conference Guests*

- Demand for this type of housing is very low, so resources should not be dedicated to year round conference housing. It should still be considered for certain revenue generating opportunities as needed:
  - Utilize facility for summer conferencing
  - Utilize facility during academic year as available

# Existing Research and Materials Review

## Materials Review - Communications

In order to assess how various groups and departments communicate within the university, we reviewed a selection of campus communications materials. The types of materials we reviewed consisted of the following:

- Housing/Dining
- Fundraising/Events
- Specific Programs
- Faculty/Staff
- General Campus Information
- Student Life
- Alumni
- Admissions
- Community

# Existing Research and Materials Review

## Campus Communications Materials

### Housing/Dining

- Campus Village Bookmark
- Triple Club Handbook
- University Housing Services: Housing information for Prospective Students Brochure
- Upper Division Apartments Brochure
- Your Tower Card Brochure
- Spartan Dining – Spartan Catering Information Card
- Living On Campus – Community Living Handbook 2003-2004
- Need Housing? Flyer
- Fall 2003 Move-in Newsletter
- 2002 – 2003 Annual Student Housing License Agreement Booklet
- 2002 – 2003 Annual Student Housing License Agreement Booklet – Upper Division
- 2000 – 2001 Housing License Packets Spartan Village and Residence Halls



# Existing Research and Materials Review

## Campus Communications Materials

### Housing/Dining - Findings

- Current communications materials position SJSU housing as **supportive and affordable residential learning communities that promote academic success and individual development**
- Other attributes mentioned...learning, involving, connecting, leading
- The “live and learn” message is utilized in both upper division and incoming students materials
- Silicon Valley “location” benefit is mentioned in three-fold brochure
- Not much coordination of other campus groups in housing information
- Very little mention of Campus Village in current items except bookmark and small housing three-fold brochure
- The new construction is mentioned but only in terms of the university’s efforts to mitigate the impact of the construction on student life
- Current communications materials are inconsistent in look and feel

# Existing Research and Materials Review

## Campus Communications Materials

### Fundraising/Events

- Spartans First Brochure: 2002 – 2005 Master Plan for San Jose State University Intercollegiate Athletics
- Commemorating a Legacy: The Tommie Smith John Carlos Project Brochure
- Learning For Life: Dr. Martin Luther King Jr. Library (Information Brochure)

# Existing Research and Materials Review

## Campus Communications Materials

### Fundraising/Events - Findings

- Library materials are well done...positioning the library as a resource for the community... “Learning for Life”
- Attributes leveraged in communications about the MLK Jr. Library are innovation, learning, human, nurturing, world class
- MLK Jr. Library piece is well designed
- “Commemorating a Legacy” brochure is well done...design, content, etc.
- Utilizes the message of “leaving a lasting impression” to get people to make donations
- Spartan Athletics Master Plan brochure is more simple and straightforward...very financial goal oriented....less lifestyle

# Existing Research and Materials Review

## Campus Communications Materials

### Specific Programs

- SJSU Graduate Program Information Request Card
- SJSU College of Social Work (Master of Social Work Program – Brochure)
- Computer Science Program (Brochure)
- Associated Students Campus Recreation (Brochure)
- SJSU International and Extended Studies (Brochure)
- SJSU Department of Recreation and Leisure Studies (Brochure)
- SJSU First Year Experience Program – MUSE (Brochure)
- Office of Graduate Studies and Research (Brochure)
- SJSU College of Applied Sciences and Arts (Flyer Package)
- SJSU Graduate Studies and Research (Department Listing Flyer)
- SJSU Graduate Studies and Research – Flash Publication

# Existing Research and Materials Review

## Campus Communications Materials

### Specific Programs - Findings

- No consistency among program communications...use of SJSU identity, typeface, placement, look and feel, etc.
- No link in materials to the benefits of SJSU University overall...tying all the programs together
- The International and Extended Studies brochure says the following about SJSU...“Enjoy learning in a park-like setting in Silicon Valley’s Bustling Urban Center”
- Graduate Studies & Research’s main message in its 2003 Flash Publication is its commitment to customer service...providing incoming students with good information to draw them to SJSU
- Leverage the phrase, “investing in your future”



# Existing Research and Materials Review

## Campus Communications Materials

### Faculty/Staff

- SJSU On Campus Bi-monthly News Publication – December 2002
- SJSU On Campus Bi-monthly News Publication – October 2002
- SJSU On Campus Bi-monthly News Publication – February 2002
- SJSU On Campus Bi-monthly News Publication – November 2000

# Existing Research and Materials Review

## Campus Communications Materials

### Faculty/Staff - Findings

- The *On Campus* bi-monthly news publication has written two stories on Campus Village since November 2000
- Other issues reviewed mentioned topics of SJSU bond projects and faculty and staff housing additions

# Existing Research and Materials Review

## Campus Communications Materials

### General Campus Information

- SJSU 2003 Facts and Maps (brochure)
- SJSU “Click Here” CD

# Existing Research and Materials Review

## Campus Communications Materials

### General Campus Information - Findings

- Materials position SJSU as “A metropolitan university...meaning its mission is to meet the changing needs of the region it serves...the people and industry of Silicon Valley and beyond.”
- Incorporates all benefits of SJSU into a single information source
- Includes mention of Campus Village
- Supported with interactive “Click Here” CD

# Existing Research and Materials Review

## Campus Communications Materials



### Student Life

- Associated Students, Inc. Business Office (Informational Brochure – Services)
- United Sorority and Fraternity Council (Flyer)
- SJSU Student Life and Leadership (Brochure)



# Existing Research and Materials Review

## Campus Communications Materials

### Student Life - Findings

- Inconsistent look and feel to materials
- Student Life and Leadership brochure is positioning student life as... “college should be more than just taking classes”
- It leverages the following attributes: challenge, networking, knowledge, inspiration, communication, vision, creativity
- Other types of messages...
  - “Bring your leadership to life”*
  - “Be a leader...get involved”*
  - “Enthusiasm creates endless energy to achieve goals – D. Forbes Ray”*
  - “Enhancing the student experience”*
- **No mention of Housing or Campus Village**

# Existing Research and Materials Review

## Campus Communications Materials

### Alumni

- SJSU Washington Square Publication, Winter 2003
- SJSU Washington Square Publication, Summer 2003
- SJSU Washington Square Publication, Fall 2003

# Existing Research and Materials Review

## Campus Communications Materials

### Alumni - Findings

- Good source of information for alumni
- Consistent look and feel to Washington Square newsletter
- One mention of Campus Village in Winter 2002 edition in “Red Bricks” article
- Good stories on MLK Jr. Library...also included is a donation envelope for those wanting to give to the library

# Existing Research and Materials Review

## Campus Communications Materials

### Admissions

- CSU Undergraduate Application (Summer 2004, Fall 2004, Winter 2005, Spring 2005)
- CSU Campus Highlights 2003 – 2004 (Brochure)
- SJSU – Getting into SJSU: College Bound Series Fall 2004 – Spring 2005 (11x17 glossy foldout) – English version
- SJSU – Getting into SJSU: College Bound Series Fall 2004 – Spring 2005 (11x17 glossy foldout) – Spanish version
- SJSU – International Students Admissions: College Bound Series Fall 2004 – Spring 2005 (11x17 glossy foldout)
- SJSU – Plan for College in California: College Bound Series Fall 2004 – Spring 2005 (11x17 foldout)
- SJSU 2002 – 2004 “You will be...” (Brochure)
- SJSU 2002 – 2004 “You will be...” (Catalog)

# Existing Research and Materials Review

## Campus Communications Materials

### Admissions – Findings

- College Bound Series brochures present a nice guide for incoming students and those looking to attend SJSU
- Consistent and professional look to materials
- International Admissions brochures positions SJSU as a multicultural community of undergraduate and graduate scholars
- Mention of Housing is included in most materials
- Good Lifestyle and University piece in the “you will be...” brochure

# Existing Research and Materials Review

## Campus Communications Materials



### Community

- *Spartan Daily*, Tuesday, December 2, 2003 “Crowley says SJSU lacks clear identity”
- Access, San Jose State University Magazine, No. 34 Fall 2003
- Access, San Jose State University Magazine, Fall 2002

# Existing Research and Materials Review

## Campus Communications Materials

### Community - Findings

- Good medium to reach students and community
- No mention of Campus Village in latest edition of Access
- SJSU is struggling in creating an identity for itself, according to Interim President Joseph Crowley

# Existing Research and Materials Review

## Campus Communications Materials

### Overall Findings and Recommendations

- Materials across the university are extremely different in a variety of ways, look & feel, content, style, use of identity, positioning of university, etc.
- Good messages provided in MLK Jr. Library launch...should be leveraged and followed by Campus Village..."bringing together life and the preparation for life"
- Housing message should be incorporated into all communications, much like the library
- Student Life and Leadership should lead with on-campus life and housing as its key message
- What does "metropolitan university" really mean to students, faculty and the community
- SJSU lacks a strong image/positioning
- Leverage Campus Village, MLK Jr. Library, etc. as key points of differentiation and growth...these are ties to bridging the gap between the city of San Jose and SJSU



## Assessment Findings Stakeholder Interviews

*“The many students who live with landlords within walking distance of campus would prefer to live on campus – if we give them the housing they want, better than what they have, at a competitive cost, with support but with freedom. The opposite of Joe West and the Red Bricks.”*

# Stakeholder Interviews

## 30 Interviews

Marshall Goodman – Provost & Vice President

William Nance – Vice Provost

Charles Whitcomb – Executive Assistant to the Provost

Jerry Mimnaugh – Executive Director, Spartan Shops

Ash Padwal – IT Manager, Spartan Shops

Michele Gendreau – Director, Spartan Dining

Bob Ashton – VP University Advancement

Sylvia Hutchinson – Director, Communications & Public Affairs

Fred Najjar – Director, Alumni Affairs

Marshall Rose – AVP Enrollment Services

Dea Nelson – Publications Coordinator, Enrollment Services

Frank Wada – Director, Admissions & Records

Mark Novak – AVP International Studies & Dean of Extended Studies

Larry Webb – International Student Services Coordinator

# Stakeholder Interviews

## 30 Interviews

Josh Francois – Director, Marketing Athletics

Don Kassing – VP Finance & Administration

Martin Castillo – Assoc. Director, Finance & Administration

Mary Jo Gorney – AVP Academic Technology

Etienne Thomas – NCAA Compliance Officer

Joan Merdinger – Faculty Affairs

Susan Hoagland – Graduate Studies Coordinator

Monica Rascoe – VP Student Affairs

Susan Hansen – Director, University Housing

Sharon Willey – Associate Director, Org and Planning, University Housing

Trisha Wells – Housing & Conference Coordinator

Diana Tran – Community Relations Coordinator, University Housing

Connie Hernandez-Robbins – Associate Director, Residential Life & Services

Alfonso DeAlba – Executive Director, Associated Students

# Stakeholder Interviews

## 30 Interviews

Meredith Moran – Director, Student Life and Leadership

Greg Wolcott – Coordinator, New Student Orientation

# Stakeholder Interviews

## Discussion Topics

- Overall perceptions of SJSU
- Reasons on-campus residents move off campus
- Impressions of campus life
- Potential/desired impact of Campus Village
- Reasons to live on campus
- Key selling points of Campus Village
- Specific audience issues
- Marketing opportunities

# Stakeholder Interviews

## Findings

Almost all stakeholders agree that SJSU suffers from a lack of a clear, cohesive and easily communicated identity.

- *“It’s not clear who we are and who we want to be.”*
- *“Vanilla.”*
- *“Inferiority complex.”*
- *“Transfer school.”*
- *“Glorified community college.”*
- *“No school spirit.”*
- For students, it’s *“cold, nothing to latch onto, feel part of; no connection.”*
- *“Bad at customer service” – i.e. hard to get answers, help.”*
- *“SJSU sends more employees to Silicon Valley, but Silicon Valley doesn’t think first of SJ State – don’t have a tech identity.”*
- No clear admissions standards: *“Open the doors and see who shows up.”*



## Stakeholder Interviews Findings

Respondents felt that key competitor universities were easier to characterize in just a few words than SJSU.

- San Francisco State: *“The City...International flavor...Political activism.”*
- Davis: *“Outstanding housing – more of a campus community.”*
- Cal Poly/San Luis Obispo: *“Nice campus, residential school;” “You go there to be an engineer.”*
- San Diego State: *“Residential, selective;” “the beach”*
- Fresno State: *“Smaller feel...College town.”*



# Stakeholder Interviews

## Findings

**SJSU has a lot of strengths, but its story has not been told effectively.**

- *“Silicon Valley is still the high tech capital of the world.”*
- *“San Jose is bigger than San Francisco.”*
- *“Feels like a campus even though it’s urban.”*
- *“Greater interaction with faculty – a teaching school.”*
- *“You hear new students at orientation say this is so much better than they expected – they’re pleasantly surprised - they start to see they really can make a life here.”*

# Stakeholder Interviews

## Findings

Although many students are attracted by specific programs (nursing, engineering), low cost and proximity are seen as major reasons students come to SJSU at present.

- *“Access and affordability are a plus.”*
- *“It’s a bargain compared to private and even public universities for a high quality education.”*
- *“They come here because it’s cheaper and close to home.”*

## Stakeholder Interviews Findings

However, several stakeholders expressed that, while trying to remain affordable and serve the community, SJSU must overcome the “low cost provider” perception.

- *“We need students who come here because they want what we have to offer, not because it’s cheap and easy to get into.”*
- *“We want students who are vibrant, passionate, who put their heart in it.”*
- *“We have to become a destination campus and attract people from outside the 50-mile radius.”*
- *“We want to become the university of choice for a higher-quality student.”*
- *“People should come here thinking it’s their best choice, not their only choice.”*

# Stakeholder Interviews

## Findings

### What motivates people who have lived on campus to move off campus?

- Cost is perceived to be lower
  - *“The housing market has made off-campus housing affordable and available.”*
  - *“They can pack more people into an apartment and split the cost.”*
  - *“You think your off-campus friends pay less.”*
- Freedom
  - *“They’re grown up. They want a new experience.”*
  - *“They don’t like boundaries, rules, restrictions, quiet hours.”*
- The cap – lack of available housing
  - *“Returning students weren’t welcome before.”*
- Cap conditioned population to seek alternatives
- They don’t have to move again next year – *“They can stay in one place.”*



## Stakeholder Interviews Findings

Many stakeholders expressed that the availability of high-quality housing alone would not be enough to retain students on campus – campus life as a whole must be addressed.

- *“We’re boring.”*
- *“Why should I stay here at the end of the day?”*
- *“We’ve copped out to the whole commuter school thing.”*
- *“You need weekend activities to keep people here.”*
- *“Lousy facilities.”*
- *“The place shuts down on Thursday night.”*
- *“It’s a 4-day campus...we need to take Fridays back.”*
- *“Downtown is kind of dead on weekends – not very interesting.”*
- *“[Athletic attendance] virtually non-existent. There’s no spirit.”*
- *“Non-alcohol-based recreational activity has to be built in.”*
- *“It takes a certain type of involved student – there’s a lot of apathy present.”*



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## Stakeholder Interviews Findings

**Most stakeholders are enthusiastic about the potential for Campus Village to transform the SJSU culture, strengthen the campus community and start to change the university's image.**

- *"A loud statement...Wow!"*
- *"A great leap forward...It will create a sense of community, make the campus more residential, more 'college like.'"*
- *"Parents will be impressed."*
- *"This is our most recent effort to make the university experience one of excellence."*
- *"It's about getting someone to feel fondness for the university long term."*
- *"Active involvement in student life starts with housing...it will reinvigorate school spirit."*
- *"Having a more all-inclusive campus will definitely help [athletic] recruiting."*
- *"Marketing this project will help define what the university is."*
- *"This is a way for San José State to start to build a 'tech brand.'"*
- *"Now we can honestly recommend on-campus housing with a straight face."*

# Stakeholder Interviews

## Findings

However, some key skeptics remain.

- *“There’s no marketing outside the region. We won’t fill those beds unless we become a destination campus.”*
- Likely tuition increases (due to state budget cuts) will *“change the view of housing options. Mom and Dad will look at the cost and say, ‘You’re staying home.’”*
- *“We can’t say ‘build it and they will come.’”*
- *“Can we hold pep rallies, or do we have to be quiet?”*
- *“It isn’t just about housing, it’s how we treat people. Where are the programs? The services? The facilities?”*
- *“Living on campus is a hard case to make. .. There’s no identity around campus life. People want to be part of a community, but reinforcement is needed.”*

# Stakeholder Interviews

## Findings

**Q: What would you tell a current or prospective student to persuade him or her to live on campus?**

- *“Accessibility and convenience.”*
- *“You don’t have to drive and park to come to class.”*
- *“Live where you work.”*
- *“Downtown is a cool area – not a typical college town.”*
- *“This is where you’re meeting your lifelong friends.”*
- *“Making the collegiate experience the best it can be.”*
- *“All aspects of campus life are at your fingertips.”*
- *“A lot of our most distinguished alumni lived in the residence halls.”*
- *“It’s about getting the most out of your education, not just the classroom.”*





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## Stakeholder Interviews Findings

**Q: What would you tell a current or prospective student to persuade him or her to live on campus?**

- *“Students who live on campus get better grades and are more likely to graduate.”*
- *“Living on campus makes you focus on what you need to succeed.”*
- *“For juniors and seniors, I’d say: convenience, cost savings, and better grades.”*
- *“No hassles with landlords. It’s not a big deal if you’re late with your rent.”*
- *“There’s a perception that renting off campus is cheaper, but it’s not when you add up the extras.”*

# Stakeholder Interviews

## Findings

**Main reasons to live on campus: summary ranking by frequency of mention.**

- Convenience/accessibility
- Social interaction, making friends
- Richer college experience, lifelong memories
- Higher likelihood of academic success
- Cost/value

# Stakeholder Interviews

## Findings

### Main draws/positioning points of Campus Village:

- Like having a *“very nice apartment in San Jose.”*
- *“Big city coolness factor.”*
- *“Best of both worlds” – feels like off-campus, convenience of on-campus.”*
- *“The newness factor...the latest and greatest.”*
- *“Sparkly, shiny...Just the aesthetic appeal.”*
- *“Upscale.”*
- *“More space, more privacy.”*
- Sense of community, *“a natural gathering place.”*
- *“It should appeal to people who want to get involved.”*
- *“Campus Village is not dormitories.”*
- *“We’ve seen a demographic shift from ‘want to have’ to ‘expect to have.’ College kids expect they won’t have to degrade their lifestyle to go to college.”*

# Stakeholder Interviews

## Findings

Respondents differed on the role of technology in the positioning of Campus Village and the hierarchy of selling points (required prompting).

- *“You have to have the computer connection.”*
- *“Technology is certainly appealing, but also expected.”*
- Tech isn’t everything, but *“can be the differentiator.”*
- Tech capability could make Campus Village a *“giant career development facility.”*
- *“Upper division students want more privacy, less attention – that translates to ‘self-service,’ which is enabled by technology.”*
- *“The technology can be leveraged to enhance residential and social life.”* [e.g. instant messaging, gaming, custom content]

## Stakeholder Interviews Findings

**For some stakeholders, the pricing of Campus Village was a key issue – almost a philosophical issue. Some believe that affordability is critical to SJSU’s mission of serving its community.**

- “We have to always be affordable.”
- “We have a large number of people who are the first in their family to go to college, and we have to be welcoming to them.”
- “A lot of our students are working and paying their way through school.”

# Stakeholder Interviews

## Findings

Others, however, believe SJSU has held prices too low, too long.

- *“We don’t want to be the cheap alternative; [Campus Village] pricing will exclude some people. The Red Bricks are still available.”*
- *“We don’t want to be known as the institution for the poor.”*
- *“Quality is worth paying for.”*
- *“No apologizing. We’re not for everybody.”*
- School has a tendency to *“cut price.”*
- Campus Village is *“not a commodity – sell on value.”*
- SJSU is *“too price sensitive;”* shouldn’t *“be the cheapest, offer the cheapest. That’s a dead-end strategy.”*
- *“First-generation students isn’t all we’re about.”*
- *“We’ve put a huge focus on the East side and lost touch with the West side.”*

# Stakeholder Interviews

## Findings



### Specific audience issues: faculty

- Faculty and staff need different services and amenities from students
  - *“Where is the dry cleaner? The shoe repair?”*
- Personal contact with students is not a draw for faculty
- Types of faculty to whom Campus Village might appeal:
  - New faculty who need time to pay off student loans
  - Faculty new to area in need of temporary living situation
  - Faculty with “affordable homes far away” who need to be in San Jose 2-3 nights a week
- Faculty are recruited by department, therefore department offices need Campus Village information

[Remarks consistent with faculty/staff focus group]

# Stakeholder Interviews

## Findings

### Specific audience issues: grad students

- Awareness needs to be promoted to graduate departments
  - *“On-campus housing has not been promoted as an option to grad students because the option didn’t really exist.”*
- Quality on-campus housing could appeal to grad students.
  - *“The grad school attracts more out of state students.”*
  - *“Grad students need to be close to labs and research facilities.”*
- Opinions on the impact of cost differ
  - *“Cost is less of a factor for grad students - they’re older.”*
  - *“Grad students won’t be drawn – they’re bottom-line oriented.”*



# Stakeholder Interviews

## Findings



### Specific audience issues: international students

- *“International students want to be on a U.S. campus”*
- Big draws for international students: Bay Area, multicultural, Silicon Valley, technology
- Safety is key
- International students surveyed “wish they had more social opportunities and a chance to mingle with English-speaking students.”
- Overseas agents “wield clout” and could be influential in students’ choices of housing options
- Could there be a specific allocation of Campus Village rooms for international students who are not here all year on regular school calendar?

# Stakeholder Interviews

## Findings

**What has worked elsewhere? Interviewees shared their experiences with marketing new housing and general image positioning at other institutions.**

- Prestige factor in positioning; elitism, exclusivity
- Word-of-mouth via Residential Advisors, “opinion makers”
- Giving current campus residents preferential treatment
- Walkthrough video on web, CD
- Athletic events
- Bookmarks handed out at bookstore
- Furnishing with standard size beds
- “Us vs. them” ad campaign (to market institution as a whole)

# Stakeholder Interviews Findings



## Marketing Opportunities

- Appointment of new president – align “the future of SJSU” with Campus Village as symbol
- Topping off ceremony in February – involve new president (if appointed)
- Campus tours: Tour guides are a major influence to applicants; equip them to sell
- Housing info for returning residents distributed in February
- Residential Advisors as ambassadors for Campus Village
- Newly-instituted, mandatory on-campus overnight stay for incoming freshmen – use 2004 event to promote
- “Welcome Week” – have a Campus Village information kiosk, presentation
- New faculty orientation run by Faculty Development and Support
- Campus Viewbook
- Direct mail piece to accepted students coinciding with admit notices in March

# Stakeholder Interviews

## Conclusions

- There is a larger positioning, branding and marketing issue for SJSU as a whole which impacts the marketability of Campus Village. SJSU must be clearly positioned on its strongest attributes and marketed as a desirable alternative statewide.
- Campus Village needs to be competitive on cost and superior on value relative to nearby rental housing.
  - Commuters from parents' homes are not the target
  - Campus Village is competing for people who have made the decision to spend money to rent
- The experience must measure up to the promise in order to retain residents year after year. Campus life as a whole must be addressed. There will be an increased need for programs, on-campus events and services.
- SJSU and Campus Village should not be marketed as low-cost options; however, marketing should be sensitive to a potential PR backlash if Campus Village becomes viewed as an “elite” enclave.
- For new students, (freshmen and transfers) sell on-campus experience first, quality of housing second. For returning students, sell convenience of living on campus and Campus Village value.

# Findings

## Peer Group Assessment



San José State  
UNIVERSITY

## Peer Group Assessment

- Arizona State University
- California Polytechnic San Luis Obispo
- California Polytechnic Pomona
- California State University, Fresno
- Ohio State University
- University of California, Berkeley
- University of California, Los Angeles
- University of California, Santa Cruz
- University of Chicago
- University of Illinois, Chicago
- University of Michigan



CAL POLY

CAL POLY POMONA



OHIO  
STATE



UCLA

SANTA CRUZ



UIC





## Arizona State University Positioning

- ASU is positioning its housing as a key to the development of its students
- Currently has a “Freshmen Year Experience” initiative
- Offers in-hall computer labs, in-hall tutoring, in-hall academic advising, Ethernet

*“Residential Life is committed to creating living and learning environments, which promote academic excellence, foster personal development, and enhance the **university experience** for a diverse student population. Therefore we:*

- promote academic success and student learning,*
- support the development of community among our residents*
- provide **student-centered processes** and services, and*
- develop quality accommodations in support of our **living-learning environments**.”*



## Arizona State University General Information

- Identify student housing as residential life
- 5600 bed spaces (75% freshman)
- 14 residential halls
- Housing appears to be focused on freshmen and the “Freshmen Experience”
- Requesting information:
  - By phone: Sent a housing package, but recommended visiting the web
  - Materials sent include a general brochure and a University “campus viewbook”
  - Introductory letter that guided you to the website
  - Messages in materials:
    - “Make the most of your college experience”
    - “Live with people that share your interest”
    - “Succeed”
    - “Get Involved”

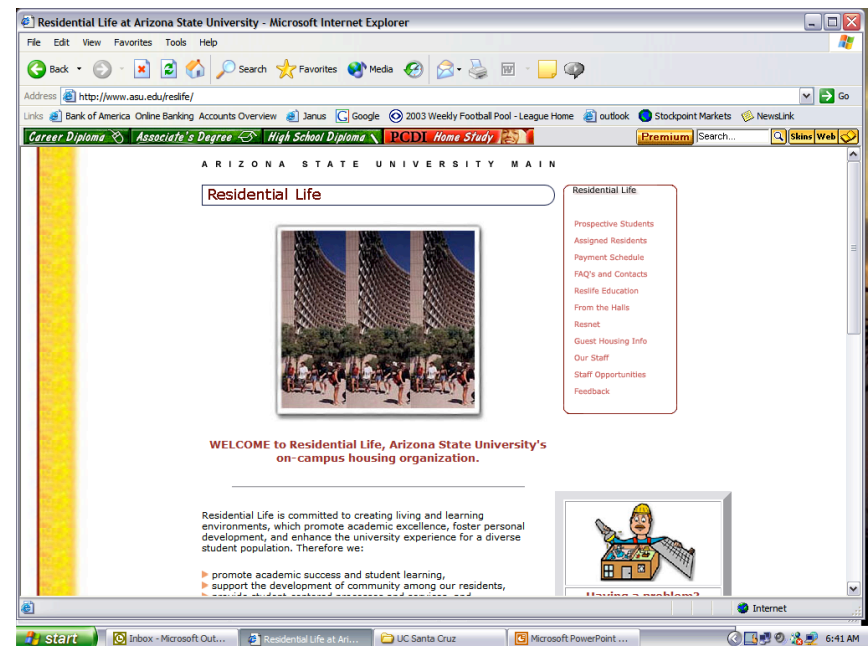




# Arizona State University Website Communications

Website: <http://www.asu.edu/reslife/>

- No link on main page to housing – access through “Student” link (Residential Life)
- Easy to navigate
- Good information
- Simple design - plain
- Lots of lifestyle images
- Good orientation presentation  
<http://www.asu.edu/reslife/geninfo.htm>



## Cal Poly, San Luis Obispo Positioning

- Cal Poly is positioning its housing as convenient and exciting
- Offers a variety of living options based on student interest and need
- Currently has a “First Year Connection” and “Living Learning” programs for freshmen
- Offers in-hall tutoring, in-hall academic advising, Ethernet
- *Cerro Vista - Suite-style housing – opened in Fall 2003*
- *First student housing built on at Cal Poly in over 25 years.*
- *Cerro Vista “represents the unique opportunity for many Cal Poly students to combine apartment style living with the convenience of a few minute walk to class.”*

## Cal Poly, San Luis Obispo

### General Information

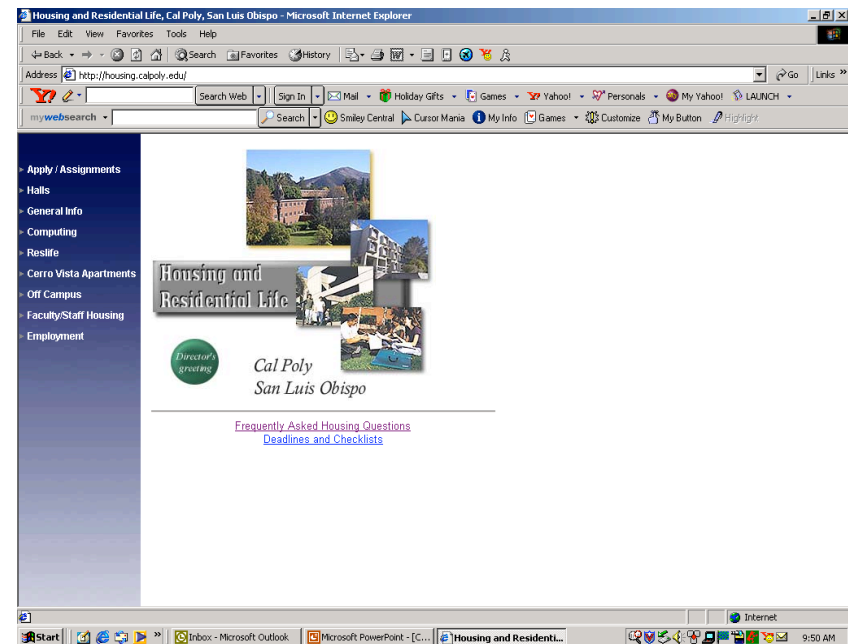
- Identify student housing as “housing and residential life”
- Focus primarily on freshmen housing
- 15 residential halls and new 200 suite complex (Cerro Vista)
- Housing options seem to include all student levels
- Requesting information:
  - By phone: Referred to website
  - Website registration was easy to use
  - Personal website is created after registration
    - Provides links specific to each student’s interest, as well as a link to the university’s “campus viewbook”
    - Provides a virtual advisor to answer admissions questions

# Cal Poly, San Luis Obispo Website Communications

**Website:** <http://housing.calpoly.edu>

No link on main page to housing –  
access through “Prospective Student”  
link (Housing)

- Layout is awkward
- Information is lacking – especially on new housing
- Simple design - plain
- Few lifestyle images
- Good housing images





## Cal Berkeley Positioning

- Cal is positioning housing as a support for the “long-held tradition...of teaching, research and public service excellence.”
- Offers **guaranteed** housing for all student levels
- Offers in-hall computer labs, in-hall tutoring, Ethernet, daycare services, academic centers.
- ***Mission: “To provide a comprehensive residential, dining, and child care environment that complements the University's mission of teaching, research and public service.” This is accomplished through:***
  - “A coordinated program that values quality in all of the services that we provide to the campus community”
  - “A commitment to staff excellence through diversity”
  - “The efficient use of resources”
  - “Student input in the decision making process”



## Cal Berkeley General Information

- Identify student housing as “residential & student service programs” (RSSP)
- 5300+ bed spaces (spans across all student levels)
- 7 residential halls; 2 student w/families facilities; 2 grad student facilities
- Housing created for all student levels and needs
- Requesting information:
  - By phone: Referred to website
  - Website was very strong



# Cal Berkeley Website Communications

## Website:

<http://www.housing.berkeley.edu>

- Link to “Living” on homepage (Students)
- Easy to navigate
- Excellent information
- Colorful and more complicated design
- Lots of lifestyle and university images
- Great spreadsheet to help students choose a residential hall





## CSU Fresno Positioning

- CSU Fresno is positioning its housing as a step into university life
- Offers in-hall computer labs, swimming pool, basic cable services, fitness center, videos, laundry
- All housing buildings are located in same area – referred to as “University Courtyard.”
- *“The student community of University Courtyard provides a supportive academic atmosphere and creates lifelong friendships.”*
- *“University Courtyard provides affordable, secure, convenient and fun on-campus living...”*





## CSU Fresno General Information

- Identify student housing as residential life
- 1070 bed spaces
- 9 residential halls (three community style)
- Housing appears to be focused on providing a on-campus community environment for students
- Requesting information:
  - By phone: Referred to website
  - Website has downloadable application and information sheets
  - Messages in materials:
    - “All the comforts of home”
    - “We’ve gotcha covered”
    - “Step into your future”



# CSU Fresno

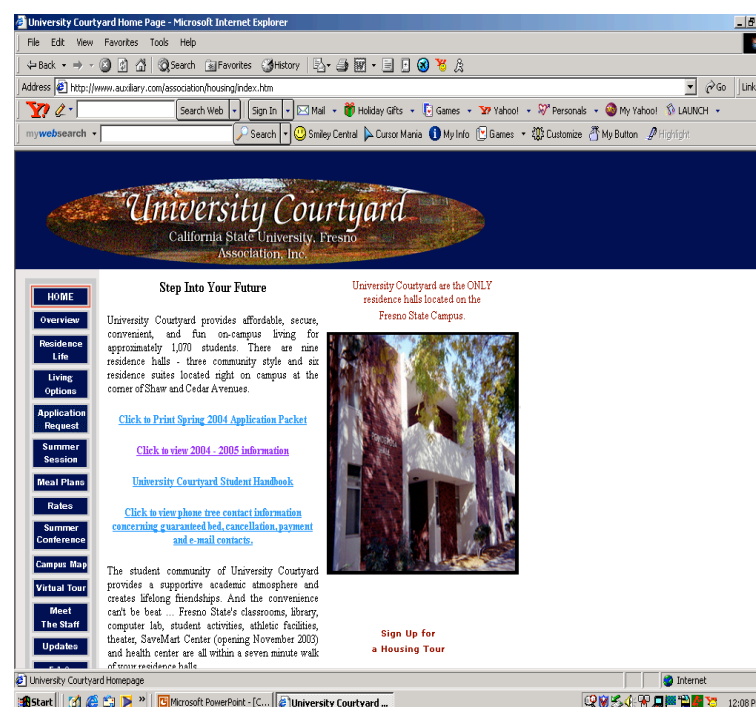
## Web Site Communications

Web site:

<http://www.auxiliary.com/association/housing/index.htm>

- No link on main page to housing – access through “Future Students” link (Housing)
- Easy to navigate
- Great information
- Simple design
- Lots of lifestyle and housing images
- Online newsletter – includes section for parents:

<http://www.auxiliary.com/association/housing/updates.htm>



## Cal Poly Pomona Positioning

- Pomona is positioning its housing as a unique educational opportunity for students
- Residential suites are scheduled to open in Fall 2003
- Offers Ethernet, on-site technical support, themed living areas, satellite television, Verizon telephone service
- *“We are committed to expanding your horizons through involvement in hundreds of academic, social, cultural and recreational activities offered each year.”*
- *“You will be an active participant in a living-learning environment that is composed of individuals with unique backgrounds, interests and beliefs.”*
- *“Living on campus is the ultimate way to experience Cal Poly Pomona.”*

## Cal Poly Pomona General Information

- Identify student housing as university housing services
- 1300 bed spaces (in residential halls)
- 6 residential halls, plus the addition of Residential Suites
- Housing messages appear to be focused on freshman and the “Freshman Experience”
- Requesting information:
  - By phone: Sent a housing package, but more information was available on the website
  - Materials sent include a housing package, and a general housing brochure
  - Introductory letter that guided you to the website
  - Messages in materials:
    - “Live it large...live on campus”
    - “Freedom to choose”
    - “Success in academics”
    - “Friendships for a lifetime”

# Cal Poly Pomona Website Communications

## Website:

<http://www.csupomona.edu/~housing/>

- No link on main page to housing – access through “Future Student” link (Housing)
- Easy to navigate
- Good information
- Design is similar to hard copy materials
- Lots of lifestyle images





## UCLA Positioning

- UCLA is positioning its housing as a bridge to university life
- Offers easy access to residential restaurants, 24-hour study and multipurpose lounges, computer labs, 24-hour fitness centers, and laundry facilities.
- *“To help you get the most out of your time at UCLA, we offer a variety of on-campus housing options, all designed with three things in mind:*
  - *Convenience*
  - *Comfort*
  - *and a sense of community.*
- *Our goal is to provide you with not just housing, but a home.”*



## UCLA General Information

- Identify student housing as residential life
- 7310 bed spaces (50% freshmen)
- 4 high-rise residential halls, and 4 different on-campus residential communities
- Housing options for all student levels
- Requesting information:
  - By phone: Requested information, nothing was sent
  - Website offers a lot of information, but there is no online application
- Messages:
  - “Convenience, comfort & community”
  - “To fully experience university life, nothing compares to living on campus”

# UCLA Website Communications

Web site:

[http://www.housing.ucla.edu/housing\\_site/index.htm](http://www.housing.ucla.edu/housing_site/index.htm)

- No link on main page to housing – access through “Future Student” link (Housing on campus and off)
- Somewhat difficult to navigate
- Good information; missing online forms
- Plain design, but a lot of links
- Lots of housing images





## UC Santa Cruz Positioning

- UC Santa Cruz is positioning its housing as the heart of the university's experience
- *"We create and sustain communities that value and celebrate diversity, appreciate individual differences, and foster good citizenship, social responsibility and civility."*
- *"We educate the campus community regarding the multi-dimensional needs and contributions of students."*

## UC Santa Cruz General Information

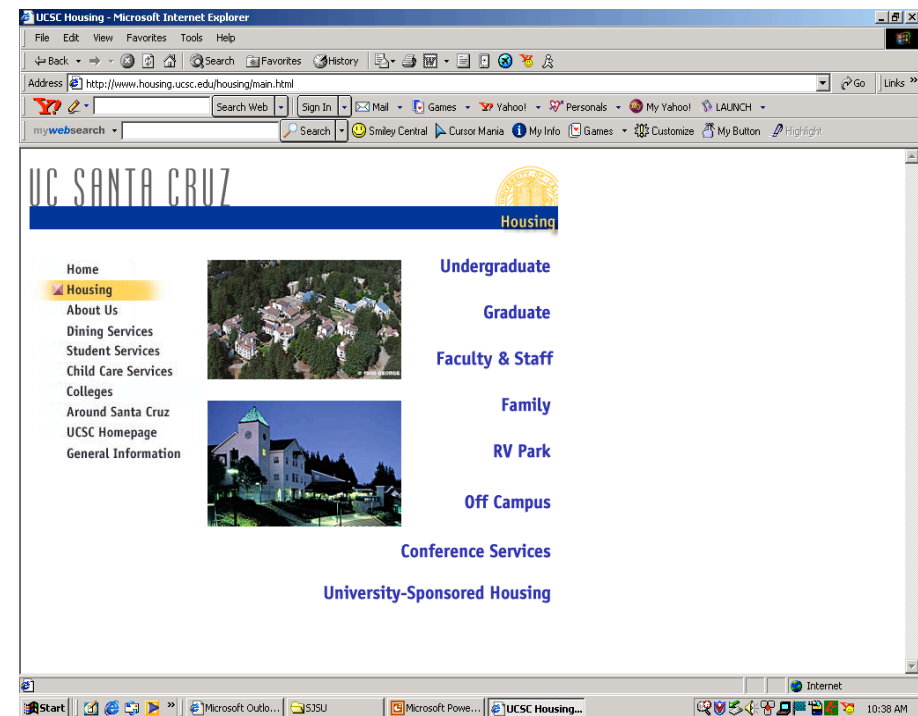
- Identify student housing as residential colleges
- 10 colleges
- Housing focused on needs of all students. No apparent emphasis on freshmen over other class levels
- Requesting information:
  - By phone: Took information to send items – have not received yet.
  - Website is very simple to use, but was difficult to navigate to from the university's homepage.

## UC Santa Cruz Website Communications

### Website:

<http://www.housing.ucsc.edu/housing/main.html>

- No link on main page to housing – accessed through search
- Easy to navigate
- Good information once it is found
- Simple design - plain
- Few images – mostly landscape shots





## University of Michigan Positioning

- University of Michigan is positioning its housing as “an amaizin’ place to live”
- Sixth largest campus housing system in the United States
- Offers 17 in-hall computer labs (open 24 hours, in-hall tutoring, in-hall academic advising, Ethernet, convenience stores, family housing and over 100 classes are held there annually
- *“The mission of University Housing is to create and sustain diverse learning-centered residential communities that further the goals of the University. Through partnerships with others we provide quality programs, services, and facilities for those we serve in a caring, responsible, and cost-effective manner.”*
- *“Residence halls are much more than just a place to crash and study. They function as smaller, more accessible communities within the University of Michigan. They provide a ‘SENSE OF BELONGING.’”*



## University of Michigan General Information

- 9,618 bed spaces
- 15 residential halls
- Housing focused on creating a sense of belonging for all class levels
- Requesting information:
  - By phone: Took information to send package; have not received yet
  - Website offered very detailed information



# University of Michigan Website Communications

## Website:

<http://www.housing.umich.edu/>

- No link on main page to housing – had to search for site on university homepage
- Easy to navigate once it is found
- Great information – including financial information for housing department
- More complex design, but easy to use
- Lots of landscape images
- Great section for parents:  
<http://www.housing.umich.edu/undergrad/parents.html>



## University of Illinois - Chicago Positioning

- UIC is positioning its housing to help students be a part of a community
- Offers in-hall computer labs, laundry facilities, Ethernet
- *“The mission of Campus Housing is to challenge and support students within the context of a learning community, to recognize and define themselves as unique, evolving, and self directed individuals who develop a value system for lifelong learning and good citizenship.”*
- *“Residents are exposed to a process we call community development, which emphasizes the importance of individuals becoming active members of a strong and caring community.”*

## University of Illinois – Chicago

### General Information

- Identify student housing as campus housing
- Housing appears to be focused on college experience and creating a community
- Requesting information:
  - By phone: Referred to website

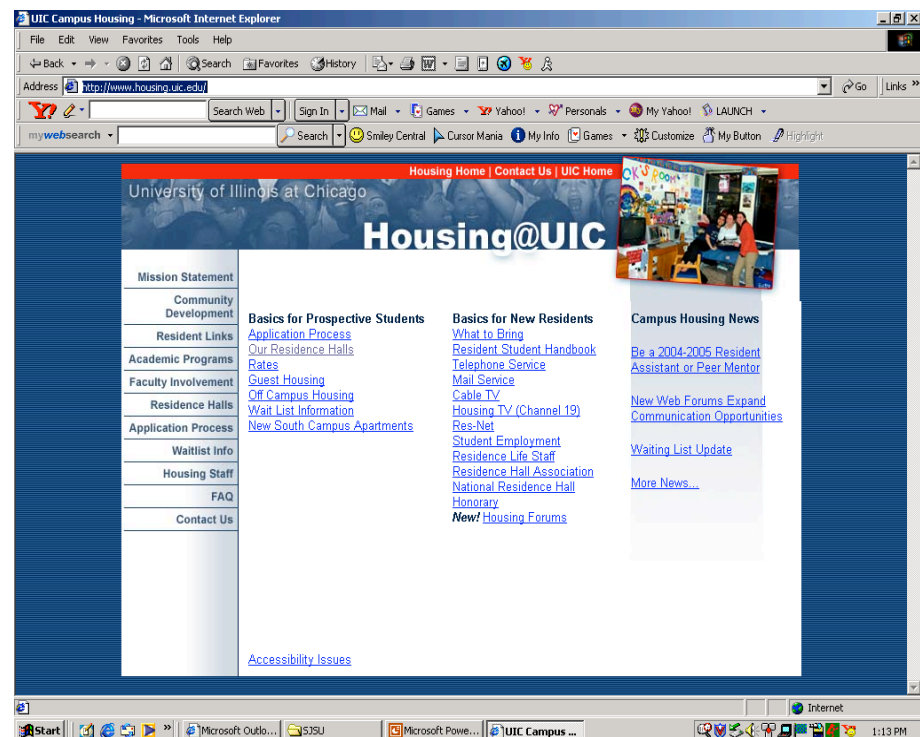


# University of Illinois - Chicago

## Website Communications

Website: <http://www.housing.uic.edu/>

- Link on main page to living on campus
- Easy to navigate
- Okay information – hard to figure out how many students campus housing could accommodate
- Simple design - plain
- Few lifestyle images



## Ohio State University Positioning

- Ohio State is positioning its housing as a vital university community feature
- Offers weight/recreation room, ResNet, vending machines, bike room, cable, graduate and upperclassmen housing
- *“As a student, you will be joining the vital housing community here. Living in our campus housing, you will develop lasting friendships and have your first opportunity for involvement in student life.”*
- *“Your room on campus will feel like home, especially after you have settled in and added your own personal touches. You'll find there are many social and educational opportunities taking place right in your new home.”*

## Ohio State University

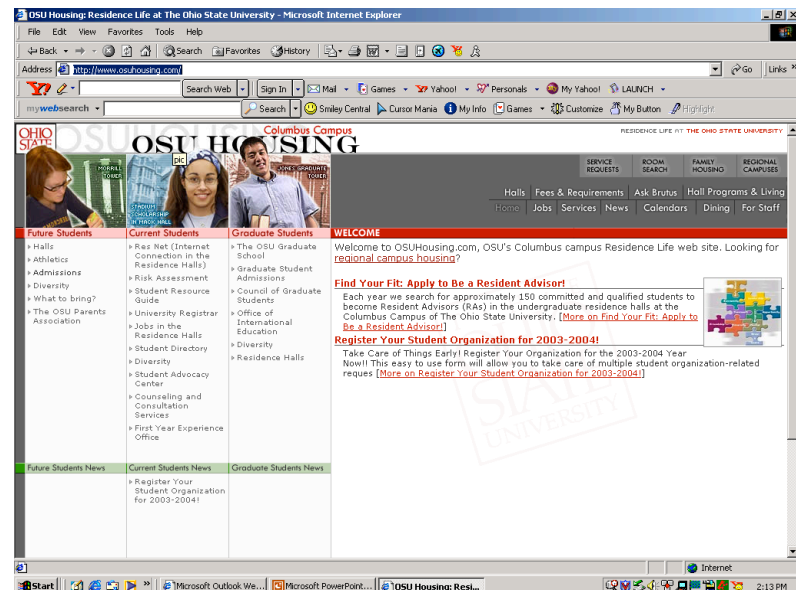
### General Information

- Identify student housing as residential halls
- 31 residential halls
- Housing appears to be focused on its students' community university experiences
- Requesting information:
  - By phone: Referred to the website
  - Website messages:
    - “You’ll find our housing arrangements unique”
    - “Conveniences of home”

# Ohio State University Website Communications

Website: <http://www.osuhousing.com/>

- No link on main page to housing – had to search site for link
- A lot of residence halls to navigate through
- Great information once it is found
- More complex design – emphasis on school colors throughout site
- Lots of lifestyle photos
- Link for parents association: <http://www.osu.edu/units/stuaff/parent/> (unable to access)



## University of Chicago Positioning

- University of Chicago is positioning its housing as playing an important role in a student's academic and social adjustment to university life
- Offers university bus system, residential computing systems and located in downtown Chicago
- *“The House program is designed to enhance students' academic and social experiences through informal social interactions with faculty, staff, graduate students, and distinguished guests.”*

## University of Chicago

### General Information

- Identify student housing as a housing system
- 37 houses in 10 residential halls
- Housing appears to be focused on its students' scholarly experiences
- Requesting information:
  - By phone: Referred to the website
  - Website: No clear messaging about housing on site

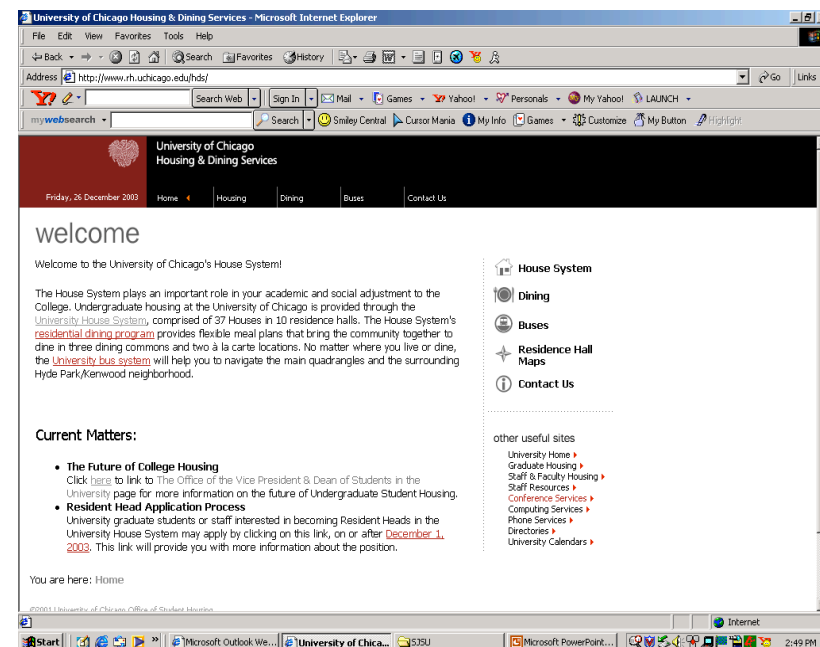
# University of Chicago Website Communications

## Website:

<http://www.rh.uchicago.edu/hds/>

- No link on main page to housing – had to search site for link
- Some information – difficult to find data
- Simple design - plain
- Few photos – mostly landscape
- Link to Dean's page referencing future housing project:

<http://dos.uchicago.edu/future.html>



## Peer Group Assessment Findings and Recommendations

- “Community” is the most frequent message for university housing
- Most universities use website as their main communication tool for housing
- Most universities focus on housing as a freshmen experience or a student’s acclimation to university life
- Lifestyle imagery and campus photos dominated the websites
- Most universities offer suite-style residential halls, and include cable, Ethernet, and computer lab services
- Most universities offer pricing and parent information on housing websites
- The universities that did the best job truly incorporated the housing information into the overall school information, as opposed to it seeming separate and insignificant (ASU, Berkeley, Michigan)
- None of the peer university housing groups link themselves to the local community...could be a interesting differentiator and strong message for Campus Village



# Findings

## Qualitative Research

# Qualitative Research

## Focus Groups - Methodology

- 6 focus groups in total (40 respondents)
- 3 of the groups with current SJSU audiences
  - Undergraduates
  - Graduates
  - Faculty/Staff
- 3 of the groups with potential audiences
  - Community College Transfers
  - High School Seniors
  - Parents of High School Seniors



San José State  
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# Qualitative Research

## Focus Groups – Research Objectives

- To explore perceptions of SJSU vs. a group of other universities in the California State and University of California systems
- To identify the factors influencing choice of college and examine where housing falls in terms of priorities
- To examine the appeal and dislikes of on vs. off campus accommodations
- To explore unprompted awareness and perceptions of the new Campus Village development
- To gain feedback on the design, amenities and layout of the development
- To identify the salient messages relevant to key groups and their impact on encouraging “on-campus living”
- To evaluate the most important media for communicating to key groups



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# Qualitative Research

## Focus Groups – Discussion Topics

- Brand mapping exercise
- University consideration set
- Unprompted awareness and perceptions of the existing/future accommodations at SJSU
- Review of SJSU Campus Village Concept
- Key communications messages
- Key media channels

# Qualitative Research

## Focus Groups – Brand Mapping Exercise

- Groups initially separated the colleges according to whether University of CA system or CA state system (Santa Clara being the exception)
- Other mapping criteria used, include:
  - Prestige/reputation
  - Geographical location
  - Admissions policy
  - Availability of residential housing for students or faculty/staff
  - Tuition costs
  - Real estate costs
- Overall, there were 3 main groupings of schools
  - UC System, stringent admissions, higher tuition costs, residential
  - Best of both school systems, residential college that is more prestigious
  - CA State School, easier admissions, lower tuition, commuter schools

# Qualitative Research

## Focus Groups – Brand Mapping Exercise

Specific comments in regards to SJSU were as follows:

- Most difficult admission compared to other CSU's
- Known for Engineering, technology, graphics, nursing, broadcasting, education
- Nice Campus
- Good Location and connections for employment and internships



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# Qualitative Research

## Focus Groups – Factors influencing Choice of College

### Faculty

- For some the competition in the job market is such that they accepted the first offer
- SJSU is liked because of
  - Diversity
  - Weather
  - California lifestyle
- Higher real estate/rental costs a concern
- Faculty/Staff housing would have been appealing as part of the employment offer



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# Qualitative Research

## Focus Groups – Factors influencing Choice of College

### Students

- Major – includes consideration of class size, caliber of teaching staff and quality of education
- Costs (tuition, living)
- Location (layout, local amenities, proximity to parents (good & bad))
- Weather
- Activities



# Qualitative Research

## Focus Groups – Perceptions of On-Campus

### Convenience is the main draw

*“It’s so convenient. I get to wake up 5 minutes before class and get there on time. I have access to computer labs and jobs on campus”*

### Success of roommate relationship is important

*“It’s who you live with that makes campus-life worth it.”*

### Generally on-campus housing is perceived to be expensive

*“You can rent a room outside for \$400-\$500 and for on-campus they charge \$900 plus you share a room, you pay for food you don’t like and wouldn’t eat given the choice.”*

*“Unless dorm rooms get cheaper, I wouldn’t want to live on campus.”*

# Qualitative Research

## Focus Groups – Perceptions of On-Campus

### Room quality is a concern

*“Joe West has no air conditioning....The dorms look tired and worn...My friend lived there and she had a brick wall next to her bed. It didn’t look very homey.”*

### There is also concern about sharing rooms

*“I don’t mind sharing a kitchen or a bathroom but I have to have my own room where I can close the door. I need to study a lot.”*

### The availability and cost of parking is a problem

*“Parking is a big deal for me. I pay \$160 for on-campus parking and I’m not guaranteed a space.”*

**Proximity to downtown is liked although limited amenities, especially for under 21.**

# Qualitative Research

## Focus Groups – Awareness of the Development

Existing SJSU population has limited awareness of the development

There are several misconceptions

*“It’ll accommodate 6,000 students.”*

*“It is temporary living for only one year.”*

*“it is only focused on upper division and transfer students.”*

*“It looks like a big hotel.”*

Current awareness is largely generated through ‘word of mouth’ and is generally around the development’s existence only

Those that had heard something of the development had also heard through...

- Displays in dining room, mailed flyers, SJSU website, Provost Orientation

# Qualitative Research

## Focus Groups – Campus Village Evaluation

### Faculty and Staff

- Initially interested in development
- Concerns raised over:
  - Sharing facilities with and proximity to students
  - Lack of space for 1 person in whole apartment
  - Layout
  - Rationale for ‘no children’ in Village
  - Language in exhibits seemed more ‘student focused’
- Development seems to hold more appeal for other groups
  - New employees moving to west coast
  - Short-term contract workers
  - Part time lecturers (i.e., those working at SJSU a few days a week)
  - Younger faculty/staff

# Qualitative Research

## Focus Groups – Campus Village Evaluation

### Graduate Impressions

- Graduates pleased to “finally” have the option of being on-campus
- Graduates like the idea of Building A
  - Quieter
  - More mature and considerate residents
  - Own room
  - Separation from undergraduates
- Concern raised over the cost

# Qualitative Research

## Focus Groups – Campus Village Evaluation

### Undergraduate Impressions (Upperclassman)

- Floor plan created some concern over the number of dual vs. single occupancy rooms

### Graduates and Community College Transfers strongly preferred single occupancy rooms

- Concerns raised over
  - The numbers of rooms allocated to each year
  - Whether students could select the building they wanted to live in?
  - How rooms would be allocated (could I choose my roommates)?
  - Layout of the building a particular concern for Graduates (Would all graduates be grouped together)?

# Qualitative Research

## Focus Groups – Campus Village Evaluation

### Freshmen

- Perceived to be a good idea to have all Freshmen together
  - Undergraduate group suggested that Sophomores could be included in this development as many would still be undecided about their major
- Some concern about sharing a suite with 7 other people
- 1 bathroom for every 4 students was seen to be acceptable
- Again concern raised over
  - Could students select the building they wanted to live in?
  - How rooms will be allocated?

## Qualitative Research Focus Groups – Amenities

- Parents most impressed with variety of amenities
- Amenities are expected
- Faculty/Staff were concerned with having to share amenities with students
- Most people felt that the Village was missing a gym
- Appreciation that laundry facilities are in all buildings
- The addition of a campus lab was appreciated
- On-line gaming was only of interest to one undergraduate. The rest felt that it should be optional.
- Concern was raised over parking



# Qualitative Research

## Focus Groups – Price Expectations

**Price concern was reflected through most of the student groups**

*“Sounds like it’s going to cost a lot of money”*

**There was an expectation among existing students that the Village rental cost should be higher than for other residence halls**

*“It will be pretty unfair if they charge the same price and then people get stuck in the older, more inferior buildings.”*

**Graduates felt there needed to be a unique point of difference to bring them on-campus as opposed to renting one of the new apartment developments in downtown**

**The parent group was less concerned about the price – as long as the costs were comparable with other residence halls and the accommodations to be found locally**

# Qualitative Research

## Focus Groups – Campus Village Impact on SJSU

- Most agreed that the Village would be a positive move for SJSU and would attract more students to SJSU
- In addition, Faculty/Staff and Parents suggested that the Village would encourage more development in downtown San Jose which would further develop ‘the virtuous circle’
- Incoming Freshmen would be more likely to ‘want’ to stay on campus following their first year
- The Village will help in redefining SJSU’s traditional image of a ‘commuter’ school



# Qualitative Research

## Focus Groups – Key Messages

- Consistently 3 themes were suggested by the groups – a mix of ‘head’ (i.e., informational/practical) and ‘heart’ (i.e., more emotional/softer) messages
  - Community
    - Important for all groups
    - Messages should focus on togetherness, being part of something, sharing experiences and supporting one another
  - Cost
    - Important for all groups
    - Messages should focus on value/affordability
  - Convenience
    - Important for all but particularly Graduates who are goal oriented
    - Messages should focus on convenience of facilities to support your success

# Qualitative Research

## Focus Groups – Key Media Channels

**It is extremely important to engage the students, faculty and staff now...**

- SJSU Website
- Housing Website
- E-mail following college application submission
- Education Counselor/Career Centers
- Campus Tours
- Brochures
- College Guides

# Qualitative Research

## Focus Groups – Summary of Findings

- Unsurprisingly, SJSU is perceived as a “commuter school”
- Current on-campus accommodations are seen to be expensive and tired
- Food quality, parking and pressure on existing facilities are key concerns for existing students
- There is low awareness across all groups of the “Campus Village”
- Village holds appeal for:
  - Freshmen
  - Graduates (assuming separated quiet accommodations)
  - Visiting/short term faculty/staff (including part-time lecturers)
  - Parents of high school seniors
- Major Barriers
  - Cost and dual occupancy are the primary concerns for existing SJSU students and Community College transfers
  - Privacy (“separation from students”) and storage space are “key” for faculty/staff

# Qualitative Research

## Focus Groups – Summary of Findings

- Lifestage is a key component and one which needs to be addressed in communications
- Freshmen (existing/potential) seek connectivity
  - A need to be part of something
- Graduates on the other hand require independence
  - “We’ve done the freshman party scene, now we need to focus on our performance and we don’t want any distractions”
- Other undergraduates are moving through the continuum from connectivity to independence
- Faculty/Staff want a combination of both – independence in a connective environment

# Findings

## Quantitative Online Research

## Quantitative Online Research Objectives

The objective of this study was to describe key drivers to on-/off campus housing perceptions and decision-making issues among:

- Current SJSU undergrad and grad students
- Potential SJSU students
- Parents of potential SJSU students
- Faculty members

THUNDER FACTORY uses this information to optimize positioning and marketing communications for the new Campus Village.



## Quantitative Online Research Survey Methodology

- An online survey was conducted among:
  - Current SJSU undergrad students
  - Current SJSU grad students
  - Community college transfer students
  - High school students
  - Parents/guardians of high school students
  - Faculty/staff members.
- A total of 23,084 email invitations were mailed out.
- Of the invitations sent, 1,753 people took the survey. Among these, 366 were qualified to complete the survey.
- The survey was conducted between January 8 and January 20, 2004.
- The survey was conducted by an independent research vendor, using proprietary survey and analysis software.

# Quantitative Online Research

## Survey Methodology – Questionnaire Topics

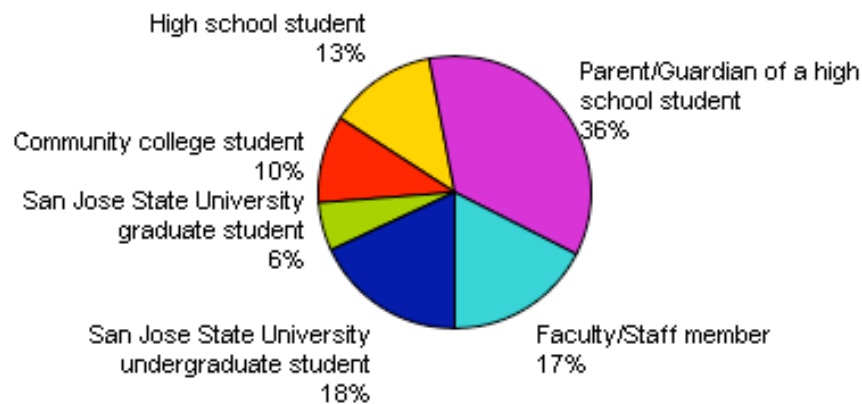
- Awareness of SJSU
- Factors affecting school choice
- Barriers to living on campus
- Benefits to living on campus
- Interest and likelihood to live on campus
- Desirable/Non-desirable aspects of living on campus
- Desirable/Non-desirable aspects of living in Campus Village based on project description
- Cost expectations

# Quantitative Online Research

## Segment Breakdown of Survey Responses



### Are you a...?

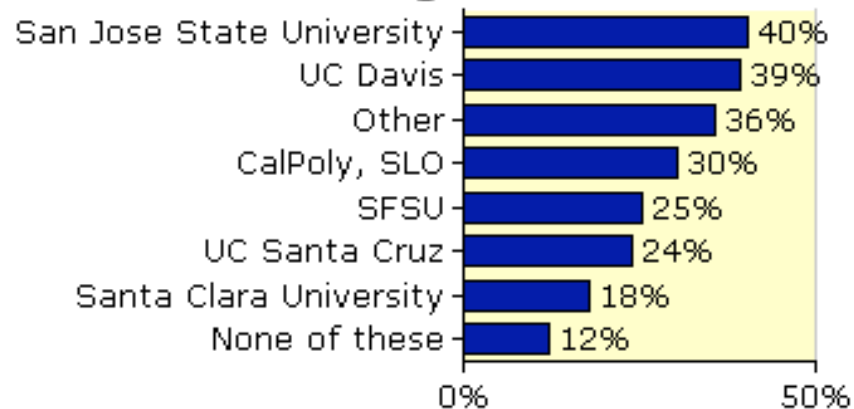


Segments	All
Total	366
San Jose State University undergraduate student	66
San Jose State University graduate student	21
Community college student	38
High school student	47
Parent/Guardian of a high school student	130
Faculty/Staff member	64

# Quantitative Online Research Universities Considered



## Universities Considering/Considered

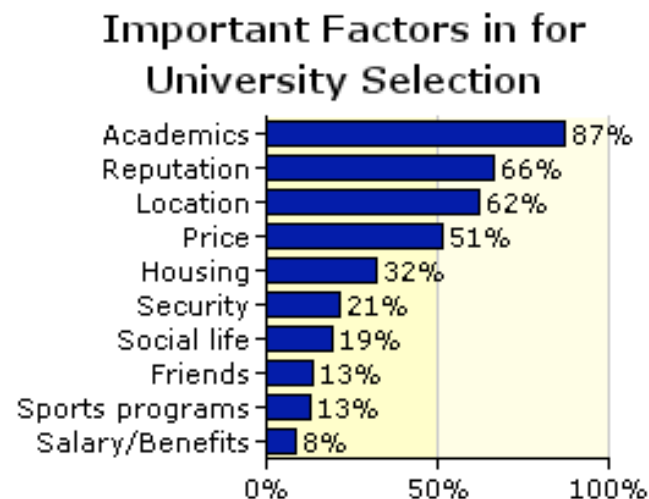


Universities Considered	All
Total	366
San Jose State University	148
UC Davis	144
Other	131
California Polytechnic State University, SLO	111
San Francisco State University	93
UC Santa Cruz	88
Santa Clara University	65
None of these	45

## Quantitative Online Research

### Factors Affecting School Choice

- The top 3 drivers that influence the respondents' decision on which university to apply to are Academics, Reputation, and Location.
- Salary/Benefits was asked only for faculty respondents. Security was asked only of Parental respondents.
- Location and Price are significant factors for Transfer Students.
- Housing is significant among both High School Students and Parents.

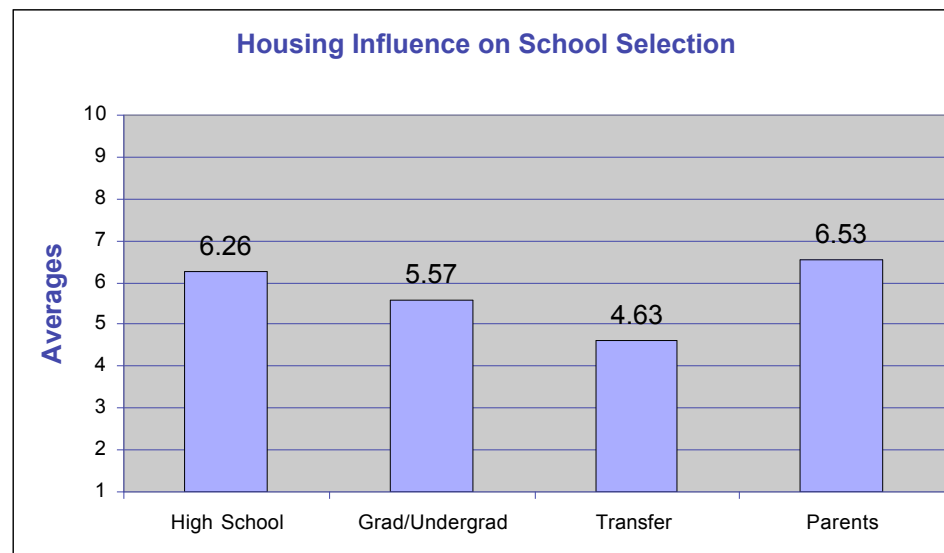




# Quantitative Online Research

## Importance of On-Campus Housing

- On-campus housing is much more of an issue for Parents and High School Students than it is for Transfer Students.
- Transfer students are significantly less interested in on-campus housing overall.



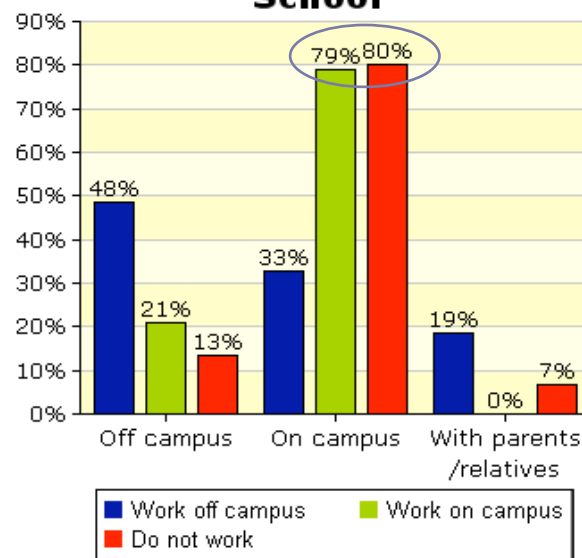


## Quantitative Online Research Housing Decisions

Among those considering SJSU, those who work on campus or do not work at all are significantly more likely to live in on-campus housing.

Overall, Undergrads and High School Students are significantly more likely to live on campus, while Transfer Students and Graduate Students are more likely to live off campus.

**Where Living While Attending  
School**

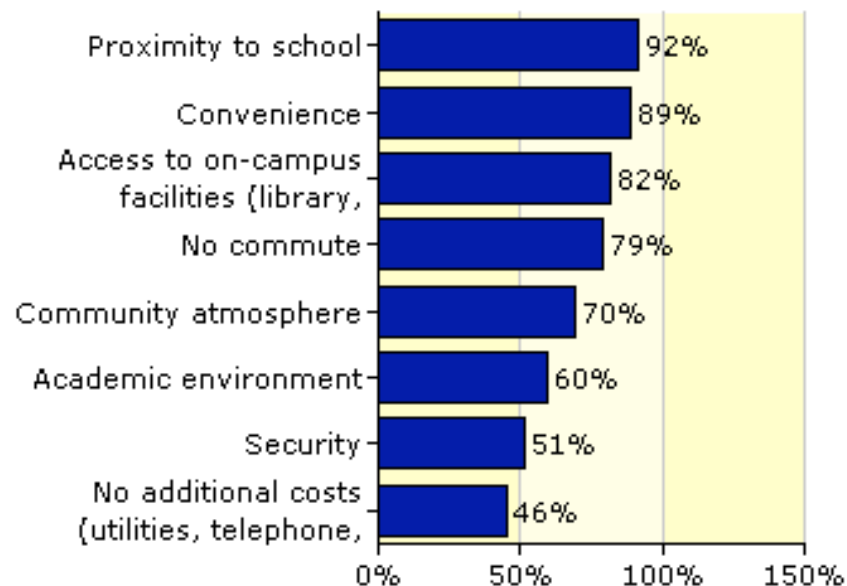


## Quantitative Online Research

### Benefits of Living On Campus

Proximity and Convenience rate the highest among benefits of living on campus – since these are also among the most important factors affecting housing decisions, it would be good to emphasize these benefits.

Benefits Of Living On Campus



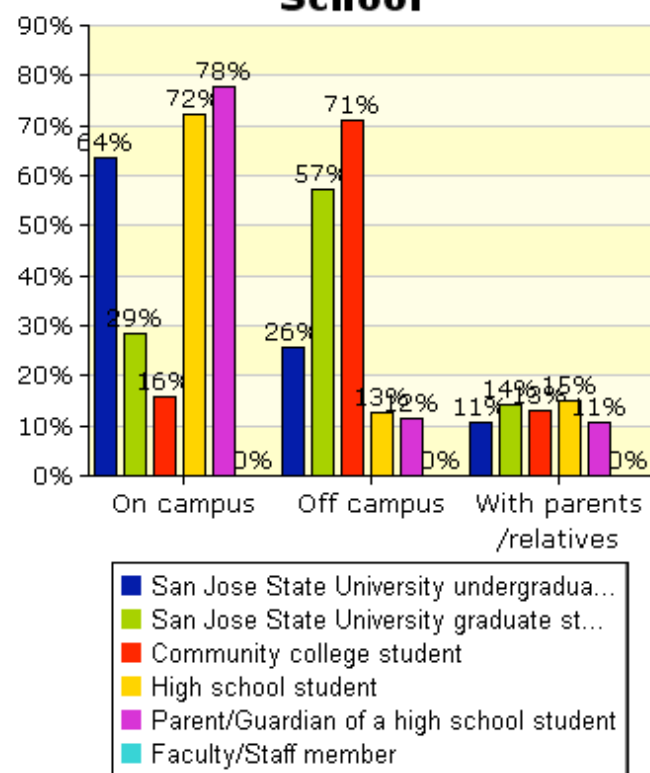




## Quantitative Online Research Living Location

- 63% on campus
- 25% off campus
- 12% at home

**Where Living While Attending  
School**



# Quantitative Online Research

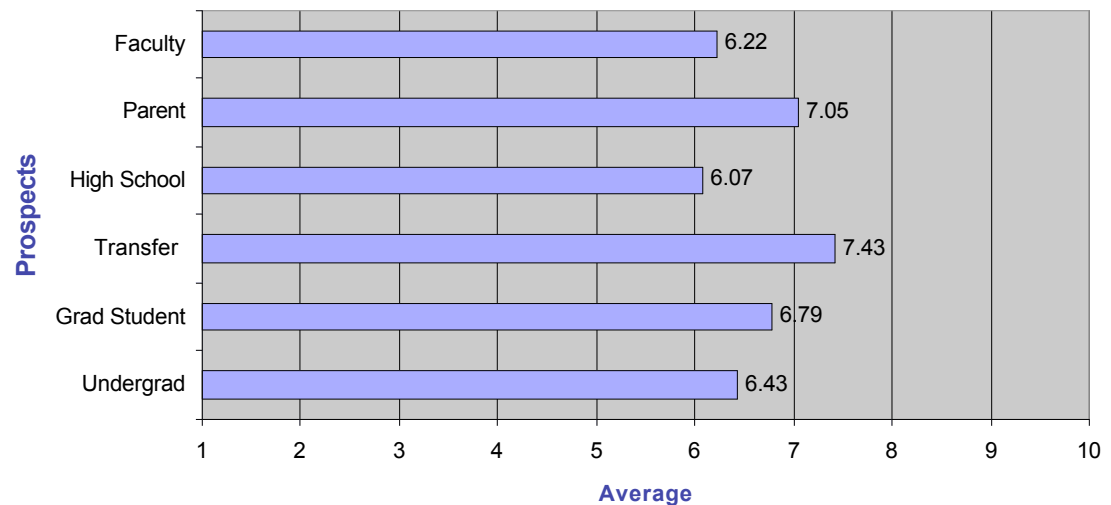
## Aspects of Campus Village



38% of respondents feel that the new Campus Village will have a great effect on San Jose States campus life.

Transfer students and parents have Campus Village affecting campus life more than the other segments.

**Affect Campus Village Will Have on Campus Life**



# Quantitative Online Research

## Descriptions of Campus Village



Among those considering SJSU and current SJSU students, Campus Village is perceived as convenient, a good place to socialize, and safe.

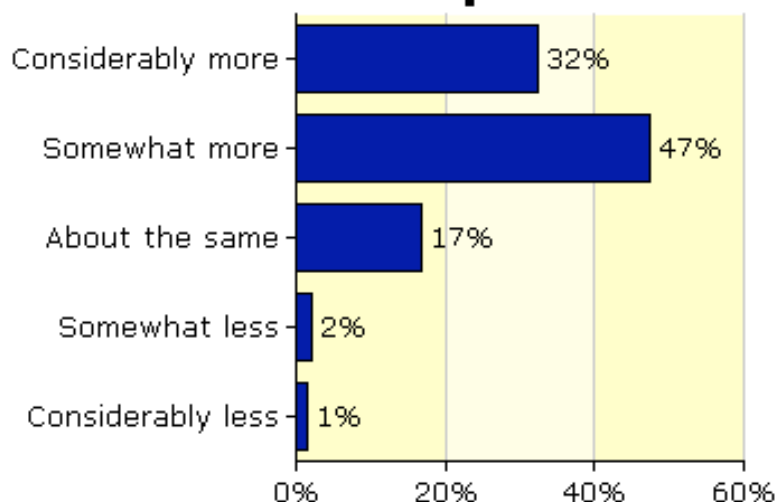
	Total	Undergrads	Grad Students	Transfer Students	HS Students	Parents	Faculty
Campus amenities, all in one place	48%	43%	57%	43%	43%	65%	47%
It's a place to meet people and make new friends	48%	62%	50%	57%	29%	43%	34%
It's about making life easier	36%	36%	50%	50%	43%	30%	36%
It's safe although you are still in the middle of the city	36%	34%	29%	21%	29%	38%	44%
It's state of the art	33%	23%	36%	36%	14%	53%	22%
A city within a city	31%	31%	21%	29%	36%	18%	34%
It's all about community	26%	33%	14%	50%	14%	15%	31%
You don't need to leave except to go to class	25%	31%	21%	14%	7%	28%	27%
It's like living at home, but without your parents	23%	31%	36%	14%	21%	20%	14%
It's more relaxing, less stress	20%	20%	14%	43%	21%	23%	23%



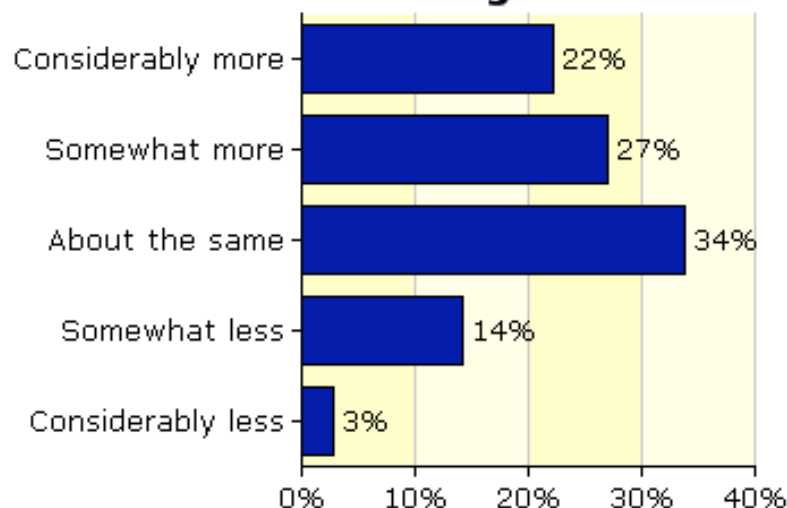
## Quantitative Online Research Cost Expectations

Respondents expect the cost of Campus Village to somewhat exceed the cost of current on-campus housing, but expect it to be about the same cost as off-campus housing.

**Cost Compared to Current  
On-Campus**



**Cost Compared to Off-Campus  
Housing**



# Quantitative Online Research

## Summary of Findings

### General Findings

- Academics, reputation, location are the key to school selection
- Housing is a major factor for parents and high school students
- Noise, lack of privacy and lack of space are the main reasons to live off campus
- Cost and location are the main considerations for transfer students
- Undergraduates and high school students are the most likely to live on campus while attending school
- **Proximity to school and convenience are the most important factors affecting respondents' housing decisions**
- **Safety/Security is also an important factors, primarily for parents**
- **73% of respondents gave cost a top 3 box importance score**

# Quantitative Online Research Summary of Findings (continued)

## Campus Village Specific Findings

- 42% of current and considering students are likely to live in Campus Village
- Respondents who do not work, or work on-campus are significantly more likely to live on campus than those who work off-campus
- Respondents feel that Campus Village will have a major effect on campus life
- Among faculty members, only 33% feel that Campus Village fulfills a need. After grad students, they are least likely to live in Campus Village
- Only 14% of grad students indicate that they would be likely to live in Campus Village

## Overall Findings & Recommendations



## Overall Findings and Recommendations

- There is little awareness and understanding of the Campus Village housing development amongst key audiences. SJSU initially at a minimum needs to “get the word out.”
- On-campus accommodation will never appeal to the hard-core “I need to live off campus” students; family connected; outdoor addicts with equipment; privacy seekers or those who cannot afford it.
- For those willing to consider on-campus housing, the message needs to focus on the **three “C’s” – Community, Convenience and Cost** (Value/Affordability).
- Communications need to deliver information on the practicalities of Campus Village (i.e., amenities, rules and priorities, room/building design and layout, etc.)
- Campus village needs to be positioned with other SJSU successes (i.e., the MLK Library) to break away from its “commuter school” image.
- Keep SJSU population informed, “up to speed,” on progress and milestones (will generate word-of mouth/pre-opening buzz)
- Awareness of Campus Village could help generate overall interest in SJSU as a university choice





San José State  
UNIVERSITY

## Overall Findings and Recommendations

- Technology is part of the message, but not a real driver...it is an expectation
- Don't "over glamorize" Campus Village at the expense of the other housing facilities
- Leverage strengths of other university communications into housing message (i.e., MLK Jr. Library)
- Incorporate housing into other university communications...housing is now a key asset to the school with Campus Village as opposed to before...much like MLK Jr. Library
- There is a strong strategic need to better define the image of SJSU as a whole

*"Interim President Joseph Crowley says SJSU is segmented into autonomous divisions and needs to develop a unified identity to help market itself to the community."*

- Spartan Daily, December 2, 2003

## Campus Village Positioning Recommendations



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# Campus Village Positioning

- Strategic Value Chain
- Positioning
- Brand Essence

# Campus Village Positioning

## Strategic Value Chain



### Target Audience Needs

### Campus Village Attributes

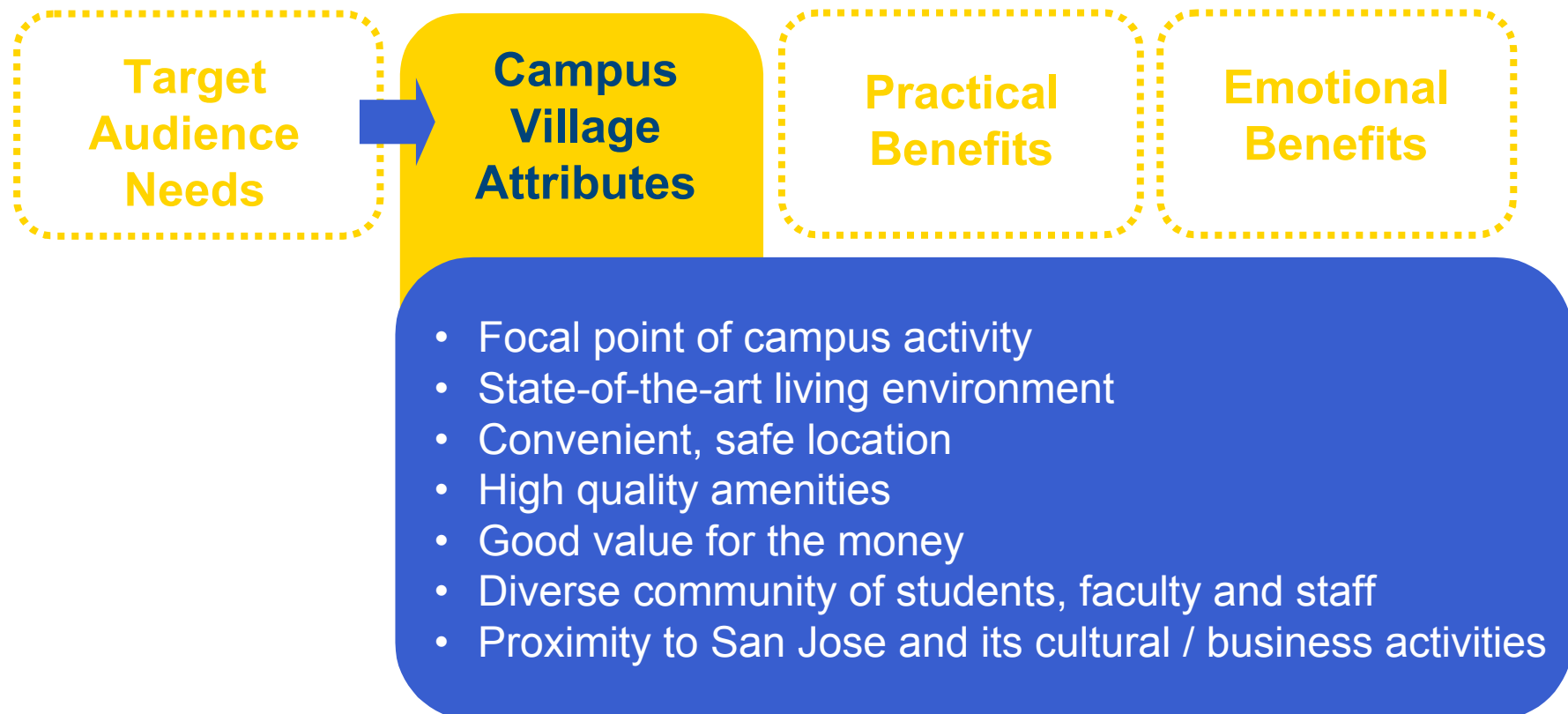
### Practical Benefits

### Emotional Benefits

- Participation in university community and life
- Comforts of home
- Convenient access to school activities and surrounding city
- Good value for the money/affordability
- Safe living and educational environment
- Have your own space / quiet

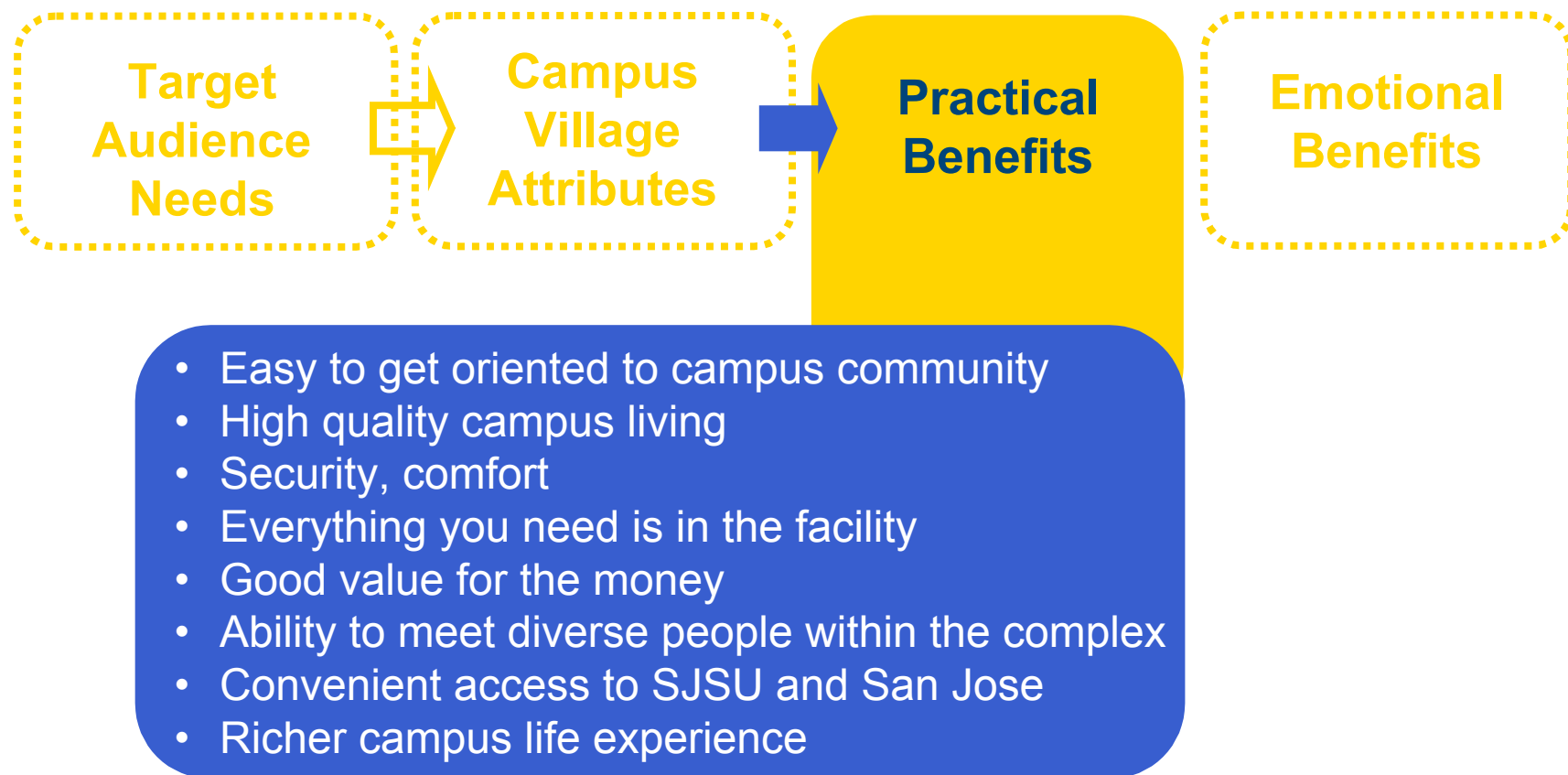
# Campus Village Positioning

## Strategic Value Chain



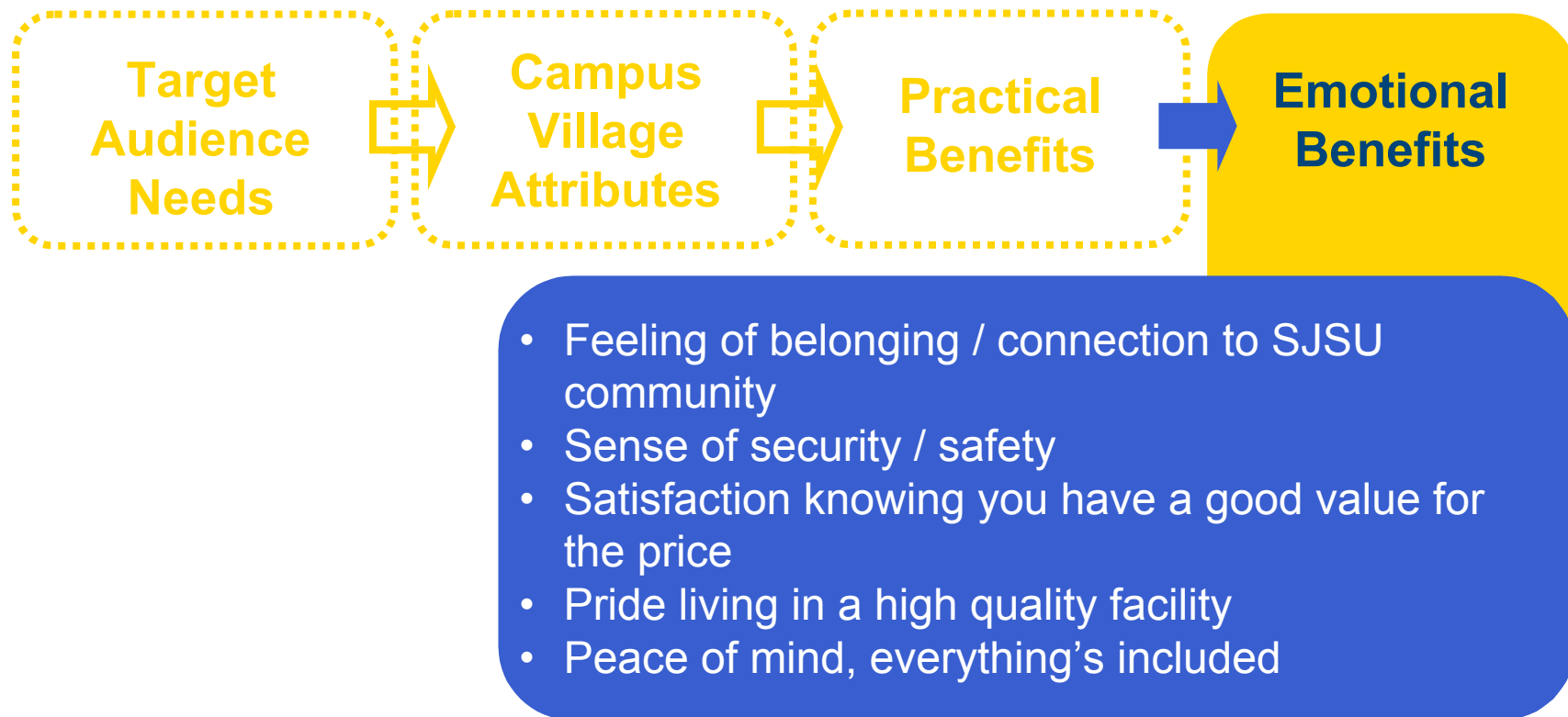
# Campus Village Positioning

## Strategic Value Chain



# Campus Village Positioning

## Strategic Value Chain



## Campus Village Positioning Strategic Positioning Statement

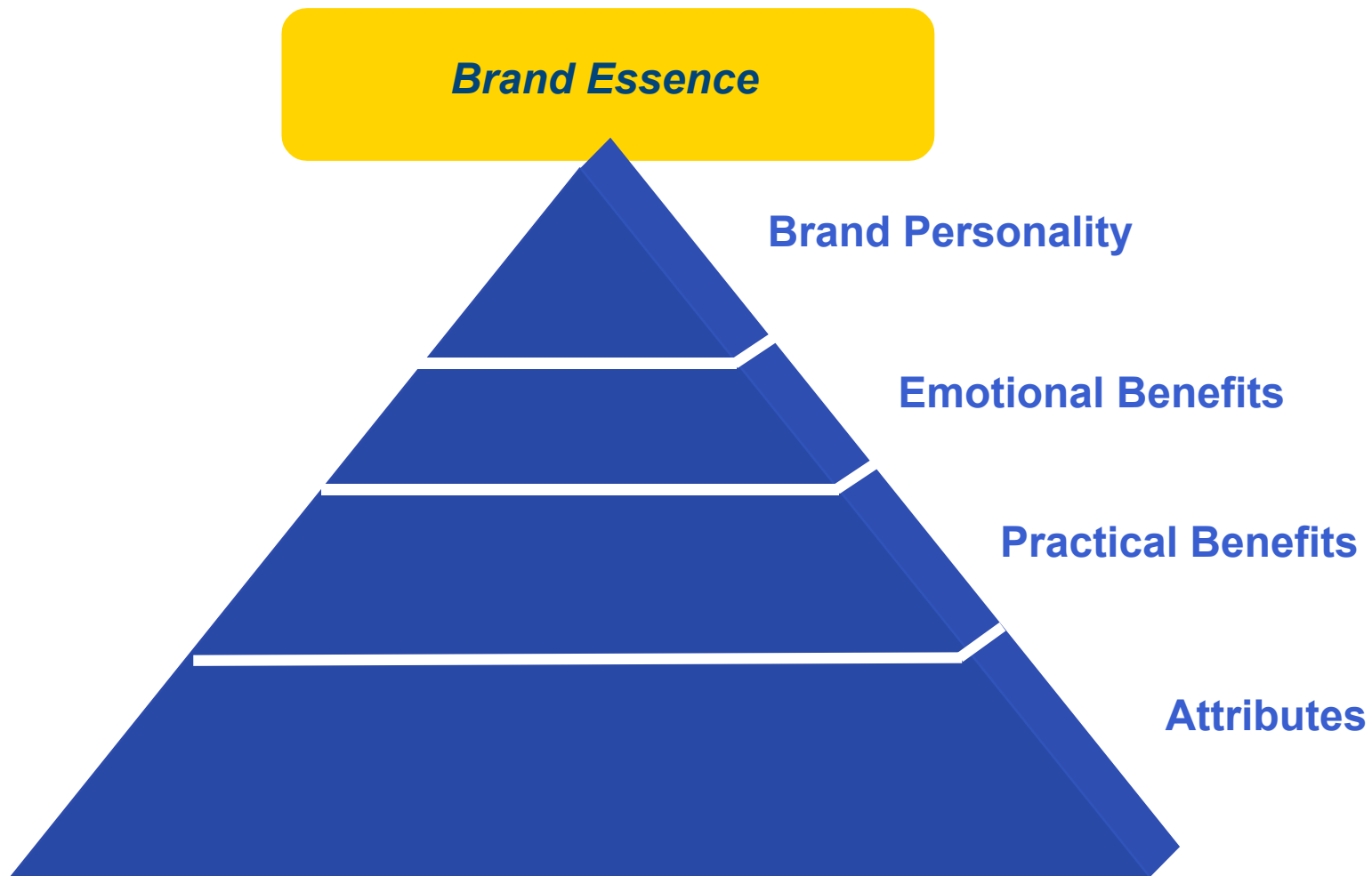


Campus Village is SJSU's affordable, new state-of-the-art residential facility that allows students, faculty and staff to fully experience the rich intellectual and social benefits of on-campus living, while enjoying convenient access to the diverse cultural and business opportunities of San Jose.



# Campus Village Positioning

## Brand Vision



# Campus Village Positioning Brand Vision

***The Ultimate SJSU Experience***



## Ongoing Activities & Next Steps



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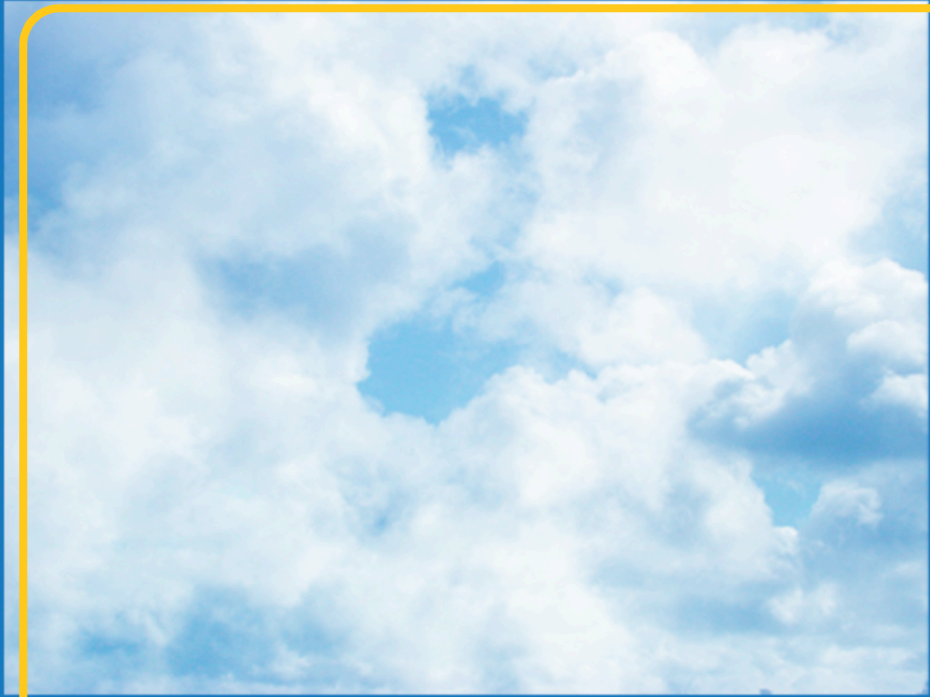
## Ongoing/Maintenance Marketing Activities

- Banner for Wall / Model Room – completed
- Web site home page content, phase 1 -- completed
- Bookmarks for distribution – ready
- Banners for building site – to be created
- Wall-mountable plastic brochure holders – to be purchased
- Brochures – to be developed
- Student surveys and incentive at the Model Room -- to be developed



## Next Steps

- Refine and approve positioning statement
- Finalize type treatment for Campus Village name
- Develop integrated marketing plan, including:
  - Messaging by segment
  - Tactics, program components
  - Schedule
  - Budget
- Deliver integrated marketing plan later this month



Thank You!



THUNDER FACTORY  
411 Borel Avenue Suite 606  
San Mateo, CA 94402  
650.286.7356