

**12 Strategies to guide the development of your
comprehensive Internet strategy for your campus**

Create a Net-Centered College Campus

*Developing your campus-
wide Internet strategic plan*

It's NOW or never!

Don Philabaum

President, IAC

This 150 page CD/ book is full of proven
concepts and ideas that will guide you in
creating your comprehensive
Campus-wide Internet strategy

INTRODUCTION

MOVING AT NET SPEED!

In 1979, I started a small photography business (Aardvark Studios based in Akron, OH) to photograph students as they received their diplomas on graduation day. Today, Aardvark Studios is the second largest graduation photography company in the United States and photographs more than 180,000 graduates at over 550 colleges and high schools around the country.

In 1995, however, I became fascinated with the Internet, and felt it would develop into a powerful communication and networking tool that would benefit groups and organizations worldwide, and I decided to explore how our organization could participate in this newly emerging medium.

I moved my family to Telluride, Colorado, where I could still be involved in running my photography company by fax, telephone, email and voice mail, but separate myself from the day-to-day operation of the business. The concept worked beautifully because my core business continued to flourish and, at the same time, I was able to focus on developing the new Internet business.

Within the first 90 days, I created a business plan for the newly formed company, which we called the Internet Association Corporation (IAC), which would provide Internet services to groups, organizations and associations. During that time, I also read more than 40 books related to the Internet and spent literally thousands of hours “surfing the Web” to look for emerging business ideas. My goal was to identify how others were using the new technologies offered by the Internet and determine how our business model could embrace the best of these ideas and create innovations of our own.

During the first two years, my business plan and focus changed at least a dozen times as we attempted to find our niche in the marketplace. We attended more than a dozen conferences to learn from other Internet pioneers, and began building our internal infrastructure for the challenges that awaited us.

OUR COMPREHENSIVE INTERNET STRATEGY...BUILDING ONLINE COMMUNITIES

We created a number of community building tools for our site Toplinks <http://www.toplinks.com> and TopTown <http://www.toptown.com>. Students and others from all over the world were able to visit our sites, design free home pages, create StartUp Pages, obtain a free email address and much more. We even developed an online site, <http://www.bizcardaccess.com>, which enabled students to create 50-100 business cards by entering their own information online.

It seemed as though we were creating a number of tools and services, but we didn't really know what to do with them and, more importantly, what need they fulfilled so that they generated the necessary revenue.

For months, we struggled to determine the focus of IAC. Then one day, as I was careening down a mountain in Telluride on my bike, I realized what our business niche was going to be: with my tape player blaring the Rolling Stones song, "Time is on my side," the thought flashed through my mind, "*We'll build Online Communities!*"

Since that time, my staff and I have spoken to thousands of administrators, superintendents, principals, alumni and development professionals, admissions directors, public relations experts and orientation officials to learn how their institutions envision embracing the Internet.

Why Reinvent the Wheel?

Armed with our vision for building online communities and nearly 20 years experience in the educational marketplace, we began to approach alumni directors to offer them an opportunity to outsource the development and maintenance of their Internet sites to our firm.

Our message to alumni directors was: "*Why reinvent the wheel? We'll do all the work, so you can concentrate on your current job responsibilities. Outsource your site to IAC, and we'll help you stay ahead of the technological curve!*" Our logic is simple: by outsourcing the development of their Internet sites to IAC, institutions save valuable time and have a technologically superior site at a fraction of the cost.

It soon became apparent that nearly every group, organization, business and association would benefit from having an online community. Our close relationships with our clients made us realize that many other departments on campus would gain from outsourcing their Internet sites to us.

Now, our message to all college administrators is: “When you outsource to IAC, you are not just purchasing a software program, you are hiring *an entire company* of programmers, graphic designers, client relations and customer service staff, and research and development professionals whose expertise lie in Web development. You are also utilizing our thousands of programs, hardware and much more.”

Our clients pay an annual maintenance and license fee, which, typically, is a minimum of one-tenth the annual cost to develop and maintain an online community concept in-house. More importantly, colleges are able to benefit from the knowledge and experiences of peer institutions. Because IAC works with many organizations, we are in a unique position of being able to share the best ideas, concepts and successful marketing and promotion programs that are being developed.

Campus-wide online communities – Our Next Product

Because of the success of our Alumni Online Communities and our continued development of educational Internet-based programs, we realized that virtually every department on a college campus could benefit from outsourcing their Internet site to our company.

Columbia University - School of General Studies was among the first campuses to outsource their admissions and student services sites to IAC. Why? Because we can develop it faster and at a lower cost, while keeping them technologically ahead of other universities in a very competitive marketplace. Visit <http://www.gs.columbia.edu>.

California State University – Northridge asked us to develop an interactive student site that engages students in discussions on campus diversity and encourages them to network with one another. The chair of the department approached the computer department to develop the site, but elected to outsource the site because we were cheaper! Visit <http://www.csun.pc.onlinecommunity.com>.

Outsourcing the Development and Maintenance of Internet Sites Saves Colleges Time and Money

By inviting their stakeholders to participate in their online community, CSUN is able to communicate faster and more frequently, while reducing paper communication costs. They are also able to take advantage of other benefits such as generating revenue and networking with members via audio and video.

It took us a couple of million dollars, three years of research and development, 75,000 direct mailing pieces, 30 conventions, tens of thousands of phone calls,

hundreds of thousands of miles of travel in cars, planes and trains to reach the point that, today, we are recognized as the leader in our industry.

IAC currently serves many different departments within colleges, including alumni associations, and many other organizations such as schools, churches, and non-profits in Germany, England, Australia and the United States.

USE THIS BOOK AS A WAY TO START DISCUSSIONS WITHIN YOUR CAMPUS DEPARTMENTS

This book is offered as a compendium of the research, development and experiences of nearly five years of working on the Web and is designed to assist your institution in developing your *comprehensive Internet strategy*.

The book was written without resources and no budget, but through the time and contributions of our staff and valued friends. More importantly, it was conceived, written, edited and distributed in just two months. As a result, you may find some irregularities or oversights. We ask that you overlook judging us on those, and value the spirit in which it is offered and the information it contains.

There are many wonderful examples of universities and colleges worldwide that are using the power of the Internet to better serve their stakeholders. If you would like to participate in an online forum and share information regarding such services with others, please visit <http://www.onlinecommunity.com/campusforum> or email me at don@iaccorp.com.

I invite you to use this information as a tool to develop your Campus-Wide comprehensive Internet strategy today!

Thank you, **THANK** you, **THANK YOU!**

Many thanks to Steve Robinson, Manager of Nebraska Public Radio Stations, Lincoln, Nebraska, for his wonderful and time-consuming editing job. Also, thanks to Becky Reed, Director of Product Development at IAC, for her editing and formatting, Karen Couchey for her last minute re-re-review of the book, Kevin Kuder, Director of Graphic Design, for his wonderful graphics, Steve Zohn, MIS, for developing the corresponding Web sites, and John Lee, Operations Manager, for making it possible for you to download this book at no cost using Adobe Acrobat!

Most importantly, thanks to our **first** clients, Joe Ventura, Executive Director of Alumni Relations at Xavier University, Larry Weiss, Associate VP and Director of Alumni Affairs of Bowling Green State University and Mathwon Howard (formerly of BGSU), Gray Mounger, Jamie Rigney and Karen Holmes of California State University – Northridge, who trusted our judgement and gave us an opportunity to serve theirs and other organizations. Thanks also to Curtis Rodgers and Brian Woods of Columbia University for giving us a chance to work within the admissions and student services area that has opened up our Campus-Wide Online Community service. And, finally, Revel Barker, Director of Alumni Relations of Open University, who gave us our first opportunity to work within an international environment.

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Oh, yes, and thanks to Albert Collins, Robert Cray and Johnny Copeland for their CD - Showdown, that helped focus me during the writing of this book!

Special thanks goes to my wife Gae, who could have at any time, discouraged me from spending the family's money and assets, but instead encouraged me to continue to chase a vision and a dream of what I perceived the future to be.

Without their help, you would not be reading this book today!

This book is dedicated to

Willis Wolf

Past President of Olson Electronics, now busy in retirement mentoring people with dreams and aspirations

Before anybody knew what to do with transistors, Willis Wolf was flying to Japan and arranging for his company to purchase barrels of transistors and electronics that formed the foundation that led to the computers, the Internet and the revolutionary changes we see happening today.

Willis is one of the **most** creative people I have ever met! I never walk away from a meeting with him without a number of new ideas and projects to get started on.

In the past decade, Willis has continued putting in a full day mentoring hundreds of people like me. His vision of retirement has been to help people achieve their goals and dreams. While others are out golfing, relaxing and traveling, you will find Willis sitting at a table helping a budding entrepreneur reach their next business plateau. His example has changed the way I will look at my retirement. I now look forward to mentoring and help others bring their dreams into reality.

HERE IS WHAT YOU WILL LEARN!

This book is a *must* to read if you are interested in learning how you can develop a comprehensive Internet strategy for your campus.

Here are just a few of the things you will discover:

- The Internet will change how *every* department on your campus functions
- Email, used effectively, will revolutionize how you communicate
- The Internet will help you increase communication, while lowering costs
- The Internet will create new revenue sources
- The Internet will help you network students, parents, alumni, administrators, faculty and business and community members
- The Internet will allow you to learn more about your stakeholders so you can deliver customized learning, news and information to them with little effort
- The Internet will save your institution hundreds of thousands of dollars in printing and other costs
- The Internet will deliver distance learning to people outside your campus
- The Internet will eliminate tedious, repetitive work

This book is available to you at no charge. It is available on CD and online at <http://www.iaccorp.com/netcentered>, or it can be downloaded in .pdf, Word (.doc) or via Adobe Acrobat, printed and read at your leisure.

If you want a printed version of the book, signed by the author visit the above address for additional information.

Please share all or portions of this information with associates who you think will benefit from it.

Chapter One

Nobody Knows the True Value of the Internet . . . Yet!

“Remember, the fundamental difference between a dog and a human being is simple: When you point with your finger the dog looks at the tip. The human looks toward the direction in which you point.”

Nicholas Negroponte, MIT Professor

Mention the Internet to the average citizen and the common response is, “It’s overwhelming to think about its possibilities”. Because the Internet is so new, so different, so unique and something that we can’t pick up and examine, the average person has no idea of what to do with it or how it will impact their lives in 3-5 years.

We are beginning to see initial business models that provide practical services that save users time, money, keep them connected with others and informed on issues that interest them. As a result Internet use is growing by millions of users each quarter. Some users even approach borderline addiction to the Internet. They stay up all night long chatting with others around the world or in other cases are learning to buy stocks, cars, search for information and much more.

We don’t know where the Internet phenomenon will take us in ten years but it’s becoming very clear that the affects will be enormous.

History has shown us prior examples of how new technology was introduced but the full effect and benefits were yet to be learned. Radio is a good example of a new technology where NO one really understood what the potential for radio was in the 1920’s when it was first introduced.

Walter Cronkite sums up radios effect on users during the introductory years, in his book, “A Reporters Life”. In this section Cronkite explained how difficult it was to tune into a station and how originally only one person at a time could listen to it.

“The process took more skill than most people wished to apply. The programs were primitive and sparse and so were the listeners. One attempt to expand the audience was reasonably successful. Some genius brought out an aluminum horn that had a pair of cups at its base. By placing the radio earphones over the cups, the sound was magnified and more than one person in the room could listen to the program. We all agreed that this was a major scientific advance.

Radio listening in the crystal days had something of a cult quality to it. One could tell the wireless faddist. He or she was the one whose eyes were rimmed with dark circles from having stayed up all night, when reception was the best, bringing distant stations.”

We’ve started this same process with the Internet. Fourteen years ago when AOL was formed, one had to “know their stuff” to participate online. Today it’s becoming so easy to participate on the Internet that even young children are getting involved.

It’s hard to escape the net effects of the Internet. As a result, every industry is searching, questing for the right formula to get Net-Centered.

Colleges are searching for a comprehensive Internet strategy

Most colleges and universities have not yet realized how they can use the Internet to successfully transform the way they conduct business, network and communicate with their stakeholders and deliver their educational products.

It’s probably safe to say that everyone in your college is already working more than 50 hours a week, and most are focused on doing their job better to serve students and create curriculum that will benefit the institution and students. With limited resources to continue to fund YK2 problems, update current computer systems and serve hundreds of departments on campus, coupled with the fact that nobody is really sure how to most effectively harness the power of the Internet, colleges are falling behind on developing and implementing a comprehensive Internet strategy.

Nearly every college has formed Web committees to determine the direction of their Internet site. Professors, technical people, administrators and, in some cases, students have been brought together to help prepare a master plan. However, in the three to five years these committees have been working, their Web sites have not evolved beyond the original goal of putting already existing material online.

Each participant on Web committees are squeezing this added responsibility into an already busy workday and ever expanding job description. The end result has been,

and will continue to be, a slower growth in developing a Campus-Wide Internet strategy and limited adoption of a truly engaging, interactive campus Internet site.

Even the business world is searching desperately for the right formula!

Don't think the educational industry is the only one having a difficult time trying to develop a comprehensive Internet strategy. For-profit industries find themselves running from one idea to the next in search of the correct answer.

Commercial industries are being faced with the possibility of being wiped out overnight. The financial services industry has seen their industry charges reduced to next to nothing in just the last year, automobile dealers are facing a growing awareness that consumers can buy their cars from an Internet site at huge discounts, airlines are bypassing travel agents and offering tickets directly to the public, and retail bookstores are realizing that online companies like Amazon.com are taking away so much of the business that their stores could become obsolete.

Every six months, a new idea becomes popular, the stock market goes wild, endless stories are written about it, and then 12 months later the idea has been replaced by a new one.

Many Internet businesses are transforming themselves weekly in search of the right business plan to serve customers and generate profits. And, with nearly 72 million US citizens on the Internet, commercial sites are adding community-building components to keep their users coming back on a daily/hourly basis. Their business plans have been the same as magazines, newspapers, radio stations and TV stations: get as many people to view the product and sell advertising to support the process.

Online Communities – the “Killer App”

While other marketing and business development concepts have come and gone, the concept of developing a community “feel” to an Internet site has continued to be recognized as paramount to developing a vibrant, engaging and active Web site.

In this book, we'll argue that your college should be adopting community-building tools within your Internet site in order to involve your students, alumni, parents, prospective students, administrators, business leaders and community members.

We will show you that by adopting an online community strategy throughout each department, you will:

- Communicate with stakeholders more frequently, at a lower cost and with less effort
- Network all stakeholders 24 hours a day, 365 days a year
- Generate revenue in many new ways, including receiving commissions on the purchases your stakeholders make
- Make your organization more efficient by sharing decision-making information instantly

But first, let's take a look at where most schools, colleges and universities are today in developing comprehensive Internet strategies.

Studies show a lack of objectives, model sites and professional guidance

The Internet site TeacherZone did a study to review the “state of school Internet pages” and discovered that school Internet sites were poorly lacking in direction because:

1. *Few school sites demonstrate a clear objective or goal.* Everyone is struggling to determine what his or her Internet site should do. The opportunities are endless.
2. *There is a dearth of effective models after which to pattern school sites.* Without a model to follow, everyone begins to recreate the wheel on a part-time basis with no budget or an increase in staff, and all hope to accomplish something to benefit their organizations. In most cases, institutions create a site that does not change the paradigm or add value to the organizations mission.
3. *There is a need for an expert resource from which to obtain help.* In every industry, experts with experience in handling organizational problems are available to show the way. Because the Internet is so new, there are few to turn to for expert advice and definitely **no** data that shows that the experts are right!

Visit: <http://www.teacherzone.com/specialreports/onmenu/onmenu04.html>

Within this emerging industry, there are few experts or experienced Internet professionals your campus can draw from for advice and guidance on how to develop a Campus-Wide comprehensive Internet strategy.

Administrators have few tools and little experience in developing their strategies

No other president or administrator in the history of your college has faced a technology or a concept that will affect every single department in the college like the Internet. Even with the telephone, fax, and cellular phone, nothing has happened in the past that compares to the changes the Internet will thrust on your organization over the next 5 years.

With no one to turn to, with few examples to follow and with a staff that doesn't fully understand the big picture, administrators have a tremendously difficult job ahead of them to develop a NET-centered campus.

But in order to survive into the next decade, administrators **must**:

1. Immediately challenge all departments to begin to reorganize around the Internet
2. Create a new position to manage and coordinate Net-Centering the campus
3. Form cross functional teams to develop a comprehensive, Campus-Wide Internet strategy
4. Provide the necessary resources to accomplish the Internet goals of each department
5. Set aggressive deadlines and push everyone to achieve their goals

I realize there are many crisis campus administrations are facing today, but *none* equal the magnitude or level of importance of becoming a Net-Centered campus.

Some successful examples do exist, but not everyone is aware of them

In her book, *Customer.com*, Patricia Seybold outlined how the President of Babson College, William Glavin, assembled his staff in late 1993 and created Cross Functional Teams that involved faculty, students, administrators and others to find ways to improve various departments. The group was focusing on improving the admission processing, registration, the financial aid packaging, student billing, the student loan processing and communication with administrative departments.

The teams designed systems and procedures that migrated to the Internet. Now, as a result of all their efforts:

After three years of continuous design and improvement, Babson has made major strides in the redesign of most of its business processes from the

student's point of view. From the time a prospect applies for admission to the time she/he graduates from Babson, she is part of a well oiled but highly personalized electronic support environment.

This streamlined electronic environment is particularly attractive to Babson's many international students and their parents. For many years, Babson has been a magnet for Latin American students seeking an American business education. Now these students and alumni can interact much more easily with the school, since all the administrative and financial functions, as well as much of the background required for their academic work are available to them online.

But Babson is a rarity. Only 15-20 percent of colleges have had the opportunity and the inclination to redesign how they are doing business around the Internet. Babson, and others like it, will be the first to admit that the challenges are great and attention in the form of money, talent and time must continually be applied to keep its Campus-Wide Internet strategy moving forward.

What does this mean to your college?

If your college does not recognize the enormous impact of the Internet TODAY, it will be hopelessly behind tomorrow.

Now is the time to educate, enthuse, encourage and motivate your *entire* campus community to create an engaging, interactive Internet site. Experimentation should be the mantra. Mistakes should be expected. Your administrators should be encouraging all departments to build new services, add compelling content and adjust it as they learn more. There is *no time* to do long studies, *no time* to research, and *little time* to discuss. The Internet, its user expectations and the competition are moving to FAST!

Resources should be set aside to develop the Internet side of your campus. Brick and mortar was important up until recently. Now, your future will depend on the depth and creativity expressed by your organization on its Internet site.

Coming Up

We've identified 12 concepts for you to keep in mind as you develop your comprehensive Internet strategy. Including each of these in your plan will ensure the successful implementation of your strategy and your goal to become a Net-Centered college.

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy
<http://www.onlinecommunity.com/campusforum>

Chapter Two

12 *STRATEGIES* to Keep in Mind as You Develop Your Campus-Wide Internet Strategy

You can develop a Campus-Wide Internet Strategy utilizing communities of interest.

Most college institutions worked furiously just a few years ago to put their brochures, flyers and information online. Some have been able to incorporate online registration for classes and many are experimenting with distance learning, but very few are adopting community-building tools to create online communities of interests among their stakeholders.

Throughout this book, we'll give you ideas to spark your creativity to create your comprehensive Internet strategy. As you are developing your strategy, we have outlined over a dozen ideas and concepts you will need to keep in mind in order to create online communities that will engage, inform and encourage members to participate on a daily basis.

- **Create a Net-Centered Campus Strategy**

Presidents/Chancellors and administrators of campuses around the world need to take an immediate, long and hard look at what the tidal wave – no, tsunami wave -- of changes the Internet is casting on businesses and organizations world-wide.

The Internet is opening up new ways for people to learn and will offer learning at a price that colleges cannot currently afford to provide. Each college should be

looking for niche markets they can grow and prosper in as they face growing competition from companies, organizations and others who are entering the distance-learning field.

In today's fast moving Internet environment, you cannot see who your competitors are until it is too late, but your competitors have the advantage of seeing what products and services you offer. On top of that, they will also be able to implement changes within their educational products and services faster. Competitors for your students' dollars will come from the commercial world, colleges who early on "get it," and partnerships between colleges and commercial businesses.

Many administrations are being proactive in exploring how their institutions can deliver education, but most are not seeing or looking at how the Internet can help them change the way they do business. This book will show you specific examples on how you can create a Campus-Wide Internet Strategy.

- **Motivate and educate every department to help create a Campus-Wide Internet Strategy**

To be a successful player in the next 5 years, colleges, like businesses, must learn to center their entire organization around the Internet. (What we call getting Net-Centered). Within the college, all departments – admissions, financial aid, purchasing, bursars, student services, personnel, individual academic departments and others need to discover their own way to reorganize how they do business around the Internet.

Admission offices should embrace the Internet to provide interactive ways to get prospective students and their parents interested in the college, and financial aid should develop online systems to capture information about students and automatically match them with available grants, loans and scholarships. The purchasing department can take advantage of the Internet to allow all departments to electronically submit requests for purchases, etc.

The challenge every administrator faces is to (1) "fire up" all departments, (2) show them examples of what can be done via the Internet to save time and money while eliminating time-consuming tasks, (3) give them the tools to reorganize their departments around the Internet and (4) stand back to watch the progress.

- **Evaluate how you want your Internet site to generate new sources of revenue**

Your campus wide strategy should take into account the various ways your Internet site will also generate revenue via online auctions, online contributions, advertising, sponsorship/underwriting and more.

Powerful new business models are developing as a result of the Internet and are changing the way business and commerce is being conducted. Innovative new strategies are changing the distribution of products and services and are beginning to challenge our concept of what a “retail” store is.

In the Internet world, any individual, organization or corporation can sell *any* product or service without having a brick and mortar type store and without have to inventory, bill or even ship a product. New business models will provide organizations commissions on items their members/users buy. We’ll provide many “real life” examples of how your site can generate revenue.

- **Create a Campus-Wide Online Community for all stakeholders**

We advocate that students, faculty, students parents, alumni, administrators, prospective students should each have specifically designed online communities that cater to their interests and needs. These communities should contain services and tools that provide them information, networking opportunities and information sources.

Spend a couple hours on the Internet over the next week and begin to look at the sites recommended in this book to get a better idea of what the commercial world is doing to attract your alumni, students, faculty and staff to participate in their online communities. You will quickly learn that your stakeholders, including prospective students and students, are not just interested in nice facilities on campus, but will also be expecting interactive Internet sites that rival some of the best commercial sites.

By developing a Net-Centered campus that is built around an online community, you will receive many new revenue generating opportunities via increases in your student base, higher retention, more contributions, new revenue streams and much more.

- **Personalize your online community to continually learn about your stakeholders**

The Internet is providing community builders with the unique opportunity to learn about their users via information they supply and in return provide more customized information and services.

As you learn more about your online community members and use that information to provide them more compelling personalized services, they will find it more difficult to spend the time and effort to provide the same information to other Internet sites.

Innovative data mining techniques will provide an interactive environment that will encourage students to network with and learn from each other. Your business information systems will become smarter and more effective.

Remember that the reason we are developing an online community for our stakeholders is to take advantage of the revenue generating opportunities, efficiencies in communication, networking and learning. Putting resources in this area will have *huge payoffs* in higher enrollment and revenue generated.

- **Embrace the communication tools the Internet provides**

The Internet is providing *powerful* ways to allow individuals and organizations to communicate more frequently, at less cost and less effort. Each of these tools – listservs, email, chats, bulletin boards – can be adopted within your college environment to benefit all stakeholders.

When you begin to think about becoming a Net-Centered college, start evaluating how you can use Internet communication tools. Our experience has shown us that it's the easiest place for departments and individuals to understand where the Internet can begin making an immediate benefit.

Email sent to prospective students and parents will ultimately replace mail, catalogues and brochures because of its compelling advantage to provide a truly multi-media experience. Emails can be embedded with 360-degree photographs that allow donors and prospective students to “virtually” step into a photograph and look left, right, up, and down and even zoom in and out. They can also include audio and video clips.

This is just one of the **many** ideas we will be discussing on how you can use the power of the Internet to communicate more effectively with your stakeholders.

- **Adopt a NEW marketing attitude using the Internet**

I get so passionate about the marketing opportunities of the Internet that I can't stop talking and thinking about them!

The Internet provides incredible new opportunities for colleges and universities to market themselves to prospective students, alumni, donors and students. Every facet of the college will benefit from the Interactive marketing opportunities available now because of the Internet.

However, you cannot take advantage of the power and marketing benefits of the Internet until each of your departments reorganizes themselves around the Internet. Each department will have to capture information about prospects, develop marketing and promotion campaigns and use the communication tools of the Internet (listserv's, email, chats, etc.).

The Internet will enable you to develop one-to-one marketing programs that will deliver customized information based on their interests. Your alumni office will be able to deliver sports, department news and social or special event information based on the interest of the alumni. The President's office will be able to communicate with all faculty, students, and parents at a click of a mouse.

- **Use the power of the Internet to change systems and save time AND money**

By adopting a Campus-Wide Internet Strategy, you open the doors to saving huge amounts of money.

All departments will benefit as more stakeholders can be reached via email enriched with audio, video and expanded information. Your departments will be able to send memos, post manuals and brochures, and provide instant updates via the Internet. This will save printing, distribution and labor costs.

You will be able to reduce transaction costs and the time associated with it when your purchasing department is able to post RFP's online and wait for interested companies to submit online responses.

- **Provide students, alumni and others with new opportunities and experiences**

The Internet will enable you to expand existing programs and develop new programs because it eliminates space and time.

For example, more students could gain experience writing copy and articles in online newspapers and sports sections because the Internet does not have paper, printing and distribution restrictions. You could adopt a Student Business Emporium concept like IAC provides that teaches students how to start their own Internet businesses,

gives them the opportunity to “set up shop” in the business mall, and encourages other students, family members and community members to support them.

Your college could be partnering with your local companies to provide students Internet-related work that can be done from their homes or dorms. Some students could handle overflow customer service problems, develop programs or do research for companies.

- **Bridge generation gaps by networking all stakeholders**

By developing online communities within your college Internet site for all stakeholders, you will increase the opportunity for students to be mentored by alumni, alumni to mentor alumni, faculty and staff to mentor students, faculty to mentor students starting their own online businesses and more.

Networking on the Internet requires virtually little time of administrators, and it’s available 24 hours a day, 365 days a year. We’ll show you incredibly simple ways to bring everyone together on the Internet to share experiences, exchange ideas and assist each other in their quests for learning.

You will also learn how you can involve your young alumni in the alumni association immediately after graduation by bringing the older alumni to them on the net.

- **Offer innovative Distance Learning opportunities**

There is more to distance learning than fancy equipment and fiber optic cabling that recreates the current classroom environment.

While nearly every college is developing ways to *recreate* the existing classroom, your college should be thinking “out of the box” to develop niche educational products and services.

We’ll spark your creativity by showing you how you can develop online courses for students worldwide – whether on across town, across the state or across the world – with limited cost by partnering with companies and organizations to form customized “in-house and dealer business” colleges. You’ll learn how other colleges are partnering with commercial businesses to train their workforce and provide their workers with lifelong learning opportunities.

- **Decide what you should be outsourcing**

Colleges are already discovering how really far behind their Internet sites currently are. Most colleges did a great job developing their sites and putting their class schedules, brochures and other text-related material online over the past two years.

However, the cost in talent, money and equipment necessary to do even some of the things we have already talked about, let alone other ideas and concepts shown throughout this book, will tax even the most well endowed institution.

With almost every college fighting the YK2 problem and having difficulty in recruiting talented new programmers and designers, colleges will find it increasingly difficult to find and keep the talent necessary keep their comprehensive Internet strategy on course.

With this in mind, your college should determine what part of their comprehensive Internet strategy makes the most sense to outsource to commercial companies.

What does this mean to your college?

When you begin the strategic planning to create your Net-Centered College Campus, these issues and ideas should be addressed.

You are not in this alone. There are examples and strategies that are already in place at college campuses around the country.

In the coming chapters, we will examine each of these areas in detail. You will find plenty of examples and ideas that will serve as starting points for you to develop your Campus-wide Internet strategy. This book is meant to be read in any order that you want to read it.

Coming Up

It's been described as a freight train, a gold rush and a tsunami wave. Whatever it is, the Internet is already changing and will change every facet of our lives. No innovation or invention will affect communication and commerce as much as the Internet is going to. To help you prepare and understand the changes coming, read on!

Participate in an online discussion on this topic and
how you can develop a
Campus Wide Internet Strategy
<http://www.onlinecommunity.com/campusforum>

Chapter Three

The Internet Will *Change* the Way You *MANAGE* Your Institution!

*“You can’t say to a Wall Street analyst, “Our company
isn’t on the Internet” ‘*

Jim Nail, Forrester Research

The Internet is beginning to change the way every industry, including education, manages their businesses.

Businesses, organizations and associations are trying to understand what they should be doing on the Internet, but many are not sure what direction to take. One thing is certain: not acting quickly to develop a comprehensive and dynamic Web strategy is a mistake.

Consider what happened to the Encyclopedia Britannica. Microsoft approached Britannica Encyclopedia to put their encyclopedia on a CD-ROM. Britannica was concerned that offering a CD-ROM product would devalue their printed books, reduce their revenue and disrupt their distribution strategy through thousands of salespersons around the world. Recognizing the potential disruption this could cause with no guarantee of economic success, Britannica spurred Microsoft’s offer. Microsoft decided to develop their own CD-ROM encyclopedia from scratch, which they called Encarta.

As a result, Encarta became the highest selling encyclopedia in the world and Britannica sales immediately dropped. Their sales staff were finding it nearly impossible to sell \$1,000 sets of Encyclopedias to their targeted audience because that audience had discovered a new way to get more powerful, compelling

information via an inexpensive CD-ROM. Can you blame them? With Encarta, users now could see not only the highly reliable text for which the Britannica is so famous, but also video images of the shuttle taking off, speeches by Kennedy, King and others, photographs, movies, graphs and a rich array of other information in a variety of formats.

Egghead changed the direction of their company in time & succeeded!

Egghead, Inc., is a good example of a company that reinvented themselves as a Net-Centered company. Even though their 80 stores generated \$100 million dollars a year in revenue, they decided to take a look at how the Internet would affect their business.

Their researches showed that the Internet will enable users to download software obtain automatic updates to the software and much more. They also realized that companies in their field that embrace the Internet would be able to offer their products cheaper and distribute them effortlessly.

After studying the Web, they realized they had the potential to reach millions of customers on the Internet versus the thousands that walked by their stores on a daily basis.

In 1998, they closed all 80 of their retail stores located in malls across the country and laid off four out of five workers. This effort saved them more than \$20 million dollars in annual overhead. They now have an opportunity to, in their estimation, reach \$1 billion dollars by 2002, which represents 30 percent of all consumer software sales.

And it appears their strategy seems to be working. In a press release dated January 26, 1999, the company reported that their third quarter revenue topped \$41 million dollars and their first nine months as an Internet based software retail company exceeded the revenue generated by their retail stores. Over \$106 million dollars was generated from their Web site.

The CEO of Egghead.com George Organ said in the press release,

"The quarter was the most significant in the development of our on-line business since closing the retail stores in February and repositioning the company on the Internet. On November 21, we launched a unique new Web site that combined our three sites -- Surplusdirect.com, Surplusauction.com and Egghead.com into one shopping experience under the www.egghead.com umbrella. Between

Thanksgiving and Christmas we experienced several days where revenues exceeded \$1 million."

If you believe the old adage, "If it works for someone else, then it's worth taking a look at how it can work for you!" then find departments within your campus that you may want to eliminate or change entirely after you look at them with a "net eye."

This story is about to be repeated many times, in many different industries, as others learn how to harness the power and potential of the Internet. Those that don't recognize that they should focus their business structure around the Internet run the risk of going out of business. .

Consultants are repeatedly telling corporate administrators that, "*It's better to cannibalize your existing product and repackage it for the Internet-based economy or risk your competitor doing it for you!*"

Think for a moment how the education industry could change overnight. Commercial enterprises like Sylvan Learning Company are already working on distance learning courses that have the potential to offer easier access and cheaper classes for budget-minded students. These same organizations are looking to the commercial marketplace to see how they can assist businesses to train/retrain your students to make them better prepared for their careers.

The health care industry was forced into health maintenance organizations to save costs

In a white paper (The Transformation of Higher Education in the Digital Age) prepared by Coopers & Lybrand, **college and university officials are warned** to begin bracing for a trend similar to the one that hit the health industry over the last decade.

Health maintenance organizations, introduced largely to control costs, have become a way of life in the medical industry and have transformed the way doctors deliver health care and the way patients receive it.

The Internet is providing revolutionary new opportunities for learning, and State legislatures in their quest to control costs look at it as a way to slow down brick and mortar spending on college campuses. They are also keeping a sharp eye on the effect of "canned" courses that can be developed by teams of specialists and delivered on the Internet to students on campus or around the world without the involvement of professors or the need for classrooms.

Many colleges are plunging forward to create distance-learning programs; spending huge sums of money in an area few have expertise in.

Many college administrators' fear that organizations like the University of Phoenix, a for-profit educational institution that provides certificate and degree-granting programs for working adults, will begin to encroach on the turf of traditional colleges and universities. With 48,000 enrolled students, and no signs of slowing down, they are beginning to compete with community colleges, university extension programs and, some fear, ultimately with the traditional four-year undergraduate degree granting programs.

Colleges are boldly stepping out from their ivory towers into COMMERCIAL education

Open University, Britain's 29-year-old pioneer in distance education has applied for American accreditation and is working on developing cooperative agreements with universities in the U.S. The California Virtual University, a consortium of nearly 100 California universities and colleges, opened this fall with more than 1,600 online courses. The Western Governors University, an online college sponsored by 17 states and Guam, was started in 1998 to improve access to college education for adults and to help accommodate an expected crush of students.

Many traditional colleges have identified as many as 10 to 20 similar colleges that compete for students. However, this pales in comparison to the fact that literally thousands of online education opportunities, offered by non-profit institutions and commercial enterprises, will soon be competing for the students.

Aware of the revolution that is taking place, some colleges are already developing commercial businesses to distribute their educational products online. For example, UCLA has spawned a for-profit company, headed by a former UCLA vice chancellor, to sell and distribute a variety of distance learning programs. York University of Canada has created Cultech, a for-profit subsidiary dedicated to collaborating with a consortium of private sector firms to develop and exploit online education.

New York University announced in the fall of 1998 that they are setting up a profit-seeking subsidiary to market Internet courses. NYU plans to support this venture by raising millions of dollars through a private stock offering.

I would not be surprised to hear that UCLA, New York University and others are partnering with AOL and other online communities to deliver commercially based

distance learning to individuals worldwide at prices that are considered “cheap” by today’s standards.

Questions to help you develop a Campus-Wide Internet strategy!

To help you get started developing you comprehensive Internet strategy designed to make you a Net-Centered Campus, we’ve listed a number of questions to get you thinking about what you are doing now and what you could be doing in the near future.

- Do we send memos out electronically by email and archive them?
- Do we use online questionnaires to get feedback from students, alumni, faculty, parents, parents of students and staff?
- Do we have requisitions and expense statements done online?
- Do we empower campus groups and organizations to update their campus events in an online campus calendar?
- Can members of committees form their own listserv or bulletin board to continue discussions and disseminate information?
- Do we list campus job opportunities online?
- Can employees check benefits and manuals online
- Do we use the Internet to send newsletters, magazines and common correspondence to students, staff, alumni and others?
- Can student reporters update photographs and video clips of campus events?
- Have we assembled student’s home pages into an online yearbook that provides searching capabilities?
- Are we using the power of the Internet to network our prospective students, students, their parents, alumni, administrators and faculty?
- Can alumni and others make contributions online?
- Do we provide an online auction?
- Do we have a policy that guides how our Internet site will generate revenue?
- Can prospective students and their families interact with our students and alumni on the Internet?
- Do we utilize Internet email to market our college to prospective students?
- How are we using the Internet to keep our students’ parents involved and informed about the college and their children’s education?

What does this all mean to your college?

Changes they are a coming! You'll either be riding the crest or struggling to catch up with the rest!

Never before has a marketing and communication tool presented itself that will benefit college campuses worldwide. The opportunities for positive change are unlimited for *every* department on campus.

The Web has the potential to transform the educational marketplace. Conversations are being held in nearly every state capital to review how distance learning can reduce the need for new buildings, equipment and infrastructure.

However, the Internet does not have to be confusing. There are numerous principles and concepts that have already become accepted practice on the Internet and in commercial applications that will help your college embrace the Internet and transform your institution.

You have a wonderful opportunity to continue to differentiate yourself from other colleges **and** better serve all stakeholders by using the marketing and communication power of the Internet.

Coming up

The Internet phenomenon is FAR bigger than you can even begin to imagine. Millions have adopted and are beginning to center their communication, networking, research and now shopping around the convenience of the Internet. We'll take a look at statistics and examples to show you why you should be rushing as fast as you can to make your campus Net-Centered

If you are already convinced the Internet is a tsunami wave that will engulf and change the way we live, learn, shop and work then skip the next chapter.

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Chapter Four

The Internet Phenomenon is *Bigger* Than You Think!

“Online users are very aware of the new ground they are breaking simply by being online. Very large numbers see being online as having a major impact on society, particularly in the areas of education, the workplace, media and entertainment – and even democracy itself”.

Edward Keller, President of Roper Starch Worldwide

The Internet and its use is exploding worldwide!

Americans and, to a lesser degree, people from nearly every country in the world, are adapting to the Internet faster than to any technology in history.

They are getting online for a bewildering array of reasons – such as keeping in touch with friends and family, getting information to make better buying decisions, trading stocks, bidding on beanie babies at online auctions – and this doesn't even begin to scratch the surface.

A report by Roper Starch, entitled *Cyberstudy 1998*, revealed that 77% of the online population believes that being online has made their lives better and 8 in 10 say that it makes many activities easier and more convenient.

As the year ended in 1998, Nua Internet Surveys (<http://www.nua.net>), an authoritative online source for information on Internet demographics and trends, made predictions on the number of people who are on the Internet worldwide.

Africa	0.92 million
Asia/Pacific	25.57 million
Europe	32.38 million
Middle East	0.78 million
Canada & USA	87 million
South America	4.5 million
=====	
World Total	151 million

As you can see, Internet use in the United States represents nearly half of all users in the world.

According to a recent study, this trend shows no signs of abating. Merrill-Lynch estimates that 95% of the U.S. population will have access to the Internet by 2002!

When one considers that all of this has occurred since 1994, it's clear the Internet is gaining wide acceptance in the lives of all Americans.

Not only are Americans rapidly embracing this new technology, once they are on, studies indicate the average person uses the Internet approximately 21 hours a week. When one considers the average person watches television for 30 hours per week, it's easy to see that the Internet is on the verge of emerging as a primary force in American life.

According to an AOL/Roper Starch study conducted in 1998, the top three Internet activities are:

1. Participating in some form of communication (with email the most common)
2. Conducting research
3. Reading news

New ways to access the Internet will increase participation

It seems that everyday a communication company invests in or acquires an Internet Service Provider (ISP). Communications companies all over the world are investing in fiber optics lines to handle traffic on the Internet, which is said to be **doubling worldwide** every 100 days.

Part of the engine driving the exponential growth in traffic is new devices such as pagers, palm size computers, direct to automobile satellite equipment, and other new gadgets that will allow people to be continually "connected."

One dramatic example of a new way to access the Internet was illustrated by WebTV, a newly formed company that offered the opportunity to get connected to the Internet via an ordinary television. Although it was introduced just two years ago, it didn't take Microsoft long to realize this was another incredible opportunity to market their software, so they bought the company last year for nearly one half a BILLION dollars! (And the company had not yet made a profit.)

Jupiter Communication projects that 5.2 million households will access the Internet via WebTV type appliances by the year 2000, making it the leading non-PC access device. This number is expected to grow to 12.7 million households by 2002. In addition, cable modems will enable users to access the Internet at speeds up to 10 megabytes per second. Finally, studies show that, within five years, normal telephone lines in most areas of the United States will be able to carry data at blazingly fast speeds.

Cheaper computers will significantly increase Internet uses

Several years ago, Bill Gates boldly predicted that 70 percent of the population would own a computer within three years. But others, such as executives at the companies that manufacture the machines, worried that everyone who was wanted a computer already had one, and that market penetration would slow.

Then all of a sudden, in early 1998, computer manufacturers cracked the \$1,000 barrier, which made owning a computer affordable for those earning \$30,000 a year or less. Mike Winkler, Senior Vice President at Compaq Computer Corporation predicts, "I think you are going to see machines in the \$599 price range from most manufacturers."

Within months, executives of Intel, Sun Microsystems and others said they could see a \$500 computer on the horizon.. In fact, two Korean companies, Data Systems and U.S. Trigem, have created "emachines," which they began marketing in September, 1998, for \$399.

If this keeps up, McDonalds will be offering PC's for \$2.95 with a Children's Meal, as long as you sign up for the MacDonald's ISP service at \$29.95 per month!

ONSALE, an Internet Web site that offers consumers the best deals on a variety of products and services, has decided to organize their business plan around advertising. As a result, instead of charging a small additional fee for products and services,

ONSALE will offer the products and services *at cost* and generate revenue from advertising.

This idea is the latest sign that PC makers and distributors are smashing their industry's time-honored sales channels. Companies like Compaq Computer and Hewlett-Packard are beginning to copy the strategy of Dell Computer and sell directly on the Internet.

In a recent newspaper article, Jerry Kaplan, ONSALES's president and CEO, said, "We're not going to put stores out of business. But we think the Internet creates a new form of retailing that is inherently more efficient. We want to take that to its logical extreme."

Low prices and the desire to be connected to the Internet drove almost four million consumers to purchase their first computers in the first six months of 1998 according to data released by market survey firm AD Market Intelligence. These four million new users came close to matching the 4.9 million first-time buyers for all of 1997. In total, nearly 50 million homes now have at least one computer.

Practical services will increase participation on the Internet

To put the rapid growth of the Internet into perspective, consider that it took 38 years for the radio industry to reach the 50 million-user level, it took TV 13 years, but the Internet reached that level in only four years. *This pace shows no sign of abating.*

I have frequently told our clients that IAC's goal is to continue to find and build practical services for alumni. We have always believed that a *true online community* has to have a "hot button" for everyone. AOL has literally hundreds of services for their members, but most members are interested in and access fewer than 10 different services.

As a result, we've created over 60 services to offer alumni. Our research and development department has a goal of developing 20 new services each year in order to ensure that we have a "hot button" for all of our users.

I found my family to be a micro example of what is happening around the world

Over the last four years, I have spent thousands of hours on the Internet researching, communicating and adopting concepts and ideas that work for our clients. During that time, I could not get my wife Gae, daughter April (14), son Benjamin (10) and

daughter Anastasia (5) interested in the Internet. But in just the last few months the situation has changed dramatically.

Gae has used the Internet to research a tragic story that involved one of her cousins. She learned from her parents that the cousin and a friend were found shot in the friend's home. Not satisfied with that information, she grabbed me and said, "Get me on the Internet and find a newspaper article about this."

In a very short time, we accessed the Web and found a number of articles that gave her additional background information. One article cost \$2.50 to retrieve and required use of her credit card. This simple transaction showed her how easy it is to purchase products online (and still be excited when the delivery truck arrives at the door).

Not long afterwards, April showed me the Web catalog companies that *she* liked. One even allowed her to put clothes she liked on a virtual mannequin to preview. Of course, the mannequin was proportioned to her size, shape and weight!

Just the other day, Ben asked me to take him to the official GI JOE site. Then, after Christmas, he went on his own to the BrassEagle site (the manufacturer of the paint gun that is becoming very popular) to see how many different types of paint guns they manufactured.

These scenes are being repeated in homes all over the world. As more services become available and individuals begin to understand the wealth of information and services they can gain from the Internet, more and more people will start to use it, and use it frequently.

Enhanced uses of email will increase participation on the Internet

Email is the engine that is driving users to the Internet. Individuals of all ages are discovering the ease and fun of staying in touch with friends and family members. My guess is that interest in email will grow as new users come online.

To support this contention, I point to the fact that emails, as we know it today is going to change dramatically in the next two years. Microsoft and other software developers are working furiously to integrate speech recognition technology into their browsers. This will enable users to speak their messages into their computer, which will then convert them into typed messages, and send them to the addressee.

Email is already affecting traditional methods of communication. Consider these statistics compiled by Electronic Mail and Messaging Systems involving regular users of email:

- 55 percent of Internet computer users send email more often than they make long-distance phone calls.
- 33 percent of Internet computer users send email more often than they make local phone calls

A study by CyberDialogue, an Internet research company, indicated that 16 percent of Internet users report a decrease in reading newspapers and magazines, and 35 percent watch less TV. Interestingly, the activity that got hit the hardest after television watching was long distance telephone calls, which are down 22 percent by Internet users.

This certainly holds true for my Uncle Bernie, a retired but still active minister. I just received an email from him, in which he said, "Barb has left me for her new love, a computer. She emails the kids constantly. David and I have taken to eating out!" (David is his son) I've heard this story time and time again. ***It puts a human face on the statistics!***

Email use continues to skyrocket

America Online (AOL) is now handling 40 million emails, nearly 60 million stock quotes and has more than 700 million World Wide Web hits a day

To those who are predicting the Internet will be the death of the Post Office take note! The Post Office estimated that they handled 16.7 BILLION cards, letters and parcels over the 1998 holiday season. This represents a 3 percent increase for them over the previous year! With that information in mind, it appears that the Internet is not going to be the death of the Post Office at least for the foreseeable future.

Combine the total emails being sent and the total cards, letters, etc. being sent by mail and you've got proof, and people are simply communicating *more!*

In an article on ZDNET in April, 1998, Annette Hamilton offered some interesting statistics on email. She compiled statistics that proves how indispensable email is to tens of millions of people.

- 97% of Internet users correspond by email (Yahoo!)
- 84% of Internet users say they can't live without their email (GVU8)

- 57% of American business execs rely on email (American Management Association)
- 59% of adults with access to the Internet send or receive email every day. Another 30% use it at least weekly (Find/SVP)
- 30 million people used email in the past 24 hours - including four million who are not regular Internet users (CommerceNet/Nielsen Media Research)
- 56% of Internet users report having more than one email account (GVU8)
- 84% of people say it was email that lured them to the Internet (MarketFact).

Email usage continues to skyrocket. By the year 2000, the Electronic Messaging Association projects 108 million people will use email -- roughly double today's figure. Those 108 million people will receive more than seven trillion messages a year, many generated by machines rather than people. The average user could receive as many as 65,000 emails a year. Aghhh! We'd better find a way to deal with this onslaught!

Dr. Peter Mitchell, the President of Albion College, is already facing these issues. At a presentation he recently made to CASE 5 attendees in Chicago, he told the audience that his computer reached a point where it could no longer accept emails. He contacted his tech support people who asked him to check how many emails he had in his trash box. When he indicated 5,000, they gasped and found out that his computer had been maxed out! This is one college president who understands the power and potential of email!

What does this all mean to your college?

Don't spend time on studies and research, JUST DO IT!

Those who have cautioned their organizations to wait and see what happens on the Internet better start marching their college down a path of reorganizing their entire campus around the Internet or risk seeing their college being swept aside by current competitors or competitors who they never dreamed would be!

Those who are participating in Web committees need to move beyond commonplace applications, such as reproducing printed items and providing class scheduling opportunities, etc., to the next phase which is the development of campus-wide online communities that provide services and networking capabilities for students, faculty, parents, staff and administrators.

Your college should be moving forward as fast as it can to implement programs procedures that take advantage of the marketing and communication potential of the Internet.

In a prepared speech to his company and investors in December, 1996, Bill Gates charged his company to THINK Internet. He challenged every administrator, product manager and employee to add Internet-based features in their products and services.

I believe that *every* administrator on campus needs to *embrace* the Internet and encourage his/her department to run toward the Internet with unabashed enthusiasm. From the president on down, every department should be challenged to see how they can use the Internet to take advantage of this phenomenal new medium.

The best way to get an organization fired up and excited about change is to have a common goal or struggle to participate in. The Internet provides you a battleground to marshal your troops and get them behind the challenge and excitement to win.

Coming up

It's all about providing community building tools and giving your students, faculty, student's parents, alumni, staff and others the freedom to create your campus Internet site.

Participate in an online discussion on this topic and how you can develop a Campus Wide Internet Strategy

<http://www.onlinecommunity.com/campusforum>

Chapter Five

Create “*ONLINE COMMUNITIES*” For all Stakeholders on Your Campus

This is the year [1998] the Internet really became part of the mainstream. In a way, a decade's worth of technological developments all finally arrived in the American household this year” -- Paul Saffo, Institute of the Future

The most popular concept right now is developing an online community!

Jupiter Communication believes the key to creating successful community is interaction (i.e., communication or collaboration with a common intent and the reciprocal exchange of information or ideas).

Reciprocity creates a feeling of obligation and responsibility within a community, and a shared affinity forms a bond of membership. A community also needs a place

to gather—in this case, site architecture, which ads form and shape to that community.

The first generation of successful online community proved to be an efficient acquisition and retention tool to build loyalty. Audiences developed and stayed within online communities; consumers visited sites for the content offered and returned to them to connect with other people online through email, chat, and bulletin boards.

Jupiter believes the next-generation community will need to include three types of community tools: Communication tools (e.g., chat and email), personal publishing tools (e.g., home pages and photo albums), and organization tools (e.g. online calendars).

Don't reinvent the wheel... COPY the BIG guys!

The most popular sites are currently called portals, because they serve as a gateway to tens of thousands of other sites. They are reinventing themselves as online communities that provide chats, discussions, news, information, shopping opportunities and the opportunity *to network and meet with people that share the same interests and hobbies.*

Each one of them, Yahoo, Excite, Lycos, Infoseek, and Altavista, started as search engines whose business plan was to gain users and sell banner ads. But they began to realize that they needed to have something more dynamic, so they began to adopt content, services and opportunities that would attract users on not only a daily basis, but also an hourly basis. Armed with huge amounts of cash from selling their stock, each has gone out and purchased other companies that were developing content and services and had shown an initial success at signing up huge numbers of people.

Their acquisitions are designed to continue to fuel their need to gain large volumes of traffic, yet even with bigger audiences their advertising supported business model is not working.

That's where e-commerce comes to the rescue. Based on the proven success stories and the continued acceptance of online shopping, these companies are now redrafting their business plans to include providing users with a vast array of shopping experiences.

Amazon.com has pioneered a business model based, in part, on paying commissions ranging from 7.5% to 15% to sites that refer buyers to their site. We'll talk more

about e-commerce later in the book, but for now let's keep looking at what an online community could look like on your campus.

The bottom line is that each of these sites are attracting millions of users each day. Many of their users include your students, faculty, alumni and others.

You already have a group of people with the same interests and common bond

This is why I think you should add online community tools and concepts to your Web site.

We are not suggesting that you go into the Internet search engine business, but we do urge you to begin developing an online community component to your college internet site in order to better serve your students, faculty and alumni AND to position yourself for other opportunities and financial rewards.

We'll be talking throughout this book about the tools and concepts that are available to you to add some "soul" to your Internet site.

Guidelines in developing and creating your campus communities

1. *Develop a core group to take "ownership" of the community.* In the relatively short life of the Internet, the concept of getting members to accept ownership of the Internet site has proven to help increase the membership levels and frequency of participation. Every successful site has turned over some of the reigns of the Internet site to users.
2. *Let the targeted audience develop the personality.* The biggest mistake of any online community is to attempt to control the "personality of the community." Your online community should give users the ability to express themselves within the rules and regulations of the community, and should be flexible enough to allow for change.
3. *Develop clear rules and regulations within the community.* It is imperative that, upon registration, your community members agree to abide by a detailed listing of your community values and philosophy. A simple sign in statement that also gives you the right to modify it without the entire community voting on it should be considered.
4. *Assemble a "citizen" advisory board to handle problems and enforce rules and regulations.* You don't have to become the policemen of your site, let your

members do that. IAC offers its clients a Block Watch program where members can inform an advisory board via email of any content they think compromises the community values. The advisory board can meet via listserv, chats or bulletin board discussions to handle these situations.

5. *Train user to use your online community.* To have a successful online community, you'll need many services and Internet related tools. Do not assume that users will learn about all of them on their own, or even understand how they will benefit from them. IAC has developed for their clients an automated customer-training program that sends an email to all community members once or twice a month to introduce services that are available to them.
6. *Grow your community via marketing and member outreach promotions.* The *Field of Dreams* phrase, "If you build it they will come" does not apply to Internet online communities. You will need to market your site and ask your users to help you get others involved in the site. IAC has developed over 20 ways alumni associations can market and promote their alumni online communities to their members.
7. *Personalize the site to match users individual interests.* When you give your users the ability to supply you with the information you need to deliver personalized services, you will develop users who, in all probability, will not go to the trouble of reentering the information at other sites. They are rewarded with more personalized services, and you are rewarded by the revenue potential they represent.
8. *Determine how you want to generate revenue from your community.* As you develop your online communities, keep in mind how you can and/or intend to generate revenue from the community. Consider adopting sponsorship/underwriting, advertising, online contributions, online auctions, subscription payments, sale of merchandise, and revenue-generating programs from the sale of products and services to members.
9. *Continue to add new features and services.* Your site should grow at the speed of your users' expectations! This means that it must grow continuously. To do, that your Internet team will have to continually get feedback from users. Then they need to use this information to rapidly introduce new services for them.
10. *Provide ways to encourage networking and communication.* A successful online community has to include networking opportunities for users. Your online community should provide mentoring opportunities, enable users to access the "brains" of other members by asking questions about their areas of expertise, provide career opportunities and more. It should also provide opportunities to

search user-supplied information to bring individuals together to network and communicate.

Start building your online community with chats and discussions

Many of your stakeholders, students, faculty, alumni, administrators and staff are accessing chats and discussion boards on the Internet to interact with others and gain information. Your site should be offering the same services!

Your college Internet site should be using chats and discussions to:

Encourage social networking

Why should your students be forced to go to commercial Web sites to talk or meet with other students around the world when they could access a “Student Union” chat area on your own Web site?

College graduates have indicated on surveys that their fondest memories of college were directly related to the number of friends they made during their college years. *Online chats are an alumni directors dream tool to network prospective alumni and help them extend their friendships.*

Increase class discussions online

Many students’ schedules do not permit them to stay after class to talk to the professor or other students to discuss issues or concepts they had trouble understanding that day. When you develop organized chat rooms and bulletin boards for EACH class, students will have the ability to find the additional help that they need, either from faculty members, teaching assistants, tutors or other students.

At anytime during the day or night students would be able to access their class bulletin board or chat room and submit questions to others.

Increase student involvement in campus events and issues

By learning more about your students’ interests, you can tailor news, information and event promotion to them. Students who have updated their profiles indicating activities, hobbies and interests can be notified by email of the specific events and activities that may interest them.

Banners announcing events in the Campus Online Community are another way groups and organizations on campus can keep students informed.

Decrease face-to-face staff and organizational meetings

As they run from one meeting or class to another, administrators and students find themselves short on time. The time spent physically getting to the meeting and then attending to the social pleasantries can be taxing on their schedules.

By using listservs, bulleting boards and online chats, your groups, committees and organizations on campus will save time and become more productive.

Increase participation with practical FREE services

Classified ad listings

Let students sell everything from used books, bikes, CD's stereos, and many other items. This may cut into some of the revenue produced in the campus paper, but the net benefit will outweigh the loss. Your students are already accessing commercial sites on the Internet to sell things. Keep in mind that you can have banners on these pages announcing campus events and activities.

Ride Boards

Instead of a confusing ride board in the student union that is frequently out of date, encourage students to place the information online. Not only will it be used more frequently, it will help reduce the stress in your student's lives by getting them where they need to go without the hassles.

Home pages

Many colleges have this already. You might consider adopting interesting ways for students to access or homestead their home pages. Commercial sites like Geocities allows users to place their home pages in neighborhoods. Why not configure your home page area so students can place their home pages in neighborhoods

that reflect their interests and philosophy. For instance, a student could place his home page in the engineering, photography or spiritual neighborhood. Begin to develop an online community that will encourage networking and increase your students' circle of friends.

StartUp Pages

EVERY stakeholder on campus should be encouraged to use a StartUp Page. It's the first page on the Internet that their browser accesses. Students can personalize their college StartUp Page with their favorite Internet sites and frequently used email address. It links to the campus calendar, university news and campus online newspaper. This is a *powerful* marketing and communication tool.

Increase participation in campus events and activities

Calendar for all recognized groups and organizations

You can enable *all* recognized groups and organizations on campus to *update their own* meeting information online. This will increase participation and communication among members, and built-in features will notify the campus police force of larger groups that may require additional service. It could also notify food service of events so they can contact groups to see if they would like to offer snacks and drinks. Users would be able to see photographs of the building the event is scheduled in, and receive information that will guide them to the nearest parking lot.

Banners promoting campus events

Throughout your Internet site, you can have banners that announce events and activities occurring on campus. When students click on the banner, it will provide them with additional

information about the event, and even let them register for that event.

Personalized delivery of news and information

As students provide your online database more information about themselves, you can direct information to them they would find of interest. Someone who indicates an interest in photography, for example, could be identified by a professor who is offering an extracurricular photography course. Once identified, the student would receive an email from the professor.

Users should define and expand their online community

Chuck Martin from his book *The Digital Estate* gave this example of a successful online community because the users provided the content. It was naturally a hit because everyone had an active role in developing the content.

Klaue Rehnig, president of Medical Tribune, the leading German newspaper for doctors, built the success of the publication on an unorthodox assumption in the publishing world. His mantra: “That which you can hold up to an audience, and is a mirror of that audience, is the best form of publishing.” Rehnig drove Medical Tribune to the number one physicians’ newspaper in Germany by getting the audience of physicians to write many of the articles in the paper.

They weren’t news stories, but rather individual commentaries around which the country’s community of doctors could rally, either for or against whatever issue was raised. The articles were guaranteed to be the right stories for the audience, since the audience wrote them. The paper always covered exactly correct issues at exactly the right time because the readers raised the issues at the times they mattered most. The newspapers simply provided the platform, or the conduit, for the dialog.

In doing so, Medical Tribune created a passionately loyal following, not because the doctors necessarily thought the paper itself was so great, but because it was the doctors’ own community. The paper receive the highest readership scores and therefore tens of millions of advertising dollars from pharmaceutical companies that would pay dearly to have the same doctors see their message.

This is a perfect example of what we encourage our client to do. Create a framework for stakeholders to participate and let them run the online community. Your participation rate will be directly proportional to the user sense of ownership of the site.

What does this all mean to your college?

Use the tools that everyone is already familiar with and build your community!

To attract new students and keep students involved and active on campus, every college has invested tremendous sums of money creating the “ideal” physical campus environment.

But a new age has presented itself to us, one that does not require new buildings. This new age – the Internet era – has ALREADY been adopted by your students, their parents, faculty, staff, administrators and alumni.

It is time for your college to begin to BUILD an online “cyber-campus” that utilizes all the known community building tools that are currently used by your stakeholders on commercial Internet sites.

It used to be that students would rate a campus based on the curriculum, facilities, services, etc. But in an upcoming chapter, I’ll share with you a story about a student who decided not to attend a prestigious engineering school because he found their Web site to be inadequate. The net loss to the school was \$100,000 in tuition fees, and unknown amounts in contributions from a successful alumnus. I like to share this story because it exemplifies that the expectations students and prospective students have of your Internet site are *already far beyond* what you have to offer.

Now is the time to assemble your Web team and empower all departments on campus to begin including online community building tools to your Web site. If you fail to do so, you will lose out to colleges that are becoming Net-centered!

Coming up

In the next chapter we’ll review how your organization can embrace Internet communication tools to increase participation, networking and communication on campus!

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy

<http://www.onlinecommunity.com/campusforum>

Chapter Six

Use the *COMMUNICATION* Power of the Internet to Build Your Campus-Wide Community

“All the business, technological and cultural shifts of the Internet in 1998 might best be summed up by the hit Tom Hanks-Meg Ryan movie, “You’ve Got Mail”

Mathew Broersma, ZDNN

Schools, universities and colleges should be developing a comprehensive Internet strategy to use the marketing and communication potential of the Internet to reduce costs, increase communication with their stakeholders and speed up decision making.

In a relatively short period of time, the Internet has become a major new medium, but few colleges have learned how to best use it to advance their missions and goals.

Five years ago, the terms *listserv*, *bulletin board* and *email* were rather obscure. Now, they have become a fact of daily life for many people. You use email to communicate with your associates, listservs to get advice from peers in the same profession or to learn more on specific topics, and bulletin boards as an interactive way to *give and receive* advice, opinions and knowledge.

You have a variety of communication tools to choose from

The Internet enables all stakeholders to use a variety of communication tools to create dynamic planning, learning and communication environments. These include:

- Questionnaires
- Opinion Polls
- StartUp Pages
- Listservs
- Chats and Discussion
- Instant Chats/Buddy Lists
- Calendars
- Manuals, Policy Books, Memos and Forms
- Newsletters and Magazines
- Email

Let's review these potent tools and explore how your college can use them.

Questionnaires

Suppose the President/Chancellor wants to know what the student body thinks about a proposal presented to him/her from a campus organization. The old way to get consensus would be to develop the questionnaire, print it, distribute it, collect and tabulate it, then distribute the results. The *new* way would be to post the questionnaire online and ask students to fill in their opinions and hit the submit button. Then the computer would tabulate the results and automatically send an email to each student that participated informing her or him of the results.

Opinion Polls

Many of us sometimes wonder where our position on a hotly debated topic stacks up against the opinions of others. In the past, there was no quick way to assemble everyone's opinions and share them in a timely fashion. However, the Internet enables us to ask stakeholders to take a yes, no, maybe position on any topic and then instantly shows them how their opinion compares to that of others. Providing parents, students, administrators, alumni and others an opportunity to help guide administrative policy via interactive opinion polls is now easier via the Internet.

StartUp Pages

Members of a campus community can choose any site on the Internet as the first page their browser displays for them. Everyone has their own favorites based on their interests. Some have chosen portals like Yahoo, Excite, Lycos or simply start with their own home page.

Your campus/school could offer a StartUp Page that offers compelling content and information to users that will encourage them to use it as the first page their Internet browser accesses.

Xavier University in Cincinnati, Ohio, offers its alumni a StartUp page that enables the users to personalize it with their favorite Web sites, email addresses, links to university and related sites, news and information from the alumni association, weather and other information. It's a kind of TV GUIDE for Web users. See <http://www.onlinecommunity.com/alumni/resources>

Other applications that could be included on the StartUp Page might include:

- a daily opinion poll,
- calendar information,
- class schedules
- audio and video links from campus TV and radio stations on important events of the day
- a daily quote with a photograph of the student or faculty/teacher
- this day in the history of the college
- commercial sponsorship or advertising for organizations on campus that could use automated banner builders to promote their events.

and much more!

Listservs

A listserv is simply a list of people who can send emails to each other. Whereas with regular email one person sends a message to another person, on a listserv, one person sends a message that is automatically sent to all of the people who have subscribed to the list. Any number of people can subscribe to a listserv, from two people to tens of thousands, and each person who has subscribed to the list can send a message to all other people on the that list, and see any message sent by any other individual. It's a remarkable technology, and is used by millions of people all over the world. Most listservs are based on a single subject and, although it's impossible to keep an accurate track, there are probably well over 5,000 public listservs in operation on the Internet today.

Administrators who share the same job responsibilities and want to learn from their peers are effectively using Listservs. However, listservs can also be used effectively by every student and professor/teacher. Consider the benefits to students if each class they participated in also had a listserv where students could post questions and respond to others questions on issues or topics they are having trouble comprehending or understanding. The old way to study was to go to the library with one or two friends from class. The *new* way could and should enable the entire class to participate in real time listservs where everyone in class has an opportunity to be a learner and a teacher at the same time!

Chats and Discussions

I like to say that every technology develops its own audience. AOL and other online communities have proven that a large percentage of their users participate in chats and discussion on issues they are interested in. In fact, over 35% of the time AOL member spend online is spent in Chat Rooms. Schools, universities and colleges have an opportunity to offer chats and discussions on campus to discuss campus issues, inform students of changes and policies and provide a study hall forum for each class offered.

In addition to holding meetings on campus to discuss graduation requirements, consider scheduling online chats to discuss issues relating to graduation for all students and/or families too! Using

moderated chat software, administrators can provide information and answer questions submitted by students. These chats can be recorded so those who were unable to participate can, at their leisure, access the same information.

You may want to schedule a monthly chat with the president. Invite parents, students, alumni and friends of the college. A scheduled moderated chat enables the administration to control what questions are submitted and yet provides participants an opportunity to “touch” the president in a way new way.

Alumni associations like Open University of Milton Keynes, England, provide their members with a dynamic changing chat and discussion area. Visit <http://www.openlink.org> and enter their discussion as a guest to see how they are effectively using this medium.

IAC developed for California State University - Northridge Student Services office an online discussion tool for their Project Community, a program funded by the Hewlett Foundation. Students and staff develop a series of announced discussions and encourage students to join in and post their positions on campus related topics. Visit <http://www.csun.pc.onlinecommunity.com>

Instant Chats/Buddy Lists

A new communication tool has developed to bring family and friends together *instantly* on the Internet. AOL purchased one of the larger providers of this type of service in 1998. Using easy-to-download software, users simply enter the email address of people they want to stay in touch with while they are online.

Family, friends and significant others can be put on your "buddy list." When any one on your list accesses the Internet (assuming they are using the same software program), you will be notified that they are online and you can instantly start a conversation with them. Millions of Internet users today use this service.

Your college could offer a customized version that would allow students to develop their own lists based on classes. While they are online, the software would indicate which student from a given class is online. This would give students an opportunity to jump into discussions on the class lecture of the day.

This is marvelous way to encourage additional talk among students about daily lectures, because students are usually running from one class to another and don't have time to contemplate the lecture or share things they did not understand.

The technology also enables students to jump into these discussions later in the afternoon or evening, further enriching their learning experience and helping to foster a learning environment based on collaboration and sharing.

I should also mention that while students are using these customized buddy list programs, small banner ads could appear at the top of their screens which will generate revenue that could be dedicated to **student** events and programs. It would be a wonderful way to offset the cost of developing the software program, while at the same time rewarding students for using it.

Moreover, not all the banners need to be commercially based. These banners could include notification of events and activities on campus.

With this simple tool, your college has the potential to network students, help them learn with their classmates, promote campus events and activities *and* generate revenue. Make sure you include this concept in your comprehensive Web strategy!

Calendars

How many times have you been disappointed because your forgot about an event or activity you wanted to attend. With Web-based calendars that can be personalized by all participants, individuals can be sent an email reminder of the events they want to attend.

The University of Minnesota pioneered Web-based calendar program that enables all officially recognized groups and organizations (some 400 groups) to post information on the official campus calendar. Groups participate in an initial training session to learn how to enter their password to gain access to online forms that capture event dates, time, location, cost, etc.

Once this information is captured online, it can be designed to be immediately posted or to sit in queue for a scheduling person to

approve it. In the spirit of the Internet, the University of Minnesota believes their groups and organizations can be trusted to post information that is within the boundaries of community spirit and philosophy. Those that violate that can have their password and access to posting information on the campus calendar revoked.

In addition to serving students, faculty and staff, many colleges, of course, serve the communities in which they reside. With this in mind, IAC can customize your calendar program to display not only dates, time and textual information, but also photographs of the building where the event is being held, information on parking facilities, a detailed campus map, etc..

Next, campus security can be notified of events where large numbers of attendees are expected so they can provide additional staff to assist in traffic and safety patrol. The banquet staff can receive email notifications of groups interested in receiving additional information on food and beverage services. The audiovisual department can receive notification of equipment needs, too!

With Internet-based campus calendars, students, alumni, professors and administrators have the ability to create a personalized calendar that displays only the events in which they are interested. For example, I might want to be notified of all sporting events, campus lectures and meetings of the Democratic Club. By updating an online form of these interests, I can elect to be notified by email of these events, or I can elect to see *only* these events on my StartUp Page.

Visit <http://events.tc.umn.edu>

Manuals, Policy Books, Memos, Forms

Most educational Internet sites are a re-creation of what the college already has in print. By putting view books, forms, manuals, policy books and other printed material online, colleges will save time, money and, most importantly, make it easier for stakeholders to access and share information.

Imagine how much your college would save if you could cut the number of view books you printed in half because prospective students preferred to access your admissions Web-based. Your online view book would include audio and video statements, campus maps,

interactive photographs and more. Imagine how much time your college would save if everyone accessed the Internet to update forms and information, which, in turn, instantly updated your legacy databases.

Ask those responsible for printing manuals and policy books how much your organization would save if you no longer printed these but required all participants to look for the information online. Not only will you find that you will save a tremendous amount of money in development, printing and distribution costs, but your audience will have the benefit of accessing the most up-to-date information available at that moment.

If your organization is like most, memos are used to inform every one of changes in policy, updates on procedures or encourage activity. Today you have the ability to send electronic memos to selected groups of people in an instant with no distribution cost involved.

Additionally, you can be notified of everyone that received and read the memo to make sure that everyone was presented with the information. Users would also be able to access archived memos should there be a question by others regarding what you wanted them to do or achieve. With a simple \$100 microphone on your computer, you can send audio statements via email to selected groups of people to motivate them, congratulate them or keep them informed of your progress.

Newsletters and Magazines

Organizational newsletters and magazines can easily be presented online for members to access at their convenience. Again, tremendous savings can occur when your students and alumni elect to receive newsletters and magazines online.

You will not only save on the printing costs, but you will also save in postage and additional distribution-related labor costs.

On top of the savings, you have the potential to provide a better interactive product by adding audio and video to the online newsletters and magazines. You can further add interactivity by including position statements, which enable readers to give their opinion regarding an issue an article was addressing. And, you can

give those interested, an opportunity to provide a full detailed outline of their opinion on related bulletin boards.

Alumni associations working with IAC, like California State University - Hayward are putting their magazines online to begin to get their alumni familiar with getting it electronically.

Visit <http://www.csuhayward.onlinecommunity.com>.

Email

Seventy (70) million Americans are discovering the communication power of email and are embracing it as the primary method for communicating with associates, family and friends. In fact, the estimated number of email messages being sent on a daily basis is said to rival what the United States Post Office delivers. I believe this as I get an average of 35-40 emails on any given day.

Some colleges are beginning to realize the power of sending one or 10,000 email messages at one time. Technology is available to allow you to filter who you want email to go to and send targeted emails based on the recipients interests. Lafayette College Alumni Association, another IAC client, has used mass emailing to keep their members informed of events and activities within the alumni association. Sending thousands of emails at one time not only saves time and money, but keeps the alumni association in front of its members more frequently.

IAC has developed technology to enable its clients to send filtered email to individuals based on geography, interests, educational level, year graduated and more.

Suppose your president is planning to visit to the Chicago area and wants to meet with local alumni. The alumni director could filter the database based on alumni in specific area codes and send each an invitation to a luncheon. For that matter, if the president wanted to target those alums with the greatest financial resources, s/he could ask the alumni director to include only those who graduated prior to 1970.

What does this all mean to your college?

You have a number of tools to your stakeholders are already using to build communities at other locations on the Internet.

In this chapter we talked about the benefits of using the Internet to communicate faster, cheaper and more frequently with all stakeholders in the educational process. We discussed how you could use questionnaires, opinion polls, StartUp Pages, listservs, chats and discussions, calendars, manuals, policy books, memos, forms, newsletters, magazines and email to help you develop a comprehensive Internet strategy.

Each of these tools will engage your stakeholders to network with each other and increase dialogue, communication, and collaboration. When you create a Net-Centered campus, you will energize your campus community like never before. You will empower a new group of users who will be *excited* to use the new community building tools you provide them to create their own online campus environment.

Coming up

In the next chapter we'll look at how you can use these marketing tools to better serve your campuses comprehensive strategic goals and better serve students, their parents, faculty, staff, administrators and alumni.

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy

<http://www.onlinecommunity.com/campusforum>

Chapter Seven

Use the *MARKETING* Power of the Internet to Build your Campus-Wide Community

“Commerce, community, and content have become the ‘three c’s of the Web”

Bob Ivins, Sr. Vice President of Media Metrix

More and more schools, universities and colleges are using the Internet for communicating with and delivering information to their varied constituencies.

These individuals have come to expect all the information they need *instantly!* Commercial Web site operators continue to learn how to deliver information quickly and effectively to Internet users. But because educational institutions have limited programming and development time and little experience and expertise to keep up with the rapid pace of technological change that characterizes the Internet, it is becoming increasingly difficult for educational institutions to keep pace with their target audience’s demands and expectations.

IAC recommends creating a Campus-Wide Internet strategy that include techniques to reach:

- Prospective Students
- Students going through Orientation

- Enrolled Students
- Prospective Graduates
- Parents
- Alumni
- Contributors

Use the Internet to REACH Prospective Students and parents with a

Prospective Student Online Community

In an on-going study conducted by The College of Wooster since 1990, Carol Wheatley, Director of Admissions, has found that a rapidly increasing number of parents and prospective students are relying on a variety of Web sites to gather information. .

Visit <http://www.iaccorp.com/> and visit our news and press section

Instead of calling and asking for information and then waiting for it to be come in the mail, parents and prospective students are finding it much more convenient to access the information on the Internet. Many colleges today already have the information traditionally provided in print online, so it is much easier to access without the delays of the postal service.

A recent USA Today Snapshot indicated that 97 percent of colleges maintain Web sites, with another two percent under construction. Admissions directors indicate that their Web sites contain these features:

Admission Information	97%
School Overview	86%
Financial aid data	83%
Student activities	78%
Special events	69%
Academic calendar	66%
Sports information	66%

However, what is lacking is interactivity and community. High school students grew up in the “Nintendo” and “Net” Generation. Traditional printed materials no longer attract. If your Admissions Web site is graphically attractive and alive with activity, then most students continue to surf until they find one that is – without ever *reading* the information about your college.

Prospective Students Internet sites should involve and engage

Our research indicates that students are looking for more involvement with the administration, faculty and other students via the Internet.

Early in its Web development phase, Albion College in Michigan recognized the potential of using the Internet to make their admission process more personal, more engaging and more available to prospective students and their parents.

Albion organized one of the first online campus visitation days using the Internet. Their PR department was able to get information presented in national papers that outlined how over 40 departments and organizations on campus would be available on a date and time to discuss the college with prospective students. The athletics department and other campus organizations were all standing by in discussion and chat areas to talk to anyone interested in more information.

This process enabled visitors to virtually visit the campus from anywhere in the world. Albion's first online campus visitation resulted in nearly 500 visitors and tremendous *free press* from numerous articles and positive comments from parents and prospective students.

IAC has been developing interactive online communities for admissions offices that are designed to:

- Engage prospective students
- Connect them with individuals on campus
- Give them practical tools that will encourage them to return to the site for more information.

Community Building tools for your Prospective Student Online Community

To involve and engage prospective students even before they are on campus, IAC provides a variety of community-building tools, including:

- Access to a select group of students who have the same interests. This gives prospective students another voice to listen to and, in effect, makes students on campus part of your recruiting team
- Lists of students who have been accepted, along with a searchable database of their interests and hobbies so that students can start building relationships *prior* to reaching campus
- Classified ad listing area where current students can offer their books and supplies to incoming freshman at significant discounts
- Ride boards to help students begin planning how and when they will be able to return home

- Free home pages that enable them to describe themselves to others, which can be converted to an online freshman directory or yearbook.
- Free student cards with the institution's logo and the student's new email address for them to share with family and friends. This is a great way to piggyback information to prospective students in the envelope.
- Chats and discussion rooms with faculty, financial aid advisors, counselors, coaches and even the president. This is a great way to get information to prospective students and their parents and put them in a friendly, conversational environment with other prospective students and family members.
- Provide virtual tours using new technologies that provide prospective students and their parents with a 360-degree view of campus buildings, events and the surrounding community. This new technology provides prospective students and their families the opportunity to take a unique tour of the campus from the comfort of their own homes. See the Interactive Tours created for Seton Hall and Berea College at <http://www.interactivetours.com> and <http://www.berea.onlinecommunity.com>

The goal of an interactive online community for prospective students is to engage and involve them in activities with staff and students and give them valued-added products and services to keep them interested.

Once a prospective student registers at your site and provides information about themselves, including hobbies and interests, automated email programs can be sent at any time in the future, and at any interval. The mailings can include photographs, audio and video statements, and other information.

Comparisons and rankings of colleges are now readily available to prospective students and their parents. To visit the most popular, go the Princeton Review or US News and World Report Web sites. <http://www.usnews.com/usnews/edu/college/corank.htm> and <http://www.review.com/college>

Marketing Tips to use the Internet for Prospective Students

A first step in getting prospective students interested in your campus is to use your Internet site to make them feel as if they are already on campus. Using new technology, you can provide 360-degree views of your campus and activities via the Web or on inexpensive CD-ROM's.

You can get maximum mileage out of your Prospective Student Online Community by:

- Promoting it to counselors at schools
- By placing ads and articles in high school newspapers
- Handing flyers out to students in targeted schools
- Promoting the Web site address on TV, radio and print media ads
- Prominently display the address on view books and other printed materials

One exciting promotional idea is to offer newly accepted students that register at your Prospective Student Online Community 20 to 50 *free* business cards that have the college logo and student address information on them. IAC has developed a program that enables students to fill out an online form to receive their customized cards in the mail within a few days.

Within days of filling out the online form, students will be walking down the halls of their schools handing out their new student "business" cards. On the back of each card is information on how one can learn more about your college.

In our four years of experience, we have learned that you need to use standard marketing techniques to promote your online services. Use them, and we guarantee that you will increase the quality of your applicants and enrollment.

As in the Albion College example, your public relations department can help you achieve maximum mileage out of the events and activities you are scheduling in your chat and discussion areas.

Orientation benefits from the Marketing and Networking potential of the Internet with an *Orientation Online Community*

Much of the information accumulated in the Prospective Student Online Community can be used by staff and counselors to help your incoming students network with one another.

The goal is to have your current students mentoring new students who share their interests to provide the kind of support base they will need to survive their first three months on campus.

If increasing retention is of interest to your college, then using the Internet to help your students through the orientation process should be part of your Comprehensive Internet Strategy.

Community building tools for your orientation program

Consider some of the ways we've uncovered to help your campus use the Web to benefit the orientation process.

- Each prospective student is given an email address the minute they are accepted and is encouraged to use it to communicate with others.
- Students are able to perform keyword searches on activities like chess, swimming, skiing, and computers to find a list of others who share their interests. Prior to visiting campus, students will be able to email those with similar interests and/or invite them to join in chats and discussions on the topics in which they are interested.
- Groups of students can participate in online treasure hunts that will show them where all the buildings on campus are located and, at the same time, provide an entertaining experience.
- Orientation counselors can provide scheduled online chats with prospective students to help answer questions as they prepare to enter college in the fall.

IAC has suggested that the Admissions Staff develop exercises utilizing the software. For example, you could develop a game that would encourage students to get to know each other better. Students would be challenged to find 10 individuals who like horseback riding, 10 individuals who like sports and so on, and then be asked to email to some of those individuals to get quotes or answers to additional questions presented in the online “Personality Rally!”

When you and your staff begin discussions on how you can use the Internet to communicate faster, more frequently and at less cost, you will begin to come up with many additional ways *your* organization and new students will benefit.

The Internet will bring your STUDENTS together in a

Student Online Community

California State University - Northridge (CSUN) provides students with an online community forum where groups of students choose a position on a campus issue and post an opinion statement. An automatic online opinion poll tabulates everyone's position and shows the users what percentage of the participants are for or against a particular issue. It's a fascinating way to use the Web to bring groups of students together and get them involved in discussing issues related to the campus and/or the community.

Internet sites like <http://www.student.com>, <http://www.theglobe.com> and <http://www.collegeclub.com> are designed to give your students an online community environment they can feel comfortable in. Student.com is partially owned by US West's Media One division. CollegeClub is a privately owned site owned by a student marketing company. The Globe was started by a couple of Cornell University students and was originally financed by Michael Egan, Alamo Rent-A-Car owner for \$20 million. It later went public raising over \$70 million dollars.

These sites try to develop an online "student union" feel mixed with an open attitude that encourages discussions on sex, drugs and personal relationships.

It is not unusual to see public opinion polls on these types of sites asking students how often they had sexual intercourse last week or how often they masturbate. Now, there seems to be no limit to how far these types of sites will go to attract a larger share of student audiences.

The Globe adopted a strategy to allow the community members to define the communities themselves. They have had weddings, religious ceremonies and virtually every kind of community event take place on their site. The site provides an infrastructure for users to create a community environment that is intuitive, simple and fast.

Peter Friedman, founder and president of Talk City, an online Internet site that allows users to set up their own chat rooms and link them to their home pages, claims that they have 3,000 college students regularly using their chat sites. Keep in mind, some *your* students are visiting Peter's site and helping make Peter and his investors rich as they are exposed to the advertising and sponsorship banner ads.

Some even provide a local college link that sets up a special area of their Web site for specific schools. These areas are set up and run by students theoretically from

that college, but the sites do not carry the endorsement of the college. In fact, in many cases, administrators are not even aware that their college is being represented on sites like these.

Collegeclub offers special student communities for the following colleges.

Appalachian State University	Northwest Missouri State Univ	University of Maine Univ. of Massachusetts - Boston
Bowling Green State University	Ohio State University	Univ. of Massachusetts – Lowell
Cal Poly Pomona	Penn State University	University of Memphis
Central Connecticut State Univ.	Purdue University	University of Miami
CSU Dominguez Hills	Rutgers Univ. – New Brunswick	University of MI – Ann Arbor
CSU Fullerton	San Diego State University	University of Minnesota
CSU Long Beach	Southeastern Louisiana Univ	Univ. of Nebraska at Lincoln
CSU Northridge	Southern IL Univ. – Carbondale	Univ. of Nebraska at Omaha
CUNY College of Staten Island	Southwest Missouri State Univ.	University of New Orleans
CUNY Queens College	SUNY at Albany	UNC – Wilmington
Florida A&M University	SUNY at Buffalo	University of South Florida
Florida International University	SUNY College at Oswego	University of Tennessee – Knoxville
Florida State University	Syracuse University	University of Texas – Arlington
Illinois State University	Temple University	University of Texas – Austin
Indiana University Bloomington	Tennessee State University	University of Toledo
James Madison University	Texas A&M University	University of Wisconsin – Madison
Kansas State University	UC Irvine	University of Wyoming
Louisiana State University	UC Los Angeles	Virginia Polytechnic Institute
Miami –Dade Cmty College	UC San Diego	Wake Forest University
Middle Tennessee State Univ.	UC Santa Cruz	Wayne State University
Mississippi State University	University of Alabama	West Virginia University
New Jersey Inst. of Technology	University of Arizona	Western Illinois University
New Mexico State University	University of Cincinnati	Wright State University
NC State University – Raleigh	University of Florida	
	University of Houston	
	University Park	
	University of Illinois at Urbana	
	University of Kansas	
	University of Louisville	

If your college is listed here, stop in and review <http://www.collegeclub.com> to see how your students and others around the world are using the Internet to create a special community for your students on a commercial site. Then decide if you would rather see your students congregating in this online community or one that you have some degree of control over.

Being listed on the site gives a viewer the impression that the university has a partnership with the site and approves of the relationship they are forming with their students. I'm sure the

colleges would think twice about sending their students to these sites if they knew about the messages and content that is being offered to their students.

With this in mind it makes even better sense to create an “official” online Student Online Community – one that has many of the features and functions of a commercial student oriented site, but with specific community moral, philosophical and informational goals.

Gettysburg College in Gettysburg, Pennsylvania, provides their students, faculty and administrators access to personalized information for networking purposes. For example, if a student on campus wanted to attend a classical music concert and wanted someone to go with, s/he could do a query on the hobbies and interests database, find a list of others interested in classical music, peruse the list looking for someone s/he knows and then send an email asking them if they’d like to go.

Visit <http://www.gettysburg.edu>

Community Building Tools for your Student Online Community

Online Community building tools enriches and compliments the campus experience. To use your Web site to keep students involved in the college, you must have a variety of interactive services for them to participate in. This is, after all, the Net generation that we are recruiting today.

Campuses nationwide are spending huge sums of money to use brick and mortar to create a physical community environment that will attract new students and retain current ones, yet they are allowing these students to escape to other online communities all over the world.

A number of colleges are beginning to do away with the yearbook because of lack of interest and funds, but alumni offices are aghast at this increasing trend because they know that the yearbook is a powerful tool that elicits fond memories of their alma mater.

IAC has advocated that an online yearbook makes more sense because it:

- Is real time
- Can capture more information and content
- Can be updated by the students
- Cost *far less* than printed books
- Can provide links to articles from the campus paper
- Offers video and audio clips of sports and events on campus

Industry research suggests that the yearbook of the future will be created online. Individuals desiring a printed copy will be able to select between different providers whose software

technology will enable them to capture the traditional “yearbook” content and print it onto laser printers.

You don’t have to be a fan of George Jetson to imagine that 30 years from now one of your alumni will sit down in front of an image projection panel and tell the computer to access the university archives for all references to his or her name. As the alum sits there with his children and flips through the online yearbook, they enjoy the sites and sounds of the campus and take a quick 3D virtual tour of the campus and the dorm in which he used to live.

Marketing Tips to promote your Student Online Community

It’s easy to promote and encourage use of your Student Online Community site. You currently have a number of other media sources to help you. These include:

- Promos on the campus radio and TV stations
- Articles within the campus newspaper
- Posters displayed on campus
- Flyers handed out in classes

Of course, word of mouth will be one of your most important marketing tools. IAC has developed an Internet-based program called “Invite a Friend” that allows users to fill in a simple form that sends information about the Student Online Community to their friends inviting them to participate.

The Internet will bring contributions and participation with a

Parent Online Community

I've been encouraging colleges to give their students' parents a browser-based email address if they did not have one or make sure that the parents' current email address is solicited before or during orientation. Armed with email addresses of parents, the college administration will have a low-cost way of communicating with the parents throughout the school year.

Many people focus on the difficulties students' face in adjusting to college life, but few think about the effect that a son or daughter heading off for the first time to college has on parents. The Internet provides parents an opportunity to join in discussions with others that are sharing the same challenges.

Community Building Tools for your Parent Online Community

In order to reach parents through an Online Community, you must offer services that will keep them returning to your site frequently. Below are just a few suggestions as to what a Parent Online Community should contain.

- Parents should have an opportunity to join **chats and bulletin board discussions** on such subjects as, "How do I deal with my daughter who has come home with a ring in her nose?" Or, they may wish to ask questions of others, such as "How are you handling the cost of educating your child?" and "What kind of restrictions do you impose on your son/daughter when they come home for a visit?"
- Parents should also be notified of events and activities on campus. They can adopt their own **StartUp Pages**, which prominently displays college news to keep them informed about activities on campus.
- Some colleges may want to provide parents **access to information** on their students' grades, phone bills, parking tickets, etc. Gettysburg College in Gettysburg, Pennsylvania pioneered this concept nearly a year ago. Students provide permission and a password for their parents to access this information and at the same time are in control of what information they want them to see.
- Once classes start, students are frequently hard to get in touch with. Parents and students alike would benefit if **class schedules** were available online.

- You can provide parents with an opportunity to contribute to various causes and needs on campus by accepting contributions online. You can also raise additional funds by giving parents an opportunity to participate in **online auctions**.

Your student's parents are getting more net-centered every day. You have a wonderful opportunity to develop new services to keep them involved with their sons and daughters while they are attending college. Parents can also be the source of additional contributions and can help in the recruitment of other students from their communities.

Don't miss an opportunity to get them involved!

Marketing Tips to promote participation in your Parent Online Community

Students are one of your best tools to get parents involved in the Parent Online Community.

Emails to the students encouraging them to inform their parents about the benefits of being a member of the Parent Online Community is one technique to encourage parent involvement.

Other areas to increase parent participation include:

- Providing information at orientation
- Including flyers in mailings to either the student or the parent
- Sending a mass email to all parents who provide their email addresses at orientation

The first step in communicating and networking young alumni is with a

Graduation Online Community

All college students go through perceived phases in their college careers. We first identify them as *prospective students*, and then, of course, as *students*, and finally they are rewarded with a degree that makes them both *graduates and alumni*.

Another terrific area where you can assist your students is by providing prospective graduates and their families with information, easy payment options, networking opportunities, and photographs, audio and video of the actual event.

Community Building Tools for Prospective Graduates

Online **community building tools** for prospective graduates include:

PRIOR TO GRADUATION

- Online registration and acceptance of fees for graduation
- Online review of graduates' total hours accumulated
- Access to counselors and advisors to assist students in meeting graduation requirements
- The ability to "sign" classmates online "yearbooks" or "guestbooks," much like we did the printed versions in days of old
- Class notes area where prospective graduates can post where they will be going after graduation and/or job opportunities they have accepted
- Custom-designed electronic graduation announcements complete with your university logo can be sent to family and friends
- A Career Networking area where graduates can build personal home pages and post resumes, copies of their diplomas and graduation photographs for potential employers to access
- Greetings from the college president in the form of an electronic graduation card complete with photographs of the campus, a video statement and link to the alumni online community registration form (IAC partnered with Ohio University in this project last spring and the results were 500 graduates joining the Alumni Online Community).

AFTER GRADUATION

- An Address Update Area

- Access to the graduation program and photographs from the commencement ceremony
- A directory of graduates names and new email addresses
- Audio and video clips from the graduation ceremony

As you continue to develop a comprehensive Internet strategy, including a graduation online community concept is important because it immediately leads your graduates into the alumni online community.

Marketing Tips to promote your Graduation Online Community

Graduating seniors represent a captive audience, and you can easily inform them of the Graduation Online Community by:

- Including information in letters and flyers
- Sending mass emails to the prospective graduates
- Placing poster around campus

By promoting and educating the graduates about free e-cards and other tools, you will ensure that the site will be wildly accepted and frequently used.

Network, generate revenue, communicate with alumni with an

Alumni Online Community

At IAC, we like to say that the Web must have been developed with alumni associations in mind because it enables them to:

1. Communicate with alumni faster, more frequently and at less cost
2. Network alumni on a business and personal level
3. Provide *practical*, value-added goods and services to alumni

When we started IAC over four years ago, we had no idea that the Internet would be such a *perfect* tool for alumni associations to help achieve their goals. However, after talking with and listening to countless alumni and development directors, we realized that many of their concerns and problems could be alleviated with an Alumni Online Community.

The benefits of adopting a comprehensive alumni online community are many and varied. Alumni directors will be able to use filtered email to communicate faster, more frequently and at less cost with alumni. They will be able to generate revenue via contributions, sponsorship/underwriting and the sale of products and services via online auctions.

Many alumni directors are beginning to realize the extensive commitment of time, labor and money that is required to provide truly interactive Alumni Online Community to alumni. Two years ago, most alumni associations were pleased to have a home page with basic information about their association; however, today, many are getting daily requests from alumni for services similar to what one would find on AOL and other online communities.

Many alumni directors are currently faced with a dilemma. They have a need to improve and update their sites, however, they have NO budget, NO qualified staff persons, NO equipment and NO software to do the things they want to do.

That's when outsourcing to a company like IAC starts to make sense. In fact, IAC provides basic Alumni Online Community for a surprisingly low cost.

Alumni directors will find that online community will help them increase the number of young alumni participating in the alumni association, and, by listing their needs for volunteers, they will see an increase in the number of alumni willing to serve the association.

Community Building Tools for Alumni Associations

A basic Alumni Online Community should include the following:

Services to Increase Communication

- Chats
- Bulletin Boards
- Online Volunteering
- Questionnaires
- Filtered mass emailing capabilities
- Electronic Greeting and Birthday Cards

Services to Increase Networking

- Personal networking options
- Business yellow pages for networking on a business level
- Online Yearbook that alumni update with personal information
- Online directory

Services to Increase the Dissemination of News

- Online Newsletter
- Chapter Home Pages with meeting and member information
- StartUp Pages that push information and can be personalized by alumni
- Searchable, online submission of Class Notes

Value-Added Services

- Free Classified add listings
- Discounted, short-run business cards
- Free personalized Web-based email addresses
- Banner wizard provides alumni the opportunity to create congratulatory banners

Career Center Services

- Job and Resume Posting area
- Online emailing opportunities
- Tips, links and guidance

Services to Generate Revenue and Accept Contributions

- Online auctions
- Online contributions

- Sponsorship and underwriting
- Advertising
- Sale of Campus Material

Services to Keep Alumni Involved on Campus

- Distance learning programs
- Mentoring programs
- 360 degree virtual tours
- Virtual Reunions

Visit descriptions of these services at IAC's information and resource center at:
<http://www.onlinecommunity.com/alumni/resources>

Fund Raising Made Easy on the Internet

In a recent article in the Chronicle of Higher Education, Joshua Romick interviewed a number of alumni associations to find out how they are using the Internet for fundraising and generating revenue.

Joshua found that organizations like Texas Tech, an IAC client, have been very successful with online auctions of sports and campus merchandise. IAC developed for Texas Tech a simple-to-use service that generated over \$600 in sales the first month it went online. But the Texas Tech example is the exception – most alumni associations are struggling to keep their sites updated and are a long way from using the Internet to generate revenue for their organizations.

Texas Tech has also used an online membership and payment program developed by IAC to collect membership dues and contributions. Curt Langford was quoted as saying that the service has generated over \$10,000 in dues since its inception. Visit <http://www.iaccorp.com/news8.htm> to read the entire article.

Involve Alumni in Your Association Faster by Utilizing the Internet

It's common knowledge among alumni professionals today that it takes an average of 10 years to involve alumni in the alumni association.

IAC has developed a number of methods to increase alumni involvement, even *before* they leave campus. These include:

- Giving students on campus an opportunity to be email mentored by working alumni

- Providing prospective graduates with an opportunity to post their resumes and look for jobs within the alumni Career Center
- Sending an electronic graduation card from the President and alumni director to EACH prospective graduate thanking them for their involvement and inviting them to join the alumni association. See <http://www.ohiou.graduationcard.com> to see how Ohio University was able to get over 500 graduates to register in the Alumni Online Community with this technique.

E-commerce will rival your affinity credit card program in revenue generating

The biggest reason your alumni association should be investing in an interactive Alumni Online Community is because of its potential to become a *portal* stop for alumni, and this has suggests enormous potential for the e-commerce opportunities such sites can make available.

Alumni associations are in a perfect position to take advantage of network marketing in the coming decade. Alumni will soon learn they can contribute to the alumni association by making their online purchases of cars, washers, groceries, clothing and other goods via the alumni online mall.

Business models being developed by online stores such as Amazon.com, which has over 100,000 sites linked to it, are currently providing organizations or Internet sites that send customers to their sites 5% to 15% commissions on items purchased by their members.

Companies like Big Planet are gearing up with affinity networking programs that will enable alumni associations to offer consolidated billing programs that will provide the association as much as a 7% commission on what their members spend for phone, electricity, gas and oil.

The opportunity for your alumni association to generate significant funds from this new way of doing business could surpass the commissions that organizations are currently receiving from affinity credit card companies like First USA and MBNA.

This is one of the main reasons we are so strongly convinced that now is the time to invest in the development of a comprehensive Web strategy.

To wait yet another year risks falling perilously behind the development curve and failure to reap the rewards that awaits you and your alumni.

Marketing Tips to promote your Alumni Online Community

In building Alumni Online Communities for nearly 50 associations around the world, we have learned that just because you build it, they will not necessarily visit it.

It takes a great deal of marketing and promotion to increase membership within alumni online communities. AOL spends over \$425 million dollars each year to promote and market their site. Founded in 1989, it has taken them over 14 years to reach a membership base of 15 million people.

It took AOL over nine years to reach their first million subscribers (August 1994). In just four and a half years, they have increased to 15 MILLION subscribers. To illustrate the speed, at which Americans are embracing the Internet, note that it took AOL just **six weeks** to gain its last one million subscribers!

More than an American success story, AOL has proven that the Internet is a new information/entertainment media that Americans are enthusiastically embracing. They have succeeded because of their relentless commitment to advertising and marketing their products and services.

It should be the same for your organization. Of course, we are by no means suggesting you spend anything near what AOL spends. Instead, IAC recommends a variety of effective but low-cost techniques to promote and market your online community.

IAC's Client Relations department works with our clients to organize a marketing and promotion plan each year. Here are the Top 10 ways IAC suggests to increase participation on your alumni site.

1. Include articles about your Alumni Online Community in the newsletters and magazines that you currently send out
2. Put a teaser headline in the two lines on the credit card billings that your affinity credit card company sends to the alumni or include a one third page flyer in the statement outlining the benefits of the AOLC
3. Request that vendors sending information to alumni also include information regarding your online community
4. Invite prospective graduates to participate in the site via articles in the campus newspaper, letters sent to the prospective graduates, ads placed in the campus newspaper or emails
5. Have volunteers in your scheduled phone-a-thons explain what the Alumni Online Community can do for them and ask for their email addresses so you can contact them later
6. Put the Web address of the Alumni Online Community on all promotional material (including pens, post-it notes, key chains, magnets, etc.)
7. Send an email to all alumni who have provided their email addresses in the most recent directory update
8. Provide your public relations office with a series of press releases that describe the features of your Alumni Online Community

9. List your community with search engines to ensure that your alumni will find your site
10. Ask members of your community to invite their friends to join

We've been telling alumni associations for the last two years that they should be spending as much money as they can afford to develop an interactive site for alumni, which offers many reasons for alumni to visit. . In fact, we suggest that alumni associations should develop their Internet site to be a *portal to the Internet*, much like Excite, Yahoo, Lycos and other sites have done. The reason is simple. By convincing alumni to become active participants in the Alumni Online Community, the alumni association will be able to save time, money and resources by communicating electronically with alumni.

The greatest challenge alumni directors face today is to convince the management of their institutions that money invested today will reap contributions and enormous savings in the future and, at the same time, help ensure that the alumni association successfully implements their goals and strategies.

Recognize and communicate with Contributors with a

Contributors Online Community

The Internet is a valuable tool to help you thank contributors and keep them informed of the progress of your capital campaigns and fundraising efforts.

In the beginning of this book, we indicated that EVERY department on campus should be working to accumulate email addresses of alumni, friends of the college, parents, vendors, community businesses and students. By making your college Web-centric, you will not only save time and money, but you will be able to communicate in a richer, colorful, multi-media environment.

We are entering an era where the amount of money donated via the Internet will be larger than the amount received by mail. As the Internet continues to become a regular part of our lives and consumers become NET CENTERED, it will become natural for them to support higher education via the Internet.

Here are a number of ways your development office could use the Internet to accept contributions, keep contributors informed and honor contributors.

Dedicate an entire Internet page to each contributor

The Internet has opened up exciting opportunities to engage contributors and honor them for participating in your cause. The old way to share with others that Mr. John and Jane Doe contributed money was to list their name within your publications, newsletters or print ads. The new way to share this information is to give Mr. John and Jane Doe their own home page on your site. A major donor's page would include more photographs, an audio or video statement from the benefactor, and personalized thank-you from the president

Send Mass emails requesting contributions

Your alumni are already receiving requests for contributions from non-profit organizations that have realized the Internet is the cheapest way to get a message out to millions of users. We suggest that you work with the alumni office to gain access to the thousands of email addresses they have accumulated from directory updates and from alumni registering in the alumni online communities.

Organizations like IAC can assist in developing a direct email campaign that can send a series of emails to your alumni. When you consider the cost of printing letters, addressing envelopes, inserting flyers and pledge cards, and postage, its easy to realize that YOU will save thousands of

dollars by sending an email that links to an Internet page that has beautiful photographs, colorful copy, audio statements of those that will benefit, video statement from the VP of Development or President and, of course, an easy-to-fill-in online form to accept contributions and pledges.

Those who have already experimented with this concept have seen the average contribution is higher online than the mail-in contribution.

Provide online bar charts to show contributors how much has to be raised yet

Your campaign pages should include bar charts that are easy to update to keep alumni informed about your progress and show them how much further you have to go. We suggest that an email-based campaign should have as many as five distinctive emails available to send to the alumni.

The technology is available today to send the bar charts within the emails sent to the alumni so they do not have to even click to link to your site. By providing them teaser information like this, they will view the information you are sending as quick updates that keep them informed .

Give contributors an easy online form to send to friends asking for their help

Our IAC clients have an online form available to their alumni that gives them the opportunity to invite their friends and classmates to join the alumni association's online community. It's a very valuable tool that can rapidly escalate site membership and usage.

Your online fundraiser should also include this technique. When alumni contribute online, they are sent an automatic thank you email that includes a link to a Web page that includes the university seal, an audio statement from the president and a request that the contributor click on the Invite Others to Help button. They then fill in the names and email addresses of their friends. When they hit the submit button, an automated email is sent to each of their friends requesting their help.

Send electronic greeting cards complete with sound and or video

You probably already know that online greeting cards can be interesting and fun. Some are even works of art. I recently received an online Christmas card that showed a beautiful house with snow falling, a snowman in the yard and a good deal of animation.

Each campaign should have a series of interesting graphics and animation along with specific messages designed to move the viewer along to make a decision to contribute.

Online Chats and Discussion regarding progress and needs

As noted earlier, AOL members spend about nearly 35 percent of their online time using chat and discussion rooms. You can be certain that a significant percentage of your alumni are very net-centered and love this method of communication.

Your campaign should include regularly scheduled chats with key players in the campaign. If you have a three-month campaign, we suggest holding a chat once a week on the same day and time. Each week you can invite a featured guest to facilitate the discussions. Successive guests can include major donors, the president, students, parents, etc.

Printed material and the scheduled emailings should include references to these online chats. Your goal should be to inform and engage alumni in these chats and get them fired up to help you expand the reach of your campaign.

Online volunteer sign-up to help get the message out

Ashland College alumni association has a group of nearly 700 volunteers that help get the message out to prospective students and keep the admissions office informed of students that may be interested in enrolling. Currently, the alumni director has to print a letter, stuff it in an envelope, print a label and affix it to the envelope and then pay the postage to get the message out. Imagine how much easier this would be and how much money would be saved if each of the volunteers could be reached by email.

This same concept also works for the development office. When the campaign emails are sent out, they should include a statement that describes the many ways one can give to your college. . A link would lead to a page on the development site that would explain the different ways one could volunteer to help the campaign. Alums could choose to stuff envelopes, call other alumni, make corporate visitations, etc. When you need their help in the areas in which they've expressed an interest, you simply send one email to everyone giving them their assignments.

Online Auctions could be run on a continual basis

Mathwon Howard (formerly of BGSU) was the first of our clients to suggest holding online auctions. His vision included having alumni donate items to be auctioned, while the association would sell sports and campus memorabilia. Alumni can make donations such as pieces of art, business services, cars, boats, coins, stamp collections, magazines, collectibles, airline tickets, or a week's stay at a condo on the beach or at a ski resort. Alumni simply enter the items they want auctioned, give the minimum bid, and indicate how much of the sale they will donate to the

college. When an offer is accepted, the buyer and seller handle the exchange of money and product or service, and the college receives the contribution.

These silent auctions continue make alumni aware of the needs of the institution, yet provides them an exciting way to donate. As I stated earlier, Curt Langford of Texas Tech University was one of the first to put the auction into practice. See <http://www.techsan.org> for more details.

Send 360 degree photographs of new buildings to benefactors

Almost every campus I walk on has a new building in progress that has required contributions from alumni and friends of the university. In some cases, the contributors are too far away from campus to see the finished building.

Now you can show your appreciation to those individuals by emailing 360 degree interactive photographs of the campus. . These amazing photographs enable the viewer to use their cursor and look up, down, left, right and even zoom in and out. Including these multi-dimensional photographs will give the viewer the feeling they are “virtually” there!

These same photographs make a powerful impression on prospective students and their families. Seton Hall University School of Law has adopted IAC’s 360 degree photography program to show prospective students their attractive campus. They expect this to be a powerful tool to help increase enrollment. Visit http://www.interactivetours.com/seton_hall

Ask for the email addresses of those called during campaigns

During each of your calling campaigns you should be collecting email addresses from as many people as you can. Make sure your pledge cards include room to ask for the persons email address. These addresses should then be added to a direct email address database that can be used to encourage participation in the Alumni Online Community and contributions in the current and future campaigns.

What does this all mean to your college?

Communities of interest for all stakeholders will increase participation, networking and much more.

When you adopt community-building tools to create an interactive, online environment for people with the same interests, hobbies and goals, your community will become the first stop on the Internet for your users.

You will bring people together in your campus-wide online communities to talk, share experiences, learn from one another, engage in e-commerce, mentor each other, and a whole host of other meaningful, engaging and exciting experiences.

Your rewards for doing this are great! You end up with students who are more Net-Centered, have a wider circle of friends, and have a more enriched social and learning experience. You will have alumni who are more connected to the college in many ways.

You benefit too. By creating an environment that everyone wants to be a part of, you can begin to communicate faster, more frequently and with less cost. You will be able to find out what users are thinking and develop or eliminate programs based on their responses.

Coming up

In the next chapter, we'll review how your new Net-Centered campus and the campus-wide online community you create will provide NEW revenue producing areas. If you are looking for a win-win situation, one in which the cost to develop your online community is OFFSET by the revenue it generates, don't put this book down, read on!

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy
<http://www.onlinecommunity.com/campusforum>

Chapter Eight

Your Campus-Wide Online Community Should Produce New Sources of *REVENUE*

“One of the major factors in the new forecast is recent research indicating the United States has entered the commerce threshold – an 18-24 month building period preceding 5 to 10 years of Internet commerce hypergrowth”

Forester Research

A truly comprehensive Internet strategy for your campus should include revenue generating methods and techniques.

Your first reaction might be very negative to the idea of generating revenue from your Internet site; however, I ask that you keep an open mind as you review the different ways your college Internet site can generate revenue. Some of these ideas may be completely against university policies and procedures. Others may fit your philosophy and goals. You may want to find a middle ground to begin with and then test your community's response as you move into new areas.

For one reason or another, almost all-athletic departments on college campuses around the country have found a way to incorporate fundraising, advertising and the sale of merchandise to their fans.

It may be worth your time to sit down with your athletic director and others responsible for setting policy to discover how the same philosophy or policy might benefit the college as a whole.

I recently had a conversation with a college researcher who was exploring a proposal given to the provost that involved outsourcing the university's entire email delivery system. The benefits to the college were great! They would be able to walk away from the cost and expense of supporting tens of thousands of email users, and they were promised a million dollars a year in advertising revenue sharing.

Combine the savings from not having to support users, equipment, communication lines and staff, the university was looking at a \$1,400,000 benefit to the university. The downside to outsourcing the email to a third party in this case is that every email sent and received on campus would have a banner ad that the university would have no control over.

However, polls show that the average Internet user is adopting multiple email addresses, and many of those being adopted are from *free* sites like Microsoft's Hotmail, which recently passed the 25,000,000-customer mark. Others include iName and Bigfoot, which, between the two of them, have an additional 7-8 million customers. These sites deliver email to customers but include advertising banners within them.

Many of the people using these services are your **students**, your **faculty**, and your **alumni**. So, if you were to offer a similar service, most alumni would not mind the sponsorship ads, and most likely would view them as a smart marketing move designed to allocate support dollars to curriculum or human resource needs.

As Internet-based advertising placement software improves, the university will be able to approve in advance which companies banner ads will appear in the participants emails. Now, the university has to consider the pros and cons of providing an advertising-based email service in order to determine what is in the long-term best interest of the institution.

This is one small example of the opportunities that are going to be available to universities in the coming years.

College Internet sites are revenue-generating PORTALS

Most colleges do not realize it yet, but they can be, in effect, PORTALS like Yahoo, Excite, Lycos and others. Although you may not have millions of individuals accessing your site on a regular basis, there are sponsors, advertisers, retailers and others who would be willing to pay dearly to put their message in front of the people who access your site. .

These organizations understand that your Web site brings together highly educated individuals who have or will have higher income streams, who are going to be using the Internet to shop, and who make purchases and are likely targets of Internet-based marketing.

By developing interactive online communities to benefit students, alumni, parents, faculty and others, your site will begin to have a steady stream of visitors.

As a result, you will increase the opportunity for your Internet site to generate revenue from a variety of sources including:

- **Sponsorship**
- **Advertising**
- **E-commerce**
- **Contributions**
- **Auctions**
- **Fees and Dues**
- **Network Marketing**

Each of these methods has its own unique benefits and disadvantages. We suggest you review them, and decide what works best for you. Then visit <http://www.onlinecommunity.com/campusforums> and post your comments and questions.

Sponsorships can generate revenue from vendors and partners

Sponsorship provides a company or organization an opportunity to underwrite a specific service or area of your Web site. The company's banner is placed in an agreed upon area of the site and can be changed or rotated as often as the client might wish.

Each college has hundreds of vendors that supply goods and services to the college. These suppliers or prospective suppliers are excellent partners within sponsorship programs. They have two compelling reasons to become a sponsor; 1) they want to continue to work with the college or start a working relationship, 2) Sponsoring a service could increase sales for the college.

For example, the supplier of graduation announcements might find that they can explain their service to the graduating seniors better with multimedia information on the Internet. A company that sells a new coat with the schools mascot on it could reach the entire campus community with effective banner and multimedia sponsorship.

For its clients, IAC has developed a service designed to take care of marketing the banners. It's very simple: the alumni association assembles a list of companies and organizations it feels are

good prospects, and then we make those calls on behalf of our client. IAC's role is to make the sale on behalf of the college, making sure each prospective client understands that, like "underwriting" messages on public radio and TV stations, these banners are somewhat non-commercial in nature.

IAC's typical Alumni Online Community offers at least 20 services, each capable of being supported by up to four sponsors. Our clients can set whatever fees they want for their site; however, we advise them to set introductory fees at \$50 - \$100 dollars per month.

Based on 20 different services, with 4 sponsors each at \$100 per month, the average Alumni Online Community would produce nearly \$100,000 in revenue per year.

Don't forget that as traffic to the site increases, which it is bound to do, the cost of advertising will also go up.

Generate revenue through effortless, approved advertising

You may want to entertain introducing advertising on certain areas of your college Internet site. Student areas that include chats, discussions, housing, classified ads area, students' free home pages, the campus daily calendar and other areas would be suitable for advertising.

However, placing advertising on pages seen by parents and prospective students (i.e., on the home pages for classes or information about the college) may be inappropriate. Those who debate against placing advertising in these areas should be reminded that these same students are accessing sites all over the Internet and have become accustomed to advertising to a much higher degree than what you would initially incorporate on selected areas of your Internet site.

Banner advertising is going through a transition as advertisers and advertising agencies are trying to figure out how to increase the click through rate from banner advertisement – currently at a rate of below one percent. Depending on the audience and the click through rate, advertisers are paying between \$20 - \$70 dollars per thousand exposures. An exposure results every time a banner is viewed.

Let's examine what a college could generate by placing an advertisement on every email that is sent to and from the college email server. A recent article in the Denver Post estimated that the University of Colorado generated over 131 million emails last year, which is the equivalent of 250 messages a minute.

Assuming an ad was viewed on each email and that companies paid an average of \$30 per thousand exposures, the University of Colorado could be generating \$3,930,000!

We suggest that EVERY College should take a look at what areas of their Internet sites COULD support advertising without compromising the campus culture. Then evaluate how much potential revenue could be generated based on current advertising rates.

Contributions online are easy to make and EASY to process!

Your comprehensive Internet strategy should include accepting contributions online.

The Internet took away the last hurdle to gain access to contributors. Better than the telephone, more personal than faxes and cheaper than radio, TV, cable print or direct mail, email fundraising has come of age.

In traditional fund raising methods that involve direct mail, millions are lost to fund raisers each year because prospective contributors fail to act immediately. The nightmares that fundraisers have are seeing tens of thousands of their prospective contributors read their letters and requests for their pledges, and have them moved by the glossy flyer and request for need, and then seeing the pledge card placed on the counter because Junior asked to go out side and play ball.

UGH! Now three weeks later, when the pledge surfaces again from the bottom of a pile, the checkbook has bottomed out and the once committed contributor is seen throwing the pledge card and information in the trash.

Not only is the pain less when you use email to request contributions from known and prospective contributors (there is very little cost to do so), you'll have additional opportunities to send an email to the same prospective contributors only this time with a different message.

Emails can include audio and video statements from contributors, those in need and celebrities. At this point your requests for contributions and pledges carry the weight of TV without the cost!

Results from early adopters to this program are indicating that online contributions are higher than mail and higher than phone contributions.

IAC provides its Online Community partners simple, secure online contribution forms that enable members to make immediate decisions to make a contribution.

Our goal is to provide alumni with many *practical* Internet-based services within a free environment, then appeal to them to offer a contribution to help the online community continue to improve.

Auctions are exciting for alumni and generate consistent revenue

Texas Tech, an IAC client, was the first to introduce an online auction to their alumni. Their online auction is designed to sell sports and campus memorabilia, but could just as easily include items donated by alumni.

The site that IAC developed for Texas Tech was wildly successful the first month they went live. For example, by placing a game football, basketball and a few other items on the site, Texas Tech received over \$600.

See <http://www.techsan.org> for more details.

Since online auctions are one of the *hottest* areas on the Internet right now, it only makes sense to include this concept in your online community. Since your alumni can also donate merchandise by entering items directly into the web site, you no longer have that unique painting or vase sitting around the office with no clue as to what to do with it. When it is auctioned off, the donator gets a tax write off based on the dollar figure of the sale, the buyer receives a new product and you receive the donation. Everyone wins and you didn't have to work for the money.

Commercial companies are doing this successfully on the Internet, with Ebay being a leading example (<http://www.ebay.com>). Ebay brings buyers and sellers together on the Internet. At the beginning of 1999, Ebay had over 1,067,364, that's right, over *a million*) items listed in their auction. There were 53,224 Beanie Babie offers, which IF all sold, would net eBay over \$880,000 in commissions! When Ebay went public last year, one of its founders became an overnight billionaire. Ebay has been in business only a few years, but has a market capitalization of over **9 BILLION DOLLARS!**

If they can do it, why can't you do it on your college site?

These types of auctions are great ways to keep alumni involved and at the same time keep informing them of your needs.

Accept fee/dues to increase participation and decrease transaction costs

Alumni associations are starting to realize the benefit of offering dues payers the option of paying on the Internet. Not only is it more convenient for them, it also costs less to administrate. Imagine if you were able to send an email billing to half of your current dues payers.

Not only would you save postage and printing costs, you would receive responses almost immediately. There would not be a delay in billing as most email users respond to incoming emails and requests the same day.

With email billing, you can send reminder notices with multimedia content and messages to encourage members to pay their dues immediately. How can a member ignore an audio or video message from the president or well known faculty member requesting the alumni to contribute for a special cause or to simply become a dues paying member?

Imagine how simple you could make it for alumni if you stored their credit card information in a password-protected, encrypted database so when you sent out an email renewal notice all the alumni would have to do is hit reply and say "Yes." With that in hand, your staff could process their membership fees the standard way.

Taking it one step further, the alumni could click to a page on your site that has their name and credit card information, then elect to include a contribution on top of their membership. When they hit submit, the payment information goes immediately to your bank processing company, which will credit your account.

E-commerce!

Your user will generate revenue for You by shopping online

If your campus elects to adopt only one method of generate revenue via the Internet, then E-commerce is a must.

The way we will shop in the future is undergoing the most dramatic change since the introduction of ships to transfer goods and services, since malls were introduced, and since niche shopping magazines were developed.

Companies will soon realize the revenue generating potential of their own employees and extended family relationships and begin to offer extended personal services on company Web sites. Corporations with 3,000 to 15,000 users will soon discover the commissions from their employees' personal purchases of goods and services through company partners will generate huge sums of money for the corporation.

Supporting this theory is a recent survey by Decision Tree. The results found that three-quarters of all employees would rather access news, receive financial information and conduct business through the company Web site, rather than go elsewhere.

Even smaller businesses will have an opportunity to generate revenue from their employee purchases by banding with companies who will develop the e-commerce marketing relationships and provide them as a value-added service to members.

For instance in Akron, Ohio, the Akron Regional Development Bureau negotiates deals with cellular phone companies, health care providers, insurance providers and others to secure the best price for their members. In most cases, these prices are better than the individual member could have negotiated on their own.

IAC is working on a program that will provide companies associated with organizations like ARDB a turnkey e-commerce link on their mall that will earn the company commissions on purchases made by individuals from their site. These companies will soon be encouraging their employees and friends to buy their goods and services through their Internet site. **A new form of network marketing is emerging!**

The opportunity for growth in this area is fantastic. There will be a dramatic increase in real commitment to the Internet from small businesses. While 98 percent of US businesses are classified as small, only 1.8 percent have yet established an Internet presence.

This new "company portal" is poised to replace the more anonymous mega-portals such as Yahoo and Netscape.

This concept should be viewed by your college as a threat!

As companies begin to understand the potential of generating revenue from the commissions paid by retail and wholesale organizations based on their purchases, companies and organizations will begin marketing and promotional campaigns to change the behavior and habits of their employees and members.

They will immediately begin to show them the value of making their purchases through the "company store". Some will offer the employees a commission on their commissions, others will develop bonus programs based on what individual purchase and others will reward employees for finding others in their community to buy through the "company store"! Who knows, raises in the future may even be tied to the amount of money you generate for your group or organization!

These companies and organizations will be attempting to win the hearts and souls of your students, their parents, your staff and alumni. If you want to be a player, if you want to receive commissions from the purchases they make on the Internet with NO work, invoicing, shipping or overhead, then you need to incorporate an online university mall and promote its benefits to your campus community *immediately!*

Even your participant's home pages will generate revenue

When your students set up home pages on commercial Internet sites like Tripod, GeoCities, MSN and others, they agree to show advertising on their site in exchange for the free home page the Internet site offers them.

Each time they check their home page or someone visits it, an ad is displayed and the commercial site gains an additional 1 – 6 cents for the exposure.

Another way it will generate revenue is from actual commissions paid when your students and others purchase items. Obb Interactive Inc., a Tokyo music firm selling over the Internet, has developed a system to encourage homepage owners to set up links to its Web sales site called Degi-fu, company officials said. Under the system, homepage owners will receive commissions when consumers jump to the Degi-fu site from their homepages to make purchases.

The link will occur when a consumer clicks on the company's banner ad on other homepages. The commission is set at 5% of purchase price and is available both to individuals and organizations.

By embracing this concept you can not only generate revenue for your university, but you can PICK and CHOOSE which advertisers you want to have access to your students. This same banner advertising system could also display banners announcing events and activities on campus to keep the students aware of what is happening on campus. When a student clicks on a banner ad announcing a theatre event, the next page would include additional information about the event, an audio or video clip and a online registration form.

The events that are occurring right now are nothing short of revolutionary!

Research organizations predicted that \$9 billion was going to be spent on Internet E-commerce in 1998. Reports as of the first of January, 1999, indicate that number will be closer to \$13 billion dollars. Jupiter Communications estimates that will grow to \$41 billion by 2002.

It appears that we in the United States are not alone in the excitement being created by E-commerce. The number of Germans expected to buy goods and services on the Web will increase from 1,224,000 in 1998 to 5,373,000 in 2001. A report issued in January, 1998, by the Western European Forecast for Internet Usage and Commerce estimates that E-commerce will reach \$12 billion by that time.

On January 4, 1999, AOL said that 1.25 million members shopped online for the first time during the holiday season. Their announcement included the ASTOUNDING fact that between November 26th and December 27th, their members purchased over \$1.2 BILLION dollars in goods and services. Their heaviest shopping day was \$36 million dollars in 1998. When compared to the heaviest shopping day in 1997 of \$1 million dollars, one realizes the extent of the coming explosion in online shopping and E-commerce.

Bob Pitman, AOL's President and COO, said in this release, "It's clear that this past holiday shopping season marks a turning point – when shopping online really became a part of consumers' shopping patterns. Though it is a critical time to get new online buyers into the habit, shopping online isn't just a holiday phenomenon."

The exciting information about AOL's holiday statistics is that CD's and books were NOT the most active category. The toys, kids and babies category held the No. 1 spot overall during November and December, which was closely followed by apparel.

In a Ropers Starch Cyberstudy in 1998, “. . . of those who have been online less than one year, 22% say they make purchases online regularly or occasionally; of those who have been online for under three years, 29% say they make regular or occasional purchases; and of those who have been online for three or more years, 43% say they make online purchases regularly or occasionally.”

In summary, this means consumers are beginning to regard the Internet as a convenient and efficient way to purchase a wide variety of products from around the world.

Of course, the figures outlined above are trivial when compared to the \$2.6 trillion racked up in retail sales last year in the United States, and might cause you to ask why everyone is making a fuss over E-commerce.

New Business model provides commissions

While IAC is fully aware that E-commerce is a small piece of the total retail pie today, it's clear that growth is following an exponential curve. Businesses that ignore this unmistakable trend do so at great peril.

IAC is developing Web-based tools for colleges that will enable you to start receiving commissions based on the E-commerce generated on your site. What we need to be thinking about is that we are at **GROUND ZERO** of e-commerce and that new e-commerce business plans will enable your college to receive commissions from the purchases that your Internet users make.

New business models are already in place that provides Web sites with a commission when they lead buyers to other sites that result in a sale. Amazon.com was one of the first to popularize this concept. In only two years, Amazon has built partnership agreements with over 100,000 sites!

To take advantage of this trend, IAC is currently developing "Book Reviews" for their Alumni Online Community partners. This new program, developed by IAC exclusively for its college clients, gives those who use the service an opportunity to post reviews of books, while other members are given an opportunity to comment on the review. All books displayed on a given page of the site are linked to the specific page on Amazon.com where that same book is offered for sale. Each time a person clicks through YOUR site to Amazon to purchase a book, your institution receives a surprisingly high commission.

Another service that IAC is developing, "CD Reviews," works exactly the same. This service will drive participants directly to the page on Amazon.com where they can order the CD reviewed by the members of the Alumni Online Community. **This concept combines compulsive shopping and the age-old technique of personal recommendations.**

Currently, if you link to Amazon.com from an area on your college site which might be called College Mall and a student, faculty or alum purchases \$50 dollars worth of books or CD's, the university would receive 7 ½ percent of the sale or \$3.75 cents. If you sent the buyer directly to the book being offered on their site and NOT to their home page, the university would receive 15 percent of the purchase price or \$7.50. IAC will configure the book page on your site so that members are sent directly to the page with the specific book being requested, thus garnering your college the highest commission Amazon offers.

Commission from users' shopping sprees could be ENOURMOUS

Imagine the benefits of partnering with Amazon.com. Suppose your students purchased an average of 4 CD's per year at an average price of \$15 each. In addition, for the sake of discussion, let us assume you have 2,000 students on campus. Your students would spend \$140,000 a year on CD's and you would receive 7 ½ percent of the total, or \$10,500. Now repeat this example with books, clothing from the Limited, Abercrombie & Fitch, travel companies, student supplies, etc., and your site would generate hundreds of thousands of dollars each year.

Keep in mind you would have no responsibilities, nothing to ship, and no customer service problems. More importantly, your students will receive the same discounts and low prices they would have received if they went directly to the Amazon.com site.

Financial analysts estimated Amazon.com would see fourth quarter revenues of about \$175 million. When they reported sales in that quarter of \$250 million, Wall Street was astonished. . Keep in mind that part of Amazon.com's success is that they have over 30,000 Internet sites linking to them, all taking advantage of the commissions that Amazon.com pays when a user they send makes a purchase.

All this is even more remarkable when you consider that Amazon.com has NOT earned a penny profit since it opened business in 1995. However, their business plan is being wildly supported by the stock market, as their market capitalization is as large as Sears.

A recent study by InterPublic conducted during the 1998 Christmas season found that while women still trailed men in the total number of Internet purchases, they were 9-11 percent more likely to make multiple purchases, spending \$168 per month on average, versus the \$125 spent by men.

Imagine if your college were receiving even 5% of the \$125 -\$168 dollars spent online by the men and women in this study. **Take that number times the total number of alumni, student, faculty, staff and administrative people online and you suddenly realize why E-commerce should be the cornerstone of your Internet strategy!**

E-commerce

Now why should we give our students, faculty and alumni every opportunity to find what they need elsewhere on the Internet when we can provide it on the university's Internet site and benefit financially by providing it to them.

Shopping online is already widely accepted by consumers

Pundits are saying that 1996 saw the birth of E-commerce, 1997 saw it sit up and be noticed and 1998 is now being recognized as the year that Internet E-commerce has been proven.

“Next year people will think of the Internet first. Most people now know about the Internet, they look for specs,” said Louise Cooper, Vice President of worldwide marketing at Cyberian Outpost in an article by Margaret Kane for ZDNN.

A Quick Poll by ZDNet provided some interesting statistics to show you how Internet-centered individuals shopped this year.

Which statement best describe your online shopping experience during the holidays?

I did all my holiday shopping online	4%
I did most of my holiday shopping online	14%
I made one to three purchases online during the holidays	49%
I did not shop on line during the holidays	32%
Other	2%

Clearly, this poll taken online by individuals that use the Internet on a more frequent basis show that 63 percent of those polled indicated they did some shopping online. If this statistic holds true as more citizens come online, Internet E-commerce will indeed change the way we shop.

New E-Commerce Companies your college should consider partnering with

As part of its service, IAC constantly scours the Web for companies we feel your college should considering embedding in your site. Here are four companies we are currently recommending.

NetMarket is a subsidiary of Cendant Corporation, a multibillion-dollar company that has developed an Internet site that offers consumers a broad array of products. On their site you'll be able to arrange for plane or train tickets, book hotels, purchase washers, dryers, cars, pens, paper or any of dozens of other products. Like Amazon.com, they are developing partnering programs with other Web sites that will provide substantial commissions to those sites.

<http://www.netmarket.com>

By putting a link in the College Mall area of your Internet site, every stakeholder of your college will begin to develop commissions for your organizations by simply buying things that they already need.

BigPlanet offers discounted phone service through nationally recognized pager and cell phone providers. They are also developing an online store to enable your alumni to purchase a wide variety of products. Once their program is in fully operation, it will prove effective for alumni associations, which will receive from 1% -15% when their alumni make purchases. Visit <http://www.bigplanet.com>

Spree.com is another Internet company that is assembling a variety of goods and services for consumers. Spree has developed the Spree Independent Partner program, which:

- Provides cash back on every purchase
- Provides commissions on the students you refer and the people that your students refer
- Commission on first and every other purchase

By including a link to Spree's site and setting your organization up to be a SIP, you will generate commission for your organization every time one of your stakeholders makes a purchase! Visit <http://www.spree.com>

Let the Robots do the shopping for you and your campus community

One of the MOST exciting new developments in E-commerce is a software application developed by Jango that enables the user to enter the type of product or service they are interested in, hit submit and wait for the computer to search the Internet for the best price.

Jango's software will search classified listings, stores and online auctions for the product. Jango is like a software robot that acts as a shopping assistant. You tell it what product you want --- books by a certain author, movies from a certain director, wine from a certain vintage -- and it then surveys sites selling those products.

When it completes the search, a list is presented to the consumer that provides links to prices, product reviews, buying information and an opportunity to order the item. If a decision to make to buy, Jango fills in the relevant address and credit card information.

We anticipate other software products like this will develop in the next year. As more enter the playing field, we foresee these companies offering partnerships with a variety of Internet sites, and we believe colleges will make ideal partners.

They will continue to improve and debug the software and provide it to you free for a percentage of the goods and services your stakeholders sell. You will be able to negotiate rates with the

different vendors based on the number of users, their buying patterns and frequency of use of your Internet site.

Once again, your college Internet site has the potential to generate enormous amounts of revenue, simply by educating your users to shop in the College Mall.

Visit <http://jango.excite.com> to see how Excite has incorporated this concept.

In all of these cases, the college is not responsible for billing, shipping, or customer service. The college's job is to simply inform their students, faculty, administrators, parents and alumni that the university will benefit every time they make their purchases on the Internet by starting within the University Mall area.

The development of new tools like autobots or agents automated recommendations and automatic online supply replenishment will continue to eliminate consumers need to visit a specific catalogue to get the products or services they want or need.

Utilizing an autobots/agents, a buyer could type in the name brand of a coat, indicate the price range they would pay and the autobot would instantly search ALL catalogues, retail sites, and individual sites to find the exact product at the price the buyer is willing to pay. The buyer could then select the company they wanted to purchase from and the autobot would complete the purchase by going back, entering the buyer's credit card and shipping information automatically!

Other techniques like automated recommendations will increase the information and decision tools available to consumers resulting in more purchases and ultimately, more commissions/revenue for the college. In the example above, once the consumer makes a decision, they could also be given ideas or recommendations on accessories or other items that would complement their purchase. They might be given recommendations on accessories other consumers who bought the same item purchased or they might select recommendations from famous models and designers as to what would compliment their purchase.

Automatic supply replenishment systems will eliminate the drudgery of remembering to order everyday items. When utilized in the home, consumers will use automated systems to purchase toilet paper, soap, and other every day items based on family's use.

Automatic programs will source the preferred providers and others on the Internet, notify the preferred supplier that a better price was found and that the family may select to purchase it elsewhere. The preferred provider will, in essence, offer a competing price and complete the sale. All items will be delivered right to the consumer's door.

It is because of this revolutionary new buying method, coupled with new business models that pay Internet sites who send buyers to them, that we encourage campuses to develop their comprehensive Internet strategy to include ALL stakeholders. Students, their parents, alumni,

faculty and staff each represent a future income stream to the college from the purchases they make via the campus Internet site.

By simply developing a comprehensive Internet site to benefit your stakeholders, you will be setting the stage for financial opportunities that just a few years ago were not even on anyone's radar screens.

Network Marketing becomes a natural, effortless way to generate revenue

Many groups and organizations on your campus are already involved in network marketing programs. A good example is the program developed by WorldCom that provides phone service to alumni and rebates the association based on alumni's monthly billings.

New marketing services are being introduced by organizations like BigPlanet. They are introducing a program designed to consolidate phone, electrical, gas bills and utilities onto one bill/invoice that is mailed either by email or regular mail. (BigPlanet was started by the same people that brought you the fine skin care products which sells over a billion dollars a year and shares a significant amount of that with independent representatives.)

This new concept is being enthusiastically endorsed by utility and credit card companies as a way to save postage, get information to the consumer more quickly, and handle inquiries faster.

They are beginning to *outsource* their entire billing operations to organizations like BigPlanet in an effort to control costs and serve the consumer more efficiently.

Your alumni or athletic department, or any department on campus, could partner with BigPlanet and offer this service. When alumni sign up to have their bills consolidated through the sponsoring organization, not only will the alumni receive a discount on their bills, but the alumni association will receive from 1 percent to 15 percent of the money the alum spent on these services *each month*. The key words here are ***EACH MONTH!***

BigPlanet provides three basic services at the present time:

1. Discounted Phone service that provides revenue to the alumni association
2. Consolidated Bill service that provides revenue to the alumni association
3. Online catalogue of products and services that provide commissions to the alumni association

Discounted Phone Service

Consider how much this program could develop for your campus organization (alumni association, athletic department, etc.) if you had 1,000 sign up for the BigPlanet Discounted Phone service with an average of \$150 spent each month. In this scenario, your campus

organization would receive a 2 percent commission or \$3.00 per month from each user. (BigPlanet partners with companies like Cellular One and ATT to assure your users they have the best quality communication products at the lowest cost.)

The total commission that would be paid to the organization for their 1,000 participants would be \$3,000 per month, \$36,000 per year. Imagine if your college had 5,000 participants. Your organization would receive \$150,000 per year.

Consolidated Billing

And now lets look at what the organization would receive in commissions when users sign up to have their gas and electric bills consolidated. Assuming the average person spends \$150 per month on these charges and an average commission of 2 percent, each user would produce \$3.00 per month commission to the organization. That factors out to \$3,000 per month with 1,000 participants, \$36,000 per year. And based on 5,000 participants the organization would receive \$15,000 per month or \$180,000 per year.

Commissions from purchases

Now consider the possibilities that these or another 1000 users participated in shopping for goods and services from BigPlanet's online catalogue. Lets assume that each person purchased an average of \$50 worth of goods and services per month. In this situation, the commission paid would be 15 percent on \$50 dollars or \$7.50 per user per month, \$7,500 per month for 1,000 alumni and \$90,000 per year. Again, if their were 5,000 participants in online E-commerce shopping, your organization would receive \$450,000 in commission EACH and EVERY year!

Now let's roll up some of these numbers to get an idea of the potential of this concept for your college.

	1,000 yearly Members	5,000 yearly Members
Phone Service	\$36,000	\$150,000
E-commerce	\$90,000	\$450,000
Bill Consolidation	\$36,000	\$180,000
	=====	=====
Totals	\$162,000	\$780,000

These kind of numbers represent a tremendous opportunity and deserve to be reviewed to see if they will fit your college culture and marketing and partnership strategies.

Getting your alumni, athletic supporters and the campus community involved in this type of program will generate significant income for your association and development funds.

What does this all mean to your college?

To quote Cuba Gooding, Jr., in Jerry McGuire, “SHOW ME THE MONEY!”

You have an assortment of different ways your Internet site SHOULD be generating revenue for your college. Depending on campus policy, the size of your campus and your organizations’ philosophy, you could elect to generate revenue from sponsorship, advertising, E-commerce, contributions, auctions, and fees and dues collection.

Any one of these areas could help offset costs to develop truly interactive Internet sites. Combined together, these represent a powerful new way to generate revenue for your organization.

Keep in mind that the Internet and Internet users are used to experimentation. You may want to develop a marketing plan that tests each of these revenue-generating areas for your college. Following a pilot program, final decisions can be made.

Coming Up

In the next chapter we’ll explore how to learn more about your users and then deliver customized news and information to them.

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy
<http://www.onlinecommunity.com/campusforum>

Chapter Nine

Your Campus-wide Community Should be continually *LEARNING* about Its participants!

Database Mining

“I’m a direct marketing guy, and (online shopping) is a direct marketer’s dream. You’re not just getting the purchase history but demographic and psychographic data about this person because they’re willing to provide it”

Russ Gilliam, Vice President of electronic commerce at Buena Vista Internet

It seems as if the good things the Internet can do for you, your college and all stakeholders just never end.

When properly set up, your Web site can automatically ask and receive profile information on all stakeholders, information you can use to better serve your students, alumni, faculty and administration. It will also enable you to improve the message you are delivering to prospective students and their families.

Database mining is one of the more powerful ways you can learn:

1. What interests users have
2. What they like to do
3. What services they’d like to have

With this information you can deliver customized news, information and services that are of interest to them.

Your database grows ORGANICALLY

Your Internet site should be designed to grow organically and be designed to continuously learn about your users. Let's consider how to accomplish this for alumni.

The goal of any system should be to develop an extended profile of every user. Thus, when alumni register on the site for the first time, they should be asked basic questions that include name, address, email address, phone, fax, year graduated, major, etc.

A few days after a new user registers, an automatic program would send them an email asking for more information. This time, they might be asked for information about their hobbies and interests and asked to indicate what career field they are in and to summarize what they do.

Then a month or so later, an automated email would arrive in their inbox, asking for additional information that might include:

- Listing professional associations they are a member of
- What they remember most about college days
- The hardest thing they ever did in their life, etc.

Another month later, another automated email might ask:

- What types of vacations they would like to take
- What books they enjoy reading most
- What their favorite musicians and music is.
- What their favorite movie is
- They might be asked what their favorite car is, etc.

For convenience a clickable list would be available and include such area as: Animals, Astrology/UFOs, Auto, Career/Education, Computers/Internet, Dating, Family, Fashion, Fine Arts, Food/Cooking, Games, Health/Fitness, Hobbies/Crafts, Literature, Money/Business, Movies, Music, News/Politics, Outdoors, Performing Arts, Religion, Science/Technology, Sex, Shopping, Sports, Television, and Travel, etc.

You will also want to capture birthday information so your computer system will automatically send them a card on the appropriate day.

The information that you strategically develop within each of your online communities, prospective students, orientation, student, graduation and alumni can become a part of the "organic" constantly growing database of personalized information about your users.

You have the ability to generate personalized information and deliver personalized services that are POWERFUL, meaningful and practical.

In the commercial world, Disney's new GO network is developing what they call "universal registration, personalization, and navigation." For example, a user registers once--on ESPN, for example--and he or she won't have to do so again on ABCNews.com, or any of the Go Network's other properties.

And instead of spending a lot of time personalizing all at once on each site, a user can personalize as much as he or she wants to on any of the sites, and all the others on the network will recognize the user's choices.

It makes sense to learn more about the users and personalize your sites based on their interests. IDC research indicates that users, who've personalized a site, visit the site with a frequency of two to four times that of users who have not.

Most sites today are realizing that you need to give your users practical reasons to provide you with the information you will need to create a truly interactive community that is personalized to their interest. As you continue to find ways to improve your site based on their personalized interest, your users will be VERY reluctant to go to the trouble of entering the same data on a different site.

Your comprehensive Internet strategy should include the building sites that will attract your user opinions, participation, networking and searching for information on a DAILY basis.

Use your site to do research and obtain opinions

Talk City an online chat site that claims they have in just two short years amassed 800 million screen views, focuses on providing personalized, private chat for anyone, anywhere.

Their new business model has sent reverberations throughout the chat software industry as individuals, organizations, corporations can use their site for personalized chat without buying or maintaining hardware and software. The only trade off is users will be subjected to advertising banners while they chat.

Already companies providing chat software are folding up and focusing in other areas. Acuity (<http://www.acuity.com>) purchased the iChat software, just two years ago (iChat was the leading chat software at the time) with the hopes of expanding their product line and promoting iChat to a greater audience. As market forces changed, Acuity realized they would not be able to make iChat a product that would generate a positive income stream so they pulled the plug and in December of 1998 when they sent a letter to their past customers informing them they would no longer be supporting the iChat software!

Talk City is busiest during 3 pm and 10 pm, around the time your students are finished with classes. Universities should take a page from Talk City's business plan. We are already beginning to see companies like Sprint, Microsoft and NBC holding online focus group meetings and do consumer research.

Your professors and students could receive valuable "real world" experience by doing the same on your college site.

Ask Questions, learn, ask questions, learn and DELIVER!

Your overall goal should be to learn as much as possible about your alumni, students, parents, faculty and students, so you can develop additional programs and services that will benefit them.

Data mining will enable your college to begin to deliver news, information and services based on their extended profile to individuals based on their interest.

Using collaborative filtering, associative filtering, neural network, fuzzy logic, genetic algorithms and other techniques, IAC can create customized programs that will enable your college to help members find online members with the same interests. This will enrich their participation within the online community by expanding their knowledge and circle of friends.

Net Perceptions is a developer and supplier of Realtime recommendation technologies. It is the originator of online collaborative filtering technology, the most accurate predictor of individual behavior available. Their other product, the Realtime Recommendation Platform, integrates collaborative filtering, neural network, fuzzy logic and genetic algorithm technologies, and automatically applies the optimum technology to whatever recommendation or personalization task is at hand.

Net Perceptions' founders include the original team of University of Minnesota researchers who pioneered the concepts and applications of collaborative filtering and lead programmers from supercomputer maker Cray Research. Their customer base includes, Amazon.com, Audio Book Club, Cdnw, iVillage and others. As Internet sites become more interactive, software programs by companies like Net Perception will become standard.

The ideas and concepts that we are discussing do not require enormous amounts of time to handle inquiries as smart computer systems like Net Perceptions and those designed by IAC will automate the process.

Database mining of Prospective Students

Most college admission sites are missing out on the marketing opportunity of a lifetime.

Many Web Internet sites maintained by admissions departments simply recreate the information they have in printed formats and place them on the Internet. That's fine if all you want to do is give students an alternative way to access the same information. But the Internet offers a great deal more than that.

The Internet not only delivers information cheaper, it also enables the admission office to target information to prospective students based on their interests and goals.

For the past two years, IAC has been constructing sites for its clients that:

- Are more interactive
- Learn about the users interests and needs and delivers information based on those needs to them
- Allow prospective students and families members to network with students, faculty and administrators on campus via email or scheduled chats
- Provide value added services like free home pages, business cards, email addresses

When you provide an interactive online community for prospective students you have an opportunity to learn more about them from the extended entered profile they provide to you.

The same concept as outlined in the beginning of this chapter could be used for prospective students.

For example, when prospective students or their parents access your site, you could capture their name, email and physical addresses. Depending on who was responding, parents or students, a series of questions could provide you with information to determine how best to market to them.

For a student you might ask:

- 1) What are the top three things you are looking for from your college experience?
- 2) Will you be requiring financial aid?
- 3) Is your grade point above 3.5? If so, we can provide you information on "never pay back" grants.
- 4) What types of clubs and organizations might you be interested in?

Students can help you acquire NEW students

With this information, you can develop an automated email system to provide additional information on these subjects to prospective students OR you can feed information by email to the students.

For example, if a student indicates that he/she is interested in the band, an automated system would send an email to a student orientation leader who is in the band. The student will respond to the prospective student with a personal email providing additional information about the band from their unique student perspective.

Getting your current students involved in the acquisition process is a powerful way to deliver information to your prospective students.

Alumni can help you acquire NEW students

Another way to use the current information provided by prospective students is to tie together alumni student recruitment volunteers in the same physical area as the inquiring prospective students.

IAC provides alumni and admissions offices a turnkey program that enables alumni to register within the Alumni Online Community as new student recruitment volunteers.

When a prospective student registers at the Admissions site, the computer automatically looks for an alum (registered in the new student recruitment area) who lives closest to the prospective student. It then sends an email to the alum with the prospective student's name, address, email address and phone number. The alum has the option of contacting the prospective student by phone or email to answer their questions and share their insights and thoughts about the college. Or the alumni could invite the student to a one on one chat in the campus chat system. Imagine if that chat involved the alumni, a student with similar interests to the prospective student and a financial advisor or counselor within the school. This kind of personal attention sends a powerful message to the prospective student!

This process not only saves everyone time and money, but it delivers the information that prospective student's need, when they need it. As more and more colleges fight for a smaller market of prospective, every marketing advantage is important.

By adopting these techniques, you will position your organization well in front of your competition.

Parents are decision-makers too!

Parents should be treated the same way. Because the Internet provides an opportunity to send information frequently and at little cost, you could develop an automated communication program that provides parents information within the areas they are interested in.

Consider some questions that you could ask parents:

- 1) What are the top three experiences you want your son/daughter to gain from college?
- 2) Please indicate the top three qualifiers for a college for your son or daughter:
 - a) Quality of education
 - b) Cost of education
 - c) Location of college
 - d) Extracurricular activities
 - e) Financial Aid/Grants Available
 - f) Quality of other students

With this information, you can develop an automated system that will deliver news, information and contacts within the college using “no cost” email. Parents will have more information to help their student make the final decision on where to go to college.

Visit <http://www.campus-wide.onlinecommunity.com/> for additional information.

Developing a more interactive, personalized prospective student Internet site will help you increase the number of applications, increase the QUALITY of candidates that accept your offer to come to your college and it sets the tone to show the prospective students that you are a Net-Centered college.

Database mining information for current STUDENTS

Your students can also provide information about themselves that will help you better serve them. You can design a system that after the years they are at your college, your computer system will know more about them, then they know about themselves!

You will be able to help them network among themselves to enrich their college experience.

An online information base could automatically match students’

- 1) By things they are interested in
- 2) With groups and organizations on campus that support those interests.

Based on the information in their profiles, they could be notified of extracurricular events or courses that match their interests.

For instance, a student might indicate an interest in photography. The director of the photography department could query the entire database searching for students with an interest in photography. He/she could then send an email to those interested, informing them of an upcoming photography workshop on campus.

In a similar mode, the theatre department chairman could query the entire student database to find students interested in theatre. Then he/she could send a mass email to everyone that mentioned “theatre” informing him or her of the exciting upcoming college theatre production. The email might include a personal invitation to attend a reception after the event and could be supported by links to information on the play and a sample video clip of the play.

A customized calendar will provide students with the information THEY want when they want it. IAC has developed a personalized, interactive campus calendar that allows every “recognized” group on campus to update their own event location.

Students would be able to identify WHICH calendar information they want to be kept aware of. For instance, you might be interested in swimming, sailing, theatre and poetry. When an event or activity is posted in the daily calendar, you would be notified by email and your daily calendar would show the detailed event information.

Focus groups and research has shown students would become more involved in campus events, if they knew about them. A sophisticated, personalized calendar is the perfect way for everyone to be kept informed of events that match their interests. See <http://www.campus-wide.onlinecommunity.com>

Make students part of your continual improvement programs

Your comprehensive Internet strategy should be designed to continually change and adopt ideas and concepts introduced by students. To better serve students, your Student Affairs office could develop a series of questionnaires to find out what services students are benefiting from and what new services could be developed.

Additional questionnaires or surveys could be developed to test opinions of students regarding discontinuing services that have not served many but still drain the department budgets. Armed with surveys like this, administrators would be in a better position to eliminate the programs with a REDUCED or hopefully minimal level of complaints

By asking students email addresses when completing the questionnaire, their comments and positions can become part of their extended profile. After reviewing the results from the questionnaire you might want to send an additional questionnaire JUST to students who responded negatively to specific questions. In the process you could get them involved in

developing solutions to problems and situations. An email could be directed to specific students inviting them to participate in an online chat and discussion on the topic, or you could invite a select few to your office to talk about it.

Online questionnaires are simple to execute, and can be automatically analyzed to provide instant results to any department on campus.

The questionnaires, and any number of other polls of student (and faculty/staff) opinion can help your administration its finger on the pulse of the campus.

By simply providing “What’s your Opinion”, with response of yes, no and maybe, you can begin to get an INSTANT pulse on what student attitudes are. Internet based opinion polls make it easy for every one to access and they provide instantaneous results.

After a student votes they can immediately elect to see what percentage of those voting agreed with them on the issue. Instant Opinion Polls can be archived so students can use them in research reports, class speeches and other research activity.

See <http://www.csun.pc.onlinecommunity.com> for an example of a Public Opinion Poll concept that IAC developed for California State University Northridge.

By the time your students graduate, your automated information system will know enough about them to continue to feed them personalized information immediately after graduation. The system will deliver job opportunities provided to the career center that focuses on their interests, they will be kept in touch with alumni with the same interest, news and information based on their student profile (which they can still update at any time) will be forwarded to them by email and online newsletters and much more.

The information the students provided you during college will become a rich vein of information that your alumni director will be able to utilize to better serve them.

It’s easy to see that adopting a Net-Centered campus philosophy will benefit every department on campus, students and alumni. Let’s take a quick look at how it will benefit parents.

Database mining of information for your STUDENTS’ PARENTS

Your comprehensive Internet strategy should include plans to keep your students’ parents informed and provides them access to people and decision makers on or off campus via the Internet.

The Internet compels individuals to get involved, to take the next step because there is no barrier to participate. If a parent needs information, they have to pick up the phone or write a letter.

With the Internet, the parent is probably already on line responding to email and without any additional effort, send an email to targeted persons within your school.

A personalized Internet site for the parents would give them access to the email addresses of the faculty and advisors that are currently involved with their students. A personalized Internet site would give them online access to grade information, attendance information and other information.

We mentioned Gettysburg College who is among a few institutions in the country who give parents access to this type of information. Their system is designed so the student tells the computer system WHICH information they want their parents to see.

IAC has developed for its clients a personalized StartUp page that parents can create and personalize. A StartUp page as mentioned earlier enables the user to create a “home page” that has links to their favorite Internet sites, most frequently used email addresses, links to university information, news, weather, etc. Parents are able to personalize their StartUp Page by telling the computer system what their or their students’ interests are.

In a practical example a parent will be forwarded news and information generated on campus based on the profile they developed. With this type of information, the parent will feel more involved in the campus environment and have more opportunities to communicate with their student.

Database mining information for ALUMNI

You are already WAY behind in learning about your alumni! Commercial sites are beginning to network your alumni in a way that will ultimately pull them away from your official alumni online community and drive them to “unofficial” alumni Internet sites.

A good example of this is PlanetAll.com. PlanetAll has created a fabulous Internet site that networks people with the same interests, hobbies and avocations. The site is designed to bring extended families of friends together.

For instance, as a member, I registered as a graduate of Kent State University and indicated my class year. As others register at the site from Kent State, I am notified who they are and then have the option of adding them into my personal networking group. I can also tell the system that I would like to be notified when anyone joins that may be a friend of a friend or associate.

This process enlarges my circle of friends tremendously. After only 2 years in business this site has millions of alumni from around the world participating. The success of this concept attracted Amazon.com who purchased it for a couple hundred million dollars. Amazon knows they will be

able to network these members and increase their interest in books, then drive them right to the books they need at their site.

Companies like PlanetAll will be incorporating Career Centers, Classified Ads, Free Home pages, Email and many of the other services that we are advocating that you adopt for your alumni. As your alumni become more involved in sites like these, as your alumni continue to update their profile, you will lose the opportunity to get your alumni involved with your Alumni Online Community.

It's NOW or NEVER! Delaying the development of your alumni online community will result in the loss of marketing, networking and revenue generating opportunities!

Design your system to learn about your alumni

The more you know, the better you can serve, and the more your alumni will become involved. It's not rocket science. Consider personal relationships that you have. Those you consider among your closest friends know a tremendous amount of information about you. They know where you vacation, who your kids are, what your passions are, what your weaknesses are, what your dreams and compassion's are. They know because they've asked this information of you in casual conversations.

Your online computer systems should be designed as if you were the friend of every alumni. Information should be asked when it relates to opinion polls, events and or activities on campus. For example, if their profile indicates the alum has children but does not provide their names, you build into an online directory update questionnaire a request of their kid's names, birthday and email addresses.

With this information you can send birthday cards and or congratulation cards to the alumni and their children and you will know when their children are approaching the age that you should be informing them of the benefits of going to their parents alma mater.

In an email asking alumni to participate in online mentoring you could ask questions about their current position, how long they have had it, what they hope their next position or move will be. You could then ask them to include an update of their resume and what kind of position they are looking for within the alumni career center.

In a later email survey, you might ask the alumni to provide you information on what their investment strategy has been, question whether they are setting aside information for their children's education and what their income level is.

With this information, automated systems from the development office will know what types of information related to gift giving and donations to share with the alumni.

Using a cue from PlanetAll you could develop a “circle of friends” concept to network alumni among other alumni from your college.

What does this all mean to your college?

You can serve your customers BETTER!

If you believe you are in a service industry, which I believe you are, you should always be looking for better ways to serve your customers. The Internet is a perfect tool for doing just that. Just as importantly, via your Campus-Wide Online Community program you will bring all stakeholders together via mentoring and Career Center

You will bridge the generation gap when your students tutor elderly community members who are interested in learning what your students know and you will be forging an alliance between your older alumni and your young alumni on campus.

But not only that, in the process by developing a Net-Centered campus philosophy you will also be making it easier AND more fun for your organization to serve your prospective students, students, parents and alumni better.

Coming up

In the upcoming chapter we'll look at examples of how you can give your students an opportunity to apply the things they are learning on the Internet. You will learn how students can start their own business, become reporters, Net-photographers and work part time for companies anywhere in the world.

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy

<http://www.onlinecommunity.com/campusforum>

Chapter Ten

Your Campus-wide Online Community should provide your students a “*REAL*” world Internet experience

Your students live on the Internet, so it only makes sense that you give them opportunities to use the skills, experience and knowledge they are gaining at college to create content, information and experiences for others on the Internet.

Student run businesses

Imagine how impressed your prospective student’s parents would be when your recruiter informs them that the college has developed an Internet based program where students are encouraged to start their own businesses.

IAC’s Student Business Emporium provides your students with an opportunity to:

- Learn how to start their own business
- Be given a free storefront to start their business
- Be mentored by faculty and business owners

Students interested in participating in the Student Business Emporium simply take an online course at their own pace and when they feel they are ready. The course guides them through the process of starting their own business.

Students are encouraged to look to their hobbies, interests and skills as starting points for their own businesses. For example, those with programming skills can set up shop offering to design programs for businesses, family or other student’s home pages. Students with artistic skills can create interesting graphics for prospective clients.

Students that excel at specific subjects could formally mentor others. A student who is fluent in any language may find himself/herself tutoring a retired person in the local community or anywhere in the world.

Other students might set up businesses offering to do research for companies. These students would learn how to get the right information in the least amount of time for companies at a lower cost than the companies could do themselves.

Students could sell items like custom fit jeans, used CDs, used books or just about anything one might imagine. Others will create travel businesses and use the Internet to book discount flights for students going on break.

The ideas and the opportunities are unlimited.

Once the students decide on a business idea, they fill in an online 10 K form which can be updated annually for professors and other researchers to review.

In order to make this program successful, you will need to get local businesses and college professors involved in mentoring and coaching the emerging entrepreneurs. Business will gain the opportunity to see what trends are emerging on campus and will be able to recruit star entrepreneurs into their companies.

The program should be promoted to parents, and the local community and alumni should be encouraged to look to the Student Business Emporium for certain needs. The success of the program will be based on delivering a steady supply of prospective customers to your students' businesses. To do that you should include articles and mention of the program in newsletters, magazines, press release and all departments on campus should be informing others to drive traffic there.

Interesting things happen as you bring a collective group of businesses together in this kind of environment. You will see student businesses forming alliances with others to attract new business and they will learn to work in collaboration.

Colleges may want to coordinate this program through their college of business or Centers for Entrepreneurs.

See <http://www.iaccorp.com/sbe>

Online Yearbook

Many universities are now abandoning yearbooks because of lack of interest and cost.

We predicted earlier that the future of the yearbook will be online. We also mentioned that an online version of a yearbook would be able to hold virtually unlimited amounts of information.

Consider sports as an example. Because there are no space and paper costs, we can include a home page and individual statistics on every athlete.

You can also assign students from journalism or PR classes to every sport. Imagine the chess club or volley ball team having a “cub” reporter responsible to cover every game and update information and statistics online for the athletes and coaches.

This same report could be equipped with low cost digital cameras and include photographs of the events the reporter is covering.

There are a number of benefits to a program like this. Most importantly, we provide PRACTICAL, real world experience for students within their field of interests. They will be able to show prospective employers the work they did as a “cub” reporter and photographer.

Athletes will be able to share with family and friends who do not live nearby their home page, photographs taken of them in action and articles written about them. What was normally reserved for just the “best” is available to all participants on the team.

Photography students could also be given the assignment of photographing students for their yearbook page. Using inexpensive camera and computer equipment, interested students could take portraits of other students, let them see the photographs immediately, make touch ups to the students liking, and deliver a finished print while they are waiting.

Customer Service for Corporations

Your students could be working for companies all over the world. All they need is their computer and Internet access.

One of the biggest problems companies are facing today is handling the huge number of email inquiries they receive on a daily basis, each of which are expected to have a response within hours.

You could make known to supportive companies that you have students available to work at all hours of the day and night to handle their email inquires. Students would be trained online by the company customer service managers on how best to handle lower level inquires. The company’s computers would direct the email inquiries to their students when they were scheduled to be working. All emails not handled by the student during their work session would be sent back into queue for others to handle.

Some companies are outsourcing programming to India and other parts of the world because of the cheap labor and the benefits of keeping a project going around the clock. You have some tremendously talented programmers on your campus that could participate in programs like these. All you have to do is let businesses know what your students are capable of, and they'll do the rest.

Someone in EVERY College should be looking into ways students could work from their dorm rooms to provide services for companies worldwide.

Programs like this will continue to give your students valuable REAL world experience and, at the same time, provide them money to pay for their college education.

What does this all mean to your college?

You've provided your students additional tools to succeed!

Today's and tomorrow's students/graduates **MUST** be critical thinkers. You are not educating people who can only memorize: the people you produce to run the world of tomorrow must be able to assemble information at lightning speeds, act in collaboration with other individuals and organizations across virtual space, and then move on to the next project.

More than that, you will have given your recruitment officers and current students **POWERFUL** "real" life success stories to share with prospective students, moms and dads, employers and community members. The **PUBLIC RELATIONS** value of these types of services is priceless.

By taking a Net-Centered approach to organizing and running your campus which facilitates ideas and concepts like these to blossom from the creative minds in every department on campus, you will help ensure that the reputation of your college will be held high within and outside of the campus.

Coming up

In the next chapter we'll review how the Internet will enable all stakeholders in your Campus-Wide Online Community to network with each other 24 hours a day, 365 days a year. You'll learn how this can be done, without any involvement of administrators or other staff persons on campus.

Participate in an online discussion on this topic and
how you can develop a
Campus-wide Internet strategy

<http://www.onlinecommunity.com/campusforum>

Chapter Eleven

Your Campus-wide Community should provide *NETWORKING* and *MENTORING* Opportunities

*“When you’re online you begin to know people from the inside out.
Then when you talk to them at least four, five, six, seven times a week –
you don’t talk to your family and friends that much – it is a family.
We’re all like kissing cousins”*

Judy Mistry, Online Community participant

The Internet is a perfect tool to network individuals, 24 hours a day, 365 days a year. Your alumni, prospective students, students, parents, and community members can find others with the same interests, companies to do business with and get career advice from each other.

The old way career placement offices and alumni offices organized mentoring programs was to create a three ring binder that listed alumni who wanted to mentor students. When a student would contact either office, they would be matched manually by administrators and the staff normally would call the alumni to ask them if they would mentor the student. After leaving messages and playing phone tag, eventually the alumni and the student are brought together by the office staff. Imagine the time and effort one had to expend to bring just two people together!

The Internet changes all that! Now you can help your alumni network with each other and mentor your students 24 hours a day, 365 days a year without being involved!

Let’s explore some practical ways you can bring alumni, prospective students, students, k-12 students and parents together on the Internet, without your involvement.

Alumni benefit from Networking and Mentoring

A prime mission of the alumni association is to network its members. This was traditionally done by having reunions, homecomings, local chapter meetings and holding coffees at individuals homes.

You may never want to give up the in person events and activities that you hold to bring alumni together, but you will definitely want to augment these with online events and activities to bring them together.

IAC has a number of programs and techniques that allows alumni to network with each other on a personal and business level.

Networking Alumni on a personal level

In a typical Alumni Online Community, members can do keyword searches to find others with the same interests and background. Let's assume that you like to mountain bike and that you want to take a biking vacation to Colorado. You could type in "mountain bike", hit submit and see a list of alumni who have included this word in their hobbies and interest profile. Then you could review the list of individuals, looking in particular for alumni who live in Colorado.

Once you locate the alumni you think would be best able to help, you could email him/her asking for help on locating the best trails in their state.

After doing the search, you may have realized that there are a large number of alumni with this interest so you decide to invite all of them to participate in either a bulletin board discussion or a listserv.

To network this group of alumni together all you have to do is send an email to each person on the list. IAC has a feature that allows you to send one email to everyone on the list.

This is an excellent way to help your alumni find others with similar interests, hobbies and passions.

Networking Alumni on a business level

An effective Alumni Online Community should also have a way for alumni to network on a business level. An alum should be able to effortlessly enter their business information a summary statement of what the business does in an online form. Once that information is entered other alumni can search for their area of expertise.

Let's consider an example where an alum is looking for someone who could help on a probate issue in California. The alum would simply type the words probate and California and, assuming there are alumni that matches this query, a list or a name of the alumni along with a short business statement (which they entered) would appear on the screen. The alum doing the search could email the targeted alumni to share what their need is and ask if he/she could be of assistance.

Or consider an alum is moving to from Colorado to Ohio and she wanted to find an alum who works in the real-estate industry. All she would have to do is type in real estate and Ohio to see a list of alumni who match these criteria.

At this point the alum could review each persons short business statement and send an email to one or more that match his/her criteria.

This could NOT be done with conventional methods. When you consider that the alumni are doing the searches, updating their profile information and contacting each other without the alumni director or staff being involved it's no wonder this service is among the most popular for alumni and alumni directors.

Increase participation with networking tools

Consider one more example that helps your alumni network with each other and encourages them to be a part of homecoming.

An alum from the class of 1985 engineering school decides to see who from his class is going to return for homecoming. So, he enters 1985 and engineering into the search engine to see a list of alumni from his class. The alum has a choice of sending an email to everyone listed or select whom he wants to send an email to. The alum decides to send an email to about 10 of his friends. He simply clicks next to their name, enters the subject line and text of his email and hits submit to send an email to each of his friends.

Then he sits back and waits for them to respond. In this type of situation, typically, "I'll go if you go", or "I'll go if Fred is going" statements are made and, in most cases, the alumni encourage each other to go. What a dream situation for alumni offices that are interested in increased participation in reunions, homecomings, and other events.

Network Alumni with EASY to participate online mentoring

Alumni can effectively mentor each other on career related matters. An Alumni Online Community should have the ability for alumni to type in key search words in order for individuals to find others that can provide mentorship in areas they are interested in.

For example, an alum might be interested in changing her or his career from marketing to accounting. The alum could type in the word accounting and review a list of alumni who have been in the accounting world and are willing to mentor others.

In this situation the alum reviews the short biographical statements the mentors entered about themselves, and select the one or two that appear to have the background to provide insight on the alumni wishing to be mentored. Then the alumni wishing to be mentored simply sends an email to those selected asking for advice.

Mentoring relationships can continue using email, the online community chats, or more traditional methods like the telephone.

Prospective Students benefit from Networking and Mentoring

We discussed earlier in the book the wonderful advantages the Internet provides you to network your prospective students with alumni, students on campus, administrators and others to encourage them to attend your college on the Internet.

Because it's never been possible before, most colleges have not spent any time thinking about how they could use the Internet to network prospective students with others online.

When you think about it however, the Internet will allow you to give prospective students access to more voices on campus that are willing to help your college enroll more quality students.

Connect Alumni and Prospective Students

We talked briefly about giving alumni an opportunity to help in the recruitment process. IAC provides an Internet based service that notifies an alum who has agreed to participate in mentoring prospective students

Here's how the process would work on your Internet site.

When a prospective student registers at the admission's site, they would be asked, among other questions, what type of career they are considering. They would also be asked if they would like to talk to an alum in that field. . If the student answers YES, it will match the student with an alum and send the alum an email indicating some background information on the student.

At the alums convenience, he/she can send an email to the student and start an email mentoring relationship.

With the systems that IAC has developed alumni are able to put make themselves inactive at any time. This accommodates alumni's busy schedules, vacation schedules or prevents them from being contacted by too many students.

These mentoring situations can be as short as one email contact or they may continue over the course of years. It's really up to the mentor and the person being mentored.

Connect Students and Prospective Students

Prospective students can also be connected to students on campus that share the student's interest in music, theatre, sports or extra-curricular clubs.

In these situations a student would be asked if they wanted additional information on campus activities. If they answer YES, an email would be directed to a student who has agreed to field email inquires from students within the students area of expertise. For instance if the student wanted additional information on student government, background information on the student would be forwarded to a student who holds a position on student government.

They then would be asked to send an email to provide background information on student government from his/her perspective. The student could provide links to information for the student to review and could forward additional questions that he/she may not be capable of answering to others.

Connect Prospective Students with faculty, administrators

Bringing prospective students together with faculty, administrators and others on campus can make a powerful impression on prospective students and their families.

At IAC, we have strongly urged admission offices to set up scheduled weekly or bi-monthly chats with different departments on campus to give students another opportunity to reach decision makers and gain first hand information.

You might consider scheduling the first Tuesday of every month as a chat with the president, the second Tuesday of every month with a director in financial aid, the third Tuesday of every month with the athletic director and special invite of a specific coach or coaches. Get the picture?

Not only will you and your staff learn more about prospective student expectations but you will also make a powerful impression on the prospective students who are "into" the Internet.

Participants within the college will find it easier to participate when they can join the discussion from home or their own office!

Students benefit from Networking and Mentoring

There are a number of different ways your students can network with each other, some of which we've already discussed. For example, we talked earlier in the book about how students could find others with the same likes and interests by doing simple keyword searches.

The student was then able to send an email to some or all of those listed in their keyword search to invite them to a coffee house after a concert, invite them to a chat or discussion board based on their shared interest or encourage them to vote in a daily public opinion poll.

Students would also be able to find other students willing to mentor or share their expertise and knowledge in specific areas.

For instance a student could register in an area on your Internet site called, Ask an Expert. A student could register in this area and indicate their expertise in a short biographical statement. Consider a situation where a student needs help in advanced calculus. He/she would simply type in advanced calculus and see a list of students who are registered with this level of expertise. There might be a list of students to choose from so the student could review their bio statements and select one to send an email to asking for help on an equation or problem posed in class.

They could continue their dialogue via the Internet, instant chat, regular chat rooms or by conventional methods like phone or meeting at the student union.

In another example a student may be looking for someone who considers themselves knowledgeable in bands from the 80's. The student in this case would do an advanced search to locate the individuals who indicate they have this level of expertise.

Participation and recognition ensures success!

Participation is a key to this program. We suggest that students receive some kind of credit or recognition to be part of the program. Perhaps a yearly dinner or special event planned for all the Campus Experts.

Faculty and staff would be encouraged to be part of this program also. Their expertise and knowledge could be sorted online by administrators and students when they are looking for panel participants in campus discussions.

Students could also be networked and mentored by alumni! IAC has developed an online Internet based mentoring program for Monterey Institute of International Studies that provides students with password protected access to only the mentoring area of the Alumni Online Community. Students can access the mentoring database and do keyword searches on specific career information. Visit <http://www.miis.onlinecommunity.com>

A student with aspirations to enter the broadcasting industry could do an appropriate keyword search, read the biographical statements of the participating alumni who matched the search criteria and then decide which one to ask career questions of. Everything can be done by email and most importantly, it does not require one minute of the alumni staffs time.

Students could also be networked with the community and local businesses via participation in the students Internet based business.

We discussed earlier in the book how students could start their own Internet based businesses on the Internet. Local community members would be encouraged to do business with student businesses and in the process provide ideas and support on how they can be improved.

K-12 Students

An Internet based program could be set up within each college community that would partner a college student with a student at local schools. The idea would be to introduce the concept of mentoring to students.

Students would be matched by computer based on responses to a series of questions that both would answer. Questions might include:

- 1) What is your favorite sport?
- 2) What is your favorite type of music?
- 3) What would you like to do when you grow up

The computer programs will filter responses and put people with the most similar interests together.

Students would be asked to stay in touch with the student they have been partnered with, providing guidance, advice and encouragement to go to college, yes YOUR college.

Parents benefit from Networking and Mentoring

Colleges are realizing how critical it is to get parents involved from the time they are prospective parents, to parents of students attending orientation, to parents of students and finally parents of alumni.

I don't have to remind you how PROUD parents are of their students/graduates and they look to your college as a significant force behind their success.

Though each of the cycles parents go through, you should be able to provide them an opportunity to join other parents on line to discuss the issues they are confronted with as during their students educational experience.

When your parents provide you their email address, you will be able to send email updates, newsletters and information about the great things happening on your campus.

They will be able to join online listservs that discuss issues and problems associated with putting a child through college.

Your parents will also be a rich resource for mentoring other students and providing job opportunities in the online career center. They will also be wonderful repeat customers for the students who start their Internet based businesses in the Student Business Emporium.

What does this all mean to your college?

You are building relationships and creating a common community feeling among all stakeholders!

The Internet presents an unprecedented opportunity to network prospective students, student, parents, alumni and others. In the convenience of their homes 24 hours a day 365 days a year, your Internet based networking and mentoring programs empower people to reach out and help each other.

In colleges where this type of program is already set up, mentors are finding they can carry multiple mentoring relationships via the ease and convenience of email. The old way was to drive to a location to meet the person being mentored and then drive home. Now the person can sit in front of their computer at 1 AM and provide guidance and advice within a 5 minute email.

The networking tools that IAC is developing, tools that enable individuals to network on a personal and business level, are expanding users circle of friends and expanding business opportunities.

And it is all being done without administrative involvement.

Coming up

In the next chapter, we'll take a look at some "alternative" distance learning ideas that will help your campus explore new ways to educate and reach new audiences.

***Participate in an online discussion on this topic and
developing a
Campus-wide Internet strategy!***

<http://www.onlinecommunity.com/campusforum>

Chapter Twelve

Your Campus-wide Online Community should provide “other” *DISTANCE LEARNING* opportunities

“The campus of the future aint’ even on campus!”

Unknown

Most campuses have spent a great deal of time and money developing their initial Distance Learning program so I won’t spend time reviewing what you are already becoming very proficient at.

What I will cover in this chapter is how you can use distance learning to reach new audiences using the same technology and equipment you have already invested in or by utilizing inexpensive new video broadcast software.

Everything we’ve discussed in the previous chapters about developing a STRONG online campus community will be important to the successful implementation of your future distance learning courses.

If part of your comprehensive Internet strategy is to offer your classes to anyone, anywhere in the world, then it is EXTREMELY important that you have cultural and networking services to make your new students feel a part of your college.

Providing your students with community building tools like home pages, email addresses, StartUp Pages, access to chats, discussions, 360 degree virtual tours of campus, live and recorded audio or video presentation of noted experts and speakers visiting the campus is absolutely necessary in order to help the distance learning students feel a part of your college.

Research is already showing the distance learning programs are being well received by individuals taking them, however the lack of contact with fellow students to share information and compare notes is causing some lack of satisfaction. For the most part, distance learning will have to incorporate the feel of a campus environment or risk being rejected by students.

Share with others on your web committee the information in previous chapters to include developing online community building tools on your web site in order to ensure the success of your distance learning programs.

There are four specific areas we'll discuss in this chapter

- Resort Campus Extensions
- Alumni Life Long Learning
- Remedial Education
- Companies

Resort Campus Extensions

Resort campus extensions are definitely going to be popular among young and OLDER students. Imagine a student being able to attend your college while living in a resort community like Telluride, Colorado.

Global communication technologies and distant learning courses will enable your college to set up extension campuses anywhere in the world. Your students, alumni and community members' lifestyles are becoming more mobile than ever before. You now have the ability to partner with corporations, libraries, organizations and even resort communities to bring education to them, wherever they are.

A resort campus would consist of a building with classrooms equipped with the latest distance learning equipment.

If the investment cost appears too high for your college alone, you might consider partnering with other colleges to share overhead and equipment investment. You would select your partners based on curriculum, location, and shared educational goals.

You could share developing marketing and promotional materials to attract students to your "alternative" college environment, and charge a fee to help offset costs.

Students could attend either live or taped classes that would be feed by satellite.

This program provides a number of benefits for your college. The two most important are:

- 1) it helps you reach individuals who might not have originally considered your campus
- 2) it provides your admissions office another powerful marketing tool.

You might be able to find a ski resort who will also employ some of your student in work study programs. Ski resorts are always in need of people to help during their busy months with the finance, marketing, operations and other departments.

They might also be able to supply the classroom space!

Finding individuals on campus to develop a remote campus like this should be relatively easy!

Alumni Life Long Learning

Most colleges have tens of thousands of past clients that are potential new clients. Distance Learning could bring new educational opportunities to your alumni in a way never before possible.

Many of your alumni leave college and pursue careers in areas unrelated to their college education. As their careers develop, you have a wonderful opportunity to get them re-involved in the subjects and topics they enjoyed while in college.

Imagine on their 10th anniversary of graduating, they had an opportunity to take an online psychology course with one of their favorite professors. The course could be designed by the professor utilizing email, message boards and chats.

You might want to provide some courses for free to give alumni a no cost and painless way to learn the value of distance learning. Others might be fee- based with a portion of the money going to the professor that developed the course and the rest to the alumni association as part of an on- going fund raiser.

The only way you will get this process started on your campus is to find three or four professors TODAY that would be willing to put together basic introductory online courses, give them the resources, time and the financial resources to finish them as quickly as possible. The key here is to remind them they are NOT to create a masterpiece right out of the box. The goal would be to put together something that is credible as quickly as possible and continue to build on it from there.

As other professors see examples of what can be done, I guarantee you will have NO problem finding others who would want to participate in this program. Your future problem will be how to select among the many fine online course developed by your professors to offer to the alumni.

This is one of the most effective ways you can get your alumni involved with your college and provide them something you know they value ---- knowledge. This should be one of the first items you adopt into your comprehensive Internet strategy.

New technology will change distance learning

Technology is available today that would enable your alumni to participate in video discussions with. For about \$250 your alumni could equip their computer with a video camera, microphone and software that would allow them to listen interact with a professor and other students. The professor could hold classes on his/her home computer, at the office or while on vacation in New York City.

A distance learning course for the alumni could be an introduction to a European tour your alumni division is planning. A number of courses could be offered from professors in art, history, politics, architecture, etc to get the alumni interested and involved prior to the trip. By involving them in an entertaining and educational online course, you will be introducing the concept, how fun it is to continue to learn, and you will enrich their travel experience.. And you will definitely find they will recommend future distance learning/travel experiences like this to their friends and classmates.

The demographics of Internet users support this approach as a powerful way to make your travel programs more successful. Your baby boomer graduates are coming into retirement years with more money, more resources and more interest in world travel and knowledge.

Why should YOUR university see let them join other tours when you could provide them a tour that will educate them, network them with alumni, give you a chance to remind them of your financial needs and how they could benefit by contributing some of their estate to the university!

If I were running a major university, I would definitely take a serious look at how I could beef up my Travel programs for alumni by combining distance learning for alumni!

Remedial Education

About 30 percent of first time college students take remedial courses because they don't have the skills in math, reading and writing to start college.

An article in the Wall Street Journal by David Wessel, confirmed that more than 2,000,000 students are taking remedial courses on college campuses.

To facilitate these programs, college staff are spending hundreds of hours. Additional classroom space has to be provided to accommodate these students at colleges across the country. As a result it is estimated that approximately 2 billion dollars is spent each year to give the skills to students who should have picked them up in high school.

Some states are beginning to take a hard stance against providing these courses to incoming students. There is a growing sentiment that the college should NOT be trying to fix what the high schools should have taken care of.

The state of Florida has forbidden colleges to offer remedial courses, instead assigning the responsibility of providing them to the community college. In a convoluted method, the Florida state colleges contract with the community colleges to provide the course on the college campus!

In 1998, New York Mayor Rudy Giuliani suggested that New York get out of the remedial business and the CUNY trustees voted to end remedial classes at four year colleges but permit them at two year colleges, where more then 80 percent of incoming students need remedial help.

Unfortunately this problem is NOT going to go away. So colleges will be forced to find a way to correct the problems within the high schools they recruit from OR develop an Internet solution that requires no classroom and minimal staff time.

Many of these classes could be put on the Internet to allow the students the convenience to take them at home, the library or their local school. Students would be assigned online classes to take that would not require staff time. Utilizing interactive, self paced multimedia courses, students could complete assignments at on their own on the Internet.

The net result would be savings in staff time. College staff could be committed to handle new priorities rather than focus on classroom activity with these students.

Consider exploring this idea with your those responsible for this area.

Corporations and small business

Corporations and small business spend billions of dollars in training and retraining employees each year. With the revolution that the Internet is creating and the rapid pace of change individuals are finding their skills are becoming outdated in a matter of years, not decades.

Most of the revenue from training is captured by commercial companies.

You can develop an entire new business outreach program utilizing the economical educational delivery methods the Internet offers you.

In a special advertising section to the January 11th, 1999 edition of Forbes magazine, Corporate University Xchange, Inc. provided corporate leaders with powerful reasons why they should develop “in-house universities” to continue to educate their workforce and others.

Learning has traditionally been the job of our nation’s more than 3,700 institutions of higher education. But those were the days when graduation signified the end of the formal learning and the worked the beginning of the “real world.” But this paradigm is giving way to the new model of learning where working and learning are blending together into one seamless activity Corporation are entering the world of continuous learning by creating corporate universities: in-house training departments which act as the strategic umbrella for educating and developing the entire value chain of the organization – employees, customers, dealers, and suppliers.

By the early 1980’s there were 400 corporate universities. But the real growth occurred in the 1990’s when the number increased sharply to 1,600, including 40 percent of Fortune 500 companies. Assuming the current pace of growth, the number of corporate universities will exceed the number of traditional universities by the year 2010, if not sooner. **Increasingly, working adults want the same type of service from their educational provider that they currently receive from their bank or supermarket – convenience, accessibility, and 24 hour service.**

Just as one – stop financial shopping delivers convenient and accessible produces and services to consumer, corporation are providing a similar level and type of service to the education market as they implement satellite-delivered learning to the corporate classroom and web based college courses to the employee’s desktop.

This has major implications for traditional universities in fact, some are responding the changing dynamics of the education marketplace by creating their own for-profit education firms to supply corporations with accredited courseware. Consider the recent launch of NYUonline as one market-driven alternative to the emergence of the corporate university.

The advertising supplement showed how Toyota, Bellcore, Tennessee Valley Authority and Symbol have created successful in-house universities.

Corporation University Xchange’s own research shows 67 percent of the corporate universities have alliances with four year colleges. By the year 2003 industry participants believe this will increase to 85 percent.

Ashland University in Ashland, Ohio has developed a partnership with MTD Products, Inc. to provide a one week session of courses that include accounting, financial management, business transition, time and personal management courses. The Dealer Business Colleges are held 6 times a year and cost participants about \$400 for tuition. (MTD subsidizes part of the cost).

The information within their marketing flyer summarizes the value the Dealer Business College.

Two of the most valuable assets that we have as a company are the dealership organizations that sell and service our Cub Cadet and White Outdoor premium lines. Your value to our company is multi-faceted. The service you provide the customer before and after the sale and to explain properly the benefits associated with owning a Cub Cadet or White and your loyalty and dedication to these two product lines has given our company the confidence to invest further, not only in the product, but in the people that sell and service it.

We are pleased to sponsor the MTD Dealer Business College in partnership with Ashland University on behalf of our Cub Cadet and White Outdoor dealerships. This venture is intended as a practical study of methods to enhance your financial health, marketing strength, and long-term growth. We believe this school is one important step to preserving and protecting your dealership for you, our mutual benefit and for the outdoor power equipment industry as well. I hope that you will take the opportunity to attend. Curtis E. Moll, Chairman and CEO

There are a number of benefits of developing a program like this. First of all you introduce your college to parents whose children may be going to that college soon, you will be developing relationships with the corporation that sponsors the Dealer Business College who could become a major contributor and you provide a new source of revenue for your college.

Many universities are seizing the opportunity and partnering with corporations to provide courseware to their corporate universities. Are you?

If you don't have someone committed to develop these partnerships within your organization for both teaching and research, you should QUICKLY determine if this is a direction you need to move in and get it started IMMEDIATELY. Companies spend over \$60 billion dollars each year training new and existing staff. You should be receiving some of this money!

Taking distance learning to sea

You might find a market by taking your distance learning program to sea!

With the well educated baby boomer generation within a decade of retiring and absorbing the highest transfer of wealth from their parents than any previous generation, cruise ship operators have an opportunity to offer cruises along with concentrated classes on any subject their customers are interested in.

By partnering with universities and commercial learning organizations, cruise ship operators will be in a position to include distance learning classes as an optional activity for their customers.

Imagine being able to sit down in front of a computer on the ship and connect with a class being held at Harvard University on life in Athens, Greece in 200 BC. While you listen to the live or taped lecture of the professor, you search the Internet sites recommended for further details. At

the end of the lecture you take a quiz that verifies what the professor feels is the most important information from the lecture and the computer automatically grades your quiz and provides reasons to support the answers you got wrong.

After doing the recommended reading and surfing of the next to prop up your understanding of the answers you missed, you are allowed to move on to the next lecture. When watching taped lectures, you could take an entire week (5 days of lectures) in one day. Later that night you return to the classroom to join a chat with students from all over the world while the waiters on the ship bring you wine, cheese, shrimp and lots of other snack food!

Then imagine the next day, your ship docks at a port in Greece and you begin to visit the sites and areas that you have been studying.

Can you imagine a more wonderful way to mix education with real life experiences!

If you are not so lucky to be traveling on a cruise ship, imagine being a crew member of the USS Enterprise and out to sea for 6 months at a time. In the past you had no way to take courses or aspire to advanced degrees because you were never on land long enough to take classes even for a quarter.

Enter the Internet and new distance learning opportunities between the military and our universities.

Georgia College and State University in Milledgeville, Georgia has piloted a program where sailors of the USS Carl Vinson can participate in a weekly class on *administrative ethics*. The sailors attend a classroom on the ship that is equipped with televisions and cameras that accept and transmit images by satellite with the college.

With the armed services continually looking for ways to attract bright, intelligent new recruits, providing them distance education is a powerful new tool their recruiters can begin to use. Many universities and colleges already have relationships with various departments of our armed forces. You would be wise to begin exploring with them, how you can help them;

1. Gain new highly qualified recruits
2. Improve their retention
3. Train their staff

with a satellite feed distance learning program.

Think Globally with Distance Learning

The Internet is making it possible for you to offer targeted, if not all of your distance learning courses globally.

Thinking a bit out of the box, consider first offering your English department's classes to ANYONE, anywhere in the world. Who would be better prepared to teach English than your college, your staff! The Internet has thrust English to center stage and it is being adopted as the official language of the Internet. Based on that, you have 10 BILLION prospective customers who need to learn English in the coming century!

You might have to partner the English department with other foreign language departments to help in translating the site for the targeted countries you have included in your strategic plan.

You might also consider developing courses around stronger departments in the college. Some of your departments are recognized internationally. As a result your department leaders could use their connections to offer specific classes to other colleges worldwide. They in turn probably have some strong courses you can offer to your students.

Partner with everyone to promote your distance learning courses

He who has the strongest distribution WINS! This is true in virtually every business and it is emerging as a basic business requirement within the Internet environment. If you are developing your distance learning courses to serve JUST your current students, STOP. You are wasting time and money. Your focus should be to include current students, your local community, business partners and then out to the entire world!

In order to be successful, you will need to market your courses extensively. This requires money, money and staff. Alternately, you can immediately identify partners that will actively promote your courses to their group, client base or staff.

In this type of relationship, you pay ONLY for those that take courses. For instance, you might develop an active program with 400 of your most loyal business supporters and ask them to link your online courses within a continuing education area on their corporate Internet site. Or you may contact the local museums and art gallery's to link to your classes that focus on areas pertaining to their business/industry.

In each of these cases, when a person links to your site, from their site and enrolls in a class, give them a commission!

That's the Internet way!

Give the first couple lessons for FREE and then charge!

The Internet is PERFECT for the oldest marketing strategy in the book, “give them a trial offer and then charge them”.

I originally thought only magazines, newsletters and software manufacturers would benefit from this but after thinking about it, it dawned on my that you have a GOLDEN opportunity to offer continuing education and distance learning on a trial basis.

For the most part, you have no additional costs and if the course matches their needs and is strong enough, you end up filling more seats, or should I say modems!

What does this all mean to your college?

The campus of the future will be where you are at!

When TV was introduced in the early 50’s pundits said it would be the death of radio. It NEVER happened. Radio has increased in popularity and stations' commercial values are in the stratosphere.

The Internet will not kill education as we know it today, but it will certainly change it. Some students will spend all four years of their education on campus. Others will spend a year at a community college, a year on campus, another year at a resort campus and perhaps the final year at a foreign campus. Colleges will soon learn that their alumni are ideal REPEAT customers. They have an inclination to learn and were satisfied with their education.

Others on limited budgets will be viable to get their degree by attending classes via the Internet from home , the local library or community center for a cost that a student would have paid in 1970.

By leveraging their alumni connections within companies and organizations worldwide, colleges have a fantastic opportunity to generate revenue by providing distance learning courses to them. Providing online courses to alumni and business represents a huge new revenue streams for colleges.

You can start exploring these areas quickly and inexpensively by using some of the ideas presented in this chapter.

Coming up

In the next chapter we’ll discuss the pros and cons of outsourcing your campus Internet site. We’ll review the cost and speed advantages outsourcing provides you.

Participate in an online discussion on this topic and

*developing a
Campus-wide Internet strategy!*

<http://www.onlinecommunity.com/campusforum>

Chapter Thirteen

Why should you consider *OUTSOURCING* your Campus-wide Online Community

“Your campus already outsources many services, development of your the Internet site should be one of them”

Rebecca Reed, Director of Product Development, IAC

The Internet has already created an enormous burden on the college computer/MIS department's staff, equipment and budget.

In a relatively short number of years, they have had to create Internet sites without any prior experience or training. Most have done a fantastic job in recreating the information that is already in text and printed form online. Others are now enabling students to register for classes online.

However the expectations of prospective students, students, alumni and others are beginning to exceed what the campus Internet site has to offer. And the computer/MIS department is showing signs of strain from pressures created by Y2K, lack of personnel, increased workload and limited budgets.

We argued earlier in this book that your college has much to gain by having your alumni, students, faculty and others participating in an vibrant, active campus wide online community.

You will increase communication, networking, generate revenue, increase efficiency, learning and much more.

None of this will happen if unless your college moves quickly to create an environment that will keep your stakeholders daily interest.

In order to continue to serve these stakeholders the same way commercial sites are already servicing them, colleges must begin implementing sweeping changes or risk falling behind competitor s who are already net-centering their organization.

To continue to serve all stakeholders, college sites should begin to adopt:

- Audio
- Video
- Access to Legacy system data
- Interactivity
- Automated news and information systems
- Networking, mentoring and communication systems

Outsourcing is faster, cheaper, easier and provides a better service

When speaking with MIS directors, we find ourselves constantly asking if they want to reinvent the wheel or outsource the development and maintenance to a company like IAC that is continually tweaking, modifying and adding new options and services within the online community software for many colleges.

The response tends to be an enthusiastic, “OUTSOURCE”.

The reason MIS/Computer departments want to outsource is they realize to provide the same level of services outlined in this book they will need to:

- Hire, motivate and train teams of programmers
- Hire, motivate and train teams of graphic designers
- Administrate and supervise the process

- Find funding for training costs, staff benefits, equipment, software
- Increase office space

They will also have to create policy and procedures on who is going to reboot the computer on Christmas day when it goes down! You can see how quickly your college will end up spending money.

In setting up Alumni Online Communities for nearly 50 colleges and universities around the world, IAC has found the MIS/Computer departments highly endorsing the alumni department's interest in outsourcing their Internet site. The cost to replicate the IAC Alumni Online Community would be at least \$150,000 the first year with a minimum yearly investment of \$100,000 to improve it, promote and market it to the alumni.

Colleges that decide to do all services in-house risk:

- Longer development and implementation times
- Difficulty in hiring and keeping quality staff
- Losing knowledge and experience when staff leaves
- Less effective Internet site
- Much higher implementation costs

When you look at the situation logically, for most universities, it just **does not make sense** (unless you have an unlimited budget to work with) to develop some campus applications in-house. The risk of not developing your campus Internet site effectively is great!

Commercial companies are beginning to realize that they can help universities/colleges save time, money and stay abreast of a rapidly changing Internet culture. MIS supervisors are having to take a serious look at outsourcing some of their Internet responsibilities rather than develop them internally.

State governments are facing the same decisions. *“Do we make a significant commitment in people and equipment or do we consider outsourcing?”*

Connecticut's Department of Information Technology pondered that question and decided to outsource the state's computer system. As 1998 closed they awarded Electronic Data Corporation (EDS) a \$1 billion dollar contract to privatize the state's computer systems over the next 7 years.

IAC's outsourcing model is PROVEN and successful

IAC has developed a business model over the past four years that assumes responsibility for

developing and maintaining the college alumni, admissions, student services, development and other department Internet sites.

IAC offers its clients a highly customized Web site that matches the philosophy and attitude of the colleges or department we are working with. See <http://www.iaccorp.com>

The Alumni Online Community service that IAC developed, provides a to turnkey program that enables the alumni association and alumni to update information online without our involvement. Password protection enables alumni directors and associates to update calendar, alumni news, homecoming and other information on the web.

Alumni can change their address information, update their home page, class notes and other areas 24 hours a day 365 days a year.

IAC provides alumni associations with a basic Alumni Online Community with about 12 difference services. Alumni associations are required to maintain and update certain parts of their Web site and link to the Online Community building tools that IAC maintains on their server for the alumni association.

IAC provides a basic Alumni Online Community to alumni associations for prices starting at \$6,000 per year. A standard online community with 24 services for alumni would run about \$8,000 per year. IAC has at total of 60 services that alumni associations can offer their members. See <http://www.onlinecommunity.com/alumni>

Other departments on campus are now outsourcing their Internet sites

Columbia University School of General Studies in New York City, has outsourced the development of their admission and student services site to IAC because their internal study indicated that it could be up faster, it would be newer technology and it would be done at less cost than it could have been done in-house.

Curtis Rodgers, Alumni Marketing Director of Columbia along with his Dean decided to outsource their Internet site because they felt a commercial company would be more responsive and capable of handling their needs and the expectations of their tudents. To see the site that IAC created for Columbia University, School of General Studies visit <http://www.gs.columbia.edu>

Any department on campus can outsource the development of their site to companies like IAC. The athletic department can outsource their site and receive a site that provides more coverage for each of the sports. IAC has developed a program that partners students within the public relations and journalism classes to cover badminton, to volleyball teams and write stories and take photographs of the games. Students are able to enter their stories about the games online

immediately after the game and include the photographs. This gives all teams equal coverage and provides real world experience for the students.

You may consider outsourcing your orientation site to provide more interactivity and involve the students before they get on campus. For instance, each incoming student could be paired with a current student in a big brother, sister relationship. The computer would match them based on their Interests and or hobbies. Each could be emailing the other prior to the start of the school year to share thoughts and answer questions. Contests could be developed online using the campus map and information about the campus that you want to make sure students are aware of.

Most importantly, your staff can hold online chats and discussions once a week to handle pre college jitter questions for both students and parents.

In any outsourcing relationship, IAC develops, modifies and improves programs, backs up data and handles customer service questions and inquiries from users. We provide a turnkey program that allows you to get on with what you do best, while we handle the mechanics and technical side.

For more information visit <http://www.campus-wide.onlinecommunity.com>

What does this all mean to your college?

Outsourcing will get you where you NEED to go faster and at less cost!

Take a quick look around your cyber space campus.

Does it take advantage of the networking, communication, mentoring, revenue generating opportunities that we discussed in this book? Does your college have a Campus-Wide Internet Strategy?

If you do not, you should be assembling key people on your campus immediately and draft a comprehensive Internet strategy for your campus. You do not have much time before students, alumni, the business community, prospective students, parents and even your own staff leave you behind!

Services that more endowed colleges might be able to afford to develop on their own, you'll have for a fraction of the cost. When working with companies like IAC, you will have access to the successes and failures that our other clients have had. As a result, you can grow your campuswide Internet strategy based on known successes and eliminate tests in areas that have been found not to work.

When outsourcing, you have a lot to gain and virtually nothing to lose!

Coming Up

Take the outsource quiz! Should you outsource or should you do the programming graphic design and handle the maintenance in-house.

***Participate in an online discussion on this topic and
developing a
Campus-wide Internet strategy!***

<http://www.onlinecommunity.com/campusforum>

Take the OUTSOURCE QUIZ

Is it less expensive, can an outside firm get it done faster and will it have more features than if you did the programming in-house? You be the judge! Use this easy form to determine if you should outsource portions of your campus Internet site.

	Estimate Costs
	In-house - Outside
Software	_____/_____
Equipment	_____/_____
Training	_____/_____
Support	_____/_____
Communication lines	_____/_____
Staff	_____/_____
Customer Service	_____/_____
Total Cost of new project	_____/_____
Cost difference	_____/_____
Start Date	___/___/___
Finish Date	___/___/___

Conclusion

Where will it go from here?

The next ten years could change education MORE than the last 100 years

We have to keep in mind that the Internet is NEW, brand new. New technologies to make it easier, faster, more efficient and practical for everyone are being worked on in every corner of this planet.

Innovations are occurring around the clock that will continue to make the Internet easier, faster, more powerful and MORE useful. The cumulative effect of all of these changes will further speed the changes and strategies we discussed in this book.

Speed is everything. YOU don't have six months to put a committee together to analyze what you should be doing on the Internet. You don't have another six months to decide what to do, NOR do you have yet another year to implement what you have decided to do. You don't have time for a FIVE year plan!

The future is here today, unraveling by the minute!

The Jones University of Colorado has just received accreditation for their distance learning programs and others are soon to follow. Students and parents are letting their fingers do the clicking to determine where to go to college. Alumni are shopping online right now and giving other Internet sites royalties from their purchases. Students are participating in other online communities and what are you doing?

To create your Net-Centered campus, you need to energize your entire campus community..... provide them the tools to show you the way!

But by all means, please get started TODAY!

About the author

Don Philabaum

Don Philabaum graduated from Kent State University in Kent, Ohio with a major in Telecommunications and a desire to start his own business.

He began his business career developing a company (Aardvark Studios) that currently photographs over 550 college and high school graduations each year. Don splits his time and involvement between Aardvark Studios and the company he formed in 1995, Internet Association Corporation, which provides online communities to groups and organizations worldwide.

A firm believer in business education partnering, Don and his firms have been active in business education partnerships with schools in the community. Don was recognized in 1992 for his contributions to education when he was awarded the Harold K. Stubbs award for Business and Education.

Don keeps his ear to higher education by staying in contact with clients and participating in conventions like Educom. To get a better understanding what problems and situations our k-12 schools face and to provide a business perspective to solutions discussed, Don has been a member of the Akron Superintendent, Mr. Brian Williams, Business Advisory Council for nearly 6 years.

His interest in the Internet finds him up at 4 AM surfing the web to learn about newly introduced technologies, discover new applications for these technologies and write books. Don loves to travel, ride mountain bikes, photography and developing new business concepts and ideas.

Business and creatively solving client's problems is fun to him. His true measure of his success is the 3 bright-eyed children that greet him on return from each business trip.

Contact Don at don@iaccorp.com

What's IAC

The Internet Association Corporation was formed in 1995 to provide innovative, interactive online communities to groups and organizations worldwide.

The company has focused on providing Internet solutions for the College community and currently services admissions, student services, alumni, public relations and other departments on campus.

The company was founded on the principal that groups and organizations will benefit from the Internet by:

- Increasing the frequency of communication with members
- Reducing costs by placing newsletters, magazines and other printed material online to save printing cost
- Reducing cost by communicating directly on the Internet, thereby saving postage, printing and labor
- Outsourcing eliminates hiring, training and costs associated with purchasing equipment, software, and much more
- Generating new revenue streams from e-commerce, sponsorship, dues and contributions online and advertising
- Providing high technology Internet sites for participants

IAC works with clients to determine their needs and then adapts custom designed templates to create a highly interactive, engaging online Internet presence designed to keep users coming back.

In addition to developing the community, IAC provides marketing and promotional advice and expertise to ensure the communities are used effectively by administrators and members alike.

For more information contact:

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