Integrated Marketing & Communications (IMC) Strategic Plan

Three-Year Plan: 2018 – 2021

March 2018

Karen M. Norton
Executive Director of Integrated Marketing and Communications
Table of Contents

Situation Analysis
   Overview

Target Audiences
   Primary Audience
   Secondary Audience
   Internal Audience

IMC Goals
   Goal 1: Build awareness and enhance the BHCC Brand
   Goal 2: Increase enrollment for new students
   Goal 3: Support efforts to increase retention and persistence for current students
   Goal 4: Support and promote institutional initiatives and events

Goal 1: Build awareness and enhance the BHCC brand
   Strategies/Objectives/Tactics/Measurement

Goal 2: Increase enrollment for new students
   with focus on adult learners
   Strategies/Objectives/Tactics/Measurement

Goal 3: Support efforts to increase retention and persistence for current students
   with focus on promoting Allied Health, STEM, and Creative Economy
   Strategies/Objectives/Tactics/Measurement

Goal 4: Support and promote institutional initiatives and events
   Strategies/Objectives/Tactics/Measurement
**Situation Analysis**

**Overview**

This three-year IMC strategic plan was developed to reflect the current climate, strategies and objectives that guide the College’s marketing and communications efforts. With the decline in traditional high school students, a focus is to generate more interest in the adult learner population with pathways to the workforce. This plan is based on the solid foundation of the College’s brand. IMC aims to strengthen the College’s reputation; enhance its visibility; and promote the value of the academic offerings, initiatives, services and partnerships at Bunker Hill Community College.

The IMC strategic plan supports the mission, vision and goals for the College as outlined in the Education Master Plan. As part of the annual unit plan review for IMC, minor adjustments may be made to reflect findings or lessons learned.

IMC is responsible for defining and maintaining a consistent brand for the College for both internal and external audiences. The division practices the PESO (Paid, Earned, Shared, Owned) model, which utilizes a variety of communication channels based on content strategy, content marketing and content management.
Target Audiences

Primary Audience:
For the purpose of this plan, we have segmented the targets into three primary groups:

   Group 1: Individuals – adult learner, ages 26 to 54 with specific demographics
   Because of the decline in numbers of traditional-age college students in the Greater Boston area (Group 2), there is a need to focus more heavily on Group 1 to increase enrollment of adult learners.
   Promote 2-year associate degrees, certificates, transfer and career/technical training programs
   o Sub-group A: Working adults looking to either change careers, enhance skills, or earn certificate to advance their career or enter into the workforce
   o Sub-group B: Adults with no or few college credits who want to complete their degrees and enter into workforce or transfer to a four year institution.

   Group 2: Individuals – high school student, ages 16 to 25 with specific demographics
   Promote early college, 2-year associate degrees, certificates, transfer and career/technical training programs.

   Group 3: Special Interest groups
   Veterans, International Countries, and Athletes

Secondary Audience:
Influencers of prospective students
- Guidance Counselors
- Employers
- Community-Based Organizations
- Parents
- Family
- Friends

External Influencers
- Donors/Foundations
- Business and Community Leaders
- Four-year partner colleges
- Internship/clinical partners
- Advisory Boards
- Elected and appointed officials

Internal Audience
- Current Students
- Faculty
- Staff
- Board of Trustees
- Foundation Board
- Alumni
IMC Goals

Goal 1: Build awareness and enhance the BHCC Brand
Goal 2: Increase enrollment for new students
Goal 3: Support efforts to increase retention and persistence for current students
Goal 4: Support and promote institutional initiatives and events

Goal 1: Build awareness and enhance BHCC Brand

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Objectives</th>
<th>Tactics</th>
<th>Measurement</th>
</tr>
</thead>
</table>
| Create consistency in brand among all college locations, programs and initiatives. | Promote brand recognition and create logo/sub logos for two campuses (Charlestown and Chelsea) and six other locations: Malden, South End, East Boston, Chinatown, Everett and Quincy. | 1. BHCC signage in all locations  
2. All locations listed and promoted on all communication channels  
3. College initiatives | - Sign Audit  
- Collateral Audit  
- Community Feedback |

Create general brand campaigns in print and online. | Create collateral online and in print to support the community college mission; share positive stories; and promote BHCC’s offerings, services and programs including the new Center for Cultural Wealth and Equity. | 1. Owned Media: website, social media, magazine, collateral  
2. Earned Media: BHCC Newsroom, interviews, panels  
3. Paid Media: Print advertising and advertorials; digital marketing*  
4. Shared Media: partners, influencers, BHCC community | Google Analytics and tracking, stories |

Maintain a positive image of the College. | Manage potential crisis communications and media relations. | Monitor news and media outlets | BHCC mentions and reporting |

*Paid digital marketing can include a variety of tactics including online display, behavioral targeting, retargeting, IP targeting, mobile foot printing and Facebook/Instagram paid ads.
Goal 2: Increase enrollment for new students, with focus on adult learners

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Objectives</th>
<th>Tactics</th>
<th>Measurement</th>
</tr>
</thead>
</table>
| **Adult Learners**  | Target the Greater Boston area within 10-15 mile radius, targeting the 9 service towns and top 5 zip codes of where are students come from. Aligning with high demand workforce needs. | 1. Owned Media: dedicated web page and messaging, social media campaign, collateral  
2. Earned Media: announcements, stories, grants, interviews  
3. Paid Media: print advertising, direct mail; digital marketing  
4. Shared Media: BHCC community, alumni | - Meetings with BHCC stakeholders on assessment  
- Admissions Reporting  
- Web analytics |
| **Early College/Dual Enrollment** | Partner with BHCC stakeholders to create web presence and print and online collateral for identified targets. | 1. Website pages  
2. Outreach collateral and messages | - Meetings with BHCC stakeholders on assessment  
- Admissions Reporting  
- Web analytics |
| **High School Students** | Target area high schools in the 9 surrounding towns, partnering with admissions. | 1. Owned Media: website, social media, collateral  
2. Earned Media: Partner programs  
3. Paid Media: print advertising and advertorials; digital marketing including geo-targeting  
4. Shared Media: BHCC community | - Meetings with BHCC stakeholders on assessment  
- Admissions Reporting  
- Web analytics |
| **Guest Students** | Promote taking a class for a guest or non-matriculated student, with particular emphasis on summer sessions. | 1. Owned Media: dedicated web page and messaging, social media campaign, collateral  
2. Earned Media: announcements, stories, grants, interviews  
3. Paid Media: digital marketing  
4. Shared Media: BHCC community, alumni, articles | - Meetings with BHCC stakeholders on assessment  
- Admissions Reporting  
- Web analytics |
### Goal 3: Support efforts to increase retention and persistence for current students

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Objectives</th>
<th>Tactics</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote high-demand programs with a focus on Allied Health, STEM and Creative Economy</td>
<td>To show the pathways within these fields to the workforce or to transfer.</td>
<td>1. Owned Media: dedicated web page and messaging, social media campaign, collateral 2. Earned Media: announcements, stories, grants, interviews 3. Paid Media: print advertising, direct mail; digital marketing 4. Shared Media: BHCC community, alumni, articles</td>
<td>- Google Analytics and tracking  - Enrollment reporting</td>
</tr>
<tr>
<td>Internal Communications to students, faculty and staff</td>
<td>Maintain internal communications strategies to announce and promote College news, activities and events.</td>
<td>1. Create and maintain IMC plans that identify which communication channels will be utilized.</td>
<td>- Feedback</td>
</tr>
</tbody>
</table>
## Goal 4: Support and promote institutional initiatives and events

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Objectives</th>
<th>Tactics</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote Institutional Events and Programs</td>
<td>Create collateral and promotion.</td>
<td>1. Owned Media: event web pages, social media campaign, collateral</td>
<td>- Follow up surveys</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Earned Media: announcements, partners</td>
<td>- Attendance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Shared Media: BHCC community, alumni, partners</td>
<td></td>
</tr>
<tr>
<td>Cultural Institutes</td>
<td>Create, brand, collateral and promotion.</td>
<td>1. Owned Media: event web pages, social media campaign, collateral</td>
<td>- Follow up surveys</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Earned Media: announcements, partners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Shared Media: BHCC community, alumni, partners</td>
<td></td>
</tr>
</tbody>
</table>