



Integrated Marketing & Communications (IMC) Strategic Plan

Three-Year Plan: 2018 – 2021

March 2018

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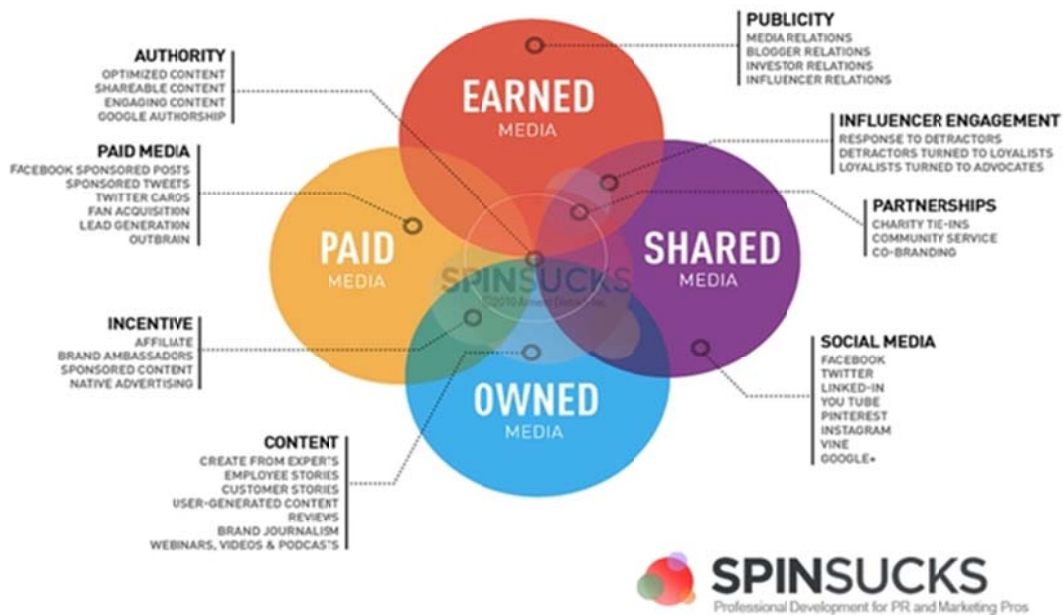
Situation Analysis

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.



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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

- Sub-group A: Working adults looking to either change careers, enhance skills, or earn certificate to advance their career or enter into the workforce
- 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

Strategies	Objectives	Tactics	Measurement
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.	<ol style="list-style-type: none"> BHCC signage in all locations All locations listed and promoted on all communication channels College initiatives 	<ul style="list-style-type: none"> 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.	<ol style="list-style-type: none"> Owned Media: website, social media, magazine, collateral Earned Media: BHCC Newsroom, interviews, panels Paid Media: Print advertising and advertorials; digital marketing* 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

Strategies	Objectives	Tactics	Measurement
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.	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> - 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.	<ol style="list-style-type: none"> 1. Website pages 2. Outreach collateral and messages 	<ul style="list-style-type: none"> - 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.	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> - 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.	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> - Meetings with BHCC stakeholders on assessment - Admissions Reporting - Web analytics

Goal 3: Support efforts to increase retention and persistence for current students

Strategies	Objectives	Tactics	Measurement
Partner with departments to promote registration within the enrollment cycles for Enrollment Management, International, Veterans, Workforce Development, and Pathway programs	Working with enrollment management, creation of outreach collateral and campaigns for current students.	<ol style="list-style-type: none"> 1. Website banners and specific pages 2. Signage 3. Social media campaigns 4. Collateral 5. Various communication channels 	<ul style="list-style-type: none"> - Enrollment reporting - Google Analytics and tracking
Promote high-demand programs with a focus on Allied Health, STEM and Creative Economy	To show the pathways within these fields to the workforce or to transfer.	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> - Google Analytics and tracking - Enrollment reporting
Internal Communications to students, faculty and staff	Maintain internal communications strategies to announce and promote College news, activities and events.	<ol style="list-style-type: none"> 1. Create and maintain IMC plans that identify which communication channels will be utilized. 	<ul style="list-style-type: none"> - Feedback

Goal 4: Support and promote institutional initiatives and events

Strategies	Objectives	Tactics	Measurement
Promote Institutional Events and Programs	Create collateral and promotion.	<ol style="list-style-type: none"> 1. Owned Media: event web pages, social media campaign, collateral 2. Earned Media: announcements, partners 3. Shared Media: BHCC community, alumni, partners 	<ul style="list-style-type: none"> - Follow up surveys - Attendance
Cultural Institutes	Create, brand, collateral and promotion.	<ol style="list-style-type: none"> 1. Owned Media: event web pages, social media campaign, collateral 2. Earned Media: announcements, partners 3. Shared Media: BHCC community, alumni, partners 	<ul style="list-style-type: none"> - Follow up surveys