



*Sacramento City College*  
Strategic Planning System  
Cross-Divisional Program Plan

**Planning years:** 2020-21 through 2022-23

**Plan Type:** Program Plan

**Title:** Marketing Program Plan

**OPR:** Communications and Public Information Office

**Collaborative Group(s):** President's Office, District PIO Group, Office of Philanthropy, Outreach, Student Services

**Reference documents:** None

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**Date:** November 22, 2019

**REVIEW CYCLE:** Three year

## **SECTION I: Overview & Strategic Information**

Using traditional and emerging communications channels, the Public Information Office supports and enhances the outreach to, orientation of and engagement of students throughout their Sacramento City College experience. In addition, the office seeks to improve relationships within the established SCC community, and seek to develop new internal and external partnerships.

The PIO Office will continue to promote the SCC logo and style guide. The PIO Office notes that the most important opportunity for communications and marketing improvement is to help students get into and through SCC and onto their next goal. This will include more digital and online resources, and a minimization in the focus on traditional media. It will also entail more focus on targeted opportunities, measurement and areas with ROI metrics. We will implement better targeting, for example, seniors in local high school academies who could easily transition into one of our current pathways.

Although marketing is not strictly used for the purpose of increasing enrollment, that is the major purpose of this Program Plan. To a lesser extent, marketing involves developing a strategic and coordinated approach to maintain and build relationships throughout the community and a presence with emerging stakeholders. In addition, the PIO Office informs students, employees, and other important audiences about a multitude of issues, and maintains a coordinated and consistent profile for the entire college.

These needs define the overall purpose of the PIO Office and the Marketing Program Plan. They also demonstrate the importance of the plan to the mission and vision of the college, and every college goal. The following will determine the objectives and goals of the Marketing Program Plan: Market research; market forces; college goals and strategies; guidance from the SCC President; planning cycle; student needs; and Los Rios District and statewide priorities. With these objectives, strategies and recommendations in place, Sacramento City College is well supported through marketing strategies to move forward toward accomplishing its mission, vision and goals.

## **A. PROGRAM DESCRIPTION**

The Marketing Program endeavors to improve internal and external relations using traditional and new communications methods. Using traditional media, print collateral, swag, the website and social media we endeavor to increase awareness of Sacramento City College within the Sacramento, Davis and West Sacramento regions. We are also exploring and continuing to evolve our internal communications to meet the needs of students, faculty and staff with such tactics including social media, the website, email, print collateral, banners and flyers, and other digital communications.

## **B. ENVIRONMENTAL SCAN**

Provide an overview of the major factors affecting the work of the Program. (You may choose to describe the internal (within the college) and external (e.g. outside of the college) environment as they affect the program. Alternatively, you may organize the information by discussing the Program's strengths, weaknesses, opportunities, and challenges. Other formats may also be appropriate.)

1. **Competitive Environment**— Sacramento counts around 30 colleges and universities, including four-year or private colleges, community colleges, trade schools, and online/distance learning schools.
2. **Economic Environment**— The metropolitan city of Sacramento has experienced exceptional growth in the past 12 years. During this time, the addition of new businesses and expansion of others created new opportunities in the job market and attracted new residents from surrounding areas. However, in more recent years, the state budget crisis resulted in high unemployment and far lower taxation rates, with resultant cuts to the community college system and a need for fee increases. In 2013-14 the state economy began to recover, and after years of growth is now doing well. As the economy has boomed, enrollment has remained flat, or decreased slightly as jobs are more readily available.
3. **Political and Legal Environment**— Sacramento City College is in close proximity to the state capitol and is, therefore, often spotlighted as a representation of community colleges across the state. SCC is part of a four-college district and the statewide community college system; the college must abide by appropriate rules and regulations as designated by both entities. We often are the focus and sometimes the benefit of being so close to the capitol.
4. **Technological Environment**— The increasing demands for and use of social media, online services, distance education, streaming, and mobile capabilities have had a considerable impact on marketing and strategic communications. Much communication strategy is now trending toward electronic and online platforms.
5. **Social and Cultural Environment**— It is estimated that the Sacramento population will nearly double, to 1 million citizens, in the next decade. Culturally, the Sacramento region enjoys a wide array of diverse cultures and an acceptance of various perspectives.

## **C. MULTI-YEAR DIRECTIONS AND STRATEGIES**

There are many changes coming in the year(s) ahead, including combining resources between the four colleges and district office for better communications platforms and products that can help enhance the student experience. In Spring of 2020, we will also be launching a new website that will allow us to better communicate upcoming events, key deadlines and dates, make it easier for students to navigate to important pages, and improve digital forms for ease of use.

As we implement new platforms and products that will support our internal and external communications, we will also be looking for ways to improve targeted marketing using digital resources and traditional advertising. Part of our efforts to improve marketing and recruitment includes providing high-quality,

concise collateral for our Outreach team and divisions, improving the consistency of the brand both in both print and digital.

For the students already on campus, our goal is to support retention by engaging students in campus life and activities as well as connecting them with the many support programs and resources offered.

In addition to the above we will continue to work with different committees and teams on campus projects to support them through communication, publicity and marketing.

## SECTION II: Review and Plan

Required update every three years.

### A: REVIEW OF ACCOMPLISHMENT OVER THE PREVIOUS PLANNING CYCLE

#### UNIT OUTCOMES: ADMINISTRATIVE UNIT OUTCOMES (AUOs) or STUDENT LEARNING OUTCOMES (SLOs) FOR THE PLANNING CURRENT CYCLE

List the AUOs and/or SLOs that will result from the work of the program in the planning year. These outcomes should align with and support the College Goals. Most Program Plans will have only AUOs. Others will have a mix of AUOs and SLOs.

<b>Outcome (AUO/SLO)</b> <i>(formerly called objectives)</i>	<b>Expected results</b>	<b>Progress to date</b>
<b>Objective 1</b> Promote and communicate a wide variety of events using multiple media opportunities	Update website 5 times per week during the two main semesters and 3 times per week during the summer; Send at least 3 social media messages each day during the fall and spring terms; and one during the summer; Create theme for all publications; coordinate collaboration of message throughout college	Mixed: website homepage has been updated as needed. Social media: Through paid advertising we have pushed messages at key times to students and prospective students. In addition, we have also been pushing additional grassroots posts. We added Instagram to our FB and Twitter social media channels in Fall 2016. Have worked to create themes and collaborate with many colleagues throughout the year. This includes STEM, HSI-SAGE, Express Newspaper, Athletics.

<p>2. Institutionalize brand concept through main administrative services</p>	<p>All communications vehicles from the college administrative level must utilize the brand (look and feel), and support the overall themes of the institution. This includes a coordinated look to the AXIS-TV system, message boards, website, and all other visual media, as well as flyers/brochures/folders/programs and all other printed media</p>	<p>Mixed: More and more admin and division level communications use the style guide. When using PIO Office, the look and feel of communications is consistent across the various channels we have available and the collateral we help create.</p>
<p>3. Assist the learning centers in West Sacramento and Davis in marketing their services.</p>	<p>Through more coordinated printed materials and visual media, and assistance in helping create and manage certain public events, the expected outcome will be a 7% increase in student enrollment.</p>	<p>Achieved: Created and distributed postcards for West Sacramento center twice last year, paid for booths at various events for both West Sacramento and Davis centers to use, paid ads in several local publications for both centers, coordinated new primary collateral and placed social media ads for both.</p>
<p>4. Create a true communications department under the Office of the President</p>	<p>This will include the CPIO, PRT, Web developer, graphic designers and a Clerk III/Graphic artist combination position. It is vital to move all message makers into one department in order to consistently coordinate efforts and not duplicate services.</p>	<p>Not achieved: this will probably not be possible under current configurations of staffing.</p>

5. Plan, market and communicate the SCC 100th anniversary	Coordinate with the Foundation Office on various initiatives to successfully promote the event/s and history of the college. Expected outcome is a higher profile of SCC in the community	Achieved
6. Assist athletics department in marketing their website and communications	Pay half of sports photographer/web builder position (\$15/hour for 36 weeks); this will aid in keeping both the main college site and athletics site fresh	Achieved: Dianne Rose has been contracted to provide sports photos for all sports. The athletics website is continuously updated, and many photos are used on the main SCC homepage and social media.
Enhance Public Information Office performance by supporting staff development opportunities for both the CPIO and PRT	Attend annual CCCPRA conference in April; attend NCMPR regional training in September; enter publications, website, etc. in various contests	Not achieved last year.

**SECTION III: ANNUAL PROCEDURES AND RESOURCE REQUESTS FOR THE PLANNING YEAR:**

Required annually

Procedure	Timeline	Responsible persons	Resource Requirements	Funding Source(s)
Digital Advertising: Digital ads allow us the flexibility to deliver information directly to a target audience in our service area through, primarily, Facebook and Instagram. (AUO 1,2,3,4,5)	All Year – Most at peak enrollment times, Important Financial Aid Deadlines, and other key dates.	PIO, PRT	\$10,000	GENFD

Email Marketing: Using an email marketing platform to mass email groups such as students, staff and faculty allows us to maintain accessibility standards while simultaneously improving the look and feel of the emails. In addition, the platform allows us access to data for assessment of content and readership. (AUO 1,2,3,4,5)	All year	PIO, PRT	\$7,500	GENFD
Website: To maintain a current and robust website we will need a couple items for support such as stock photos. (AUO 1,3,4,5)	All year	PIO, PRT, Webmaster	\$5,000	GENFD
Traditional Ads (AUO 3,5)	All year	PIO	\$25,000	GENFD
Direct Mail (AUO 2,4,5)	All year	PIO, PRT	\$45,000	GENFD
Promotional Materials (AUO 3,5)	All year	PIO	\$15,000	GENFD
Marketing Materials (AUO 1,2,3,5)	All year	PIO	\$60,000	GENFD
Online Platforms: We use online platforms for linking Instagram photos, maintenance of standing committee documents, website accessibility monitoring and a variety of services vital to our communications efforts and our ability to ensure we are meeting the student need. (AUO2,3,4,5)	All year	PIO, PRT	\$15,000	GENFD
College Catalogs (AUO 2)	Once a year	PIO, VPI	\$10,000	GENFD
Photography/Videography: We pay half of the athletics photographer and try to get professional photos of the campus and clubs, events, and other student centric activities.	All year	PIO, Athletics	\$5,000	GENFD
			<b>Total Cost: 197,500</b>	

***Notes on terms:***

The planning year is the year you are currently planning for (i.e. the coming academic year).

Administrative Unit Outcomes (AUOs) are the main objectives of the unit. The AUOs indirectly affect the experiences of the students at SCC. AUOs describe how the work of the program will support institutional effectiveness and student achievement. Examples are shown below:

- Online tutoring will be available through various tutoring programs in the college. (Tutoring Program Plan)
- Students will have adequate wireless access to Internet resources. (IT Program Plan)
- The PIO office will help improve and enhance internal communication to support institutional effectiveness using an integrated approach to marketing in alignment with department marketing activities. (Marketing Program Plan)
- The DE staff will provide training opportunities for faculty teaching online courses. (DE Program Plan)

Student Learning Outcomes (SLOs) are objectives of the unit that state the major skills and abilities that students will gain as a result of their work with the program. They complete the sentence: “As the result of the work of the unit, the student will be able to...”. Examples are shown below:

- Students will be able to access and utilize online tutoring (Tutoring Program Plan)
- The students in BSI-related learning communities and DWAP will have higher course retention and success rates than the average for students in the same class.. (BSI Program Plan)

Procedures are the tasks that are conducted as part of achieving the unit’s outcomes.