



UNIVERSITY of HAWAI'I*
COMMUNITY
COLLEGES

Strategic Marketing and Communications Three-Year Plan

(FY 12 to FY 14)

Final Draft

Submitted on behalf of the UHCC Marketing Committee

Bonnie Beatson, Windward CC
Kathleen Cabral, Leeward CC
Doodie Downs, Hawai'i CC
Tony Kilbert, Kaua'i CC
Susan Lee, Chair, OVPCC
Billie Takaki Lueder, Honolulu CC
Paul Sakamoto, OVPCC
Emily Sullivan, Maui College
Louise Yamamoto, Kapi'olani CC

Introduction

In keeping with the goals of the University of Hawaii Community Colleges' strategic plan and support of the State's workforce initiatives, it is essential that the community colleges continue its collaborative marketing efforts to encourage more students to get the education and training necessary to succeed in today's world.

During the last four years, the colleges have experienced high enrollment growth, partly due to the increased advertising and promotions statewide, as well as the outreach efforts and regional promotions by each campus. The downturn of the economy also played a part in more students returning to school.

UHCC Marketing Committee was able to capitalize on these economic changes quickly by developing television commercials and other promotions that targeted working adults who have lost their jobs or may need additional training and education to keep their jobs.

Since embarking on this collaborative marketing effort, the community colleges were able to maintain a heavy presence in the marketplace with TV advertising, theatre ads and other well-placed promotions. People couldn't help but take notice of the community colleges' steadfast commitment of providing *access, quality, opportunity* and *learning* to Hawaii's citizens.

With many changes on the horizon, it is more vital than ever that we grow our presence in the marketplace, improve our brand, as well as integrate key messages with UH System initiatives including the new performance-based budgeting and the UH Foundation capital campaign.

To provide a context from which to base future marketing and communication actions, here is a brief overview of the UHCC collaborative marketing effort thus far.

BRIEF HISTORY

February 2007 – Chancellors approved a one and one-half year promotional campaign.

- The overall marketing strategy was to reach target markets by integrating new technologies such as the Internet and Interactive Television with the traditional methods of advertising.
- New UHCC portal website was developed and launched.
- Campaign theme "Define Your World" was introduced.
- Targeted individuals between the ages of 16 and 25.

February 2008 – Chancellors approved a three-year strategic marketing plan to continue marketing and communication efforts. (July 1, 2008 to June 30, 2011)

- Introduced new promotional campaign targeting working adults between the ages of 26 to 54.
- Continued to market to the traditional high school students.
- Invested heavily into upgrading websites (Maui CC, Windward CC, Leeward CC and Kauai CC), added new applications and utilized social media networking opportunities.

RESULTS

As a result of all this marketing activity, UHCC has experienced unprecedented enrollment growth, exceeding the original marketing objective of increasing enrollment headcount by 5% annually.

- UHCC student enrollment headcount increased by approximately **35%** since the start of collaborative marketing in 2007. [Figure 1]
- Enrollment of first-time students exceeded 3,800 in Fall 2008; the highest number since at least 1982.
- Going rate reached 26% in 2008, also a 27-year high.

We also saw an increase in Website traffic with people staying longer in their visits. [Figure 2]

- Popular Pages include Nontraditional programs (in particular nontraditional male careers); Ka'ie'ie or transfer programs; Financial Aid Information.
- Bulk of the referrals are coming from the UH System Homepage; and Google searches.

Our collaborative marketing also gave us an advantage in negotiating media buys that gave us more value for each dollar spent—a return on investment that sometimes quadrupled our initial investment. (As examples, see attachments of media reports from KHON2 and KITV4.)

- Pooled resources provided a varied mix of traditional and new media communication channels that increased our reach and frequency. [Figure 3]

UHCC received increased national recognition for its marketing promotions:

- Leeward Community College, Student Handbook, NCMPR¹ Silver Paragon Award, 2009
- Windward Community College, Computer-Generated Illustration, NCMPR Silver Paragon Award, 2009
- Windward Community College, Postcard Series, NCMPR Gold Paragon Award, 2009
- UHCC System, Online Services, NCMPR Bronze Paragon Award, 2008
- UHCC System, Website, NCMPR Gold Paragon Award, 2007
- UHCC System, Innovation in Technology, NCMPR Bronze Paragon Award, 2007

In addition to the collaborative marketing efforts, there were other factors that also contributed to the enrollment increases, such as the sluggish economy, high unemployment rates, individual campus outreach efforts, and a more coordinated look (branding) and communications strategy.

¹ NCMPR, National Council for Marketing and Public Relations, the fastest growing affiliate of the American Association for Community Colleges, with over 1,550 members from more than 650 colleges across the U.S., Canada and other countries.

Figure 1
Headcount Enrollment of Credit Students
Fall 2006 to Fall 2010

	Total	Fall 2010		Fall 2009		Fall 2008		Fall 2007		Fall 2006
	% Change	No.	% Change							
UHCC	34.88%	34,515	7.1%	32,203	13.2%	28,444	9.9%	25,890	2.5%	25,260
Haw	63.62%	3,850	17.5%	3,275	13.6%	2,884	10.8%	2,603	10.4%	2,358
Hon	13.85%	4,775	4.5%	4,567	8.3%	4,218	4.7%	4,027	-2.8	4,143
Kap	26.28%	9,446	3.8%	9,102	10.7%	8,221	9.4%	7,517	3.4%	7,272
Kau	29.21%	1,442	7.2%	1,345	21.8%	1,104	5.0%	1,051	-6.1%	1,119
Lee	37.23%	7,991	6.8%	7,484	10.5%	6,771	15%	5,887	2.5%	5,746
Mau	53.33%	4,350	5.7%	4,114	25.2%	3,287	10.3%	2,981	4.9%	2,841
Win	48.99%	2,661	14.9%	2,316	18.2%	1,959	7.4%	1,824	2.4%	1,781

Figure 2
Website Portal Traffic

	July 1, 2009 to June 22, 2010*	FY 08-09	FY 07-08
Unique Visitors	40,521	46,082	28,556
First-time Visitors	36,189	41,816	26,169
Returning Visitors	4,332	4,266	2,387
Page loads	90,682	102,597	86,000

*We did not run ads during Merrie Monarch Festival as we had done in the two years before, which may attribute to the drop in first-time visitors and page loads.

Figure 3
Communication Channels (Media Buys)

	FY 09-10	FY 08-09	FY 07-08
Television	\$101,554.83	\$112,711.99	\$80,364.36
Cable TV	\$0	\$56,708.18	\$49,087.51
Magazine	\$7213.44	\$5759.16	\$18,500.00
Weekly Paper	\$884.82	\$1041.66	884.82
Web Ads	\$0(1)	\$0(1)	\$17,801.00
Emerging Technologies*	\$75,232.63	\$76,885.17	\$63,075.00
Radio	\$0	\$3,093.73	\$11,934.53
Outdoor Ads & Banners	\$19,884.80	\$7,874.35	\$0
In-theatre Ads	\$62,522.85	\$40,799.93	\$40,769.37
Direct Mail	\$0	\$8,677.56	\$10,765.40
Trade Shows/Special Events	\$1,560.60	\$659.00	\$2,305.78
Printed materials & giveaways	\$1037.36	\$21,766.99	\$4671.14
TOTALS	\$269,891.33	\$335,977.72	\$300,158.91

*Includes software, hardware & personnel costs to develop & maintain websites.

(1) Web ads posted on news sites were included in the TV media buy.

CURRENT MARKET OVERVIEW

External factors that may negatively impact future enrollment growth:

- Economy will start to improve in 2011, whereupon more people may choose to work rather than go to college.
- Increased competition from other colleges that may begin targeting adult learners, which is a major market for post-secondary institutions.
- High school graduates will begin declining through 2020.
- Increased competition from four-year universities and proprietary schools

Strength in Numbers:

- Current Students (34,000+)
- Alumni (limitless possibilities)
- Faculty and staff (2000+)

Trends that may impact marketing:

- **Growth of Social Media**
 - Opens up hundreds of new communication channels, allowing organizations to present highly targeted messages.
 - Outside of school, today's average teen spends 6.5 hours per day with media – 33% of that is on the web.
 - Social media is now ahead of email in Internet usage.
 - Facebook has taken the lead in preferred social media.
 - People expect to see social media on all their preferred media channels.
 - 33% of students say they search for schools on social media sites.
 - 80% want official and unofficial content on social media; but when it comes to seeking official college information, they prefer the college's website.

Why invest time and energy in Social Media?

- To drive sustainable word-of-mouth (WOM) and the use of social customer relationship management (CRM) via HTML email.
- 92% of people say that getting a recommendation from a friend, family member, colleague or expert is the single most powerful determinant of their decision-making. (Roper Reports)
- Peer to peer recommendation is a powerful force.
- As technology evolves, we need to find new ways of creating a talkable brand—*creating intentional dialogue to have people talk about our college.*
 - Bring social responsibility into the picture.
 - Using others to tell our stories.
- Many educational institutions are finding ways to use Social Media to reach institutional objectives: Recruitment, retention, development and social responsibility

- **Growth of Mobile Device Users**
 - Alumni and future students, 18 to 29 years of age, are heavy users of “mobile” in many areas:
 - 95% send/receive text messages
 - 92% take photos
 - 65% access Internet
 - 52% send/receive email
 - 48% use social networking site
 (Source: <http://pewinternet.org/Reports/2010/Mobile-Access-2010.aspx>)
 - Smart phone owners in U.S. is 25% > experts predict high growth.

- **Growth in Acceptance of and Access to Video Communications**
 - Will decrease the use of campus visits and embrace virtual visits via the college website.
 - This societal change also will see an increase in the desire for virtual classrooms and distance learning.

- **Mashup – Social Media Hubs**
 - College websites are building aggregated sites; pulling a lot of feed from facebook, twitters and youtube and other social media site. *[[WA Mash; Base Social - <http://home.bates.edu/views/social/>;
<http://home.bates.edu/views/social/contribute/>]]*

- **Hiring Trends across the Nation**
 - Hiring across all degrees is expected to increase by 3%; however the Bachelor’s level is expected to surge by 10%.²
 - Nearly 40% of employers indicated that they will seek candidates across “all majors”, focusing more on the skills and abilities needed in the organization rather than academic discipline.
 - Business majors will be the strongest candidate; engineering appear to be sluggish, and some majors will see fewer opportunities, including construction, law, publishing, nursing, social services and health sciences in general.
 - The professional and business services sector and the health care and social assistance sector are anticipated to grow at more than twice the annual average of 1.0 percent for all industries, adding the most employment, 4.2 million and 4.0 million, respectively. However, nearly two-thirds of the 30 occupations with the largest expected numerical increases have on-the-job training as their most significant source of education and training.³

² Source: Michigan State University’s Recruiting Trends 2010-2011 survey of more than 4,600 U.S. employers.

³ Source: U.S. Department of Labor, Occupations with the Largest Job Growth, Dec. 8, 2010.
http://www.bls.gov/emp/ep_table_104.htm

MARKETING AND COMMUNICATIONS PLAN

Marketing Goal

Our goal is to increase awareness, improve community engagement and build the image of the University of Hawaii System of community colleges that offer students more choices, more access and more opportunities.

Marketing Objectives

In addition to increasing student enrollment by 5% each year for the next three years, this plan also focuses on increasing donor and community support, as well as building relationships with all internal and external constituencies.

There are three major objectives we want to accomplish:

1. Improve the perception that the UH Community Colleges are quality institutions offering students value and opportunity for their educational dollar.
2. Increase the community colleges total enrollment by 5% each year, for the next three years.
3. Increase alumni engagement with the community colleges.

Audience

Primary Audience: Hawai'i Residents

For the purpose of this plan, we have segmented the targets in three primary groups with a **focus on targeting Group 2** in year one and two of this strategic marketing plan.

Group 1:

Individuals, ages 16 to 25 (promote undergraduate, liberal arts, transfer and career/technical training programs)

Group 2:

Individuals, ages 26 to 54 (promote undergraduate, liberal arts, transfer and career/technical training programs)

Sub-group A: Working adults looking to either change careers or enhance skills

Sub-group B: Adults with some college credits and want to complete their degrees

Group 3:

Influencers, including alumni, businesses, family and friends of prospective students, and donor

Secondary Audience: Influencers of prospective students

- Parents
- Family
- Friends

- Counselors
- Employers

Tertiary Audience:

- Media
- Analysts
- Experts

Overall Strategy

Utilize new technologies, new media and the Internet to capture the attention of our targeted market groups and bridge the unique, diverse campuses as a system of community colleges, known for its rapid response to economic changes, innovation in education and accessibility to all who want to learn.

Strategy A: Image Building

Improve image and build top of mind awareness by supporting campuses' Social Media activities.

Action 1

Develop systemwide Social Media Protocols

Action 2

Develop a Social Media Strategy integrating with a major advertising campaign

Social Media Goal:

Build online communities that allow current, future and former students to interact, keep up with and explore the world of UH Community Colleges.

Social Media Objectives:

- Increase Brand Awareness
 - Search Engine Optimization
 - Measure through Increased Referring Traffic
 - Reputation Management
 - Measure mentions on blogs, online chatter
 - Top of Mind Awareness
- Increase Website Traffic to portal and campus websites
- Increase Community Engagement
- Improve External Communication

Action 3

Create a team of social media coordinators to monitor and interact with communities.

Action 4

Create a mashup page of all official social media sites on our portal UHCC.hawaii.edu site.

Strategy B: eMarketing

Drive target audience to UHCC marketing Website and encourage users to forward site to their friends.

Action 1:

Update and refresh uhcc.hawaii.edu portal website and integrate more alumni and business-to-business connection.

- Create components to draw visitors back to the website on a continuing bases. Ideas may include:
 - Promoting alumni-owned business once a month on website; and encouraging people to patronize alumni-owned businesses.
 - Place news feed on site.
 - Create mashup of all campuses' official social media pages
 - Build a google map to tag dots with the locations of people who connect with our social media (build WIKI... people can add dots to the map).

Action 2

Integrate an email campaign with traditional mix of advertising to drive new visitors to the portal marketing website.

Strategy C: Branding Campaign

Create and implement a branding campaign that increases visibility in our community and key markets while attracting our targeted audience to choose the community colleges as their entry to higher education and increasing alumni to reconnect with the community colleges.

Action 1: Establish theme and look of new campaign

Action 2: Integrate social media into mix of traditional marketing activities

Action 3: Advertise in new and unique channels

Action 4: Interactive cable advertising with mobile marketing

Action 5: Radio advertising with mobile marketing

Action 6: Co-marketing Advertising

Build consistent presence for the Community Colleges while aligning ourselves with respected, top-brand corporations or associations.

- Integrate marketing plans to form partnerships with major corporations and primary media sponsor to promote the community colleges vis-à-vis the UHCC 50th anniversary for a one-year period beginning in June 2013. Promotional ideas may include:
 - Radio and TV Promo's featuring notable UHCC alumni and other recognizable individuals, UHCC programs, UHCC initiatives, etc.

- News stories to run several times a month over a 12-month period during the year. Packages will run in evening newscast with a probably repeat in the morning news shows. Stories to be re-edited for paid promotional segments.
- Possibly produce a one half-hour UHCC 50th Anniversary program to air sometime in 2014.
- 50th Anniversary Gala to draw alumni and friends to a culminating event.

Evaluation and Assessment

We propose to evaluate and assess the effectiveness of each action item initiated through various assessment methods on a regular basis as described below.

Printed materials

For all printed materials, we will track the number of pieces distributed and to whom (target audience group) it was distributed. We will create a mini-survey/response card insert for each printed piece. The questions on the response card would ask readers how the brochure/report could be improved and/or what kind of information they wish to receive. The response card would also ask how the reader prefers to receive information (i.e., in the mail, newspapers, radio, television, Internet, etc.). For large distributions of materials to high schools, we will request the high school liaison/contact person to fill out an evaluation form to help us better serve their needs.

Advertising

To assess the effectiveness of the television commercials, we will conduct a focus group evaluation of the commercials prior to the launch to analyze whether our key messages came across effectively. We will make adjustments if necessary.

Once the campaign is in place, we will track the number of requests for more information via various communication tools (e.g. mobile phone, websites, etc.) We will also track Website hits to our microsites that link message with TV advertisements.

Overall assessment of public relations and marketing campaign

We will also conduct a market survey to give us a baseline assessment on the perception and awareness of the community colleges in the State of Hawai‘i. We will analyze results and make adjustments as deemed necessary for the next two years of the campaign.

On an ongoing basis, we will:

- Track attendance and conduct mini surveys at all major UHCC public events to find out where people heard about us and what they think of the community colleges.
- Ask current students through their respective campus surveys where they heard about their college?
- Conduct mini pop-up surveys on Website to assess the effectiveness of our site, what can be improved on our Website, and how people prefer to receive their information.
- Review all survey results on a regular basis and make adjustments as deemed necessary.
- Analyze institutional data related to enrollment, registration of classes and transfer information.

Timeline

Essentially, we will begin developing new creatives starting in Spring 2011 for a new marketing campaign launch for 2012, including the development of any Websites, microsites, interactive components, printed collateral, video commercials, video vignettes and print ads for launch in January 2012.

Second phase of marketing campaign will focus on UHCC's 50th anniversary in 2014. Development for corporate sponsorships and media sponsors will begin in Fall 2012 to be launched in May 2013 and run through June 31, 2014. The focus of this year-long campaign will be to increase community engagement with alumni and donors.

Budget

This proposed budget is based on integrating interactive technology into our print broadcast media communications.

	Category	Item	FY012	FY13	FY14
1	Advertising	Print, radio, television, Internet and other media	\$200,000	\$200,000	\$200,000
2	Emerging Technologies	Hardware and software, technology services, etc.	\$20,000	\$20,000	\$20,000
3	Personnel	Temporary hire for social media support	\$60,000	\$60,000	\$60,000
4	Professional services	Creative services for videotaping, photography, editing, designing, etc. ⁴	\$20,000	\$20,000	\$20,000
5	Printing Supplies and Advertising Specialties	Printing supplies, printing services, portfolios, brochures, displays, banners, advertising specialties for events and activities.	\$20,000	\$20,000	\$20,000
6	Special Events	Registration fees for participation in college and career trade fairs and other marketing events.	\$5,000	\$5,000	\$5,000
7	Professional Development	Conference fees, travel expenses for committee members to attend professional development, meetings, special events related to marketing & communications.	\$20,000	\$20,000	\$20,000
	Total		\$345,000	\$345,000	\$345,000

Note: OVPCC has created two IT permanent positions to support web development and new media strategies in marketing and communications. Positions are filled and currently working on new websites and applications. Continued support will be provided to implement all collaborative marketing actions.

⁴ Professional services for the production of the creative promotional materials may include but not limited to photography, graphic design, illustrator, video producers, editors, stylists, illustrators, writers, etc.

ATTACHMENTS

RETURN-OF-INVESTMENT REPORTS
FROM KHON2 and KITV4.



MONTHLY REPORT



Client: University of Hawaii Community College
Period: April-10 to Dec-10
Stations: KHON2 and Hawaii's CW
Membership: Image Advantage

What was promised:

Dayparts	Commercials	Standard Rate	Advertising Value
KHON2 Peak Time: M-F, 5a-8a & M-Su, 4p-12p/Incl 6x News	120		\$0
The CW Peak Time: M-Su 4-11p	180		\$0
KHON2 Non Peak: M-Sun 4a-3:59a	120		\$0
The CW Non Peak: M-Sun 4a-3:59a	180		\$0
Rotating Tile	12		\$0
Commercials Guaranteed:	612	Value Guaranteed:	\$39,780

What you received:

Dayparts	Commercials	Standard Rate	Advertising Value
KHON2 Peak Time: M-F, 5a-8a & M-Su, 4p-12p	101	\$500	\$50,500
The CW Peak Time: M-Su 4-11p	274	\$75	\$20,550
KHON2 News	131	\$650	\$85,150
KHON2 Non Peak: M-Sun 4a-3:59a	390	\$75	\$29,250
The CW Non Peak: M-Sun 4a-3:59a	1113	\$25	\$27,825
Rotating Tile	12	\$500	\$6,000
Commercials Received:	2021	Value Received:	\$219,275

As an Image Advantage Member, you have received more peak time exposure than promised for this month!

206 UPGRADES or 69%

As an Image Advantage Member, you have received more total audience exposure than promised for this month!

1409 BONUSES or 230%

VALUE OF AIRTIME DELIVERED: \$219,275.00

NET INVESTMENT SO FAR: \$39,780.00

As an Image Advantage Member, you've received a value of investment for this month!

551% on your

Thank you for your business.



VIP SUMMARY REPORT



Island Television

Partner: University of HI Community Colleges
Month: 2010 Total

Actual Delivered to VIP Partner:

	<u>Rate</u>	<u>Units</u>	<u>Value</u>
Premium Dayparts A	\$500	92	\$46,000
M-SU 6-1030P KITV4News at 6 and 10/Seinfeld/ABC Prime			
Premium Dayparts B	\$150	185	\$27,750
M-F 5-7A KITV4News this Morning			
M-F 3-530P Ellen/Judge Judy/KITV4News at 5			
M-SU 1030-11P KITV4News at 1030/Seinfeld			
Premium Value Delivered:		277	\$73,750
Standard Dayparts A	\$50	284	\$14,200
M-F 7A-3P GMA/The View/Dr. Oz/ABC Soaps			
M-SU 11P-2A ABC Nightline/Kimmel/Access Hollywood/Various			
SA-SU 5A-5P ABC Sports/ABC This Week/Weekend Various			
Standard Dayparts B	\$25	123	\$3,075
M-SU 2A-5A ABC World News Now/ABC World News this Morning			
Standard Value Delivered:		407	\$17,275
Total Value of Commercials Received:		684	\$91,025
2010 Investment:		360	\$33,000
Bonus Delivered:		324	\$58,025

KITV.com \$1,800
 Rotating Tile Ad, Rotating Leaderboard and Display Ads (10,000/month)

Island Weather NOW (Oceanic Cable 126)
 M-SU 24-Hour Schedule

Guaranteed Spots	\$5	480	\$2,400
Bonus Delivered	\$5	2181	\$10,905
Total Delivered		2661	\$13,305

Signature

Date